

**Agenda**  
**Board of Directors Meeting - #251**  
January 15, 2020  
4:00 P.M.

1. Minutes of November 20, 2019 Attached
2. Executive Director's Report Mr. Sean Scanlon
3. Chairman's Report Mr. John Picard
4. Audit and Finance Committee Mr. Kevin Arnold
- Review of October and November Financials** Attached
5. Reports and Action Items:
  - Resolution #495: Approval of Task Order for Professional Services with The Jones Payne Group, Inc. for Residential Sound Insulation Program – Phase 6** Attached
  - Resolution #496: Approval of Revised Schedule of Rates and Charges** Attached
  - Airport Manager's Report** Mr. Jeremy Nielson
6. Other Business
  - Proposed Changes to the Asset Control Policy**
7. Public Comment
8. Adjournment



**Airport Authority Board of Directors  
Minutes of November 20, 2019**

**Directors Present: John Picard, Gerald Weiner, Anthony Verderame, Peter Wilson, Matthew Hoey III, Peter Leonardi, David White, Vin Petrini, Mark Sklarz, Jim Yeske, Daniel Adams**

**Via Telecom: Serena Neal-Sanjuro, Rich Jacob**

**Directors Absent: Karen O'Connell, Kevin Arnold**

**Others in Attendance: Jeremy Nielson, Felipe Suriel, Bryan Hoffman, Evan Warren, Karen Wait, Eliot Jameson, Mark Zaretsky, Tim Collins, Frank Podqewaite, Tyrone Holman, Alicia Seremet, Rita Aceto, Samantha Parlato, Dariana Cuadrado-Varela**

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The meeting was called to order at 1605L by Chairman, Mr. John Picard.

There was a Motion to approve meeting minutes from October 16<sup>th</sup> with an adjustment to attendance. Motion unanimously approved.

**1. Executive Director's Report**

Mr. Matthew Hoey III noted the following:

- The Solomine tree obstruction came down thanks to Hugh Manke's efforts with less financial implications. Hird Electric also removed obstruction poles that on Dodge Avenue. These steps allow for the removal of the displaced threshold on RWY 20.
- The original dates for the Master Plan Study community sessions had conflicts with parents' teacher nights for New Haven. The dates were moved to December 11<sup>th</sup> (New Haven, Nathan Hale School) and the 12<sup>th</sup> for East Haven (Senior Center). The details were posted on the airport website.
- A meeting was held on October 27<sup>th</sup> at Bradley Airport with the CAA and the FAA to discuss the ACIP (Airport Capital Improvement Project) related projects. The plan extends out to the year 2025. The runway extension is not part of the AIP, but will be considered once the Master Plan Study is complete.
- Recent TSA security enhancements include the requirement of armed law enforcement officers on site during air carrier flights.

- Mr. Hoey thanked the board for the experience and thanked the staff for support during his tenure as Interim Executive Director.

Mr. Sean Scanlon reported that he spoke to all the delegation members about the reschedule of the Master Plan Study community meetings. Mr. Scanlon also stated that this was his third day on the job and was excited to work with the Board and AvPORTS staff.

## **2. Chairman's Report**

Mr. Picard had the board members introduce themselves to Mr. Scanlon on his first board meeting.

## **3. Audit and Finance**

Mr. Hoey III reviewed the financials and stated there was a net income of \$59,000 for the month. There was double accounting for payment on the audit, for which an entry will be in the future financials to correct. Year-to-date net income is \$177,000.

## **4. Report and Action Items**

Resolution 494: Approval to Update Designate Signatories read aloud. Motion was unanimously approved.

### **Airport Manager's Report**

Mr. Nielson reported the TSA deadline of November 14<sup>th</sup> to meet Category III security requirements was completed on schedule. TSA was a pleasure to work with and beneficial to the airport as a partner. He also thanked the City of New Haven Police for helping to fulfill the law enforcement requirements. The Airport will continue to work to fine-tune and accommodate the growth as necessary. Enplanements continued to rise YTD primarily due to the improved jet service that American has been offering at Tweed. We have better equipment with more seats and must work to maintain the level of service we currently have by continuing to increase ridership.

## **5. Other Business:**

Mr. Jameson reviewed current airport stats, including trends in enplanements and load factors, emphasizing the need to keep close watch on both statistics to ensure long-term success. He also noted the increased reliability of the Embraer 175 aircraft, resulting in better runway performance and fewer diversions / cancellations.

Ms. Cambron from ASM Global presented their efforts in air service development by exhibiting a website dedicated to promoting Tweed initiatives. The site will educate passengers on the benefit of flying out of Tweed, while emphasizing time and cost savings over other airports in the region. The new site will ensure that anytime a search for flights are made within the natural catchment area, Tweed will be at the top of the list in the search.

Mr. White indicated that his recent experience flying with American out of Tweed is much improved with the new larger aircraft.

Mr. Petrini highlighted Tweed's impressive increases in enplanements over the last year, and emphasized the need to concentrate on further building upon this success.

Mr. Picard stated it is evident that there is a market at Tweed that has yet reach its potential. The marketing campaign will hopefully help spur growth. The Administration will monitor these efforts to ensure it is effective and/or if any adjustments need to be made.

**6. Public Comment:**

No public comments.

Meeting adjourned at 1700 by Mr. Picard.

Respectfully submitted,

Felipe Suriel  
Assistant Airport Manager



**Agenda**  
**Board of Directors Meeting - #252**  
February 19, 2020  
4:00 P.M.

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|--|--------------------|
| 1. Minutes of January 15, 2020   | Attached           |
| 2. Executive Director's Report   | Mr. Sean Scanlon   |
| 3. Chairman's Report   | Mr. John Picard    |
| 4. Audit and Finance Committee   | Mr. Kevin Arnold   |
| <b>Review of December Financials</b>   | Attached           |
| 5. Reports and Action Items:   |                    |
| <b>Resolution #497: Approval of Request for Funds from REX<br/>Development and Other Potential Funding Sources</b> | Attached           |
| <b>Airport Manager's Report</b>  | Mr. Jeremy Nielson |
| 6. Other Business  |                    |
| 7. Public Comment  |                    |
| 8. Adjournment   |                    |



**Airport Authority Board of Directors  
Minutes of January 15, 2020**

**Directors Present: John Picard, Kevin Arnold, Gerald Weiner, Anthony Verderame, Peter Wilson, , Peter Leonardi, David White, Vin Petrini, Mark Sklarz, Jim Yeske, Rich Jacob**

**Via Telecom: Serena Neal-Sanjuro,**

**Directors Absent: Karen O'Connell, Daniel Adams, Matthew Hoey III**

**Others in Attendance: Jeremy Nielson, Felipe Suriel, Evan Warren, Karen Wait, Mark Zaretsky, Tyrone Holman, Alicia Seremet, Raleigh Seymour, Dean Wojtak, David Reger**

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The meeting was called to order at 1600L by Chairman, John Picard.

There was a Motion to approve meeting minutes from November 20<sup>th</sup>. Motion approved.

**1. Executive Director's Report**

- Mr. Scanlon reported that during his first full month on the job he met with numerous neighborhood representatives and elected officials. He is looking forward to continuing dialog and providing a transparent process as we move through the master plan process.
- Mr. Scanlon reported on the status of the runway extension appeals process, stressing the importance of using a law firm that specializes in aviation for the appeal process. Discussions with a firm were held and they agreed to perform the legal work 'pro bono'. The Firm's position is that the ruling should stand and a decision by the Supreme Court should be made on March 10<sup>th</sup> as to whether the case will be heard.
- Final airport stats show 50,355 enplanements in 2019, which represents a 30% increase over 2018. We have seen very positive trends in enplanements and strive to continue in this direction. Allegiant Airlines has expressed enthusiastic interest in operating out of Tweed. The airline participated in a call with the Governor's administration and are willing to begin service prior to the runway being lengthened. Mr. Scanlon and AvPORTS will be attending an air service

development conference in early February to speak with additional carriers who may have similar interests.

- Both Master Plan information meetings went well. People were vocal and the Airport is starting on a positive foot to get to know people and be a good neighbor. The next step in the process will be the technical advisory and community advisory committee meetings which will be held on February 13<sup>th</sup>.
- Our air service development firm ASM Global provided a progress report on digital marketing efforts by a recently engaged third-party firm. Based on their lack luster performance, Mr. Scanlon suggested it is time to redefine our marketing strategy and determine a better solution to our desire to further increase enplanements. Mr. Scanlon has met with several local firms to get ideas and will be make substantial efforts to find outside funding to meet the financial obligations that will be necessary to complete a successful campaign.
- There is a need for police at the airport due to recently increased TSA requirements. The cost for this service being on site is approximately \$115,000 annually. There is not a lot of room in the budget which has led us to find additional revenues to pay for this necessity. We have also applied for a grant from the TSA to assist with the added level of service. At this time, we are proposing parking rate increases to help offset our costs.

## **2. Chairman's Report**

Mr. Picard thanked everyone for their commitment to serving on the Board and being supportive of the efforts of the Authority.

## **3. Audit and Finance**

Mr. Arnold reminded the board that there was no board meeting in December. November and October numbers were good overall. During November the audit made a noticeable change in the month which were part of the year to date figure. This is the first fiscal year that if we do not make any changes, we may be in the red.

## **4. Report and Action Items**

Resolution 495: Approval of Task Order for Professional Services with The Jones Payne Group, Inc. for Residential Sound Insulation Program – Phase 6 read aloud. Motion was unanimously approved.

Resolution 496: Approval of Revised Schedule of Rates and Charges – Vehicle Parking read aloud. Motion was unanimously approved.

## **Airport Manager's Report**

Mr. Nielson discussed the following items:

- Tweed Master Plan website (tweedmasterplan.com) can be used to find out about upcoming meetings as well as other information.
- State audit should be wrapped up this month. New asset control policy needs to be updated. Auditor noticed discrepancy in the asset control and recommended to update the policy. As per the revised policy, any asset worth \$1000 or more will be tracked.
- An RFB will be soon out for Airfield Painting using FAA funds.
- We will be working on acquiring a new runway snow blower this year to increase snow removal capability. Currently the airport only has one snow blower and this helps prevent the likelihood of being closed for an extended period of time in the event one is out of service.
- A parking system upgrade using barcodes is in the works, which will ultimately reduce errors and technical issues with the current system.
- Triennial is scheduled for April 22<sup>nd</sup> with the next planning meeting on March 4<sup>th</sup>.
- Fiscal year KPI numbers to date continue to show healthy trends.

A motion to update the asset control policy was unanimously approved.

### **5. Other Business:**

None.

### **6. Public Comment:**

No public comments.

Meeting adjourned at 1637 by Mr. Picard.

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Respectfully submitted -

**Felipe Suriel, Assistant Airport Manager**

## **Agenda**

### **Board of Directors Meeting - #253**

April 15, 2020  
4:00 P.M.

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|----|--|---|
| 1. | Minutes of February 19, 2020   | Attached  |
| 2. | Executive Director's Report  | Mr. Sean Scanlon                                |
| 3. | Chairman's Report  | Mr. John Picard                                 |
| 4. | Audit and Finance Committee  | Mr. Kevin Arnold                                |
|    | <b>Review of January and February Financials</b>   | Attached  |
| 5. | Reports and Action Items:  |   |
|    | <b>Resolution #498: Acceptance of Grant Offer from the Federal Aviation Administration for the Threshold Relocation On Runway 20 Agreement</b>                             | Attached  |
|    | <b>Resolution #499: Acceptance of Grant Offer from the Federal Aviation Administration for the PAPI Installation Reimbursable Agreement</b>                                | Attached  |
|    | <b>Resolution #500: Approval of Award of Construction Contract For Kobo Utility Construction Corporation on Threshold Relocation and Installation of PAPI on Runway 20</b> | Attached  |
|    | <b>Resolution #501: Acceptance of Funds from the FAA through the Coronavirus Aid and Relief Economic Security (CARES) Act</b>  | Attached  |
|    | <b>Airport Manager's Report</b>  | Mr. Jeremy Nielson                              |
|    | <b>Aviation Industry Update</b>  | AvPORTS   Mr. Jorge Roberts / Ms. Ilona Cambron |
|    | <b>Tweed Master Plan Update</b>  | McFarland Johnson   Mr. Jeff Wood               |
| 6. | Other Business   |   |
| 7. | Public Comment   |   |
| 8. | Adjournment  |   |



**Airport Authority Board of Directors  
Minutes of February 19, 2020**

**Directors Present: John Picard, Kevin Arnold, Gerald Weiner, Anthony Verderame, Peter Leonardi, David White, Vin Petrini, Karen O'Connell, Jim Yeske, Rich Jacob, Matthew Hoey III**

**Via Telecom: Serena Neal-Sanjuro, Mark Sklarz**

**Directors Absent: Peter Wilson, Daniel Adams**

**Others in Attendance: Jeremy Nielson, Felipe Suriel, Evan Warren, Karen Wait, Mark Zaretsky, Alicia Seremet, Dean Wojtak, David Reger**

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The meeting was called to order at 1601L by Chairman, John Picard.

There was a Motion to approve meeting minutes from January 15<sup>th</sup>. Motion approved.

**1. Executive Director's Report**

- Mr. Scanlon reported that the airport is awaiting the results of the SCASD grant application.
- Mr. Scanlon provided a brief report on the recent Routes America air service development meeting held in Indianapolis. Had constructive conversations with several air carriers interested in providing service for HVN, including American Airlines, Allegiant Air, and Breeze Airways. It was also noted that Allegiant participated in a call with the Governor's administration and are willing to begin service at Tweed prior to the runway being lengthened.
- Mr. Scanlon reported that efforts, led by AvPORTS, are underway to revamp Tweeds marketing campaign. Mr. Scanlon are working with local airport stakeholders and supporters to secure the necessary funding to meet the required thresholds to support a well-coordinated campaign.
- Mr. Scanlon reported the Master Plan Technical Advisory Committee and Community Advisory Committee meetings held on January 13<sup>th</sup> were positive and productive. Discussions focused on explaining the need for the master plan, the process, project

schedule, key issues and project goals. Visit [www.tweedmasterplan.com](http://www.tweedmasterplan.com) to review progress to date.

- Final airport stats for calendar year 2019 show 50,355 enplanements, which represents a 30% increase compared to 2018. We have seen very positive trends in enplanements and strive to encourage continuity in this success which has a trickledown effect in all other revenue streams.

## **2. Chairman's Report**

Mr. Picard shared his appreciation to Mr. Scanlon for his dedication and hard work since assuming the Executive Director position. Mr. Picard supported the Mr. Scanlon's request for additional funding to support stronger marketing efforts.

## **3. Audit and Finance**

- Mr. Arnold reported that December revenues were up overall. Income from the usage of the jet bridge that was not previously reflected in the financials was now current, due to increased payments from American. In regards to expenses, it was noted the airport has spent over budget in recent months due to timing of expenditures. However, AvPORTS has managed to continue to keep their overall operating budget in the black by approximately \$159,000 FYD.
- Mr. Arnold noted that the City of New Haven has yet to invoice the airport for law enforcement service provided by New Haven PD, which is part of the CAT 3 TSA security requirement.
- Mr. Arnold reported that the Authority was in arrears to AvPORTS covering airport operating expenses; however, it is expected that this balance would be paid in full as soon as the State subsidy is received from the CAA.

## **4. Report and Action Items**

Resolution 495: Approval of Requests of Funds from the REX Development. Motion was approved with an amendment to ensure the final approval is contingent upon the availability of funds.

### **Airport Manager's Report**

Mr. Nielson discussed the following items:

- AvPORTS is working closely with HTA and the FAA on the final drawings for the Taxiway AFG project.

- Tweed's website redesign is very close to completion.
- AvPORTS is engaging with ASM to draft a new Air Carrier Incentive Program for review and approval by the Board.
- AvPORTS continues to work with HTA and the FAA to expedite the removal of the RWY 20 displaced threshold and installation of the PAPI.
- HVN Triennial Exercise is scheduled for April 22<sup>nd</sup> with the next planning meeting on March 4<sup>th</sup>.

**5. Other Business:**

None.

**6. Public Comment:**

No public comments.

Meeting adjourned at 1632 by Mr. Picard.

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Respectfully submitted -

**Felipe Suriel, Assistant Airport Manager**

## **Agenda**

### **Board of Directors Meeting - #254**

May 20, 2020  
4:00 P.M.

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|----|---|--------------------|
| 1. | Minutes of April 15, 2020   | Attached           |
| 2. | Executive Director's Report   | Mr. Sean Scanlon   |
| 3. | Chairman's Report   | Mr. John Picard    |
| 4. | Audit and Finance Committee   | Mr. Kevin Arnold   |
|    | <b>Review of March Financial Report</b>   | Attached           |
|    | <b>Review of FY 20 Financial Report</b>   | Attached           |
|    | <b>Approval of FY 20-21 Draft Operating Budget</b>  | Attached           |
| 5. | Reports and Action Items:   |                    |
|    | <b>Resolution #502: Approval of Amendment No. 1 to Agreement With Hoyle, Tanner &amp; Associates To Provide Engineering Services For the Realignment Of Taxiway A, F, &amp; G Data Collection, Final Design, and Bidding Services</b> | Attached           |
|    | <b>Airport Manager's Report</b>   | Mr. Jeremy Nielson |
| 6. | Other Business  |                    |
| 7. | Public Comment  |                    |
| 8. | Adjournment   |                    |



**Airport Authority Board of Directors  
Minutes of April 15, 2020**

**Via Teleconference: John Picard, Kevin Arnold, Gerald Weiner, Anthony Verderame, Peter Leonardi, David White, Vin Petrini, Sean Scanlon, Jim Yeske, Rich Jacob, Matthew Hoey III, Peter Wilson, Daniel Adams**

**Directors Absent: Karen O'Connell, Mark Sklarz**

**Others in Attendance: Jorge Roberts, Jeremy Nielson, Felipe Suriel, Jeff Wood, Evan Warren, Karen Wait, Mark Zaretsky, Alicia Seremet, Ilona Cambron, David Reger**

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The meeting was called to order at 1604L by Chairman, John Picard.

There was a Motion to approve meeting minutes from February 19<sup>th</sup>. Motion approved.

**1. Executive Director's Report**

- Mr. Scanlon reported that the airport had a really significant win in the courts – a victory many years in the making. The court let the appeal stand, however this news has not gotten the attention needed due to the coronavirus situation. He thanked Updike, Kelly & Spellacy, and specifically Hugh Manke, for their efforts.
- Mr. Scanlon provided a brief report on the recent airline activity. There is still a lot of going on despite the slowdown in aircraft traffic. Mr. Scanlon thanked Mr. Nielson and Mr. Suriel for their hard work and commitment to sustaining the airport during these uncertain times.
- Mr. Scanlon reported to the Board that American Airlines approached the airport submitted a request for their rent and fees to be deferred for a period of time. Deferred payments will be due by December. Rental car agencies approached the airport seeking a similar arrangement, which has also been granted.
- Mr. Scanlon reported that the congressional delegation informed him that the airport will be receiving \$1.16 million dollars from the CARES Act. Mr. Scanlon thanked Ms. DeLauro and Mr. Blumenthal. These funds will go a long way keeping airport staff employed and keeping airport facilities operational.



- Mr. Scanlon discussed the FY2021 budgeting process and reported he would be meeting with the finance committee to review a draft for the Authority to consider.
- Marketing efforts have been paused due to the coronavirus impact on the economy. Approximately \$200K has been committed by several community Tweed supporters. Once the economy begins to show signs of sustained rebound, AvPORTS will enter into agreement with Digital Surgeons, a New Haven-based firm.
- The Airport continues to make progress with the master plan update and we remain focused on meeting the project timelines so that we do not lose momentum. Interest in airport development continues to be high and we want to make sure we are primed for growth. Mr. Scanlon reported he has had conversations with community leaders for enhanced community packages.

## **2. Chairman's Report**

Mr. Picard stated that we should keep our momentum in the Master Plan efforts.

## **3. Audit and Finance**

- Mr. Arnold reported that operating expenses were high in the month of January. February expenses were similar as well due to the court case cost of \$24,000, however we remain in the black year-to-date.

## **4. Report and Action Items**

Resolution 498: Acceptance of Grant Offer from Federal Aviation Administration for the Threshold Relocation of Runway 20 Agreement. Motion was called and unanimously approved.

Resolution 499: Acceptance of Grant Offer from the Federal Aviation Administration for the PAPI Installation Reimbursable Agreement. Motion was called and unanimously approved.

Resolution 500: Approval of Award of Construction Contract for Kobo Utility Construction Corporation on Threshold Relocation and PAPI Installation on Runway 20. Motion was called and unanimously approved.



Resolution 501: Acceptance of Funds from the FAA through the Coronavirus Aid and Relief Economic Security (CARES) Act. Motion was called and unanimously approved with amendment to the resolution to include the \$1.1 million dollars in funding.

### **Airport Manager's Report**

Mr. Nielson invited Mr. Jorge Roberts and Ms. Ilona Cambron to discuss the current perspectives on the airline and airport industry.

- Ms. Cambron informed the board that a large portion of the CARES Act funding will be allocated to the airlines. There are some people that are saying this situation is similar to September 11<sup>th</sup>. However, industry experts agree that this cannot be compared to anything in history. American Airlines will have at least 3 flights a week through October. There have been a lot of cancellations and we are monitoring the situation. Tweed air carrier enplanements have been down consistent with what is being experienced throughout the country.
- Jeff Woods reported that the FAA is taking a hard look at airports that have taken a hard hit. We want to avoid a situation of people feeling left out on Master Plan meetings due to technology. There might be some pushback from the FAA on how Covid-19 may impact the forecasts.

### **5. Other Business:**

None.

### **6. Public Comment:**

No public comments.

Meeting adjourned at 1658 by Mr. Picard.

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Respectfully submitted -

**Felipe Suriel, Assistant Airport Manager**

**Agenda**  
**Board of Directors Meeting - #255**

June 17, 2020  
4:00 P.M.

1. Minutes of May 20, 2020 Attached
2. Executive Director's Report Mr. Sean Scanlon
3. Chairman's Report Mr. John Picard
4. Audit and Finance Committee Mr. Kevin Arnold
- Review of April Financial Report** Attached
5. Reports and Action Items:
  - Resolution #503: Approval of Grant Application to the Federal Aviation Administration for the Acquisition of Rotary Snow Plow** Attached
  - Resolution #504: Approval of Grant Application to the Federal Aviation Administration for the Sound Insulation Program-Phase 6** Attached
  - Resolution #505: Approval of Grant Application to the Federal Aviation Administration for Airfield Painting** Attached
  - Resolution #506: Approval of Grant Application to the Federal Aviation Administration for the Realign Taxiways A, F & G Phase One Design Project** Attached
  - Resolution #507: Approval of Request to the Federal Aviation Administration for the Release of a Portion of Airport Land from Federal Obligations for Aeronautical Use** Attached
- Airport Manager's Report** Mr. Jeremy Nielson
6. Other Business
7. Public Comment
8. Adjournment



**Airport Authority Board of Directors  
Minutes of June 17, 2020**

**Via Teleconference: John Picard, Kevin Arnold, Gerald Weiner, Anthony Verderame, Peter Leonardi, David White, Vin Petrini, Sean Scanlon, Jim Yeske, Rich Jacob, Matthew Hoey III, Peter Wilson, Daniel Adams, Mark Sklarz, Serena Neal-Sanjuro**

**Directors Absent: Karen O'Connell**

**Others in Attendance: Jeremy Nielson, Felipe Suriel, Johnson Chang-Fong, Eliot Jameson, Alicia Seremet, David Reger**

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The meeting was called to order at 1601L by Chairman John Picard.

There was a Motion to approve meeting minutes from May 20<sup>th</sup> with amendment to adding Serena Neal-Sanjuro. Motion approved.

**1. Executive Director's Report**

- Mr. Scanlon informed the Board that load factors appeared to be improving slightly and we look forward continue positive momentum as press onward regardless of the current situation. The flight schedules have come out and we see a good momentum at this moment, but as always, airlines may make adjustments as the pandemic continues to unfold.
- Mr. Scanlon reported the airport has implemented several safety measures throughout the terminal to maintain passenger and employee safety, as well as protocols within the office environment to encourage a healthy working environment. We have received positive feedback in taking these steps and will continue to find ways to improve our approach to facility health and safety.
- Tweed's Air Service Development Team / AvPORTS continues to share a positive outlook for Tweed, and views our position as a small regional airport as having greater benefits that larger hub airports due to our ability to provide a safe and more convenient option for the traveling public.
- Mr. Scanlon reported that he will continue to work with American Airlines and the ASD Team to develop a marketing strategy to keep improve our load factors.

**2. Chairman's Report** No comments at the time.



### **3. Audit and Finance**

- Mr. Arnold reported that we ended the month of April just under \$39,000. Compared to last April, revenues are down approximately 32%. Some rents have been *deferred* (based on need) until the end of the calendar year. Vehicle parking revenues have suffered greatly, as have rental car revenues. CARES Act Funding will help our final position at the end of the fiscal year.

### **4. Report and Action Items**

Resolution 503: Approval of Grant Application to the Federal Aviation Administration for the Acquisition of a Rotary Snow Plow. Motion was called and unanimously approved.

Resolution 504: Approval of Grant Application to the Federal Aviation Administration for the Sound Insulation Program - Phase 6. Motion was called and unanimously approved.

Resolution 505: Approval of Grant Application to the Federal Aviation Administration for Airfield Painting. Motion was called and unanimously approved.

Resolution 506: Approval of Grant Application to the Federal Aviation Administration for the Realign Taxiways A, F, & G Project Phase One Design Project. Motion was called and unanimously approved.

Resolution 507: Approval of Grant Application to the Federal Aviation Administration for the Release of a Portion of Airport Land from the Federal Obligations for Aeronautical Use. Motion was called and unanimously approved.

#### **Airport Manager's Report**

Mr. Nielson referred the Board to the submitted Manager's Report and welcomed any questions.

### **5. Other Business:**

None.

### **6. Public Comment:**

No public comments.

Meeting adjourned at 1612 by Mr. Picard.



Respectfully submitted -

**Felipe Suriel, Assistant Airport Manager**

**Agenda**  
**Board of Directors Meeting - #256**

August 19, 2020  
4:00 P.M.

1. Minutes of June 17, 2020 Attached
2. Executive Director's Report Mr. Sean Scanlon
3. Chairman's Report Mr. John Picard
4. Audit and Finance Committee Mr. Kevin Arnold
- Review of May and June Financial Report** Attached
5. Reports and Action Items:
  - Resolution #508: Approval of Agreement with J.A. Larue, Inc for The Purchase of a Rotary Snow Plow** Attached
  - Resolution #509: Approval of Agreement with Safety Marking for Airfield Painting** Attached
  - Airport Manager's Report** Mr. Jeremy Nielson
6. Other Business
  - Airline Industry Update** Mr. Jorge Roberts
7. Public Comment
8. Adjournment



## **Airport Authority Board of Directors**

**Minutes of August 19, 2020**

**Via Teleconference: John Picard, Kevin Arnold, David White, Jim Yeske, Serena Neal-Sanjuro, Sean Scanlon, Mark Sklarz, Rich Jacob, Peter Leonardi, Gerald Weiner, Dan Adams, Peter Wilson, Karen O'Connell, Matt Hoey, Anthony Verderame**

**Directors Absent: None**

**Others in Attendance: Jeremy Nielson, Felipe Suriel, Jorge Roberts, Andrew King, Evan Warren, Eliot Jameson, Mark Zaretsky**

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Chairman John Picard called the meeting to order at 1601L.

A motion to approve the meeting minutes from June 17<sup>th</sup> was approved.

### **1. Executive Director's Report**

- Mr. Scanlon informed the Board that American Airlines will begin daily flights to Charlotte, North Carolina on September 9<sup>th</sup>. This is a positive change since, in comparison to Philadelphia, Charlotte allows passengers to connect to more destinations.
- Mr. Scanlon reported that load factors have continued to increase over the last few months. With the goal of continuing this positive momentum, despite industry challenges, marketing will be a priority for the airport.
  - In working with AvPORT'S new marketing head Andrew King, management intends to roll out targeted digital ads along with a revamped social media strategy that focuses on safety among other benefits that make flying from Tweed a good option.

### **2. Chairman's Report**

- Chairman John Picard agreed with Mr. Scanlon's statement on the importance of marketing, especially with the current economic challenges that face the industry.



### **3. Audit and Finance**

- Mr. Arnold reported that we ended May \$196,000 in the black and June \$6,500 in the black. For the fiscal year ending June 2020, we ended \$6,500 in the black.
- CARES act funding will continue to be strategically used in order to be financially prepared for what may come in the next fiscal year.
- Overall, fuel flowage is increasing, which can be attributed to increased general aviation fuel flowage. While air carrier fuel flowage is down, an increase is possible with the longer flight to Charlotte.

### **4. Report and Action Items**

Resolution 508: Approval of Agreement with J.A. Larue, Inc for The Purchase of a Rotary Snow Plow. Motion was called and unanimously approved.

Resolution 509: Approval of Agreement with Safety Marking for Airfield Painting. Motion was called and unanimously approved.

#### **Airport Manager's Report**

- Mr. Nielson explained the airport's focus on maximizing operational safety while improving passenger confidence.
  - The airport is seeking out and implementing best practices. The airport is also looking into national accreditations.

### **5. Other Business:**

- Mr. Jorge Roberts provided an update on the aviation industry.
  - Traffic in the majority of large aviation areas is 60% below 2019 levels.
  - While a rebound was expected following lockdowns, carrier capacity cuts have limited the recovery.
  - American Airlines, which entered the pandemic in poor financial health, has continued to improve its liquidity through voluntary retirements and capacity cuts.
  - Compared to 2019 levels, analysts expect traffic to be down 50% this year, 30% in 2021, and 10% in 2022. 2019 levels are not expected again until 2022 or 2023.
- A question was raised as to when the master plan meetings would be rescheduled for.
  - Mr. Scanlon explained how full community meetings are desired, but not currently possible as state restrictions limit gatherings to 100 people. Thus, the meeting dates and format will be re-evaluated after Labor Day.



**6. Public Comment:**

No public comments.

Meeting adjourned at 16:30L by Mr. Picard.

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Respectfully submitted -

**Felipe Suriel, Assistant Airport Manager**



## **Airport Authority Board of Directors**

### **Minutes of September 16, 2020**

**Via Teleconference: Vin Petrini, David White, Anthony Verderame, Dan Adams, Sean Scanlon, Mark Sklarz, Peter Leonardi, Gerald Weiner, John Picard, Jim Yeske, Rich Jacob, Serena Neal-Sanjuro, Matt Hoey, Kevin Arnold**

**Directors Absent: Karen O'Connell**

**Others in Attendance: Jeremy Nielson, Jeff Woods, Johnson Chang-Fong, Felipe Suriel, Eliot Jameson, Mark Zaretsky, Evan Warren, Karen Wait, Bryan Hoffman**

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Chairman John Picard called the meeting to order at 1603L.

A motion to approve the meeting minutes from August 19<sup>th</sup> was approved.

#### **1. Executive Director's Report**

- Mr. Scanlon reported that American Airlines, which temporarily suspended October service to Tweed, has not made a final decision regarding November.
  - While the airport has been in frequent contact with American, future federal funding will probably drive their decision on when to restart service.
- American Airlines began daily service to Charlotte, North Carolina on August 7<sup>th</sup>.
  - While multiple factors may be impacting demand, within the first week of service load factors increased by 8% compared to the previous week's flights to Philadelphia.
- The airport has submitted a request for proposals to perform work in the administrative building. This work will allow the airport to better utilize facility space.
- The FAA has scheduled funding for an environmental assessment in 2021. This required assessment will determine if the airport can move forward with the runway extension project that is slotted into the FAA's funding schedule for 2023.

#### **2. Master Plan Update from Consultant Jeff Woods**

- Mr. Woods provided an updated timeline on for the master plan process.



- He expects to deliver updated forecasts within the next few days, facility requirements by the end of September, and then alternatives. From those alternatives, a preferred plan and updated Airport Layout Plan will be developed. All these documents should be ready for FAA review in March.
- Mr. Woods expressed optimism regarding the FAA's position on the plans.
- Mr. Woods stressed the importance of face-to-face public input, especially during the environmental assessment.
  - He intends to hold advisory committee meetings closer to the end of the year and, if possible, in-person public meetings early next year.

### **3. Chairman's Report:**

- Chairman John Picard agreed with the importance of holding the public meetings in-person when it is possible to do so.
- Chairman Picard also thanked Executive Director Scanlon for all his hard work in response to American's service suspension.

### **4. Audit and Finance:**

- Mr. Arnold reported that the airport ended July \$42,000 in the black while using \$77,000, or 1/12th, of the Cares Act funding.
- While revenue has remained steady from May, Mr. Arnold cautioned that the service suspension will negatively impact revenue from passenger facility charges, car rentals, parking, fuel flowage, and landing fees.

### **5. Report and Action Items**

No action items.

#### **Airport Manager's Report**

- Mr. Nielson emphasized that resources are being utilized strategically and cost savings in other operational areas will be looked into should American not restart service in November.
- Mr. Nielson updated the board on planned events including a virtual FAA administrative inspection in October, an in-person certification inspection probably in the spring, airfield painting, and a full-scale emergency exercise.

### **6. Other Business:**

None.



7. **Public Comment:**

No public comments.

Meeting adjourned at 16:30L by Mr. Picard.

Respectfully submitted-

**Felipe Suriel**

**Assistant Airport Manager**

**Agenda**  
**Board of Directors Meeting - #257**  
September 16, 2020  
4:00 P.M.

- |  |                    |
|--|--------------------|
| 1. Minutes of August 19, 2020          | Attached           |
| 2. Executive Director's Report         | Mr. Sean Scanlon   |
| 3. Chairman's Report                   | Mr. John Picard    |
| 4. Audit and Finance Committee         | Mr. Kevin Arnold   |
| <b>Review of July Financial Report</b> | Attached           |
| 5. Reports and Action Items:           |                    |
| <b>Master Plan Study Updates</b>       | Mr. Jeff Wood      |
| <b>Airport Manager's Report</b>        | Mr. Jeremy Nielson |
| 6. Other Business                      |                    |
| 7. Public Comment                      |                    |
| 8. Adjournment                         |                    |



## **Agenda**

### **Board of Directors Meeting - #258**

October 21, 2020  
4:00 P.M.

1. Minutes of September 16, 2020 Attached
2. Executive Director's Report Mr. Sean Scanlon
3. Chairman's Report Mr. John Picard
4. Audit and Finance Committee Mr. Kevin Arnold
- Review of August Financial Report** Attached
5. Reports and Action Items:
  - Resolution #510: Approval to Exrend License Agreement with Three On-Site Car Retnal Concessions At Tweed New Haven Airport: Avis Budget Group, Inc.; Budget Rent-A-Car System, Inc.; and ELRAC, LLC. d/b/a Enterprise Rent-A-Car and National Car Rental** Attached
  - Airport Manager's Report** Mr. Jeremy Nielson
6. Other Business
7. Public Comment
8. Adjournment



## **Airport Authority Board of Directors**

### **Minutes of October 21, 2020**

**Via Teleconference:** John Picard, Gerald Weiner, Kevin Arnold, Anthony Verderame, Peter Leonardi, David White, Vincent Petrini, Mark Sklarz, Jim Yeske, Rich Jacob, Karen O'Connell, Daniel Adams, Matt Hoey III, Sean Scanlon, Peter Wilson

**Directors Absent:** Serena Neal-Sanjuro

**Others in Attendance:** Jeremy Nielson, Felipe Suriel, Gerald Weiner, Johnson Chang-Fong, Alicia Seremet, David Reger, Eliot Jameson, Jeff Wood, Karen Wait, Mark Zaretsky

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Chairman John Picard called the meeting to order at 16:01L.

#### **1. Meeting Minutes**

A motion to approve the meeting minutes from September 16<sup>th</sup> was approved.

#### **2. Executive Director's Report**

Mr. Scanlon reported on the following items:

- a.** American Airlines intends to restart service at Tweed once Congress passes a second round of federal funding. Mr. Scanlon expressed confidence that the package would be passed and has discussed the importance of passing the package to Connecticut's senators and the district's congresswoman.
  - i.** Due to the strong leisure demand, Mr. Scanlon suggested that the schedule may change to a later departure time to provide better connections to leisure destinations.
- b.** Positive conversations continue with other carriers. The airport will be represented in-person as well as virtually at the TakeOff air service development conference in early October. With the runway length limitation lifted, interest in Tweed amongst carriers remains strong.
- c.** The first positive COVID-19 case arose among the airport's staff during the first week of October. The airport successfully executed a plan developed by both the airport manager and assistant manager. The employee is feeling better and there has not been another positive case since then.
- d.** Keeping the master planning process on-budget and on-time continues to be a priority. Technical Advisory Committee and Community Advisory Committee



meetings were both held last week, and the entire process is still scheduled to conclude in March 2021.

- e. A Triennial full-scale emergency exercise will be conducted at the airport on October 28<sup>th</sup>.
- f. The airport has continued to work with the New Haven marketing firm Digital Surgeons to develop a revitalized brand and message that appeals to the traveling public once American resumes service from Tweed.

In response to a question about the state's travel advisory and whether Tweed intends to start testing at the airport, Mr. Scanlon informed the board that while demand for on-airport testing is not there now, the airport is considering the possibility for testing at the airport in the future.

### **3. Chairman's Report**

On behalf of the board, Chairman John Picard wished the employee that contracted COVID a full and speedy recovery. He also agreed with Mr. Scanlon's confidence that a stimulus package will be passed.

### **4. Audit and Finance**

Mr. Arnold stated that while revenue figures like landing fees are still down from last year, they have stabilized and continued to increase slightly over the past few months. Mr. Arnold also clarified that the accounting and audit expenses number is high this month as it includes expenses from several months prior.

### **5. Report and Action Items**

Resolution 510: Approval to Extend License Agreement with Three On-Site Car Rental Concessions at Tweed New Haven Airport: Avis Budget group, Inc.; Budget Rent-A-Car System, Inc.; and ELRAC, LLC. d/b/a Enterprise Rent-A-Car and National Car Rental

- Motion was called and unanimously approved.

### **Airport Manager's Report:**

Mr. Nielson discussed the following items:

- In accordance with the airport's continued focus to increase the traveling public's confidence, the airport is seeking a health accreditation through Airports Council International.
- The Airport capital improvement plan has been approved. It contains \$7.3 million in capital projects scheduled for 2021 and great than \$30 million scheduled over the next five years.



- The projects include a taxiway reconstruction, a new ARFF vehicle, a new snow blower, and an environmental assessment.
- 90% of the projects will be financed by the FAA.
- The airport is working to improve its cyber security profile to increase preparedness and reduce the impact on IT infrastructure and data.
- The airport is preparing for its upcoming annual financial audits.
- The FAA is conducting a virtual administrative audit now and will probably not conduct an in-person inspection until next spring.
- In preparation for winter operations, the airport has a new glycol pre-treatment permit and will be implementing new related guidelines and recordkeeping procedures.

**6. Other Business:**

None.

**7. Public Comment:**

No public comments.

**8. Adjournment:**

Meeting adjourned at 16:28L by Mr. Picard.

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Respectfully submitted-

**Felipe Suriel**  
**Assistant Airport Manager**

**Agenda**  
**Board of Directors Meeting - #259**  
November 18, 2020  
4:00 P.M.

- |   |                    |
|---|--------------------|
| 1. Minutes of October 21, 2020              | Attached           |
| 2. Executive Director's Report              | Mr. Sean Scanlon   |
| 3. Chairman's Report                        | Mr. John Picard    |
| 4. Audit and Finance Committee              | Mr. Kevin Arnold   |
| <b>Review of September Financial Report</b> | Attached           |
| 5. Reports and Action Items:                |                    |
| <b>Airport Manager's Report</b>             | Mr. Jeremy Nielson |
| 6. Other Business                           |                    |
| 7. Public Comment                           |                    |
| 8. Adjournment                              |                    |



## **Airport Authority Board of Directors**

### **Minutes of November 18, 2020**

**Via Teleconference:** David White, Sean Scanlon, Karen O'Connell, Mark Sklarz, Vin Petrini, John Picard, Jim Yeske, Peter Leonardi, Gerald Weiner, Rich Jacob, Kevin Arnold, Peter Wilson, Anthony Verderame

**Directors Absent:** Serena Neal-Sanjuro, Matt Hoey, Dan Adams

**Others in Attendance:** Jeremy Nielson, Felipe Suriel, Eliot Jameson, Bryan Hoffman, Johnson Chang-Fong, Mark Zaretsky, Alicia Seremet, Evan Warren, David Reger, Gerald Schildt

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Chairman John Picard called the meeting to order at 16:03L.

#### **1. Meeting Minutes**

There was a motion to approve the meeting minutes from November 18th.

#### **2. Executive Director's Report**

Mr. Scanlon reported on the following items:

- a. American Airlines will terminate service to New Haven. While Mr. Scanlon found the departure surprising given the airline's previous intentions to restart service after a second stimulus, he understands their decision given the impact of COVID-19 on the aviation industry.
- b. In light of the disappointing news from American, Mr. Scanlon expressed optimism that the arrival of a vaccine, a second stimulus, and increased consumer confidence will all contribute to the possibility for new commercial air service at Tweed in 2021. The airport is searching for other carriers to fill the void in the meantime.
- c. Due to the increasing numbers of COVID-19 cases, the airport paused phase 5 of the Neighborhood Community Benefit Plan after a homeowner tested positive a few weeks ago. The airport now plans to complete 15 households by the end of December and restart with the remaining 20 households in April 2021. The crews should complete the remaining 20 households by the end of July.
- d. The airport conducted its Triennial Full-Scale Exercise at the end of October. Mr. Scanlon thanked the Airport's staff for all their efforts that ensured the exercise's success.



- e. Mr. Scanlon will meet at the committee level for the New Haven Board of Alders on November 18<sup>th</sup>. He will discuss the transfer of a homeowner's property to the airport. This property transfer will allow the airport to bring taxiways into FAA required compliance.
- f. Mayor Elicker held a community forum regarding Tweed's future with local residents on November 17<sup>th</sup>. Around 10-15 residents expressed concerns, many of which the airport is aware of and actively working to remedy. The community especially called for more transparency, which Mr. Scanlon is in favor of and will continue to take steps to achieve.

### **3. Chairman's Report**

While Chairman Picard describes American's departure as unfortunate due to their partnership with Tweed, he expressed confidence that Tweed will overcome this difficult period and become the region's model airport for decades to come.

### **4. Audit and Finance**

Due largely to Cares Act funding, Mr. Arnold reported the airport ended September in the black. If the airport continues to use around \$77,000 worth of Cares Act funding a month, the funding will last another 8 months. Mr. Scanlon and Mr. Arnold clarified that the airport will continue to receive revenue from American until their equipment is removed, rental cars, and general aviation. Mr. Nielson offered to update the airport's budget, which the board agreed would be helpful.

### **5. Report and Action Items**

No action items.

#### **Airport Manager's Report:**

Mr. Nielson updated the board on numerous activities occurring at the airport. These include audits, the submission of the annual report to the state of Connecticut, continued progress on the Master Plan, and the Part 139 FAA certification inspection. Regarding COVID-19, he stated the airport will submit its application for accreditation through Airports Council International and invested in an electrostatic sprayer to ensure the safety of all those at the airport.

### **6. Other Business:**

None.

### **7. Public Comment:**

No public comments.



**8. Adjournment:**

Meeting adjourned at 16:23L by Chairman Picard.

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Respectfully submitted-

**Felipe Suriel - Assistant Airport Manager**

**Agenda**  
**Board of Directors Meeting - #260**  
December 16, 2020  
4:00 P.M.

- |   |                    |
|---|--------------------|
| 1. Minutes of November 18, 2020                           | Attached           |
| 2. Executive Director's Report                            | Mr. Sean Scanlon   |
| 3. Chairman's Report                                      | Mr. John Picard    |
| 4. Audit and Finance Committee                            | Mr. Kevin Arnold   |
| <b>FY 20 Internal Financial Audit Report Presentation</b> | Mr. Mike Solakian  |
| <b>Review of October Financial Report</b>                 | To be distributed  |
| 5. Reports and Action Items:                              |                    |
| <b>Airport Manager's Report</b>                           | Mr. Jeremy Nielson |
| 6. Other Business   |                    |
| 7. Public Comment   |                    |
| 8. Adjournment  |                    |



## **Airport Authority Board of Directors**

**Minutes of December 16, 2020**

**Via Teleconference:** Daniel Adams, Sean Scanlon, Serena Neal-Sanjurjo, David White, Vin Petrini, James Yeske, Matt Hoey, Richard Jacob, Kevin Arnold, John Picard, Mark Sklarz, Peter Leonardi, Anthony Verderame, Gerald Weiner

**Directors Absent:** Peter Wilson, Karen O'Connell

**Others in Attendance:** Mark Zaretsky, Jeremy Nielson, Alicia Seremet, David Reger, Bryce Collins, Brandon Pelzer, Evan Warren, Eliot Jameson, Johnson Chang-Fong, Mike Solakian, Carlos Eyzaguirre, Diane Proto

Chairman John Picard called the meeting to order at 16:02L.

### **1. Meeting Minutes**

Motion to approve meeting minutes for December 16, 2020.

### **2. Executive Director's Report**

Mr. Scanlon reported on the following items:

- Moving forward, Board Meetings will be recorded and posted on the airport's website.
- Measurements for the glycol collection system will be published on the airport's website on a monthly basis.
- Tweed received Airports Council International (ACI) Airport Health Accreditation. This recognition highlights the airport's commitment to providing a safe, healthy environment for passengers, stakeholders, and our employees. Special thank you to Bryan Hoffman for the work his team put into this achievement.
- The airport is anticipating the first snowstorm of the season. Due to limited scheduled flights, snow removal efforts will be scaled back to help save on overtime.
- Master Plan Meetings: The next meetings for both the Technical Advisory Committee and Community Advisory Committee will be held on January 5<sup>th</sup>. The Master Plan Public Meeting will be held on January 7<sup>th</sup>. All meetings will be virtual.
- The Federal government is on the verge of passing a new round of stimulus funding, an estimated \$10 billion of which is designated for airports. If the deal is to be passed American may return to Tweed for a period of time.
- Talks continue with air carriers for new service at Tweed. It is anticipated that demand will return once there is a vaccine for COVID-19.



### **3. Chairman's Report**

Chairman Picard agrees with Mr. Scanlon that demand will be high once COVID-19 vaccines are distributed and the public starts to get back to normal and start to travel again.

### **4. Audit and Finance**

- Tweed has a net income of \$65,250 in the black, year-to-date.
- Financials show reduction in revenues due to American Airlines reduction in service.
- Due to CARES ACT funding, it is projected the airport will be able to sustain itself through the end of FY2021.
- Mr. Arnold introduced Mike Solakian, CPA – who provided his findings of the TNHAA FY2020 annual audit. Mr. Solakian reported the following items:
- It has been a challenge for businesses and governments during the pandemic. Mr. Solakian felt that the Tweed team has done a great job to keep the airport operating and working closely with him during the audit process.
- In all the testing of the records performed, Mr. Solakian did not find anything of substance to report to the board, as there were no material findings or weaknesses observed during the audit.
- The financial statements are in draft form and can be edited depending on what is proposed to be changed.

### **5. Report and Action Items**

No action items.

### **6. Airport Manager's Report:**

- See attached manager's report.

### **7. Other Business:**

None

### **8. Public Comments:**

No public comments

### **9. Adjournment:**

Meeting adjourned at 16:36L by Chairman Picard.