



Agenda **Board of Directors Meeting - #282**

October 19, 2022
4:00 P.M.

VIA ZOOM ONLY

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|-----|--|-------------------------|
| 1. | Minutes of September 21, 2022 | Attached |
| 2. | Executive Director's Report | Mr. Sean Scanlon |
| 3. | Chairman's Report | Mr. John Picard |
| 4. | Finance Committee Report | Ms. Serena Neal-Sanjuro |
| | August 2022 Financials | Attached |
| 5. | Airport Manager's Report – Airfield Operations | Mr. Jeremy Nielson |
| 6. | Lessee's Report – The New HVN LLC | Mr. Jeremy Nielson |
| 7. | Reports and Action Items: | |
| | Resolution #576: Acceptance of Grant Offer from the Federal Aviation Administration for the Acquisition of Snow Removal Equipment | Attached |
| | Resolution #577: Approval of Agreement with MB Companies Inc. For Purchase of a Snow Plow | Attached |
| | Resolution #578: Approval of Agreement with MB Companies, Inc For Purchase of a Runway Sweeper | Attached |
| | Resolution #579: Approval of Members of the Advisory Committee | Attached |
| 8. | Other Business | |
| 9. | Public Comment | |
| 10. | Adjournment | |



TWEED NEW HAVEN AIRPORT AUTHORITY
REGULAR MEETING
BOARD OF DIRECTORS
MINUTES OF SEPTEMBER 21, 2022
VIA TELECONFERENCE AND IN PERSON

Members in attendance: Ken Dagliere, David White, Matt Hoey, Linda Hennessey, Rich Jacob, Joe Bertolino, Serena Neal-Sanjurjo, Carlos Eyzaguirre, Robert Ellis, Ray Pompano, Joe Ginnetti

Members absent: John Picard, Kevin Coyle, Vin Petrini, Mark Sklarz

Others in attendance: Sean Scanlon, Andrew Levy, Hugh Manke, Jeremy Nielson, Felipe Suriel, Lorena Venegas, Peter Leonardi, Al Stiewing, Andrew King, Brett Simon, Kevin Arnold, Lianne Audette, Mark Zaretsky, Steve Marcus, Salvatore DeCola, Jeremiah Wilhite, Beverly Willis, Steven Wight, Tim Sullivan, Wanda Bubriski, K. Zolvik, Steve Pancione, Christine Rebstock, Gene Edwards-Schippio, Matt Lieber, Maureen Moore, Gabriela De La Tierra

Vice Chairman Hoey opened the meeting at 4:05.

Mr. Hoey noted that Chairman John Picard was unable to attend so he will be hosting the meeting in his place.

Mr. Hoey entertained a motion to approve the Minutes from the regular meeting on August 17, 2022. The motion was made and seconded. Mr. Hoey invited public comment.

Ken Dagliere agreed to accept the Minutes although he did so reluctantly due to the issues he raised at the last meeting. The motion was approved unanimously.

EXECUTIVE DIRECTOR'S REPORT— Mr. Sean Scanlon presented the following items:

Currently the Authority is a few weeks from submitting the Environmental Assessment to the FAA. It will take several weeks for a response from the FAA. Ideally the FAA will give the Authority permission to share the draft Environmental Assessment publicly in mid-to-late November. It is still being discussed how the information will be presented to the public. Preferentially, the information should not be done all at one time. He is considering a hybrid method of presentation with a copy of the documents for download available to the public, then a few hours later a meeting would be held. Then, a 30-day period for public comments in which the FAA would respond to each comment and then make a determination on the project.

There was an incident on August 27th where a Robinson Aviation fuel truck rolled over on a perimeter road within the Airport property. A preliminary investigation was conducted and found that the driver was driving too fast when making the turn on the perimeter road and the truck



rolled over. Only 10 gallons of fuel spilled despite the tank being half full. The driver has since been terminated by Robinson Aviation. The incident remains under investigation. We are working with Robinson Aviation to make sure driver policies are in place to prevent such things from happening again.

A Board member asks who had to bear the cost of the spill. Mr. Scanlon notes that Robinson Aviation had to bear those costs, but he was not sure about the exact amount. Robinson Aviation's insurance would cover the incident.

Mr. Scanlon updated the Board on the Authority's mandated vegetation management. Earlier this summer a neighbor contacted Mr. Scanlon to inquire what product was being used along the northern fence line of the airport. Mr. Scanlon spoke to the Authority's DEEP-licensed applicator and reported back that they had been using Glyphosate. This subject also came up during a public meeting earlier this summer. In response to community concerns, Mr. Scanlon instructed the applicator to discontinue the use of Glyphosate as part of the Airport's mandated vegetation management plan and its use has been discontinued.

Mr. Scanlon explained to the Board that Jeremy Nielson will present two different reports- one on behalf of Avports the management company and one on behalf of Avports the lessee/developer. This is a new era in the relationship with Avports due to the agreements adopted at the August Board meeting.

He announced that Mr. Levy will give an update on the Avelo expansion of service.

Mr. Hoey introduces Avelo's CEO and President Mr. Andrew Levy. Mr. Levy expresses that he is happy to be there and proud of the work the airport is doing. Mr. Levy commends the progress of Tweed, notes the flights, jobs created, etc.

My. Hoey opens the floor for questions for Mr. Levy.

A Board member commends the flights, services, and attendants. He also hopes for a frequent flyer program.

Mr. Dagliere requests a 5–10-year plan from Mr. Levy. Mr. Levy explains this industry is ever changing and does not have one, but there will come a time that there will be new expansions. Mr. Hoey asks Mr. Levy if there is anything that can be shared with the public. Mr. Levy highlights the great work done thus far.

FINANCE COMMITTEE REPORT-- Serena Neal-Sanjurjo, currently transitioning into this role, summarized the written report submitted to the Board.

Ms. Neal-Sanjurjo points to statement and balance sheet for the month ending on July 31, 2021. The Authority received a little over \$1.2 million CARES Act funding in this income statement. The Authority also received other funding from the City. The accountants are still working on June 30 end of year financials. The Authority is doing well in terms of the balance sheets. The



Authority is expected to receive \$950,000 in cash, in the operating account for July. Approximately \$790,000 in receivables are from City parking receipts deposits that came in and funds owed from the rental car companies. These are to be reconciled before the next meeting.

Mr. Hoey notes that this year the Authority has allocated the CARES Act funds in total to close out the Authority's books at the time of the transition following agreements with Avports.

Mr. Hoey asks for comments and questions. None raised.

Mr. Hoey entertains a motion to approve the Financial Committee Report. A motion is made, seconded, and approved unanimously.

AIRPORT MANAGER / LESSEE'S REPORT—Mr. Nielson explains that his report is divided into two parts: Airport Manager Report (Airside operations) and then the Lessee's Report (Landside operations / Commercial development).

Airside Operations

Currently, Avports is currently drafting a revised Airport Capital Improvement Plan (ACIP) in coordination with the Authority. Slides show a four-phase plan for construction on the airfield. Currently, the status is at Phase III. On the slide Phase IV is a yellow shaded section. In the last several weeks the displaced threshold has been removed on Runway 20. There is now a full 5600 feet on both ends of the runway, which has been freshly painted.

There was a Local Runway Safety Action Team (LSAT) meeting with the FAA, the Authority, and the Authority tenants to discuss safety of day-to-day airfield operations. This was a well-attended meeting. At this meeting, the incident regarding the fuel truck was discussed. There was extended airport closure as a result of that event.

The Authority has received a lot of grants through the FAA. One of the slides indicates the new ARFF truck which should be delivered soon.

With Avelo's level of activity increasing at the airport, it is expected that there will be a required increase to ARFF Index from B to C, which is an increase in the response capability that is required.

Recently the ARFF department participated in a training exercise with Yale Helipad.

The goal is to become a 24/7 airport. Mr. Nielson clarifies that this means there will be ongoing efforts for snow removal, not necessarily 24/7 flights. There will be more of an effort made to avoid the cancellation of flights.

Landside Operations / Commercial Development

Currently Avelo does their own de-icing and ground services.



Mr. Nielson goes over the July numbers report and land trends and reports that most landing fees are paid by corporate aviation.

Items on the land side of operations include continued work to manage parking and traffic. There will be continued shuttle service from Union Station.

The New HVN LLC will be issuing an RFP for food and beverage concessions this month.

A Board member questions the extent of food and beverages. Mr. Nielson explains that they are currently surveying interest because another RFP contract needs to be drawn up.

Another Board member asks “does Avelo give us a report as to what cities are the best for them and what aren’t good for them?” Mr. Nielson reports that Avelo has not put this information out. However, it is observed that they have launched flights in other parts of the country that have been discontinued but they have not discontinued any destinations at Tweed.

The New HVN LLC is issuing an RFP for car rental concessions.

With regards to rideshare services, currently there is a contract with Lyft. A relationship with Uber is being pursued, and an agreement is being worked on. Safety and fairness of the market is a consideration. There is zero tolerance for people being picked up outside the airport. The police are aware. Uber has been made aware that outside the airport there is a no parking zone.

A member of the public says that “people park in front of people’s homes all over.”

Mr. Hoey notes that public comments will be reserved for the end of the meeting.

A Board member requests an update on the airport shuttles. The Authority will continue to provide service to Union Station and is considering alternatives to provide extra capacity at the airport that will reduce the need for the shuttle.

ACTION ITEMS, RESOLUTIONS

Mr. Hoey entertains a motion to waive the full reading of the motions to make the meeting move a little more quickly. This means that Sean would speak to each of the motions, the resolutions. The motion was made and seconded. The vote was unanimous in favor of waiving the full reading.

RESOLUTION #570: APPROVAL OF EXTENSION TO TSA LEASE

Mr. Scanlon explains that TSA is a non-negotiable tenant. TSA is looking to do a 10-year extension on the lease. The Authority agrees with this proposal. This current lease extends to July 1, 2023, and there would be an extension to July 1, 2033.



Mr. Hoey entertains a motion to approve. The motion was made and seconded and the roll call vote was unanimously in favor by those in attendance.

RESOLUTION #571: APPROVAL OF HIRING AN EXECUTIVE SEARCH FIRM

Mr. Scanlon explains that he is pursuing a different job which he is expected to start in January. ADK has been identified as the nation's leading airport executive recruitment firm. They do conference circuits, and a lot of networking and Mr. Scanlon is confident in ADK's ability. The Executive Committee has reviewed the ADK proposal in which the search firm would provide 10-15 of the top candidates for interviews based on the Authority's requirements. The timeline includes a 5-week extensive search (that would lead into November). In the alternative, ADK may search for a temporary candidate who would start in January while the search for a permanent candidate continues.

Mr. Hoey comments that the search firm fee and the salary for a new person are in the budget. Mr. Scanlon explains that the cost is \$23,500. The cost of hiring the new person will be higher than his current salary. Mr. Scanlon has declined to take a higher salary during his tenure.

Mr. Hoey entertains a motion to approve. A motion is made and seconded. The roll call vote was unanimously in favor of those in attendance.

RESOLUTION #572: APPROVAL OF CONTRACT WITH BJSJ, INC. FOR FINANCIAL SERVICES

Mr. Scanlon requests that Brett Simon's financial services contract be extended through November 18, 2022. Depending on who the next Executive Director is if one is found by November, that person can decide whether to continue working with Mr. Simon. Mr. Simon's fees are based on an hourly rate that has not changed since he began, and his workload depends on the work the Authority has for him. Ms. Neal-Sanjurjo notes that Brett Simon's contribution has been invaluable to the Authority, especially in the current transition period.

Mr. Hoey entertains a motion to approve. A motion is made and seconded. The roll call vote was unanimously in favor of those in attendance.

RESOLUTION #573: APPROVAL OF A LEGAL SERVICES AGREEMENT

Mr. Scanlon, recommends Updike, Kelly & Spellacy, P.C. to continue providing legal services for the Authority. Attorney Hugh Manke has been a valuable resource to the Authority and knows the history of everything that has occurred, and he is strongly recommended. Mr. Hoey complements Mr. Manke in his handling of the lawsuit involving preemption of the state law restricting the length of the runway.



Mr. Hoey entertains a motion to approve. A motion is made and seconded. The roll call vote was unanimously in favor of those in attendance.

RESOLUTION #574: APPROVAL OF A BANK AND CHECKING ACCOUNT SIGNATORIES

Mr. Hoey explains that there has been a clerical mistake in the draft resolution which is inconsistent with the Authority's bylaws. Specifically, the Secretary, Ms. Hennessey, was not included as a signatory.

Mr. Hoey entertains a motion to approve an amendment to the resolution to include the Secretary as well as other officers as a signatory. A motion is made and seconded. The roll call vote was unanimously in favor of those in attendance.

Mr. Scanlon explains that this amended resolution follows past practice and the reason for this action is that the bank paperwork will need to be redone following the agreements signed last month with Avports.

Mr. Hoey entertains a motion to approve the amended resolution. A motion is made and seconded. The roll call vote was unanimously in favor of those in attendance.

RESOLUTION #575: APPROVAL OF CHANGE ORDER NO. 3 FOR THE CONSTRUCTION CONTRACT FOR THE REALIGNMENT OF TAXIWAYS A, F, AND G & DRAINAGE DITCH MAINTENANCE

Mr. Scanlon notes that the taxiway project is in Phase III and is almost complete. He notes that the public has commented on the work happening at night and acknowledges their frustration.

Mr. Scanlon explains that the work had to be done at night for safety reasons.

Regarding Thompson Avenue, there was some work done on the drainage ditch. A guard rail fence was installed. Some neighbors have requested more cover and arborvitae hedges have been added. The bulk of the \$92,000 requested in this change order is the arborvitae hedge row that will be planted.

Mr. Hoey entertains a motion to approve. A motion is made and seconded. The roll call vote was unanimously in favor of those in attendance.

OTHER BUSINESS

Mr. Scanlon noted that at the last meeting there was a suggestion of an advisory board comprised of past Board members who have served. The Chairman will talk to those who are interested or anyone in the community who is interested in serving. Mr. Picard will be taking applicants. Votes on this will be made next month.



PUBLIC COMMENT

Christine Rebstock, 70 Trolley Crossing Lane, Middletown, Connecticut. Ms. Rebstock states that this airport is underutilized and is thrilled that an airline is taking a chance on Southern Connecticut. Ms. Rebstock conveys that Tweed New Haven Airport offers some nonstop services which Bradley Airport does not. However, it is still a regional airport in comparison to Bradley and other New York airports. Ms. Rebstock encourages the Authority to maximize their efforts.

Jean Edwards Chippio, 173 Henry Street, East Haven, Connecticut. Ms. Chippio plays a recording for the Board and states that that is what it sounds like two miles away from the airport and that is what the people of East Haven must live with. Ms. Chippio states that the mayor stated that they are being polluted. She also expresses concerns regarding the impact of pollution.

Matt Lieber, 18 (Unknown Address). Mr. Lieber raises a question about the airport managers' comments regarding parking. Mr. Lieber states that he has been informed by a member of the police department that the operations have been expanded but has not completed any traffic studies. Mr. Lieber is unsure of the accuracy and requests the Board's comment. Mr. Lieber then questions the board about the investment totals and the hundred million promised investment. Mr. Lieber requests the sources of the \$100 million dollar total is from. Mr. Lieber questions whether it is composed of the grants from elected officials in Washington or additional private investment that are not in airway programs.

Mr. Hoey states that traditionally, this Board does not answer questions raised by the public, but the Executive Director may do so after the meeting.

Speaker, (Unknown Name and Address). The speaker indicates they have been coming to meetings since 2019 and states that they are very invested in making sure the East Haven Community gets what it needs. The speaker notes that on previous decisions East Haven was not given an opportunity to have public comment.

Joann Daletik, 243 Bethany Road, Beacon, Falls, Connecticut. Ms. Daletik is a biologist who is concerned about the announcements of federal, state, and local climate change protection plans for the immediate future. She notes this needs to be addressed as a regional effort. Ms. Daletik is looking forward to working with the Authority and starting the dialogue to ensure the ecological resilience protection for the entire coastline of this area.

Lianne Audette, 166 Beach Avenue, East Haven, Connecticut. Ms. Audette states that she has late onset asthma because of the air quality around her; her gardens and gardens of her neighbors have not been growing effectively; the planes fly so low that her roof is being shuffled and recently has had to replace her roof. Ms. Audette reiterated her environmental concerns.



Wanda Bubriski, 6 Rockland Park, Branford, Connecticut. Ms. Bubriski follows up to Ms. Audette and Ms. Daletik's points. Ms. Bubriski states that they have formed a grassroots organization, Save Our Shoreline CT which meets weekly. Ms. Bubriski expresses concerns regarding the impact of the airport on public health, property values, and property taxes. She asserts that these are not isolated complaints.

Gloria Bellacicco, 300 Lighthouse Road, New Haven, Connecticut. Ms. Bellacicco expresses thanks to the Authority for the discontinued use of Roundup. However, she is curious to know the alternative product currently used to kill the weeds. Ms. Bellacicco expresses her concerns. Ms. Bellacicco states that: she recently had to start using her asthma pump again; she is having issues with her house rumbling; she is having issues with permits she has paid the City of New Haven for; and she has a strong smell of fuel.

ADJOURNMENT

Mr. Hoey made a motion to adjourn. The motion was seconded. The vote was unanimous in favor and the meeting was adjourned at 5:26.

Respectfully submitted,

Felipe Suriel, Assistant Airport Manager, with assistance from Hugh Manke, Counsel to the Authority

TWEED-NEW HAVEN AIRPORT AUTHORITY
Income Statement August 19, 2022

	Current Month (through August 19th)	Monthly Budget (adj.)	July	Year to Date	% of budget	Balance to Year End (adj.)	2022-23 Approved Budget
Revenues							
AIRPORT REVENUE	653,405.23	620,085.07	547,566.88	1,200,972.11	16%	6,240,048.69	7,441,020.80
CARES ACT/CRRSAA	-	103,333.33	1,240,815.00	1,240,815.00	100%	(815.00)	1,240,000.00
DHS LEO GRANT	11,408.06	10,080.00	-	11,408.06	9%	109,551.94	120,960.00
TRANSACTION COST REIMBURSEMENT	566,341.54			566,341.54		(566,341.54)	-
CITY OF NEW HAVEN	162,500.00	13,541.67	-	162,500.00	100%	-	162,500.00
Total Revenues	1,393,654.83	747,040.07	1,788,381.88	3,182,036.71	2.26	5,782,444.09	8,964,480.80
Expenses							
AIRPORT EXPENSES	137,140.83	380,898.86	214,483.79	351,624.62	58%	4,219,161.71	4,570,786.33
AIRPORT PAYROLL & BENEFITS	175,513.68	276,660.83	269,640.63	445,154.31	61%	2,874,775.71	3,319,930.02
AUTHORITY MANAGEMENT	9,578.26	10,132.25	9,578.26	19,156.52	94%	102,430.48	121,587.00
LEGAL, AUDIT & ACCOUNTING	429,805.36	10,000.00	140,280.24	570,085.60	1088%	(450,085.60)	120,000.00
AIRPORT TSA SECURITY	20,000.00	30,240.00	30,000.00	50,000.00	37%	312,880.00	362,880.00
Avports-ENGINEERING	12,250.50	4,166.67	7,500.00	19,750.50	37%	30,249.50	50,000.00
Avports-ASD FUND	4,311.48	6,829.54	7,034.43	11,345.91	83%	70,608.53	81,954.44
Avports - MGT FEES	16,096.04	26,261.87	26,261.87	42,357.91	83%	272,784.51	315,142.42
Total Expenses	804,696.15	745,190.02	704,779.22	1,509,475.37	86%	8,137,584.07	8,942,280.22
Net Income(Loss)	588,958.68	1,850.05	1,083,602.66	1,672,561.34			22,200.59

TWEED-NEW HAVEN AIRPORT AUTHORITY
Income Statement August 31, 2022

	Operating Account (19 Days)	Airfield Account (12 Days)	Auth. Admin Acc. (12 Days)	August Total	Year to Date
Revenues					
AIRPORT REVENUE	653,405.23	11,807.18		665,212.41	1,212,779.29
CARES ACT/CRRSAA	-		-	-	1,240,815.00
DHS LEO GRANT	11,408.06		-	11,408.06	11,408.06
TRANSACTION COST REIMBURSEMENT	566,341.54			566,341.54	566,341.54
CITY OF NEW HAVEN	162,500.00		-	162,500.00	162,500.00
BASE RENT LESSEE			19,220.43	19,220.43	19,220.43
REVENUE SHARE LESSEE			1,753.00	1,753.00	1,753.00
LESSEE AIRFIELD REIMBURSEMENT	-	115,462.44	-	115,462.44	115,462.44
Total Revenues	1,393,654.83	127,269.62	20,973.43	1,541,897.88	3,330,279.76
Expenses					
AIRPORT EXPENSES	137,140.83	73,722.36		210,863.19	425,346.98
AIRPORT PAYROLL & BENEFITS	175,513.68	53,547.26		229,060.94	498,701.57
AUTHORITY MANAGEMENT	9,578.26		4,529.13	14,107.39	23,685.65
LEGAL, AUDIT & ACCOUNTING	429,805.36		24,795.00	454,600.36	594,880.60
MARKETING	-			-	-
AIRPORT TSA SECURITY	20,000.00			20,000.00	50,000.00
Avports-ENGINEERING	12,250.50			12,250.50	19,750.50
Avports-ASD FUND	4,311.48			4,311.48	11,345.91
Avports - MGT FEES	16,096.04			16,096.04	42,357.91
Total Expenses	804,696.15	127,269.62	29,324.13	961,289.90	1,666,069.12
Net Income(Loss)	588,958.68	-	(8,350.70)	580,607.98	1,664,210.64

TWEED-NEW HAVEN AIRPORT AUTHORITY
Balance Sheet-Governmental Fund Type and Account Groups

August 31, 2022
DRAFT - UNAUDITED

	General Fund
<i>Assets</i>	
Cash and equivalents	\$ 4,170,403
Account receivable, net	956,251
Due from Capital Fund	46,447
Prepaid expenses and other assets	<u>75,200</u>
Total assets	<u><u>\$ 5,248,301</u></u>
 <i>Liabilities and Fund Balances</i>	
Accounts payable	\$ 4,488,281
Accrued Expenses and other current liabilities	294,635
Fund Balance	<u>465,385</u>
Total liabilities and fund balances	<u><u>\$ 5,248,301</u></u>



Resolution #576

Acceptance of Grant Offer from the Federal Aviation Administration for the Acquire Snow Removal Equipment

October 19, 2022

WHEREAS, the Executive Committee has accepted an AIP grant offer (AIP #3-09-0013-67) from the Federal Aviation Administration (FAA) for financial assistance for the Acquisition of Snow Equipment (“Snow Plow and Runway Broom”) to improve the Authority’s ability to keep the Airport open in winter conditions; and

WHEREAS, the Authority issued an invitation for bids, one proposal for the Project was received on March 21, 2022: and

WHEREAS, bids for the Snow Plow were opened and the low bidder was MB Companies, Inc. in the amount of \$532,414; and

WHEREAS the FAA grant request for the Project is \$479,172.6, equal to 90% of the total project cost of \$532,414; and

WHEREAS the balance of the project cost will be covered 10% (\$53,241.40) by funds from the New HVN LLC but reimbursable from PFCs following FAA approval; and

WHEREAS, the Authority issued an invitation for bids, three proposals for the Project were received on March 21, 2022: and

WHEREAS, bids for the Runway Broom were opened and the low bidder was MB Companies, Inc. in the amount of \$628,933; and

WHEREAS the FAA grant request for the Project is \$566,039, equal to 90% of the total project cost of \$628,933; and

WHEREAS the balance of the project cost will be covered 10% (\$62,893.30) by funds from the New HVN LLC but reimbursable from PFCs following FAA approval; and

NOW THEREFORE BE IT RESOLVED that the Tweed-New Haven Airport Authority approves a Grant Application to FAA for Acquisition of Equipment in the amount of \$1,046,112 subject to concurrence by FAA and minor modifications in the best interest of the Authority and authorizes execution of said Grant Application by the Chairman, Vice Chairman, Secretary, or Treasurer on behalf of the Authority.



Resolution #577

Approval of Agreement with MB Companies, Inc. For Purchase of a Snow Plow

October 19, 2022

WHEREAS, the Authority has received an AIP grant offer (AIP #3-09-0013-67) from the Federal Aviation Administration (FAA) for financial assistance for the purchase of a Snow Plow with Material Spreader (“Snow Plow”) to improve the Authority’s ability to keep the Airport open in winter conditions; and

WHEREAS, bids for the Snow Plow were opened on May 21, 2022 and the low bidder was MB Companies, Inc. in the amount of \$532,414.00; and

WHEREAS, it is anticipated that the cost of the Snow Plow will be shared 90% by the FAA; and

WHEREAS, the balance of the cost of the project of 10% (\$53,241.40) will be covered by funds from the New HVN LLC but reimbursable by PFCs following FAA approval; and

WHEREAS, the Authority wishes to award a contract for purchase of the Snow Plow to MB Companies, Inc. in the amount of \$532,414.00; and

NOW THEREFORE BE IT RESOLVED that the Tweed-New Haven Airport Authority approves the contract agreement with J.A. Larue, Inc. for the purchase of a Snow Plow in the amount of \$532,414.00, and the Chairman, Vice Chairman, Secretary, or Treasurer is authorized to execute said contract on behalf of the Authority.



Resolution #578

Approval of Agreement with MB Companies, Inc. For Purchase of a Runway Broom

October 19, 2022

WHEREAS, the Authority has received an AIP grant offer (AIP #3-09-0013-67) from the Federal Aviation Administration (FAA) for financial assistance for the purchase of a Runway Broom with Air Blast ("Runway Sweeper") to improve the Authority's ability to keep the Airport open in winter conditions; and

WHEREAS, bids for the Runway Sweeper were opened on May 21, 2022 and the low bidder was MB Companies, Inc. in the amount of \$628,933.00; and

WHEREAS, it is anticipated that the cost of the Runway Sweeper will be shared 90% by the FAA; and

WHEREAS, the balance of the cost of the project of 10% (\$62,893.30) will be covered by funds from the New HVN LLC but reimbursable by PFCs following FAA approval; and

WHEREAS, the Authority wishes to award a contract for purchase of the Runway Sweeper to MB Companies, Inc. in the amount of \$628,933.00; and

NOW THEREFORE BE IT RESOLVED that the Tweed-New Haven Airport Authority approves the contract agreement with MB Companies, Inc. for the purchase of a Runway Broom with Air Blast in the amount of \$628,933.00, and the Chairman, Vice Chairman, Secretary, or Treasurer is authorized to execute said contract on behalf of the Authority.



Resolution #579

Approval of Members of the Advisory Committee

October 19, 2022

WHEREAS, The Board adopted Resolution #564 at its August 17, 2022, meeting creating an Advisory Committee;

WHEREAS, Said Resolution provided that the Advisory Committee is to be comprised of individuals with important knowledge of the activities of the Authority and the operation of the airport;

WHEREAS, Said Resolution authorizes the Chair of the Board to nominate individuals for membership on the said Committee;

WHEREAS, the Chair has nominated the following individuals for membership: Eliot Jameson, Gerald Weiner, Peter Leonardi, Kevin Arnold and Dan Adams.

NOW, THEREFORE, BE IT RESOLVED, effective immediately, the Board agrees that each of the aforementioned individuals shall serve as members of the Advisory Committee in accordance with provisions of Resolution #564 and until such time as the member resigns or is deemed by the Chair, or his successor, to no longer be able to perform his duties.



September 30, 2022

The Honorable Ned Lamont
Office of the Governor
State Capitol
Hartford, CT 06103

Dear Governor Lamont:

In accordance with Section 15-120g et. seq. of the Connecticut General Statutes, the Tweed-New Haven Airport Authority (TNHAA) is filing this annual report. Please refer to the following attachments:

- Enclosure A - Describe planned activities for the current fiscal year and other responses to Conn. Gen. Statutes Sec. 15-120o.
- Enclosure B - Annual Financial Report of Tweed-New Haven Airport Authority for Fiscal Year 2021-2022 is in progress and will be provided to the State upon completion and Board approval.
- Enclosure C – Fiscal Year 2022-2023 Plan of Operations as approved by the Authority.

During a monumental year for the Tweed-New Haven Airport, the Airport Authority welcomed new air service from Avelo Airlines in November 2021, implementing flights to four Florida destinations. Additional markets were added through winter and into the spring, and by June 2022, Avelo served a total of 14 non-stop destinations, including key business markets of Chicago and Washington D.C/Baltimore. The Airport had more outgoing passengers in the month of July 2022 than it did in calendar year 2019.

During fiscal year 2021-2022, the Airport completed significant upgrades to the existing west terminal along with parking and landside projects. The Authority continued to execute a multi-year, FAA funded program installing noise mitigation improvements on surrounding residences within the FAA defined noise contours. The Authority also completed its Master Plan Update in 2021, which assists in determining development of the airport over the next 15 to 20-year period, and continues to advance an Environmental Assessment in support of the Master Plan projects.

Shortly after the end of the fiscal year, the Authority entered into a long-term agreement with Avports, the long-term manager of the Airport, to provide significant capital investments including a new terminal and runway extension, and eliminate the Authority's reliance and State and local subsidies.



The Authority would like to thank you for your support for these historical achievements. Tweed-New Haven now offers a convenient air travel choice to southern Connecticut travelers and is enhancing economic growth and the quality of life in this region and the state.

If there are any questions concerning this report, please contact me at sscanlon@flytweed.com.

Sincerely,

Sean Scanlon
Executive Director

Cc: Sen. John W. Fonfara, Co-Chair, Finance, Revenue & Bonding Committee
Rep. Sean Scanlon, Co-Chair, Finance, Revenue & Bonding Committee
John G. Geragosian and Clark J. Chapin, Auditors of Public Accounts
Mayor Justin Elicker, New Haven
Mayor Joseph Carfora, East Haven
Carl Amento, Executive Director, South Central Region COG
Jean M. Gula, Municipal Finance Services, Office of Policy and Management
Kevin Dillon, Executive Director, Connecticut Airport Authority
John M. Picard, Chairman, TNHAA

Enclosure A

Connecticut General Statutes Required Responses

In accordance with Section 15-120g et.seq. of the Connecticut General Statutes, as amended, the following report is filed as required by Section 15-120o:

1. "A list of all bonds issued during the preceding fiscal year, including for each issue, the financial advisor and underwriters, whether the issue was competitive, negotiated or privately placed, and the issue's face value and net proceeds."

No bonds have been issued by the Authority.

Capital projects on the airfield are typically funded by Federal Aviation Administration (FAA / Federal) grants (90% of project cost), together with State and City of New Haven funds (10% of project cost). As part of Covid-19 relief packages, certain projects were 100% funded by the FAA during the year.

2. "A description of the project, its location, and amount of funds, if any, provided by the Authority with respect to the construction of the project."

TNHAA FY2022 capital projects included the following: (1) Realignment of Taxiways A, F, & G – Phase 1 Construction (\$7.7M Federal | \$27K Local); (2) Acquire ARFF Vehicle (\$698K Federal); (3) Runway 20 Threshold Removal (\$672k Federal); (4) Runway 20 PAPI Installation (\$93k Federal); (5) Environmental Assessment (\$900k Federal | \$100k Local).

In FY2020, the TNHAA secured \$2.7M in federal funds and \$270K local funds to complete Phase 5 & 6 of the residential sound mitigation program. In addition, the Airport was awarded \$782K in federal funds | \$78K state and local funding to complete HVN's Master Plan Update – a project officially completed and accepted by the FAA in September 2021.

From FY2009 thru FY2019, the Airport Authority completed a series of major capital projects funded by federal, state and local grants (greater than \$26M) to install turf Runway Safety Areas at each end of the main runway, construct related taxiway improvements, rebuild the Morris Creek tide gates, carry out extensive wetlands remediation, rehabilitate the main runway, remove hundreds of obstructions (trees) in protected air space, build a wildlife deterrent fence and complete four phases of the residential noise mitigation program.



3. "A list of all outside individuals and firms receiving in excess of five thousand dollars in the form of loans, grants or payments for services."

Tweed New Haven Airport Authority
Expenses by Vendor Summary
 July 2021 - June 2022

	Total
AARON ASSOCIATES OF CT, INC.	7,350.00
AMAZON BUSINESS	30,286.85
AMITY SAFE AND LOCK CO.	6,411.00
Avports	2,542,951.22
Avports Engineering	93,048.90
B&W Paving & Landscaping	36,460.00
BACHER CORP OF CT	8,760.12
BJS AVIATION, INC.	236,030.43
CANON FINANCIAL SERVICES, INC	5,505.41
Cassone Leasing, Inc.	16,853.66
CBA LIGHTING & CONTROLS	5,249.21
COMCAST CABLE	15,204.72
Comm Tank	10,500.00
COMPLETE ENVIRONMENTAL TESTING, INC.	6,370.00
Cool Air Creation Inc	5,531.12
County of Westchester	6,694.52
CRAFCO, INC.	15,720.70
CT CONVEYORS	7,079.73
Direct Energy Business	75,114.49
E. J. BOUGHTON CO., LLC	68,976.19
FIRE PROTECTION TESTING	5,727.71
FORBES PREMIUM FUEL	166,315.32
FRANKSON FENCE COMPANY	16,312.00
FRONTIER COMMUNICATIONS	36,744.16
GOODY'S HARDWARE	12,984.46
Greater New Haven Chamber of Commerce	135,822.98
Hillyard New England	12,040.82
HIRD ELECTRICAL CONTRACTORS, LLC	82,735.92
HOME DEPOT/GECF	12,113.81
HUB PARKING TECHNOLOGY USA, INC.	7,849.61
ITG LARSON, INC.	26,615.74
JANUS COMPUTER SYSTEMS, INC.	22,470.25
JOHN'S REFUSE & RECYCLING	21,837.22
KAPLAN KIRSCH & ROCKWELL, LLP	1,649,165.07
LAZ KARP Associates LLC	226,682.17
M.D. STETSON COMPANY, INC.	17,775.77
NEW DEAL DEICING	31,444.03
NEW HAVEN NAPA	12,673.30
PTS Flex Services, Inc.	5,159.00
RATICK COMBUSTION, INC.	31,424.78
REGIONAL WATER AUTHORITY	8,143.65
ROSENBAUER MINNESOTA, LLC	4,876.55



Solakian & Company, LLC	8,800.00
SPRAGUE OPERATING RESOURCES LLC	56,196.73
SPRY	5,588.96
STANLEY ACCESS TECH LLC	8,200.00
T.M. Byxbee Company, P.C.	11,812.50
Total Fence LLC	8,492.28
TOTAL PLUMBING & HEATING, INC.	5,553.74
TOWN FAIR TIRE	5,658.00
Treasurer, City of New Haven Acct #12012040	228,954.39
TREMCO	6,642.08
UNITED CONCRETE PRODUCTS	6,385.24
UNITED ILLUMINATING	91,099.19
United Site Services Northeast, Inc	10,079.30
Urdike, Kelly & Spellacy, P. C.	495,297.66
USDA, APHIS	14,077.47
VALLEY SAND AND GRAVEL	5,523.04
Veoci Inc.	18,271.52
VERIZON WIRELESS	8,308.86
TOTAL	\$ 6,741,953.55

- "A comprehensive annual financial report prepared in accordance with generally accepted accounting principles for governmental accounting."

Tweed-New Haven Airport Authority Government-wide Financial Statements and Single Audit Reports for the fiscal year ended June 30, 2022, being prepared by Solakian & Co. LLC, will be sent to all recipients under separate cover.

- "The cumulative value of all bonds issued, the value of the outstanding bonds, and the amount of the state's contingent liability."

No bonds have been issued by the Authority.

The State has no contingent liability.



6. "The affirmative action policy statement, a description of the composition of the work force of the Authority by race, sex and occupation, and a description of the affirmative action efforts of the Authority."

The following commitments demonstrate Affirmative Action efforts by the Authority:

- A) *As part of the Lease and Operating Agreement with the City of New Haven dated July 1, 1998, the Authority agrees to comply with the City's affirmative action requirements.*
- B) *Agreements with AFCO AvPORTS Management LLC (airport operator) and professional consultants and contracts with construction contractors and subcontractors all bind such vendors to the Authority's affirmative action standards, including execution of an equal employment opportunity agreement.*
- C) *The Authority complies with applicable Federal Aviation Administration (FAA) affirmative action requirements and DBE requirements.*
- D) *The Authority unanimously approved the State of Connecticut Nondiscrimination Certification on June 11, 2008.*
- E) *The Authority approved an MOU for participation in the Connecticut Disadvantaged Business Enterprise Unified Certification Program on September 14, 2011.*
- F) *The Authority adopted a revised ACDBE policy covering airport concessionaires on October 20, 2021.*



In terms of workforce, the Airport Authority has no employees. The Airport is operated by AFCO Avports Management LLC (AvPORTS) under a long-term management contract. Following the execution of the long-term agreement with Avports in August 2022, the Manager changed its name to AVPORTS HVN LLC. All airport staff are employees of Avports. The Executive Director is an employee of the Greater New Haven Chamber of Commerce. The Airport Authority reimburses the Chamber of Commerce for their time spent on Tweed – New Haven Airport matters.

As of June 30, 2022, the workforce of AvPORTS at Tweed New Haven Airport had the following demographic characteristics:

JOB CATEGORIES	MALE					FEMALE		
	Overall Total (Sum Of Col. B - H)	WHITE (Not of Hispanic Origin)	BLACK (Not of Hispanic Origin)	HISPANIC	ASIAN OR PACIFIC ISLANDER, AMERICAN INDIAN	WHITE (Not of Hispanic Origin)	BLACK (Not of Hispanic Origin)	HISPANIC, ASIAN, AMERICAN INDIAN
	A	B	C	D	E	F	G	H
Officials and Managers	6	4		1				1
Professionals	1	1						
Technicians	11	5	4	1		1		
Office and Clerical	2	1				1		
Operatives (Semi-Skilled)	4	3		1				
Laborers								
Service Workers	4		2				1	1
TOTAL	28	14	6	3		2	1	2

7. "A description of the planned activities for the current fiscal year."

The Tweed New Haven Airport Authority 2021-22 Plan of Operations, approved by the Airport Authority, is attached for reference.



Enclosure B

Annual Financial Report of Tweed-New Haven Airport Authority for Fiscal Year 2021-2022 is in progress and will be provided to the State upon completion and Board approval.



Enclosure C

Plan of Operations

PLAN OF OPERATIONS

Pursuant to Sec. 15-120k of the Connecticut General Statutes, as amended.



Fiscal Year
July 1, 2021 through June 30, 2022

Revised and Approved September 30, 2022

Initial Plan approval April 8, 1998. Revised: April 14, 1999, April 12, 2000, April 11, 2001, April 10, 2002, May 14, 2003, June 16, 2004, May 11, 2005, May 10, 2006, June 13, 2007, June 11, 2008, June 10, 2009, June 9, 2010, June 8, 2011, June 13, 2012, June 19, 2013, June 18, 2014, and June 17, 2015, June 15, 2016, September 27, 2017, September 30, 2019, October 30, 2020, September 30, 2021, and September 30, 2022.

Airport Authority Goal

The Plan of Operations is based on the goal of making Tweed-New Haven Airport the airport of choice for business and leisure travelers in Southern Connecticut.

To accomplish the goal, the Airport Authority has established the following primary objectives:

- Increase scheduled air service to enhance public convenience and increase economic impact
- Upgrade existing west terminal facilities to accommodate a new entrant carrier including expanded ticketing, holdrooms, operations space, parking facilities, security screening, and concessions
- Continue to implement the Master Plan Update including advancement of an Environmental Assessment covering the runway extension and a new terminal on the east side of the Airport
- Advance discussions with a private sector development partner to provide capital investment for new facilities and expenses for operations without state and local operating subsidies
- Secure FAA and stakeholder support for the agreement with the private sector partner
- Maintain critical relationships with the FAA and seek federal participation in key capital projects and approval of a new PFC application
- Reach agreement with the City of New Haven on a 43-year Lease and Operating Agreement
- Apply for a Small Community Air Service Development grant to help attract additional air service

Policy Objectives, Project Objectives and Annual Obligations

(Note: "Management Team" includes Executive Director and AvPORTS staff.)

<u>1. Policy Objectives</u>	<u>Responsibility</u>
<ul style="list-style-type: none">• Improve air service and increase enplanements, including general aviation activity. Strategy: Continue efforts to secure additional scheduled flights and new airlines.	Board, Management Team
<ul style="list-style-type: none">• Add one or more air carriers to provide additional scheduled commercial service. Strategy: Build airline awareness of the Tweed market; secure incentive funds; develop public/private partnership for airline subsidies.	Board, Management Team
<ul style="list-style-type: none">• Continue airside improvements to enhance safety and air service reliability. Strategy: Secure FAA funding and necessary approvals for projects to carry out the Airport Master Plan.	Management Team
<ul style="list-style-type: none">• Implement landside and terminal improvements to accommodate new entrant ULCC airline. Strategy: Obtain funding to complete required West Terminal facilities upgrades	Management Team,
<ul style="list-style-type: none">• Continue to build support among the 15 municipalities in the COG. Strategy: Encourage municipal leaders to view the airport as a regional economic development asset and support an agreement with the private developer.	Board, Management Team
<ul style="list-style-type: none">• Develop increased use of Tweed within the regional business community. Strategy: Expand awareness of the airport and its ability to provide convenient access to other markets for business leaders.	Board, Management Team
<ul style="list-style-type: none">• Extend cooperation with New Haven and East Haven on mitigation measures. Strategy: Increase communication with and among elected and appointed leadership and department heads.	Board, Management Team
<ul style="list-style-type: none">• Continue addressing needs of residential neighbors. Strategy: Continue to reach out to the surrounding neighborhood through personal contacts, prompt response to complaints, and continuing the residential sound insulation program.	Management Team
<ul style="list-style-type: none">• Incorporate environmental considerations and sustainability into airport development Strategy: Complete the Environmental Assessment and set up an environmental stewardship committee	Board, Executive Director

2. Project Objectives for 2022-2023

Responsibility

- | | |
|---|-----------------|
| • Complete Environmental Assessment for 5-Year Airport Development | Management Team |
| • Complete first phase of taxiway project | Management Team |
| • Commence design and permitting of the runway extension project | Management Team |
| • Complete West Terminal upgrades | Management Team |
| • Complete Strategic Airport Service Development Marketing Campaign / Rebranding | Management Team |
| • Complete Phase 6 of the Sound Insulation Project within the 65dB/ 69dB noise contours | Management Team |
| • Acquire Index Appropriate ARFF Vehicle | Management Team |
| • Complete terminal upgrades for new entrant airline | Management Team |

3. Annual Statutory and FAA Obligations

Responsibility

- Carry out FAR Part 139 Airfield Inspection and Training Exercise/Drill to maintain certification for scheduled commercial service
AvPORTS
- Maintain financial records; prepare annual Audit, TSA Audit, PFC Audit, Plan of Operations, Airport Rates and Charges, and Annual Report to the State
Management Team
- Maintain appointments and rotation of Directors in compliance with statute
Management Team
- Manage capital improvements including design, permitting, and construction
Management Team
- Coordinate payments from City of New Haven bond funds allocated to the Authority
Management Team
- Prepare and submit FAA grant-related documentation; secure FAA reimbursements
Management Team
- Develop annual Operating Budget and Capital Budget; secure FAA approval
Board, Management Team
- Maintain and update Operations, Safety and Security manuals per FAA requirements
AvPORTS
- Ensure compliance with Operating Standards and Minimum Standards
Board
- Review status of RFPs for legal, audit, taxi, and other services; issue new RFPs if required
Management Team
- Maintain Board meeting agendas, minutes, and approvals; issue public notices as required
Management Team
- Hire a new Executive Director
Board
- Close out payments to/from the City
Management Team
- Develop mechanism for Airport Rules and Regulations
Management Team

Overall Assessment of Progress toward Objectives: Fiscal Years 1997 – 2021 and Beyond

Bolded items indicated deferred from 2020-2021 due to impacts of COVID-19 pandemic. 2022-2026 ACIP pending FAA review.

Objectives and Activities – Progress	Status	Responsibility
• Seek new and additional scheduled commercial air service	November 2021	Board; Management Team
• Address neighborhood needs and city/town legislative issues	Ongoing	Board; Management Team
• Identify and secure sources of private investment	August 2022	Board
• Secure support for new air service from the business community	August 2022	Board, Management Team
• Remove obstructions on and near the airport.	Ongoing	Management Team
• Purchase strategic properties for safety and obstruction removal	Ongoing	Board, Management Team
• Complete Phase 6 of residential sound insulation project	2023	Board; Management Team
• Removal of RWY 20 Displaced Threshold	Completed	Management Team
• Achieve RWY 20 LPV Approach	Completed	Management Team
• Installation of RWY 20 PAPI	Completed	Management Team
• Conduct Environmental Assessment (EA) for 5-Year Airport Development	Pending Completion 2022	Management Team
• Complete Phase 1 of Realignment Project TWY A, F, & G	Pending Completion 2022	Management Team
• Acquire ARFF Vehicle	Pending Delivery 2022	Management Team
• ARFF Station One-Bay (Design and Construction)	2022-2023	Management Team
• Acquire Runway Snowplow & Sweeper	2022 - 2023	Management Team

Objectives and Activities – Progress Report**Status****Responsibility**

• Install Runway 02 MALSR	2023 - 2024	Management Team
• Extend Runway 2/20	2023 - 2024	Management Team
• Rehabilitate West Ramp (Passenger Terminal)	2024 - 2025	Management Team
• East Terminal Building (Design & Construction)	2025 - 2026	Management Team
• Complete Phase 2 of Realignment Project TWY A, F & G	2026 - 2027	Management Team

• Complete Airport Master Plan Update	Completed 2021	Board, Management Team
• Acquire Runway High-Capacity Snow Blower	Completed 2021	Management Team
• Complete TSA Airport Security Plan upgrade requirements for Category 3 Airport	Completed 2019	Board, Management Team
• Complete Aeronautical Survey for RWY 2-20 Obstructions	Completed 2017; 2019	Board; Management Team
• Complete Phase 4 of sound insulation project	Completed 2019	Board; Management Team
• Complete Phase 3 of noise insulation project	Completed 2018	Board; Management Team
• Complete Phase 2 of sound insulation project	Completed 2017	Board; Management Team
• Lowered approach minimums on RWY 2	Completed 2016	Management Team
• Published GPS approach on RWY 20	Completed 2016	Management Team
• Completed Pilot Phase of sound insulation project	Completed 2016	Management Team
• Purchase Runway Snow Sweeper	Completed 2015	Board, Management Team

<u>Objectives and Activities - Historical</u>	<u>Status</u>	<u>Responsibility</u>
• Approve, design and construct Wildlife Deterrent Fence	Completed 2014	Board, Management Team
• Complete Part 150 Noise Study and Phase 2 of Noise Study	Completed 2014	Management Team
• Acquire new parking lot equipment and software	Completed 2013	Management Team
• Complete and close out Runway Safety Area Projects	Completed 2012	Management Team
• Complete and close out Runway Rehabilitation Project	Completed 2012	Management Team
• Replace and repair electrical and HVAC systems	Completed 2012	Management Team
• Carry out updated Economic Impact Study of Tweed	Completed 2011	Management Team
• Carry out Taxiway B Project and Wetlands Mitigation	Completed 2011	Management Team
• Sign Memorandum of Agreement with New Haven and East Haven	Completed 2009	Board
• Establish FAA preemption on safety improvements in District court	Completed 2009	Board, Management Team
• Install new Airport Beacon	Completed 2009	AvPORTS
• Purchase new seating and carry out Terminal renovations	Completed 2008	Board, Management Team
• Issue RFPs, negotiate terms, and sign licenses with on-airport and off-airport car rental firms and taxi companies	Completed 2008; 2011; 2014	Board, Management Team
• Lease additional area to FBO for new hangar construction	Completed 2008	Board; Management Team
• Revise and Update Minimum Standards and Requirements	Completed 2008	Board; Management Team
• Construct Runway Safety Areas and Tide Gates	Completed 2010	Board, Management Team
• Conduct Wildlife Study with U.S. Dept. of Agriculture	Completed 2009	AvPORTS
• Manage Terminal Display Advertising and Marketing	Completed 2008	Board, AvPORTS
• Contract for and complete Terminal Improvement Study	Completed 2008	AvPORTS, Board

<u>Objectives and Activities - Historical</u>	<u>Status</u>	<u>Responsibility</u>
• Complete Aeronautical Study of aircraft obstructions	Completed 2007	AvPORTS
• Acquire Heavy-duty Snow Blower and Snow Plow	Completed 2005; 2007	Management Team
• Complete Glycol Recovery System and West Ramp Upgrade	Completed 2007	AvPORTS
• Secure DEP permits for construction of Runway Safety Areas	Completed 2007	Management Team
• Secure New Haven approvals (Tide Gates MOU, Dodge Avenue Relocation) for RSA project	Completed 2007	Management Team
• Protect Part 77 Surfaces from obstructions via zoning amendment	Completed 2007	Management Team, Board
• Secure FAA grant, bid and receive new ARFF vehicle	Completed 2006	Management Team, Board
• Design and construct West Ramp Reconstruction and Glycol Recovery System with FAA funding	Completed 2006	AvPORTS, Board
• Apply for 2006 AIR 21 grant from USDOT for new air service	Completed 2006	Management Team, Board
• Complete Terminal Improvements and enclose canopy	Completed 2005	AvPORTS, Board
• Install emergency generator on airport premises	Completed 2005	AvPORTS, Board
• Secure support of CT Transportation Strategy Board	Completed 2005	Management Team, Board
• Participate in Update of New England Regional Air System Study	Completed 2007	AvPORTS
• Pursue DEP permits for Runway Safety Areas	Completed 2006	Management Team, Board
• Secure 2004 AIR 21 Grant from US DOT for Tweed marketing	Completed 2004	Management Team, Board
• Construct TSA screening areas and install new security equipment	Completed 2003	AvPORTS, Board
• Install High Intensity Runway Lights on Runway 02-20	Completed 2004	AVPORTS, Board
• Construct Runway 34 improvements & security fencing	Completed 2004	AvPORTS, Board
• Amend and extend Agreement with AvPORTS	Completed 2004	Board

Objectives and Activities - Historical**Status****Responsibility**

- | <u>Objectives and Activities - Historical</u> | <u>Status</u> | <u>Responsibility</u> |
|--|----------------------|------------------------------|
| • Complete Study of Environmental Impact of Glycol Usage | Completed 2004 | AVPORTS, Board |
| • Purchase ADA-Compliant passenger ramp | Completed 2004 | AvPORTS, Board |
| • Secure business community support for Delta Connection service | Completed 2004 | Board |
| • Reorganize Authority management structure to cut costs | Completed 2002 | Board |
| • Complete construction of Aircraft Rescue and Fire Facility (ARFF) | Completed 2003 | AvPORTS, Board |
| • Realign public and commercial parking lots for better service | Completed 2003 | AvPORTS, Board |
| • Obtain FAA approval for Passenger Facility Charge (PFC) program | Completed 2002 | AvPORTS, Board |
| • Grant access to North Ramp LLC for aircraft in T-hangars constructed off-airport with private funds. | Completed 2002 | AvPORTS, Board |
| • Complete and adopt Master Plan Update, with approvals by Federal, State, and South-Central CT Council of Governments | Completed 2002 | Management Team, Board |
| • Approve FBO construction of third hangar (12,000 sq. ft.) | Completed 2001 | AvPORTS, Board |
| • Secure authorization of \$5M in State bond funds for airport improvements | Completed 2001 | Management Team |
| • Submit to DEP completed Environmental Impact Statement (EIS) and Environmental Impact Assessment (EIA). | Completed 1999 | AvPORTS, Board |
| • Secure leases with tenants including car rental and taxi firms. | Completed 1999 | Management Team, Board |
| • Complete Air Passenger Service Study | Completed 1999 | AVPORTS |
| • Initiate and complete Rates and Charges Study. | Completed 1999 | AVPORTS |
| • Develop and approve initial Five-Year Airport Improvement Plan | Completed 1998 | Management Team, Board |
| • Initiate and complete contract negotiations with airlines | Completed 1998 | Management Team, Board |
| • Contract with firm to operate and manage the Airport | Completed 1998 | Board |

- | | | |
|--|----------------|-----------------|
| • Assume City Consultant Agreements and Amend as needed | Completed 1998 | Management Team |
| • Adopt By-Laws, Operating Plan, and Administrative Procedures | Completed 1998 | Board |