



TWEED NEW HAVEN AIRPORT AUTHORITY
REGULAR MEETING
BOARD OF DIRECTORS
MINUTES OF APRIL 19, 2023
VIA TELECONFERENCE

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

Members absent: Kevin Coyle, John Picard

Others in attendance: Tom Rafter, Jeremy Nielson, Felipe Suriel, Michael Jones, Sal DeCola, Andrew King, Brett Simon, Dominic Cretella, Eliot Jameson, Kevin Arnold, Kaydeen Maitland, Jeff Gutsfeld, Joe Giordano, Lynne Bonnett, Michael Giordano, Lorena Venegas, Mike Sparago, Steve Wight, Jean Perry Phillips, Jorge Roberts, Toni Lorenti, David Reger, Bryan Hoffman, Sherry, Tim Sullivan, Lori Foster

Vice Chair Hoey sitting in for Chair opens the meeting at 4:05.

Mr. Hoey entertains a motion to approve the Minutes for the March 15, 2023, meeting. The motion to approve the Minutes was made by Ms. Hennessey and seconded by Ms. Neal-Sanjurjo. The motion was unanimously approved by all those who were in attendance except Rich Jacob who abstained.

EXECUTIVE DIRECTOR'S REPORT - Mr. Rafter presented the following items:

Mr. Rafter confirmed that the Avelo's load factor is operating approximately at 80%. In 2019, the Authority had 53,355 enplanements. In 2022, the Authority had 351,690 enplanements. There was an increase of 20,000 enplanements this January. Mr. Rafter shares his screen to show charts outlining New Haven's monthly revenue enplanements historically and presently. The number annually in the past is about the same as the number monthly now.

The Authority held the public meeting regarding the EA on April 1st, and it was attended by a little less than 300 people. There will be a supplemental meeting on April 25th from 6pm to 8pm for those that did not have an opportunity to speak previously. More information can be found at tweedmasterplan.com/meetings. There are several questions regarding the differences between the EA and the Master plan. The EA takes into consideration that Avelo was a chartered airline previously. In the master plan there are two documents that are approved by the FAA. These documents are the airport layout plan and the forecast. The forecast has rigid standards. The FAA has a national forecast which is the standard to which others are compared.



Between March 29th and March 31st, the Authority had a successful certification inspection by the FAA. Mr. Nielson will discuss this more. Mr. Rafter praises Mr. Nielson and his team for doing well in the inspection and receiving compliments from the FAA.

On April 6th, Avelo confirmed that it has expanded its reach to Melbourne and Daytona.

Mr. Rafter shares screen with PowerPoint presentation entitled “Airports 101”. This slide set can be found in this meeting’s board packet. The presentation is broken down into six sections.

A. The Aviation Industry and the System

The national airport system, envisioned in the first National Airport Plan issued in 1946, has been developed and nurtured by close cooperation with airport sponsors and other local agencies, as well as Federal and State agencies. FAA Order 5090.5, Formulation of the NPIAS and ACIP contains the enduring principles guiding Federal involvement in the national airport system which continue to be periodically reaffirmed by the FAA and the aviation industry. Every day, the Federal Aviation Administration provides air traffic service to more than 45,000 flights and 2.9 million airline passengers traveling across the more than 29 million square miles that make up the U.S. national airspace system (NAS). The NAS is a network of both controlled and uncontrolled airspace, both domestic and oceanic. It also includes air navigation facilities, equipment, and services; airports and landing areas; aeronautical charts, information and services; rules and regulations; procedures and technical information; and manpower and material.

The HVN Airport is a part of the National Plan of Integrated Airport Systems (NPIAS) as required under 49 U.S.C. § 47103. NPIAS identifies the funding needs of the entire airport system. The system includes airports, the FAA and anything related. The NPIAS is updated yearly, and it is driven by forecasted traffic. The FAA is critical when doing a forecast for the master plan because the data must be very accurate.

Airports are classified differently. A public-use airport is an airport open to the public that also meets the following criteria: privately owned but having scheduled service and at least 2,500 annual enplanements. Further, to be eligible for a grant, an airport must be included in the NPIAS. A commercial service airport means a public airport, in a State, that has at least 2,500 passenger boardings each year and is receiving scheduled passenger aircraft service. A Primary Airport as defined by the FAA, a commercial service airport with more than 10,000 passengers boarding each year. A nonhub primary – airports handling over 10,000 but less than 0.05% of the country's annual passenger boardings. The Airport is classified as a public use airport and a primary airport. However, the Airport is moving into the small hub category based on the growth of enplanements. Currently there are 80 small hubs in the United States.

The Airport Environment is made up of the following:



- Airline – Provide air transportation to passengers to get from point A to point B, Mass Transportation System not operated by a government entity in the US.
- ATC – Direct traffic in the air and on the ground to ensure safe movement of aircraft.
- Airport – Provides facilities and land for airlines and tenants to operate, ensure safe and secure environment for passengers and airlines. Often confused with Airline
- Fixed Base Operator – Provides fuel and aircraft services to airlines and pilots.

B. Commercial Aviation

Mr. Rafter outlines brief history of commercial aviation. Airlines initially started carrying mail. Early travel for passengers was very expensive. The 1978 Airline Deregulation Act created a space for low fare airlines to exist. There is a difference between a low fare and a low-cost carrier. Successful low fare airlines can incite competition.

C. Airport Development and Funding

The Authority mainly uses Airport Improvement Program (“AIP”) funding. The Act’s broad objective is to help in developing a nationwide system of public-use airports that meets the current needs and the projected growth of civil aviation. The funding comes from the ticket tax on the base fare. Although it is considered a tax it was made based on the user fee system. AIP funds can be used for various projects. The funding is broken into two categories:

- Entitlement - formula based on number of enplaned passengers.
- Discretionary – competitive with all other airports, typically disbursed on highest priority projects (safety & capacity)

AIP is funded under the Airport and Airway Trust Fund. The trust fund is funded principally by a variety of taxes paid by users of the national aviation system. Revenue sources for the trust fund include taxes on airline passenger ticket sales, the flight segment tax, air cargo taxes, and aviation fuel taxes paid by both commercial and general aviation aircraft.

Passenger Facility Charge (PFC) allows the collection of fees up to \$4.50 for every eligible passenger at commercial airports controlled by public agencies.

D. Airport Ownership & Organizational Structures

There are a variety of Ownership Structures: State Owned, Authority – State/Local/Regional, Enterprise Fund, Municipal Department, Public/Private, Lease, Management Agreement. The Authority has both a lease and a management structure. Typical departments include:



Administration, Operations, Maintenance- Divisions may include Security, Fire, Landside, Airside, Environmental, Engineering/Planning, Finance.

E. Key Regulations/Requirements

The key FAA regulations that the authority is required to abide by include:

- Part 139 – Certification of Airports – How the Airport must be operated (very detailed)
- Part 77 - establishes standards and notification requirements for objects affecting navigable airspace.
- Part 150 – Airport Noise Compatibility Planning - prescribes the procedures, standards, and methodology governing the development, submission, and review of airport noise exposure maps and airport noise compatibility programs.

Other laws to follow include 39 Grant Assurances and the Compliance Manual. The FAA accepts informal complaints either verbally or in writing under Title 14 Code of Federal Regulations Part 13. The FAA accepts formal complaints in writing under Title 14 Code of Federal Regulations Part 16. TSA and airport security is governed by 49 CFR Part 1542.

F. Airport Finance

Key Grant Assurances for finance include:

- 22. Economic Nondiscrimination – must make the airport available as an airport for public use on reasonable terms and without unjust discrimination to all types, kinds and classes of aeronautical activities, including commercial aeronautical activities offering services to the public at the airport.
 - Recently in Florida there was a gentleman who had a private jet he wanted to operate late at night. He was found to be discriminated against.
- 24. Fee and Rental Structure - maintain a fee and rental structure for the facilities and services at the airport which will make the airport as self-sustaining as possible under the circumstances existing at the airport.
- 25. Airport Revenues.

The rates and charges:

- Approved Methodologies
 - Residual - airlines collectively assume significant financial risk by agreeing to pay any costs of running the airports that are not allocated to other users or covered by nonairline sources of revenue,
 - Compensatory - the airport operator assumes the major financial risk of running the airport and charges the airlines fees and rental rates so as to recover the actual costs of the facilities and services that they use.
 - Hybrid – combination of the above
 - The Authority is mainly compensatory with a mx of residual.
- Revenue Diversion/Use of Airport Revenue



- 49 U.S.C. § 47107(b)(1), 47133
- Grant Assurance # 25
- Policy—64 Fed. Reg. 7696
- The bottom-line rule is that airport revenue must remain on the airport for the benefit of the airport. There are other airports that have been grandfathered in. However, the Authority is not one of them.
- Revenue must be used for capital and operating costs of the airport, the local airport system and other facilities owned and operated by the sponsor that are directly related to the air transportation of passengers or property.

HVN Summary

- Owner – State-created Authority (TNHAA) with lease from City of New Haven
- Primary, Commercial Service, Nonhub Public Use Airport
- Operated by a private management company (Avports)
- Capital Development funded by Private Investment (New HVN), FAA, PFC and other sources.
- Regulated by multiple Rules, Laws and Regulations – Primarily Federal
- Major Economic Engine for the Region

This concludes Mr. Rafter’s PowerPoint presentation and the sharing of his screen. Mr. Rafter notes that he sent out a packet to the board members earlier which outlines some basic information about the airport which would ideally be good for everyone, especially new members, to have.

There have been questions as to the types of aircraft that are safe to operate at the airport. Mr. Rafter clarifies that this safety determination is made between the FAA and the aircraft carrier. The air carrier has to go through a two-part certification process to obtain an air carrier operating certificate. The air carriers need an Economic Fitness Certificate and a Certificate of Operations from the FAA. Air carriers work with the Flight Standards division of the FAA to ensure the safety of the airline. The Authority works with the Airports Division of the FAA. The Authority’s role is to ensure the facilities, runways and pavement are safe. The FAA will make the determination of the size, model and shape of the aircraft because it is a highly technical decision.

Mr. Rafter addresses the issue of diversions. Diversions happen for a variety of reasons including safety and weather. Weather impacts are not uncommon and have a ripple effect among airlines and across the entire country. According to a December 2022 article, across the largest US airlines approximately 2.4 percent of flights were diverted from July 2021 to June of 2022. Approximately, 1 in every 416 scheduled flights is diverted. The carrier with the worst diversion rate had a diversion rate of 4.3 percent or 1 in 232 scheduled flights. Weather delays can occur for a variety of reasons including snow, ice, thunderstorms, etc. Airlines have sophisticated tools they use in accordance with FAA procedures to help guide them to the runway during bad weather. This includes procedures for when the runway may not be visible. A precision driven approach is a set of procedures that allow pilots to descend to a point known as



the decision height when there is limited visibility. When an aircraft is unable to land due to poor visibility, there is a missed approach procedure at Tweed that takes the aircraft over the Madison area when there is limited visibility at which time pilots continue communications with ATC to determine if another attempt at landing can be made safely or if the aircraft should be diverted.

Mr. Rafter addresses the issue of flooding and states that flooding will be addressed in the final EA. He notes that Fort Lauderdale airport was shut down for a while because of flooding. The Authority's flooding problem is not unique.

Mr. Rafter notes that there has been some discussion among the board members regarding in-person meetings. Mr. Rafter confirms that if the board decides, hybrid meetings can be an option as well.

Mr. Hoey thanks Mr. Rafter for his presentation. He suggests that the information on how the airline operates should be posted to the general public.

CHAIRMAN'S REPORT - Matt Hoey states that he does not have a Chairmans report.

Mr. Dagliere discusses the EA public hearing. He attended the public hearing from 10:30am to 4:30pm and sat next to Mr. Ginetti. He states for the record that he heard compelling testimony from a variety of professionals supporting an EIS. He wants the record to reflect that he has been calling for the EIS since last year when he was a member of the debunked environmental committee which has not met in one year. He has extensive experience dealing with the federal agencies over the span of his career at the United States Senate. He dealt with the Department of Defense when it was in Groton, Connecticut. He notes that the FAA or any government agency would be concerned with public safety and how changes impact the community. They do not care about the economic impact. He believes there should be an EIS based on his experience in dealing with the Navy and other government agencies.

Mr. Dagliere states that he is glad there is a second public hearing but is curious to know how that second meeting came about. He specifically wants to know who requested this second meeting.

Mr. Rafter responds that it was a decision of the team, the consultant, and FAA to hold another meeting based on the fact that 39 people who had signed up to speak were not given an opportunity to speak because of the time constraints. Because of time constraint, a virtual platform will be utilized.

Mr. Dagliere asked whether it will be the same two FAA representatives attending the meetings. He expresses he was disappointed in their body language. The gentleman was playing on his phone. He doesn't feel they were tuned in.

Mr. Dagliere inquires as to the recent diversions and aborted landings for the past several days when there was fog. He wanted to know if those diversions were 800s. Mr. Rafter expresses that he does not know. Mr. Dagliere cites a memo from Avelo to Tweed stating that they would be



reluctant to fly 800s until the runway is extended. He states that they have not been following their own memo. He offers to send Mr. Rafter a copy of the memo. He would like an answer as to why Avelo is flying 800s since the runway has not been extended to date. Mr. Rafter states that he believes he has a different interpretation of the memo Mr. Dagliere is referring to. He notes that Avelo has acquired short field 800s which can be used with the current runway. When the runway is extended, they intend to use the regular 800s. Mr. Rafter states that he does not see where it has been stated that they will not use 800s. Mr. Dagliere states he will get Mr. Rafter a copy of the second memo he was referring to.

Mr. Hoey opens the floor for all comments.

Mr. Jacob states that he cannot confirm if the comments from the business community spoke to the core issues, but the Environmental Assessment (EA) did speak to the relevant issues that the FAA will address.

Mr. White states that he has been on an 800. He regards this problem as a “good” one. He states that more people will be able to travel. Mr. Dagliere notes it could be a safety issue. Mr. White states that it is allowed by the FAA.

Mr. Hoey notes that he does not think anyone on board is qualified to assess the safety.

Mr. Pompano thanks Mr. Rafter for his report. He would like Mr. Rafter to expound on what the different changes are and what the EA is doing because of the enplanements. Mr. Rafter notes that the FAA has taken the more updated data to include the recent spike and has applied it to the noise contours, and they are working with FAA to get updated forecast which impacts funding. The master plan only had limited information on Avelo. He confirms that the new information is in the draft EA.

Mr. Pompano inquires as to what else would change when the Authority transitions from being a nonhub to a small hub. Mr. Rafter notes the Authority may then get into a high funding mechanism.

Mr. Dagliere inquires as to why the diversion to Wilmington, DE occurred. Mr. Rafter states that in his experience airlines will divert individuals to airports where they have staff to ensure proper flow of communication. This past weekend some people were diverted to Bradley airport. Airlines like to send passengers to places where they will be welcomed. Mr. Dagliere inquires whether gate fees are a factor. Mr. Rafter states he does not think this is a factor.

Mr. Sklarz notes that he was also at the public meeting. He states that he had a different experience from Mr. Dagliere. He thought that the delivery from the representative from the City of New Haven was excellent. He felt the people from FAA were sanguine. He felt that the representatives from the FAA were trying to be fair and reasonable. He acknowledges that it is a very difficult situation trying to level the field between two opposing groups.



Mr. Ellis notes that the diversions that were noted aren't new. He wants to know how to improve the response to the diversions. Mr. Rafter notes that it is the airline's responsibility to communicate with the customers. Avports has been doing a good job working with Avelo to improve. Mr. Rafter states that Mr. Nielson will talk more about this. Mr. Hoey notes that Avelo is keenly aware of this issue because it can impact their business matter.

FINANCE COMMITTEE REPORT - Ms. Serena Neal-Sanjurjo has deferred to Mr. Rafter to make this presentation.

Mr. Rafter references financial numbers in this meeting's board packet. The Airfield account had \$209,223.90. There was a net income of \$7, 240.86.

The Authority is soliciting RFPs for auditing. RFPs will be accepted until May 8th at 5pm.

AIRPORT MANAGER'S REPORT - Mr. Nielson presents the following items.

Mr. Nielson begins by addressing some of the questions previously mentioned. He states that the Authority and Avelo are experiencing very rapid growth. The Airport's entire team is working together. The Airport acknowledges that diversions are never easy and there is not much that can be done that can make everyone satisfied. Avelo has hired a corporate level director based at Tweed who is leading their efforts to improve and be a center of excellence for Avelo.

The Authority recently hosted some students from Hillhouse High School as a part of the outreach efforts to educate students on potential careers in aviation. Avelo as well as the Authority is looking to be mentors to the students the best that they can. This is the future of employees in aviation.

The Airport had a rigorous inspection on March 29th. The Airport received good feedback, and the competence of the Airport's staff was recognized. Mr. Nielson expresses thanks to Robinson Aviation for their help. The Airport met all the requirements for index C for airport operations effective May 17th. The field is in great shape. The Airport will be hiring additional employees.

Avports entered into an agreement with AVIS Budget on April 1, 2023. This is an improvement for accessibility for the customer. There are continuing conversations with Uber and there is an offer on the table, and it is expected something will occur in May.

Parking is a challenge to the Airport's growth. There is a hybrid approach with parking utilizing the parking reservation system. Avports works with Avelo to communicate with customers about the availability of parking.

Delays that occur can cause operations to happen after hours. On the website there is a way to sign up for alerts for after-hour operations.



Avports is working on a web form that will assist customers' concerns and route them accurately and efficiently. This is expected to be available for use next month.

On the website: <https://thenewhvn.com/> there is a section [Town Hall Q&A](#) which will allow individuals the opportunity to get answers as well as sign up for updates.

On May 2, 2023, Avports will be having an airport cleanup day which will be open to anyone in the community. To participate, send an email to hvnadministration@avports.com and an email with a link to the planning meeting on April 26, 2023, at 5pm will be sent.

Mr. Hoey welcomes questions.

Mr. Jacob seeks clarification as to which website the "Town Hall Q&A" link is on. Mr. Nielson clarifies that it is on the <https://thenewhvn.com/> website. He also notes that there is a "community concern form" and "after hours" link on the flytweed.com website.

Mr. Hoey expresses that he is happy that progress is being made with Uber because some community members continue to have an issue with it.

ACTION ITEMS, RESOLUTIONS

None.

OTHER BUSINESS

Mr. Hoey would prefer a hybrid model for board meetings to allow participation in the traditional board meetings. He requests Mr. Rafter and Mr. Nielson's opinion on the matter. He notes that there may have to be a sign up for in-person attendance so accommodation may be arranged. Mr. Dagliere notes that the building is not ADA compatible because of the stairs. Mr. Dagliere states that he would like to be in person. However, the stairs would be hard to maneuver. Mr. Hoey notes that zoom could be an accommodation for those who are disabled. He also suggests seeking a legal opinion from Hugh Manke. Mr. Ginetti is also in favor of a hybrid model. He makes a motion that meeting should be hybrid subject to approval by legal counsel. Mr. Ellis seconds the motion. Mr. Nielson notes that the spaces can hold between 15 and 18 people. There is no opposition.

PUBLIC COMMENT - opened by Mr. Hoey

Lorena Venegas, 73 George Street, East Haven, CT. Ms. Venegas notes that McFarland Johnson did not have a wetland specialist or a structural engineer to review the posters at the April 1st meeting. She notes that the poster does not include the four-story parking garage to be built on wetlands. There were items that could have been addressed at the April 1st meeting. The environmental justice representative at the meeting did not know the population affected and the



populations affected. The draft EA does not mention the long-eared bat that is endangered. She states that a waiver was sought to use the 800 model which is an exception to the rule. She claims that Tweed does not have landing policies like other airports like Rhode Island. Last week 15 families were stranded in Tweed airport, and it is unacceptable business practice. The EA states that the project is now budgeted for \$165,000,000. She would like a breakdown of this budget.

Michael Giordano, 800 Union Log Drive, Vero Beach, FL Mr. Giordano thanks Mr. Rafter and Mr. Nielson for their presentations at this meeting. He feels that the Authority is going above and beyond. He finds it concerning that the minority of those against the airport are concerned about the airport diversion specifics. Regarding the noise studies, the FAA does official noise studies to determine noise level. He thanks the Authority for all that it does.

Lynne Bonnett, New Haven Representative on Project Advisory Committee. Ms. Bonnett states that she met with her committee members and Dana Walker, the East Haven representative, to draft a letter to Mr. Rafter. She inquires as to whether Mr. Rafter received the letter and whether it has been distributed to the board. She requests a response before the supplemental public meeting on April 25th, 2023.

Toni Lorenti, 23 Briar Lane, Meriden, CT. Ms. Lorenti states that the long-eared bat in the EA was referenced in section 52.11. She addresses Mr. Dagliere's comments regarding the diversions and the 800 jet. The landing minimums across all categories of aircraft have to deal with visibility issues. They are often diverted because of a visibility issue. This was not an 800s issue. She references Mr. Rafter's point on diversions. The Department of Transportation Bureau of Statistics has data between 1988 and 2021 on diversions. In 2021 there was 14,117 diversions by major US airlines. Diversions are a routine matter. Airlines divert flights for various weather reasons and are required to check the weather.

Joe Giordano, 2 Old Town Highway 46, East Haven, CT. Mr. Giordano compliments Mr. Rafter's presentation. He attended the EA meeting on April 1st. He was unable to speak. There were many people who went over 3 minutes including public officials. He did not observe FAA representatives looking down. He expresses disappointment in the behavior of people against airports. He will be contacting the Town of East Haven because there is a house on the corner of High Street and Kimberly Avenue which has graffiti that is detrimental to the Authority.

Lori Foster, 24 Urias Street, New Haven, CT. Ms. Foster had a decibel meter placed in her garden so she could get some accurate readings. She acknowledges Mr. Joe Giordano's comments regarding the behavior of those against the airport at the public meeting. She states that she stopped it. She states that the neighbors, Tweed and Avelo need to come together and have a relationship. She has a picture of Richard Duesett and states that he appeared to be sleeping at the public meeting. He also could have been looking at a picture on his phone. She states that there are many nasty people and Mr. Joe Giordano is one of them.

Mr. Hoey thanks the board and community members for attending this meeting.



Mr. Hoey asks for a motion to adjourn. The motion was made and seconded. The vote was unanimous in favor and the meeting was adjourned at 5:42.

Respectfully submitted,

Hugh Manke, Counsel to the Authority