



Regular Meeting Agenda

TNHAA Board of Directors

Wednesday – October 15, 2025 @ 4:00 PM

Virtual/In-Person

- | | |
|---|-------------------------|
| 1. Call to Order | Mr. Robert Reed |
| 2. Minutes Approval – September 17, 2025 | Attached |
| 3. Chairman's Report | Mr. Robert Reed |
| 4. Executive Director's Report | Mr. Tom Rafter |
| 5. Finance Committee Report | Ms. Serena Neal-Sanjuro |
| a. <i>August 2025 Financials</i> | Attached |
| 6. Airport Manager's Report – Airfield Operations | Mr. Jeremy Nielson |
| 7. Lessee's Report – The New HVN LLC | Mr. Jeremy Nielson |
| a. <i>Community Engagement Report</i> | Mr. Tom Cavaliere |
| 8. Reports and Action Items | |
| a. <i>Resolution #628 : Approval of a Transition Plan for Thomas Rafter</i> | |
| 9. Other Business | |
| 10. Public Comment | |
| 11. Adjournment | |



TWEED NEW HAVEN AIRPORT AUTHORITY BOARD OF DIRECTORS REGULAR BOARD MEETING MINUTES OF SEPTEMBER 17, 2025

BOARD MEMBERS IN ATTENDANCE

Robert Reed, Linda Hennessey, Serena Neal-Sanjurjo, Carlos Eyzaguirre, Ray Pompano, Kenny Dagliere, David White, Michael Fimiani, Mark Scussel, Kevin Rocco, and Dean Johnson.

BOARD MEMBERS ABSENT

Mark Sklarz, Jesse Phillips, and John Picard.

OTHERS IN ATTENDANCE

Tom Rafter, Malena Zanjani, Jeremy Nielson, Felipe Suriel, Katherine Bennett, Jean Perry Phillips, Jeremiah Wilhite, Lisa Brandes, Lorena Venegas, Michael Giordano, Salvatore DeCola, Tim Sullivan, Gloria Bellacicco, Eliot Jameson, Peter Leonardi, Mark Zaretsky, Anthony Camposano, Hugh Manke, Andrew King, Jack Davidson, Lynne Bonnett, Toni Lorenti, Matt Hoey, Sebastian Ward, and Vincent Perrelli.

1. CALL TO ORDER

Chairman Reed officially called the September 17, 2025, TNHAA Regular Board of Directors meeting to order at approximately 4:00 PM.

2. APPROVAL OF MINUTES

Mr. Reed moved to approve the minutes from the regular Board Meeting held on August 20, 2025. The motion was supported by Mr. Fimiani and seconded by Ms. Hennessey. With no further questions or comments, the Board unanimously approved the minutes.

3. CHAIRMAN'S REPORT

Chairman Reed reported no items for discussion.

4. EXECUTIVE DIRECTOR'S REPORT

Executive Director Rafter provided updates on the following matters:

- Action Item Follow-Up: Mr. Cavaliere will report on comparative employment figures for the airport.
- Resolutions: The following resolutions on this meeting's agenda were summarized.
 - Resolution #624 – Granting Limited Blanket Permission for Execution of Federal Grant Agreements. Enables timely execution of grant offers.

THNAA BOARD MINUTES

- Resolution #625 – Approval of Legal Services Agreements. Three firms selected by the committee for their varied expertise and cost efficiencies.
- Resolution #626 – Approval of Auditing Services Agreement. Solakian and Company was re-engaged.
- Resolution #627 – Creation of an Executive Director Search Committee to initiate the process of identifying a new Executive Director.
- ZEV Grant Update: The Authority was not awarded the Zero Emission Vehicle grant, as the project did not align with current federal administration priorities. Staff will reevaluate options.
- Capital Improvement Plan (CIP): A meeting with the FAA is scheduled for Monday, September 22, to begin discussions on the CIP. Avports has submitted the Facility Condition Assessment in accordance with existing agreements.
- State Audit Report: Preparation is underway for submission by the end of September.
- Air Service Development: Avelo Airlines recently announced an order for 50 new Embraer aircraft. An air service update has been requested from Avports for the next meeting. Avelo also launched new service to Key West prior to the last meeting.
- Airport Statistics: HVN continues to experience significant growth. June 2025 enplanements increased by 25% year-over-year (12,652 additional passengers). Year-to-date enplanements are up 35%, totaling 181,318 passengers. For the 12-month period ending June 2025, the airport served 692,686 enplaned passengers.

5. FINANCE COMMITTEE REPORT

JULY 2025 FINANCIALS

Prior to the meeting, Ms. Neal-Sanjurjo reviewed the financials and requested that Mr. Rafter present the Finance Committee Report for the period ending July 31, 2025. Mr. Rafter provided an overview of the report.

- Airfield Fund
 - Revenues: Total revenues (excluding a \$150,944 Lessee subsidy) were \$103,458. The actual subsidy required was under budget by \$169,165. Revenues exceeded budget projections by \$6,934.
 - Expenses: Total expenses were \$254,402, which is under budget by \$162,230.
- Administrative Fund
 - Revenues: July revenues totaled \$60,967, over budget by \$2,384.
 - Expenses: Administrative expenses were \$72,044, resulting in a YTD budget underrun of \$1,465.
 - Net Result: The administrative fund posted a net loss of \$11,077, which is better than budget by \$3,849.
- Balance Sheet
 - Fund Balance: \$350,836
 - Total Liabilities and Fund Balance: \$1,551,289

Overall, the Authority began the fiscal year with favorable variances in both revenues and expenses across the Airfield and Administrative funds.

6. AIRPORT MANAGER'S REPORT

AIRFIELD OPERATIONS

THNAA BOARD MINUTES

Mr. Nielsen provided the Airport Manager's Report with the following updates:

- Winter Preparation: Snow equipment is being serviced and inventoried. Staff training is underway, and the annual snow plan review with tenants is scheduled for October.
- Taxiway Improvements: Plans are in place to expand the turning radius ("fillet") at the Taxiway Bravo/Charlie intersection. This modification will better accommodate larger aircraft, including the Avelo 737-800 and Breeze A220, and is expected to ease congestion near the terminal during adverse weather. The project is fully designed, with logistics currently being finalized.
- Emergency Pavement Repairs: A bid for emergency airport pavement repair is expected to go out within the next week.
- Ongoing Projects: Work continues on the Aircraft Rescue and Firefighting (ARFF) building and the Snow Removal Equipment (SRE) facility. No new updates were reported at this time.

Additional clarification noted that the taxiway expansion will involve adding paved surface, expected to be completed in about one week of daytime construction. The project is anticipated to reduce the need for aircraft to back-taxi.

7. LESSEE'S REPORT – THE NEW HVN LLC

THE NEW HVN LLC

Mr. Nielsen provided the Lessee's Report with the following updates:

- Work continues on the baggage connector project linking the ticketing trailer to the passenger screening and baggage screening areas. The design is being refined to balance operational efficiency with cost effectiveness. The project remains on track for completion and operation by November 2025, in advance of the holiday travel season.

COMMUNITY ENGAGEMENT REPORT

Mr. Cavaliere reported several updates in recognition, environmental programs, and community outreach:

- Noise Monitoring Report: The second installment of the Noise Monitoring Report has been prepared, following the initial release in April. It is included later in the report.
- Business Engagement: HVN has joined the Amity Chamber of Commerce, adding to memberships in the East Haven and New Haven Chambers, as well as CBIA. The airport also participated in the East Haven Fall Festival Business Showcase, providing an opportunity to connect with residents and share updates.
- Residential Indoor Air Program (RIAP): Of 838 eligible households, 355 applications have been received. Eligible applicants are being contacted to receive a free Alen Flex air purifier, with direct home shipping and manufacturer customer support. Program details and a map of eligible homes remain available at HVNsound.com.
- New Air Service: Avelo Airlines will begin nonstop service to Key West, FL, starting November 19, 2025, operating twice weekly. This will be Connecticut's only direct connection to Key West.
- Airport Employment Growth: HVN now supports approximately 780 employees across 25 tenant companies, up from 210 employees in 2020—a 270% increase over five years. Further updates on job growth related to the new terminal will be provided at a future meeting.

THNAA BOARD MINUTES

- Board Discussion: Members noted the importance of publicizing HVN's job growth milestones. Questions were raised about resident support for Residential Indoor Air Program units. Mr. Cavaliere confirmed the devices are easy to use and that the manufacturer will provide ongoing customer support.

NOISE MONITOR REPORT UPDATE

Mr. Cavaliere presented the updated Noise Monitoring Report, building on the first installment released in April. Two portable monitors and the WebTrak dashboard continue to provide transparent access to aircraft activity and noise data. The full presentation is included at the end of these minutes.

Members asked how HVN's noise levels compare with similar airports and suggested sharing benchmarking data and examples of other airports using WebTrak for public reference. Questions were also raised about the schedule for upcoming CT DEEP community meetings; staff confirmed details are being finalized and that at least one month's notice will be provided.

8. REPORTS AND ACTION ITEMS

RESOLUTION #624: GRANTING LIMITED BLANKET PERMISSION FOR EXECUTION OF FEDERAL GRANT AGREEMENTS

Chairman Reed introduced Resolution #624. Board Secretary Linda Hennessey proceeded to read the resolution in its entirety.

A brief discussion followed, during which it was clarified that the resolution is intended solely to address timing issues related to the execution of federal grant agreements. Specifically, it allows for the acceptance and execution of such grants without the need to convene a special meeting should the timing of grant offers not align with the regular Board meeting schedule.

Following the discussion, a motion to approve Resolution #624 was made by Mr. White and seconded by Mr. Fimiani. The resolution was unanimously approved by the Board.

RESOLUTION #625: APPROVAL OF LEGAL SERVICES AGREEMENT

Chairman Reed introduced Resolution #625. Board Secretary Linda Hennessey read the resolution in full aloud.

There was no discussion. Chairman Reed called for a motion. A motion to approve Resolution #625 was made by Mr. Dagliere and seconded by Ms. Neal-Sanjurjo.

The resolution was unanimously approved by the Board.

RESOLUTION #626: APPROVAL OF AUDITING SERVICES AGREEMENT

Chairman Reed introduced Resolution #626 and read the resolution in full aloud.

There was no discussion. Chairman Reed called for a motion. A motion to approve Resolution #626 was made by Mr. White and seconded by Mr. Scussel.

The resolution was unanimously approved by the Board.

RESOLUTION #627: CREATION OF AN EXECUTIVE DIRECTOR SEARCH COMMITTEE

THNAA BOARD MINUTES

Chairman Reed introduced Resolution #627 and read the resolution in full aloud.

During discussion, Mr. Dagliere noted that he had previously expressed interest to Chairman Reed in serving on the committee referenced in the resolution.

Chairman Reed then called for a motion. A motion to approve Resolution #627 was made by Mr. White and seconded by Ms. Hennessey.

The resolution was unanimously approved by the Board.

9. OTHER BUSINESS

There was no additional business to report.

10. PUBLIC COMMENT

Please note that the following comments reflect the speaker's personal opinions and concerns, not established facts. Public Comment is intended for remarks from the public, not for a question-and-answer session. For inquiries, members of the public are encouraged to reach out directly to the Tweed New Haven Airport Authority or Avports.

LISA BRANDES – NEW HAVEN, CT [VIRTUAL]

Commenter expressed support for HVN and congratulated the Authority on reported employment growth, suggesting a public celebration once employment reaches 1,000. The commenter proposed highlighting New Haven pizza in future concessions, including options such as vending machines. The commenter encouraged engagement with the Eastern Connecticut Chamber of Commerce to strengthen ties to the tourism sector. Additional comments included interest in parking data, revenues, and employee parking planning; questions regarding VIA Haven microtransit service to the airport; and a request for a clear Authority contact for public inquiries.

REV JACK PERKINS DAVIDSON – HAMDEN, CT [VIRTUAL]

Commenter raised concerns about Avelo Airlines involvement in deportation activities. The commenter urged the Authority to consider these issues more proactively and referenced other entities, including the City of New Haven, Yale University, and local organizations, that have reportedly distanced themselves from Avelo. The commenter also cited the example of Salem, Oregon, where Avelo reportedly ended service following community opposition, and questioned the airline's loyalty to the region.

PETRINA YOXALL – NEW HAVEN, CT [IN-PERSON]

Commenter, a nearby resident, expressed difficulty understanding portions of the Noise Monitoring Report and sought clarification on how noise and odor complaints are factored into reporting. Concerns were raised about aircraft idling near residential areas, resulting in noise and odor impacts, and about the lack of natural buffers. The commenter questioned the validity of comparing HVN's noise levels to airports without nearby residential neighborhoods and stated the view that the airport is not currently being a good neighbor.

TONI LORENTI – MERIDEN, CT [VIRTUAL]

Commenter, identifying as an airline pilot, emphasized that airports inherently involve aircraft noise from idling and takeoff operations. The commenter argued that comparisons with other airports are valid and important,

THNAA BOARD MINUTES

noting that aviation is highly regulated compared to other sources of noise such as street traffic. The commenter expressed support for the availability of noise data and for ongoing leadership at the airport.

KATHERINE BENNETT – EAST HAVEN, CT [VIRTUAL]

Commenter expressed concern about aircraft operations at HVN, citing low flight paths, braking on the runway, and potential environmental impacts from residue entering wetlands. Additional concerns included aircraft and vehicle idling near residential areas. The commenter stated the view that the airport is too small, located in a sensitive ecological area, and should not be expanded.

GLORIA BELLACICCO – NEW HAVEN, CT [VIRTUAL]

Commenter objected to another speaker's remarks that were perceived as dismissive of community questions. The commenter requested that portable noise monitors remain deployed on public property during the winter months to capture data during peak travel periods. The commenter also congratulated the Executive Director on his retirement.

LORENA VENEGAS – EAST HAVEN, CT [VIRTUAL]

Commenter raised concerns regarding public access to information, and that records related to the Residential Indoor Air Program were not provided under a Freedom of Information request. The commenter requested that the full Connecticut DEEP application be made available in printed form for public review. Additional concerns included the presentation of employment and noise data, the qualifications of staff reporting on noise, and references to past and potential legal actions related to noise and safety issues at the airport.

MICHAEL GIORDANO – JUNO BEACH, FL [VIRTUAL]

Commenter expressed strong support for HVN, commending airport leadership and operations. The commenter stated enthusiasm for the planned terminal expansion and runway extension and encouraged the Authority to continue its current course despite criticism.

11. ADJOURNMENT

With no further business to discuss, Mr. Reed called for a motion to adjourn the meeting. Mr. Flmiani proposed the motion, and Mr. White seconded it. The meeting was adjourned at approximately 5:20 PM. The next meeting will be held on October 15, 2025, at 4:00 PM.

MINUTES PREPARED AND SUBMITTED BY

Malena Zanjani

9/22/2025



NOISE MONITOR — UPDATE —

September 17, 2025

HVN TWEED
NEW HAVEN
AIRPORT

1

✈ NOISE MONITORS

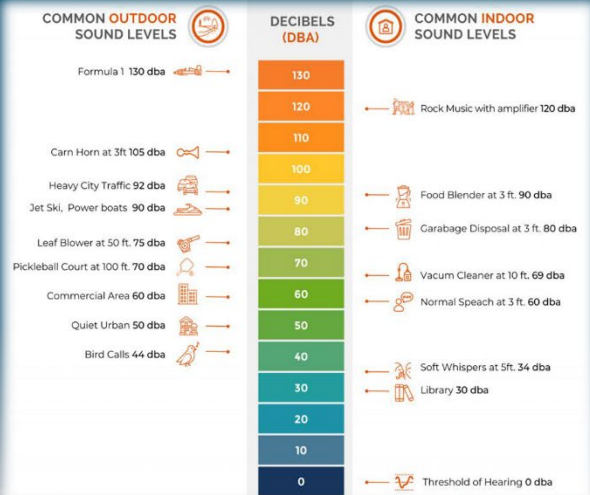
- HVN purchased 2 portable noise monitors.
- Monitors are currently deployed on airport property to collect baseline data.
- The objective is to deploy portable monitors to nearby public or private properties (with property owner's consent) to collect further data.
- Data is helpful in determining actual community impacts and is intended to be used for the eventual formation of an FAA Community Roundtable.
- FAA Community Roundtables facilitate understanding of noise-related issues and can potentially be used to update flight paths.



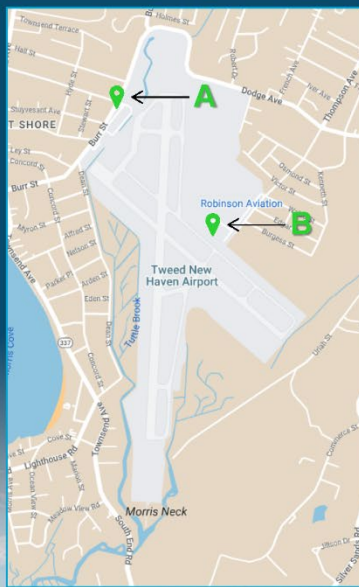
HVN TWEED
NEW HAVEN
AIRPORT

COMMON SOUND LEVELS

- Noise events are recorded when the industry standard of 65 dB for greater than 3 seconds is met or exceeded
- Monitors differentiate between aircraft noise (both APF and non-APF) and community noise
- Community noise may include, but is not limited to, the types described in the chart



NOISE MONITOR DEPLOYMENT



Phase	Location	Location Name	Date Range
III	A	Main Entrance	5/1-8/20
	B	Robinson Aviation/Ops	

THNAA BOARD MINUTES

RESULTS

✈ All data captured from 5/1/2025-8/20/2025

Location	Location Name		Aircraft Noise Events				Community Noise Events
		Time on Site	Average # of Daily Events	Average Event Duration	Cum. Average Daily Duration	Peak (LMax)	Peak (LMax)
Phase IV	A – Main Entrance	~111 days	31	20 seconds	10 minutes	102 dB	105 dB
	B – Robinson / Ops	~111 days	42	20 seconds	14 minutes	93 dB	109 dB



✈ This data set reflects the noise monitors currently on airport property **in closest proximity** to arriving and departing aircraft.

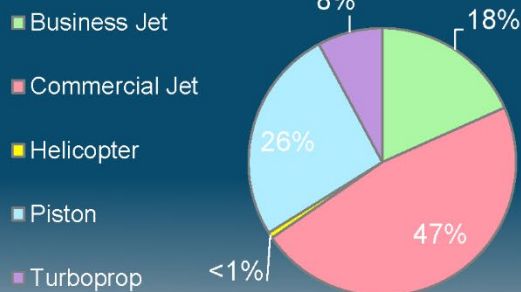
✈ Data gaps may exist due to temporary outage of Monitor B near Robsinon/Ops.



TOTAL RESULTS

✈ All data captured from 5/1/2025-8/20/2025

Aircraft noise events by aircraft category



✈ Of all total aircraft-related noise events registered between 5/1-8/20, approximately 47% were related to commercial aircraft, with the remaining 53% a combination of business jets, helicopters, pistons and turboprops.

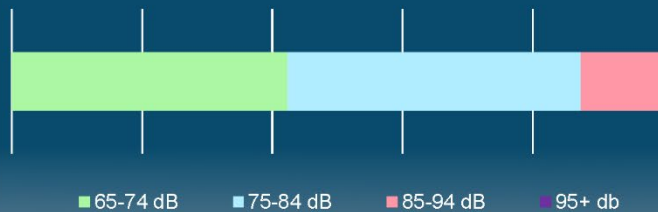


THNAA BOARD MINUTES

✈️ TOTAL RESULTS

✈️ All data captured from
5/1/2025-8/20/2025

Aircraft noise events by
decibel range



✈️ A slight majority of aircraft-related noise events registered between 75-84 dB Lmax.

HVNI
TWEED
NEW HAVEN
AIRPORT

✈️ TOTAL RESULTS

✈️ All data captured from
5/1/2025-8/20/2025

Average aircraft noise events by time of day
(2hr blocks)



✈️ On average, aircraft noise events peak between 2:00PM – 4:00PM daily.

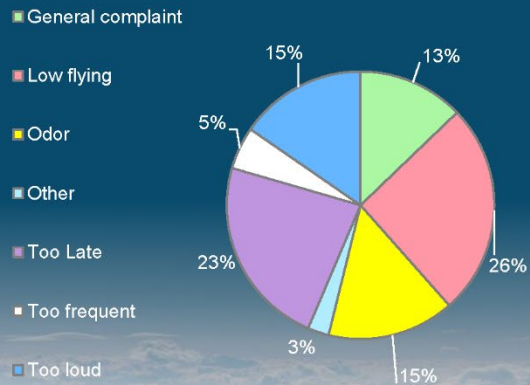
HVNI
TWEED
NEW HAVEN
AIRPORT

THNAA BOARD MINUTES

✈️ NOISE INQUIRIES

✈️ All data captured from
5/1/2025-8/20/2025

Noise inquiries by reason
(unique users)



✈️ There were 30 unique inquirers which generated 69 total inquiries.

✈️ Most inquiries were related to low flying aircraft (10x), followed by too late (9x).

HVN TWEED NEW HAVEN AIRPORT

✈️ FAQ

- **What is the limit on aircraft noise?**
 - There is no specific limit on aircraft noise. Aircraft noise is federally regulated by the Federal Aviation Administration (FAA) under Federal Aviation Regulation (FAR) Part 36.
- **Does HVN have a curfew?**
 - HVN is a public-use airport and signatory of Grant Assurance 22, which means that we cannot legally prohibit aircraft from operating during specific hours.
 - As part of HVN's commitment to the community and partnership with our commercial air carriers, both Avelo Airlines and Breeze Airways have voluntarily agreed to restrict their hours of operations to 6:30 AM and 11:00 PM, except for delayed and repositioned flights.

HVN TWEED NEW HAVEN AIRPORT

✈️ WHAT'S NEXT

- ✓ HVN will continue to collect and analyze noise data.
- ✓ HVN's next report will include new data from residential home deployments.
- ✓ HVN will pause noise monitoring during the winter months.
- ✓ HVN will continue to update the TNHAA and TNHAA Board on results and community interest.



✈️ How is aircraft noise measured?

According to the Federal Aviation Administration (FAA), aircraft noise is measured in A-weighted decibels (dBA). This scale most closely approximates the way humans hear sound.

Here are three noise measurements to understand:

- **L_{max}**: For noise sources in motion, like aircraft, noise levels can change over time. For example, the sound level of a plane increases as it approaches, and then as it flies away the sound level decreases. Measuring the maximum sound level, abbreviated as L_{max}, can be useful for measuring a particular noise 'event'. While L_{max} notes the moment of maximum sound level, it does not account for the duration of a sound event. To account for the differences in duration and loudness of sounds, different metrics are used, including SEL.
- **Sound Exposure Level (SEL)**: SEL represents all the acoustic energy (a.k.a. sound pressure) of an individual noise event as if that event had occurred within a one-second time period. SEL captures both the level (magnitude) and the duration of a sound event in a single numerical quantity, by "squeezing" all the noise energy from an event into one second. This provides a uniform way to compare noise events of various durations.
- **Day-Night Average Sound Level (DNL)**: The DNL noise metric measures a person's cumulative exposure to sound over a 24-hour period, expressed as the noise level for the average day of the year based on annual aircraft operations. The DNL noise metric provides a mechanism to describe the effects of environmental noise in a simple and uniform way. DNL is the standard noise metric used for all FAA studies of aviation noise exposure in airport communities.

Maximum sound level, but does not adjust for duration

Compressed to 1-second, adjusts for duration – better for comparing noise events.

Cumulative noise exposure over 24-hours, expressed as noise level for average day of the year based on annual aircraft operations.



TWEED-NEW HAVEN AIRPORT AUTHORITY
AIRFIELD ACCOUNT
Income Statement August 31, 2025

	August		Year to Date		Budget
	Actual	Budget	Actual	Budget	Board Approved (Annual)
Revenues					
AIR CARRIER FUEL FLOWAGE FEES	35,338.36	32,851.25	71,102.39	65,702.50	394,215.00
FBO FUEL FLOWAGE FEES	5,700.12	4,176.75	8,556.12	8,353.50	50,121.00
GA LANDNG FEES	62,497.51	59,495.58	121,277.09	118,991.16	713,947.00
FUEL REIMBURSEMENT & OTHER	3,498.13	-	9,556.56	-	-
LESSEE AIRFIELD REIMBURSEMENT	169,343.46	320,109.16	320,287.89	640,218.32	3,841,310.00
Total Revenues	276,377.58	416,632.74	530,780.05	833,265.48	4,999,593.00
Expenses					
AIRFIELD PERSONNAL COSTS	192,152.31	224,748.08	361,730.52	449,496.16	2,696,977.00
ADMINISTRATION	48,656.95	55,908.33	83,614.18	111,816.66	670,900.00
FACILITY	27,579.08	51,393.00	62,850.34	102,786.00	616,716.00
MAINTENANCE	7,989.24	84,583.33	22,585.01	169,166.66	1,015,000.00
CONTINGENCY	-	-	-	-	-
Total Expenses	276,377.58	416,632.74	530,780.05	833,265.48	4,999,593.00
Net Income(Loss)	-	-	-	-	-

TWEED-NEW HAVEN AIRPORT AUTHORITY
AUTHORITY ADMIN ACCOUNT
Income Statement Aug 31, 2025

	August		Year to Date		Budget
	Actual	Budget	Actual	Budget	Board Approved (Annual)
Revenues					
BASE RENT - LESSEE **	49,817.79	49,583.00	99,635.58	99,166.00	595,000.00
REVENUE SHARE - LESSEE	11,093.51	9,000.00	22,242.93	18,000.00	108,000.00
REIMBURSABLE EXPENSES & OTHER ***	19,579.00	7,271.00	19,579.00	7,271.00	267,000.00
Total Revenues	80,490.30	65,854.00	141,457.51	124,437.00	970,000.00
Expenses					
EXECUTIVE DIRECTOR SALARY	17,692.30	28,154.00	44,230.75	46,923.00	244,000.00
EXECUTIVE DIRECTOR TAXES AND BENEFITS	2,710.35	4,269.00	6,495.50	7,115.00	37,000.00
ADMINISTRATIVE STAFF	3,636.85	5,654.00	9,039.16	9,423.00	49,000.00
ECONOMIC IMPACT STUDY	-	-	-	-	-
LEGAL, AUDIT, ACCOUNTING & OTHER SERVICES	16,767.08	15,958.00	38,983.05	31,916.00	247,000.00
REIMBURSABLE LEGAL, AUDIT & OTHER COSTS	5,159.87	7,417.00	17,060.27	14,834.00	100,000.00
CONSULTANT FOR CAPITAL PROJECTS	-	-	-	-	30,000.00
BOND ISSUANCE COSTS	24,855.40	17,000.00	26,030.60	34,000.00	170,000.00
OTHER ADMIN COSTS	2,156.50	1,500.00	3,182.94	3,000.00	18,000.00
CONTINGENCY	-	6,250.00	-	12,500.00	75,000.00
Total Expenses	72,978.35	86,202.00	145,022.27	159,711.00	970,000.00
Net Income(Loss)	7,511.95	(20,348.00)	(3,564.76)	(35,274.00)	-

** Base Rent calculation in the approved budget based on the latest CPI data available at the time. Budget projected a CPI increase of 2.3% over fiscal year 2025..

Actual CPI from commencement of the Lease and Development Agreement in August 2022 through May of 2025 was 8.69%. Revised estimate of Base Rent now \$597,813.

*** Amount of reimbursements subject to review for eligibility

TWEED-NEW HAVEN AIRPORT AUTHORITY
Income Statement August 31, 2025

	August		Year to Date		
	Airfield Account	Auth. Admin Acc.	Airfield Account	Auth. Admin Acc.	Authority Total
Revenues					
AIRPORT REVENUE	103,535.99	-	200,935.60	-	200,935.60
FUEL REIMBURSEMENT	3,498.13	-	9,556.56	-	9,556.56
BASE RENT LESSEE	-	49,817.79	-	99,635.58	99,635.58
REVENUE SHARE LESSEE	-	11,093.51	-	22,242.93	22,242.93
LESSEE AIRFIELD REIMBURSEMENT	169,343.46	-	320,287.89	-	320,287.89
OTHER	-	19,579.00	-	19,579.00	19,579.00
Total Revenues	276,377.58	80,490.30	530,780.05	141,457.51	672,237.56
Expenses					
AIRPORT EXPENSES	72,558.60	2,156.50	145,716.19	3,182.94	148,899.13
AIRPORT PAYROLL & BENEFITS	192,152.31	-	361,730.52	-	361,730.52
AUTHORITY MANAGEMENT	-	24,039.50	-	59,765.41	59,765.41
ECONOMIC IMPACT STUDY	-	-	-	-	-
LEGAL, AUDIT & ACCOUNTING	-	16,767.08	-	38,983.05	38,983.05
REIMBURSABLE LEGAL, AUDIT & OTHER COSTS	-	5,159.87	-	17,060.27	17,060.27
CONSULTANT FOR CAPITAL PROJECTS	-	-	-	-	-
BOND ISSUANCE COSTS	-	24,855.40	-	26,030.60	26,030.60
AVPORTS - MGT FEES	11,666.67	-	23,333.34	-	23,333.34
Total Expenses	276,377.58	72,978.35	530,780.05	145,022.27	675,802.32
Net Income(Loss)	-	7,511.95	-	(3,564.76)	(3,564.76)

TWEED-NEW HAVEN AIRPORT AUTHORITY

Balance Sheet-Governmental Fund Type and Account Groups

August 31, 2025

DRAFT - UNAUDITED

Assets

Cash and equivalents	\$ 538,606
Account receivable, net	1,317,685
Due from (to) Capital Fund	(11,827)
Prepaid expenses and other assets	<u>18,975</u>
Total assets	<u><u>\$ 1,863,439</u></u>

Liabilities and Fund Balances

Accounts payable	\$ 13,577
Accrued Expenses and other current liabilities	1,491,471
Fund Balance	<u>358,392</u>
Total liabilities and fund balances	<u><u>\$ 1,863,439</u></u>



Resolution #628

APPROVAL OF A TRANSITION PLAN FOR THOMAS RAFTER

October 15, 2025

WHEREAS, Connecticut General Statutes Section 15-120i(10) authorizes the Tweed New Haven Airport Authority (the “Authority”) to employ a staff necessary to carry out its functions and purposes and fix duties, compensation and benefits of such staff; and

WHEREAS, Article VI of the Authority’s Bylaws gives the Board of Directors authority to appoint, remove and replace an Executive Director; and

WHEREAS, Thomas Rafter was appointed by the Board to the position of Executive Director for a term commencing January 23, 2023 and ending January 23, 2026;

WHEREAS, Thomas Rafter is currently serving as Executive Director and has indicated that he would like to extend past said termination date; and

WHEREAS, The Board of Directors last month adopted Resolution #627 authorizing the Chair of the Board to appoint an Executive Search Committee to conduct a search to replace Tom Rafter; and

WHEREAS, the Chair appointed a committee which has met to consider the proposal from Thomas Rafter to extend his tenure for a transition period until such time as a replacement is hired and said committee agreed to the terms and conditions of said transition as contained in Attachment A attached hereto entitled “Transition Plan for Thomas Rafter”.

NOW, THEREFORE, BE IT RESOLVED that the Tweed New Haven Airport Authority approves the terms and condition contained in the Transition Plan for Thomas Rafter shown in Attachment A attached hereto.

EMPLOYMENT AGREEMENT BETWEEN
THE TWEED NEW HAVEN AIRPORT AUTHORITY AND
THOMAS RAFTER FOR THE PERIOD 1/24/26-10/24/26

This Employment Agreement (the "Agreement") is made and entered into this 19th day of November 2025, by and between the Tweed New Haven Airport Authority (hereinafter referred to as the "Authority"), a public instrumentality and political subdivision of the State of Connecticut, operating pursuant to Connecticut General Statutes Chapter 267a, acting by its Board of Directors, and Thomas Rafter (hereinafter referred to as "Rafter or Executive Director")

In consideration of the promises herein contained, the parties mutually agree as follows:

WHEREAS, the TNHAA has previously entered into an Employment Agreement with Rafter dated December 21, 2022 (attached), that expires January 23, 2026; and

WHEREAS, the current Agreement states "The Board and the Executive Director, provided each has notified the other in writing of their desire to commence negotiations to renew the Agreement, will endeavor to reach agreement on a successor agreement prior to the expiration of this Agreement. Negotiations shall commence at least six months prior to the termination date. And a decision on reappointment shall be made at least sixty days before the termination date. If the Executive Director is not re-appointed, nothing in this Agreement shall preclude the Executive Director from finishing the remainder of his term with its then applicable salary and benefits"; and

WHEREAS, Rafter has informed the Chair in an email dated July 17, 2025, of his intent to retire, and has offered continuation of his services to permit a smooth transition process,

WHEREAS, the Board desires to continue to employ the services of Thomas Rafter as Executive Director of the Authority to assist in the transition to a new Executive Director; and

WHEREAS, the Board may contract with the Executive Director for such services; and

WHEREAS, it is the desire of the Board to provide certain benefits, establish the conditions of employment, and set the salary of the Executive Director; and

WHEREAS, the parties intend that this Agreement shall be for a term of nine (9) months as further identified in Section II, but subject to renewal for successive term(s) and the earlier termination provisions set forth in Section III.

NOW, THEREFORE, in consideration of the covenants contained herein, the parties agree as follows:

SECTION I: FUNCTIONS & DUTIES

The Board agrees to employ Thomas Rafter as Executive Director. The Executive Director shall perform the functions and duties of the Chief Executive Officer of the Authority in accordance with the position description attached hereto as Appendix A, and such other duties and functions as the Board shall, from time to time, legally assign to him.

SECTION II: TERM

- A. The term of this Agreement shall be from January 24, 2026, through October 24, 2026.
- B. The Board may terminate the services of the Executive Director in accordance with the provisions set forth in Section III, paragraphs A and B of the Agreement.

SECTION III: TERMINATION & SEVERANCE PAY

- A. In the event the Executive Director is terminated by the Authority prior to the expiration of the term of this Agreement or any renewal term as set forth herein, and the Executive Director is otherwise willing and able to perform the duties of Executive Director, the Authority shall provide to the Executive Director severance benefits as follows:

For a termination occurring during the life of this Agreement, January 24, 2026-October 24, 2026, three (3) months of base salary and three (3) months of continued health insurance benefits with the Authority maintaining the employer share of the health insurance premium. In the event of termination by the death of the Executive Director during the term of this Agreement, the Authority agrees to three (3) months of continued health insurance benefits for the Executive Director's immediate family with the Authority maintaining the employer share of the health insurance premium.

These severance benefits shall be in addition to any unused, accrued leave, which may be owed to the Executive Director.

- B. In the event the Executive Director is terminated for breach of this Agreement, criminal conduct, willful misconduct, unreasonable refusal to perform lawful duties as outlined in applicable law or the intentional violation of Authority policies and procedures including but not limited to policies or procedures pertaining to harassment and/or discrimination, the Authority shall have no obligation to pay the severance benefits designated in paragraph A above.
- C. Executive Director's receipt of the benefits enumerated in paragraph A above shall be conditioned upon the Executive Director's execution of a general release of all claims against the Authority which shall be prepared by Authority Counsel. Such General Release may be reviewed and commented on by Executive Director's Counsel at his discretion and at his cost.
- D. In the event the Executive Director terminates his position with the Authority before the expiration of the term of this Agreement, the Executive Director shall give the Authority not less than thirty (30) days' written notice in advance, unless the parties agree otherwise. In the event the Executive Director terminates his position, the benefits enumerated in paragraph A above shall not apply.

SECTION IV: COMPENSATION

- A. Base Salary: As compensation for his services performed, for the period of January 24, 2026 through October 24, 2026, the Airport shall pay Rafter the pro-rated (hourly) portion of his current base salary of \$230,000.00 less all applicable withholdings and deductions, effective January 24, 2024 payable in bi-weekly installments. The Executive Director's salary may be adjusted in accordance with annual performance reviews and evaluations under Section VII provided the Executive Director's performance is satisfactory or better than satisfactory and shall be within the Authority's budgetary limitations.
- B. After October 24, 2026, Rafter will be available for consultation on an as needed basis for an hourly rate to be agreed upon.

- C. Reduction in Salary: The Executive Director's salary shall not be reduced below the amount set forth in paragraph A, except in the event of a failure by the New HVN LLC to fund the Authority's budget as required or as provided in Section IX paragraph B of the Agreement.

SECTION V: BENEFITS

- A. General: A summary of the benefits available to the Executive Director are as specified in Appendix B attached hereto.
- B. Vacation: The Executive Director shall accrue sick leave at the rate of two days every three months and vacation days at the rate of five days every three months. The Executive Director shall be paid only for any unused vacation days that would be due upon termination of the original agreement (January 23, 2026).

SECTION VI: GOALS & OBJECTIVES

- A. The Board shall conduct an annual review of the Executive Director and evaluate his accomplishment of the goals and objectives discussed below. This review and evaluation shall be in accordance with specific criteria developed jointly from time to time by the Board and the Executive Director.
- B. On an annual basis the Board and the Executive Director shall define such goals and performance objectives as they determine necessary for the proper operation of the Authority and the attainment of the Board's policy objectives and shall further establish a relative priority among the various goals and objectives, and said goals and objectives shall be reduced to writing. They shall generally be attainable within the time limits specified, within the annual operating and capital budgets and appropriations provided by the Authority and within existing circumstances and external conditions affecting the Authority:.

SECTION VII: EXPENSES

- A. Automobile Expenses: The Executive Director shall be provided with an annual vehicle allowance of \$200.00 per month paid in monthly installments. This allowance shall provide for all necessary travel mileage, tolls, and related costs. Reimbursement for work-related parking costs shall be paid upon submittal of receipts. The Executive Director will provide the Authority with a certificate of insurance demonstrating insurance coverage in advance of the employment date and anniversary thereof annually.
- B. Professional Development: The Authority agrees to budget and pay for the professional dues and subscriptions for the Executive Director necessary for membership in a professional organization deemed necessary and desirable for his continued professional participation, growth, and advancement for the good of the Authority.
- C. Cell Phone and Laptop: The Authority will issue and pay for a cell phone, a laptop with docking station and such other technology as the Board deems appropriate for the Executive Director's use in connection with Authority business.
- D. Other Expenses: The Executive Director shall be reimbursed for any reasonable expenses incurred in the performance of his duties by advance agreement with the Authority.

SECTION VIII: HOURS OF WORK

- A. The hours of work shall be as follows:

From	To	Title	Weekly Hours	Location
1/24/26	7/31/26	Executive Director	30	2 days/mo. HVN + Remote
8/1/26	10/24/26	TBD	20	Remote full

- B. Any amendment to this Agreement must be in writing and signed by both parties.

SECTION IX: BONDING & INDEMNIFICATION

The Authority shall indemnify and save harmless the Executive Director from any claim, loss, liability or damage including punitive damages, reasonable legal fees and costs in an amount not more than \$1,000,000 for any errors or omissions of the Executive Director within the scope of his employment with the following exceptions:

- (A) The Executive Director shall not be so indemnified for an intentional violation of civil rights. For the purposes of this Agreement, an intentional violation of civil rights shall mean bad faith conduct made with the intention to deprive an individual of his or her civil rights under a State or Federal civil rights statute.
- (B) The Executive Director shall not be so indemnified for gross negligence or criminal acts.
- (C) This section shall survive any termination of this Agreement.

SECTION X: SEVERABILITY

If any provision or any portion thereof of this Agreement is found to be unconstitutional, invalid or unenforceable, it shall not affect the remainder of said Agreement but said remainder shall be binding and remain in full force and effect.

SECTION XI: EXECUTION

This Agreement shall be executed in two counterparts, each of which shall be deemed to be an original, and both of which, taken together, shall be deemed one and the same instrument.

SECTION XII: GOVERNING LAW

This Agreement shall be governed by and constructed and enforced in accordance with the laws of the State of Connecticut, without regard to conflict of law principles.

SECTION XIII: COMPLIANCE WITH CODE OF ETHICS

The Executive Director shall be required to execute a Conflict-of-Interest disclosure as required state law and Authority and shall further be required to update that disclosure in the event of a change in circumstances resulting in a conflict or potential conflict. Any violation of the Authority's conflict of interest policy shall be

considered cause for termination, and the separation benefits set forth in Section III.A. above shall not apply.

SECTION XIV: NOTICES

Notice to the Board shall be made to the Chair and Vice Chair of the Board. Notice to the Executive Director shall be made to his residence or place of employment. Any and all notices required or permitted to be given under this Agreement will be sufficient if furnished in writing, sent in person, by certified mail, and /or by Federal Express or UPS in such fashion that a receipt for delivery is obtained.

IN WITNESS THEREOF, the parties have hereunto signed and sealed this Agreement and a duplicate thereof the 19th day of November in the year 2025, such Agreement to be effective as of January 24, 2026 until October 24, 2026.

TWEED NEW HAVEN AIRPORT AUTHORITY

TNHAA: By: _____

Robert Reed, Chairman

By: _____

Thomas Rafter, Executive Director

APPENDIX A - JOB DESCRIPTION

- 1 Oversee all operations and development by Avports HVN, including ensuring compliance with all Sponsor Grant Assurances and obligations, and with all federal, state and local laws, rules, regulations, and policies.
- 2 In cooperation with the Board of Directors, Avports HVN, The New HVN, government officials, and other airport stakeholders, coordinate, direct and oversee all activities at the Airport.
- 3 Oversee and supervise planning, environmental review, development, and construction of airfield improvements including a planned runway extension.
- 4 Serve as the liaison with government agencies, including but not limited to the City of New Haven, the Town of East Haven, Connecticut Airports Authority, FAA, and TSA.
- 5 Oversee preparation of all operating and capital budgets.
- 6 Oversee all financial recordkeeping in compliance with industry best practice and federal, state and local accounting requirements.
- 7 Oversee and enforce compliance by Avports HVN with the management contract and The New HVN with the development and lease agreement.
- 8 Ensure compliance with the Authority's agreement with the City of New Haven.
- 9 Coordinate with The New HVN and other strategic partners in efforts to attract/maintain air service, while working to identify additional economic development opportunities for the Airport.
- 10 Develop, and direct implementation of, airport policies and procedures to address the new operations and capital development arrangements with Avports HVN and The New HVN.
- 11 Recruit, hire, and manage other Authority staff if necessary.
- 12 Effectively communicate the Authority's policies and initiatives and ensure compliance with those policies while maintaining positive relationships with all stakeholders.
- 13 Interact positively, collaboratively, and effectively with elected officials, local business leaders, other government directors, managers, local, state and federal agency representatives, media representatives, passengers, airport neighbors and members of the public.
- 14 Plan, organize and execute monthly Airport Authority Board meetings, including establishing the agenda and maintaining Board records.
- 15 Other related duties as may be assigned.

HVN Enplanement Report

Destination	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Total (12-months)
MCO	7,860	8,046	5,670	6,026	7,231	9,802	8,849	8,856	8,859	9,376	8,789	9,729	10,579	101,812
FLL	4,233	3,962	3,129	3,537	4,466	6,282	5,103	4,471	4,695	4,882	3,844	4,786	5,443	54,600
PBI	2,827	2,661	2,212	2,763	4,343	6,923	5,661	5,899	6,633	6,470	2,826	2,575	2,525	51,491
TPA	2,923	2,638	2,209	2,919	3,484	3,943	3,596	3,900	4,631	3,954	2,994	2,989	2,683	39,940
RSW	2,799	2,690	2,583	2,847	3,830	6,405	4,317	5,345	5,957	5,939	2,507	2,154	2,286	46,860
SRQ	1,242	1,360	1,030	1,168	3,254	4,061	3,061	3,894	3,978	3,646	1,688	1,745	1,266	30,151
RDU	4,110	3,913	4,456	5,630	4,541	5,285	3,488	3,424	4,551	4,746	3,194	3,899	4,861	51,988
BNA	2,179	2,311	1,601	2,176	1,220	737	798	898	1,057	1,176	2,334	2,746	2,976	20,030
MYR	3,782	3,904	2,966	3,468	1,874	2,296	2,000	1,996	2,568	2,768	2,647	3,303	3,820	33,610
MDW	1,300	1,259	1,156	1,156	1,408	1,229	315	0	0	0	0	0	0	6,523
CHS	1,844	1,796	1,058	1,082	1,167	594	254	1,931	2,748	3,457	2,675	2,666	2,591	22,019
ILM	2,878	3,026	1,980	2,323	1,135	1,184	725	725	702	1,564	2,508	2,304	2,268	20,444
BWI	1,159	1,391	1,008	954	1,118	664	180	556	745	954	928	865	1,118	10,481
SAV	1,169	1,134	44	0	366	598	174	465	907	999	1,059	1,275	1,253	8,274
DAB	1,932	1,770	1,076	1,188	1,054	1,309	1,304	1,228	1,355	1,169	1,577	1,341	1,263	15,634
GSP	2,062	2,000	1,637	2,239	1,320	1,174	284	632	1,075	1,023	1,071	1,168	1,270	14,893
SJU	1,403	1,283	157	1,169	1,740	2,186	2,125	1,808	2,625	2,547	1,382	2,126	2,513	21,661
VPS	842	1,308	652	1,170	58	0	0	0	0	0	1,173	1,119	1,209	6,689
ATL	2,966	3,021	2,447	2,766	2,604	2,563	2,044	1,870	2,182	2,451	2,586	3,144	3,447	31,125
USA	2,699	2,971	1,490	1,664	2,175	2,656	1,953	1,524	2,029	2,266	2,315	2,231	2,176	25,450
TYS	1,061	1,241	908	1,353	620	675	230	0	0	0	950	1,012	1,015	8,004
HOU	1,192	1,108	859	1,055	649	790	831	584	1,173	992	1,097	1,304	1,284	11,726
TVC	362	438	0	0	0	0	0	0	0	0	0	361	746	1,545
STL	776	928	585	773	446	423	60	0	0	0	0	0	0	3,215
LAL	1,131	1,159	717	1,002	769	1,264	1,025	850	1,104	1,133	1,646	1,427	1,300	13,396
IAD	789	1,113	1,309	1,263	961	1,173	929	793	1,073	970	960	849	966	12,359
MSY	0	0	0	0	527	1,067	790	678	1,029	1,010	14	0	0	5,115
VRB	0	0	0	0	0	536	591	1,100	1,146	1,010	462	503	499	5,847
ORF	0	0	0	0	0	0	0	299	457	656	753	747	1,067	3,979
RIC	0	0	0	0	0	0	0	247	414	420	535	482	560	2,658
JAX	0	0	0	0	0	0	0	1,076	1,474	1,710	1,449	1,687	1,636	9,032
DFW	0	0	0	0	0	0	0	0	894	1,018	1,046	1,158	1,446	5,562
DTW	0	0	0	0	0	0	0	0	0	684	914	856	879	3,333
ORD	0	0	0	0	0	0	0	0	0	0	758	1,359	1,210	3,327
PWM	0	0	0	0	0	0	0	0	0	0	94	240	498	832
EYW (Starts 11/25)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	115	0	0	99	0	0	0	173	387
Total EPAX	57,520	58,431	42,939	51,691	52,360	65,934	50,687	55,049	66,160	68,990	58,775	64,150	68,826	703,992

Avelo	57,520	58,431	42,939	51,691	52,360	61,600	46,261	46,153	58,601	58,758	51,338	56,128	60,056	644,316
Breeze	0	0	0	0	0	4,334	4,426	8,896	7,559	10,232	7,437	8,022	8,770	59,676

July 2024 - July 2025 UP 20%

Previous 12-Months UP 35%

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Total (12-months)
FY 24 / 25	57,520	58,431	42,939	51,691	52,360	65,934	50,687	55,049	66,160	68,990	58,775	64,150	68,826	703,992
FY 23 / 24	47,718	43,837	36,183	39,781	41,510	42,045	32,241	36,413	48,724	47,370	44,048	51,498	57,520	521,170
% Change	21%	33%	19%	30%	26%	57%	57%	51%	36%	46%	33%	25%	20%	35%

Source: Bureau of Transportation Statistics, T-100 Domestic Segment (U.S. Carriers)