TWEED NEW HAVEN AIRPORT

TWEED NEW HAVEN AIRPORT AUTHORITY

BOARD OF DIRECTORS

REGULAR BOARD MEETING MINUTES OF OCTOBER 15, 2025

BOARD MEMBERS IN ATTENDANCE

Robert Reed, John Picard, Linda Hennessey, Serena Neal-Sanjurjo, Carlos Eyzaguirre, Mark Sklarz, Ray Pompano, David White, Jesse Phillips, Michael Fimiani, Mark Scussel, Kevin Rocco, and Dean Johnson.

BOARD MEMBERS ABSENT

Ken Dagliere

OTHERS IN ATTENDANCE

Tom Rafter, Tom Cavaliere, Malena Zanjani, Jeremy Nielson, Felipe Suriel, Andrew King, Brian C. Courtney, Eliot Jameson, Jean Perry Phillips, Jeremiah Wilhite, Kayla Reasco, Lorena Venegas, Michael Giordano, Sal DeCola, Steve Wight, Timothy Sullivan, Toni Lorenti, Matt Shelby, Lisa Brandes, Anthony Camposano, Mark Zaretsky, Garrett Kimball, Matt Hoey, Byung, Bryan, Petrina Yoxall, Vincent Perrelli, Pastor Jack Davidson, and Jacey Wyatt.

• CALL TO ORDER

Chairman Reed officially called the October 15, 2025, TNHAA Regular Board of Directors meeting to order at approximately 4:02 PM.

• APPROVAL OF MINUTES

Mr. Reed moved to approve the minutes from the regular Board Meeting held on September 17, 2025. The motion was supported by Mr. Fimiani and seconded by Mr. Rocco. With no further questions or comments, the Board unanimously approved the minutes.

• CHAIRMAN'S REPORT

Chairman Reed reported no new items for discussion. He noted that East Haven Representative Judy Mison resigned on September 16, 2025, and the Authority is currently awaiting a replacement appointment from the Town of East Haven. The board will be updated once a new representative is named.

• EXECUTIVE DIRECTOR'S REPORT

Executive Director Rafter provided updates on the following matters:

- Action Items from Previous Meeting: A suggested amendment to a prior resolution by Mr. Scussel will be addressed at the November Board Meeting.

- Resolutions: Resolution #628 - Approval of the Executive Director Transition Agreement, allowing for Mr. Rafter's continued limited service to assist with leadership transition.
- Air Service Update: Mr. Matt Shelby of Avports to present air service trends and developments later in the meeting.
- Capital Improvement Plan (CIP) Meeting: FAA meeting held on September 22, 2025, to discuss project timelines, priorities, and funding availability. Follow-up information has been requested by FAA for further evaluation.
- Environmental Stewardship Committee (ESC) Meeting: Held October 14, 2025. Topics discussed included:
    - Noise Monitor Update
    - Cancellation of Zero Emission Vehicle (ZEV) Grant
    - Residential Sound Insulation Program (RSIP) Update
    - HEPA Air Purifier Program Progress
- Federal Government Shutdown: No current operational impacts, but prolonged shutdown may delay administrative processes. Mr. Scussel inquired whether any delays were anticipated due to the shutdown, to which Mr. Rafter responded that while day-to-day operations remain unaffected, some administrative processes—such as the Passenger Facility Charge (PFC) application currently under review—may face delays. Appreciation was expressed for the continued service of federal workers, particularly TSA personnel.
- Airport Statistics: HVN continues to experience strong passenger growth.
    - July 2025 enplanements up 20% YoY (11,306 passengers)
    - Year-to-date enplanements up 35% (182,822 passengers)
    - 12-month period ending June 2025: 703,992 enplaned passengers
- Capacity Overview: In response to a question from Mr. Johnson regarding HVN's operational capacity, Mr. Rafter explained that capacity is multi-faceted, involving landside, terminal, ramp, and airside operations. The runway has ample availability to accommodate additional takeoffs and landings. The ramp is approaching its operational limit, with peak-time congestion becoming more evident. Terminal space was described as very congested and currently operating at approximately 75% capacity, making it the first area likely to constrain future growth. Mr. Rafter noted ongoing landside improvements are helping to manage flow, but additional enhancements may be necessary as traffic continues to increase.

No further questions were raised by the Board at the conclusion of the report.

FINANCE COMMITTEE REPORT

AUGUST 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 August 31, 2025. Mr. Rafter provided an overview of the report.

- Airfield Operations:
    - Revenues: For August, actual revenues (excluding the Lessee subsidy of $169,343) totaled $107,034. The required subsidy for the month was under budget by $150,766. Year-to-date (YTD) revenues excluding the $320,288 subsidy were $210,492, exceeding budget expectations by $17,445.
    - Expenses: August expenses were $276,378, coming in under budget by $140,255. YTD expenses totaled $530,780, which is $302,485 below budget.
- Administrative Operations:

    - Revenues: August revenues totaled $80,490, which was $14,636 over budget. YTD actual revenues were $141,458, exceeding budget by $17,021.
    - Expenses: August administrative expenses totaled $72,978. YTD expenses remained under budget by $14,689.
    - Net Result: The net result for the Admin Fund in August was a positive $7,512. YTD, the fund shows a negative $3,565, though this is still $31,739 better than budgeted.
- Balance Sheet Highlights:
    - The Fund Balance at the end of the reporting period stood at $358,392.
    - Total liabilities and fund balances equaled $1,863,440.

AIRPORT MANAGER'S REPORT

AIRFIELD OPERATIONS

In Mr. Nielsen's absence, Mr. Cavaliere provided the Airfield Operations update:

- A pre-bid meeting was held for the pavement repair RFB. Bid responses are expected by October 22, 2025. Runway pavement conditions continue to be monitored.
- A tenant snow operations meeting is tentatively scheduled for November 20, 2025. Invitations will be distributed by the end of the week.
- Airport staff met with HVN's interim Air Traffic Control Manager to prepare for winter operations and coordinate upcoming construction projects, including the Taxiway B/C fillet expansion.
- Avports has hired a new Environmental, Health, and Safety Manager. The manager's initial focus will be to support the development of HVN's Safety Management System (SMS) in collaboration with the airport's consulting team.
- Wildlife activity continues to be monitored, and operations staff are coordinating with USDA to mitigate potential hazards and minimize impacts to aircraft operations.
- A pre-construction meeting was held with Oshkosh Corporation to finalize specifications for the new Aircraft Rescue and Firefighting (ARFF) vehicle, expected to be delivered in 2027.

Mr. Scussel inquired whether the newly appointed Health and Safety Manager has a clearly defined role. Mr. Cavaliere will provide further detail at the next meeting.

- ✈ *Action Item: Mr. Cavaliere to provide further details at the next meeting regarding the newly appointed Health and Safety Manager role.*

LESSEE'S REPORT – THE NEW HVN LLC

THE NEW HVN LLC

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

- Avports is working closely with TSA to implement a third credential checkpoint at the airport. This will enhance processing capacity while keeping the existing baggage drop procedures in place.
- The rollout of new CAT-2 screening equipment is expected within the next month. This advanced system is aimed at improving efficiency ahead of the holiday travel season.

- Additional staffing will be scheduled as needed to effectively manage increased passenger volumes and baggage flow.
- Regular coordination meetings with the New Haven Police Department (NHPD) are ongoing, with a specific focus on ensuring smooth operations and safety during the upcoming holiday travel period.

AIRSIDE DEVELOPMENT REPORT

Matt Shelby from Avports gave an update on air service development and shared a presentation, which will be included at the end of the minutes. The board discussion focused on key questions and insights raised by members.

- Data Sources: In response to a question from Mr. Scussel, Mr. Shelby confirmed that air service demand data is drawn from multiple sources, including DOT T100 reports, third-party analytics, and anonymized mobile device travel data.
- Runway Limitations: Mr. White inquired about HVN's 5,600-foot runway. Mr. Shelby explained that while it is suitable for some aircraft, Avelo currently takes weight penalties on warmer days. The Airbus A220, operated by Breeze, can fly fully loaded without such restrictions.
- Aircraft Comparison: The board discussed how Avelo's newly announced Embraer aircraft compares to Breeze's A220. Mr. Shelby noted both are next-generation jets with high performance, though a detailed comparison will be provided at a future meeting.
- Carrier Expansion: Mr. White expressed interest in attracting a legacy carrier (e.g., Delta, United, American). Mr. Shelby confirmed multiple meetings have taken place and expressed optimism for a potential network carrier entry by 2026.
- Breeze Airways: Discussion also touched on Breeze's customer experience and pricing model. Mr. Shelby noted that although initial load factors were low, they have improved, and Avports remains in active dialogue to encourage Breeze's growth at HVN.

COMMUNITY ENGAGEMENT REPORT

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

Community Partnerships and Events:

- BioCT Annual Mixer: TNHAA was proud to sponsor and attend the BioCT Annual Mixer, connecting with leaders from Connecticut's life sciences and biotech sectors. Industry stakeholders highlighted HVN's growing role in supporting innovation and economic development.
- Innovation Cluster Announcement: TNHAA participated in the State of Connecticut's official announcement naming New Haven as the state's first "Innovation Cluster", accompanied by a $50.5 million investment in infrastructure for the biotech and quantum computing sectors.
- Cultural Celebration: Staff attended the Greater New Haven Italian American Heritage Committee Dinner at Anthony's Ocean View, honoring the rich cultural heritage of the region.

Residential Indoor Air Program (RIAP) - As of October 1, 2025:

- 844 applications were mailed to eligible residents.
- 21 were returned as undeliverable.
- 379 eligible applications were received.
- 421 promo codes for free AlenAir Flex air purifiers were issued (including multi-unit households).

- 241 residents completed air purifier orders.
- The program remains open for applications through the end of the year.

During the discussion, Mr. Reed inquired about gathering testimonials from residents who received air purifiers through the RIAP, suggesting the feedback could be published to highlight community impact. Mr. Cavaliere agreed to collect and share this feedback with the board. Mr. White recommended issuing a press release and launching a broader media campaign to highlight Avelo's purchase of the new E195 aircraft, emphasizing the significance of the quieter and more efficient fleet additions. Mr. Cavaliere acknowledged the value of the idea and committed to exploring next steps with Avports and media outlets. It was also noted by multiple board members that, given Tweed is Avelo's largest operational base and the scope of the airline's recent aircraft order, it is highly likely that the new E195s will be deployed from HVN, providing improved range and a better passenger experience.

REPORTS AND ACTION ITEMS

RESOLUTION #628: APPROVAL OF A TRANSITION PLAN FOR THOMAS RAFTER

Chairman Reed introduced Resolution #628, which outlines the terms of a transition plan for Executive Director Tom Rafter, allowing him to continue in a transitional role until a successor is appointed.

The resolution was read aloud in full during the meeting. A motion to approve was made by Mr. Picard and seconded by Mr. Fimiani.

During discussion, Mr. Scussel noted a typographical error in Section 3, Paragraph A ("thee" to be corrected to "three"). He also raised concerns regarding Section 6 (Goals and Objectives), questioning its relevance during a transition period and suggesting it be revised to reflect Mr. Rafter's transitional role rather than ongoing annual performance evaluation.

A motion to amend was made by Mr. Scussel and seconded by Mr. Pompano. The resolution, as amended, was unanimously approved by the Board. The final version of the amended resolution will be attached to the Board Action Summary.

RESOLUTION #629: RESOLUTION PROHIBITING THE USE OF AIRPORT RESOURCES FOR PARTISAN OR POLITICAL PURPOSES

Chairman Reed introduced Resolution #629, which reaffirms the Authority's commitment to maintaining the airport as a nonpartisan public asset. The motion was introduced by Mr. Fimiani and seconded by Ms. Serena Neal-Sanjurjo.

During discussion, Mr. Rocco inquired whether the Connecticut Airport Authority and Bradley International were taking similar steps. While confirmation was not definitive, it was noted that the resolution aligns with actions taken at other airports nationally. Mr. Hoey raised concerns about potential federal funding risks. Legal counsel confirmed the TSA's request was not a mandate, but acknowledged possible pushback due to the political sensitivity. Ms. Neal-Sanjurjo emphasized the importance of taking a principled stand, even amid potential risks, to maintain the integrity of the Authority's mission. Mr. Fimiani added that political messaging could negatively impact passenger experience and should not proceed without board approval.

Mr. Scussel abstained from voting, citing lack of familiarity with the specific video in question. The resolution was adopted by a majority vote, with one abstention.

• OTHER BUSINESS

During Other Business, Chairman Reed proposed amending the meeting agenda to include Resolution #629, addressing the use of airport resources for political or partisan purposes.

The motion to amend the agenda was made by Mr. Eyzaguirre and seconded by Mr. Fimiani.

Mr. Scussel requested clarification about the resolution's subject matter, which related to a video aired in the TSA area that raised concerns of political partisanship.

Mr. Pompano voted in opposition to the amendment.

The motion passed with the required supermajority (two-thirds of members present) and Resolution #629 was officially added to the agenda for board consideration (see above).

• 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.

REV JACK PERKINS DAVIDSON – HAMDEN, CT [VIRTUAL]

Commenter expressed concern about how the Authority defines "partisan politics," particularly in relation to actions like environmental reporting, diversity hiring, and associations with federal agencies. The commenter noted that U.S. Immigration and Customs Enforcement (ICE) was involved in an incident earlier that day in Hamden and criticized Avelo Airlines for its involvement in deportation flights. The commenter claimed there is growing community opposition to such practices and suggested the Authority prepare for the possibility that Avelo may reconsider its operations at Tweed as a result.

JACEY WYATT – BRANFORD, CT [IN-PERSON]

Commenter expressed interest in joining the Board and provided informational materials outlining personal background and qualifications. The commenter requested that the materials be shared with any relevant nominating committee for consideration.

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

Commenter expressed concern about ongoing traffic congestion on Fort Hale Road, specifically citing delays during the evening of October 9 and the morning of October 10. The commenter stated that no extra duty police officers were observed directing traffic during those times and also reported continued issues with unauthorized parking in resident-only zones. Dissatisfaction was expressed regarding the lack of visible traffic enforcement and the absence of a response after reporting the issue to airport leadership.

LORENA VENEGAS – EAST HAVEN, CT [VIRTUAL]

Commenter criticized the Authority for denying release of a list of air purifier recipients in response to a Freedom of Information (FOI) request. The commenter stated that, as a quasi-public entity using public funds, the Authority is obligated to provide this information and alleged that a state representative from East Haven also did not receive the list after requesting it. Concerns were raised about transparency, accessibility of program information, and the quality of related public communications. Additionally, the commenter reiterated a request for the Authority to print and make publicly available the full Connecticut DEEP permit application.

LISA BRANDES – NEW HAVEN, CT [VIRTUAL]

Commenter encouraged the Authority and airport operator to provide more information to the public about the environmental, fuel, and noise efficiency of new aircraft being introduced at Tweed. Additionally, the commenter suggested considering the academic calendar of local colleges and universities when planning flight schedules, citing significant travel volumes around school breaks and events. The commenter proposed collaboration with the higher education community to better serve student travelers.

TONI LORENTI – MERIDEN, CT [VIRTUAL]

Commenter with professional experience flying provided technical input, stating that the E2 is comparable in noise characteristics to the Airbus A220 due to similar geared turbofan engines. The commenter noted that while the E2 has slightly less range than the A220, both aircraft are well-suited to operations at Tweed. The commenter expressed support for both airlines flying from HVN and offered best wishes for their continued success.

MICHAEL GIORDANO – JUNO BEACH, FL [VIRTUAL]

Commenter responded to earlier discussion about aligning flight schedules with school breaks, clarifying that flight scheduling decisions are made by the airlines, not the airport. The commenter suggested that while the airport can share community feedback, it cannot mandate service on specific dates such as college move-in days. The commenter encouraged directing such requests to the airlines directly.

• ADJOURNMENT

With no further business to discuss, Mr. Reed called for a motion to adjourn the meeting. Ms. Hennessey proposed the motion, and Mr. Fimiani seconded it. The meeting was adjourned at approximately 5:20 PM. The next meeting will be held on November 19, 2025, at 4:00 PM.

ACTION ITEM SUMMARY

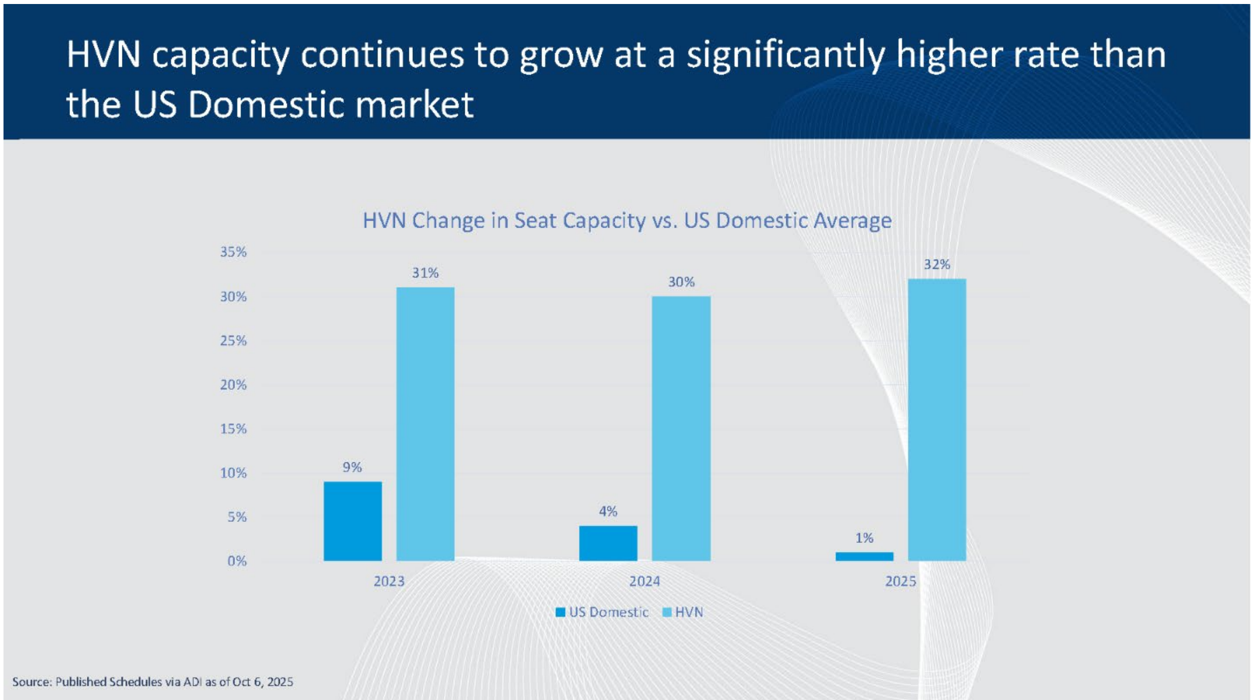
- ✈ *Action Item: Mr. Cavaliere to provide further details at the next meeting regarding the newly appointed Health and Safety Manager role.*

MINUTES PREPARED AND SUBMITTED BY

Malena Zanjani

10/16/25

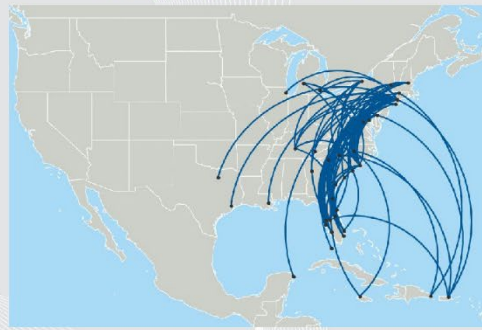
AIR SERVICE UPDATE



With Avelo abandoning the West Coast, HVN is likely to see continued capacity growth for 2026

Avelo Network June 2025

Avelo Network November 2025



Source: Published Schedules via ADI as of Oct 6, 2025

There are still many new opportunities within range of the 737 at HVN, in addition to frequency in existing markets…

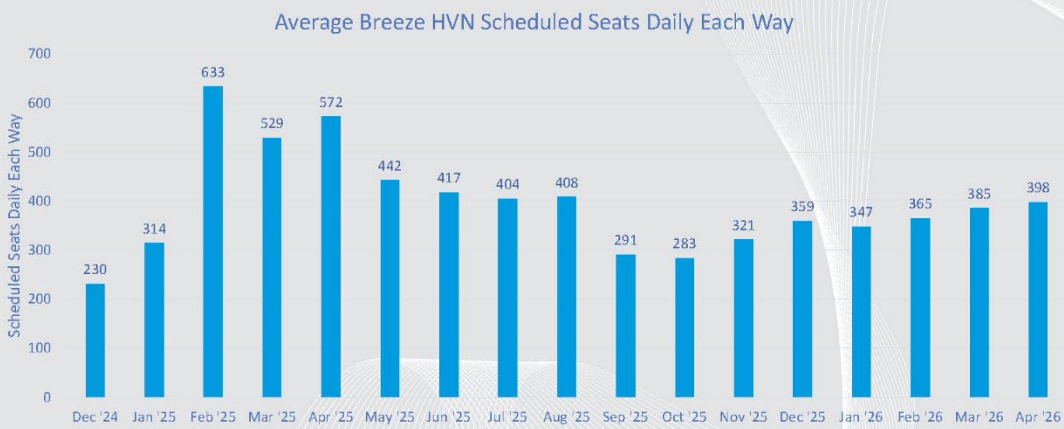
Market	Pax Weekly Each Way	Avg Fare
Austin, TX	161	$192
Minneapolis, MN	131	$192
Indianapolis, IN	110	$150
New Orleans, LA	106	$185
Cincinnati, OH	98	$157

… and Avelo's recent E195-E2 order may enable longer range opportunities

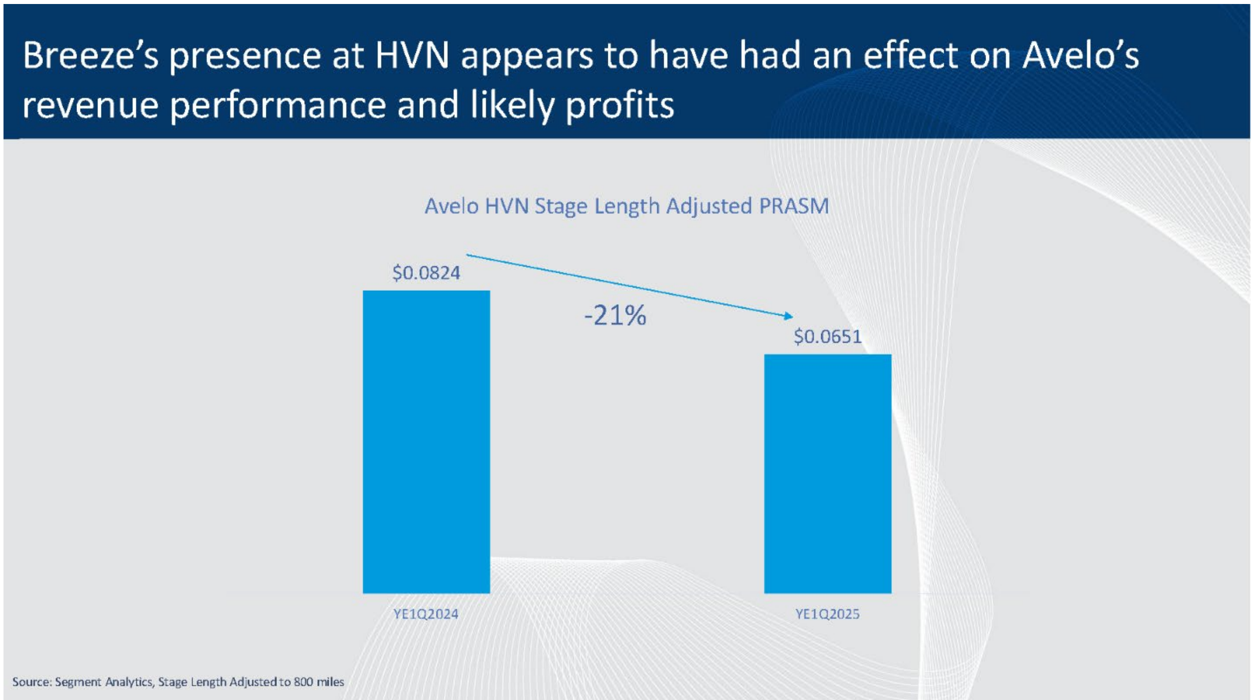
Market	Pax Weekly Each Way	Avg Fare
Los Angeles, CA	637	$291
San Francisco, CA	400	$326
Phoenix, AZ	245	$257
Denver, CO	175	$230
Seattle, WA	147	$248

Source: Catchment Analytics via ADI

Breeze's initial '26 capacity is lower than '25



Source: Published Schedules via ADI as of Oct 6, 2025


Breeze's presence at HVN appears to have had an effect on Avelo's revenue performance and likely profits
Avelo HVN Stage Length Adjusted PRASM
$0.0824
-21%
$0.0651
YE1Q2024
YE1Q2025
Source: Segment Analytics, Stage Length Adjusted to 800 miles

RESOLUTION #629

Resolution Prohibiting the Use of Airport Resources for Partisan or Political Purposes

Whereas, the mission of the Tweed-New Haven Airport Authority is to maintain and improve Tweed-New Haven Airport as a vital public asset, operated safely, efficiently, and sustainably; and

Whereas, the Authority is responsible for issuing and administering the Operating Standards, as approved by the Board; and

Whereas, there are Airport rules and regulations and other laws applicable to political activity at the Airport; and

Whereas, as a steward of a public asset, the Authority must uphold public trust by refraining from engaging in or supporting partisan or political activities;

NOW, THEREFORE, BE IT RESOLVED:

Effective immediately no airport supplies, equipment, or other resources—including those managed by the airport's private operator—shall be used for any partisan or political purpose.

RESOLUTION #628

APPROVAL OF A TRANSITION PLAN FOR THOMAS RAFTER

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.

(updated 10/16/25)

Attachment A

EMPLOYMENT AGREEMENT BETWEEN

THE TWEED NEW HAVEN AIRPORT AUTHORITY AND

THOMAS RAFTER FOR THE PERIOD 1/24/26-10/24/26

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: 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 VII: 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 VIII: 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 IX: 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 X: 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 XI: 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 XII: 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 bene fits set forth in Section III.A. above shall not apply.

SECTION XII: 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.

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.

Signatures:

Thomas Rafter
Thomas Rafter (Oct 16, 2025 11:48:22 EDT)　　　　　　Oct 16, 2025

Tom Rafter　　　　　　Date
Executive Director

robert reed (Oct 16, 2025 12:33:58 EDT)　　　　　　Oct 16, 2025

Robert Reed　　　　　　Date
Chairman

Rafter Transition Final

Final Audit Report 2025-10-16

Created:	2025-10-16
By:	Malena Zanjani (mzanjani@flytweed.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAhorDAcuAkLpmzSTxyNkH9pQNnbxGwRLN

"Rafter Transition Final" History

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