

Draft
Martha's Vineyard Airport Commission
Regular Meeting
December 3, 2005 at 5:00 p.m.
General Aviation Terminal Building

Present:

Airport Commissioners: Chair Jesse B. (Jack) Law, Vice Chair John Alley, Frank Daly, T. J. Hegarty, Leslie Leland, William (Bill) Mill, Norman Perry,
Airport Manager Candidates: Timothy T. Bradshaw, Christopher J. Willenborg, Robert A. Nicholas, Kenneth Whittaker, Sean C. Flynn (Acting Apt Mgr)
Dukes County: E. Winn Davis- County Manager.
Others: Richard Bennett – Bennett Yargar; Marni Lipke – Recorder
Press: Abby Brown – MVTV, Max Hart – Vineyard Gazette

Acting Airport Manager Sean Flynn, reported on the fatal crash of Jim Rogers (see 1/5/05 Minutes p. 3-4 #7 and 4/6/05 Minutes p.2 #3) at the Martha's Vineyard Airport on Sunday, November 27, 2005.

The meeting was called to order at 9:35AM.

Mr. Bennett reviewed the candidate information packages, interviewing guidelines and a rough structure was laid out.

- Commissioners should take notes.
- All Commissioners should ask questions.
- Finalists should be called back for a second interview along with a more intensive reference review.
- The legal protocol on certain types of questions was clearly stated.
- There were some issues on permission for references with Mr. Sean Flynn.
- The Martha's Vineyard Airport Commission (MVAC) noted that candidates had not had the opportunity to tour the Airport and that the candidate information had been delivered quite late in the process.

1. Mr. Timothy Bradshaw

There were introductions all around.

- Mr. Bradshaw described himself as 47 years old, married with a daughter. He had 27 years of aviation experience which he enjoyed for the variety and excitement of the work. Currently he was managing a 139 commercial airport with 2 Fixed Base Operators (FBO's) and was attempting to build an airport business park.
- Mr. John Alley asked about the 139 commercial airlines connections and emplanements. Mr. Bradshaw explained that there was an American connection feeder with two daily round trips to St. Louis. He reviewed emplanements as having hit a high of 10,000 in 1998 but having dropped to a low of 3,000 due to new regulations, the shifting of the TWA hub and 9/11. In the last quarter he had been reasonably successful in raising emplanements by instigating incentives and winning grants to help subsidize pricing.
- Mr. Bill Mill asked him about running an Airport that was its own FBO. Mr. Bradshaw had run an FBO and liked the idea of having closer ties to customer service.

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- Mr. Norman Perry explored his concerns about outside pressures on air service. Mr. Bradshaw felt that although he had done everything he could, he felt that with the industry in its current state the airport might reach its legal limit on passenger subsidy and lose the airline service. There was 70 acres for a business park which it was hoped could be developed to make the airport self-sufficient.
- Mr. Leslie Leland asked about other business experience and Mr. Bradshaw stated he had always looked at other income streams for airports and had dabbled in office, house and space rentals, etc.
- Mr. T. J. Hegarty noticed his community service and asked how that was important to his work as airport manager. Mr. Bradshaw considered himself a community asset manager and was very active in building support for aviation, as well as being comfortable as the 'face' of the airport.
- Mr. Perry asked about emergency fire and rescue operation. Mr. Bradshaw had been Chief of an airport fire and rescue division as well as working in the Coast Guard and with the police.
- Mr. Jack Law asked if he had provided fuel before and Mr. Bradshaw replied that he had when working for an FBO.
- Mr. Frank Daly asked why he had chosen Embry Riddle as a school. Mr. Bradshaw cited its good reputation and military background and considered that the school had met his expectations.

Mr. Daly then asked him why he wished to leave his current position. Mr. Bradshaw was happy in his work and had a great Airport board but felt the community was not moving forward and the future of the airport was questionable. In addition he was looking for a new challenge and his wife was from New Jersey.

- Mr. Hegarty asked for further information about the subsidy program and how Mr. Bradshaw would attract competing airlines to the MV Airport. Mr. Bradshaw talked about the Department of Transportation Air One three year grant for small community development. The grant could be used for anything at the airport including marketing. As to attracting other airlines he would study where the markets were, who possible providers would be, and how to make Martha's Vineyard interesting to them.
- Mr. Law asked about his experience in union negotiations and how he worked with difficult employees. Mr. Bradshaw had negotiation experience in Titoboro. He felt strongly about leading by example and stressed that any airport manager was only as good as people that worked for them. He listened to employees and did not wait for annual evaluations to work with them on problem areas. He gave an example of how he worked with an assistant with a difficult attitude who eventually found other employment.
- Mr. Perry asked about implementing projects. Mr. Bradshaw reviewed the process of working with consultants, chambers or commerce, getting ideas flowing, solidifying the project in white papers, getting State and Federal grants and building good relationships. He noted that he had elected officials on speed dial on his phone.

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- Mr. Law asked if he had done any research on Martha's Vineyard. Mr. Bradshaw answered that he had and that housing prices were scary, especially as the offered salary range was adequate for houses in the \$500,000 to \$750,000 range. It would be necessary for his wife to work. He noted that keeping horses and playing football were big issues with his family.
- Mr. Perry asked what was the toughest part of his current job. Mr. Bradshaw noted some issues with the large fixed base operator FBO which had brought them to the verge of litigation. Also the airport with its current airlines was a tough sell to community.
- Noise was not currently an issue as the Owens Airport was outside the city, but when he had worked at Titoboro it was a busy airport surrounded by six or seven communities, which necessitated a noise abatement monitor on staff, and intense work with communities. On being asked Mr. Bradshaw explained that he was completely sympathetic and sensitive to complaints and worked hard with the flying community. He was aware that although flights might mean money to the Airport he understood that people did not move to Martha's Vineyard to listen to airplane noise. In Titoboro there was a fine structure and three violations would ban a pilot from the Airport. Odor could also be an issue.
- At Mr. Daly's question Mr. Bradshaw explained that he had essentially been the night operations manager at Titoboro in charge of standby crew, noise monitoring, landing fees, etc. Both Titoboro and Owens were 24 hr. / 7 day airports.
- Mr. Bradshaw's leadership style included team building, valuing employee input, giving them the tools, autonomy and responsibility to do their jobs.
- Mr. Hegarty repeated the question of handling difficult employee problems. Mr. Bradshaw always felt that things could be worked out by talking things through.
- Mr. Hegarty then asked if Mr. Bradshaw would rather do a project himself or delegate it to others. Mr. Bradshaw stated he liked to take charge of things although he of course did not hesitate to use experts and technicians for the appropriate aspects of any project.
- Mr. Daly asked about his experience with severe weather and deer as well as why he was not a rated pilot. Although Owens in Kentucky did not usually have severe weather—with the exception of last year— Mr. Bradshaw had plowed plenty of snow in Titoboro and in Pennsylvania where he had dealt with deer issues by being vigilant and trying to eliminate anything that attracted deer. Although he had at first intended to be a pilot he had discovered early that his talents lay more in management and then he had been too busy with his jobs and his family to devote time to it.
- Mr. Leland asked what he considered his strengths and weaknesses. Mr. Bradshaw liked to think of himself as dedicated and compassionate in his work, working with people in an easy going personal daily and weekly business. Otherwise he sometimes felt that things did not happen as fast as he wanted them to and although he understood things had to develop at their own speed he sometimes found it very frustrating.
- Mr. Hegarty repeated the question about working with an airport that was its own FBO. Mr. Bradshaw repeated that he liked the idea especially of having more direct control of customer relations such as

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being able to provide red carpet service. He understood that the Airport had other operators that provided Charter and maintenance services on the field. Mr. Bradshaw found it surprising that the Airport did not rent hangars. The MVAC explained that this was something that might be done but that currently the Airport derived income from leasing the land to private companies that built and rented hangars, thus relieving the Airport of capital outlay, maintenance costs, administration, etc. Mr. Bradshaw asked about summer transients and the MVAC explained that summer visitors tied down and did casual fly-ins with very little maintenance. Tragically one of the hangar operators and the chief maintenance person had died in a crash during the week and was being buried today (see above).

- Mr. Alley asked about creative ideas to increase the Airport's stream of income or its standing in the community. Mr. Bradshaw would work with whoever implemented tourist information. He noted the beautiful new terminal and the limited access routes to the Island and suggested airport growth in freight or for the Business Park.
- Mr. Bill Mill asked about how active the Owens Airport Committee was. Mr. Bradshaw described the make up of the Board which met once a month. He stated that he ran the day to day operations while the board was fairly active, setting policy, discussing issues, etc. He felt it was a great Board.
- Mr. Perry asked what he considered his most major accomplishment during his career. Mr. Bradshaw was proud of the increased emplanements—modest as they were—which kept the commercial airline at Owens. He also was proud of his community involvement.
- Mr. Hegarty asked his opinions on using parolees from the Sheriff's Dept. to aid with summer labor shortage. Mr. Bradshaw had had bad experiences with a similar situation at Owens and had stopped the program, although cleaning services from a women's halfway house had worked out well. Mr. Hegarty explained that the Dukes County parolees were supervised and had become an asset to the community.
- Mr. Daly asked where Mr. Bradshaw would place himself on the live to work or work to live range. Mr. Bradshaw would place himself in the middle because although he loved what he did and was on call 24-7 he also enjoyed his time away with his family, church and community as well as his hobbies dog breeding and horse riding.
- At the invitation of the MVAC he then asked questions on the situation.
 - The Tower was staffed by Midwest on a contract basis with the Federal Aviation Administration (FAA) reimbursing the larger contractor. The MVAC reviewed the history of the Tower contract.
 - Mr. Bradshaw noted that environmental regulations were very, very strict in Massachusetts which was different from Kentucky. He understood that a permit was already in place and he happened to know the new head of the agency. The MVAC gave a brief summary of the environmental measures required in the current runway work, and the unique nature of the Island.
 - There was a brief discussion
 - ° on wastewater and water supply,
 - ° on the problems and possibilities of freight service, and
 - ° on the Business Park and how it made the Airport self-sufficient.

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- Mr. Bradshaw noted that the Airport was well established and that he would work to continue to keep it that way so that it would not be an added burden to taxpayers.

- Mr. Bradshaw was looking for new horizons and challenges and community growth. At 47 he was comfortable at this level and looking for quality of life rather than aiming to run Boston Logan. He had some experience with island life as he had lived on Kodiak, Alaska. He expected his family might stay in Kentucky until his daughter finished this year of school but that he could take up his duties earlier. He would want to have a contract in place before starting and had no problems being a County employee. He complimented the MVAC and Bennett Yargar stating he had never before had so much information about a prospective job.

The MVAC and Mr. Bradshaw exchanged thanks and said good bye.

Mr. Bennett commended the MVAC on the interview. He asked that compensation and availability not be emphasized in the first round.

2. Christopher J. Willenborg

There were introductions all around.

- For 6 1/2 years Mr. Willenborg has been Airport Manager of Westfield Barnes which has about 1,200 acres, and about 65-70,000 operations per year. He was responsible for the overall day to day operations of the airport with about 7 staff under him. The airport also housed the 104th Fighter Wing and the Army 224th which was a sizeable military component. There were several large corporate components also including General Dynamics which provided maintenance for all the gulf stream aircraft. Prior to that he was at Morristown Airport working his way up through several jobs from operations coordinator through, projects and grant manager, facilities manager to operations manager including snow removal. Prior to this he worked at Orange Municipal as an intern, and Montauk. He went to Embry Riddle and graduated with a Bachelor of Science and Aviation Administration.

- Mr. Alley asked how well he fit the MV Airport challenge statement. Mr. Willenborg matched several areas. Westfield had recently updated its master plan and had just received a \$5.4 million grant for a new terminal so he had a lot of experience with the Mass. Aeronautics Commission (MAC) and the FAA. He also had experience with noise abatement first in Morristown and then when the army moved into Westfield working closely with the environmental restrictions, City Council and City Hall for approval of the lease, with airlines and the army on routing procedures, as well as with neighbors on boundary noise. Noise follow up included semi-annual meetings and response to all calls within 24 hours either by phone or by going to their house or by meetings. Consequently Westfield had moved from about 500 calls down to 10 complaints per year.

- Mr. Mill asked if the Airport was owned by the City. Westfield Barnes was owned, operated and paid for by the City of Westfield with an Airport Commission to which Mr. Willenborg reported.

- Mr. Perry returned to the noise abatement program asking about violations by rogue pilots. A good pilots group and regular meetings with airport tenants reduced these possibilities. Most wanted to be good neighbors and in the few situations which were touch and go management had sat down with the pilots and/or written letters.

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- Mr. Leland asked about Mr. Willenborg's project grant process. After the Airport Master Plan had been adopted (with airport consultant Gale Assoc., airport tenants, city hall, residents etc.) Mr. Willenborg was very involved with the consultants in developing the justifications and then in overseeing, working with the resident engineer, ensuring safety, construction barriers, issuing of notams, etc. A security upgrade at the airport did not need a resident engineer but big projects did need these services either because Mr. Willenborg could not devote the time or because expertise was required. Mr. Willenborg was very comfortable in delegating out once he knew the staff. In the current operations he had to teach the staff about endangered species, prepare the budgets, maintain the infrastructure, etc.

- At Mr. Hegarty's request Mr. Willenborg repeated that he had no problem, delegating to a County engineer.

- Mr. Hegarty then asked about using supervised parolees and probationers to alleviate the summer labor issue. Mr. Willenborg replied that a lot depended on where they were working, the type of crime and the quality of supervision. He was not adverse to using them as long as they were not on the airfield, or out in front, in other words as long as their use did not conflict with Airport security.

- Mr. Law asked about his experience with fire fighting. The military provided fire support at Westfield Barnes and they also worked with mutual aid from the City and local communities.

- Mr. Daly asked why he had chosen Embry Riddle as a college. Mr. Willenborg explained that his next door neighbor had recommended it and that Mr. Willenborg had seen it and liked it. He noted its great reputation and felt it had been an excellent experience.

- On further questions from Mr. Daly Mr. Willenborg described his 3 year tenure as President of the Mass. Airport Managers Association (MAMA). During his tenure he had worked closely with the State Legislature and the MAC and had instituted the first On-The-Hill Day and formed the first aviation caucus.

- Mr. Daly also asked him to describe his duties at Morristown as Airport Operations Manager and the effect of the new highway on the airport business park. Mr. Willenborg had been third in command of staff. The new highway had helped the business park tremendously, and shown it to be a good location for corporate users as close enough to New York City to conveniently house numerous large office parks.

- Mr. Law asked if he had been involved in dealing with employee unions. There were several union groups at Westfield Barnes including the maintenance department as well as the administration staff.

- Mr. Perry asked about his being involved in negotiations. Mr. Willenborg had very limited involvement with the negotiations as they were handled by the City— although he had worked on some issues on call-back. Mr. Willenborg reported to a three member commission and as a department head to the City Mayor.

- Mr. Mills asked what challenges he saw facing a new manager. Mr. Willenborg cited the need to move forward after the issues with County, the continued work on the extensive capital program including working with FAA to get the Airport's fair share of funding. He was impressed with the

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Airport's great website which included environmental issues such as endangered species and sole source aquifer explanations. Mr. Willenborg was familiar with the Mass. State focus on the environment and had experience with similar issues such as sparrow protection, only cutting the grass at certain times of the year, large wetland and vernal pools, endangered minnows, moths and turtles.

- Mr. Leland asked about his business park experience. Mr. Willenborg understood that this was a major revenue source for the Martha's Vineyard Airport. Westfield Barnes had the start of such a park with a race track for dirt racing and stock cars, self storage and a compost site. While it was not a full park he was working to expand it with community developers and potential clients.

- Mr. Hegarty asked about his position on the Airport owning hangars to lease. Mr. Willenborg responded that it depended on various factors. Most of his experience was with the airport leasing the ground and then eventually the hangars were released to the airport. Although airport ownership involved better control there were problems with Mass. State regulations on prevailing wage and money issues.

- Mr. Alley asked what he considered his strengths as a manager. Mr. Willenborg liked to lead by example. He had a lot of hands on experience with running airports. He also considered he had good organizational and leadership skills especially shown by his Presidency of MAMA leading an organization of about 200 aviation enthusiasts and the MAC and FAA. He also felt his love of aviation was a strength since one was not in it for the money but because one enjoyed working in that type of environment.

- Mr. Alley then asked what was the toughest job related problem he had ever fixed. Mr. Willenborg considered this to have been dealing with the noise complaints by residents in Morristown partly because it had been on so large a scale and also because although the Airport was owned and operated by Morristown it had been located in another community, so gaining the support of the politicians in the other town and working with the communities' residents had been a challenge.

- Mr. Hegarty asked about the Airport having been dependent on the County in the past for assessments although it was now self sufficient. When Mr. Willenborg started at Westfield Barnes it ran about \$120,000 in the red; this was now down to about \$40,000. He would certainly check to insure that the Airport expenses were in line. At Westfield he had worked with marketing analysis to increase private jet landings and revenues, so he might address increasing revenues in the same way here.

- Mr. Law asked how he had dropped the Westfield deficit. Mr. Willenborg listed: an increase in operations, an increase in fuel flow and fees, some new tenants, the filling of all hangar space, and renegotiating military leases, in other words basically by increasing revenues.

- Mr. Mills asked if he had an FBO at Westfield. Westfield Barnes had Five Star Jet Center as the FBO although there had been problems and the Airport had looked at the City taking over the FBO services. One of the challenges Mr. Willenborg had faced recently was state funding cut backs and consequently the Mayor had not been able to justify funding the FBO take over. He understood the MV Airport ran its own FBO, had qualified staff and that fuel alone was a major revenue source. As long as staff was properly trained and liability was covered, this was a very good thing.

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- Mr. Daly noted that Westfield Barnes was expecting new fighter aircraft and major new military input and asked if Mr. Willenborg was not looking forward to overseeing it. Mr. Willenborg acknowledged it as a big challenge tracing the changes back to the recent military bases shifts and closings. However he considered the shift to Martha's Vineyard to be a great career opportunity with its beautiful new facility and a number of challenges he would like to be involved with. He worked at a great facility in Westfield and was selective in looking at other jobs. He also noted that the shift was within Massachusetts which capitalized on his experience.

- Mr. Daly then asked about Montauk as another seasonal airport. Mr. Willenborg agreed he had been exposed to seasonal swings explaining that Montauk actually shut down in the winter.

- Mr. Law asked what attracted him, to the job, if it was the salary, or the Vineyard, or what. Mr. Willenborg responded that what really attracted him was the beautiful facility, the airline service, the whole area as different from Western Massachusetts. He was concerned about the cost of living. He had brought his family down and they had noted the expense of the housing and other general costs so that although the salary was more than in Westfield if the cost of living were considered he felt the results would be about the same.

- As a follow up Mr. Law asked if this was a career move or would he be interested in staying. As a next step Mr. Willenborg would like to stay for a while as his children were getting ready to go into school. There was a brief exchange on football.

- Mr. Hegarty noted Mr. Willenborg's community and aviation affiliations and asked if he felt they were necessary to his duties as an airport manager. Mr. Willenborg felt it was very important to be involved with the community, the aviation community, the business community and to give back to the community at large. He had no issues with being the face of the airport and felt that some of his involvement was part of his job and his career while other parts were more personal. He understood and was used to being always on call, even when running errands at the bank or the grocery store.

- Mr. Daly asked if he had looked at the logistics of living on an Island with only the ferry and Airport as access to some of the culture that a young family might be used to. Mr. Willenborg had indeed discussed this with his wife and if he was fortunate enough to advance in the process it would be a major factor in his decision.

- Mr. Leland asked what specific challenges Mr. Willenborg saw for the Airport. He responded that moving forward and trying to find some common ground between the Airport and the County would be a priority because the airport was a vital component to the County and the community,. The Airport would need the County support in financing bonds or if the Airport found itself in the red again. He understood there was a history and this would not be so easy but they should realize that they would all have to work together.

- Mr. Hegarty asked him about working as a department head in the County. Mr. Willenborg had no problem since he did this now as a City department head.

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- Mr. Law asked what his feelings were in following the lawsuit from the outside. Mr. Willenborg stated he certainly did not know all the details, but from what he had read as an airport manager following the Mass. General Law, Chapter 90 and the FAA regulations he was certainly happy to see the State airport manager regulations upheld as the guidelines that managers operated under.
- Mr. Law then asked for an example of an employee problem and how Mr. Willenborg had solved it. Mr. Willenborg described a situation at Westfield where an employee was chronically late. He had gone through the process from verbal to written notification, documentation and finally termination and appeal.
- Mr. Mill asked if there had been discussions with the employee before the process. Mr. Willenborg responded that yes, the employee had been given several opportunities off the record to try to work it out and Mr. Willenborg had explored whether there were issues at home and had tried to work with the employee as best he could. Westfield Barnes had a very family type atmosphere, and was a small close knit team with weekly staff meetings and an open door policy where employees were encouraged to feel free to come in and speak with him.
- Mr. Perry asked how his family felt about him working at a 24-7-365 airport. Mr. Willenborg acknowledged that it was a challenge but that his wife was supportive and had been in the situation for eight years. For example there had been an airplane crash on the day after his son born which had called him away and although his wife had not been happy about it she understood his position and his family was used to it.
- Mr. Daly then asked where he would rate himself on a scale of living to work or working to live. Mr. Willenborg felt that the important thing was finding a good balance as work was the livelihood that supported the family; he guessed he would be somewhere in the middle of the range.
- In answer to Mr. Daly's further question he confirmed that he was not a pilot citing the expense and that in considering more education he always emphasized management over flight.
- Mr. Daly asked if it was necessary to be licensed as an airport manager. Mr. Willenborg replied that it was necessary to be both tested and licensed.
- Mr. Willenborg asked about the time frame to start the job and the MVAC responded they were looking to have the position in place at the first of the year although they understood that families might take longer to make the move.
- Mr. Willenborg was not certified in Airport Rescue and Fire Fighting (ARFF) but he was familiar with the regulations and trainings.
- Mr. Law reviewed the salary, moving expense reimbursement, and one time only housing remuneration. Mr. Hegarty reviewed the airport vehicle, COLA, and top line health insurance and yearly evaluations.
- Mr. Willenborg asked about the length of the contract which was stated to be negotiable. It was noted he would be a County employee.

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The MVAC and Mr. Willenborg exchanged thanks and said good bye.

There was a break for lunch and the meeting reconvened at 1:15PM.

3. Robert A. Nicholas

There were introductions all around.

- Mr. Nicholas was born in southern London, England. He was a British Airways Security Coordinator in the Middle East for 15 years, and then had been in charge of ground operations. He came to San Francisco where he met his wife, and made the choice in 1982 to leave British Airways and stay in the States to get married. The timing was unfortunate as first Braniff and then Laker went out of business, Pres. Reagan fired the air traffic controllers, and Mr. Nicholas found himself at the end of a long line of airline professionals looking for work. He got a position with Republic Air in Fort Lauderdale which was trying to imitate a carrier providing Provincetown, Islands, and Boston service in the summer and Naples, Florida service in the winter. The position lasted 9 months and the company shut down for lack of money and backing —through no fault of Mr. Nicholas who did everything in his power to forward the enterprise; Mr. Nicholas having had to deal with bank pleas closing accounts, bounced paychecks, etc. He then worked for Hudson General, an aviation handling company, and then joined Broward County which owned and operated Fort Lauderdale/International Airport. In 1989 he went to Ithaca in Tompkins County (population ~ 100,000) where he has been ever since. When he started the airport had about 110,000 emplanements in a pretty run down facility of 80,000 sq. ft. where passengers had to pass through security and board immediately as there was no room to hold their baggage. It now had a new terminal, an extended runway, and just about everything had been done to update it. This included \$30,000,000 in federal funding: half entitlements, half discretionary, with some New York State grants—New York was not as supportive of aviation as Massachusetts. He and his family have been interested in Martha's Vineyard since a visit here in 1995 when the Airport was still operating out of the old decrepit terminal. He had applied for the Manager position then but the conditions had not been right. Now his children were in college, he was beginning to repeat work in Ithaca and was looking for new challenges.

- Mr. Alley asked how well he felt he fit the challenge statement. Mr. Nicholas recognized this airport was particularly important to its community in terms of economic impact and as a primary travel connection. He understood the MVAC challenge to find the right person who would fit the job and hit the ground running. Mr. Nicholas had worked in many places around the world and had come to this country and succeeded. He felt the challenge was to replace a capable former manager and he had been successful in doing this same thing. He was capable, well respected in his community and had been adept at turning the Ithaca airport around and could do the same here.

- Mr. Perry asked him to describe his director/manager duties. Mr. Nicholas explained that in New York State similar positions were called airport managers, airport commissioners, or airport directors. Basically he was the head honcho of the airport, an assistant manager, an administrative assistant a maintenance/operations supervisor, a terminal services coordinator and seven operations technicians (12 employees) worked under him.

- Mr. Daly asked for clarification. Mr. Nicholas explained that above him there was now a recently created Commissioner of Planning and Public Works, who reported to the County Administrator, and

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then everyone worked for a County Legislature of 15 elected officials. However, Mr. Nicholas bore final responsibility for the airport and was the equivalent of the MV Airport Manager.

- Mr. Hegarty noted he was active in community organizations and liked to maintain friendly relations with Federal, State and local legislators and the press. He noted this was a smaller airport with half the number of emplanements. Mr. Nicholas believed that of course one stayed in touch with State and Federal elected officials to help obtain funds and to put forward issues important to the airport. In New York airport managers lobbied for things the aviation field needed. As to Washington there were concerns across the country in regards to air service to small communities.

- Mr. Hegarty asked if he was comfortable being the face of airport. Mr. Nicholas replied that he was interviewed by the media twice a month and was comfortable doing this albeit in a larger community. Generally as airport manager he was tired of being asked about airfare costs. Mr. Hegarty reviewed the one service airline and the high cost of Vineyard air service. Mr. Nicholas noted that lack of volume was a problem in Ithaca also.

- Mr. Hegarty then asked how he would attract competition. Mr. Nicholas again noted the economies of scale and suggested the only thing to do was to study the market and show airlines what kind of traffic could be put on aircraft to justify however many flights. Although in summer competition could bring prices down, in winter competition might not be justifiable.

- Mr. Hegarty asked about a grant used to subsidize airfares (see above p. 1-2 Mr. Bradshaw). Mr. Nicholas described the recent three year grant to improve air service in small communities but suggested it should primarily be used for marketing and market analysis to design plans for market attacks. If were divided up for 10% rebates it would be eaten up in a heart beat, might not be sustainable. The grant has had mixed results so far. He felt it was much more efficient to get airlines interested in the market on a continuing basis.

- Earlier Mr. Hegarty had also asked about plowing snow. Mr. Nicholas had confirmed he did not have experience actually plowing snow himself, although he could get the grant to buy the equipment. He felt that one adapted to circumstances. After an intervening question (see below) the subject of snow plowing was revived and Mr. Nicholas noted that his location in Central New York received heavy snow in the winter and snow removal plans were in place. He expected that whoever was in charge of maintenance at the Martha's Vineyard Airport had a plan in place which encompassed runways, taxiways, access roads, parking lots on both sides of the field, the Business Park, etc.. and which detailed prioritizing what got plowed, how it got plowed and where to put the snow. The MVAC informed him that on Martha's Vineyard the Airport Manager usually plowed snow with the rest of the crew.

- Mr. Mill asked if Mr. Nicholas had any problem with being a landlord of the Business Park tenants. Mr. Nicholas responded that although there was no business park at Ithaca he certainly dealt with tenants in T hangars, rental cars, etc.

- Mr. Leland asked if he had experience in writing leases. Mr. Nicholas did not have experience in writing leases from scratch but he read all leases and over the course of his years there had become familiar with them and had overseen refinements on those that had not worked smoothly. He had also

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stayed in touch with the County Risk Manager and/or County Attorney on legal requirements and risk management.

- Mr. Hegarty asked him about his leadership and motivation of staff. Mr. Nicholas had a fairly all encompassing management style. He believed that it was important for people to be successful — not necessarily to rise on the ladder—but to feel they were doing good job. He also tried to accommodate those wishing to move up. He had had assistant managers wanting to become managers when he was not prepared to leave but had worked to train them and let them move on.
- Mr. Leland asked how he dealt with personnel and personnel problems under his direct supervision. Mr. Nicholas explained there had been a very stable period of about 10 years when everyone had been a hard worker and didn't give any trouble, but then three employees had retired and been replaced and now he was experiencing some problems—which had been real eye openers. He noted that dealing with it took a lot of work, and he had to be very patient in trying to change behavior, first by persuasion and then by discipline. He hoped to get good employees and if not to get them to leave one way or another.
- Mr. Daly asked if he was most comfortable with the financial side of management. Mr. Nicholas responded that after 16 years of getting funding for the airport and developing yearly budgets, etc. he found the finances not too hard.
- Mr. Hegarty asked him about living within a County budget if the airport were to go into the red. Mr. Nicholas although he had not seen the comparative aviation/Business Park figures emphasized that the MV Airport had a distinct advantage in the Business Park as a revenue stream not effected by the industry struggle. Ithaca did not have this advantage and so income was heavily based on airlines, one of which had been in Ch. 11 twice, and the second of which was in Ch 11 for the first time. He found this to be very worrying. He did not see a problem for the MV Airport and felt there was plenty of potential for opportunity that would take the Airport away from any aviation rental worries.
- Mr. Perry asked whether he liked to delegate projects or do them himself. One of the things Mr. Nicholas recognized as an airport manager was knowing when people were better equipped than you to do certain things. Managing Federally funded projects was one such area and consequently consultants--all funded by the Federal grants—had been taking care of capital projects, application work, grant refunds, etc. If Mr. Nicholas were to do it himself he would need more staff, time, etc. Another similar area was hiring consultants to negotiate airline contracts since the airlines had professional negotiators that ate airport managers for breakfast, it was necessary for the manager to have a professional at his side who would understand the fine points of a contract. The advantages that such a professional negotiated for the airport compensated for their fees.
- Mr. Daly asked about the structure that Mr. Nicholas supervised and Mr. Nicholas repeated his description of airport personnel: an assistant manager whose prime function was the day to day operation of the airport, a Security Coordinator who was liaison with Transportation Security Administration (TSA), a Terminal Coordinator, an Administrative Assistant who was the hub of airport operations and reported directly to Mr. Nicholas, an Operations / Maintenance Supervisor and seven Operations Technicians.

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- Mr. Hegarty clarified that the landscaping, cleaning, parking were contracted out to which Mr. Nicholas agreed. Mr. Hegarty then asked about the snow clearing in Ithaca and Mr. Nicholas explained that the Maintenance Supervisor pitched in to help the seven Operations Technicians for snow removal.

- Mr. Hegarty asked about the use of supervised probationers from the Sheriff's Department. Mr. Nicholas had used a similar system, not out on the airfield but working with weeding, picking up trash and snow clearance at the front of the airport.
- Mr. Law noted the salary was pretty good but asked if he had looked at costs of living and was this a place he was likely to call home and stay. Mr. Nicholas had pulled in to get gas and been fairly staggered by the prices. Both he and his wife have liked this area since their 1995 holiday. They had been to the Cape, liked this part of world and would like to end up either on one of the Islands or on the Cape. He acknowledged the price of housing was three times that of Ithaca. He mentioned his previous telephone interview five years ago when he had suggested that the Airport buy a house to be rented to the Airport Manager. He noted that recruiting from the Island was one thing but that recruiting from outside would require some concessions to the high housing prices.
- Mr. Hegarty asked what factors would most influence his decision. Mr. Nicholas replied that would be what his wife thought about it. He would not be able to take the position if the compensation and cost of living would work out to be less than his present salary. The MVAC reviewed the one time housing stipend and moving expense reimbursement.
- Having read about the dispute with the County, the law suit and the previous manager's departure Mr. Nicholas asked where things now stood. Chair Law replied that it currently stood in favor of the MVAC and so far the County had appealed the treble damages, but had not yet decided on whether to appeal the rest of the decision.
- Mr. Hegarty asked if he was comfortable being a County Department Head. Mr. Nicholas responded that he did that now. For many years in Ithaca he has reported to a county works committee which was heavily weighted with legislators who had only 10 or 15 minutes to focus on airport matters, so that information given at one meeting had to be repeated and re-explained at the next. One of the things that he liked about this set up—which Ithaca was also moving towards— was there would be seven people discussing and recommending airport issues which would be more to the point of helping to run the airport. Despite the increase in meetings at Ithaca he was grateful for the increased help from various parts of the community including the Chamber of Commerce, pilots business people and etc.
- Mr. Daly asked who had the final decision. Mr. Nicholas explained that the Airport Manager took recommendations with justifications to the Committee, which then accepted or rejected it. It was rare that a recommendation was turned down if it was well argued. The differing views of the current Committee helped by sometimes altering the way Mr. Nicholas worked or presented things.

The MVAC and Mr. Nicholas exchanged thanks and said good bye.

4. Kenneth Whittaker

There were introductions all around.

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- Mr. Whittaker grew up in Corpus Christi on the coast. His experience in aviation has all been in Texas and started in 1981. He moved to Houston for flight training but with the struggling economy in the early 80's he saw challenges in corporate and airline piloting so he decided to change paths and went into management. He worked in FBO's for some years including one of the FBO's at Hobby Airport. He shifted over to employment by the City of Houston at Hobby working his way up from Specialist, to Supervisor, to Airport Security Coordinator in 1998. In 2000 he transferred up to Intercontinental as Airport Security Coordinator including dealing with the 9/11 changes. Then in June, 2003 he became Superintendent of Airport Operations at Intercontinental. He had a Bachelors degree in Finance and an Associates degree in Aviation Management. He was married with two children and a new dog. This was his first time on the Island and as to New England his family had visited an uncle in Connecticut and a brother-in-law in the Coast Guard.
- Mr. Perry asked about the Order of the Silk Scarf. Mr. Whittaker explained that it was an award for significant commitment given out by the NBAA. He had been involved in the Board of Directors of the Houston Aviation Alliance.
- Mr. Alley asked how Mr. Whittaker fit the challenge statement. Mr. Whittaker's experience in aviation had been with a large organization which operated three airports in the Houston area. He felt this would translate well as he knew how airports ran and how to operate them. He knew all the 139 issues, all the security, the part 37 – obstructions issues, etc. He felt part of the draw back to working in so a large an organization was that it was very compartmentalized and he had not had enough hands on experience with a lot of funding and grants issues. He was looking to get more such experience and was a fast learner. He talked to people in other departments on a routine basis and knew how other fields worked but had not done the actual process.

He understood noise issues having dealt with a lot of that in Houston. Intercontinental opened a new runway that caused quite a stir of rising complaints and was now in litigation over noise. This spurred the creation of a Noise Compliance Bureau. He understood the sensitivity of the issue and how to deal with reports and develop rapport with repeat callers. He had a pretty good picture of this Airport and how it operated with seasonal issues and those kinds of things and he had some questions on future growth. He felt he could bring quite a bit to table.

- Mr. Mill asked how he would describe his management style. Mr. Whittaker tended to be a collaborative style manager. He felt it was appropriate to discuss issues with people both above and below to bring different perspectives and opportunities for the best solution, as well as promoting buy-in from everyone. There were some situations where this was not possible but in most instances this was his preferred style.

- Mr. Mill asked if he tended to sit back and get opinions and then make a decision. Mr. Whittaker clarified that if there was opportunity and time rather than sitting back he sought opinions out both with staff and those above in the chain of command.

- Mr. Daly asked about the correlation between an operations manager and an airport manager. In the Houston airport system the operations manager was a representative of the airport manager; when the manager was not there the operations manager was the airport manager. Operations managers dealt with everything from emergencies on the airfield to roadways, to passenger complaints in the terminal, to

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solicitors, picketers, tenants, the TSA, the FAA; in short the hands on daily management and operations of the airport. One of the reasons he went back into operations was that it was almost like opening a package everyday in that one never knew what one would get.

- Mr. Daly asked where Mr. Whittaker stood within the operations group. Mr. Whittaker replied that he was Superintendent of the Operations Group. Although he was not the Airport Manager he did run the group that was responsible for the operation of the airport.

- Mr. Daly again asked for clarification. Mr. Whittaker explained that there was an Assistant Manager for Airport Operations over a couple different sections and Mr. Whittaker was supervisor of one of those sections—with Maintenance being the other section.

- Mr. Hegarty intervened to note that Mr. Whittaker supervised nine supervisors and 21 coordinators and asked if the coordinators were the workers or did they supervise others. Mr. Whittaker explained that they were out on the field making some decisions and as eyes and ears. Mr. Hegarty summarized that Mr. Whittaker was managing 30 staff in a 24-7 operation.

- Mr. Daly requested more information on the structure. Mr. Whittaker further explained that the Director was a Department Head of City Government and had six Deputy Directors each of which had an area of specialty (such as finance). The Airport Manager for all three airports in the system reported to one of the Deputy Directors who was in charge of operations. The next tiers were an Assistant Airport Manager, a Senior Supervisor and then Mr. Whittaker as Operations Manager.

- Mr. Daly asked again about the size of the system. Mr. Whittaker replied that there were 700 people working in three airports including one with a joint military facility.

- Mr. Hegarty asked if he had ever plowed snow and Mr. Whittaker responded that he had not and it was foreign to him but that would contact experienced people for guidance. There was a brief exchange on lobsters and chowder.

- Mr. Alley stated that he thought Mr. Daly was asking if Mr. Whittaker felt he could supervise the MV Airport staff. Mr. Whittaker stated he had been supervising for a number of years now and felt he could do it without any problem.

- Mr. Law noting the comparative cost of living between Houston and the Island asked what brought Mr. Whittaker to the Island whether to settle or to move on. Professionally Mr. Whittaker wanted to get involved in new issues such as funding that he would never be involved with in the Houston system. Personally he had done some research this morning and he saw it as a great place to raise kids, with a much slower atmosphere—a pleasant change of pace. There were a lot of things to do and see in a relatively short drive of Houston, but he felt this might be a better to raise kids. In regards to his family he was not looking to bounce them around so wherever he went from Houston he was looking at as a long term move.

- Mr. Perry asked if he would prefer to drive a project himself, delegate it or contract it out. Mr. Whittaker had seen all three done and felt his preference depended on the size of project. If he had the

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expertise and he felt he could manage it, he would prefer to drive it himself. If it was something he did not have the expertise for then he would hire consultants and use experts where he could.

- Mr. Leland asked if he had any expertise in the area of business parks. Mr. Whittaker did not have such experience although he had dealt with aviation tenants on the airfield, all of whom had lease agreements and had to be in compliance. He also dealt with the FBO and the fuel side, and had in fact been employed in the FBO business for eight years.
- Mr. Perry asked if he had experience with ARFF. Mr. Whittaker responded that the City of Houston had employed their own ARFF at all three airports as well as the Police that worked at the airports. Mr. Whittaker had dealt with these folks but had not directly put out fires himself. In his current capacity he dealt with ARFF on a routine basis and was out there in the field with the first responders whenever there was an aircraft incident on the airfield, including submitting an After-Action Report. At the moment he was working on a letter of agreement with the Tower to give the ARFF a little more flexibility. Now that he was back in operations he dealt with the police less than he had when he was in airport security but he was very familiar with dealing with them, the FBI, the TSA and of course he had been through the tumultuous events of 9/11.
- Mr. Daly asked if he could translate working with several tiers of staff into dealing on a one-on-one manner with a guy on a fuel truck. Mr. Whittaker felt this was one of his strengths and in particular he used to drive a fuel truck and so felt this was not a problem. But as far as dealing and talking to staff he felt that was not a problem.
- Mr. Daly asked if he had experience with unions. There were no unions yet in Houston, although they were being courted. Mr. Whittaker did deal with airline unions and so had some inkling of the issue. He did consider that dealing with unions would be a challenging environment for him. He had seen how the union pushed management on some issue, but he did not think he would have any problem with addressing an issue and coming to a decision.
- Mr. Law stated the airport was union and asked about any experience with negotiations and arbitration. Mr. Whittaker did not have experience in this field.
- Mr. Hegarty asked if he would have any problem sitting at monthly meetings as a Department Head. Mr. Whittaker had been dealing with this throughout his whole aviation career.
- Mr. Hegarty asked if he would have any issues using supervised probationers from the Sheriff's Department for some labor. Mr. Whittaker had no problems with this. There was a similar program in Houston and he hadn't heard of any major problems. He believed they were used in weeding, painting, picking up trash and were an asset to the airport.
- Mr. Leland asked about his experience with budgets. Mr. Whittaker prepared his section budget of about \$1,000,000 annually including meeting any cuts and managing it throughout the year. The lion's share of it was rubble removal from five runways and other parts were salaries, vehicle replacement, etc.
- Mr. Hegarty asked about his feelings if the Airport were to run in the red and had to be supported by the County. Mr. Whittaker was not intimidated by this as long as the budget was properly prepared and the Airport income continued up. Every airport's enterprise fund was supposed to be self sufficient.

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- Mr. Hegarty spoke of the symbiotic relationship with the County in creating debt and asked about airport development and ownership of hanger space. Mr. Whittaker acknowledged that it was more lucrative for the Airport to own the hangars but the challenge was that the airport was then responsible for maintenance and other issues it might not want. In leasing the property there was benefit without the daily maintenance. The issue depended on the revenue stream and the length of lease. In his experience with leases he noted it was all in the details.

- Mr. Perry asked if he had represented the airport to the community or the legislature. Mr. Whittaker had made presentations to civic groups but not to the Legislature; however making presentations was not a problem.

- Mr. Alley asked what he considered his strengths. Mr. Whittaker felt that working with people both inside and outside the airport organization was his strongest ability; not just getting the perspectives from people and putting solutions and decisions in place but being able to talk to people, understand where they were and interact with them.

- Mr. Daly asked where he would place himself on a scale of working to live or living to work. Mr. Whittaker would probably place himself pretty close to the middle but a little more on the living to work side. Work was important to him although since he had had children it was no longer quite as much the main focus of his life. The job and how well he did it were very important but also provided for the family. Life away from work was the main focus for him right now.

- Mr. Hegarty asked what factors would influence his decision. Mr. Whittaker stressed that salary and compensation would be a major factor as it was very expensive to live here and providing a good lifestyle for his family was his main concern. He had a pretty good handle on what the job itself involved and that was very interesting to him but he wanted a good quality of life. The MVAC described the one time housing stipend and the moving expense reimbursement.

- Mr. Whittaker asked why the position was vacant. Chair Law responded that the former manager had moved to a position with an FBO at a higher salary.

- Mr. Whittaker asked what a typical day was like on a day like today versus on a day in July or August. The MVAC noted that August 1st was usually controlled chaos and that 80 % of fuel sales took place in July and August. This time of the year there were problems such as snow but there was also some coasting. In the summer there were more employees, the terminals were busy, and as its own FBO the Managers job would encompass the whole airport including firemen, Emergency Medical Service, fuelers, etc. It was not a coat-and-tie job but included a lot of hands on work.

- Mr. Whittaker asked about short and long term challenges. The MVAC listed the growth of air freight, increasing carriers, a consolidated rental car project, the up-coming projects such as the runway extension and the south east ramp, the possibility of a future jail, cutting of roads and infrastructure, the possible expansion of a wastewater treatment plant. The Airport was a busy little place, with water issues, big environmental restrictions, noise abatement programs and the expansion of private jets. The master plan was available.

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- Mr. Whittaker asked about the breakdown of the 300,000 passengers, with airline passengers at 50-55,000. This meant 85% were general aviation and 15% commercial. He could not imagine what it was like in the summer. The MVAC described the length of the season and shoulder seasons and the holidays. Traffic also depended on the weather.
 - There was a brief discussion on the origin of the name of Hobby Airport.
- The MVAC and Mr. Whittaker exchanged thanks and said good bye.

5. Sean C. Flynn

- Mr. Flynn came here in 1978 attended elementary and high school on the Island and received an associates degree in criminal justice from Cape Cod Community College. He went on to receive his bachelors in Science and Criminal Justice from Northwest University and became a commercial pilot. While working with Island Transport he became the Airport Security Coordinator. He had two children in the Island school system and was a resident of Oak Bluffs. He became Assistant Airport Manager in June, 2000 and Acting Airport Manager in May, 2005.

- Mr. Alley noted that Mr. Flynn's application was different from the other in regards to references and an incomplete response to the challenge statement. Mr. Flynn noted the challenge statement as written but also noted his knowledge of what the airport needed from his viewpoint both as a pilot and as a part of management. The challenge was what he has been doing both from the field side and as assistant manager and there was more to it that was not in the challenge statement. He had been working with emergency procedure planning, FBO operations, fuel sales and fuel receiving logistics, snow, and the Airport's large part in Angel flights and medical flights. He had also worked with noise complaints which were not the same as on Nantucket or around Hyannis. He knew and had developed good relations with some of the individuals that were neighbors and had been part of developing a noise plan working with the operators and with public relations. He had also taken an active part in the development of the Master Plan which had put the Airport on the path to very good capital improvements; as well as taking an active part in the Environmental Permitting process which was not something usually found in aviation. When he came the Business Park—which was now a going concern—was largely undeveloped and having trouble getting from conception to development.

In addition, he had first worked on finances with a then budget of \$1,400,000 and had worked hard to maximize income: on the aviation side, terminal rent, fuel, Business Park, tie downs, etc. He understood what the Airport meant to the community as one of only two ways on and off the Island. He understood the Island and its people, and the logistics of living on the Island. He had run two business, the Airport and the bus company.

- Mr. Hegarty asked in what way criminal justice was a related field. Mr. Flynn felt it was related first because of the events and changes around 9/11 and second because the study of justice, enforcement and the law was a similar system of detailed and complex regulations that must be followed. Mr. Hegarty maintained it did not meet the qualifications. Mr. Flynn disagreed maintaining it was a related field for the reasons he had just stated.

- Mr. Daly cited a course on the repair of aircraft skins where most of the work in class was interpreting every little sentence of FAA regulations, and he asked if training in criminal justice was the same sort of nit-picking every sentence structure. Mr. Flynn replied that yes, it was basically the same procedure to get at the sense and structure of each regulation and he did the same with each FAA and Mass. State

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statue. As a pilot there was also a similar set of regulations: Aviation parts 91, 61, 135, Part 139, security was Part 107 and now Part 1542. - Mr. Hegarty intervened maintaining again that Mr. Flynn was not qualified.

- Chair Law stated that the MVAC was not discussing whether Mr. Flynn was qualified as this had already been discussed.

- Mr. Law then noted that all other candidates had provided six references and asked why it had taken Mr. Flynn so long to give permission. Mr. Flynn replied that he had received the email requesting reference permission on Tuesday and had sent it off to his lawyer, who was away for Thanksgiving. On Monday and Tuesday he was busy dealing with the airplane crash but had sent it on as soon as he could.

- There was a question on why restrictions had been imposed on his references. Mr. Flynn replied that he was in a legal predicament because he was in litigation with the Airport.

- Mr. Hegarty asked why Mr. Flynn thought he could be different from the other candidates. Chair Law stated this interview was not going there. It was unprofessional and if it went on this way he would or stop the interview and it would be over.

- Mr. Hegarty noted that Mr. Flynn had no community involvement. Mr. Flynn replied that his life was this airport and his family. He worked here ten hours a day and more since the previous Manager left. He had no time for other community work nor had he had any time to get more accreditation.

- Mr. Hegarty asked why he had not contacted the Sheriff about using probationers. Mr. Flynn replied that he had contacted the gentlemen from probation and had begun to set that program up.

-Again there was an exchange over Mr. Hegarty's manner and Mr. Daly suggested that Mr. Hegarty be allowed to ask the questions so that the MVAC could move on.

- Mr. Alley also stressed that Mr. Flynn had been Acting Manager, Assistant Manager and had also been filling in for the Administrative Assistant.

- Chair Law clearly asserted that the interview would not proceed in this manner.

- Mr. Hegarty again asserted that Mr. Flynn was being treated differently.

- Mr. Alley asked if Mr. Flynn liked to drive a project himself or delegate it to others. Mr. Flynn replied that he preferred a combination of both and that whether he would prefer one rather than the other would depend on the circumstances.

- Mr. Perry asked what he considered his major accomplishments. Mr. Flynn responded that he felt the Master Plan was the biggest piece because before it was completed the Airport was stagnated or blocked by not having one. In addition the Draft Environmental Impact Report (DEIR) and the Environmental Impact Report (EIR) were also one of the biggest tasks.

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- Mr. Leland asked about his relationship with the staff. Mr. Flynn noted the difference between being the Assistant Manager and the Manager. He considered that he had two great supervisors and a great staff. He felt he was more the type to allow the supervisors to do their jobs and to remove anything that might interfere with them being able to perform well. Before becoming Acting Manager he had worked side by side with the former manager and had successfully completed negotiations once as Acting Manager and twice as Assistant Manager.
- Mr. Perry asked about how he handled personnel issues. Mr. Flynn felt it was most important that they be dealt with in a timely and professional manner, taking into account both union and non-union staff.
- Mr. Daly asked about directly handling union matters. Mr. Flynn worked directly with the Union Steward as well as the Union Business Agent and from time to time the Union Attorney. He gave as an example his participation in the recent tragedy where he had been part of the first response, and after that was responsible for being the liaison for the investigation, the press, the pilot's family, and had been in personal contact with the family.
- Mr. Hegarty asked if Mr. Flynn was not hired what he would do to facilitate the new Manager. Mr. Flynn would continue as Assistant Manager and would offer the new Airport Manager all his resources including the history behind all aspects of the Airport. He would absolutely give the same service he gave former Airport Manager Bill Weibrecht and had no problem with continuing as Assistant Airport Manager.
- Mr. Leland asked what he considered the challenges that faced the Airport. Mr. Flynn saw the Airport as having reached the point of starting to move forward with the Master Plan. He wanted to make sure the Airport was able to get the funds it anticipated. He also felt dealing with the Airport / County relationship was a big part of moving forward, and that the past needed to be left in past. He considered that the relationship had been fractured for some years now and needed to be mended and the power issue be resolved.
- Mr. Hegarty asked why Mr. Flynn had not allowed verification of his education references. Mr. Bennett responded that he had allowed the education credentials to be checked. Eventually, as a finalist, the process would require other references which might in Mr. Flynn's special circumstances require another release.
- Mr. Daly asked where Mr. Flynn would place himself on a scale of living to work or working to live. Mr. Flynn considered he would probably be more towards working to live.
- Mr. Alley reminded him that he had stated that he had devoted heart and soul to the Airport. Mr. Flynn responded that nonetheless the Airport was not the first thing he cherished when he woke up each morning. He was a family man although work was very important; otherwise one didn't take the job or left the job. He put in the amount that it took.
- Mr. Flynn felt somewhat in the dark as to the search process and asked where it went from here. The MVAC stated that they did not know how they were going to proceed and would discuss it after his interview.

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- Mr. Leland asked what Mr. Flynn considered his strongest abilities and what area he felt might need improvement. Mr. Flynn felt he communicated well. He did not consider that he had any great hole that needed improvement although sometimes when he felt overwhelmed he questioned whether he needed better organizational skills—although it was also possible he was just overwhelmed. He felt his strong points were having a heart and the two part communication skills of listening and talking. He was a believer that one should listen twice as much as one talked and noted that unfortunately interviews made him talk more.
- Mr. Daly asked if he had confidence in his ability to do the job or if it was a stepping stone to the future. Mr. Flynn wanted to do the job for a long period. He was a long time part of community; his wife's family was here and most of his family was here on the Island. There was a common saying that there came a time when one either moved up or moved on and he was attempting to move up with the permission and guidance of the Airport Commission—and hopefully would be here for a while. Mr. Flynn and the MVAC exchanged thanks.
- Chair Law laid out the next step which was to decide whether there was a strong feeling for one candidate or whether two or three candidates needed to be brought back for a final round of interviews. He suggested the MVAC consider the matter and decide at the MVAC's regular meeting on December 7th. The MVAC then discussed their impressions of the interviews and candidates and whether to proceed now or wait until Dec. 7th. Bennett Yargar was commended for doing an outstanding job.
- Mr. Bennett stressed that quick timing was imperative as the candidates were now in delicate positions with their current jobs. He also genuinely did not believe the MVAC had learned enough about the candidates and strongly recommended a second round of interviews to explore more detail about how a candidate would perform and their commitment to the position and the Island. Additional references, CORI and credit reports would be needed for the finalists.
- It was agreed that everyone needed space to think.
- Mr. Bennett would call the candidates on Monday to say there would be a decision on Wednesday, December 7th and he would call them with the results on Thursday, December 8th.

MR. HEGARTY MOVED TO ADJOURN AT 4:08PM; MR. ALLEY SECONDED MOTION PASSED UNANIMOUSLY.

Documents on file:

Agenda 12/3/05

Suggested Interview Questions (2 p.)

Qualifications Appraisal Sheet

Candidate Evaluation Ranking Guide