

Draft
Commonwealth Of Massachusetts
County Of Dukes County, S.S.
MARTHA'S VINEYARD AIRPORT COMMISSION MEETING

May 6, 2006 3:00PM
Martha's Vineyard Airport
Notice of Such Meeting having been Posted as Required by Law.

Present: Airport Commissioners: Chair Norman Perry, Vice Chair John Alley,
James Craig, Connie Teixeira

Airport Staff: Sean Flynn - Manager,
Others: Marni Lipke - Recorder
Press: Christine Rose - MVTV

* Late arrival or early departure (see * in text)

The meeting was called to order at 3:16PM.

1. Assistant Airport Manger interviews, deliberation and possible selection vote.

The Martha's Vineyard Airport Commission (MVAC) discussed the interview process and which questions Airport Manager Mr. Sean Flynn would ask each candidate.

• Ryan Collins

Mr. Collins was welcomed, introduced to everyone and the interview protocol was explained.

- He graduated Daniel Webster College with a Bachelor's degree in Aviation. He reviewed his course work which included aviation business, finance and labor relations, with a practical focus on air traffic control. Professionally he began as a fueller with Fixed Based Operator Swissport Fueling. Eventually he became a shift supervisor in charge of trainings, fueling procedures and responsibility for on-time daily departures. While in school he was a Resident Assistant managing a dormitory of up to 75 students he also took an internship with the Boston Air Route Traffic Control Center in Nashua, New Hampshire shadowing management to learn their job. He then came as a seasonal employee to the Martha's Vineyard Airport as an Operations Assistant. At the end of the season he chose to stay and has since volunteered for training in Airport Rescue and Fire Fighting (ARFF) and Airport Security.
- Mr. Collins has moved from learning about the Airport to teaching new staff about the Airport. He cited his knowledge of the airfield and the difference between experiencing a field as a pilot and as a year round employee.
- He was a good problem solver, had gone above and beyond his required duties and he liked to take on an overload of work and then be surprised at how far he could go in: overcoming obstacles, honoring his work ethic, and succeeding.
- He had gained experience with regulations and knew the Airport to be working with FAR Prop. Part 139 pertaining to the certification of air carrier airports. He noted the coming three day annual Federal Aviation Administration (FAA) comprehensive inspection. He described the certification and Certification Manual.
- He differentiated between a manager and a leader: the short version being that a manager had subordinates while a leader had followers. A manager got things done while a leader took responsibility; a manager told people what to do and a leader got people on board.

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- Mr. Collins had no direct experience in preparing budgets but was familiar with warrant process and knew Airport revenue sources. He had experience as a worker with the Teamsters and had witnessed both the good and the bad side of unions.
- He understood that many airports were run by private FBO's and had heard it rumored that airports suffered when they were run by municipalities although that did not seem to be the case with the MV Airport which went above and beyond in customer service.
- He considered his most significant accomplishments in his career to be being chosen not only as Airport Security Coordinator, but also as a finalist for the Assistant Manager position; another major accomplishment was the day he became a certified pilot.
- This job attracted him because he got to see his hard work pay off in, for example, large capital improvement projects, in servicing users and in working with some great people including with the FAA and Mass Aeronautics Commission (MAC). He also enjoyed having the ability and opportunity to use what he learned.
- He hoped to be at the MV Airport in the first year coming up to speed on the assistant manager job and then prospering in the next three to five years and seeing the fruits of his labor and build on his learning in the varied experience of this Airport.
- He would accept the position as offered, did not have a salary issue and acknowledged the difficulties of self promotion from within company
- On a long range basis he had put together a professional development plan which mapped out rising through the ranks.
- Mr. Collins then asked the MVAC questions.
 - Where did the MVAC see the Airport going in one, three and five years? Mr. Flynn referred to the Airport Master Plan Update from 2002 which outlined small growth in commercial service and continued large growth in general aviation (GA) as well as moving to turbo props and micro jets. The Airport projected 13 or 14 aviation projects as well as shifting and augmenting a runway. Land side revenue would continue to be enhanced through community development.
 - How would the current rise in fuel prices effect the Airport? There has been a constant decrease in small piston driven airplanes and it might slow growth in the micro jet market however it was not expected to seriously impact sales. Keeping fuel prices competitive insured a steady market; in addition as a resort it was expected that people would continue to fly to their vacations.
 - What were some of major issues for the Airport to resolve? The most obvious was the relationship between the County and the Airport was markedly better in the last year. In addition the ever changing aviation regulatory compliance would continue to be a hurdle because some of the long range capital improvement had not been completed. Attracting and maintaining a well trained competent staff and bringing staff to another level was sometimes difficult. Noise abatement was also a problem although the Airport had been pro-active in this area.
- Mr. Collins, Mr. Flynn and the MVAC thanked each other. A decision would be made at a special meeting on Friday May 12th.

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• Oulton Hues

Mr. Hues was welcomed, introduced to everyone and the interview protocol was explained.

- Mr. Hues graduated from Weymouth High School, joined the Navy, became an electrical engineer, and worked hard for 10 years of night school to earn his degree. For the last eight or nine years he has been in design engineering and airport security with Raytheon and as the Eastern Regional Manager for a research security firm. In short he has been working in his field of passion, aviation, and/or in parallel field ever since he got out of the Navy.

- He knew the rough history of the MV Airport: that the Navy took the land by eminent domain in 1942 for aircraft carrier training and then turned it over to Dukes County. The Airport area was one square mile with an industrial park with about 70 tenants which made the Airport financially self sufficient with a budget of about \$2,600,000. There were 14 projects in ongoing capital improvement with 10 still to go. The Airport traffic was very seasonal with the feel of a ghost town in the winter and then shoulder to shoulder traffic in the summer season. Mr. Hues used to go to Katama Airport in 1968 and loved both Martha's Vineyard and the Martha's Vineyard Airport.

- He had a lot of varied experience that paralleled a lot of the duties of the Assistant Manager including the responsibility of managing the Business Park. He had been in the leasing and maintenance business since 1983 and was a good plumber, electrician, mason, etc. He had managed a lot of people and projects. He understood profit and loss and was good at finances. All of this could be folded into being a good Assistant Airport Manager.

- Mr. Hues had been around airports for 35 years but had not had to comply with the regulations involved in running them. He had begun to research the subject and felt he could come up to speed.

- A manager was a forward thinker, strategized a project and did all the planning, while a leader actually lead the work force, participated with them & knew how to get the job done – was the doer.

- During his time at Raytheon raised the money, budgeted resources, equipment, materials and staff, made the profit and satisfied the customer for various large communications projects.

- He was experienced in working with manufacturing and airport labor unions and had learned to get along and had no problems with them.

- He had experience in the differences of FBO's up and down the East Coast. He felt this Airport was one of the good ones and looked forward to the chance to make a difference and encourage people to come to the Airport.

- The pinnacle of his professional accomplishment was being selected to be Technical Director of a \$10,000, 000 project on instituting Telemedicine. The project was a technical success although interstate licensing regulations and insurance reimbursement had prohibited implementation.

- Mr. Hues was attracted to this position because he loved aviation, wanted to live on the Island, felt he brought a lot to the table and looked forward to doing a good job.

- He hoped to keep growing and going with the Airport for longer than the next five years and could see a lot to be done with the industrial park, hangars, a new road, etc.

- If the MVAC chose to hire him he expected the negotiations would be over small things such as benefits and salary.

- He had no other questions for the MVAC.

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- As a pilot and commercial flight instructor, he understood how a customer looked at things. He also heard that local homeowners were beginning to complain about airplane noise and felt that being a pilot would increase his credibility in presenting the case to the public.
- Mr. Hues, Mr. Flynn and the MVAC thanked each other. A decision would be made at a special meeting on Friday May 12th.

• Deborah Potter

Ms. Potter was welcomed, introduced to everyone and the interview protocol was explained.

- Ms. Potter had 23 years of aviation experience, 8 of which was in the military when she worked at a joint use Marine Corps airfield in Arizona and 15 of which was as a air traffic controller at the Martha's Vineyard Airport. In 2001 she completed her Bachelor of Science in Aviation Management from Southern Illinois University. Her husband was a long time resident of the Island and they were building a house on East Chop and had two daughters in the Oak Bluffs School.

- In her 15 years at the Airport she had participated from the air traffic side in multiple evaluations, certifications and inspections. This was a unique Part 139 Class One airport with surrounding air space, serving a wide variety of planes which she found very interesting especially in the summer. She was eager to research, adapt and excel rapidly in the position.

- Her qualifications also included multiple years in administrative capacity helping formulate many rules, regulations, orders, and memorandums of understanding between the Control Tower, the Airport, the FAA, the MAC, the Transportation Security Administration (TSA) and all the other usual players. In her last eight months of Dukes County experience she had gained some financial experience, dealing with warrants and other such protocols. In addition she was treasurer for two non-profit organizations dealing with cash, Internal Revenue Service regulations, Quickbooks and other accounting software. The combination of all these skills would make her ideally suited for this job.

- When working from the air traffic side in dealing with Part 139 she always researched other aspects of any regulation before writing the regulations/memorandums to ensure they were congruent and also suited the needs of the whole Airport—eliminating the workload and inconvenience of parallel sets of regulations. She had recently researched other regulations that she was less familiar with on the web at <http://www.faa.gov> to further learn about airport compliance, environmental certification, etc.

- A manager functioned, took care of papers, was organized and could run a facility but did not necessarily inspire someone to excel. A leader inspired people to do more, to do their best and to want to come to work and do their best. Not all managers were leaders and not all leaders could be good managers. She felt she could be both a leader and a manager.

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- During her tenure at the Montessori School the budget doubled in size; she was responsible for creating the budgets, budget protocols, checks and balances, contract negotiations, assessing revenue and pricing tuitions accordingly, compliance, etc. She was also very familiar with the County budget process, issuing warrants and insuring moneys were appropriately spent. She had been researching 53F enterprise funds more appropriate to this Airport. This timing at the end of the fiscal year would allow her to see current procedures so she could move into the new year in proper order with an idea of any needed changes.
- Ms. Potter had no experience with labor unions other than as a member of the air traffic controller's union during FAA contract negotiations. With the Montessori school she was involved in small but very successful negotiations which during her tenure went from being a year in arrears to being six months ahead schedule. Also she resolved animosity among staff due to perceived inequities in salaries and benefits by setting up a cafeteria style plan of compensation which could be more individually tailored to each employee. The result was a negotiation process that took about six weeks instead of the former eight to ten months. She felt there was always a way to work satisfactorily with the union.
- Her experience with FBO's was mostly from the point of view of air traffic control. For example, she always stressed to the Control Tower staff how critical airplane parking was for this Airport (which was not typical of other airports). She always tried to provide a better service to the customers with any needed information about fuel, aid information, restaurant referrals, etc. As an FBO she always tried to serve them well or to refer them to the person who could serve them better in a timely fashion.
- She was very proud of two career accomplishments. One was earning her degree after 12 years of hard work which started in the Marine Corps. The other was that when she entered the Marine Corps at 18 she was told point blank that as a girl neither the Marines nor air traffic control were possible choices. Two years later she was a supervisor at the marine corps premier facility and she went on to do more in her eight years than most accomplished in 20 years.
- She felt this was the right job for her because she brought to it the right combination of personality, skills, experience and aptitude not just do the job but to excel at it. For 20 odd years She has been working with her skill to make other people look good and to make their jobs easier; she hoped to do the same for Mr. Flynn, the MVAC, the County and the Airport user.
- In the first year she hoped to complete the required MAC certification and her certification as manager from American Association of Airport Executives (AAAE). She then hoped to pursue her Masters degree and by five years she hoped to be well along the way towards it or some equivalent type of education. During this period she hoped to eliminate some daily problems so the Airport would be running at optimum efficiency.
- The normal factors which might effect acceptance did not apply to Ms. Potter as she was already a County employee and was enrolled in County pay grades and benefits. She was committed to coming to the Airport if the job was offered and if fact was more committed to how she could solve the Airport/County problems. In order to give the Airport and the County time, she was willing to wait for the pending litigation to be resolved and for the MVAC and the Dukes County Commission to decide on the outcome and had no preference for being under contract or being an indefinite County employee.

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- In the longer term she expected to be on the Island for at least 15 years until her children had grown – although they had told her that she would have to accompany them to college. It was probable that the family would always stay on the Island due to strong family ties. In 15 years she hoped to be still growing, learning and doing a very good job at whatever she had chosen to do. She was not particularly here with an agenda to become manager and it was not a problem that she might be an assistant manager for 15 years.
- She felt that any of the employees that had worked with her would say her strongest characteristic would be her ability to cooperate, communicate and coordinate. The aviation business especially often called for rapid orders and the right inflections could make the difference between efficient effectiveness and an incident going down hill quite rapidly. Her best attribute was cooperation.
- Ms. Potter asked that if for any reason a decision could not be reached on May 12th, that the candidates be allowed to participate in the FAA inspection starting May 17th. Mr. Flynn would check with security but saw no reason not to allow it.
- Ms. Potter, Mr. Flynn and the MVAC thanked each other.

7. Adjournment

MR. COSKIE MOVED TO ADJOURN AT 4:42PM; MS. TEIXEIRA SECONDED; MOTION PASSED UNANIMOUSLY.

Documents on file:

Agenda 5/6/06

Sign-in Sheet 5/6/06

MV Airport Staff Summary re: Assistant Airport Manger Interviews (2 p.) 5/5/06