



ACAA Approved  
09/16/2024

**Minutes of the Special Meeting of the Albany County Airport Authority**

**September 4, 2024**

Pursuant to notice duly given and posted, a Special meeting of the Albany County Airport Authority was called to order on Wednesday September 4, 2024 @ 9:00 a.m. in the Conference Room in the Air Rescue Firefighting Facility (ARFF) 10 Jetway Drive at the Albany International Airport by Chairman Samuel A. Fresina with the following present:

**MEMBERS PRESENT**

Samuel A. Fresina  
Kevin R. Hicks, Sr.  
Sari M. O'Connor  
Janet M. Thayer  
Thomas A. Nardacci  
John-Raphael Pichardo

**MEMBERS ABSENT**

Steven Heider

**STAFF**

Christine C. Quinn  
Michael F. Zonsius  
Matt Cannon  
Connor Haskin  
Liz Charland  
John LaClair  
Matt Mokey  
Helen Chadderdon  
Jenn Munger

**ATTENDEES**

Todd Pennington, Airport Manager, AvPorts  
Carmiena Brooks, Assistant Airport Manager, AvPorts  
Steven Smith, Communications Director, AvPorts  
Brian King, Manager Million Air  
Fire Chief Steve Dorsey, AvPorts  
Jeff Lovell, Managing Director Park Strategies, LLC  
Kevin Butterfield, Albany County Communications  
Mike DeMasi, Albany Business Review  
Donna Abbot-Vlahos  
Leanne Politi, The Martin Group  
Steve Hughes, Times Union  
Dan Wrenn, NYS  
Andrew King, AvPorts  
Will Waldron, Times Union  
Glen Doherty, Hodson, Russ, LLP  
Katherine Mahoney, AvPorts  
Chris Pasquinni, AvPorts  
Carl Stewart, Turner Construction



Rob Wagner, Project Manager, Turner Construction  
Arturo Garcia, AvPorts  
Perry Blanchard, AvPorts, IT

Chair Fresina noted that there was a quorum and advised there will be no public comments.

**General:**

**1. Authorization of Contracts/Leases/Contract Negotiations/Contract Amendments**

**1.1 Contract No. S-1207 RFP – Executive Search Firm**

Mr. Nardacci made a motion to approve a Request for Proposal for contract No. S-1207 for an Executive Search Firm. The motion was adopted unanimously.

**1.2 Approval of Expense and Representation of Glen P. Doherty, Esq. of Hodgson Russ, LLP as Counsel to the Albany County Airport Authority Board**

Mr. Pichardo made a motion to approved the retention of Glen P. Doherty of Hodgson Russ, LLP as Counsel to the Albany County Airport Authority Board of Directors and authorizes all payments and expenses necessary from August 12, 2024 onwards. The motion was adopted unanimously.

**ADD-ON 1.3 Procurement Management and Related Legal Services with Monaco Cooper Lamme & Carr, PLLC**

Mr. Pichardo made a motion to approve procurement management and related services with Monaco Cooper Lamme & Carr, PLLC until an executive search firm has been identified and appointed by the Board of Directors at a future dates. The motion was adopted unanimously.

**Mr. Pichardo made a motion to go into Executive Session to discuss the following:**

**Executive Session**

**ES-1 Discuss Matters Leading to the Suspension of a Particular Person  
Action taken: Notice to CEO – unanimous.**

**ES-2 Attorney-Client Matter  
No Action**

**ES-3 Employment History of a Particular Individual or Company  
Discuss matters leading to the appointment of a particular person(s).  
Action taken: Resolved to appoint acting CEO – unanimous.  
Action taken: Resolved to appoint COO – unanimous.**

**The motion was adopted unanimously.**



**Mr. Pichardo made a motion to return to Regular session. The motion was adopted unanimously.**

**There being no further business, the meeting was adjourned at 12:05 p.m.**



**ALBANY COUNTY AIRPORT AUTHORITY**

**SPECIAL MEETING**

**AGENDA**

**September 4, 2024**

**Action Items:**

**1. Authorization of Contracts/Leases/Contract Negotiations/Contract Amendments**

**1.1 Contract No. S-1207 RFP – Executive Search Firm**

**1.2 Approval of Expense and Representation of Glen P. Doherty, Esq. of Hodgson Russ, LLP as Counsel to the Albany County Airport Authority Board**

**ADD-ON 1.3 Procurement Management and Related Legal Services with Monaco Cooper Lamme & Carr, PLLC**

**Executive Session - Attorney-Client Privilege Matters**

**ES-1 Discuss Suspension of a Particular Person**

**ES-2 Attorney-Client Matter**

**ES-3 Employment History of a Particular Individual or Company**

**Item No. 1.1**  
**Special Meeting**  
**September 4, 2024**

**Corporate Resolution of  
Albany County Airport Authority**

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby approves a Request for Proposal for Contract No. S-1207 for Executive Search Firm.

September 4, 2024



Sam Fresina  
Chairperson of the Board

**Item No. 1.2**  
**Special Meeting**  
**September 4, 2024**

Corporate Resolution of  
Albany County Airport Authority

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby approves, Glen P. Doherty of Hodgson Russ LLP as Counsel to the Albany County Airport Authority Board of Directors and authorizes all payments and expenses necessary from August 12, 2024 onwards.

September 4, 2024



Sam Fresina  
Chairperson of the Board

**Corporate Resolution of  
Albany County Airport Authority**

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby approves procurement management and related services with Monaco Cooper Lamme & Carr, PLLC until a executive search firm has been identified and appointed by the Board of Directors at a future date.

September 4, 2024



Sam Fresina  
Chairperson of the Board

Item No - ES-1  
Special Meeting  
September 4, 2024

Corporate Resolution of  
Albany County Airport Authority

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby divests Phil Calderone of all authority and responsibilities of Chief Executive Officer of the Albany County Airport Authority, effective immediately, *excepted as requested and directed by the Board of Directors.*

September 4, 2024



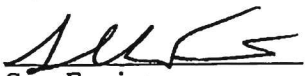
Sam Fresina  
Chairperson of the Board



Corporate Resolution of  
Albany County Airport Authority

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby appoints Peter Stuto as "Acting Chief Executive Officer", effective immediately, with all authority and responsibilities of Chief Executive Officer of the Albany County Airport Authority until a successor Chief Executive Officer is appointed at a future time by the Board of Directors and at a salary to be determined at the September 16, 2024 meeting.

September 4, 2024



Sam Fresina  
Chairperson of the Board

ES-3  
Special Meeting  
September 4, 2024

Corporate Resolution of  
Albany County Airport Authority

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby appoints John O'Donnell as Chief Operating Officer, effective immediately, with all authority and responsibilities necessary to act or be called up as Chief Executive Officer of the Albany County Airport Authority and/or as authorized by the Board of Director until a successor Chief Executive Officer is appointed at a future time by the Board of Directors and at a salary to be determined at the September 16, 2024, meeting.

September 4, 2024



Sam Fresina  
Chairperson of the Board

# NOTICE



Posted -  
Website  
Info Desk  
8/27/24  
INC

**ALBANY COUNTY AIRPORT AUTHORITY  
SPECIAL MEETING NOTICE**

Notice is hereby given of the following Special meeting of the Albany County Airport Authority:

The Albany County Airport Authority will hold a Special meeting on **Wednesday, September 4, 2024 at 9:00 a.m.** The meeting will be held in the Conference Room in the AIR RESCUE FIREFIGHTING FACILITY (ARFF) 10 Jetway Drive at the Albany International Airport, Albany, New York.

# THANK YOU for your ad submission!

Your ad has been submitted for publication. Below is a confirmation of your ad placement. You will also receive an email confirmation.

## ORDER DETAILS

Order Number:	IPLATU0055258
Order Status:	Submitted
Classification:	Legals
Package:	Albany Times Union 2 Co...
Affidavit Yes:	\$15.99
Final Cost:	\$32.49
Purchase Order #:	PO 154006
Payment Type:	Account Billed
User ID:	IPL0010194

## PREVIEW FOR AD NUMBER IPLATU00552580

2.38inches x 1.12inches

### ALBANY COUNTY AIRPORT AUTHORITY SPECIAL MEETING NOTICE

Notice is hereby given of the following Special meeting of the Albany County Airport Authority:

The Albany County Airport Authority will hold a Special meeting on **Wednesday, September 4, 2024 at 9:00 a.m.** The meeting will be held in the Conference Room in the AIR RESCUE FIREFIGHTING FACILITY (ARFF) 10 Jetway Drive at the Albany International Airport, Albany, New York.

<< Click here to print a printer friendly version >>

## ACCOUNT INFORMATION

ALBANY INTERNATIONAL AIRPORT .  
 737 ALBANY SHAKER RD ADMINISTRATIVE BLDG  
 SUITE 204 ATTN: Katie Kane  
 Albany, NY 12211  
 518-242-2214  
 KKane@albanyairport.com  
 ALBANY INTERNATIONAL AIRPORT

## TRANSACTION REPORT

Date	August 27, 2024 11:42:42...
Amount:	\$32.49

# SCHEDULE FOR AD NUMBER IPLATU00552580

August 30, 2024

Albany Times Union Print Publication

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**Liz Charland**

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**From:** Liz Charland  
**Sent:** Tuesday, August 27, 2024 10:25 AM  
**To:** Bobbi Matthews; Brian King; Carmiena Brooks; Chief Steve Dorsey (sdorsey@albanyairport.com); Chris Quinn; Connor Haskin; Dave Collins; Dwayne Lovely; Helen Chadderdon; Jennifer Munger; Jim O'Brien; John LaClair; Katherine Mahoney; Kathryn Kane; Kevin Hehir; Liz Charland; Margaret Herrmann; Matt Cannon; Michael Zonsius; Perry Blanchard; Phil Calderone; Ray Camilli; Steve Smith (SSmith@albanyairport.com); Todd Pennington  
**Subject:** Special Meeting Notice - Wednesday September 4, 2024 at 9:00 a.m. - Meeting at Firehouse

**ALBANY COUNTY AIRPORT AUTHORITY  
SPECIAL MEETING NOTICE**

Notice is hereby given of the following Special meeting of the Albany County Airport Authority:

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## Liz Charland

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**From:** Liz Charland  
**Sent:** Tuesday, August 27, 2024 10:24 AM  
**To:** Janet Thayer; John-Raphael Pichardo; John-Raphael Pichardo - IPAD; Kevin R. Hicks, Sr. (Personal); Samuel A. Fresina; Samuel A. Fresina - IPAD; Sari O'Connor; Steven H. Heider; Tom Nardacci  
**Subject:** ACAA Special Meeting Notice - Wednesday September 4, 2024 at 9:00 a.m. ----- MEETING IS AT THE FIREHOUSE

Special meeting notice below. Please advise whether or not you plan on attending.

Thank you.  
Liz

### **ALBANY COUNTY AIRPORT AUTHORITY SPECIAL MEETING NOTICE**

Notice is hereby given of the following Special meeting of the Albany County Airport Authority:

The Albany County Airport Authority will hold a Special meeting on **Wednesday, September 4, 2024 at 9:00 a.m.** The meeting will be held in the Conference Room in the AIR RESCUE FIREFIGHTING FACILITY (ARFF) 10 Jetway Drive at the Albany International Airport, Albany, New York.



## Liz Charland

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**From:** Liz Charland  
**Sent:** Tuesday, August 27, 2024 10:21 AM  
**To:** Bart Johnson; Beth DiBattista (Turner; Brandon Russell, Majority Counsel; Brian King; Cameron Sagan (Albany County; Carl Stewart (Turner; Carmiena Brooks; Chief Steve Dorsey (sdorsey@albanyairport.com); County Executive Daniel P. McCoy; Dave Collins; Frank Mauriello, Albany County Minority Leader; George Penn (Albany County; Jermy Martelle (CHA; Jill Bryce; Johanna Bateman; Larry Rulison (Times Union; LRulison (Times Union; Lynne Lekakis Mass Transit Committee; Majority Leader Dennis Feeney; Mary Rozak (Albany County; Mike DeMasi (Business Review; mmangini; Pete Rea; Rebekah Kennedy (Majority Counsel); Rich Amadon (CHA; Rick Karlin; Rob Wagner (Project Manager Turner; Spotlight News; Steve Smith; Todd Pennington; WRGB News  
**Subject:** Special Meeting Notice - Wednesday September 4, 2024 at 9:00 a.m.

### **ALBANY COUNTY AIRPORT AUTHORITY SPECIAL MEETING NOTICE**

Notice is hereby given of the following Special meeting of the Albany County Airport Authority:

The Albany County Airport Authority will hold a Special meeting on **Wednesday, September 4, 2024 at 9:00 a.m.** The meeting will be held in the Conference Room in the AIR RESCUE FIREFIGHTING FACILITY (ARFF) 10 Jetway Drive at the Albany International Airport, Albany, New York.

**Liz Charland**

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**From:** Liz Charland  
**Sent:** Tuesday, August 27, 2024 10:20 AM  
**To:** Saratogian Newspapers; The Colonie Spotlight; The Gazette; The Troy Record  
**Subject:** Special Meeting Notice - Wednesday September 4, 2024 at 9:00 a.m.

ALBANY COUNTY AIRPORT AUTHORITY  
SPECIAL MEETING NOTICE

Notice is hereby given of the following Special meeting of the Albany County Airport Authority:

The Albany County Airport Authority will hold a Special meeting on Wednesday, September 4, 2024 at 9:00 a.m. The meeting will be held in the Conference Room in the AIR RESCUE FIREFIGHTING FACILITY (ARFF) 10 Jetway Drive at the Albany International Airport, Albany, New York.

**Liz Charland**

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**From:** Liz Charland  
**Sent:** Tuesday, August 27, 2024 10:19 AM  
**To:** TU Legals  
**Subject:** Account No. 061026000 - Pre-Approved - No Confirmation Required

Please publish one time ASAP. Thank you. – Liz

ALBANY COUNTY AIRPORT AUTHORITY  
SPECIAL MEETING NOTICE

Notice is hereby given of the following Special meeting of the Albany County Airport Authority:

The Albany County Airport Authority will hold a Special meeting on Wednesday, September 4, 2024 at 9:00 a.m. The meeting will be held in the Conference Room in the AIR RESCUE FIREFIGHTING FACILITY (ARFF) 10 Jetway Drive at the Albany International Airport, Albany, New York.

**AGENDA ITEM NO. 1.1**

**Contract No. S-1207 RFP  
Executive Search Firm**

**Item No. 1.1**  
**Special Meeting**  
**September 4, 2024**

**Corporate Resolution of  
Albany County Airport Authority**

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby approves a Request for Proposal for Contract No. S-1207 for Executive Search Firm.

September 4, 2024



Sam Fresina  
Chairperson of the Board

## **SPECIFICATIONS FOR Contract S-1207 RFP EXECUTIVE SEARCH FIRM**

Albany County Airport Authority is initiating this Request for Proposal to solicit proposals from qualified executive search firms interested in working with the Board of Directors in the recruitment of a new Chief Executive Officer.

### **SCOPE OF SERVICES**

1. Support the Authority's search committee in the development of position announcement and prospectus materials to solicit prospective candidates. The contractor will coordinate advertising, recruiting, and screening to create a pool of diverse and outstanding candidates for the search committee to review. The contractor will use its resources to identify relevant public authority and industry sources where prospective candidates are likely to be found.
2. The contractor will make selective calls to sources and solid prospects to encourage interest in the position and to identify candidates who meet the position qualifications. The contractor must have demonstrated experience in attracting candidates to support the Authority's diversity, inclusion and equity strategic plan.
3. Provide guidance and assistance to the Authority's search committee co-chairpersons and/or the Authority's Board of Directors during the interview and candidate selection process. The contractor will present the most qualified applicants to the search committee.
4. Provide market intelligence regarding salary and other compensation necessary to attract the best qualified candidates. Modify or recommend changes to proposed job descriptions.
5. As needed, conduct in-depth reference checks of finalist candidates to include but not limited to degree verification, driving record, etc. The contractor should provide an overview of how the firm reviews the qualifications of applicants, conducts reference checks, verifies credentials, and what is contained within the background checks to ensure there are "no surprises". The contractor will also assist the search committee in the evaluation of each applicant's (finalist) management ability, technical competency and other relevant characteristics.
6. As needed, assist and provide guidance to the Board of Directors with respect to negotiations, terms and conditions of employment.
7. Coordinate the procedural and administrative aspects of the search, including but not limited to scheduling interviews, making travel arrangements for candidates, leading applicant review process, etc.

### **PRESIDENTIAL SEARCH FIRM QUALIFICATIONS**

The contractor must be licensed to do business in the State of New York.

The Authority should be provided with a list of personnel to be utilized to comply with this RFP and their qualifications.

Provide detailed information about the diversity of your firm's staff and the staff that would be assigned to this search process. Resumes, including education and any other required information, should be included for personnel for work, as needed by the Authority.

The proposer should provide three references from higher education clients for which your firm was utilized to conduct successful presidential searches over the past three years. Reference contact persons and phone numbers should also be provided.

### **OTHER RELEVANT INFORMATION**

1. This request for proposal will be awarded for a one-year period from the time that the firm is selected. At the discretion of the Authority, it may be extended annually, for up to an additional three years.
2. Payment for services rendered: The Authority will enter into a contractual agreement for reimbursement of total costs based on the position to be searched:
  - Chief Executive Officer

The proposer should provide the Authority with a fee schedule, with a detailed scope of services to be provided, based on the position titles noted above. The Authority reserves the right to negotiate a price for additional services to be rendered, at its request.

3. All documents prepared by the Contractor for the Authority in connection with the work performed in accordance with the request for proposal shall be the property of the Authority. The successful bidder recognizes that it will be receiving confidential information and will retain all information provided by Albany County Airport Authority in the strictest confidence. The Authority may require the execution of a non-disclosure agreement prior to award.
4. The selected contractor shall indemnify, defend and hold the Authority and its officers, agents, employees, Board of Directors members, and all other representatives from and against any and all costs and expenses, claims, losses, liabilities, inquires or damages, demands and action including payment of reasonable attorney fees, arising out of or resulting from activities performed with respect to this contact/proposal. The Authority will finalize appropriate indemnification language in its contractual agreement after legal counsel review.
5. The contractor shall provide the Authority with a Certificate of Insurance for liability insurance in the amount of \$2,000,000.

### **Guarantee of Work**

Bidding firms must guarantee the following in their proposal:

- Scenario A: If, within one (1) year following the employment start date of the candidate recruited by the winning bidder the Authority (1) terminates that employee for any reason other than the employee's death or disability, or the Authority's change of ownership or organizational realignment or (2) the employee otherwise leaves employment with the Authority for any reason other than the employee's death or disability; then the winning bidder shall reopen the search, and no additional fee shall be due from the Authority to the winning bidder, provided that the reopened search commences

within three (3) months of the employment termination date, unless the Authority and the winning bidder agree to a later re-launch date.

- Scenario B: If an engagement does not result in the Authority's hiring a successful candidate within the contract term or any term extension (as defined below), then the Authority may, in its sole discretion, elect to extend the term of the contract for an additional period of up to three-months. Contractor shall use its reasonable best efforts to finish the search to the Authority's satisfaction during the extended term and no additional Professional Fee shall be due in exchange for such efforts, other than any portion of the Professional Fee remaining due in accordance with the Agreement.

If a search is reopened in accordance with Scenario A of the Guarantee, then the Authority will be responsible only for payment of advertising and candidate travel. If a search is reopened in accordance with Scenario B of the Guarantee, then the Authority will be responsible only for payment of advertising and candidate travel and for any portion of the Professional Fee remaining due in accordance with the Agreement. Under the Contractor's guarantee, in either scenario, the Authority will not be subject to payment of an additional Professional Fee.

### **SELECTION PROCESS**

The Authority reserves the right to interview proposers to this request for proposal and will consider the firm's experience, qualifications of specific personnel, proven skills in working with a wide range of constituencies, recruitment experiences, and costs as part of and not limited to its final selection process. The Authority will be the sole judge as to the acceptability, for its purposes, of any and all proposals.

### **QUESTIONS REGARDING THIS RFP**

Questions concerning this RFP and the procedures for responding to the RFP should be directed to:

TBD

Proposals can be submitted through

Proposals can also be mailed or hand delivered to:

TBD



Job Title: Chief Executive Officer (CEO), Albany Airport Authority  
Reports To: Albany Airport Authority Board of Directors

**Job Summary:**

The Chief Executive Officer (CEO) is responsible for the overall management, strategic planning, financial oversight and operational efficiency of the Albany International Airport. The CEO works closely with the Albany Airport Authority Board and should have a demonstrated record of success working with a Board of Directors. The CEO should have direct experience in airport management, including having established relationships throughout the national airline industry. The CEO role involves exceeding industry KPIs, ensuring the safety, security, and customer satisfaction while maintaining compliance with federal, state, and local regulations. The CEO will oversee all airport operations, including airside and landside activities, budget management, staff supervision, and stakeholder engagement. This includes managing a third-party airport operations and management service provider. The CEO is expected to travel frequently to visit airlines, attend national and international travel trade expos, and generate new business opportunities for the Airport. The CEO will need to maintain relationships with federal, state, and county elected officials.

**Key Responsibilities:**

**1. Operational Management:**

- Exceed KPIs for similar sized airports nationally (PAX/Footfall, Number and Variety of Flights, On Time Performance, Cost Per Enplanement, Security Checkpoint Wait Time, other)
- Oversee management contract with airport operator for daily airport operations to ensure efficient and safe functioning.
- Implement and enforce airport and Authority policies and procedures.
- Ensure coordination with air traffic control, airlines, tenants, and other stakeholders to ensure smooth operations.

**2. Strategic Planning:**

- Develop and implement strategic plans to enhance airport services and infrastructure.
- Identify and pursue opportunities for airport growth, development and modernization.
- Monitor industry trends and integrate best practices to improve airport performance.

**3. Financial Management:**

- Prepare and manage the airport's annual budget in collaboration with the Board of Directors.
- Monitor financial performance, including revenue generation and cost control.
- Secure funding for capital projects and operational needs through grants and other sources.

**4. Business Development**

- Maintain strong relations with airline partners, airport facility business partners
- Ensure Albany Airport is properly positioned with airlines and maintain regular communications and business deal flow to attract and retain direct flights
- Travel frequently to meet with senior leaders in airline industry, network with fellow CEOs, and maintain a presence at national and international airline travel and trade industry shows
- Ensure airport facilities maintain high occupancy with highly desirable retailers and food vendors

**5. Staff Supervision:**

- Recruit, train, and manage airport staff.
- Foster a positive, productive and accountable work environment.
- Work closely with airport operations management team to ensure positive relations with unionized workforce.

**6. Regulatory Compliance:**

- Ensure airport operations comply with all relevant federal, state, and local regulations, including FAA and TSA requirements.
- Maintain and update safety and security protocols.

**7. Stakeholder Engagement:**

- Serve as the primary liaison between the airport and various stakeholders, including government agencies, airlines, tenants, and the community.
- Represent the airport at public meetings, national and international industry conferences, and other events.

**8. Customer Service:**

- Enhance the passenger experience through effective management of customer service programs.
- Regularly solicit feedback from airport passengers and address challenges and complaints swiftly
- Address and resolve customer complaints and issues promptly.

**9. Emergency Management:**

- Develop and implement emergency response plans
- Coordinate with local emergency services and conduct regular drills and training.

**10. Intergovernmental Relations:**

- Engage with federal, state, and local government officials to advocate for airport needs and policies.
- Navigate intergovernmental processes to secure funding and support for airport initiatives.
- Maintain strong community relationships to facilitate airport development and operational expansion.

**Qualifications:**

- Bachelor's degree in Business Administration, Public Administration or related field of study; MBA degree desirable, as is AAE accreditation. 10+ years of demonstrable experience in airport or related transportation management, or corporate aviation management. 7+ years as an executive. CEO experience preferred.
- Comprehensive knowledge of Federal aviation regulations, expertise in airport operations and familiarity of state level regulations
- Proven executive leadership and management skills
- Past experience working with and reporting to a Board of Directors
- Expertise in general aviation management
- Strategic planning experience
- Excellent communication and interpersonal abilities
- Track record in an organization with diverse employees
- Strong financial acumen and budget management experience.
- Ability to work under pressure and handle multiple tasks simultaneously.
- Experience overseeing large-scale development and capital improvement projects

**Skills and Competencies:**

- Business Development
- Ability to Collaborate
- Strategic Thinking
- Leadership and Team Management
- Financial Planning and Analysis
- Regulatory Compliance
- Stakeholder Engagement
- Problem Solving and Decision Making
- Effective Communication
- Intergovernmental and Community Relations

DRAFT

**No Back-up**

**AGENDA ITEM NO. 1.2**

**Approval of Expense and Representation of Glen  
P. Doherty, Esq. of Hodgson Russ, LLP as  
Counsel to the Albany County Airport Authority  
Board**

**Item No. 1.2**  
**Special Meeting**  
**September 4, 2024**

Corporate Resolution of  
Albany County Airport Authority

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby approves, Glen P. Doherty of Hodgson Russ LLP as Counsel to the Albany County Airport Authority Board of Directors and authorizes all payments and expenses necessary from August 12, 2024 onwards.

September 4, 2024



Sam Fresina

Chairperson of the Board

**AGENDA ITEM NO. 1.3**

**Procurement Management and  
Related Legal Services**

**Item No. 1.3**  
**Special Meeting**  
**September 4, 2024**

**Corporate Resolution of  
Albany County Airport Authority**

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby approves procurement management and related services with Monaco Cooper Lamme & Carr, PLLC until a executive search firm has been identified and appointed by the Board of Directors at a future date.

September 4, 2024



Sam Fresina  
Chairperson of the Board



Laura M. Gulfo  
Email: [lgulfo@mcclaw.com](mailto:lgulfo@mcclaw.com)  
Phone: (518) 675-8603

August 30, 2024

*VIA E-MAIL ONLY – JohnRaphael.Pichardo@gmail.com*

Albany County Airport Authority  
Attn: John Raphael Pichardo, Esq., Board Member  
737 Albany Shaker Road  
Albany, New York 12211

**RE: Procurement Management and Related Legal Services**

Dear Board Members:

Thank you for this opportunity to present to the Board our Proposal to provide to the Board procurement management and legal services in connection with the Board's solicitation of proposals from national search firms in pursuit of the hiring of the Authority's new Chief Executive Officer.

Our Firm understands the Authority's unique needs, the importance of public bidding, and ensuring transparency in all public solicitations. We welcome this opportunity to manage the Authority's procurement of the national search firm, including collaborating in the drafting of the solicitation documents, acting as the point of contact for the solicitation, and providing any other services that the Board or Authority may need from time to time. Our suggested plan of action includes a kickoff meeting or call with the Board or Authority Staff promptly after the Authority's retention of our firm to ensure that we understand the Authority's procurement concern and to ensure seamless integration with the procurement activities of the Authority Staff.

This letter describes the basis on which our Firm will provide professional legal services to you and how we will be compensated for our services.

Be assured that we will do our utmost to serve you effectively and efficiently. Some aspects of this matter may require higher expertise than other aspects. It is our policy to assign and delegate responsibilities based upon the degree of experience and expertise required. I will have primary responsibility for your representation and will utilize other attorneys and legal assistants in the office in the best exercise of my professional judgment. If, at any time, you have questions or concerns, please contact me.

**MONACO COOPER LAMME & CARR, PLLC**  
1881 Western Avenue, Suite 200, Albany, NY 12203  
(518) 855-3535 | [mcclaw.com](http://mcclaw.com)



Our schedule for hourly rates for attorneys and other members of the professional staff is based on years of experience, specialization in training and practice, and level of professional attainment. Hourly rates are annually established in January of each year, and the Firm reserves the right to adjust rates from time to time. The billing rate for members working on your matter will be \$375/hour, senior associate attorneys and counsel will be billed at \$300/hour, associate attorneys will be billed at \$275/hour, and law clerk and paralegal time will be billed at \$175/hour.

In addition to the fee for legal services, you must reimburse the Firm for any expenses or disbursements incurred by the Firm on your behalf, including filing fees, recording fees, fees for searches, investigative expenses, fees for stenographic transcripts of testimony, travel and lodging expenses, long distance telephone charges, photocopying charges, expert witness fees and any other reasonable expense incurred by the Firm in performing the services to be provided under this agreement. If requested, you agree to make payment directly to the provider of any such services.

We will waive the necessity of an advance payment retainer.

Because we cannot fully protect and further your interests without your assistance, you agree to cooperate fully with us and to provide promptly all information we believe to be relevant to our representation. You also agree to pay our statements for services and expenses as provided above.

If you disagree with our fees, disbursements, and other charges as shown on any billing statement, please call us. In the unlikely event that we are not able to resolve a fee question, you may have the right to resolve the disagreement under the New York State Fee Dispute Resolution Program.

Our engagement will continue in effect according to the terms set forth in this letter, unless modified or terminated by us or by you in writing. You shall at all times have the right to terminate our services. Likewise, we reserve the right to terminate our services in the event that ethical considerations require us to do so, or in the event that you fail to meet any of your obligations to us. If either party terminates this agreement, we will stop all work for you, consistent with our ethical requirements. Following termination, we will promptly bill you for all outstanding services and costs incurred through the termination date.

We will extend our best efforts on your behalf, but we do not guarantee a favorable determination of litigation or other proceedings by any court, tribunal or government authority. Payment of legal fees in this matter is not contingent upon the results obtained.

The Firm undertakes to avoid conflicts of interest when accepting the representation of a new client, or the handling of a new legal matter. Towards this end, we have conducted a review of the Firm's conflict records by searching against the named parties and have concluded that we do not have an existing or past client relationship which would materially and adversely affect our ability to represent and provide legal services to you, (a "Conflicting Interest"). Please let us know if there are any other names that we should search in connection with this Engagement; or if there are any changes or additions to these names in the future. We are relying on you to let us know of any other

parties who become involved in this matter, including any parties whose interests may be adverse to yours.

The Firm represents a broad base of clients on a variety of legal matters throughout the State of New York. Absent an effective conflicts waiver, conflicts of interest may arise that could adversely affect your ability and the ability of other clients of our firm to choose us as their counsel, thereby precluding us from representing you or them in pending or future matters. Given that possibility, we wish to be fair not only to you, but to our other clients as well. Accordingly, this Agreement will confirm our mutual agreement that the Firm may represent other present or future clients on matters other than those for which we had been or then are engaged on your behalf (referred to herein as "Subject Matter"), whether or not on a basis adverse to you or any of your affiliates, including in litigation, legal or other proceedings or matters, so long as (i) the other matter is not substantially related to our work for you on the Subject Matter; and (ii) we protect your confidential information through the timely establishment of a conflict screen or other appropriate mechanism. Such representation is hereinafter referred to as "Permitted Adverse Representation."

In furtherance of this mutual agreement, you agree that you will not, for yourself or for any other party, assert the Firm's Engagement as a basis for disqualifying us from representing any party in a Permitted Adverse Representation, or assert any Permitted Adverse Representation as a basis for any claim of breach of duty. For purposes of clarification, Permitted Adverse Representation shall not include matters or disputes arising against you with respect to the Subject Matter. Moreover, without your further prior written consent (which may be provided by email), during the effective period and following termination of this Agreement, we cannot and will not represent another client adverse to you if we have obtained confidential information of a nonpublic nature or information not widely known to public from you as a result of our representation that, if known to the other client, could be used in the other matter by the other client to your material disadvantage. The waivers and agreements in this Agreement will continue in effect upon the termination of this Engagement.

Generally, our representation of you on this specific matter will be over when we send you our final statement for services. We will, of course, keep confidential all otherwise nonpublic information you have supplied to us and which is retained by us. At your request, your papers and property will be returned to you promptly upon receipt of payment for outstanding fees and costs. Our own files pertaining to this matter will be retained by the Firm. These firm files include, for example, firm administrative records, time and expense reports, personnel and staffing materials and credit and accounting records. They may or may not include our work products, such as drafts, notes, internal memoranda and legal and factual research, including investigative reports, prepared by or for the internal use of lawyers. We reserve the right to destroy or otherwise dispose of any such documents or other materials retained by us within a reasonable time after the termination of the engagement.

This agreement shall be governed and interpreted in accordance with laws of the State of New York and the exclusive venue for any action relating to this agreement or this engagement shall be in the State of New York.

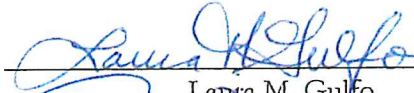
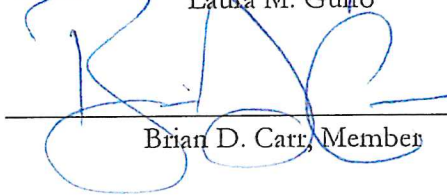
Albany County Airport Authority  
August 30, 2024  
Page 4 of 4

This agreement sets forth all of the terms of our engagement. There are no other understandings or agreements between us. If the arrangement described in this letter is acceptable to you, please confirm your acceptance of these terms by signing a copy of this letter and returning it to me as soon as possible.

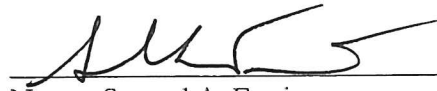
Please do not hesitate to contact me if you have any questions about the terms and conditions of our engagement. I look forward to working with you on this matter.

Very Truly Yours,

MONACO COOPER LAMME & CARR, PLLC

  
\_\_\_\_\_  
Laura M. Gulfo  
  
\_\_\_\_\_  
Brian D. Carr, Member

AGREED AND ACCEPTED this 4 day of September 2024.

  
\_\_\_\_\_  
Name: Samuel A. Fresina  
Title: Chairman

## About Brian

Brian D. Carr is a founding member and partner at Monaco Cooper Lamme & Carr, PLLC. Brian is an accomplished litigator, business advisor, and negotiator, with a focus representing clients in commercial matters and in the transportation, construction, small business, and aviation industries. He regularly protects the interests of businesses, contractors, manufacturers, retailers, and transportation clients in State and Federal Courts throughout New York, as well as in mediations and arbitrations, administrative hearings, and before governmental and regulatory agencies.

Additionally, Brian is an advisor and litigator of Title IX matters, representing students, faculty, colleges, and universities involved in allegations of misconduct under Title IX. In the higher education setting, Brian has overseen Title IX investigations and has served as Hearing Officer, presiding over and rendering determinations of responsibility in Title IX hearings.

## Why Brian?

In addition to his law degree, Brian holds a master's degree in business administration, and is a licensed commercial pilot with instrument and multi-engine ratings.

Clients who look for dedicated and value-driven services repeatedly turn to Brian. He delivers experienced, disciplined counsel that is creative and insightful. Further, while Brian is attentive to the prevailing matter, he aligns his counsel with the overall goals, objectives, and outcomes of your business and product.



Direct: 518-675-7741

Email: [bcarr@mclclaw.com](mailto:bcarr@mclclaw.com)

# Qualifications

## Affiliations

- ALFA International
  - Transportation Practice Group; Transportation Go Team
  - Business Litigation Practice Group
  - Cannabis Practice Group
- The Association of Title IX Administrators
- Trucking Association of New York
- Trucking Industry Defense Association
- International Association of Privacy Professionals
- Aircraft Owners and Pilots Association
- Canadian Transport Lawyers Association
- Lawyer-Pilots Bar Association
- New York State Bar Association
- Albany County Bar Association
- Defense Research Institute of Northeast New York, Past President
- Leadership Tech Valley Steering Committee, member

## Recognition

- Martindale-Hubbell, AV® Preeminent Attorney
- Best Lawyers in America® (2024-present),
- SuperLawyers® (2020 – present); Rising Star (2013-2017)
- National Order of Barristers

## Noteworthy

## Education

- J.D., Albany Law School of Union University (2006)
- M.B.A., Loyola University, International Business Management and Marketing, magna cum laude (2001)
- B.S., St. Lawrence University, Psychology with minor in African Studies, cum laude (1999)

## Admissions

- State of New York
- U.S. District Court, Northern District of New York
- U.S. District Court, Western District of New York
- U.S. District Court, Southern District of New York
- U.S. Court of Appeals for the Second Circuit

- Gitman v. Crete Carrier Corp., 139 A.D.2d 1175 (3d Dep't 2016)
- Horan, et al v. Brown, 43 A.D.3d 608 (3d Dep't 2007)
- Lake v. Urologix, Inc., et al., 22 Misc. 3d 960 (Sup. Ct. Madison Cty. 2008)
- Davis v. Sheridan Homes, Inc., et al., 31 Misc. 3d 1216A (Sup. Ct. Sullivan Cty. 2011)

# Advocacy and Involvement

## Community & Civic

- Guilderland Chamber of Commerce, Board of Directors
- Leadership Tech Valley, Steering Committee
- Juvenile Diabetes Research Foundation, Coalition of Young Professionals Board
- Capital Alliance of Young Professionals, Founding member
- Bethlehem Youth Hockey Association, Board of Directors, Coach
- Guilderland Youth Lacrosse Association, Coach

## Leadership

## Speaking

- Speaker: "Understanding and Diffusing Nuclear Verdicts", Trucking Association of New York Management Conference (2023)
- Speaker: "Proving and Defending Damages in Medical Malpractice and Personal Injury", Albany County Bar Association, Albany, NY (2019)
- Presenter: "Accident and Emergency Response in the Transportation Industry", Suit-Kote Corporation, Preble, NY (2017)
- Speaker: "Obstructive Sleep Apnea Risk Mitigation and Regulatory Environment in the Commercial Transportation Industry", ALFA Transportation Practice Group (2016)
- Speaker: "The Business of Machinery Safety: Making Safety a Competitive Advantage", Product Automation and Safety Seminar, Rochester Institute of Technology, Rochester, NY (2015)
- Speaker: "Claims Resolution and Litigation Defense Strategies", ALFA International Transportation Practice Group (2014)
- Speaker: "An Overview of the New York Secure Ammunition and Firearms Act", Federation of Bar Associations (2013)
- Speaker: "Practical Skills: Basics of Handling an Auto Accident Case", Washington County Bar Association (2012)

## Publications

- Author: "Re-visiting the Discovery and Admissibility of Preventability Determinations and Post-Accident Investigations," Trucking Industry Defense Association newsletter (Winter 2016)
- Author: "A Critical Need for Reform of the Compliance, Safety, Accountability Program and Options for Defense Counsel to Prevent the Admission of CSA Scores into Evidence," Trucking Industry Defense Association newsletter (Spring 2015)

# Laura M. Gulfo

Attorney at Law

## About Laura

Laura Gulfo represents individuals, businesses, corporations, governmental entities, and public authorities in matters involving contracts, procurements, transactions, labor and employment, commercial real estate, real property and tax certiorari matters, municipal law, and litigation.

Laura represents two local authorities to one of the largest municipalities in New York, providing counsel on day-to-day operations, including attending regular, special, and public hearings of the Albany Water Board and the Albany Water Municipal Finance Authority. She interfaces daily with the municipality's staff in order to further the mission of her clients.

Additionally, Laura represents complainants and respondents, specifically students, faculty, colleges, universities, and employers who are involved in Title IX and sexual assault, harassment, and abuse matters.

Prior to joining Monaco Cooper Lamme & Carr, PLLC, Laura was a Senior Assistant Corporation Counsel for the City of Albany, New York, and a Foreclosure Staff Attorney for The Legal Project.



Direct: 518-675-8603

Email: [lgulfo@mclclaw.com](mailto:lgulfo@mclclaw.com)

## Why Laura?



Laura approaches her work with a focus on her clients' needs and effective, responsive communication. When represented by Laura, you will feel her passion, reliability, and creative approach to assisting clients as they face daily challenges. Laura believes in being a problem-solver and a dynamic, thoughtful, and approachable attorney.

## Qualifications

### Affiliations

- New York State Bar Association
- Albany County Bar Association

### Recognition

- Bloomberg Harvard City Leadership Initiative, Negotiation for City Leaders (2022)

### Noteworthy

- Representing clients in contracts, transactions, and employment-related matters, including breach of contract and clients' exercise of contractual rights
- Advising New York municipalities and public authorities, including procurement law and Public Officers Law requirements
- Successfully defending against application for restraining order to allow for emergency municipal work

### Education

- J.D., Albany Law School of Union University, *magna cum laude* (2016)
- B.S., State University of New York at Albany, Mathematics, *summa cum laude* (2013)

### Admissions

- New York State (2017)
- U.S. District Court, Northern District of New York (2017)
- U.S. District Court, Southern District of New York (2024)

### Significant Professional Experience

- City of Albany, Corporation Counsel (2019-2022)
- The Legal Project, Foreclosure Staff Attorney, Immigration Fellow (2016-2019)
- Hon. Mark L. Powers, Judicial Intern, Schenectady County Family Court (2015-

2016)

# Advocacy and Involvement

## Community & Civic

- Albany Law School Pro Bono – Volunteer  
Income Tax Assistance (VITA) (2014-2016);  
International Refugee Assistance Project  
(IRAP) (2016)

## Leadership

## Publications

- *Faculty Research Assistant*, Sarah Rogerson, *The Politics of Fear: Unaccompanied Immigrant Children and the Case of the Southern Border*, 61 Vill. L. Rev. 843 (2017)
- *Lead Articles Editor*, Albany Law Journal of Science & Technology (2014-2016)

ES-1  
Special Meeting  
September 4, 2024

Item No - ES-1  
Special Meeting  
September 4, 2024

Corporate Resolution of  
Albany County Airport Authority

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby divests Phil Calderone of all authority and responsibilities of Chief Executive Officer of the Albany County Airport Authority, effective immediately, *excepted as requested and directed by the Board of Directors.*

September 4, 2024



Sam Fresina  
Chairperson of the Board

ES-2  
Special Meeting  
September 4, 2024

ES-2 - Attorney-Client Matter – **NO ACTION**

**ES-2**  
**Special Meeting**  
**September 4, 2024**

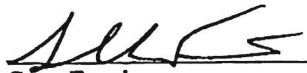
ES-2 - Attorney-Client Matter – **NO ACTION**

**ES-3**  
**Special Meeting**  
**September 4, 2024**

Corporate Resolution of  
Albany County Airport Authority

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby appoints Peter Stuto as "Acting Chief Executive Officer", effective immediately, with all authority and responsibilities of Chief Executive Officer of the Albany County Airport Authority until a successor Chief Executive Officer is appointed at a future time by the Board of Directors and at a salary to be determined at the September 16, 2024 meeting.

September 4, 2024



Sam Fresina  
Chairperson of the Board



ES-3

Special Meeting

September 4, 2024

Corporate Resolution of  
Albany County Airport Authority

**RESOLVED**, The Board of Directors of the Albany County Airport Authority, a New York Public Authority, at a duly noticed meeting on September 4, 2024, hereby appoints John O'Donnell as Chief Operating Officer, effective immediately, with all authority and responsibilities necessary to act or be called up as Chief Executive Officer of the Albany County Airport Authority and/or as authorized by the Board of Director until a successor Chief Executive Officer is appointed at a future time by the Board of Directors and at a salary to be determined at the September 16, 2024, meeting.

September 4, 2024



Sam Fresina

Chairperson of the Board