

On **WEDNESDAY, JANUARY 19, 2022**, THE **GREATER ORLANDO AVIATION AUTHORITY** met for a special session in the Carl T. Langford Board Room of the Aviation Authority offices in the main terminal building at the Orlando International Airport (OIA), One Jeff Fuqua Boulevard, Orlando, Florida. Chairman Good called the meeting to order at 9:00 a.m. The meeting was posted in accordance with Florida Statutes and a quorum was present. [*Live Streaming from Orlando, FL*]

Authority members present,

M. Carson Good, Chairman  
Mayor Buddy Dyer, Vice Chair  
Mayor Jerry Demings, Treasurer (telephonically)  
Dr. John Evans  
Craig Mateer  
Tim Weisheyer  
Belinda O. Kirkegard

Also present,

Phillip N. Brown, Chief Executive Officer and  
Secretary  
Kathleen Sharman, Chief Financial Officer  
Yovannie Rodriguez, Chief Administrative Officer  
Thomas W. Draper, Chief of Operations  
Carolyn Fennell, Senior Director of Public  
Affairs  
Dan Gerber, Interim General Counsel  
Anna Farmer, Manager, Board Services and Recording  
Secretary

## **OPENING**

Chairman Good opened the meeting, stating that today completes a six-month process for selecting GOAA's next Chief Executive Officer. Recognizing Michael Bell and Johnny Schumacher with Korn Ferry, he thanked them for their diligent work with providing the best candidates for the Board to choose from. He further stated that he believes any of the four candidates could make an excellent CEO for our airports, and he thanked the candidates for pursuing this process.

Chairman Good stated each candidate was provided a prompt for today's interviews - what is their vision for GOAA? Describing the flow of the meeting, he advised the candidates that they each would be allowed twenty-five minutes to make their presentation, and the Board would be given twenty minutes after their presentation to ask them questions. He then said there would be a five-minute break between candidates to allow the next candidate to get set up. Chairman Good stated the order of the presentations was drawn by lot; the first presentation will be made by Ms. Jacqueline Yaft, CEO of the Austin International Airport.

Mr. Gerber reminded Chairman Good that attendance was not yet taken. Ms. Farmer then called the roll.

## **CEO CANDIDATE PRESENTATIONS AND INTERVIEWS**

1. Using visual aides (copy of file); Ms. Yaft presented her vision for GOAA.

Ms. Yaft started her presentation by describing her 5-year Vision for GOAA: *To be globally recognized as Florida's premier economic engine and intermodal gateway for hub transportation, logistics facilitation, and employer of choice exhibiting the brand of Orlando.* She went on to describe five key priorities and strategies for realizing her vision: workforce planning, collaboration/communication plan, protecting the brand operationally, community engagement and planning, and business development.

Next, Ms. Yaft presented a couple of unknowns she sees as the biggest hurdles in achieving her vision: economic changes and inflation, and the airline industry will not be the same as they recover. She then went on and described her priorities for the first one-hundred days on the job.

Describing her professional experience, Ms. Yaft answered the question, "Why Me?" She then finished with a quote by John Maxwell "The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them."

Chairman Good opened the floor for questions from the Board members. Mayor Dyer started by saying he loved Ms. Yaft's enthusiasm, he thanked her for her presentation, and he appreciated her focus on leadership development within a team. He went on to ask her what her biggest professional and personal concern would be if she took this position. Ms. Yaft responded her biggest personal concern would be the transition and how quickly she is able to adjust to Florida. She then said as she would be coming on at the end of the South Terminal construction project, she would need to learn the problems of the project as quickly as possible to ensure that it opens on time.

Dr. Evans asked Ms. Yaft to give the Board a sense of who her hero is, why they are her hero, and what inspiration she derives from them. Ms. Yaft responded that her hero is her father, because he taught her to work hard. She went on to say he was an example by demonstrating that if you work hard, have integrity, and give respect, it will come back to you. She said she saw the joy in his face every day going to work.

Mrs. Kirkegard asked Ms. Yaft how she personally keeps up with industry trends within aviation. Ms. Yaft responded that she is on several committees with ACI and AAAE; she is part of a Women in Aviation group; she has several colleagues and mentors in the industry; and she has connections with the various federal agencies, FAA, CBP, and TSA.

Mayor Demings asked Ms. Yaft to provide specific examples of what she has done in the past to improve minority business participation and what her plan of action would be in Orlando. Ms. Yaft replied that she has learned the biggest issue is the lack of knowledge of the process. She went on to say, as a way to educate the companies, she would hold workshops to introduce them to the airport's process and certifications. She also said it helps by having the information available on the website.

Mr. Weisheyer complimented Ms. Yaft by saying her character bleeds through in who she is, and her competency is something to be respected. Mr. Weisheyer then asked Ms. Yaft to describe what her process would look like coming to Central Florida, understanding the moving parts and relationships that need to take place in the Central Florida market and the State of Florida market as a whole. Ms. Yaft replied that her first task would be getting the lay of the land. She went on and described her transition to Los Angeles; she said she moved and lived the first year without her family. She further said she would drive around every day to become familiar with the city and began attending events to get to know people. Ms. Yaft also stated she engaged with staff to understand the pulse of the community. Next, she stated she would leverage the GOAA Board's positions and expertise to get to know the business owners and community leaders, as well as the economic development focus. She finished by saying her first one-hundred days would be about learning as fast as possible and being embedded in the city.

Chairman Good asked Ms. Yaft to describe how she would make sure the South Terminal is ready to open for operations. Ms. Yaft responded that the Operational Readiness process does not just involve the commissioning of equipment; it includes performing tests for evacuations, power outages, fitting an aircraft on a gate, proper ramp markings, etc. She said it also defines the responsibilities of each stakeholder. Ms. Yaft stated she would make this a priority.

Mayor Dyer stated GOAA values The Orlando Experience® and asked Ms. Yaft how she would describe it to someone else. Ms. Yaft responded that MCO is the front door for tourism and the City of Orlando. She stated the new terminal fits the international large-hub airport, she spoke about the palm trees in the new terminal and how they bring in the Orlando brand, and she spoke about the flavors of the restaurants and shops. She then said the biggest task would be reimagining the North Terminal to match the new South Terminal layout, bringing in more flavors of Orlando and Florida; making passengers feel as if they are in the same airport and not two different ones.

*The Chairman called for a recess at 9:47 a.m.; reconvened the meeting at 9:53 a.m.*

2. Using visual aides (copy of file); Mr. Lyttle presented his vision for GOAA.

Mr. Lyttle's 5-year Vision for GOAA is to become a Skytrax Five-Star Rated Airport, to be a top 20 Airport Service Quality (ASQ) Airport, and to reach IATA Level of Service Optimal during peak periods. He described The Orlando Experience® as being an International brand. He went on to say that GOAA is the Intermodal Gateway for the mega region, and an Employer of Choice in the State of Florida; he further said Sustainability is a core competency.

Sharing his strategic plan, Mr. Lyttle discussed mission, vision, gap analysis, SWOT analysis, strategies and priorities, annual business/work plan, annual budget, and organization chart review. Mr. Lyttle said he sees labor and funding as a couple of hurdles and shared what he would do. He went on to describe his learning curve and also shared a detailed outline of his first one-hundred days in office. In closing, Mr. Lyttle answered the question "Why Me?" by describing his professional experience.

Chairman Good opened the floor for questions from the Board members. Mrs. Kirkegard asked Mr. Lyttle how he personally keeps up with industry trends within aviation. Mr. Lyttle responded that he is the head of the Federal Affairs Committee with AAEE and is also a member of ACI, and is an International Aviation Executive, regularly attending meetings and conferences. He also receives a daily summary from his Public Affairs team on activities in the aviation industry.

Mr. Weisheyer described Mr. Lyttle as dynamic and visionary. He then said any questions that he might have had today, Mr. Lyttle answered in both his digital and paper presentations. Mr. Weisheyer finished by saying it is clear; Mr. Lyttle understands what is happening at airports and understands how to innovate into the future.

Mayor Demings asked Mr. Lyttle to describe how the Seattle airport funded the various multimodal transit options. Mr. Lyttle clarified by saying Seattle only has one transit option coming into the airport; it is Atlanta that has multiple options. He went on to say that only a portion of Atlanta's MARTA system was paid for by the airport; however, they used grants and PFCs to fund the APM system. Next, Mayor Demings asked Mr. Lyttle to talk about his vision for improving the minority business participation at MCO. Mr. Lyttle stated businesses like to be paid promptly, and he would make that a priority. He said he would also review the concessions program, do outreach events, and have companies mentor other companies.

Mayor Dyer asked Mr. Lyttle what his biggest concern would be if he were selected to be the CEO, both professionally and personally. Mr. Lyttle said professionally, it would be leaving his staff, and personally, it would be his son finishing the school year before the family moves. Referring back to their conversation during their one-on-one meeting, Mayor Dyer asked Mr. Lyttle to elaborate on energy management vs. time management. Mr. Lyttle spoke about the book titled *The Power of Full Engagement*; how managing energy, not time, is the key to high performance and personal renewal. He went on to say he has been practicing this for years.

Dr. Evans talked about *Keeping It Real*, a local mentoring program for youth, and asked Mr. Lyttle to describe his inspiration for youth, particularly the minority. Mr. Lyttle shared that he currently mentors high school students from underserved communities. He went on to say he would be one of the key faces out there trying to motivate and encourage them.

Chairman Good stated one of the first tasks of the new CEO will be the opening of the South Terminal and asked Mr. Lyttle to share his thoughts on the South Terminal and describe his approach for opening. Mr. Lyttle described the South Terminal as a nice facility and said he would begin with a gap analysis. He then described the walking distance in the South Terminal as a challenge. He stated he would look at the ORAT processes, perform simulation exercises, and do a soft launch, moving one airline in and testing them before moving another.

*The Chairman called for a recess at 10:29 a.m.; reconvened the meeting at 10:44 a.m.*

3. Using visual aides (copy of file); Mr. Thibault presented his vision for GOAA.

Mr. Thibault began his presentation by highlighting a futuristic milestone as being reported in the Orlando Sentinel in 2031 - MCO celebrating its 50th anniversary of the North Terminal. He went on to describe some

achievements MCO has seen during the time leading up to 2031, all which are about delivering The Orlando Experience®: reaching 70 million annual passengers, well in advance of previous forecasts, and Customer Service enhancements delivering numerous and refreshed WOW experiences. He further said the article pinpoints the success of a shared vision that combines expansion with experience; it followed the framework identified in the Strategic Plan, as well as the Airport Master Plan, which proactively responds to the growth pressures of the main terminal and airside, but more importantly with other modes of transportation. It was also a recognition that the employees continually upped their game for the betterment of this global hub, and it was transforming the gateway to be the aerotropolis that was recognized. Mr. Thibault shared some key decisions made to achieve this, and he went on to describe what had transpired in 2022 to make all of this happen. Mr. Thibault stated it starts with the notion of transition and said it is the concept of leveraging what has been done to date and do even more - focusing on improved mobility throughout the region and the unbridled anticipation of how the Authority is set on the path towards its vision.

Mr. Thibault described his 5-year Vision as a revival of the concept on what more can we do to achieve our Mission: streamlining operations from 'garage to gate'; positioning for growth; intermodal connectivity; and organizational alignment. Next, he described several key priorities and strategies for realizing his vision: cultural evolution, employee needs, emphasize North Terminal enhancements, new sources, innovation, modal expansion, diversity, world-class service, and sustainable leadership.

Talking of his biggest hurdles, Mr. Thibault said there will always be change in the air hurdles; what do we expect next from the CEO? He said, more importantly, there must be discussions held to ensure these are not obstacles in our way that keep us from getting to where we need to go. Next, Mr. Thibault described his first one-hundred days in office, focusing on engagement on the South Terminal Complex, understanding revenue sources and potential, initializing efforts on the strategic plan, and short-term improvements. In closing, Mr. Thibault answered the question "Why Me?" by sharing his key strengths.

Chairman Good opened the floor for questions from the Board members. Mrs. Kirkegard asked Mr. Thibault what resources he would tap into to keep up with industry trends within aviation. Mr. Thibault replied that on a personal level, he would take industry related courses through the various organizations, and on a professional level, he would draw on his team's expertise.

Dr. Evans asked Mr. Thibault to reconcile the Board and his Vision and share what he sees that the Board would not see. Mr. Thibault said first is having constant communication with the Board and advising them if something is not going to work. Dr. Evans then asked Mr. Thibault what he does when he does not get what he wants. Mr. Thibault replied that he listens to perspectives collectively and wants to be able to understand the decision; he will do his best to implement it accordingly.

Mayor Dyer asked Mr. Thibault what his biggest professional and personal concern would be. Mr. Thibault said it is not necessarily a concern, but the biggest thing is the South Terminal Complex; we must set correct expectations for its opening. Internally, he said it would be getting everyone comfortable with where we are going.

Mayor Demings asked Mr. Thibault to give a specific example of what he has done in the past to improve minority business development/participation and what he would do to advance it at MCO. Mr. Thibault talked about how he refreshed FDOT's Small Business Initiative, reaching out to the industry to see what is working well and what is not working well. He went on to say he would do the same thing here, also looking for opportunities to develop and enhance the program. Referring to Mr. Thibault's travel with FDOT, Mayor Demings asked Mr. Thibault to name something he sees that MCO should be doing that it is not. Mr. Thibault said it is more about continually updating and re-emphasize what is important to us. Nationally and internationally, he said he will take what other airports have and bring it back for the betterment of MCO.

Mr. Weisheyer said he appreciates the balance Mr. Thibault brings from a micro-level and a macro-level. He went on to say Mr. Thibault's engineering background gives him an unique opportunity to see what is happening at a detail level within the operations of the airport, which is a tremendous asset. At the same time, Mr. Weisheyer sees the balance of Mr. Thibault's ability to understand all the moving parts of transportation and the significant role this airport plays serving as a transportation hub for the region. Speaking of their previous meeting, Mr. Weisheyer said Mr. Thibault did a very good job with articulating details of what he saw in the vision of where we wanted to go. In closing, Mr. Weisheyer asked Mr. Thibault to describe how he would work

to build the culture, teamwork, and collaboration amongst the collective talent that works for the Authority. Mr. Thibault responded that his management style is to manage by walking around; it is not to micromanage. He further said it is about empowering the team.

Chairman Good asked Mr. Thibault to explain which garage he was referring to in his presentation when he said from garage to gate; was it the passenger's personal garage or the parking garage at the airport? Mr. Thibault said, initially it is the airport garage to the gate, streamlining the processes, but ultimately, it is from their home to the gate, looking at other modal options. Chairman Good wanted confirmation that as a non-airline CEO, Mr. Thibault would be able to attract rock stars from airline experts to fill vacant positions. Mr. Thibault's response was it is all about networking and doing outreach.

*The Chairman called for a recess at 11:32 a.m.; reconvened the meeting at 11:40 a.m.*

4. Using visual aides (copy of file); Mr. Thorpe presented his vision for GOAA.

Mr. Thorpe started his presentation sharing his 5 year Vision for GOAA - MCO will be Florida's preeminent global gateway for passengers and cargo from every region of the world, including multiple points in Asia; The "Orlando Experience®:" will amaze and delight visitors from every region of the world; GOAA will have further diversified its revenue streams, and enhanced its revenue-sharing partnership with its airlines; GOAA will have one of the highest-performing and diverse airport teams in the world, and be seen as both a magnet for talent and an incubator for future airport leadership; GOAA will be a more engaged partner in driving economic growth, and creating jobs and opportunities for those living in its local communities. Next, he described key strategies and priorities for realizing his vision.

Describing major hurdles, Mr. Thorpe sees the largest operational hurdle being the opening of the South Terminal this Summer. Another hurdle is transitioning from a process-oriented culture to a project-oriented approach. Mr. Thorpe provided air cargo redevelopment and industrial real estate development as examples.

*The call with Mayor Demings dropped at 12:00 p.m.; reconnected at 12:03 p.m.*

Mr. Thorpe discussed three focal points for his first one-hundred days in the office: preparing for a smooth and successful opening of South Terminal during Summer 2022, understanding the organization, and beginning to develop a five-year vision and strategic business plan. In closing, Mr. Thorpe answered the question "Why Me?" by saying his vision for GOAA's team and its future is aspirational and achievable, his core strengths match several of GOAA's greatest current needs, he approaches challenges with innovation, adaptability and collaboration, and he aspires to grow GOAA's airports because that growth will expand the region's economy, create jobs and business opportunities and strengthen communities. Mr. Thorpe shared examples of air service growth during his tenures at LAX, DFW, and ONT.

Chairman Good opened the floor for question from the Board members. Mrs. Kirkegard asked Mr. Thorpe how he personally keeps up with industry trends within aviation. Mr. Thorpe responded a lot of it is data and research; he also answered having relationships with both airline executives and peers in the industry.

Mayor Dyer asked Mr. Thorpe what his biggest professional and personal concern would be. Mr. Thorpe said professionally, it would be the culture of the organization; an airport is as successful as its people are. He said it is expanding on an already great team, bringing in new talent to create a culture of excellence. Personally, Mr. Thorpe said it would probably be getting his son here in time to start a water polo season.

Mr. Weisheyer described Mr. Thorpe as a strategic thinker, innovative and bold. Mr. Weisheyer then asked Mr. Thorpe how he would build relationships within the region; making sure he is able to come on board and follow in Mr. Brown's footsteps of being hyper-connected and understanding the role the Authority plays in not only flying passengers in and out, but being an economic driver and a connection point for the entire region. He said he would spend a lot of time with people whose input is needed, whose feedback is important, and who have concerns about the airport. He further said he would speak to local Chambers of Commerce and any organization that would like to have someone from the airport come and speak to them. He said the key thing is to be out and about in the community, understanding people, listening, and selling the vision of the airport.

Referring back to Mr. Thorpe's presentation on increasing competitiveness amongst the three major global

airline alliances at MCO, Mayor Demings asked Mr. Thorpe to expound on definitive steps he would take to help MCO attract more international travel. Mr. Thorpe spoke of Delta taking LATAM away from American's alliance and what they are doing at MIA to rebuild a presence in Latin America. He also spoke about JetBlue's partnership with American in the Northeast and the possible opportunities there, and United's lack of a large presence in Florida. He then said having meetings with these airlines early on is key. Next, Mayor Demings asked Mr. Thorpe to give a specific example of what he has done in the past to improve minority business development/participation and what he would do to advance it at MCO. Mr. Thorpe answered in ONT it was made clear that not only was minority business participation expected in projects; they wanted them to have real meaningful roles. The ultimate goal was for them to grow and become prime themselves. He said in LAX he had staff dedicated to help minority businesses adapt to the airport environment, understand the process of being part of the team, how to respond the city's requirements, how to respond to RFPs, and networking with prime companies. He went on to say these are practices he would implement here.

Dr. Evans asked Mr. Thorpe what his greatest weakness is and what would he do to ameliorate that. Mr. Thorpe answered that when he gets excited about ideas, he tends to talk a lot. He replied he tries to focus on listening more, and when in meetings with staff, he tries create an environment where they feel free to express their ideas, and where he focuses on pursuing the best ideas, having conversations, and giving input. He said it can be a blessing as well as a challenge; it's about taking in much more value than you think you are giving.

Chairman Good asked Mr. Thorpe to explain how he would step in to finish the South Terminal and get it operational. Mr. Thorpe said he would first have a meeting with staff to understand what the plan is, what the timelines and redundancies are, and make sure there are plans to have plenty of dry runs. He said he would schedule time daily for walking the terminal and speaking with the team to make sure the plan is going to succeed. Next, Chairman Good asked Mr. Thorpe to explain process-oriented vs. project-oriented. Mr. Thorpe answered that it is bringing the different leaders together as a team to work on a project instead of each one working independently within their realm of expertise.

Chairman Good called for a fifteen-minute break. Mr. Gerber reminded the Board members they are not to talk about the candidates, presentations, or the upcoming vote during the break.

*The Chairman called for a recess at 12:20 p.m.; reconvened the meeting at 12:46 p.m.*

Mr. Gerber announced there were no speakers registered for today's meeting. He then asked each Board member to disclose any conflicts of interest and whether any person has communicated with them contrary of the Florida Sunshine Law with respect to this upcoming vote. None were expressed by any Board member; Mr. Gerber gave to okay to proceed. Next, he stated the technical vote today will be to select one candidate as the preferred candidate. He further said it is not to select the CEO; that will be done after contract negotiations are complete. Secondly, the Board will authorize Interim General Counsel to negotiate an employment agreement with the preferred candidate; to be approved by the Board.

Chairman Good opened the floor for discussion to narrow down the candidates to one. Each Board member shared their thoughts on each, and named their preferred candidate.

Kirkegard	Mr. Thibault
Weisheyer	Mr. Thibault
Dr. Evans	Mr. Thibault
Mateer	Mr. Thibault
Demings	Mr. Lyttle
Dyer	Mr. Lyttle
Good	Mr. Thibault

For the record, Dr. Evans stated the fifteen references he asked for were all glowing; however, Mr. Lyttle's and Mr. Thibault's were the most glowing. He further stated they were incredible endorsements.

Mr. Weisheyer made a motion to extend the offer for Secretary Thibault to become the next CEO for the Greater Orlando Aviation Authority. Mr. Mateer seconded the motion. Correcting the motion, Mr. Gerber suggested Mr. Weisheyer motion that Secretary Thibault be voted as the preferred candidate and authorize Interim General Counsel to negotiate.

Mr. Weisheyer made a motion to vote Secretary Thibault as the preferred candidate and authorize Interim General Counsel to negotiate. Mr. Mateer seconded the motion.

Chairman Good stated that he would like to be part of the negotiations. He then opened the floor for discussion. Mayor Dyer said Mr. Lyttle would be his first candidate, but he feels this vote should be unanimous, and he will support the motion.

Chairman Good called for the vote. Vote carried 6 in favor and 1 against.

**ADJOURNMENT**

There being no further business to be considered, Chairman Good adjourned the meeting at 1:09 p.m.

(Digitally signed on April 26, 2022)



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Anna Farmer  
Manager, Board Services

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Kevin J. Thibault  
Chief Executive Officer