

MOJAVE AIR AND SPACE PORT AT RUTAN FIELD

NOTICE OF A SPECIAL MEETING OF THE BOARD OF DIRECTORS

Date: May 14, 2024
Location: Board Room
1434 Flightline, Mojave, California
Time: 10:00 a.m.

Attending remotely:

Director Balentine, 16301 Koch St., Mojave, CA 93501

Zoom Video Conference

<https://us02web.zoom.us/j/81849561486?pwd=OG1kWnBUYk5jN2pXZEExWU53cDRVZz09>

Phone: 669 900 9128
Meeting ID: 818 4956 1486
Passcode: 043609

AGENDA

1. Call to Order

- A. Pledge of Allegiance
- B. Roll Call
- C. Approval of Agenda

2. Closed Session

- A. Personnel: CEO Appointment

3. Action Items

- A. Stu Witt Consulting Contract

3. Closed Session Report

Adjournment

This Agenda was posted on May 13, 2024, by Jason Buck.

This meeting will be conducted in person and via zoom video conference. If you participate via zoom, please:

- **KEEP YOUR MIC MUTED** at all times that you are not making a comment in order to minimize noise during the meeting. Unmute only to make a comment on an agenda item.
- The general rules regarding public comment apply to those using zoom.
- Comments may also be made in the zoom chat function or via email to the Board Clerk at Lynn@mojaveairport.com prior to the start of the meeting.

ADA Notice: Persons desiring disability-related accommodation should contact the District no later than forty-eight hours prior to the meeting. Persons needing an alternative format of the agenda because of a disability should notify the District no later than seventy-two hours prior to the meeting. All inquiries/requests can be made by phone at (661) 824-2433, in person at 1434 Flightline, Mojave, CA, or via email to Lynn@mojaveairport.com

Copy of Records: Copies of public records related to open session items are available at the administrative office of the District at 1434 Flightline, Mojave, CA.

Public Comments: Members of the public may comment on items on the agenda before the Board takes action on that item, or for closed session items, before the Board goes into closed session. Comments on items not on the agenda, and over which the Board has jurisdiction, may be made under “Public Comments on Items not on the Agenda,” but the Board may not take action on any issues raised during this time. All comments by members of the public are limited to three minutes.

MISSION STATEMENT

**FOSTER AND MAINTAIN OUR RECOGNIZED AEROSPACE PRESENCE WITH A
PRINCIPAL FOCUS AS THE WORLD’S PREMIER CIVILIAN AEROSPACE TEST CENTER
WHILE SEEKING COMPATIBLY DIVERSE BUSINESS AND INDUSTRY**



Mojave General Manager Search Proposal

18 April 2024

It is my pleasure to offer my professional services to lead an effort, with full and complete collaboration with the Mojave Air and Space Port (MASP) Board of Directors* (BoD's), to seat a new long-term GM/CEO at MASP.

If we don't take the methodical time to define what is needed, craft a billet description and interview questionnaire along with interview questions and scoring matrix we simply won't be able to recognize an appropriate candidate when in front of us.

My proposal begins with a definition of need (derived from BoD interviews), translated into desired skills and a process to evaluate. This action will take us to the point of seating a new GM which delivers leadership continuity and policy assurance stability for the entire organization. I strongly recommend seeking a GM, not a CEO at this time. Title of CEO should be earned through demonstrated achievement of established BoD's goals. Title of CEO is a performance incentive.

Boards #1 duty is: Selection and seating of an organization's GM/chief executive. It is interesting how when organizations perform this duty well, how everything works. When they don't, it becomes visible immediately and organizations fail, or enter a period of decline. Leadership continuity along with consistent policy assures happy customers and smooth, drama free operations.

1. Requirement Definition by BoD's leading to mid and end game actions

- a. What skills are needed today that do not exist within MASP Leadership? Based on interview of BoD's, Anchor Tenant CEO's/COO's. Captured and agreed.

Examples below:

- i. Steady hand,
- ii. Business Experience, (MASP is a \$B business operation)
- iii. Demonstrated Leadership Experience,
- iv. Vision and a way to articulate and achieve it,
- v. Pilot Rated (nice to have)
- vi. Broad understanding of Airspace Management and Ops
 1. Deep knowledge of R2508/R2515/R2504/R2505 ops
- vii. Test background (required)

1. There is only one Mojave Air and Space Port in the World.

1. Your policies matter, Steady Leadership is just as important as policy. Both should survive the investment cycle of new



and existing clients. Investors or entrepreneurs won't move to a place where they sense instability.

2. Investors come to MASP for two reasons:

1. Permission (only Test facility in the world which is known for granting permission)
2. Airspace and Aerospace Development Culture.

viii. College degree in Aerospace Related field, engineering, science or business. Professional affiliations and credentials to be considered, as appropriate.

b. Demonstrated and quantifiable aerospace business experience.

c. What outcomes are desired at MASP in 12 – 36 months that not exist today?

- i. GA Hangars?
- ii. What else?
- iii. List of Must Haves opposed to Nice to Haves.
 1. Keen Focus on Must Haves which become the baseline requirement for new GM.
 2. Being GM at MASP is a contact-sport, requiring a steady hand. GM must spend ½ time internally and ½ time externally with tenants and potential new tenants. This position is not for the faint of heart. You will have your feelings hurt.

d. Why the Title of GM and not CEO?

- i. GM's have limited financial and contractual authority.
- ii. GM's have broad employee authority.
- iii. CEO title carries broad finance and contracts authority and this title is earned through demonstrated accomplishment of the Board's goals.

What follows after we capture requirements, skills and craft scoring questions and matrix:

- Advertising for the position (hopefully locally and regionally will work)

- Reviewing and scoring initial mail/email applications.
- Conducting pre-interviews in order to bring pre-qualified candidates forward to the board.
- Develop interview questions for the board to us in scoring applicants at in - person interviews.
- Assisting BoD's with a total compensation package for your selectee.



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***BoD's role in this process?**

- Define Requirement for new GM by outlining what is missing and what is desired. Agreeing on what skills are necessary for success in a new GM.
- Define goals of the MASP which can be converted and mapped into demonstrated skills to achieve your goals. Which become scripted and scored interview questions.
- BoD's should demand applicants prepare two required documents in the initial evaluation process leading to scored interviews. Resume tailored to MASP and a formal letter outlining desire, key skills and what does MASP get extra if selected. (Very few people can actually write a formal letter.)

Background for thought:

Effective Boards perform 4 functions:

- Hire the proper chief executive for the time. (times change and you must be willing to recognize it and move with the times)
- Monitor the expenditure of nickels and dimes, they turn into dollars quickly.
- Fill the blind spots of the chief executive. (Everyone has them. Hopefully BoD's have collective skills which can augment when needed, along with general counsel.)
- Get out of the way.

MASP is a business. Leadership must have business experience. Anchor tenants look to the GM to be their buffer between County, State, Federal agencies which govern operations.

- KCPD, KCFD, APCD, AQCD, etc.
- LADWP, CalTrans Division of Aeronautics, State Insurance Commissioners, Senate/Assembly as bills emerge or MASP desires to champion.
- FAA, DoT, DoC, NASA, DoE interface as these agencies often extend their arm of influence or control.

GM Compensation. Decided last in the process. Not first. Define requirement, articulate goals, develop the billet description based on what is needed today and in 36 months, establish baseline skills and develop scorable questions. Establish a salary or total compensation range but only state, "competitive Salary based on demonstrated skills of applicant". Highly recommend a performance-based compensation program. (You tend to get what you incentivize.)



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Proposal Cost: \$5,000/month plus reasonable expenses for a base period of three months.

Required access:

In order to perform and execute this professional search process I will require un-fettered access to the MASP to meet with tenants and time with the BoD's to seek your clear guidance of what is needed today and what is needed in the future to achieve the goals of the district. Also, complete access to District council, Mr. Scott Nave, Esq. who I image will be more than willing to collaborate on this project to finality. Limited staff support to prepare board review material and findings.

Very Respectfully,

A handwritten signature in black ink, appearing to read 'Stuart O. Witt', written in a cursive style.

Stuart O. Witt,

S.O. Witt and Associates LLC Executive Search Experience:

- Multiple College Presidents,
- Federal Agency Heads,
- Chancellors,
- Administrative Officers,
- Police Chiefs,
- CEO, COO's and CFO. (C-suite officers)

Private, Confidential communication not to be used or disclosed outside this process.