



MEETING OF THE CRAA BOARD OF DIRECTORS | MINUTES OF JANUARY 26, 2021

Present: William R. Heifner, Chair
Elizabeth P. Kessler, Vice Chair - via video conference
Frederic Bertley – via video conference
Paul Chodak, III – via telephone
Ramon Jones – via video conference
Kenny McDonald – via video conference
Jordan A. Miller – via video conference
Karen J. Morrison – via video conference

Absent: Terrance Williams

CRAA Executive Staff: Joseph R. Nardone, C.M., President & Chief Executive Officer
Jodie Bare, Chief Innovation Officer
Casey Denny, Chief Operations Officer – via telephone
Jeff Evans, Chief Financial Officer – via video conference
Shannon Fitzpatrick, Chief People Officer – via telephone
Tom McCarthy, Chief Planning & Engineering Officer – via telephone
Amanda Wickline, General Counsel & Chief Administrative Officer

CRAA Staff: J. Gardner

CRAA Staff via telephone: T. Allen, K. Bailey, S. Bell, K. Easterday, C Goodwin, R. Gray, S. McQuaide, C. Price, P. Streitenberger, C. Wing

Others present via telephone: Matt Schnelle – RS&H
Paul Strack – Woolpert

CALL TO ORDER

Chair Heifner called the meeting of the Columbus Regional Airport Authority Board of Directors to order at 4:03 p.m., Tuesday, Jan. 26, 2021. Board member, staff and guest attendance was confirmed through visual or electronic means. Gardner confirmed that all attendees were able to hear the meeting and had access to the meeting materials.

Chair Heifner stated that the meeting was being conducted by video and telephone conference. Chair Heifner asked each attendee to identify themselves when they spoke and asked those connected via video to raise their hand and state their position on each vote to ensure a clear and accurate record. Board members connected by phone only would be asked to state their position for each matter on the which the Board voted.

MINUTES

Chair Heifner asked if there were any corrections to the minutes for Dec. 1, 2020. Hearing none, Kessler moved for approval; Jones seconded. Chair Heifner conducted a roll call vote. Motion to approve the minutes passed.



Board Member	In Favor	Opposed	Abstain
Mr. Heifner	X		
Ms. Kessler	X		
Dr. Bertley	X		
Mr. Chodak	X		
Mr. Jones	X		
Mr. McDonald	X		
Mr. Miller	X		
Ms. Morrison	X		
Mr. Williams	Absent		

COMMITTEE REPORTS

Air Service and Customer Experience Committee:

Bertley reported the committee did not meet this month. The committee's next meeting is scheduled Feb. 17, 2021.

Business Development & Logistics Committee:

Kessler reported the committee met on Jan. 20, 2021, and discussed:

- 2020 air cargo activity, including a discussion of fourth quarter highlights and details regarding the continued practice of repurposing passenger planes to transport cargo.
- An overview of the projected 2021 air cargo activity including anticipated January activity and matters related to vaccine transport.
- Current leasing activity for CRAA properties and the surrounding logistics park, including the available properties and potential development opportunities.
- Concessions activity, including a recent change in Ohio law that would permit alcohol consumption in areas of the terminal beyond dining establishments if approved by the Board.

The committee's next meeting is scheduled for April 21, 2021.

Facilities, Services & Innovation Committee:

Chodak reported the committee met on Jan. 20, 2020, and discussed:

- Final 2020 safety metrics, which were positive and 2020 tied the record for the fewest recordable incidents. CRAA continues to work toward the goal of zero recordable incidents.
- The major capital projects report. CRAA's 2020 capital spend is \$98.9 million of a projected \$125.7 million budget. This represents a completion rate of 78.7%. However, when projects deferred due to COVID-19 are excluded, CRAA's actual capital spend was 88% of its projected spend.
 - The CONRAC is at 80% completion and is on schedule to begin tenant fit-out in February 2021 with a public opening in August 2021.
 - The Residence Inn opened to the public on Nov. 19, 2020 and recorded 20% occupancy.
 - Bids were received in December for the Taxiway Foxtrot / Hotel Rehabilitation project.
- Key technology projects planned for 2021 focus on the areas of innovation, digital transformation and cyber security.
- Review of five resolutions 01-20, 02-21, 03-21, 04-21 and 05-21. The committee recommends their approval.

The committee's next meeting is scheduled for Feb. 17, 2021.



Finance & Audit Committee:

Miller reported the committee met on Jan. 20, 2020, and discussed:

- The December financial statements which showed the following:
 - Operating income is \$38 million, \$8.5 million ahead of budget. CRAA's operating income and CARES Act funds combined signal a solid financial operation. Jones asked about the financial performance of other similar sized airports to which Evans explained that all airports are experiencing their own challenges in responding to the significant decline in enplanements.
 - Year-to-date revenue is \$87.7 million (excluding CARES funds) and ahead of a budget of \$86.3 million. Year-to-date expenses are \$71 million against a budget of \$77.9 million.
 - The 2020 revenues for airlines, concessions and leases were favorable to budget and strong performance at Rickenbacker was highlighted. The budget to actual variance noted in Parking & Ground Transportation was due to optimistic forecasting. Although hotel occupancy did not reach budget expectations, the operations performed slightly above the breakeven point.
 - With \$239.7 million in total cash and 862 days of unrestricted cash on hand, CRAA surpassed the Moody's Average benchmark of 692 days of cash in 2020. GARB Debt per enplaned passenger remains low at \$23.49.
- The Kroll Rating Agency review of General Airport Revenue Bonds and affirmation of their AA- rating.
- Internal Audit results for 2020 along with the 2021 schedule.
- Review of the resolution 06-21 and a discussion of the surrounding circumstances. The committee recommends its approval.

The committee's next meeting is scheduled for Feb. 17, 2021.

Human Resources Committee:

Morrison reported the committee met on Dec. 9, 2020, and discussed:

- Nardone's 2020 performance, including notable organizational accomplishments.

The committee met again on Jan. 26, 2021, and discussed:

- The approach to pay for performance for staff performance in 2020.

The committee's next meeting is scheduled for March 17, 2021.

PRESIDENT & CEO REPORT

Nardone provided brief remarks regarding the December President's Report, which may be obtained online:

<https://columbusairports.com/about-us/leadership-team/craa-board-of-directors/craa-board-meetings-and-minutes>

Nardone shared the following top takeaways:

- Air Service: 2020 combined passenger activity from CMH and LCK totaled nearly 3.5 million, 39% of 2019's record-breaking total passenger count. Rickenbacker cargo tonnage was down for the year by nearly 8%; however, international flight operations and revenues in the form of landing, fuel and handling fees rose into record territory in the last few months of 2020.
- COVID-19 Vaccinations: CRAA's Emergency Management is working with public health officials to ensure the greatest opportunity to secure vaccines for as many employees as possible in the category of essential transportation workers in the upcoming early phases of distribution. This not only includes CRAA staff, but airlines and tenants as well. To date, approximately 60% of CRAA staff are willing to participate in an early phase release of the vaccine.
- Employee Recognition: CRAA is proud to report the promotion of Karmin Bailey, Cammi Wing and Sarah McQuaide. These promotions create a more balanced representation of women in leadership roles, which is a critical piece for



building a stronger business strategy and culture of innovation. The team offered congratulations to our 2020 Employee of the Year, Tim Allen. Allen is the Manager of Custodial Services and was nominated by his peers for demonstrating CRAA’s core values and a commitment to delivering excellent results.

- 2020 Accomplishments: 2020 will always be remembered as the year the COVID-19 pandemic changed the world. While it impacted our work, it also brought to light the strengths of the organization. These accomplishments are a testament to our employees’ ability to power through challenges to achieve great things in the face of adversity.

At approximately 4:28 p.m., CRAA experienced an interruption in its internet connection resulting in an inability to display the pre-read materials for the remainder of the meeting. CRAA’s secondary video connection remained operational and those in the Board Room could be seen and heard by those attending remotely. The disruption did not prevent the Board members from conducting the remaining business.

Resolutions

RESOLUTION #01-21 of the Columbus Regional Airport Authority authorizing a task order in the amount of \$781,138.00 with John Bean Technologies Corporation for the removal, relocation and replacement of one (1) new passenger boarding bridge, one (1) new Ground Power Unit and one (1) new pre-conditioned air unit at John Glenn Columbus International Airport.

MOVED: J. Miller;

SECONDED: E. Kessler

YEA: 8 NAY: 0

ABSTAIN: _____

Board Member	In Favor	Opposed	Abstain
Mr. Heifner	X		
Ms. Kessler	X		
Dr. Bertley	X		
Mr. Chodak	X		
Mr. Jones	X		
Mr. McDonald	X		
Mr. Miller	X		
Ms. Morrison	X		
Mr. Williams	Absent		

RESOLUTION #02-21 of the Columbus Regional Airport Authority authorizing a contract with ABB Inc. in the amount of \$279,338.00 for all equipment and commissioning to install a pantograph En Route EV Charger to service the new electric buses at John Glenn Columbus International Airport Consolidated Rental Car Facility.

MOVED: K. Morrison;

SECONDED: F. Bertley

YEA: 8 NAY: 0

ABSTAIN: _____

Board Member	In Favor	Opposed	Abstain
Mr. Heifner	X		
Ms. Kessler	X		
Dr. Bertley	X		
Mr. Chodak	X		
Mr. Jones	X		
Mr. McDonald	X		
Mr. Miller	X		
Ms. Morrison	X		
Mr. Williams	Absent		



RESOLUTION #03-21 of the Columbus Regional Airport Authority authorizing an increase in the amount of \$84,689.77 to the Master Services Agreement ENG-2018-024.2 with Johnson, Mirmiran & Thompson Inc. for professional engineering services associated with Task Order #3 for project #18006, Runway 23L MALSR replacement, at Rickenbacker International Airport.

MOVED: J. Miller;

SECONDED: R. Jones

YEA: 8 NAY: 0

ABSTAIN: _____

Board Member	In Favor	Opposed	Abstain
Mr. Heifner	X		
Ms. Kessler	X		
Dr. Bertley	X		
Mr. Chodak	X		
Mr. Jones	X		
Mr. McDonald	X		
Mr. Miller	X		
Ms. Morrison	X		
Mr. Williams	Absent		

RESOLUTION #04-21 of the Columbus Regional Airport Authority authorizing an increase in the amount of \$389,434.00 to the Master Services Agreement ENG-2020-009 with Reynolds, Smith & Hills Ohio Inc. (RS&H) for the professional services associated with Task Order #2 for project #20040, Taxiways Foxtrot and Hotel Rehabilitation at John Glenn Columbus International Airport.

MOVED: E. Kessler;

SECONDED: K. Morrison

YEA: 8 NAY: 0

ABSTAIN: _____

Board Member	In Favor	Opposed	Abstain
Mr. Heifner	X		
Ms. Kessler	X		
Dr. Bertley	X		
Mr. Chodak	X		
Mr. Jones	X		
Mr. McDonald	X		
Mr. Miller	X		
Ms. Morrison	X		
Mr. Williams	Absent		

RESOLUTION #05-21 of the Columbus Regional Airport Authority authorizing a construction contract with Shelly & Sands Inc. in the amount of \$4,206,545.00 for project #20040, Taxiways Foxtrot and Hotel Rehabilitation at John Glenn Columbus International Airport.

MOVED: J. Miller;

SECONDED: E. Kessler

YEA: 8 NAY: 0

ABSTAIN: _____



Board Member	In Favor	Opposed	Abstain
Mr. Heifner	X		
Ms. Kessler	X		
Dr. Bertley	X		
Mr. Chodak	X		
Mr. Jones	X		
Mr. McDonald	X		
Mr. Miller	X		
Ms. Morrison	X		
Mr. Williams	Absent		

RESOLUTION #06-21 of the Columbus Regional Airport Authority authorizing the execution and implementation of an agreement with the signatory airline carriers amending the current Signatory Airline Operating Agreement and Lease at John Glenn Columbus International Airport and providing financial relief to the signatory airline carriers.

MOVED: J. Miller;

SECONDED: R. Jones

YEA: 8 NAY: 0

ABSTAIN: _____

Board Member	In Favor	Opposed	Abstain
Mr. Heifner	X		
Ms. Kessler	X		
Dr. Bertley	X		
Mr. Chodak	X		
Mr. Jones	X		
Mr. McDonald	X		
Mr. Miller	X		
Ms. Morrison	X		
Mr. Williams	Absent		

MOTION TO ADJOURN

With no further business brought before the Board, Chodak moved to adjourn; Bertley seconded. Chair Heifner adjourned the meeting at 4:49 p.m. on Tuesday, Jan. 26, 2021.

Respectfully submitted,

Joseph R. Nardone
Secretary
JRN | cp/jdg