



MEETING OF THE CRAA BOARD OF DIRECTORS | MINUTES OF NOVEMBER 30, 2021

Present: William R. Heifner, Chair
Elizabeth P. Kessler, Vice Chair
Frederic Bertley
Paul Chodak, III
Ramon Jones
Kenny McDonald
Jordan A. Miller
Karen J. Morrison
Terrance Williams

CRAA Executive Staff: Joseph R. Nardone, President & Chief Executive Officer
Casey Denny, Chief Operations Officer
Shannon Fitzpatrick, Chief People Officer
Tom McCarthy, Chief Planning & Engineering Officer
Paul Streitenberger, Interim Chief Financial Officer
Amanda Wickline, General Counsel & Chief Administrative Officer

CRAA Staff: K. Bailey, K. Easterday, J. Gardner, C Goodwin, R. Jones, C. Knisley, S. McQuaide, B. Sarkis, K. Shirer

Others present: Mr. Bill Case, Managing Director, PFM Financial Advisors LLC
Mr. Anthony Core, Sr. Attorney, Squire Patton Boggs
Mr. Chris Franzman, Partner, Squire Patton Boggs
Mr. Herb Gillen, President, Herb Gillen Agency
Mr. Brent Kelley, Managing Principal, Schaefer
Mr. Kevin McPeck, Director, PFM Financial Advisors LLC
Mr. Matt Schnelle, Sr. Aviation Engineer, RS&H

Others present via telephone: Mr. Elwin Dobson, Sr. Aviation Project Manager, HKS Inc.
Ms. Lauren Drinkwine, Business Development Executive, Messer Construction
Mr. James Dietz, Principal Director of Aviation, Henderson Engineers
Ms. Jennifer Hessler, Client Relationship Manager, Schaefer
Mr. David Kipp, VP of Technology for Burns (Engineering Firm)
Ms. Shannon Simon, Aviation Business Development Manager, HKS Inc.
Mr. Brad Swank, Associate Regional Director, DWL Architects
Mr. David Tomber, Director Strategic Consulting, Woolpert
Ms. Angela Whitfield, Attorney, Carpenter Lipps

CALL TO ORDER

Chair Heifner called the meeting of the Columbus Regional Airport Authority Board of Directors to order at 3:00 p.m., Tuesday, November 30, 2021. Board member, staff and guest attendance was confirmed through visual or electronic means, and passwords were provided where required. Knisley 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 via hybrid model in person and video/ telephone conference. Chair Heifner asked each attendee to identify themselves when they spoke and stated that all votes taken during the meeting would be conducted by roll call to ensure a clear and accurate record.



MINUTES

Chair Heifner asked if there were any corrections to the minutes for October 26, 2021. Hearing none, Chodak moved for approval; Kessler seconded. Motion to approve the minutes passed.

COMMITTEE REPORTS

Air Service and Customer Experience Committee:

Bertley reported the committee met on November 17, 2021, and discussed:

- Current state of passenger air traffic including return of pre-pandemic destinations and status of business travel.
- The third quarter Airport Service Quality (ASQ) score.
- Launch of several customer experience initiatives including Paw Force One, opening of Hangar 815 and the modernizing of the ezPark program.
- Preparations for a possible 2023 air show in conjunction with Herb Gillen Airshows.

The committee's next meeting is scheduled for February 16, 2022.

Business Development & Logistics Committee:

Kessler reported that although the committee had not met since the last Board meeting, the committee had three resolutions for the Board's consideration. The committee members each had the opportunity to preview the resolution 57-21, 58-21 and 59-21. The committee recommended their approval.

The committee's next meeting is scheduled for January 19, 2022.

Facilities, Services & Innovation Committee:

Chodak reported the committee met November 17, 2021, and discussed:

Safety

With increased recordable incidents this year, staff redoubled prevention efforts and exceeded all monthly leading indicator goals.

CMH – John Glenn International

Construction continues with the garage reclamation with plans to have level 2 (635 spaces) open for public parking by the end of the year.

LCK – Rickenbacker

Runway 5R-23L is back in operation and open with a new Aircraft Design Group (ADG) VI classification and final flight check of NAVAID replacement is scheduled for November 22, 2021.

2021 Capital Improvement Plan (CIP)

Current actual spend of 78% of the Board approved capital budget.

Resolutions

Review of one resolution 54-21. The committee recommended their approval.

The committee's next meeting is scheduled for January 19, 2022.

Finance & Audit Committee:

Miller reported the committee met on November 17, 2021 discussed:

- October financials which showed the following:
 - Total revenue through October was \$92.5M on a budget of \$76.6M due to strong results in excess of CARES funds.
 - Total expenses through October were \$61.2M compared to a budget of \$64.2M.



- Total operating income for the month of October was \$31.3M before depreciation and CARES and \$41.8M before depreciation on a budget of \$22.9M.
- Rickenbacker's net operating income was \$8.6M million compared to a budget of \$1.9M, making it the best year in history for Rickenbacker.
- Review of the regular or recurring expense provision of the CRAA Bylaws.
- Review of resolutions 55-21 and 56-21. The committee recommended their approval.

The committee's next meeting is scheduled for January 19, 2022.

Human Resources Committee:

Morrison reported the committee had not met since the last Board meeting.

The committee's next meeting is scheduled for December 8, 2021.

PRESIDENT & CEO REPORT

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

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

Nardone shared the following top takeaways:

- Bipartisan infrastructure bill passed November 5, 2021 containing \$5B in competitive grants that will be allocated to airport terminals over the next five years. While exact details are forthcoming from federal agencies, this represents a tremendous opportunity for CMH.
- On the passenger side of air service, activity was 87% of 2019 levels.
- Rickenbacker continues to experience record air freight demand. October total cargo volumes were up nearly 29% over October of last year and are up 28% year-to-date.

RESOLUTIONS

Resolution #54-21 of the Columbus Regional Airport Authority authorizing a contract in the amount of \$6,041,455 with M-B Companies Inc. for the purchase of seven (7) new high-speed, multi-tasking snow removal units, project #21008, for use at Rickenbacker International Airport.

MOVED: F. Bertley;

SECONDED: K. McDonald

YEA: 9 NAY: _____

ABSTAIN: _____

Resolution #55-21 authorizing the issuance of subordinated airport revenue credit facility bonds of the Columbus Regional Airport Authority in an aggregate principal amount not to exceed \$75,000,000 for the purpose of financing the costs of "Port Authority Facilities" within the meaning of Section 4582.21 of the Ohio Revised Code; authorizing the execution and delivery of a subordinated obligations trust indenture and credit facility agreement; and authorizing the execution and delivery of other instruments, documents or agreements appropriate to the foregoing and related matters.

MOVED: J. Miller;

SECONDED: T. Williams

YEA: 9 NAY: _____

ABSTAIN: _____

Resolution #56-21 of the Columbus Regional Airport Authority adopting the Operating Budget for 2022; Amending the Operating Budget for 2021; Adopting the Capital Budget for 2022; Adopting the schedule of Fees, Rates and Charges for the calendar/fiscal year 2022; and authorizing the annual appropriations for calendar/fiscal year 2022.

MOVED: K. McDonald;

SECONDED: R. Jones

YEA: 9 NAY: _____

ABSTAIN: _____



Resolution #57-21 of the Columbus Regional Airport Authority exercising its right to own the commercial fuel storage facilities at John Glenn Columbus International Airport, further authorizing the President & CEO to take all necessary actions and execute the necessary agreements to resolve current legal disputes with Lane Aviation and to purchase the fuel farm assets and continuously operate the commercial fuel farm at John Glenn Columbus International Airport, and to amend the capital budget to account for such purchase and to adopt initial rates & charges for the fuel farm's use.

MOVED: J. Miller;

SECONDED: K. McDonald

YEA: 9 NAY: _____

ABSTAIN: _____

Resolution #58-21 of the Columbus Regional Airport Authority authorizing the President & CEO to negotiate and enter into amendments extending the existing concession agreements with Paradies Lagardere News/Gift/Retail locations and the Volo Volo Restaurant until March 31, 2022, and to negotiate and enter into a new concession agreement with Paradies Lagardere for a term of up to ten years.

MOVED: E. Kessler;

SECONDED: P. Chodak III

YEA: 9 NAY: _____

ABSTAIN: _____

Resolution #59-21 of the Columbus Regional Airport Authority authorizing the execution by the President & CEO of a contingent real estate agreement for the sale of approximately 61 acres of land at Bolton Field Airport.

MOVED: K. McDonald;

SECONDED: J. Miller

YEA: 9 NAY: _____

ABSTAIN: _____

Resolution #60-21 of the Columbus Regional Airport Authority recognizing Terrance Williams for his six years of dedication and exemplary service to the Columbus Regional Airport Authority.

MOVED: J. Miller;

SECONDED: E. Kessler

YEA: 8 NAY: _____

ABSTAIN: T. Williams

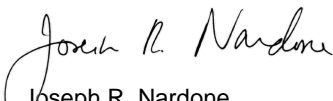
OTHER BUSINESS

Chair Heifner announced that at the conclusion of the Board meeting, the Board will immediately transition to the strategy session.

MOTION TO ADJOURN

With no further business brought before the Board, Chair Heifner adjourned the meeting at 3:27 p.m. on Tuesday, November 30, 2021.

Respectfully submitted,


Joseph R. Nardone
Secretary
JRN | ck



CRAA BOARD OF DIRECTORS STRATEGY SESSION MINUTES OF NOVEMBER 30, 2021

Present: William R. Heifner, Chair
Elizabeth P. Kessler, Vice Chair
Frederic Bertley
Paul Chodak, III
Ramon Jones
Kenny McDonald
Jordan A. Miller
Karen J. Morrison
Terrance Williams

CRAA Executive Staff: Joseph R. Nardone, President & Chief Executive Officer
Casey Denny, Chief Operations Officer
Shannon Fitzpatrick, Chief People Officer
Tom McCarthy, Chief Planning & Engineering Officer
Paul Streitenberger, Interim Chief Financial Officer
Amanda Wickline, General Counsel & Chief Administrative Officer

CRAA Staff: K. Easterday, J. Gardner, C Goodwin, R. Jones, C. Knisley, S. McQuaide, B. Sarkis, K. Shirer

CRAA Staff via telephone: S. Bell, K. Bailey

Others present: Mr. Jeff Bolchalik, Principal, Schaefer
Mr. Bill Case, Managing Director, PFM Financial Advisors LLC
Mr. Anthony Core, Sr. Attorney, Squire Patton Boggs
Mr. Chris Franzman, Partner, Squire Patton Boggs
Mr. Brent Kelley, Managing Principal, Schaefer
Mr. Kevin McPeek, Director, PFM Financial Advisors LLC
Mr. Andrew Schneider, Transportation, Kimley Horn
Mr. Matt Schnelle, Sr. Aviation Engineer, RS&H

Others present via telephone: Mr. Elwin Dobson, Sr. Aviation Project Manager, HKS Inc.
Ms. Lauren Drinkwine, Business Development Executive, Messer Construction
Mr. James Dietz, Principal Director of Aviation, Henderson Engineers
Ms. Jennifer Hessler, Client Relationship Manager, Schaefer
Mr. David Kipp, VP of Technology for Burns (Engineering Firm)
Ms. Shannon Simon, Aviation Business Development Manager, HKS Inc.
Mr. Brad Swank, Associate Regional Director, DWL Architects
Mr. David Tomber, Director Strategic Consulting, Woolpert
Mr. Scott Tumolo, Strategy Director, C&S Companies
Ms. Angela Whitfield, Attorney, Carpenter Lipps



CALL TO ORDER

Chair Heifner called the Columbus Regional Board of Directors Strategy Session to order at 3:32 p.m., Tuesday, November 30, 2021. Board member, staff and guest attendance was confirmed through visual or electronic means. Knisley confirmed that all attendees were able to hear the meeting and had access to the meeting materials.

WELCOME

President & CEO, Joe Nardone welcomed members of the Board and public to the meeting, advising this was an informational only session and there would be no formal action asked of the Board Members. Nardone advised staff would present on the state of the current terminal and the potential need for a new terminal, allowing time for open dialogue and questions.

PRESENTATION

Members of the Strategic Leadership team delivered a presentation regarding the concept of a new terminal, highlighting the following key areas:

- Current terminal - Staff discussed the state of the current terminal, touching on the age of the building, the cost to remain in the building and challenges posed by the current building's configuration.
- Benefits of a new terminal - Staff reviewed the possible benefits of a new terminal including the potential for increased revenue, a new "front door" to Columbus and the ability to accommodate future passenger growth.
- Financing of a new terminal – Staff discussed the financial considerations regarding a new terminal, including the potential financial models and key assumptions used in the modeling.
- Community and stakeholder support – Staff touched on items related to community and stakeholder support, the customer experience, and emphasized the importance of communication.
- Next steps and timing – Staff discussed possible next steps and timelines noting that the Board would have the opportunity in January to consider a resolution to increase the capital budget to allow for design activities related to a new terminal.

During and following the presentation, board members engaged in discussion regarding the various financial components and models, the cost of not moving forward, future trends that could impact planning and the overall need, innovation and the need to obtain stakeholder input, particularly from airlines as it relates to the customer experience. Chair Heifner complemented the staff on their efforts, noting the overall level of preparation and information.

At the conclusion of the presentation and discussion, Chair Heifner reiterated that the Board was not taking formal action at this time.

MOTION TO ADJOURN

With no further business brought before the Board, Bertley moved to adjourn; Kessler seconded. Chair Heifner adjourned the meeting at 4:43 p.m. on Tuesday, November 30, 2021.

Respectfully submitted,

A handwritten signature in black ink that reads "Joseph R. Nardone".

Joseph R. Nardone
Secretary
JRN | ck