



MEETING OF THE CRAA BOARD OF DIRECTORS | MINUTES OF MARCH 22, 2022

Present:	William R. Heifner, Chair – in person Elizabeth P. Kessler, Vice Chair – in person Paul Chodak, III – in person Ramon Jones – in person Kenny McDonald – in person Jordan A. Miller – in person Karen J. Morrison – via WebEx
Absent:	Frederic Bertley Terrance Williams
CRAA Executive Staff - in person:	Joseph R. Nardone, President & Chief Executive Officer Casey Denny, Chief Operations Officer Shannon Fitzpatrick, Chief People Officer Amanda Wickline, General Counsel & Chief Administrative Officer Mario Wong, Jr., Chief Financial Officer
CRAA Staff – in person:	D. Beam, K. Easterday, J. Gardner, R. Gray, C Goodwin, R. Jones, U. Tucker, K9 T Rex
CRAA Staff – via telephone:	K. Bailey, R. Banghoff, S. Bell, M. Joeright, N. Loucks, S. McQuaide, B. Sarkis, M. Sethna, K. Shirer, P. Streitenberger, C. Wing
Members of the Public present – in person:	Timothy Bajorek, Turner Construction Company Matthew Jiang, Bank of America

CALL TO ORDER

Chair Heifner called the meeting of the Columbus Regional Airport Authority Board of Directors to order at 4:01 p.m., Tuesday, March 22, 2022. Board member, staff and guest attendance was confirmed through visual or electronic means, and passwords were provided where required. 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 using a hybrid model with both in person and video/ telephone conference attendance. 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 February 22, 2021. Hearing none, Chodak moved for approval; Kenny seconded. Motion to approve the minutes passed.

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

Following approval of the minutes, Chair Heifner asked Nardone to speak to an employee recognition issue. Nardone described the Public Safety Awards, commenting that the awardees are selected by their peers for making an impact over the past year. Recipients demonstrate a positive attitude, teamwork, work ethic, leadership, morale improvement, and individual achievement. Nardone recognized three CRAA employees for being selected to receive Public Safety Awards:

- Officer of the Year: Sergeant Scott Comisford
- Special Assignment Officer of the Year: K-9 Officer Dale Beam
- Civilian Employee of the Year: Umeki Tucker, Property Room Clerk

Tucker, Beam and K9 T Rex were present in the Boardroom. Nardone thanked them for their contributions to CRAA. Gray also commented that the individuals were outstanding employees, and he was appreciative of their work. Chair Heifner thanked the recipients for their work to safeguard our community.

COMMITTEE REPORTS

Air Service and Customer Experience Committee:

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

The committee's next meeting is scheduled for May 18, 2022.

Business Development & Logistics Committee:

Kessler reported that although the committee had not met since the last Board meeting, the committee has a resolution for the Board's consideration. The committee members each had the opportunity to preview the resolution 19-22 via email. Following such review, the committee recommends its approval.

The committee's next meeting is scheduled for April 20, 2022.

Facilities, Services & Innovation Committee:

Chodak reported the committee met March 16, 2022, and discussed:

Safety

All leading safety indicators were met for the month of February.

- There has been an uptick in safety inspections with a co-worker which the staff started pre-pandemic but were unable to fully implement until just recently as COVID numbers continue to decrease.
- Chodak recommended a Netflix documentary about Boeing, remarking that it was an excellent study on culture the consequences of confused priorities.



CMH – John Glenn International

Construction continues with the Garage Reclamation with plans to have Level 1 opened for revenue parking spaces by Spring of 2022. Concrete placement is well under way with strip and signage scheduled for late April installation.

The construction of the rehabilitation of the Hold Pad for Runway 28L is scheduled to begin in Spring of 2022. A grant application was submitted to the FAA in February for project funding.

Taxiway C Relocation design services are underway. 60% design documents were completed in February and are being reviewed by staff.

Evaluation of the responses to the new terminal design has been completed and negotiations are underway with the firm deemed most qualified. The Team is on schedule to make a recommendation to the Board in April of 2022.

LCK – Rickenbacker

Parking Lot #4 90% design documents are underway and expected to be completed in April. Construction is anticipated to commence later this year with project completion schedule for December of 2022.

TZR – Bolton Field

Plans are being prepared to submit to the City of Columbus for storm water review. The construction schedule is still to be determined and will be reported on in an upcoming meeting.

2021 Capital Improvement Plan (CIP)

The current projected spend is \$39.8M against a budgeted \$39.9M. The spend to date was reported as \$2.25M.

Resolutions

Review of three resolutions: 16-22, 17-22, and 18-22. The committee recommends their approval.

The committee's next meeting is scheduled for April 20, 2022.

Heifner recognized Chodak for his focus on safety and thanked him for focus on the topic. Heifner complimented Denny for highlighting safety in the Facilities, Services and Innovation Committee meetings.

Heifner also commented that CRAA should consider the possibility of a celebration to mark the CONRAC opening once the mask mandate is lifted, noting that many individuals worked on the project and a formal dedication may be warranted.

Finance & Audit Committee:

Miller reported the committee met on March 16, 2022, and discussed:

The possibility of formally designating funds for midfield development product.

February financial results which showed the following:

- Net operating income for the month of February was \$3.9M which totals \$7.4M to date for the year. The increase in non-airline revenue and cost discipline is driving profitability.
- Enplanements were 462K which is approximately 78% of 2019 levels.
- With continued focus on building cash reserves, CRAA currently has \$205M unrestricted cash on hand, representing approximately 1,000 days of cash.
- Revenues were \$20.3M, favorable \$1.6M to budget.
 - Airlines: Increase due to 11% higher than anticipated landed weight.
 - Parking: Return of leisure travel driving increase in parking.
 - Hotels: Still in recovery mode.
 - Cargo: Decrease due to lower fees and cargo volumes.
- Expenses were \$15.7M, favorable \$1.3M to budget.
 - Winter Storm Impact: February storm cost ~\$640K.
 - Staffing & Benefits: Unplanned vacancies driving favorable variance against budget.



- Services: Continue to track favorably against budget.
- Operating Income - first months of 2022 are the highest in several years but the figures do include CARES funds received.

The committee's next meeting is scheduled for April 20, 2022

Chair Heifner asked Wong to comment on the hotels' performance. Wong remarked that the performance has been impacted by business travel not returning as quickly as expected and the unavailability of 20 rooms due to renovation, but that March was showing an improved occupancy rate. Heifner asked other Board Members to comment on what they were seeing in terms of business travel returning. Jones commented that Nationwide is approving business travel with a more sales-based travel than conferences. Chodak shared that AEP was starting to return to business travel.

McDonald shared that he had recently meet with visitors from Intel and indicated that Columbus area hotels would see an uptick in business this summer. McDonald requested contact information for CRAA's hotels to share with Intel and recommended a briefing with CRAA staff on downstream activity that will result from Intel's operations, including hotel and cargo activity.

Chodak asked Wong to comment on hotel performance compared to the pro-forma. Wong remarked that despite current conditions, the hotels were demonstrating a positive EBITDA. Miller and Heifner made positive remarks about the hotels' performance.

Human Resources Committee:

Morrison reported the committee met on March 16, 2022, and discussed the following:

- Pay for Performance Programs:
 - The Committee reviewed and approved the Authority's 2021 performance results and corresponding bonus payouts under its two pay-for-performance plans, the Executive Incentive Program (EIP) and Performance Rewards Program (PRP). The Committee then approved the Authority's 2022 performance measures and related targets for both plans.
 - The Committee reviewed and discussed a recommended revision to the PRP. The revision is necessary to update the eligibility section of the plan to align it with the EIP, making new employees hired in the first nine months of a year eligible for a prorated bonus. The Committee approved the revision as recommended by staff.
- Status of collective bargaining negotiations:
 - The Committee was pleased to share that a tentative agreement had been reached with the Ohio Patrolmen's Benevolent Association ("OPBA") and that the OPBA members had voted to approve the tentative agreement. Resolution 15-22 seeks authorization for the President & CEO to enter into a 3-year collective bargaining agreement with the OPBA based on the terms of the tentative agreement.

Resolution

Review of one resolution: 15-22. The committee recommends its approval.

The committee's next meeting is scheduled for July 20, 2022.

PRESIDENT & CEO REPORT

Nardone provided brief remarks regarding the March 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 thanked Fitzpatrick for her work on the collective bargaining negotiations. One of three is complete with today's resolutions. Heifner echoed Nardone's comments.

Nardone shared the following top takeaways:

- Breeze growing at CMH: After launching service in July 2021, Breeze Airways has announced service to three new destinations not currently served out of CMH. Breeze will begin twice weekly service to Providence, RI, Jacksonville, FL, and Savannah, GA this summer. Nardone thanked Jobs Ohio for its efforts in securing this new service. Nardone also thanked Taylor for her work on this matter.



Mr. Jones	X
Mr. McDonald	X
Mr. Miller	X
Ms. Morrison	X
Mr. Williams	Absent

Resolution #17-22 of the Columbus Regional Airport Authority authorizing a construction contract in the amount of \$256,445.00 with Twist Aero LLC for the removal and replacement of two (2) 45-ton, preconditioned air units at John Glenn Columbus International Airport.

MOVED: K. McDonald;

SECONDED: R. Jones

YEA: 7 NAY: 0

ABSTAIN: _____

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

Resolution #18-22 of the Columbus Regional Airport Authority authorizing an increase in the amount of \$181,043 to the Master Services Agreement #ENG-2018-024.1 with HDR Engineering Inc. for construction phase professional engineering services associated with project #24007, Taxiway C Relocation Phase 1 at John Glenn Columbus International Airport.

MOVED: P. Chodak III;

SECONDED: E. Kessler

YEA: 7 NAY: 0

ABSTAIN: _____

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



Resolution #19-22 of the Columbus Regional Airport Authority authorizing the President & CEO to execute a contingent real estate agreement for the sale of approximately 10.303 acres of land located at Rickenbacker International Airport.

MOVED: R. Jones;

SECONDED: P. Chodak III

YEA: 7 NAY: 0

ABSTAIN: _____

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

OTHER BUSINESS

Heifner remarked that there was a possibility that the mask mandate would be lifted or relaxed in April, stating that if that was the case and conditions permitted, the Board would return to fully in-person meetings in April.

MOTION TO ADJOURN

With no further business brought before the Board, Chodak moved to adjourn; Jones seconded. Chair Heifner adjourned the meeting at 4:45 p.m. on Tuesday, March 22, 2022.

Respectfully submitted,

Joseph R. Nardone
 Secretary
 JRN | ck