



## MEETING OF THE CRAA BOARD OF DIRECTORS | MINUTES OF MARCH 28, 2023

Board of Director Members Present:	Elizabeth P. Kessler, Chair Jordan A. Miller, Jr., Vice Chair Paul Chodak, III William R. Heifner Ramon Jones
Board of Director Members Absent:	Frederic Bertley Kenny McDonald Karen J. Morrison
CRAA Strategic Leadership Staff - in person:	Joseph R. Nardone, President & Chief Executive Officer Kristen Easterday, Director, Communications & Public Affairs Shannon Fitzpatrick, Chief People Officer Charlie Goodwin, Chief Business Development Officer Nicole Loucks, General Counsel Tom McCarthy, Chief Planning & Engineering Mario Wong, Jr., Chief Financial Officer
CRAA Staff – in person:	E. Amissah-Aggrey, A. Bailey, R. Banghoff, L. Boyer, B. Burford, T. Carter, M. Elliott, J. Gardner, A. Leo, M. Sethna, H. Nova-Thatcher, B. Sarkis, B. Taylor, C. Wing
CRAA Staff – via telephone:	S. Bell, M. Elliott, C. Masiarczyk, S. McQuaid
Members of the Public present – in person:	Bob Franz, Stifel William Hartman, Gensler Tim Hudson, Gensler Marty McDonald, Fahlgren Mortine Jonathan Moody, Moody Nolan Tony Murphy, Rural Metro Eric Rockhold, Bank of America Molly Williamson, Willow PR

### CALL TO ORDER

Chair Kessler called the meeting of the Columbus Regional Airport Authority Board of Directors to order at 3:58 p.m., Tuesday, March 28, 2023.

### MINUTES

Chair Kessler asked if there were any corrections to the minutes for January 24, 2023. Hearing none, Chodak moved for approval; Heifner seconded. Motion to approve the minutes passed.

### 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 17, 2023.



#### *Business Development & Logistics Committee:*

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

The committee's next meeting is scheduled for June 21, 2023.

#### *Facilities, Services & Innovation Committee:*

Chodak reported the committee met on March 22, 2023, and discussed:

#### Safety

All safety metrics were met for the month of February. Changes were made to the goals for 2023 were attendance rate increased from 85% to 88% and reduction in time to address safety work orders from 72 hours to 48 hours. There has been no lost time or recordable incidents since December 12, 2022.

#### CMH – John Glenn International

- Taxiway C Relocation phase 1 – A preconstruction meeting was held March 10, 2023 with the Notice to Proceed (NTP) issued March 20, 2023.
- Taxiway C Relocation phase 2 – Resolution submitted to support acceptance of OFOT matching grant program. The full 90% engineering design deliverables submitted March 14, 2023. Coordination is underway with FAA, ARFF, and Operations to review 90% Construction Safety and Phasing Plan.
- FBO Apron Rehabilitation phase 1 – A preconstruction meeting was held March 10, 2023 with the Notice to Proceed (NTP) to be issued mid-May.
- Utility Corridor Phase 2 – Review meeting was held with the City of Columbus Division of Water and Sewers and Drains.
- New Midfield Terminal – Visioning session completed at the January 2023 Board meeting. Airport Briefing Session completed with the Columbus Partnership on February 14, 2023 and with One Columbus Leadership Circle on February 28, 2023. Schematic design continues with planned review of progress scheduled for the March 2023 Board meeting. CMR Best Value Solicitation posted February 28, 2023 with qualifications due March 31. Informational briefing held March 9 with planned issuance of RFP to shortlisted firms April 11.

#### LCK – Rickenbacker

- Replacement of Rickenbacker Parkway Street Light – Four bids were received on February 23, 2023 with Complete General Construction determined the apparent low bidder. Resolution has been submitted for March approval. Anticipate a Notice to Proceed (NTP) pending Board approval for submittal review/approval for long lead items and a construction NTP for summer 2023.
- Ramp 3 Deice Pad Reconstruction – Resolution submitted for Board approval to commence design.
- Runway 5L-23R Rehab Phase 1 – The design kickoff meeting was completed. JMT and sub-consultants have completed the field survey, pavement coring and analysis and geotechnical sub-surface investigations. Resolution submitted to support Defense Community Infrastructure Pilot Program.

#### TZR – Bolton Field

- T Hangar Taxilane A Rehabilitation - Resolution submitted for Board approval to commence design.

#### 2023 Capital Improvement Plan (CIP)

- Overall spend to date is 12.6% or \$10,855,663 against projected spend of \$86.4M.

#### Resolutions

Review of eight resolutions: 08-23, 09-23, 10-23, 11-23, 12-23, 13-23, 14-23 and 15-23. The committee recommends their approval.

The committee's next meeting is scheduled for May 17, 2023.



#### *Finance & Audit Committee:*

Miller reported the committee met on March 22, 2023, and discussed:

February financial results which showed the following:

- Net operating income for the month of February was \$5.4M which totals \$9.4M year to date with CARES relief. The increase in non-airline revenues and cost discipline is driving profitability.
- Enplanements were 287K for February which totals 559K which is approximately 95% of 2019 levels.
- With continued focus on building cash reserves, CRAA currently has \$233M in unrestricted cash on hand. This represents approximately 986 days of cash.
- Revenues were \$22.2M, favorable \$0.9M to budget.
  - Airlines: Reduced operating costs driving lower cost recoveries from the airline.
  - Parking: YTD revenue is 116% of 2019 levels.
  - Hotels: Slightly ahead of plan.
  - Air Freight - Cargo: Decreasing cargo volumes impacting profitability.
- Expenses were \$15M, favorable \$3M to budget.
  - Staffing & Benefits: Favorable due to job vacancies.
  - Contract labor: Lower cargo volumes driving favorable variance.
  - Services: Spending vigilance resulting in lower costs.

The committee's next meeting is scheduled for April 19, 2023.

#### *Human Resources Committee:*

Kessler reported the committee met on March 14 and March 28, 2023, and discussed:

March 14:

- Pay for Performance Programs: The committee reviewed of the Pay for Performance Programs including the 2022 performance results and the proposed 2023 performance targets. The committee discussed the 2022 ASQ results where CMH scored lower and asked if there were any actions that could be taken to bring up those scores in 2023. Staff explained that due to several factors beyond CRAA's control that no belief those scores would go up. In fact, based on factors such as, no significant investment at CMH given the plans for a new terminal, limited concessions and the projected increase in leisure travelers, it is anticipated scores will go down further. Staff shared that we intend to focus on what we can control – providing an operational, clean and friendly terminal. The committee requested additional ASQ data before approving the proposed metric of 4.10 for 2023.
- The committee reviewed and approved the Authority's 2022 performance results and corresponding bonus payouts under their two pay-for-performance plans, as well as both plan documents with no changes.

March 28:

The committee met after receiving and reviewing the additional ASQ data we requested. Upon further discussion, we have asked the CRAA professionals to review the ASQ questions that CRAA staff can influence and bring a proposal to the committee. The committee expects to set the CX metric shortly after receiving that data.

The committee's next meeting is scheduled for October 18, 2023.

## **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 shared the following top takeaways:

- CRAA continues to promote from within: Nardone pleased to share recent promotions of CRAA staff joining us today:



- Efua Amisah-Aggrey has been promoted to IT Project Analyst in the Project Management Office.
- Aubrey Bailey has been promoted to Sr. Specialist of Property Management in the Business Development.
- Helena Nova-Thatcher has been promoted to Sr. Specialist of Emergency Preparedness in the Operations.
- Marc Sethna has been promoted to Director of Terminal & Facilities in the Operations Division.
- Tim Allen has been promoted to Manager of Custodial Services, Shipping & Receiving in the Operations Division.
- Employee of the Year: Nardone announced Larry Boyer, Fleet Technician at Rickenbacker, as our 2022 Employee of the Year. Boyer was nominated by peers for many strengths and contributions he brings to CRAA including: establishing a system for preventive maintenance, exceeding expectations in completing service on needed equipment and treating all co-workers with trust and respect, embracing the core values and building a great rapport with all departments that work with Fleet Maintenance.
- Workday goes live: Following a year of planning and preparation, CRAA successfully transitioned to a new enterprise resource planning system, Workday, on Saturday, March 18. Human Resources was the first work group to go live on Workday. This new online experience gives employees access to real-time personal information and enables them to make changes to that information from anywhere. Workday integrates many business functions into one, streamlines processes, and provides a shared database that supports multiple functions used by different business units. Many teams were integral to the successful implementation of Workday including our HR team, IT team, a steering committee, organizational change management team, and change advocates.

Chair Kessler expressed her congratulations on behalf of the Board of Directors for the incredible committed work of staff and grateful for their service to the authority.

## RESOLUTIONS

**Resolution #08-23** of the Columbus Regional Airport Authority acceptance and execution of matching grant contracts and any related documents, from the Ohio Department of Transportation, Office of Aviation, for “Shift Taxiway C (915’ x 50’) – Construct (phase 2 of 3)” at John Glenn Columbus International airport and “Acquisition of Snow Removal Equipment – 4 multi-tasking equipment; 2 brooms” at Rickenbacker International Airport.

MOVED: W. Heifner;  
YEA: 5 NAY: 0

SECONDED: P. Chodak III  
ABSTAIN: \_\_\_\_\_

**Resolution #09-23** of the Columbus Regional Airport Authority authorizing a construction contract with Complete General Construction Company in the amount of \$2,134,272.50 for project #22043, Rickenbacker Parkway Street Lights Replacement at Rickenbacker International Airport.

MOVED: P. Chodak III;  
YEA: 5 NAY: 0

SECONDED: R. Jones  
ABSTAIN: \_\_\_\_\_

**Resolution #10-23** of the Columbus Regional Airport Authority authorizing an increase in the amount of \$750,000 to the Professional Design Services Agreement ENG-2022-047 with RS&H Ohio, Inc. for On-Call Airside Civil Engineering Services task orders.

MOVED: W. Heifner;  
YEA: 5 NAY: 0

SECONDED: P. Chodak III  
ABSTAIN: \_\_\_\_\_

**Resolution #11-23** of the Columbus Regional Airport Authority authorizing pursuit, acceptance and execution of a future Defense Community Infrastructure Pilot (DCIP) Program Grant(s) from the Department of Defense Office of Local Defense Community Cooperation (OLDCC) for the Runway 5L-23R Rehabilitation and NAVAID Control Cable Loop Replacement projects at Rickenbacker International Airport.



MOVED: P. Chodak III;  
YEA: 5 NAY: 0

SECONDED: J. Miller  
ABSTAIN: \_\_\_\_\_

**Resolution #12-23** of the Columbus Regional Airport Authority authorizing a contract in the amount of \$290,000 with Bus Service Inc., to refurbish five existing propane/gas hybrid shuttles, project #22003, for use in the remote shuttle lots at John Glenn Columbus International Airport.

MOVED: P. Chodak III;  
YEA: 5 NAY: 0

SECONDED: J. Miller  
ABSTAIN: \_\_\_\_\_

**Resolution #13-23** of the Columbus Regional Airport Authority authorizing a construction contract in the amount of \$277,342 with Twist Aero LLC for the removal and replacement of two 45-ton pre-conditioned air units at John Glenn Columbus International Airport.

MOVED: W. Heifner;  
YEA: 5 NAY: 0

SECONDED: P. Chodak III  
ABSTAIN: \_\_\_\_\_

**Resolution #14-23** of the Columbus Regional Airport Authority authorizing a construction contract in the amount of \$252,375 with Debra-Kuempel Inc. for the removal and replacement of two 30-ton roof top HVAC units and relocation of two 40-ton roof top HVAC units at Rickenbacker International Airport.

MOVED: P. Chodak III;  
YEA: 5 NAY: 0

SECONDED: R. Jones  
ABSTAIN: \_\_\_\_\_

**Resolution #15-23** of the Columbus Regional Airport Authority Authority authorizing a contract with CBTS, Inc. in the amount of \$640,386.03 for the purchase and installation of Aruba wireless access points, licenses, and Aruba cloud management system at John Glenn Columbus International Airport, Rickenbacker International Airport, and Bolton Field Airport, with a contingency amount of \$51,613.97, for project #23012 Aruba Wi-fi.

MOVED: P. Chodak III;  
YEA: 5 NAY: 0

SECONDED: R. Jones  
ABSTAIN: \_\_\_\_\_

## 2023 CAPITAL PROJECTS DISCUSSION

McCarthy provided the Board with an update on the new terminal design status including the timeline of a Construction Manager at Risk and sessions with subject matter experts regarding specific design elements.

## MOTION TO ADJOURN

With no further business brought before the Board, Miller made a motion to adjourn; Heifner seconded. Chair Kessler adjourned the meeting at 5:00 p.m. on Tuesday, March 28, 2023.

Respectfully submitted,

A handwritten signature in black ink that reads "Joseph R. Nardone". The signature is written in a cursive, flowing style.

Joseph R. Nardone  
Secretary  
JRN | jg