



BOARD OF DIRECTORS | MEETING MINUTES OF JANUARY 26, 2016

Present: Susan Tomasky, Chair
William R. Heifner, Vice Chair
Don M. Casto, III
Frank J. Cipriano
Elizabeth P. Kessler
Jordan A. Miller, Jr
Kathleen Ransier

Absent: Dwight Smith
Terrance Williams

CRAA Executive Staff: Elaine Roberts, A.A.E., President & CEO
Rod Borden, A.A.E., Chief Operating Officer
Randy Bush, Chief Financial Officer
Casey Denny, A.A.E., Vice President
Robin Holderman, Chief Development Officer
Tory Richardson, A.A.E., Vice President, Human Resources & Strategy
David Whitaker, Vice President, Business Development & Communications

CRAA Staff: A. Beaver, S. Bell, D. Finch, P. Gehrisch, C. Goodwin
T. Osborne, B. Sarkis, P. Streitenberger

Others Present: Marla Rose, The Columbus Dispatch
Alan Harding, Columbus Flight Watch
Don Peters, Columbus Flight Watch
Tom Eckl, Allpro Parking

CALL TO ORDER

Chair Tomasky called the Board Meeting of the Columbus Regional Airport Authority to order at 4:03 p.m. on Tuesday, January 26, 2016.

MINUTES

Chair Tomasky asked if there were any additions or corrections to the Minutes of November 24, 2015. Hearing none, Cipriano moved for approval; Heifner seconded. Minutes approved unanimously.

COMMITTEE REPORTS

AIR SERVICE DEVELOPMENT:

Tomasky reported the Committee met on January 21. The committee discussed:

- CRAA is learning more on what we can do to have a positive impact on the customer's experience.
- CRAA is evaluating the quality of the travel experience holistically, understanding there are numerous touch points by various service providers in any given journey.
- We continue to look at where we can add additional flights. CRAA will continue its pursuit of growth with additional destinations.

BUSINESS DEVELOPMENT:

Casto reported that the Committee has not met and the next meeting is scheduled for February 16, 2016. Casto called on Holderman to provide an update on recent business activity.

Holderman reported on the following business activities:

- Resolution 01-16 will authorize a ground lease agreement with the Black Family Limited Partnership for the construction of a corporate aircraft hangar facility of approximately 49,000 sq. ft. at Port Columbus. CRAA is working with the FAA for airspace approval.
- Resolution 13-16 will authorize the purchase of the Airnet building for FBO/Administration space needs at Rickenbacker. The original cost for construction of this building in 2004 was \$13 million. CRAA's purchase price is \$2.955 million. With improvement costs, the total cost will be \$4.5 million.
- The sale of the BASF building will occur on February 5.
- Construction continues on the Amazon building with completion scheduled for third quarter of 2016.
- Air Cargo Terminal #5 is under roof and scheduled to open this spring.

FACILITIES & SERVICES:

Heifner reported that the committee met on January 20.

B. Sarkis reviewed the Major Capital Projects report for 2016. Also reviewed were the project status report, cost variance report, and construction schedules and timelines. A. Beaver reviewed the Capital Budget Update report.

Heifner reported on the following business items:

- The Terminal Modernization Program is on schedule for a March 2016 opening.
- Airline ticket counters are now in their permanent counter locations.
- The curb front renovations will be a \$7 million project. A resolution will be presented at the March board meeting.
- The North Runway project will have a 205 day duration. During that time, Port Columbus will operate with one runway.
- The Air Traffic Control Tower at Rickenbacker is scheduled for a May 1, 2016 commissioning
- The committee reviewed the 2016 Capital Improvement Budget.
- The committee reviewed the Resolutions being presented to the full Board.
- On capital expenditures, percentage of baseline spent to date, is 92% through December 31, 2015.

FINANCE:

Miller reported that the Finance Committee met prior to the Board Meeting and that the Authority has a strong Balance Sheet and Income Statement.

Miller requested Bush to report on the financial reports.

Bush reviewed the preliminary financial statements for the year-to-date period ending December 31, 2015. Bush reported that 2015 was a strong year and that the finance team is nearly complete closing the 2015 financials, pending outstanding invoices and true up of the airline costs.

Operating Revenues – Actual vs. Budget, with \$97.3 million in actual revenues and a budget of \$95.1 million, leaving a positive variance of \$2.2 million.

- Parking – The unfavorable variance of (\$1.1) million is due to decreases in garage short-term parking, the blue and red lots, as well as valet parking of \$1.7 million, offset by increases in garage long-term parking, the green lot, and Rickenbacker of \$622,000.
- Airlines has an unfavorable variance of (\$677,000). The Signatory Airlines are billed rates established on estimated annual expenses incurred by CRAA at an estimated landed weight. The variance is partially due to a \$2.7 million Supplemental Credit which is being provided to the Signatory Airlines for the increase in enplanements offset by a \$2.1 million increase in landing and gate use fees.
- Ground Transportation – The favorable variance of \$344,000 is the result of a 3.5% increase in rental car commission related to increased enplanements and an audit finding of \$281,000 due to underreported revenue, offset by a decrease of \$21,000 in taxi cab commissions due to an increase in the usage of 'peer to peer' transportation.
- Concessions and Misc. Lessees – The favorable variance of \$1.2 million is the result of higher terminal and lodging commissions of \$806,000 at Port Columbus due to increased enplanements and the introduction of new concepts in the terminal. Additional increases are due to new space and ground rent leases at Rickenbacker of \$543,000. These increases are offset by a reduction in advertising of \$245,000 as a result of the Terminal Modernization Program.
- Hotel – The favorable variance of \$411,000 is the result of higher than anticipated occupancy levels.

Operating Expenses – Actual vs. Budget, with \$67.3 million in actual expenses, and a budget of \$68.1 million, leaving a positive variance of \$846,000.

- Salaries and Wages – The favorable variance of \$245,000 is a result of a vacancy credit of \$1.2 million, offset by lower than anticipated project management hours of \$395,000, overtime due to vacancies and inclement weather of \$369,000, incentives of \$104,000 and paid time off accruals of \$83,000.
- Benefits & Personnel Expense – The favorable variance of \$1.9 million is due to the recording of \$1.6 million in OPERS unfunded pension liability as required under GASB 68 and 71, and a \$246,000 decrease in healthcare costs related to open positions.
- Services – The unfavorable variance of \$1.2 million is the result of unbudgeted HVAC repair costs of \$201,000, utility costs of \$784,000, and increased professional services of \$702,000 related to PCI review, rental car negotiations, tenant improvements, loop road study, legal services, and real estate taxes. The increase is offset by an underspend in employee development and training of \$165,000, parking costs of \$128,000 and glycol fees of \$133,000 due to mild weather during the fourth quarter.

Composition of Operating Revenue – Parking represents 33.8% of our operating revenue. Airlines represent 29% of our operating revenue. This metric shows we are maintaining a competitive level of costs for the carriers to operate in our market and maximizing the potential for non-airline revenue generation. This is an important metric that is tracked by the rating agencies when evaluating the financial performance of Authority.

Composition of Operating Expenses – A large component of the Authority's expenses is related to staffing costs. Salaries & Wages for full and part-time staff represent 36.2% of operating expenses; Benefits & Personnel costs are 12.9%; while Contract Labor represents another 12.6% of the Authority's operating expenses. Combined, this represents 61.7% of the Authority's operating expenses.

CRAA Salaries & Wages (CMH & LCK) – Total filled headcount is 387 employees, and 46 vacancies of which 23 are full-time and 3 are part-time.

Hotel Operations – Year-to-date Net Operating Income is \$1.9 million vs. a budget of \$1.6 million, leaving a positive variance of \$291,000. The actual occupancy rate is 78.3% compared to a budget of 71.6%.

Rickenbacker Net Operating Income – Actual vs. Budget, reflected \$1.6 million in actual net operating income compared to a negative budget of (\$747,000) providing a positive variance compared to budget of \$2.4 million.

Statement of Net Position Analysis – The Authority's Net Position remains strong with \$917.8 million in total assets and \$165.6 million in total liabilities. Included in total assets is \$128.3 million in Cash and Cash Equivalents.

Capital Expenditures – With an approved Capital Budget of \$62.3 million and total cash expenditures to date of \$49.7 million, this represents a year-to-date execution of 80% of the approved Capital Budget spend. The total accrued expenditures to date of \$51.6 million represents 83% of the approved Capital Budget.

Bush reported that our debt per enplaned passenger is \$30.44, showing significantly lower than average debt loads when compared to the 2014 Moody's airport average of \$54.19. The days of unrestricted cash on hand is 395 days, with the 2014 Moody's airport average being 557 days. CRAA has \$110.7 million of outstanding debt which includes \$2 million outstanding under our Revolving Credit Facility.

HUMAN RESOURCES:

Tomasky reported that the Committee last met on December 18, 2015. The Committee reviewed the 2016 Strategic Priorities; reviewed the past year's performance of CRAA and our President & CEO; and, received an update on CRAA's succession planning process. The next Committee meeting is scheduled for March 14, 2016.

PRESIDENT & CEO REPORT

Chair Tomasky called upon Roberts to provide the President & CEO Report.

Roberts reported on the following business items:

Passenger Air Service

Port Columbus

Port Columbus saw an 8.5% increase in passenger traffic for December when compared to the year prior, making it the 22nd consecutive month for growth. This brings 2015's year-end total to just under 6.8 million passengers, a 6.9% increase over 2014. The year 2015 was Port Columbus' fourth busiest year in history.

With 12.6% more passengers traveling this year than last, Southwest saw the largest growth in 2015 – an increase of over 260,000 passengers. Southwest invested significantly in the Columbus market this past year with new service to Boston, Dallas, Oakland, and Washington D.C.

Delta saw the next largest increase in traffic for the year with 86,000 more passenger traveling than in 2014, a growth of 6%.

United saw a similar increase with nearly 82,000 more passengers traveling than in 2014, an increase of 10%. Air Canada was up nearly 21% for the year.

American was the only carrier to see a slight decrease for the year, down less than one percent.

Looking forward in 2016, this year is off to a great start with Frontier's announcement of their launch from Port Columbus at the end of May. The airline will provide daily service to Denver and Las Vegas, and three times weekly service to Orlando and Philadelphia.

Next month, Dave Whitaker and some business leaders will meet with British Airways in London to discuss future service to Columbus.

Rickenbacker Charter Terminal

At Rickenbacker, Allegiant saw an 84% growth of passenger traffic in 2015. This past year the airline introduced new year-round service to Ft. Lauderdale as well as seasonal service to New Orleans and Savannah helping to drive their growth. We expect all 2015 seasonal markets to return in 2016 including the two noted here plus Myrtle Beach.

Overall passenger traffic at Rickenbacker was up 82% in 2015 and over 166,000 total passengers.

Cargo Air Service

Rickenbacker also experienced a very good year in 2015, handling nearly 200 million pounds of airfreight – our best year since 2008. This figure represents a 15.9% increase in total air cargo in 2015 versus 2014. International growth led the way with a 132% year over year increase while domestic tonnage was down 9% for the year, primarily a result of FedEx's continued adjustments in this market.

Prospects for our continued international growth in 2016 are high as all three of our international carriers report being happy with their performance at Rickenbacker and are adding permanent staffing support. Emirates SkyCargo will also begin export service in 2016, joining Cathay Pacific Cargo and Cargolux in providing air export services through Columbus, connecting us to the vast majority of the global marketplace through the respective airline hubs. To support these services, the CRAA Business Development team will continue to spend extensive time traveling the region to educate forwarders and shippers of the options to export through Columbus.

2015 was outstanding for Rickenbacker in many other ways:

- An astounding \$1.67M net operating profit driven by the increased commercial activity and the unique services we provide to the airlines such as ground handling and fueling.
- FBO activity: Rickenbacker Aviation (CRAA's FBO business) had a banner year in 2015. Helped in part by the west coast ports labor dispute in February and March, the FBO handled nearly 500 international cargo flights, over 600 passenger flights, and nearly 1300 miscellaneous aircraft of all sizes. Along with those aircraft, the FBO handled 166,000 passengers and their baggage, and more than 67 million pounds of cargo. The FBO also delivered a total of 8.1 million gallons of fuel into more than 2800 aircraft.
- New freighter service to/from Dubai, U.A.E. by Emirates taking us to 9 weekly scheduled international flights.
- Amazon, BASF and others maintain a boom cycle for industrial development in RGLP.
- New Air Traffic Control Tower to open this spring with the support of the County.
- New Air Cargo facility to open this spring with support from the State, City and private sector.
- A very strong FTZ ranked in the top 10 nationally for the second consecutive year.

Winter Operations

It has been a very favorable winter so far. To begin the winter, we closed out 2015 with no measurable snowfall, although we incurred some nominal expense when crews were called in a few times as a precautionary measure. To date in January, snowfall has measured 5.1 inches at Port Columbus, just over half of the monthly average of 9.5 inches. Crews have conducted snow removal operations one time at Port Columbus (January 11) and one time at Rickenbacker (January 22).

New State Laws on Transportation Network Companies

A new Ohio law regulating Transportation Network Companies (TNC) (Uber, Lyft, etc.) goes into effect on March 23. Generally, the law reserves the right to regulate TNC's in Ohio to the Public Utilities Commission. However, thanks in large part to the work of Tory Richardson, the law includes an exception preserving the authority of public use airports to regulate TNC's and their operations at those airports. Staff is currently in discussions with Uber to finalize an agreement establishing the terms and conditions for Uber's operations at Port Columbus, including the fees they must pay.

NextGen Approaches

The FAA is in the process of developing new arrival and departure procedures in Columbus airspace. The new procedures are based on the FAA's Next Generation Air Transportation System, or NextGen, and rely on satellite-based navigation procedures rather than legacy ground-based equipment. The procedures will permit arriving and departing flights to fly much more precise routes to and from Columbus-area airports, and will result in efficiencies that enhance fuel savings and air quality. These new procedures are one of the "asks" staff conveyed to FAA Administrator Michael Huerta when he was in Columbus to participate in the opening of the relocated south runway 2-1/2 years ago. Rod Borden has been leading this effort for the Authority.

Human Trafficking Awareness

The Ohio Department of Public Safety, in a collaborative effort led by Rod Borden with CRAA staff and local TSA officials, has developed a human trafficking awareness training for airport employees. The presentation is approximately 28 minutes long, and will be rolled out first to CRAA staff and then to the entire airport community over the next several months.

DEA Seizure Program Suspended

The DEA has notified its local law enforcement partner agencies, including airports, that due to the recent federal budget legislation, it is suspending equitable sharing of seized funds under its Asset Forfeiture Program. That program has historically returned a portion of money seized by drug enforcement task forces to partnering local law enforcement agencies in return for their participation in the task forces. It is not known whether the suspension will be temporary or permanent. The shared funds must be used by the local agencies for law enforcement-related purposes. CRAA typically receives \$250,000 - \$350,000 annually in shared seizure funds.

December Proclaimed as General Aviation Appreciation Month in Ohio

Governor Kasich, Mayor Coleman and numerous other mayors across Ohio declared December as General Aviation Appreciation Month. These elected officials recognize that general aviation and community airports play a critical role in the lives of Ohio citizens and that the state of Ohio has a significant interest in the continued vitality of general aviation, aerospace, aircraft manufacturing, educational institutions, aviation organizations, community airports and airport operators. We are pleased to present to you today Mayor Coleman's Proclamation.

Aviation Issues Conference

Some CRAA staff and Board members recently attended the Aviation Issues Conference. The conference brings key stakeholders such as Federal Aviation Administration (FAA), Transportation Security Administration (TSA), National Business Aviation Association (NBAA), The Regional Airline Association (RAA) Airlines for America (A4A), the airlines, labor unions, and general aviation together to discuss the top issues facing the industry.

Major topics centered on Air Traffic Reform, funding for airports, security issues, shortage of pilots, and other workforce issues. Attendees also heard from Byron Dorgan and Thomas Daschle. Both previously served several years in the U.S. Senate and they discussed challenges and opportunities with Congress today.

All of these issues affect CRAA as many of them will be incorporated or attempted to be incorporated into the FAA Reauthorization Bill. The current authorization expires at the end of March. We heard that a markup of the FAA Reauthorization Bill is expected in the first half of February and that won't leave much time to negotiate all these items into a final bill for passage before the election activities consume lawmakers for the rest of the year.

Related to our legislative efforts, Tory Richardson and Roberts will visit Washington D.C. twice between now and the end of March. These visits will be used to express our position on the various issues anticipated to be considered in the FAA Reauthorization Bill. Roberts requested Richardson to present a deeper dive at the March Board meeting on federal, state and local legislative issues that impact CRAA.

SMS On-Line Hazard Reporting System

The Airport Operations staff has partnered with the Communications staff to develop and implement an on-line hazard reporting system. The system will allow any interested party including the public, through a link on the Authority's website, to report a condition or activity that they believe to be a safety concern. The system went live less than two weeks ago, and is one element of a comprehensive Safety Management System that will be required of all airports under a soon-to-be-released FAA regulation. CRAA staff has been proactive in developing the framework of the anticipated mandatory SMS, and is moving forward with implementation of several elements of the program.

2015 Accomplishments and Future Priorities

This is the first Board Meeting since completion of 2015 and marks the kickoff of our efforts for 2016. Roberts presented CRAA's success in 2015. (See attached 2015 Successes document).

Roberts then requested Tory Richardson, VP Human Resources and Strategy, to give a high level overview of our 2016 Strategic Priorities which are:

1. Enhance Employee Engagement
 - a. Implement employee engagement recommendations and complete the biennial engagement survey.
 - b. Develop the strategy and recommendations to improve enterprise-wide communications.
2. Create Midfield Development Program
 - a. Phase 1: Enabling Projects – planning, design and construction.
 - b. Phase 2: Master Program portfolio inventory, schedule and governance/staffing structure.
3. Implement the Vision and Strategies for the Rickenbacker Global Gateway
 - a. Conduct community and long range planning.
 - b. Implement business development initiatives.

Chair Tomasky addressed the board regarding the Midfield Development Program. Tomasky stated that we are all operating under the assumption that the current Terminal Modernization Program gives us 15-20 years of additional capacity in the current terminal. We are mindful of the need to be proactive however, and plan for the future Midfield Development Program as this program is huge and will require at least 10 years to execute. We need to begin developing the critical paths for major elements of the program now to be prepared when the demand for capacity warrants the expansion. Phase I of the Program involves construction of the CONRAC for car rental operations and this is needed now based on the current need for public parking in the garage and for future growth of the rental car companies. The Board will need to be prudent with these projects and the Facilities and Services Committee plays a critical role with these initiatives.

Roberts stated CRAA is committed to look at timelines and studies completed to date and will keep the board updated.

READING OF RESOLUTIONS

RESOLUTION #01-16 AUTHORIZING A GROUND LEASE AGREEMENT WITH THE BLACK FAMILY LIMITED PARTNERSHIP FOR THE CONSTRUCTION OF A CORPORATE AIRCRAFT HANGAR FACILITY LOCATED ON APPROXIMATELY 5.76 ACRES OF LAND ON THE NORTH AIRFIELD AT PORT COLUMBUS INTERNATIONAL AIRPORT.

MOVED: K. Ransier; SECONDED: D. Casto
YEA: 6 NAY: 0 ABSTAIN: W. Heifner

RESOLUTION #02-16 RATIFYING THE PURCHASE AGREEMENT WITH STREAM + WETLANDS FOUNDATION TO MITIGATE WETLAND IMPACTS RESULTING FROM DEVELOPMENT OF THE GLOBAL LOGISTICS PARK AT RICKENBACKER INTERNATIONAL AIRPORT.

MOVED: J. Miller; SECONDED: K. Ransier
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #03-16 AUTHORIZING THE PRESIDENT & CEO TO ENTER INTO A THREE-YEAR EXTENSION OF THE AGREEMENT WITH RURAL METRO INC., FOR AIRPORT RESCUE AND FIREFIGHTING SERVICES, EMERGENCY MEDICAL SERVICES, AND SECURITY SERVICES RETROACTIVE TO JANUARY 1, 2016, THROUGH DECEMBER 31, 2018.

MOVED: W. Heifner; SECONDED: E. Kessler
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #04-16 TO AUTHORIZE AN INCREASE IN THE AMOUNT OF \$114,700 UNDER PROFESSIONAL SERVICES MASTER AGREEMENT PEO-2013-009, WITH STAFFORD RESOURCES dba STAFFORD TECHNOLOGY, FOR TEMPORARY STAFFING SERVICES.

MOVED: D. Casto; SECONDED: K. Ransier
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #05-16 TO AUTHORIZE AN INCREASE IN THE AMOUNT OF \$88,900 UNDER PROFESSIONAL SERVICES MASTER AGREEMENT PEO-2013-009 WITH STAFFORD RESOURCES dba STAFFORD TECHNOLOGY FOR TEMPORARY STAFFING SERVICES.

MOVED: E. Kessler; SECONDED: W. Heifner
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #06-16 AUTHORIZING A CONTRACT IN THE AMOUNT OF \$125,092 WITH ADB AIRFIELD SOLUTIONS, LLC., FOR THE PURCHASE OF LED HIGH INTENSITY RUNWAY EDGE LIGHT FIXTURES AND TRANSFORMERS FOR THE RUNWAY 10L-28R REHABILITATION AND SHOULDER IMPROVEMENTS, PROJECT #07020, AT PORT COLUMBUS INTERNATIONAL AIRPORT.

MOVED: J. Miller; SECONDED: D. Casto
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #07-16 AUTHORIZING A CONTRACT IN THE AMOUNT OF \$146,570 WITH RS&H OHIO, INC., TO PROVIDE PROFESSIONAL PRELIMINARY DESIGN SERVICES FOR THE RUNWAY 4-22 REHABILITATION AT BOLTON FIELD AIRPORT, PROJECT #16008.

MOVED: K. Ransier; SECONDED: J. Miller
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #08-16 AUTHORIZING AN INCREASE IN AN AMOUNT NOT TO EXCEED \$290,000 TO THE MASTER SERVICES AGREEMENT WITH CRAWFORD, MURPHY, & TILLY, INC. (CMT) FOR PROFESSIONAL ENGINEERING SERVICES ASSOCIATED WITH PROJECT #17020, RICKENBACKER MOS PHASE 1 IMPROVEMENTS AT RICKENBACKER INTERNATIONAL AIRPORT.

MOVED: W. Heifner; SECONDED: E. Kessler
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #09-16 AUTHORIZING THE EXECUTION OF ASSOCIATED BANKING DOCUMENTS NECESSARY TO IMPLEMENT A CREDIT CARD PROGRAM FOR THE PURCHASE OF AUTHORITY RELATED OPERATING EXPENSES.

MOVED: J. Miller; SECONDED: E. Kessler
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #10-16 AUTHORIZING A CONTRACT WITH MILE HI VALET SERVICE, INC., TO PROVIDE PUBLIC SHUTTLE BUS OPERATION AND MANAGEMENT SERVICES FOR THE PUBLIC PARKING FACILITIES AT PORT COLUMBUS INTERNATIONAL AND RICKENBACKER INTERNATIONAL AIRPORTS.

MOVED: F. Cipriano; SECONDED: E. Kessler
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #11-16 AUTHORIZING A CONTRACT WITH BUS SERVICE INC., IN THE AMOUNT OF \$330,250 FOR THE PURCHASE OF FIVE (5) 2015 PROPANE/GAS HYBRID SHUTTLES FOR USE IN THE REMOTE SHUTTLE LOTS AT PORT COLUMBUS INTERNATIONAL AIRPORT.

MOVED: J. Miller; SECONDED: K. Ransier
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #12-16 AUTHORIZING A CONTRACT WITH ALLPRO PARKING, LLC., TO PROVIDE CERTAIN STAFFING NEEDS FOR THE PARKING OPERATION AT PORT COLUMBUS INTERNATIONAL AND RICKENBACKER INTERNATIONAL AIRPORTS.

MOVED: J. Miller; SECONDED: E. Kessler
YEA: 7 NAY: 0 ABSTAIN: _____

RESOLUTION #13-16 AUTHORIZING THE PURCHASE OF 7250 STAR CHECK DRIVE LOCATED IN THE CITY OF COLUMBUS, FRANKLIN COUNTY, OHIO, IN ACCORDANCE WITH THE TERMS OF THE AGREEMENT FOR PURCHASE AND SALE OF DESIGNATED REAL PROPERTY ASSETS OF AIRNET SYSTEMS, INC., DATED DECEMBER 18, 2015.

MOVED: D. Casto; SECONDED: W. Heifner
YEA: 7 NAY: 0 ABSTAIN: _____

OTHER BUSINESS

With no further business being brought before the board, Casto moved to adjourn; Heifner seconded. Chair Tomasky adjourned the meeting at 5:15 p.m. on Tuesday, January 26, 2016.

Respectfully submitted,



Elaine Roberts, A.A.E.
Secretary

ER | ksw

Attachment: 2015 Successes

Top 2015 Accomplishments

Organized by the Strategic Business Plan



PEOPLE

Build a Productive and Engaged Workforce

- Launched the Passport to Wellness program
- Unveiled revitalized core values, one of several accomplishments related to the strategic priority to foster employee engagement
- Filled 113 positions and 28% were internal promotions and upgrades
- Total Compensation Statements provided to all employees
- 97% on-time delivery of performance appraisals
- 252 employees participated in three biometric screening events



PROCESS & TECHNOLOGY

Accomplish Organizational Effectiveness

- Established the Project Portfolio Office (PPO)
- Implemented Everbridge, a new emergency notification system
- CMH and LCK passed annual FAA certification inspections
- Rebadged about 3,500 CMH employees in compliance with FAA regulations
- Reduced the number of open work orders by 46%

Inspire Innovation

- Launched automated voice annunciation system for shuttle buses
- Installation of snow guards in the garage, recovering 100 parking spaces during winter weather
- Performed garage deck washing in-house, resulting in a \$35,000 savings
- Deployed 45 Surface Pros to staff

Achieve Operational Excellence

- The Custodial team led two business process improvements resulting in greater efficiencies
- Technology Services received the Most Transformed Organization Honorable Mention Award for information security
- Successfully planned and executed a full-scale emergency exercise at TZR
- Celebrated 20 years of public safety service at CRAA
- Average time to hire is 51.3 days, which is below the target of 60 days



FINANCIAL

Strengthen Financial Health

- Achieved 85% T-hangar occupancy and 94% and 95% warehouse occupancy at CMH and LCK respectively
- Signed 1.7 million square feet of build-to-suit projects at Rickenbacker
- Office of Contracts & Procurement received the Outstanding Agency Accreditation Achievement Award
- \$40 million bond issued at 2.48% interest for TMP financing
- Diversified LCK services by securing livestock export certification
- Recovered \$275,000 through rental car audits



CUSTOMER & COMMUNITY

Maximize Regional Economic Growth

- Increased passenger air service resulting in a 6.9% increase in passengers at Port Columbus and an 82% increase at the Rickenbacker Charter Terminal
- Emirates launched and Cathay Pacific Cargo expanded air cargo service at Rickenbacker, resulting in a 132% increase in international cargo activity
- Opened Bob Evans Express and Eddie George's Grille 27 in Concourse B
- Secured funding for and began construction of Air Cargo Terminal #5
- Southwest added nonstop flights to Oakland, Boston, Washington D.C. and Dallas
- Allegiant added service to Ft. Lauderdale, Savannah and New Orleans
- Second consecutive year FTZ #138 ranked in nation's Top 10

Champion Social Responsibility

- Provided 4,428 meals to the Mid-Ohio Food Bank through the "Empty Pockets, Full Plates" coin collection at CMH checkpoints
- Increase in diversity outreach events
- Developed an airport-specific training program to combat human trafficking

Exceed Customer Expectations

- Successful progress on the Port Columbus \$80 million terminal modernization program
- Opened a new general aviation international arrivals facility
- Launched refreshed Wi-Fi system at CMH
- Recovered 70 of 77 vehicles reported stolen
- Successfully revived traveler in full cardiac arrest