



MEETING OF THE CRAA BOARD OF DIRECTORS | MINUTES OF JANUARY 25, 2022

Present: Elizabeth P. Kessler, Vice Chair - in person
Frederic Bertley – via Webex
Paul Chodak, III – via Webex
Ramon Jones – via Webex
Jordan A. Miller – via Webex
Karen J. Morrison – via Webex

Absent: William R. Heifner, Chair
Kenny McDonald
Terrance Williams

CRAA Executive Staff - in person: Joseph R. Nardone, President & Chief Executive Officer
Casey Denny, Chief Operations Officer
Shannon Fitzpatrick, Chief People Officer
Tom McCarthy, Chief Planning & Engineering Officer
Amanda Wickline, General Counsel & Chief Administrative Officer
Mario Wong, Jr., Chief Financial Officer

CRAA Staff: S. Bekemeier, J. Gardner, R. Gray, R. Jones, C. Knisley, J. Todhunter

CRAA Staff via telephone: S. Arnold, K. Bailey, R. Banghoff, S. Bell, J. Conti, K. Easterday, C Goodwin, M. Joeright, B. Sarkis, K. Shirer, M. Sethna, P. Streitenberger, B. Taylor, C. Wing

Members of the Public present: Mr. John Gallagher, Vice President, CHA Companies

Members of the Public present via telephone: Mr. Timothy Bajorek, Business Development, Turner Construction
Mr. Elwin Dobson, Sr. Aviation Project Manager, HKS Inc.
Ms. Donna Gregory, Account Executive, Workday
Mr. Matthew Jiang, Director, B of A Securities
Mr. Jerry Kueny, Regional Sales Director, Workday
Ms. Shannon Simon, Business Development Manager, HKS Inc.
Mr. Art Rustin, Workday Government Practice Leader, Alight Solutions

CALL TO ORDER

Vice Chair Kessler called the meeting of the Columbus Regional Airport Authority Board of Directors to order at 4:03 p.m., Tuesday, January 25, 2022. Board members, 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.

Vice Chair Kessler stated that the meeting was being conducted by via hybrid model in person and video/ telephone conference. Vice Chair Kessler 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.



EMPLOYEE RECOGNITION

Nardone celebrated the actions of CRAA Police Officers Freedom Chrisman, Cody Coomes, Cody Schmid and Jeremy Herman, recounting a recent incident in which the officers had administered life-saving aid to an unresponsive ride-share passenger. Nardone and the members of the Board thanked the officers for their commitment to their roles and their quick actions. On January 3, 2022, CRAA's Communication Center dispatched Officers Freedom Chrisman, Cody Coomes, Cody Schmid, and Jeremy Herman to the curb-front of John Glenn International Airport where the driver of a rideshare company reported a passenger unresponsive in the back of his vehicle. All four officers arrived within minutes to the scene and immediately began emergency care which undoubtedly saved the passenger's life. Once CRAA medics arrived, the passenger was transported to a nearby hospital and the passenger regained consciousness. We thank these officers for their work every day and for their life-saving actions.

MINUTES

Vice Chair Kessler asked if there were any corrections to the minutes for November 30, 2021. Hearing none, Bertley moved for approval; Chodak seconded. Motion to approve the minutes passed.

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

COMMITTEE REPORTS

Air Service and Customer Experience Committee:

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

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

Business Development & Logistics Committee:

Kessler reported the committee met January 19, 2022, and discussed:

Air Cargo

The committee received a comprehensive update on air cargo activity at Rickenbacker. The update provided a detailed review of both operational and business development activities occurring in the fourth quarter of 2021.

- Over 338 million pounds (153,620 metric tons) of air cargo moved through LCK in 2021, up 28% over 2020, and 12.5% higher than the prior record set in 2018.
- Notably, international cargo tonnage was up 43.9% and international exports rose by an impressive 122% - even as new screening regulations for outbound cargo went into effect.
- Interest within the industry in utilizing LCK remains high and the Business Development and Real Estate departments remain focused on bringing the next phase of air cargo facilities and infrastructure to fruition in order to continue to support growth.
- FTZ 138 added 4 new users last year with several more anticipated.



Real Estate

The committee reviewed the current leasing activity for Authority properties and discussed upcoming expected activity. In 2021, the Authority ended with 183 leases which generated \$7M in revenue. Rickenbacker Global Logistics Park continues to receive significant interest. Meanwhile, development efforts continue on Rickenbacker air cargo warehouses.

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

Facilities, Services & Innovation Committee:

Chodak reported the committee met January 19, 2022, and discussed:

Safety

All leading safety indicators were in the green for the month of December.

- The 2021 end of year safety metrics were presented. All leading indicators were met. There were 12 lost-time-incidents in 2021 vs 6 in 2020. Although most were minor in nature, this represents 86% of all recordable incidents. The Team discussed the metrics that will be used in 2022, and how the number of lost-time-incidents could be reduced by addressing behavioral observations in all safety meetings and including supervisors in the discussions.
- There was a snow event over the MLK holiday weekend that began as an ice event and resulted in the airfield at CMH being closed for approximately 50 minutes with 7 diverted flights. No incidents were reported as a result of the event.

CMH – John Glenn International

Construction continues with the Garage Reclamation with plan to have Level 1 opened for revenue parking spaces by Spring of 2022. Level 1 (635 spaces) opened to the public on December 17, 2021, 2 weeks ahead of schedule.

The design of the rehabilitation of the Hold Pad for Runway 28L was completed in late 2021 and bids were received for construction services in December of 2021.

Taxiway C Relocation design services are underway, with an expected completion in May of 2022 and bidding for construction services planned for release in June. Construction is planned for the 2023 season.

Following the Board strategy session held in November of 2021, the team is preparing to engage a Master Architect/Engineer to begin design services for the potential new midfield terminal. Responses to the RFQ were due January 20, 2022 and the team anticipates presenting a resolution to the Board in April/May timeframe.

LCK – Rickenbacker

Ramp 1 rehabilitation construction is expected to commence in Spring of 2022.

2021 Capital Improvement Plan (CIP)

The overall spend for the 2021 Capital Improvement Plan (CIP) was presented. The actual spend was \$58.6M on a proposed/approved spend of \$65.2M representing 89.7% completion performance.

ERP Update

Staff completed a thorough assessment of needs to determine the requirements necessary to support an Enterprise Resource Planning System to support all areas of the Authority. CRAA actively solicited participation from the top 10 ERP system providers to respond to our RFP. Four tier-1 providers responded. Workday was unanimously selected as the best fit ERP software solution to deliver the Authority's requirements. A resolution is being presented to the Board to secure a 10-year contract with Workday for \$6.7M for software and professional services. This represents a \$740K savings over 10 years compared to if a 5-year contract were to be signed.

Staff is working with Workday to select one of their Certified Delivery Partners to work with CRAA on the configuration, testing, training and implementation of the Workday ERP software. Additionally, Organizational Change Management support and training will be a key deliverable.

Resolutions

Review of seven resolutions: 01-22, 02-22, 03-22, 04-22, 05-22, 06-22, and 09-22. The committee recommends their approval.

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



Finance & Audit Committee:

Miller reported the committee met on January 19, 2022 and discussed:

Nardone introduced Mario Wong, Jr. as the new Chief Financial Officer to the committee.. Nardone and the committee also thanked Streitenberger for his support as interim CFO.

The December financial results were presented and it was noted that 2021's themes were the return of the traveler and cost discipline. The Authority realized a total of 3.1 million enplaned passengers, representing 70% of the 2019 total enplaned passengers and total revenues of \$113 million for 2021. Together with cost control discipline, the Authority realized a net operating income of \$48 million (including \$13 million of CARES Act support). Additionally, the increase in enplaned passengers resulted in a lower cost per enplanement over the prior year.

As a result of the increase in net operating income the Authority has been able to grow its unrestricted cash to \$195 million, of which a portion is intended for the proposed midfield program.

The committee was also provided an update regarding the 2021 Internal Audit plan.

Board member Morrison inquired if the Authority has set a target for the amount of money to have saved. CRAA staff responded indicating that discussions on that topic have occurred, and the Authority's aim is have approximately \$200M saved.

Board members inquired about the Moody's average compared to our peer groups. CRAA staff responded that Moody's average is published annually in arrears and has steadily increased.

Board member Jones inquired if the Authority should be concerned about lost opportunities due to having too much cash on hand. Wong stated the team is looking at the figures strategically to determine an acceptable debt to cash balance.

Resolutions

Review of two resolutions: 07-22 and 08-22. The committee recommends their approval.

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

Human Resources Committee:

Morrison reported the committee met December 10, 2021, and discussed:

The Committee had the opportunity to review Nardone's performance during his fourth year in the role of President and CEO. Despite the challenges presented by the COVID pandemic, Nardone led his team to achieve one of the best financial performance years in CRAA's history.

A full list of the organization's key accomplishments for 2021 was included in the pre-read packet.

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

PRESIDENT & CEO REPORT

Nardone provided brief remarks regarding the January 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:

- Employee of the Year: Jacey Conti, an Airport Operations Coordinator, has been named Employee of the Year. Conti was nominated for his contributions to the organization including working to enhance our efforts around safety



and compliane, creating efficiencies during the Rickenbacker runway construction, volunteered to assist in unloading cargo flights and trained and onboarded five new coordinators.

- Human Trafficking Awareness: CRAA joined the Central Ohio Transit Authority to issue a joint press release airing awareness on how to recognize and report signs of human trafficking in the airports and on buses. The Authority additionally raised awareness throughout this entire month through the website, social media, e-newsletters, terminal monitors, and internally with airport partners and employees. An art exhibit in the 934 gallery in Concourse B featured artwork depicting the universal hand signal for “help” by local artists.
- 2021 Accomplishments: Nardone referred Board Members to the full list of 2021 accomplishment included in the pre-read materials and highlighted the following:
 - CRAA hosted eight vaccine clinics, distributed over 100k free face coverings to passengers, and welcomed Dr. Bertley to speak virtually to CRAA employees about the pandemic and the vaccine.
 - Recorded a breaking year for Rickenbacker’s air cargo business with total volume up 28% which represents a new annual tonnage recorder of over 150k metric tons topping the previous record set in 2018 by 12.5%.
 - Opened a new rental car center at CMH providing an improved experience for passengers and featuring three of the state’s first electric buses.
 - Selected as one of the few launch cities for the new airline, Breeze Airways, offering five destinations to our passengers.
 - Launched a number of new services and amenities including: CLEAR, Paw Force One, pre-security restaurant Hangar 815, and a new art space in partnership with 934 Gallery featuring local, diverse artists
 - Completed a \$50M, multi-year improvement project for Rickenbacker’s main runway which will facilitatate growth over the next two decades.
 - Recognized Juneteenth for the first time as a formal holiday for CRAA staff and launched a DEI council made up of 17 employees.

RESOLUTIONS

Resolution #01-22 of the Columbus Regional Airport Authority authorizing a construction contract with Shelly and Sands, Inc. in the amount of \$2,346,993.38 for Project #09020, Rickenbacker Parkway Phase 3A at Rickenbacker International Airport.

MOVED: P. Chodak III;

SECONDED: J. Miller

YEA: 6 NAY: _____

ABSTAIN: _____

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

Resolution #02-22 of the Columbus Regional Airport Authority authorizing an increase in the amount of \$330,345 to the Master Services Agreement with American Structurepoint, Inc. for professional engineering services associated with task order #10 for Project #09020, Rickenbacker Parkway Phase 3A at Rickenbacker International Airport.

MOVED: E. Kessler;

SECONDED: J. Miller

YEA: 6 NAY: _____

ABSTAIN: _____

Board Member	In Favor	Opposed	Abstain
Mr. Heifner	Absent		



Ms. Kessler	X
Dr. Bertley	X
Mr. Chodak	X
Mr. Jones	X
Mr. McDonald	Absent
Mr. Miller	X
Ms. Morrison	X
Mr. Williams	Absent

Resolution #03-22 of the Columbus Regional Airport Authority authorizing a contract in the amount of \$614,787 with Aero Specialties Incorporated for the purchase of ground service equipment to include five (5) cargo tugs, two (2) belt loaders, one (1) aircraft air start unit and one (1) lavatory service insert for use at Rickenbacker International Airport.

MOVED: K. Morrison;

SECONDED: P. Chodak III

YEA: 6 NAY: _____

ABSTAIN: _____

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

Resolution #04-22 of the Columbus Regional Airport Authority authorizing a contract in the amount of \$882,084 with JBT Aerotech Corporation, for the purchase of one (1) main deck cargo loader and one (1) aircraft deice truck for use at Rickenbacker International Airport.

MOVED: F. Bertley;

SECONDED: R. Jones

YEA: 6 NAY: _____

ABSTAIN: _____

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



Resolution #05-22 of the Columbus Regional Airport Authority authorizing an increase in the amount of \$100,103 to the Master Services Agreement ENG-2020-042 with RDM International Inc. for on-call airfield civil engineering services task orders.

MOVED: J. Miller;

SECONDED: F. Bertley

YEA: 6 NAY: _____

ABSTAIN: _____

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

Resolution #06-22 of the Columbus Regional Airport Authority authorizing a construction contract with Shelly and Sands Inc. in the amount of \$625,860.00 for project #21011, Hold Pad for Runway 28L Taxilane Rehabilitation at John Glenn Columbus International Airport.

MOVED: E. Kessler;

SECONDED: P. Chodak III

YEA: 6 NAY: _____

ABSTAIN: _____

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

Resolution #07-22 of the Columbus Regional Airport Authority amending the capital budget for 2022 and amending the annual appropriations for calendar/fiscal year 2022.

MOVED: J. Miller;

SECONDED: P. Chodak III

YEA: 6 NAY: _____

ABSTAIN: _____

Board Member	In Favor	Opposed	Abstain
Mr. Heifner	Absent		
Ms. Kessler	X		
Dr. Bertley	X		



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

Resolution #08-22 of the Columbus Regional Airport Authority (CRAA) rescinding resolution 16-21 and authorizing the President & CEO, Chief Operating Officer, Chief Financial Officer, Director of Accounting and Finance, Senior Manager of Accounting and Manager of Finance to initiate payment of funds from accounts maintained with designated depositories by CRAA.

MOVED: E. Kessler;

SECONDED: F. Bertley

YEA: 6 NAY: _____

ABSTAIN: _____

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

Resolution #09-22 of the Columbus Regional Airport Authority authorizing a contract with Workday Inc. in the amount of \$6,695,423 for the purchase of software licenses and professional services in support of an Enterprise Resource Planning Application for project #20030.

MOVED: P. Chodak III;

SECONDED: K. Morrison

YEA: 6 NAY: _____

ABSTAIN: _____

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

OTHER BUSINESS



Vice Chair Kessler announced that with Mario Wong, Jr. filling the role of Chief Financial Officer, the Board needed to elect a new Treasurer of the Board as required by CRAA's bylaws.

With that in mind, Kessler nominated Mario Wong, Jr., Chief Financial Officer, to be Treasurer of the Board, replacing Paul Streitenberger.

Miller seconded. Motion carried.

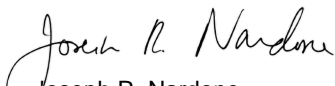
Member Present	In Favor	Opposed	Abstain
Mr. Heifner	Absent		
Mr. Miller	X		
Dr. Bertley	X		
Mr. Chodak	X		
Mr. Jones	X		
Ms. Kessler	X		
Mr. McDonald	Absent		
Ms. Morrison	X		
Mr. Williams	Absent		

Board member Jones inquired if the announcement Intel's plans in the Columbus area had been factored into CRAA's long-term strategic plan. Staff acknowledged the impact Intel's presence would have on the area and committed to factoring it into planning as more details become known.

MOTION TO ADJOURN

With no further business brought before the Board, Chodak moved to adjourn; Miller seconded. Vice Chair Kessler adjourned the meeting at 4:47 p.m. on Tuesday, January 25, 2022.

Respectfully submitted,


 Joseph R. Nardone
 Secretary
 JRN | ck