

**MINUTES AT THE REGULAR MEETING OF THE COLUMBUS AIRPORT
COMMISSION HELD AT THE COLUMBUS AIRPORT
WEDNESDAY, OCTOBER 26, 2022**

The following commission members were present for the entire meeting:

<u>NAME</u>	<u>EXPIRES</u>
Mr. James Barker, Chairman	December 31, 2023
Mr. Art Guin, Vice Chairman	December 31, 2025
Mr. Carl Rhodes, Jr., Secretary	December 31, 2024
Mrs. Dannell Marks, Commissioner	December 31, 2026

Legal Counsel: Alston Lyle

Staff Members Present:

Amber Clark, C.M., Airport Director
Anna Phillips, Administrative Coordinator
Sonya Overton, Director of Marketing and Air Service Development
Pam Knight, Director of Finance
Danyell Barboa, HR Manager
Daniel Thomas, Maintenance Manager
Bill Blackford, Interim FBO Manager
Shaundra Goodwin, Airport Security Coordinator
Eric Rivers, Operations Supervisor
Blake Fulford, Operations Technician
Anthony Pugh, Hospitality Supervisor
Mona Mitchell, Hospitality Team Member
Kelvin Mullins, Public Safety Officer
Khalfani Walker, Landscaping Technician

Others present:

Greg Russell: Pezold; Matthew Keller: Excel 5 LLC; Cham Watkins: K & C Aviation LLC; Courtney Arceneaux: McFarland Johnson; Philip Thayer; Brian Thompson; Reed Hovie

BUSINESS OF THE MEETING

Mr. James Barker called the October 26, 2022, Regular Commission Meeting to order at 9:30 a.m.

CONSIDER ADOPTION OF THE MINUTES FOR THE REGULARLY SCHEDULED COMMISSION MEETING ON SEPTEMBER 28, 2022

Mr. Barker asked to consider adoption of the minutes for the regularly scheduled commission meeting on September 28, 2022.

Motion by Mrs. Marks to approve the minutes; seconded by Mr. Guin and unanimously approved by the Commission. Ayes: 4 No: 0

CONSIDER APPROVAL OF THE REORGANIZATION OF A SUB DEPARTMENT, REMOVAL OF TWO POSITIONS, AND RECLASSIFICATION OF DUTIES TO CREATE THREE POSITIONS

Ms. Amber Clark stated:

The Columbus Airport has experienced significant growth over these last four years. This growth has stemmed from:

- Engaging with our internal/external local communities and our aviation organizations
- Investing in training and development for our team as well as promoting from within our organization
- Building new state of the art facilities and repairing older facilities
- Securing new commercial air service and increasing our General Aviation volume

Through all this growth our organization has been stretched thin, using the staffing and organizational structure of the past. Our leadership team has become overwhelmed, which in some cases can cause ineffective performance within departments.

After a SWOT analysis was completed, it was determined that a reorganization of the Hospitality Department, the removal of the Administrative Coordinator and Project Coordinator positions, and reclassification of their duties to create a Marketing Associate, Executive Assistant, and Receptionist positions would provide a better work product and opportunities for additional growth.

This information was discussed in detail in the Commission Work Session held on Friday October 7th, 2022. However, to summarize the request the proposed changes would entail:

- Move the Hospitality Department within the Marketing Department to be managed by the Director of Marketing and Air Service Development
- Create a receptionist position to provide phone answering, supply ordering, and mail distribution services to be managed by the Director of Marketing and Air Service Development.
- Create a Marketing Associate position to provide marketing research, RFP creation, DBE program management, social media and marketing content creation, event planning & marketing campaign assistance, internal project oversight and other administrative services to be managed by the Director of Marketing and Air Service Development.
- The above department/positions are a function of Customer Service and are therefore recommended to be managed by the Director of Marketing and Air Service Development who is responsible for the oversight of the customer experience.
- Create an Executive Assistant position to provide scheduling management and task completion oversight, preparation of Commission packets and record minutes, manage travel arrangements, conduct research, draft correspondence, and other administrative services to be managed by the Airport Director.
- Eliminate the Project Coordinator Position and reassign internal projects, social media content creation, event planning & marketing campaign assistance, internal project oversight to newly created Marketing Associate position. Reassign airfield project coordination to Operations Supervisor position.
- Eliminate the Administrative Coordinator Position and reassign phone answering, supply ordering, and mail distribution services to Receptionist. Reassign marketing research, RFP creation, and marketing campaign assistance to Marketing Associate position. Reassign scheduling management and task completion oversight, preparation of Commission packets and recording minutes and conducting research services to newly created Executive Assistant position.

I recommend approval of the reorganization of the Hospitality Department into the Marketing Department, the elimination of the Project Coordinator and Administrative Coordinator positions, and the creation of the Marketing Associate, Executive Assistant, and Receptionist positions.

Mr. Barker asked if there were any questions or comments?

Mrs. Dannell Marks commented:

I think it is important to note that when we do go through with this reorganization and restructuring that the Director, Ms. Clark, and team look very carefully at the salaries, how we can move money around, so that we're not really incurring a lot of additional expense. We are just taking positions and reassigning that money to newer positions where we need more. I was happy to see how careful you were with the fiscal part of this.

Mr. Art Guin stated:

I'll add to that and second that. You were very careful, and it was well thought out. I've also witnessed over my career that when that kind of stuff comes up it's like hey we've got this need, so the default is just add and create, which becomes extensive and redundant, but also thought of not only the budget but internal opportunities and didn't have to go outside. That continues to foster the employee satisfaction that you are trying to create. So, I commend you for that.

Mr. Barker asked if there were any questions from the audience? There were none.

Mr. Barker asked for a motion to consider approval for this reorganization, removal, and reclassification.

Motion by Mr. Guin to approve the changes; seconded by Mrs. Marks and unanimously approved by the Commission. Ayes: 4 / No: 0

CONSIDER APPROVAL FOR VERIZON WIRELESS TO MAKE MODIFICATIONS TO THEIR EQUIPMENT LOCATED ON COMMISSION PROPERTY

Ms. Clark stated:

The Columbus Airport Commission owns a tower located at 2892 W. Britt David Road (next to Home Depot). Verizon Wireless is proposing to make a few equipment modifications to their current equipment on the tower. As Verizon did for the equipment modifications in 2020, they would like to have their preferred engineering firm perform the structural analysis on the tower for the new proposed modifications.

If approved, Verizon can have the draft lease amendment prepared by their legal team (after the structural analysis has been completed) and the draft amendment will be forwarded to our legal counsel for review and brought to the Commission for approval.

I recommend approval to move forward with the recommended process of modification.

This is a requirement to bring to the Commission's attention per the lease. Mr. Barker asked if there were any questions?

Mr. Barker asked if there were any safety concerns regarding the modifications?

Ms. Clark said there were none.

Mr. Barker asked for a motion to consider the approval for Verizon Wireless to make the modifications.

Motion by Mrs. Marks to approve the modifications; seconded by Mr. Carl Rhodes and unanimously approved by the Commission. Ayes: 4 / No: 0

DIRECTOR'S UPDATES

Finance

Mrs. Pam Knight presented the following update report:

Financial Report: July & August FY22

Columbus Airport Numbers:

Revenue Highlights YTD August 2022

- Passenger Facility Fee Revenue used to pay for Airport Improvement Projects is **averaging over \$25,000 per month in FY23** compared to an average of less than \$9,000 per month in FY21 and average of \$15,150 August 2021 YTD. CSG collected over \$26,000 in PFC revenue from American Airlines in the first two months of FY23. PFC revenues are also dedicated to paying down the \$3,000,000 debt on the Terminal Renovation Project.
- CSG **collected \$4,353,980 of the \$4,393,691 in grant revenue receivables from FY21** have been collected. *Over \$100,000 of the grant revenue receivable collected were from 2019 & 2020.* The \$356,083 in grant revenue collected July and August 2022 are revenues from FY22 in grant revenue receivable.
- **CSG Rental Income is \$41,381 better than budgeted for the first two months of FY23. Car Rental agencies' revenues are 20% better than budgeted.**
- Total 12 months of Parking Revenue FY21: \$156,702; FY22- \$435,980; FY23 July and August combined Parking Revenue is \$103,158 compared to \$43,444 total for July and August FY22.
- **Current Projected Parking Revenue for FY23 is an average of \$35,000.**
- **Most Parking Revenue, since system installed in 2017 is \$281,722 (FY19)**
- **Car Rental Passenger Fees are budgeted to average \$22,000; average as of August 2022 is over \$31,000.**

CSG Financial Summary

REVENUE YTD FY23: AUGUST 2022	YTD ACTUAL	YTD BUDGET
Total CSG LANDING & FUEL FLOWAGE CONTRACTUAL:	\$49,900	\$46,465
Total CSG RENTAL INCOME:	\$365,008	\$323,627
TOTAL CSG OTHER OPERATING INCOME	\$105,415	\$74,783
FBO GROSS PROFIT:	\$237,378	\$278,234
TOTAL OPERATING REVENUE:	\$814,113	\$781,189

Does not include PFC, CFC and Grant Revenues		

EXPENSES YTD FY23: AUGUST 2022	YTD ACTUAL	YTD BUDGET
TOTAL LABOR COSTS	\$398,320	\$468,260
GENERAL ADMIN & INS	\$51,852	\$46,074
UTILITIES & COMMUNICATION	\$99,792	\$95,882
TOTAL BUILDING/ EQUIP EXP & CONTRACTUAL SERVICES	\$101,453	\$126,819
TOTAL PROFESSIONAL FEES	\$74,697	\$58,667
TOTAL OPERATING EXPENSES	\$813,320	\$965,174

OPERATING EXPENSES ARE \$151,853 BETTER THAN BUDGETED.

Mrs. Knight asked if there were any questions? There were none.

Flightways

Ms. Amber Clark gave the following update report:

- **Fuel Volume Report:**

Flightways pumped a total of 81,548 gallons in the month of September 2022. Our total volume decreased by 18% year over year. Avgas volume decreased about 11% year over year. Total Jet decreased by 19% year over year. Airline uplifts remained the same.

- **Fuel Farm Maintenance:**

The two Jet A fuel tanks have been taken out of service for the 10-year recommended maintenance. The tanks are being cleaned, repainted & tested, and the new Scully system (redundant emergency shut-off system) is being installed. We had a temporary Jet tank delivered this month to support our Jet operations until the tanks are returned to service in December.

Ms. Clark asked if there were any questions? There were none.

Human Resources

Mrs. Danyell Barboa gave the following update report:

Promotion:

None

New Hires:

Darlene Philips – FT- Custodian
 Aaron Lykins – FT – Line Service Technician
 Shequenta Whitten – FT Customer Service Rep.

Terminations/Resignations:

Norman Russ – Public Safety

Transitioned:

NONE

Vacant Positions: 6

Vacancies	Job Title	Department	Status
1	Public Safety Chief	Public Safety	MORMAC Testing Phase
1		Public Safety	Recruiting

	Public Safety Officer - Firefighter		
1	Public Safety Officer – Police	Public Safety	Recruiting
1	FBO Manager	Flightways/FBO	Interviewing
2	Line Service Technician	Flightways/FBO	Interviewing

Recruitment

- ❖ Public Safety Deputy Chief – HOLD until selection of Chief
- ❖ Police Officer – Vincent Henderson - Pending

Compliance

- ❖ **Employee Manual – presentation**

Employee Engagement (Non-Compensation)

- ❖ Employees volunteering at:
 - Greater Columbus Fair, Thriller Thursday – Oct. 27, 2022
 - CSG volunteers are:
 - 5p-6p: Sonya & Amber
 - 6p-7p: Anna & Shaundra
 - 7p-8p: Amanda & Daniel
 - 8p-9p: Danyell & Marshall
 - 9p-10p: Khalfani & Marshall

Retention

- ❖ Employee Shadowing – provides opportunity to get to know each employee and their jobs.

Mrs. Barboa asked if there were any questions? There were none.

Maintenance

Mr. Daniel Thomas gave the following update report:

I would like to introduce our newest team member in the maintenance department, the hospitality division, Ms. Darlene Phillips

The Columbus Airport had its annual fire alarm system, fire sprinkler system, and fire extinguisher checked and inspected. Fuller Fire & Safety Co did the inspection.

Taxiway Foxtrot lights were repaired in-house by our airfield operations division. There were 4-inground transformers that had to be replaced as I believe the taxiway lights were struck by lightning.

Hangar 5 roof work will start at the end of October, beginning November. The skylights will be removed and replaced with metal sheets, and the roof will be coated by our roofing contractor, which did the hangars 6, 14, 15, and 12 roof work.

The Columbus Airport and the Columbus Consolidated Government are working together to remove some trees obstructing runway 06/24. These tree obstructions have raised our minimums at this time to our main runways.

Mr. Barker asked what the ETA was on the tree cutting?
Mr. Thomas answered:

I want to say the way the progress has moved and how they have pretty much completing everything at Bush Avenue and Reed Avenue right there in that corner, I believe what they are trying to shoot for is sometime late next week to have those trees down. It all depends on their staffing and their access to the locations.

Mr. Barker asked how many locations needed trees taken care of?

Ms. Clark stated eight.

Mr. Barker asked how many the city owned, and Ms. Clark responded three.

Ms. Clark stated:

The others have been contacted via letter.

Ms. Alston Lyle added:

We tried finding phone numbers. We tried finding several for each one. They're all disconnected or going to the wrong person. So, we are sending follow up letters. It may take me and Mr. Thomas going to the door. It may take personal contact after no response from two letters. We also need to determine one tree and what property it is on.

Mr. Barker asked:

So, for the ones that we have gotten in contact with, when are those going to be done?

Ms. Clark responded that no one has responded.

Ms. Lyle stated:

There is one that responded that we are trying to figure out true ownership for.

Ms. Clark added:

That one is on the 6 end. We are really trying to get the ones on 24 taken care of immediately. We've got the contractor ready to go at any moment. So, as soon as we can clear out the notice, and I think one of those properties we do not have an easement on.

Ms. Lyle stated:

Two of the properties we have easements for. So, it is the other we do not.

Mr. Barker stated:

So, for anyone that is unclear on what's going on, we have trees that are too high penetrating the safety air space. We are trying to get those trees taken down completely, although it would probably be better for the trees to try and trim them. For long term planning, we are going to try and get them taken down, and that will bring our minimums back down. So, we are trying to get those done as quickly as possible. That's what we're looking at now, and luckily, we have been having amazing weather.

A question from the audience was asked if the trees need to be recertified that they have been removed?

Ms. Clark responded:

No, so all they need is pictures of before and after with GPS location. We have already sent pictures before, and some of them have already been cleared. So, that will be all submitted, and we should have that approved with no problem.

It was suggested from the audience that they would encourage going door to door.

Ms. Clark stated:

We have had some great response in the past and haven't really had any problems. I think we will be fine when we have these conversations face to face. I do want to give credit to the city. We had a meeting Wednesday of last week, and that Thursday they were out there cutting the trees. So, to say that they are on board and here to help is an understatement. We also had a discussion on future planning.

If you look at a picture where the trees are, they are at the end of 24. There's a section on each side of the road that is just full of trees. Those are the city right away. So, we've had a conversation that instead of going to them to keep having to cut them back, it was suggested that they just all be cut down. So, those conversations don't have to keep happening, and we are in the planning stage for how that is going to work and when they can come out there and clear the rest. They are not obstacles right now but will be obstacles in the future. So, we are planning for all of that.

Mr. Barker added that it could also reduce animal habitats, and that it may be an issue.

Ms. Clark stated:

Yeah, and I think when we clear these other five properties around Bush, Reed, and Nancy, we will probably have 95% of all the trees in that approach, so I think we will be fine once we get that done.

Mr. Thomas asked if there were any more questions? There were none.

Marketing

Mrs. Sonya Overton provided the following update report:

We attended the Georgia Airports Association conference this month, where we received an award for our passenger terminal rehabilitation project in recognition of the 2022 Commercial Service Airport Project of the Year. We will have that display in the terminal.

We attended the World Routes/TakeOff Air Service Development conference where we spoke with American Airlines and other airlines about air service in Columbus. American is pleased with our efforts and marketing and has told us to keep up the good work, however, be mindful that we still have our work ahead of us to secure American to this market.

We met with other airlines at the conference with positive feedback. We will work to get the airlines the information that they are requesting from the Columbus market.

We met with the Department of Transportation who congratulated us on the American service and spoke to us about the SCASD grant and the deadline for the community share. We will continue to work towards that effort.

Mrs. Overton asked if there were any questions?

Mr. Barker congratulated the airport for the award.

A question from the audience was asked if the airport does any marketing in areas like Eufaula?

Mrs. Overton answered:

So, we are in the process, after speaking with American, we are doing commercials and doing digital marketing. We are doing a holiday campaign. We are now casting our nets to the Auburn market. That is low hanging fruit, we like to say, as well as making sure we have a presence on Fort Benning. We are going to start going back to the weekly new members orientation where we get to have face to face experience with soldiers and their families there, and Opelika. We have billboards going up in Phenix City in November and December, as well as some billboards up now in Columbus pushing the holiday campaign.

This is a commercial that is actually currently playing now on TV. It will be airing on Freeform and three other cable channels, as well as WRBL starting to air this commercial next week.

We played that to American, and they smiled very happily. They loved the commercial and said it was very, very good. They enjoyed it. So, the conference did go well. It went better than what we had anticipated. It takes time for air service development, but hopefully soon we will be able to introduce another airline into the market.

Mrs. Marks asked:

Does the advertisement have the ability to pull out the American piece and put Delta in or another airline?

Mrs. Overton responded:

Yes, and that was intentional. We wanted to make sure that the focus was on our hometown airport, especially for our community, but we also wanted to make sure that American understood that we are pushing this product because they are new to this community. We do under the grant have a responsibility to promote the new service for two years. We are a year and several months, which is very great for us as we continue to monitor passenger loads. So, yes, that commercial, if anything changes, they can take out stuff and put other stuff in. It is very relevant, especially after we have won our award from the Georgia Airports Association, that we are proud to show that terminal in any way that we can. We hope the community will come out and enjoy the new amenities, as we work on the next phase, which is concessions.

Mr. Barker stated:

Mr. Clark told me that we have gotten better than 80% going to Dallas. We are really close getting to Charlotte. We are about 72%. To keep going to Dallas and keep it above 80% is important. We are pushing really hard, and the schedule coordinator for American is seriously considering adding a

morning flight to Dallas, so that you can get to Dallas and be back in the afternoon the same day. So, tell your friends, tell your neighbors to use Dallas as much as possible and Charlotte, especially Dallas though so we can get two flights going out for it. Being able to load those soldiers out coming from Benning has been a crucial part of getting that passenger load up, and our departure times have been very good. It is wonderful, and kudos to Ms. Clark and Mrs. Overton for making the connections with Army and conveying Army's desires to American. That's the reason why we are doing so well because of their communication. So, awesome job.

Mrs. Overton stated:

One more quick thing, so we are working on Charlotte. The conversation that we had with American is that we push D.C. and New York. We are talking to Fort Benning about the military base that they have on the east, so we are planning to have a meeting with Fort Benning as well as American and kind of get them together, so they can address the needs of the military in order to fill that Charlotte route.

Ms. Clark added:

We need to get Charlotte into the mid-80s.

Mrs. Overton stated:

The grant is for Charlotte. Dallas is just great luck.

Mrs. Overton asked if there are any other questions? There were none.

Public Safety

Ms. Clark gave the following update report on behalf of Chief:

Department Operations

- The Public Safety Department is updating the Department's application process to include direct contact with previous employers and review of personnel files from previous employers.
- The nuisance Wildlife Permit was found to be expired. A new permit was acquired that expires in Dec of 2023. As a safety precaution, civilian names were removed until policy on firearms training qualifications for civilians can be identified and approved.
- Equipment inventories have been conducted to confirm who has been issued what equipment and its condition.
- He has facilitated a donation (no cost to the airport) from the Ft. Benning Fire Department 20 sets of proximity suits and boots. All of the proximity suits are new. The boots are used, and some have expired. We are conducting an inventory of current firefighter gear and its expiration dates/condition. Those that are not usable will be repurposed for training or disposal.
- Ropes were identified as a missing item during the Fire inspection. Those have been ordered.
- The Chief's Office is being cleaned and an inventory of stored equipment and ammunition ongoing. New duty ammo will need to be ordered to replace the old ammo carried by PSOs.

- There are multiple old CPUs (computers) stored in various offices and the crash station with no use. An action plan has been initiated to scrub the hard drives of each and cleared for disposal. A-Com will be contacted for completion.
- The gray Dodge Ram utilized by the Columbus Airport Commission was an undercover DEA truck that was donated. A search is being conducted for proper transfer paperwork on this transaction. No records have been found as of this date. Sources in the DEA and FBI indicate that a Federal Court order will be needed for the tag office to issue a title which will clear the pathway for disposal. Legal assistance will be needed.
- A new gun safe with keypad access has been ordered. Current storage of patrol rifles, shotguns, and unissued firearms has been discovered to be ineffective. The safe will provide controlled access and security.
- A need for additional card access points have been identified to restrict access to the Crash Station and private areas for staff (dorm rooms). A visitor log will be created to document unauthorized visitors.

Ms. Clark asked if there were any questions?

Mr. Barker stated:

I was reached out to by a couple of different corporations, both in August and September, about our dove issue. There were a lot of doves on the field, and just leading into the future, we need to come up with a strategy to mitigate that. There were a lot of bird strikes. They're not critical to the aircraft because they're so small, but it definitely causes some additional issues. Are we going to do anything about that?

Ms. Clark responded:

I am glad that you brought that up. We are actually going to have a wildlife meeting scheduled in the early of next month, and it will be between our operations department and our public safety department to discuss our emergency wildlife plan that we have in place and to ensure that we are actually following that plan. So, another thing about wildlife is that there are actually four steps: education, mitigation, irritation, and eradication. We are really good at knowing what we have here. I think the next step that we need to look at is are we mitigating everything that we should be according to our plan? If we are, are we missing things in our plan? Once we have a good plan in place, or at least a good idea, we will bring tenants in for additional feedback and then we will make any edits to our plan as needed and we will follow that plan. Of course, we do have means of eradication and irritation. If we are mitigating and still having issues, then we just need to up the irritation part, and obviously if that doesn't work then we go to the last step which is eradication. It's just circling back on that plan and making sure it is the right plan and that we are following that.

Mr. Barker added:

I heard about a system that uses cameras that detect small objects, small birds, and uses lasers as an irritant, and it basically something that you put on high a location on the airfield and basically designate on the camera system where it needs to work and then it will target those objects as

needed whenever they come onto that safety area. So, that might be something to pursue.

Ms. Clark asked if there were any other questions? There were none.

OTHER MATTERS

Mr. Barker asked if anyone from the audience or staff would like to bring something to the table?

A member from the audience commended the linemen and the training that has been done and commented that the service was good.

Mr. Barker asked if anyone else had anything? They didn't.

Mr. Barker stated:

I want to thank everyone for coming and hope everyone has a good Halloween.

Due to the next meeting being scheduled during the week of Thanksgiving, we are posing to move November's meeting to the Wednesday the 16th at 9:30 in the morning.

Mr. Barker asked for a motion to make that change.

Motion by Mr. Guin to change the meeting date; seconded by Mrs. Marks and unanimously approved by the Commission. Ayes: 4 / No: 0.

Mr. Barker asked for a motion to adjourn the meeting.

Motion by Mrs. Marks to adjourn the meeting; seconded by Mr. Guin and unanimously approved by the Commission. Ayes: 4 / No: 0

The meeting adjourned at 10:19 a.m.

APPROVED:

Anna Phillips, Secretary

James Barker, Chairman