

**MINUTES OF MEETING**  
**RHODE ISLAND AIRPORT CORPORATION**  
**BOARD OF DIRECTORS**  
**THURSDAY, OCTOBER 20, 2022 AT 8:00 AM**  
**IN THE MARY BRENNAN BOARD ROOM**  
**RHODE ISLAND T. F. GREEN INTERNATIONAL AIRPORT**  
**2000 POST ROAD, WARWICK, RHODE ISLAND**

The meeting of the Rhode Island Airport Corporation (RIAC) Board of Directors was called to order by Secretary, Christopher Little at 8:00 a.m., in accordance with the notice duly posted pursuant to the Open Meetings Act (R.I.G.L. §42-46-1 et seq.).

**BOARD MEMBERS PRESENT:** Christopher Little, Gregory Pizzuti, Jeffrey Bogosian, and Jonathan Roberts.

**BOARD MEMBER ABSENT:** Jonathan Savage, Michael Traficante, and Deborah Thomas.

**ALSO PRESENT:** Iftikhar Ahmad, President and CEO, and those members listed on the attendance sheet attached hereto.

**1. Approval of the Minutes:**

A motion was made by **Mr. Pizzuti** to approve the minutes of the Board of Director's Meeting of September 22, 2022. The motion was seconded by **Mr. Bogosian**.

**The motion was passed unanimously.**

**2. Open Forum:**

**Mr. Little** asked if anyone present wanted to speak in Open Forum. No one came forward.

**3. Report from the President and CEO:**

**Mr. Ahmad** presented the President and CEO Report and reported on the following:

- **Mr. Ahmad** stated August 2022 Landing Reports brought passenger numbers up 29% from one year ago. Passenger numbers were 84% of the baseline in August 2019. Seat capacity was up 36% from one year ago. The average load factor was 82% across all airlines. Fiscal Year to Date passenger numbers are 10% ahead of RIAC's forecast.
- **Mr. Ahmad** RIAC hosted a luncheon with tourism partners on September 21 in the Mary Brennan Board Room. The agenda included a presentation on air service and the familiarity research conducted by SmarInsights. Over 15 people were in attendance for the presentation, lunch and tour of the airport facilities.

- **Mr. Ahmad** stated in coordination with the MS Society and FedEx, PVD hosted the MS Society's Jet Pull on September 24 at the North Apron. 17 teams competed raising approximately \$90,000 for MS research projects happening throughout New England.
- **Mr. Ahmad** stated RIAC held a flu clinic for employees on September 28 through The Wellness Center. Thirty-seven individuals obtained their flu shots.
- **Mr. Ahmad** stated RIAC held a Senior Staff Retreat at Camp Hoffman on October 7. The senior staff was divided into groups to present a chapter from Jim Collins' book "Good to Great." The book focuses on a case study of companies that went from good to great and how to sustain the organizational excellence. **Mr. Ahmad** noted the winning group, as determined by their peers, (Kellie Wright, Doug Dansereau and David Cloutier) put together an expressive skit and used audience members as well. Human Resources also moderated a discussion on succession planning which is a key component of any sustained excellence.
- **Mr. Ahmad** stated great news, Rhode Island T. F. Green International Airport was ranked #4 in the Conde Nast Traveler Readers' Choice Awards, Best Airport in the U.S. 2022 improving to 4th place after 2021's #5 ranking. Conde Nast said "Rhode Island's T. F. Green Airport gets kudos from fliers as a "great little airport" that's easy to reach and to navigate: More than two-thirds of New England's population lives within a 75-minute drive of the Providence airfield. Long favored by budget carriers as a less expensive alternative to Boston Logan, the airport has been growing steadily in recent years and is well-positioned to benefit from a resurgence in domestic air travel. Next year, in fact, PVD will become a hub for the new Breeze Airways, with 44 weekly departures expected by 2027."
- **Mr. Ahmad** stated Rhode Island T. F. Green International Airport has made GoLocal's weekly hot list once again for our finish as the 4th best airport in the nation.
- **Department Updates:**

**(a) Air Service Update**

**Mr. Greco** noted this slide is a detailed forecast and sensitivity analysis compared with actual passenger enplanements. As you see, actual passenger enplanements have exceeded the forecast for August at 12% with a YTD of 10% increase from last Fiscal Year. Passenger activity in August increased slightly over 29% for arriving passengers and just under 29% for departing passengers, with a total increase of 29.1% from last year. FYTD increased by 29.6% for arriving passengers and just over 29% for departing passengers, with a total increase of 29.4% from last year.

**(b) Airport Financial Report Update**

**Mr. Tang** noted he will be presenting the airport financial report for July 2022, which is the first month of FY23. As indicated at the bottom right corner of the slide, we completed the month of July with the overall operating revenues up approximately

13.15%. The revenue streams such as concession, including food and beverage and news and gifts, and automobile parking have continued to recover and are up approximately 34% and 28% respectively. Also, RIAC continues to utilize approximately \$1M each month in stimulus funds for operating expenses and debt service. **Mr. Tang** noted at the bottom right of the slide, it shows we continue to focus on managing our operating expenses in a strategic manner as activity levels are increasing. Overall operating expenses were up approximately 14.3%, largely driven by the scheduled payroll and payroll benefit increases for the new fiscal year, relocation costs for new hires and planned increase in advertising expenses. **Mr. Tang** noted the operating loss for the GA airports was about \$78K in July. The amount was calculated without counting the GA debt service. Air service marketing included expenditures for the new Breeze service to Pittsburg, Norfolk and Charleston. The passenger facility charges were up with the increase in the passenger activity levels.

### (c) Marketing Update

**Ms. Write** noted Rhode Island T. F. Green International Airport was ranked #4 Best Domestic Airport in Condé Nast Travelers Reader's Choice Award this year. Recognized as a top airport for the third year in a row. Last year, we ranked #5 and now 4th best airport in the country. This award brings significant national recognition to Rhode Island T. F. Green International Airport. We are incredibly thankful for all the support of our community. As part of our mission, we continuously strive for improvement and to provide the highest quality of customer service. **Ms. Wright** noted how did we do this from a marketing perspective. With employee email signatures, email blasts both internal and external, ads on GoLocal, website banner, social media campaign, radio and more. While we celebrate this accomplishment, we are simultaneously looking forward to the next airport survey, which is Travel + Leisure's World Best Awards where we will strive to claim the number one spot as Best Domestic Airport. Survey begins on October 24 and runs until February 2023. Be on the lookout for more details to follow. **Mr. Ahmad** noted there are 19,600 general aviation airports in the US and between 530 – 800 commercial airports so to be named number four in the US is pretty good. **Mr. Pizzuti** asked what airports were ahead of us. **Mr. Ahmad** noted Indianapolis and Savannah because they spent a lot of money for terminal renovations. Indianapolis continues to be in the top of this award. In 2007, they spent \$1B to complete their beautiful and expansive terminal. When a traveler goes there they see high ceilings and marble everywhere. Our terminal is 25 years old and we will spend money. We are very clean and receive many comments about that. We have done some renovations and our folks are welcoming, which resonates with passengers. **Mr. Ahmad** noted he was traveling home yesterday from a conference and he overheard a mother and two kids. The mother was telling them this is a wonderful airport, the best airport in the world. **Mr. Little** asked beyond spending \$1M in terminal renovations, what can we learn from these top airports and the steps to take in the future. **Mr. Ahmad** noted communication with customers and letting them know what to expect and what facilities are available. Ask them what we are lacking. Mr. Pimental holds meetings with tenants and others to get feedback and we incorporate that into projects. It resonates between the user and the operations. In terms of communication, we send out letters to let them know what is going on at the airport. The open rate is superb with 100,000 people getting the letter. That means people find value in what we say. **Mr. Pizzuti** asked if the ranking was based on all votes. **Ms. Wright** noted each survey is different, but this ranked on security access, design, etc. not just by votes. **Mr. Roberts**

asked of the \$1B that Indianapolis spent, did they pay for 100% of the cost. **Mr. Ahmad** noted FAA does not pay for terminals unless you are a small hub and even then it is very selective. The airlines will say their fees pay for this. **Mr. Roberts** noted there is a lot of qualitative perspective on what is important to the customer. That helps shape a survey. Maybe if we get quantitative feedback that is data driven. **Mr. Wright** noted on September 21, RIAC hosted a luncheon with Rhode Island's tourism partners and the commerce department. The event included a tour of the airport, a presentation by RIAC and a group lunch. The event allowed for a round table discussion on travel trends, air service and aviation marketing. This was an excellent opportunity for our teams to collaborate and the teams look forward to having more of these events at the airport. **Mr. Pizzuti** noted in the past when we met with tourist groups, they were interested in getting people here and asked if there is difference now in their contributions. **Ms. Wright** noted yes, they are seeing how important it is. **Ms. Wright** noted RIAC produced its second annual report, Gaining Altitude with Discipline. We are pleased with the final outcome and have copies for all of our honorary board members. An email blast and social media campaign will follow to help promote the annual report and encourage fans to read all about our future plans and the corporation's accomplishments. Our billboard advertising in the month of August garnered over 1.8M impressions. The out of home creative featured Breeze Airways and more non-stops to sunny Florida. The July and August campaign combined garnered over 3M impressions to date. **Mr. Pizzuti** asked if we had year to year comparisons on out-of-home impressions. **Ms. Wright** noted she did not have that information on hand, but she can get that. **Mr. Pizzuti** asked if she could present that at next month's meeting.

#### **(d) General Aviation Five Year Overview of Accomplishments**

**Mr. Greco** noted last January, RIAC published its GA Strategic Plan. In developing that plan, RIAC balanced the interests of various stakeholders, such as the FAA, the State, local municipalities, pilots, and neighbors surrounding the airport system. The main issue on this slide is the protection of airspace that has cascading effects dealing with condemnation, easements, and the removal of obstructions on private property in order to protect the airspace mandated by the FAA. RIAC was successful on working with elected officials in getting legislation passed in order to move forward on clearing the airspace of obstructions (S 0259 introduced February 10, 2021 by Senators Sosnowski and Seveney)/H 6067 introduced March 3, 2021 by Representatives Steven Lima and Casey). Vice President Brittany Morgan will discuss this further later in the presentation. **Mr. Greco** noted another example he would like to highlight on RIAC dealing with stakeholders various interests is the Block Island State airport operations. RIAC received requests from stakeholders on Block Island State Airport on expanding the ramp at airport and we worked with the FAA, in order to get that approved. Concurrently, neighbors surrounding the airport filed a lawsuit against RIAC concerning helicopter operations. As RIAC is spending time and resources in the BID ramp expansion in order to support aviation operations, we are also spending time and resources in litigation with those neighbors who are looking to have input on the number of operations allowed, when those operations can occur and even what type of aircraft could operate at the airport.

**Mr. Greco** noted in July of 2018, the RIAC team was tasked to transition the management of the GA airports from a pass-through model in which AVPorts maintained and managed each GA airport on behalf of RIAC to a model in which RIAC maintains the

airfields as well the grounds while the Fixed Based Operator, FlightLevel manages the airport operations. This model resulted in an estimated cost savings of \$2M annually. Approximately three years ago, the RIAC management team was assigned to develop a GA Strategic Business Plan. This plan lasted over 30 months. During Phase 1, the Board authorized the procuring of three consultants; Stantec, who assessed the obstructions and facilities, Kimley-Horn who assessed the pavement and Ricondo who assessed the finances needed to fund the plan. **Mr. Greco** noted also during this Phase, RIAC posted 57 documents to the website, held 13 first round meetings with local and state representatives as well as conducted an outreach with 11 municipalities and 41 stakeholders for further input. During Phase 2, RIAC conducted 15 meetings with elected officials and held five public meetings and created a dedicated webpage with all the agendas and minutes to those meetings. During the 3rd phase, RIAC completed a SWOT analysis, drafted the report and posted that draft to the webpage for public comment for 60 days in which we received 43 comments, and then finalized the GASBP and posted it to the website in January of this year. **Mr. Greco** noted during the time of the GA strategic business plan development, we were also tasked to develop minimum standards for the airport system. In July of 2021, RIAC published its first minimum standards. Minimum standards is an industry practice and is highly recommended by the FAA. As you can see on the slide other airports in the region also have minimum standards. Minimum Standards are imperative to ensure adequate aeronautical services and activities, safe and efficient operations, and economic health across the airport system, as well as orderly redevelopment and further development process at each airport. **Mr. Greco** noted as stated previously, in the last five years, the Corporation assigned and changed its management model at the GA airports. On top of this, senior leadership have immersed themselves in the managing and communicating with the key stakeholders at each airport. It is our mission to ensure we support each airport to ensure the safe, secure and smooth operation of each while developing each one in a strategic and orderly fashion. Assistant Vice President John Goodman will discuss further on the communication with the stakeholders, but before that, I will turn it over to Mr. Surehan to discuss further on the business development.

**Mr. Surehan** noted my colleague, David Cloutier, and I have been tasked to develop GA parcels. **Mr. Roberts** asked if there was any update on the group that will build a plane/boat at Quonset State Airport. **Mr. Surehan** noted we are actively discussing a short-term lease at Parcel 4 to provide a launch for prototype. This option to lease is to begin early 2023. For the long-term, we are looking into a lease of 42 acres on Parcel 4. This will need improvements. We are talking every other week and moving forward in progress. We will present an update at the November Board meeting. **Mr. Surehan** noted we contracted with our commercial real estate partner, Hayes & Sherry, to market our GA parcels for economic development. To date, we have seven parcels under lease, or option to lease and have contracted for \$16.6M in revenue. Planned capital improvements on these seven parcels include hangars at Newport, Quonset and Westerly State Airport, solar farms at North Central State Airport and an offshore windfarm support facility at Quonset State Airport. We have recently secured agreement with a party on terms for a 30-year lease of parcels WST-4 and WST-5 generating \$3.1M in revenue and plan to bring this for your approval at the November Board meeting. Looking ahead, after we add a parcel at Quonset State Airport in 2023 we will have 14 parcels available for economic development representing total potential lease revenue of \$46.1M. **Mr. Pizzuti** noted when someone asks me what is the most impressive thing at the airport I say they used

a lot of assets to generate revenue and reduce cost for the flights. **Mr. Ahmad** noted some of these items are in the annual report and we continue to highlight them. There is a difference in managing the GA airports. RIAC had to improve their performance and we are highlighting what we have done and continue to do. I have included folks on the team that are competent to take this forward. **Mr. Little** noted REGENTcraft will have a significant economic impact on the state. The solar farm will be less and asked if there is a way we can measure or assess economic impact on the state as these projects go forward. **Mr. Rodio** noted there will be hundreds of jobs associated with REGENTcraft and that data can be collected. **Mr. Surehan** noted we can do an analysis on taxes and jobs. They will offer \$100,000 a year salaries. Solar does not provide much job impact. **Mr. Pizzuti** asked if this helps sustainability. **Mr. Rodio** confirmed yes. **Mr. Bogosian** noted the general aviation five year accomplishments are tremendous and comprehensive and asked if there was anything that has not been accomplished. **Mr. Greco** noted there is nothing not accomplished. We are moving forward on the infrastructure side. **Mr. Roberts** noted remedying the obstructions is the highest priority. **Mr. Ahmad** noted we have a structural issue. That is one thing we must get done and we are working on it in two fronts. One is in court and the other is through legislation. We have to get there, but it may take one or two years. We need to have the same leeway to take steps to make the air space safe. The FAA has jurisdiction of air space but they fund us. In return for this funding, as a sponsor, we must commit to clearing the air space. There is an issue in Rhode Island and we are not able to do that, but our team is focused on it. We need structural changes. There have been some preliminary changes, but we are not there yet so it will continue in the coming years. **Mr. Ahmad** noted the general assembly is on board, but we do not have anything to present until we get out of court, and we are stuck there now. In the Westerly State Airport case, if we are not successful in court, we will request a bill that will create the structural integrity to keep airspace safe. The Westerly State Airport cases opposing attorney keeps asking for more time. **Mr. Bogosian** noted if the court asks for more time, maybe we can put pressure on them. **Mr. Rodio** noted there are significant efforts underway to do the best we can to speed up the timeline, but the impact we have is limited if the Court is backlogged. **Mr. Roberts** noted there has been a lot of progress at the GA airports. The communication has improved and bridges are being built. We are heading in the right direction.

**Mr. Zogheib** noted since 2018, RIAC has worked on implementation of professional services work for GA airports in the amount of \$7.8M. Three major projects with values of about \$67.2M were initiated which include the OQU Runway 16-34 at \$57M, the Obstruction mitigation program at \$7.5M and the UUU apron rehabilitation at \$2.7M. Currently, RIAC is progressing with implementation of projects totaling \$67.7M. Some of these projects have been recently completed, such as the SFZ fence installation, BID apron rehabilitation and UUU electrical upgrades. The OQU Runway 16-34 design is still in progress and it is currently at 60% design status. **Mr. Zogheib** noted design of the following projects has been started and is on-going, the BID apron expansion, AWOS at OQU, SFZ apron rehabilitation, OQU terminal demolition, obstructions Environmental Assessment (EA) and easement acquisition program. The future projects include the construction phase of projects currently under design, such as the WST wildlife fence, OQU AWOS, BID apron expansion, OQU terminal demolition, OQU runway 16-34 reconstruction, SFZ apron rehabilitation and the addition of the SRE building at OQU. **Mr. Zogheib** noted a large effort has been invested in establishing a program for obstruction mitigation, which includes all six GA airports. Since 2019, an obstruction survey was

performed and a detailed analysis report was issued in 2020. Work on the Environmental Assessment began in 2021 along with aviation easement acquisition at OQU. FONSI's were issued by FAA in 2022 for three airports, UUU, OQU, and SFZ, and we are getting close to obtaining the FONSI's for the rest of the airports.

**Mr. Tang** noted the Finance team and I have been tasked to put in effort and money for better care of the GA airports. For comparison, let's take a look at other states. Other states provide their airports a significant financial advantage. Over the past five years, average state tourism funding increased 20% amounting to over \$22M. The bar charts on the right show other states like Connecticut and Massachusetts gave local airports an impressive competitive advantage. Unlike these two states, we do not have fuel tax coming to us. Nevertheless, RIAC was able to achieve to have the lowest aircraft registration fees in the region. **Mr. Tang** noted while other states provide their airports a significant financial advantage, yet, RIAC significantly decreased the GA's deficit and increased capital investment. The cost to the airlines dropped from \$3.9M in 2016 to about \$1M in 2022. During the same period, RIAC significantly increased capital investment in the GA airports from \$882,000 in 2016 to \$6.8M in 2022. The down is more down and the up is more up. **Mr. Pizzuti** asked what we should be looking at when we are trying to get marketing. We want to improve airports by marketing so what is the strategy. **Mr. Ahmad** noted we just established websites for these airports. In terms of usage, the pilots are aware of what is out there and there is a lot of literature out there, but the issue is do we have enough capacity. We added a ramp at Block Island State Airport. We heard that 21 people were waiting for ramp space at Newport State Airport, so Mr. Surehan contacted those folks and it turned out to be only 12 people waiting. In discussions with them, we could build that space, but we need to convince the FAA to fund it. The preliminary amount would be \$7M. The pilots know the fuel prices at the airports. **Mr. Ahmad** noted the state is coming through with \$6M to advertise the state. We have enough capacity for the pilots to show them it is worth visiting Rhode Island and offering them amenities such as the AWOS. **Mr. Pizzuti** asked if we are going to get more flights at the GA airports and do we track that. **Mr. Ahmad** noted yes, there is a program that monitors both commercial and non-commercial GA traffic called Casper. It is also tracked by the FAA. There is a website named AirNav that shows all of these operations as well. **Mr. Roberts** noted people will fly into Rhode Island with plenty of tie-down capacity and the state noting why Rhode Island is a good place to visit, but there are people who want to keep their planes in covered storage. We are building more hangars which helps with the potential out of state flyers coming to Rhode Island. **Mr. Pizzuti** asked how we quantify. **Mr. Ahmad** noted the operations department tracks based aircraft. If we keep changing the thresholds, it does not help. We are kicking high capacity planes out. We need to focus on bringing back what DOT considers normal with a change in legislation. We got imminent domain through the State which is very important, a right the airport must have to provide services. Not everyone supports that effort. Neighbors have some push back as a sector, but RIAC will continue to protect the broader public interest.

**Ms. Morgan** noted I have been tasked to get control over the litigation, improve safety at all airports and win the lawsuits so that RIAC can further develop the airports. In April 2021, RIAC achieved a legal win in the Court to retain the State's eminent domain authority. This authority is held by States across the country to ensure safety in and around airports. The Court ruled that RIDOT acted within its authority when it condemned aviation easements over Plaintiffs' properties in Westerly. RIDOT can condemn

easements for airports, airports include runways, runways include approaches and Plaintiff's properties were in the approaches. The injunction remains in place while the case is ongoing. The remaining items, which are whether the easements were taken for economic development as argued by the Plaintiffs and the value of the easements, are expected to be decided in early 2023. **Ms. Morgan** noted in 2021, RIAC also successfully pushed for the passage of the Preservation of safe Airspace Bill. The bill was necessary to clarify that RIDOT can condemn aviation easements in runway approaches as multiple lines of defense have failed. RIAC worked with many stakeholders on the bill to reduce the chance of prolonged litigation and to ensure the State can protect airspace like all other States in the country. This requires a durable solution and we need all of the host cities and towns. The first line of defense is town zoning which has been required in Rhode Island since the 1990s and a law since 1946. **Ms. Morgan** noted some good news is that Middletown is in the process to potentially implement the required zoning overlay with a public meeting held last week. New Shoreham has expressed interest in implementing a zoning overlay as well. The second line of defense is the voluntary easement acquisition process through the FAA and if this fails, eminent domain which is currently being challenged in the courts. If all of these lines of protection fail, as is the case in Westerly and Newport, RIAC is required to displace thresholds to ensure safety. **Mr. Little** noted you are hoping the rest of the items in the Westerly State Airport case will be decided in early 2023, do you have a schedule for this. **Ms. Morgan** noted there is a status conference this morning and we are working on a status order. We emphasized to counsel that we need a resolution. **Mr. Roberts** noted we know they want kick down the road, but what can we do to push forward. **Mr. Rodio** noted we objected to a continuance but the judge allowed it based on the schedule. **Mr. Roberts** noted they are probably going to ask for another continuance. **Mr. Rodio** noted we are opposing to continue to delay. This can only happen so many times, but it is also dependent on the other pending scheduled cases. **Mr. Ahmad** noted we are realizing that overlay zones are the basics of our business. To be talking about getting these basics right in 2022, shows the seriousness of how far behind as a community we are to ensure safety in the airspace. This should have happened many decades ago, but it will get done, it is just going to take time. It is not about if we win or lose in the court, we just need a decision. If we lose, we will request for a change in associated law.

**Mr. Goodman** noted coming off the heels of our active outreach to aviation stakeholders in the GA Airport Strategic Business Planning process over the last several years, I have been tasked to enhance and expand general aviation airport stakeholder communications as we begin to implement airport improvement projects. In addition to the 20 quarterly GA tenant meetings held for GA airports in FY22, RIAC also developed and distributed a new quarterly GA Airport Newsletter. According to the Aircraft Owners and Pilots Association, RIAC is the only statewide airport authority in the East, and perhaps even the nation to have a newsletter focused solely on GA airport issues. **Mr. Goodman** noted in FY22 RIAC has also hosted its first two Town Hall, GA Airport meetings to provide an opportunity for members of the public and officials in GA Airport host communities to learn more about airport activities and ask questions of RIAC personnel. This initiative has already had a positive impact, with officials from Westerly and North Kingstown among those who have engaged and participated in these meetings which provide proactive updates to elected and appointed officials. **Mr. Goodman** noted last but not least, RIAC has integrated stand-alone URLs for each GA Airport in our recent website redevelopment, providing each airport throughout the state has their own

dedicated website, such as flynewportairport.com or flywesterlyairport.com. These improvements are all intended to better serve airport pilots, stakeholders and communities allowing all to better promote local airport information and services in their townships. **Mr. Roberts** noted it might be a good idea for RIAC to attend the RIPA dinner once a quarter to do a question and answer session because there is so much misinformation out there. We continue to make progress. If we are accessible we will have a better relationship. **Mr. Greco** noted he speaks to Bill Weedon often and he will reach out to become a party of these meetings. **Mr. Goodman** noted the GA newsletter is a two way street. We reach out to the GA pilots to see if they have any items to add to the newsletter. **Mr. Bogosian** asked if the participants at the GA town hall meetings are residents or officials. **Mr. Goodman** noted it depends on the township. North Kingstown is very involved. It varies from town to town. We had the last meeting at lunch time to see if more people would attend virtually.

**Mr. Greco** noted since 2018, RIAC has created a significantly improved GA business model. In communication, they greatly increased communication through quarterly meetings with the public and pilots/tenants through the On the Horizon newsletter and dedicated website. In infrastructure and planning, they developed a \$168m long-term GA Strategic Business Plan which included three infrastructure assessments, a financial plan and significant community outreach and input. They are currently progressing with \$67.7M of GA infrastructure projects. From 2008 – 2018, RIAC's average yearly expenditure for GA infrastructure was \$3M. They are progressing with a system-wide obstruction removal program to enhance safety. **Mr. Greco** noted in business development, they engaged a commercial real estate broker to market 20 parcels at the GA airports. They have seven parcels under lease/option, with more in the pipeline equaling \$16.6M in contracted revenue. They have 14 parcels still marketed representing \$46.3M in potential total revenue. **Mr. Greco** noted in operations, they have added minimum standards to enhance safety, economic health and development of airports. They have created an efficient snow removal plan for the GA airports to optimize winter operations. They added a GA technician at each airport as the boots on the ground for RIAC to optimize the operations and maintenance. They changed the FBO business model to enhance services and reduce financial bloat. They relocated thresholds at Westerly State Airport and Newport State Airport to ensure safety. They achieved a legal win in the Superior Court to retain state's eminent domain authority. They successfully pushed for passage of Preservation of Safe Airspace Bill to protect runways, prevented prolonged litigation and enhanced safety. **Mr. Greco** noted lastly, finance significantly decreased the GA deficit and increased capital investment despite not having the financial support provided by most states, such as fuel tax. **Mr. Little** thanked the staff for all of their work and progress made the last five years it is great work. **Mr. Greco** noted they appreciated the support from the Board of Director's.

#### **(e) Mowing Season Recap**

**Mr. VanBurg** noted as we are wrapping up the 2022 summer season, RIAC has completed the mowing work at the GA airports and here at PVD. The GA techs mowed a combined total of 1,801.90 acres of grass, and the PVD Airfield Maintenance took care of 1856 acres airside and in the house lots, for a combined total of 3,651,7 acres. For the Landside, our contractor, Proscape, has the responsibility of maintaining the grassed areas in front of terminal and the Interlink facilities.

**(f) Snow Removal Plan FY 2023**

**Mr. VanBurg** noted the PVD snow team is preparing for the upcoming winter season and with the preparations, it is my pleasure to brief you on the plan. The equipment we have at PVD for snow removal include, eight dump trucks with plows, three Sander trucks with plow, two Oshkosh blowers, two Larue T95 blowers, six Oshkosh front mounted brooms, two spray trucks, three front end loaders, one backhoe and two sidewalk plows. Our team will be practicing in their assigned equipment. **Mr. VanBurg** noted during a storm, our teams will cycle on a four hour on duty/rest/on duty pattern until the storm is over and we move into clean up mode. This method prevents anyone from becoming over extended behind the wheel for multiple hours on end, thus ending up becoming too tired to drive home safely after a storm. Our team is made up of the Airfield Maintenance techs and volunteers from the rest of the employees who are trained to operate the equipment. This larger pool provides the resources to run the four hour on/off cycle and gives PVD a larger team in the event of a significant snow storm. **Mr. VanBurg** noted as of today we have on hand the following materials, 300 tons of FAA approved heated sand, 21,500 gallons of Potassium Acetate deicing/anti icing fluid, 28,652 pounds of Sodium Formate deicing solid deicing chemical, 40 tons of sand/salt mix for use landside only and 15 tons of sidewalk ice melt chemical. Blue barrels of runway sand and Sodium Formate mixture will be placed along the terminal ramp for the airlines to use on walkways and gate areas. So how do we do Snow Removal at our GA airports. **Mr. VanBurg** noted we have this decision matrix to determine the level of snow removal required during a snow event over 1" in accumulation. Both Block Island and Westerly State Airports have 1st commercial flights at 0500, so the airfield will be plowed and treated as needed prior to the flights. North Central State Airport, with no commercial traffic, will have contractors scheduled two hours prior to any know flights or within one hour of snowfall ending. Any heavy snow fall, the GA tech will be supported by PVD techs if and when needed. At Quonset State Airport, in the event of a corporate flight scheduled, the GA tech and contractors will begin two hours before the scheduled flight, and if there are no corporate flights, then two hours before any estimated flight or one hour after the snow fall ends. **Mr. VanBurg** noted at Newport State Airport, in the event of a corporate flight scheduled, the GA tech will begin two hours before the scheduled flight, and if there are no corporate flights, then the Westerly State Airport GA tech will come over to assist the Newport State Airport GA tech when the snow fall has ended. As you can see on the chart, we have snow removal equipment stationed at each airport to remove the snow as needed. **Mr. Bogosian** asked if we have enough equipment and staff to do the snow removal. **Mr. VanBurg** confirmed yes and we have contracted services as well in case we need to use them. **Mr. Pizzuti** noted we are very prepared.

**(g) Overtime Update**

**Mr. Greco** noted the Fiscal Year to Date in overtime saw a decrease of 44.3% from the last fiscal year. This slide breaks down by month by department. Since July is the first month of the fiscal year we only have two slides to brief. GA increase was due to staff out to Block Island State Airport to fix the terminal door and remove a disabled aircraft.

**(h) Infrastructure Update**

**Ms. Damicis** introduce Ms. Kathy Keegan and Mr. Paul Piro from Kimley-Horn, who are the project managers for the OQU 16/34 and Taxiway A projects.

**Mr. Piro** noted they are the management team that represents the design of this project. The first slide represents the existing condition of the pavement, which is in poor condition and the equipment has reached the end of life. The threshold distance is substandard at 900 feet. The next slide is the proposed activity. The red color shows the full strength pavement, the blue shows the paved shoulders and the green shows the eliminated pavement. We have established proper taxiway separation at 400 feet. **Mr. Piro** noted the next slide represents the schedule. The notice to proceed was issued in 2021, 30% design was submitted in April 2021, 60% design was submitted in August 2021, 90% design is due this year. We met formally every month with stakeholders to discuss the project and we had weekly discussions with staff. We got funding from the FAA and Air National Guard. We met with potential bidders in this room and from that exercise we saw costs of material, etc. that made this project a success. The next slide shows the project phasing. One example of the color coding identifies winter shut downs. We are looking at the schedule closely on funding and project goals in establishing the budget. **Mr. Roberts** asked what happens during the year-long construction, is there another runway available for use. **Mr. Piro** noted they are beginning to fine tune that schedule. For construction, they will reduce runway 2 and 3 areas for the GA and Air National Guard. **Mr. Roberts** asked what happens to the approaches. **Mr. Piro** answered they are coordinating that and it is a big party of the project. **Mr. Roberts** asked what percent of air traffic the runway would accommodate. **Mr. Piro** answered the usable runway will be just under 5,000 feet. **Mr. Roberts** asked what about in Phase 2. **Mr. Piro** answered they are combining Phase 2 and 3. Once Phase 1 is complete runway 16/34 is out of commission and the intent is to getting area 1 done first so the cross wind runway is available during Phase 2 and 3. **Mr. Roberts** noted that will limit the traffic significantly. **Mr. Piro** confirmed that the Air National Guard agreed to use this runway. **Mr. Roberts** asked Kimley-Horn to look at the impact of the schedule, what existing traffic will be effected and see what the options are. **Mr. Piro** noted there is a safety risk management session coming up that includes the GA and air traffic control and we will discuss the duration of the runway closure and safety risks to see how we can improve so everyone is on board. The input gets included in contract documents before the contract gets submitted. **Mr. Little** noted the schedule is important in view of when there are shut downs and asked what steps they are taking and if they have knowledge of hidden subsurface issues to be sure there are no issues. **Mr. Piro** noted it is guaranteed to happen. As a team, we compile record research and review utility locations by ground penetration. We have to put into the contract as a line item to handle those conditions. This is an old airport and we have in the contract for an allowance perhaps. **Mr. Little** asked in the meeting they had with the contractors, was there any feedback on this. **Mr. Piro** noted they did not offer anything. It was a good session, we were here for 90 minutes with the top contractors in the area. They asked what the labor was and what projects are going out at the same time. We want to have another meeting. After 90% design when the documents are tied up want to have a meeting to go over this again. **Mr. Little** asked if they will be engaging the contractors for review before it goes out for contract. **Mr. Piro** answered yes, Kimley-Horn has their own department to handle this. **Mr. Roberts** noted there is no precision approaches to the smaller runway and asked if that is something we should look to create. **Mr. Piro** answered that has not come up in conversation. **Mr.**

**Roberts** noted he does not know how they will get in with 400 foot ceiling. **Mr. Piro** noted nobody has identified that issue. **Mr. Roberts** noted he is now identifying the issues. **Mr. Pizzuti** noted during Phase 1 where are planes going to land and the same in Phase 2. Make sure there is a plan with the Rhode Island Air National Guard where they can land and asked Kimley-Horn to attend one of the next board meetings with confirmation that they have agreed to the plan. **Mr. Piro** noted he welcomes the opportunity to come back with this information in one of the next couple of meetings. **Mr. Pizzuti** noted significant communication has to be had with the stakeholders. This is a lengthy project and it needs to get communicated well. **Mr. Piro** confirmed and noted it is ongoing and critical. **Mr. Ahmad** asked what the usable length of the runway is now and what it will be after. **Mr. Piro** noted now it is approximately 7,000 feet and after it will be approximately 7,000 feet.

**4. Action Items:**

- (a) **Approval to enter into a Lease Agreement with the General Services Administration TSA support space at Rhode Island T. F. Green International Airport for a period of five years, from December 1, 2022 through November 30, 2027, generating revenue of approximately \$2.12 million, with a five-year renewal option through November 30, 2032, in substantially the form presented.**

**Mr. Tang** noted the current ten year lease with GSA for the TSA office and support space expires on November 30. GSA conducts geographical rent assessment analysis in renegotiating leases. Using their market rate analysis, GSA initially sought to reduce the rent presently paid to RIAC under the existing contract. RIAC staff was able to avoid a reduction in rent, and achieve at 3.5% rental increase for year 1 using the rationale that the GSA should pay at least the Signatory Airline per-square-foot rental rate. **Mr. Tang** noted compensation to RIAC under the new lease increases by 3.8% for year 2, and each subsequent year of the contract. As GSA contracted to build out the office and support space occupied, all utility charges including heating, cooling, electricity, Wi-Fi/internet and telephone, are metered directly to, and paid by, GSA on behalf of the TSA. The GSA is responsible for maintenance of the TSA areas under the current lease agreement. Under the new lease agreement, RIAC receives additional revenue through offering HVAC system maintenance and janitorial services through our contractor, ISS, at RIAC cost plus a markup of 3% to the TSA spaces. **Mr. Roberts** asked if there are any enhancements we want TSA to make on an operating standpoint with moving through TSA checkpoint as part of this project. **Mr. Ahmad** answered not as a part of this project. RIAC staff met with the TSA Administrator this week and asked about securing funds to repair equipment. This money gets allocated and there are no funds available for our In-Line EDS baggage system so we will use PFC funds to refurbish it. It is going to be a significant amount of money.

A motion was made by **Mr. Bogosian** and seconded by **Mr. Pizzuti** to approve the recommendation.

**The motion was passed unanimously.**

- (b) **Approval to execute market rates for electricity commodity with Direct Energy beginning November 2022, and to execute lock-in rates for the**

electricity commodity as needed over the next 84 months with Direct Energy for all of RIAC's electricity utility accounts, and approval to execute any other documents as necessary and recommended by the Collaborative Energy Options Rhode Island Energy Purchasing Collaborative pursuant to the recommended price protection strategies.

**Mr. Tang** noted RIAC strategizes to maintain flexibility to respond to the market conditions. RIAC joined the Rhode Island Energy Purchasing Cooperative (RIEPC) in 2022. RIEPC was created in compliance with the State Purchases Act, RIGL § 37-2-54(b). RIEPC utilizes Best Practice Energy (BPE), an energy consulting firm, to provide energy purchasing, advisory and support services with the mission to assist municipalities, and governmental subdivisions to reduce their overall energy expenditure. **Mr. Tang** noted BPE uses algorithms and they are constantly looking at the market rates at various terms offered by various suppliers for comparison and analysis. On November 2, 2018, RIAC entered a fixed rate contract with a supplier, which expires on November 2. The red line in the chart on the slide, represents the current fixed rate at 7.704 cents per kWh until October 2022. Currently, the rates for electricity are extremely high due to geopolitical instability, limited supply and increase demand for renewable energy. **Mr. Tang** noted the green line in the chart on the slide shows the Rhode Island Energy fixed commercial rate, which changed every six months in October and April. Speculators are causing a lot of fluctuation in pricing, and BPE is looking for more flattening of the price volatility to provide better basic trading patterns so they have an idea of what to expect in the next year or so. Because of the peak electricity pricing we are now experiencing, it is not in RIAC's best interest to lock into a fixed price for one or more years. Given the volatility in the market currently, RIAC strategizes to maintain flexibility to respond to the market conditions. **Mr. Pizzuti** asked what the rate was if we wanted to lock in. **Mr. Tang** answered 7.7 cents currently and a fixed rate will double to 14 cents. **Mr. Ahmad** noted that what we need to do is hire an energy/utility expert. The individual giving us these options are not our fiduciary and we do not have in-house subject area experts. When this gets approved, we will lock in for a period of time and get an expert to guide us. We need to do this right away. **Mr. Roberts** noted 84 months seems like a long time. **Mr. Rodio** noted there is a new renewable energy law that we found out about four days before the effective date for grandfathering. We already purchase approximately 90% of our energy needs through solar net metering, but those purchases are not included in the renewable energy statutory requirement. We executed a so called "shell agreement", as recommended by our consultant, that will grandfather us in as long as we purchase our electricity through the same company. Ms. Morgan and I were able to negotiate a 30 day out to both preserve our grandfathering rights but also gives us flexibility to get out at any time with 30 days' notice. This would match the authority we are asking for to purchase electricity, but doesn't mean we won't exercise our out if we find a better deal and bring it back to the Board for approval. **Mr. Bogosian** noted we need to hire an energy consultant to analyze on our behalf sooner than later. **Mr. Rodio** confirmed yes.

A motion was made by **Mr. Roberts** and seconded by **Mr. Bogosian** to approve the recommendation.

**The motion was passed unanimously.**

(c) **Approval to enter into a Professional Services Agreement and subsequent task orders with Hayes & Sherry/Cushman & Wakefield for Commercial Real Estate Brokerage Services for a period of five years, from January 1, 2023 through December 31, 2027.**

**Mr. Surehan** noted RIAC's five year Commercial Real Estate Brokerage Professional Services Agreement with Hayes & Sherry/Cushman & Wakefield for the purpose of marketing the sale or lease of RIAC's parcels, expires on December 31, 2022. The relationship with Hayes & Sherry has been quite successful for RIAC. To date we have generated \$3.3M from the sale of a parcel at 2119 Post Road and generated a total \$16.6M in the lease or option to lease of seven GA parcels. In addition we plan to present the lease of two additional parcels at Westerly State Airport generating \$3.1M at the November Board meeting. **Mr. Surehan** noted in early July, RIAC publicly issued a Request for Proposals for Commercial Real Estate Brokerage Services. Our procurement department sent an email notification of this RFP to 699 recipients of which, 377 opened the email, 232 went to the Procurement page and seven downloaded the RFP. However, only one firm, Hayes & Sherry, submitted a proposal. Feedback received from interested parties recognize the challenges in marketing GA parcels given the uncertainty of closing a deal due to the 30-year limit on lease terms. Nonetheless, we were able to negotiate better terms with Hayes & Sherry than those offered in their proposal. We are recommending a five year professional services agreement with Hayes & Sherry so that we may continue our success in GA parcel development. **Mr. Bogosian** asked whose idea it was to do a five year term, it seems lengthy. **Mr. Ahmad** noted we do all agreements in five year terms otherwise there are so many items for approval. On the LAZ property, it is the sixth year. They have been marketing the property that long and it comes in where the board approves, etc. We understand why people did not come. Hayes and Sherry is taking the risk. **Mr. Rodio** noted that in previous conversations they have confirmed spending tens of thousands of their own money marketing these parcels.

A motion was made by **Mr. Bogosian** and seconded by **Mr. Pizzuti** to approve the recommendation.

**The motion was passed unanimously.**

(d) **Approval to execute an amendment to the Professional Services Contract with AECOM in the amount of \$289,047 bringing the contract total to \$556,121, to add scope to the existing Environmental Assessment (EA) for the South Cargo Development Phase 1 at Rhode Island T. F. Green International Airport.**

**Mr. Zogheib** noted AECOM was approved under a contract in June 2022 to develop an Environment Assessment study in accordance with NEPA and FAA regulations, for the South Cargo Development project. The initial assessment was scoped based on studying the project impact without incorporating traffic study as part of the consultant's effort. As the project progressed, and with additional data collection, the consultant determined that the slight increase of operation requires more in-depth traffic analysis to determine the traffic impact to the environment. Upon FAA's review of the plan, FAA has also identified the need to perform this study. **Mr. Zogheib** noted the cost for this additional effort was \$289,047, bringing the project cost to \$556,121 in total. The

cost was sent for Independent Fee Estimate review and was found to be reasonable. FAA has also indicated that this cost is in range with what they have seen. The eligible portion of this work will be AIP funded at 90%, with the 10% paid from PFC's. The impact on the completion schedule pushed the EA completion effort to May 12, 2022.

A motion was made by **Mr. Bogosian** and seconded by **Mr. Pizzuti** to approve the recommendation.

**The motion was passed unanimously.**

**5. Executive Session:**

At approximately 9:37 a.m., a motion was made by **Mr. Pizzuti** and seconded **Mr. Bogosian** to go into Executive Session for the purpose of discussing the following items:

**The Board will seek to go into Executive Session for the following stated purposes:**

- (a) **Motion to approve the minutes of the Executive Session held on September 22, 2022 § 42-46-5(a)(1); and**
- (b) **Discussion related to the lease of real property for public purposes and the disposition of public property wherein advanced public information would be detrimental to the interest of the public, discussion of lease (PVD South Side Cargo Facility) (§ 42-46-5(a)(5)); and**
- (c) **Motion to return to open session.**

**By roll call vote the motion was passed unanimously.**

At approximately 10:10 a.m., a motion was made by **Mr. Bogosian** and seconded by **Mr. Roberts** to return to Open Session.

**The motion was passed unanimously.**

**6. Post Executive Session Actions and Announcements:**

- (a) **Motion to seal the minutes of the Executive Session held on October 20, 2022; and**

A motion was made by **Mr. Bogosian** and seconded by **Mr. Pizzuti** to seal the minutes of the Executive Session in accordance with R.I.G.L. § 42-46-7.

**The motion was passed unanimously.**

- (b) **Report on actions taken in Executive Session.**

During the Executive Session, a motion was made by **Mr. Bogosian** and seconded by **Mr. Pizzuti** to approve the sealed minutes of the Executive Session held on September 22, 2022.

**The motion was passed unanimously.**

**7. Future Meetings:**

The next meeting is scheduled for Thursday, November 10, 2022 at 8:30 a.m., in the Mary Brennan Board Room, Rhode Island T. F. Green International Airport, Warwick, Rhode Island.

**8. Adjournment:**

**Mr. Bogosian** moved to adjourn at approximately 10:13 am. **Mr. Pizzuti** seconded the motion.

**The motion was passed unanimously.**

Respectfully submitted,

---

Jon Savage, Chair  
Rhode Island Airport Corporation

**PUBLIC ATTENDANCE SHEET**  
**RHODE ISLAND AIRPORT CORPORATION**  
**MEETING OF THE BOARD OF DIRECTORS**  
**THURSDAY, OCTOBER 20, 2022**

| <b><u>NAME</u></b> | <b><u>AFFILIATION</u></b> |
|--------------------|---------------------------|
| Alicia Seabury     | RIAC                      |
| Brittany Morgan    | RIAC                      |
| Dennis Greco       | RIAC                      |
| Don Stubbs         | RIAC                      |
| Yil Surehan        | RIAC                      |
| John Goodman       | RIAC                      |
| Kellie Wright      | RIAC                      |
| Jessica Damicis    | RIAC                      |
| Wallace Tang       | RIAC                      |
| Elie Zogheib       | RIAC                      |
| Rob VanBurg        | RIAC                      |
| Nik Persson        | RIAC                      |
| Jamie Quattrini    | RIAC                      |
| Joseph Rodio, Jr.  | Rodio & Ursillo           |
| Kathy Keegan       | Kimley-Horn               |
| Paul Piro, PE      | Kimley-Horn               |
| Dave Shultz        | Senate Fiscal Office      |

The minutes of the Executive Session of the Board Meeting on October 20, 2022 have been sealed in accordance with R.I.G.L. § 42-46-7(c).