

MINUTES OF MEETING
RHODE ISLAND AIRPORT CORPORATION
BOARD OF DIRECTORS
THURSDAY, NOVEMBER 4, 2021 AT 8:45 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 Chair, Jon Savage at 8:48 a.m., in the Mary Brennan Board Room at 2000 Post Road, Warwick, Rhode Island, 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: Jonathan Savage; Deborah Thomas; Christopher Little; Gregory Pizzuti; Jeffrey Bogosian and Jonathan Roberts.

BOARD MEMBER ABSENT: Michael Traficante.

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 **Ms. Thomas** to approve the minutes of the Board of Director's Meeting of September 23, 2021. The motion was seconded by **Mr. Bogosian**.

The motion was passed unanimously.

2. Open Forum:

Mr. Savage 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 as part of the ongoing terminal renovation project, the first set of restrooms were opened to the public on October 29th. Feedback has been very positive and we look forward to the completion of the next phase. We also placed flowers in these restrooms while we plan a program to make flowers available in all terminal restroom facilities. **Mr. Ahmad** noted we also plan to place plants in the terminal areas in the future. Our VP of Infrastructure will share a video on these restrooms later in this meeting. I congratulate the contractor, EW Burman and designer Saccoccio & Associates Architects on a job well done. **Mr. Ahmad** noted we need to make the first best impression on visitors to our great state and I appreciate the steady march by our team towards that goal.
- **Mr. Ahmad** stated the Escape lounge resumed their regular operating hours starting October 4th from 6:00am - 7:00pm. With these announcements, we are gaining

momentum towards the pre-pandemic norm.

- **Mr. Ahmad** stated Airport Operations staff completed seasonal training of the snow and ice control plan and the annual required Part 139 training with maintenance staff. Operations Specialists provided escorts for survey teams and construction electricians working in the safety area for the 16/34 Runway Project. The staff also provided oversight of the NFL charter operations for the New Orleans Saints departure.
- **Mr. Ahmad** stated the RIAC Police Department, in conjunction with the TSA, conducted a Level III Breach tabletop exercise. The RIAC Police Chief, the shift lieutenant, and representatives from TSA and the airlines attended the tabletop exercise. The scenario exercise involved a passenger walking through the checkpoint, first injures a TSA officer and later RIAC's shift Lieutenant. **Mr. Ahmad** noted the RIAC Police Department focused on improving communication between TSA and the RIAC Police Department as well as the execution of the arrest while ensuring everyone's safety. It is very important that RIAC is prepared for emergencies and vigilance coupled with exercises is a good way to ensure readiness.
- **Mr. Ahmad** stated we continue to meet with Warwick administration on a monthly basis. The latest meeting occurred on October 13th. A construction update on Runway 16-34 was provided along with the remaining schedule towards reopening of the runway. RIAC also focused on the sale of Pell/Guilford, Airport Nursery, and 2119 Post Road properties. John Goodman and Dennis Greco of our team will coordinate communication on South cargo development in the upcoming meetings.
- **Mr. Ahmad** stated the Human Resources Department has begun planning for a job fair that will be held on November 9th. To date, two vendors, Grove Bay and ABM, have informed the department that they will attend the fair. The job fair's main objective is to quickly attract, recruit and hire employees for the airport's vendors who will become trained and ready to fill vacant positions in time for the upcoming holiday travel season. Moreover, RIAC will also recruit candidates for its currently vacant positions during the fair.
- **Mr. Ahmad** stated RIAC supports charity events. Airport Operations and Maintenance personnel provided assistance and escorts for the FedEx/ MS society jet pull fundraiser on September 26th. The advance totals raised were approximately \$70,500.
- **Mr. Ahmad** stated lastly, RIAC executed the 90th Anniversary Celebration on September 27th which was well attended by local dignitaries and stakeholders. RIAC received great feedback on the event and on the annual reports.
- **Mr. Ahmad** noted Mr. Schattle had an in home accident last week and he is out of work for two to three weeks. **Mr. Roberts** noted everyone is reading about the nationwide staffing shortage and asked if RIAC has a perspective on staffing and holiday travel. **Mr. Ahmad** noted we are having issue but we are trying to get ahead of it. Everyone is looking for folks to hire. There are issues with logistics especially on the cargo side. Nationwide and here, the hourly rate for labor is significantly higher than pre pandemic. This labor shortage is also impacting the availability of pilots nationwide and regional

and everyone has to work on it and make it better. **Mr. Roberts** asked if RIAC's wages are competitive for its employees. **Mr. Ahmad** answered RIAC's wages are competitive and the vendors often provide good wages, but what would be categorized as competitive is a dynamic value that fluctuates with the market. The aviation concern is we are doing 60% - 70% today in terms of passengers/load factors and operations compared with the numbers we saw in 2019. We had resources then but we do not have them now, and what happens when the passengers and load factors return. Like everyone else in the industry, we are aware of the issue and are working on it.

- **Department Updates:**

- (a) **Air Service Update**

Ms. Williams noted, as you will recall, we developed a detailed forecast and sensitivity analysis based on the COVID-19 pandemic as a basis for the fiscal year 2022 budget. The forecast was built based on a conservative estimates for the year. The first three months enplanements were up approximately 75% better than forecasted. September enplanements were 111,857 which is 68% of the baseline September 2019. **Mr. Ahmad** noted industry wide, the airlines are feeling two pinches in a different direction then the reality we see. On the ground, the number includes capacity. The seats in the March and April timeframe are at 2019 levels. There is a shortage of pilots and fuel so the airlines are feeling the pressure. We will see the impacts at Rhode Island T. F. Green International Airport.

Ms. Williams noted for the month of August, the daily carrier seats were up approximately 66% and daily carrier departures were up approximately 67% from the prior year. Our enplanements were up approximately 207% from the prior year and up approximately 209% in overall passengers for the month of August. **Ms. Williams** noted for the month of September, the daily carrier seats and daily carrier departures were up 95%. Our enplanements were up approximately 184% from the prior year and up approximately 190% in overall passengers for the month of September. September's year to date total passengers was up approximately 196%. The rate of recovery measured by enplanements is outpacing the recovery as measured by seat capacity. The airlines are challenged keeping up with demand across the country. In all months of the current fiscal year, 2021 load factors exceed pre-pandemic load factors. In September, flights were 85% full, compared to 80% in 2019 and 57% in 2020.

- (b) **Airport Financial Report Update**

Ms. Williams noted RIAC completed the first two months and they are continuing with our strategy based on a low CPE. Overall operating revenues are up approximately 39%. Revenue streams such as parking and concessions will continue to fluctuate with activity levels and are up approximately 232% and 227%, respectively. RIAC continues to utilize \$900,000 of CARES Act funds each month for operating expenses and debt service to help the airlines. The CARES Act funds are federal funds that have been provided to airports across the country, from the FAA to support airlines that operate at the airports. **Ms. Williams** noted we continue to focus on managing our operating expenses. Our operating expenses year to date through August are flat. Some highlights include advertising, printing and marketing which was up approximately 178% fiscal year to date as traffic recovers. This amount includes the Rhode Island T. F. Green International Airport Campaign highlighting new service from Breeze Airways at the beginning of this fiscal year. Another highlight is communications and utilities

which is down approximately 30% and reflective of RIAC's efforts to manage electrical usage based on operations and the positive results from our net metering credits. Contractual services were up approximately 7%. **Ms. Williams** noted the general aviation operating income was up approximately \$51,000 for the fiscal year to date through August. Revenues are up \$104,000 primarily due to rental leases, landing fees and fuel flowage fees at Quonset. The decrease in operating expenses for the GA airports is primarily a reduction in legal costs and helicopter maintenance from the same period last fiscal year. The non-operating revenues and expenses are largely driven by the timing of grants and capital projects. We are undertaking several large capital projects, such as Runway 16-34 and Restroom Renovations that are grant funded, with reimbursement from the FAA. Grant revenues for the fiscal year to date through August 2021 include approximately \$4.1 million for Runway 16-34 and approximately \$900,000 for Restroom Renovations.

(c) Overtime Update

Mr. Greco noted the month of August had slight decrease in overtime by 2%. ARFF's overtime was mainly due to 1 IOD, 1 crewmember out the entire month for vacation, another crewmember out due to an injury outside of work, and two other crewmembers out on the Family Medical Leave Act. Year to date overtime was slightly up from last year. **Mr. Greco** reviewed the past and projected overtime for both the ARFF department and Police department. The lower left graph shows staffing levels for the Departments as well as the cost of overtime throughout the years. You will see the overtime peak in the FY 2022 due to the IOD and the accrual leave used by those members who will be leaving RIAC during this fiscal year. One member is projected to leave in December, 2 more at the end of February. **Mr. Greco** noted the plan to reduce the overtime is to hire 5 new members for the fire department and are actively recruiting for the written exam on November 15th. By hiring 5 new crewmembers we project a significant drop in overtime for FYs 2023 and 2024.

(d) RIAC's Annual Tabletop Exercise

Mr. Greco noted it is important to be prepared for an emergency. This past September, RIAC held our annual tabletop exercise. In the past year RIAC staff, along with its mutual aid partners have conducted numerous workshops and training for emergency preparedness. This culminated in an annual table top exercise on responding to an aircraft incident at PVD. 56 of our mutual partners were present representing Federal, State, and Local Authorities. The exercise was prepped by a guest speaker who spoke on an aircraft incident involving a B-17 aircraft in 2019. His presentation brought the awareness to the TTX to another level. **Mr. Greco** noted the exercise was an alert three scenario with a 737-800 Boeing with a landing gear problem. They rounded the airport attempting to land at Rhode Island T. F. Green International Airport and crashed. The ICP, ARFF, Police Department, Operations and AEOC members described their key tasks and responses during the emergency such as an aircraft incident. **Mr. Greco** noted the key takeaways from the exercise is RIAC has participating from surrounding municipalities and RIAC will continue to discuss and plan next year's Tri-Annual full scale exercise. RIEMA took our model of the annual tabletop exercise and used it for a tabletop they held. **Mr. Bogosian** asked if this is a once a year exercise. **Mr. Greco** noted yes, it is mandated by the FAA to hold an annual tabletop exercise and a tri-annual full scale exercise every three years. The work put into this annual tabletop exercise will be rolled into the full scale exercise next year.

(e) SAFE, CARES and EASE Campaigns

Ms. Wright noted to kick off the Patriots season this year, RIAC participated in a homepage takeover on WPRI.com. The campaign included digital ads generating 400,000 impressions and 90 click through's in one day. Rhode Island T. F. Green International Airport continues its partnership as the Official Airport of the New England Patriots. To date our FY22 campaign highlighting new service from Breeze Airways has brought in 28.2 million impressions. The campaign has resulted in 27,784 clicks to our landing pages, and over 1,000 conversions to pvdairport.com. The impressions are impressive considering the campaign drives to flybreeze.com. Since most of the activity drives to Breeze's site, we cannot count all of those conversions. Though we are working with Breeze to tag their website and will be able to track these additional conversions and share these type of insights in our future reporting's.

Ms. Wright noted next is an update to the roadway signage. Thank you for the feedback from the last board meeting. We welcome your feedback today on the new options presented here. RIDOT has informed us that they are not able to enlarge signs or use perforated/slotted signs, as they do not comply with their grandfathered design standards set forth by the American Association of State Highway Office Association. We suggested to RIDOT the use of a "slash". RIDOT shared with us that slashes are not allowed in highway signage outside of numbers (for example, ½ mile, ¼ mile). RIDOT then shared a few alternative options that you will see here on the screen. The two options at the top use a "dash". The bottom two options add spacing and change the use of the periods. At this time, we open the floor to any feedback and preferences to the new options presented. **Mr. Bogosian** noted he likes the version with the dash and periods on the top right of the slide. It is clearer. Other board members agreed. **Mr. Savage** noted a few board members went down to see the newly renovated restrooms and a he spoke to a customer who traveled from northwest Connecticut to fly out of Rhode Island T. F. Green International Airport. The customer said it was his first time flying out of the airport and it will not be the last. They had a great experience. **Mr. Savage** noted hats off to the RIAC team that made that customer come here. **Ms. Wright** noted RIAC has received 8 awards in the last 5 years. We ranked No. 3 this year in Travel + Leisure's Best Awards, and ranked #5 in Condé Nast Traveler Reader's Choice Awards. Our team continues to deliver on these awards and it's no longer a secret that we are a top rated airport in the country. While we are on the subject of awards, we are pleased to share Rhode Island T. F. Green International Airport is a finalist for the 2021 Excellence in Airport Marketing, Communications, and Customer Experience Awards. ACI-NA awards are presented for best practices in marketing, communications, public relations, and customer experience. Our entry was for the digital advertising "Time Trials" campaign with the Boston Globe. The awards will be presented at the 2021 ACI-NA Annual Conference in Reno, Nevada, this Sunday, November 7th. Cross your fingers that we come back with another win for our airport.

Mr. Goodman noted as the Board knows, we have been working hard to restore confidence in the safety of flying, and we are pleased to see that leisure travelers have returned to our airport in significant numbers. A great deal of that confidence is due in part to federal mandatory face masks requirements, with face masks shown to be more than 99% effective in preventing the transmission of COVID-19 on aircraft. While confidence in air travel remains high, this mandate is unpopular with some, which has been a source of unfortunate episodes on some flights throughout the nation. **Mr. Goodman** noted the FAA has received reports of over 3,500 mask related "unruly passenger" disruptions, including 7 incidences at Rhode Island T. F. Green International Airport since the mandate went into effect on February 1, 2021. The FAA has asked airport partners to work with them to help educate the public utilizing their zero tolerance tool kit. A sample of that social media messaging is included in this presentation. **Mr. Goodman** noted RIAC is utilizing these and other messaging on social media, as well as

on signage throughout the airport reminding travelers of the zero tolerance policy and that they are subject to significant fines and even criminal penalties for a refusal to comply. RIAC's team will continue to promote safe travels and remind travelers of their responsibility to follow federal law as long as these mandates remain in effect which has been extended to January 18, 2022.

Mr. Pimental noted as the lead of our focus on the customer experience, I am pleased to provide the latest update on our customer service campaign called CARES. PVD has continued to see a return of passenger activity over the past several months. Throughout the pandemic and the more recent recovery of passenger activity, the Customer Service department has worked diligently on programs and features that have a direct positive impact on our passenger's airport experience. The CARES campaign, in parallel with many other RIAC-led initiatives, aims to reinforce PVD's position as the preferred airport in our region. **Mr. Pimental** noted the first initiative he would like to update on is our project to increase the available charging options for passengers in our terminal. RIAC recognizes the need for travelers to plug in before their flight. This project will add a charging/power unit under each set of bench seats in all PVD hold rooms. Phase 1 calls for the addition of these units in locations where there is an existing electrical supply to power the units. This will bring PVD to approximately a 65% outlet to seat ratio. This is an increase from the existing 25% ratio provided by the existing RIAC charging units mounted in hold rooms, Delta Airlines' power poles in their two gates, the charging counters in Southwest's gates, and the existing standard wall outlets located throughout the concourse. While most other airports surveyed have a ratio of 50%, our goal is to provide 100%. Phase 1 is expected to be complete by the end of this fiscal year with the remaining seats getting power units after electrical infrastructure work is completed which is planned to be completed in FY23. **Mr. Pimental** noted the next program he would like to highlight on is our Airport App refresh. The refresh was completed in late summer and added new features such as flight tracking and push notifications, enhanced flight arrival and departing information, destination weather, online restaurant menus, and new content search features. PVD is one of only two airports in New England with an app. Downloads and user sessions have increased approximately 50% since the app refresh was rolled out. **Mr. Pimental** noted the last program he would like to update on is the Hidden Disabilities Program. Providing the best passenger experience is our # 1 goal. As part of that commitment, we will be launching a new program called the Sunflower Program. The Sunflower Lanyard Program was introduced by London Gatwick Airport in 2016, and is now in place in 25 US Airports and 72 airports around the world. PVD will be one of two airports in New England to be part of the program. Wearing the lanyard (or other program items) will allow passengers, with a hidden disability, to discreetly signal that they may need additional assistance or some extra time to complete a task when traveling through an airport. These programs play a vital role in our continued efforts to deliver an airport experience that drives repeat customers. Combined with PVD's easy to get to and easy to use facility, they provide a pleasant start or end of one's journey in a helpful and friendly way. We are delivering an experience that leaves a lasting positive impression geared towards increasing passenger traffic. **Mr. Roberts** asked what we do for Wi-Fi at the airport. **Mr. Pimental** noted we have free Wi-Fi through the terminal with Boingo. **Mr. Roberts** asked if this is a free Wi-Fi. **Mr. Cloutier** answered RIAC has two options on the phone, PVD Free and Boingo. They have the same infrastructure. **Mr. Little** asked how RIAC will let people know about the hidden disabilities program and how do they get the lanyard. **Mr. Pimental** noted RIAC is getting familiar with the program now and once complete, the end of this month, RIAC will put this information on our website and customer service will work with Mr. Goodman and Ms. Wright on putting the information out. The customer can come directly to the customer service department to get the lanyard or we can mail it to them. **Mr. Little** noted having the piano

playing in the terminal is a great feature for customer service. **Mr. Bogosian** asked if the hidden disabilities program is a federal program. **Mr. Pimental** answered the program is not federal. This is voluntary. **Mr. Bogosian** asked if the customer would need to qualify. **Mr. Pimental** noted there is no vetting, if someone feels they want to have it then we will provide it to them. **Mr. Bogosian** asked if the lanyard will work at different airports. **Mr. Pimental** answered yes, they can bring the lanyard with them to other participating airports. They are currently working to expand the program.

(f) Business Development Activity on General Aviation Economic Development Parcels and Supply and Demand of Hangar Space

Mr. Surehan noted RIAC continues to ramp up on economic development efforts. RIAC currently has 13 parcels marketed, 10 vetted prospects, 128 acres available, 4 parcels under lease and option to lease and \$8.2M revenue under lease and revenue from parcels on option to lease. Together we are partnering with FlightLevel Aviation and Hayes & Sherry and we are making progress. FlightLevel Aviation is developing 3 hangars at Quonset State Airport while working on possible redevelopment. **Mr. Surehan** noted RIAC is excited about a new parcel considering interest in a favorable location at Quonset State Airport. The parcel is 4.35 acres of potential hangar development. The estimated lease revenue is approximately \$3,605,000 over 30 years. Joining me today is Matt Fair from Hayes & Sherry and Peter Eichleay from FlightLevel Aviation. FlightLevel Aviation handles the FBO operation and Hayes & Sherry handles marketing of RIAC's GA parcels. Our partners complement each other nicely. FlightLevel is responsible for the fully available hangar space and they offer a boots on the ground approach. **Mr. Surehan** reviewed the list of prospects interest in hangar space and noted we are working with third part developers. **Mr. Ahmad** noted there is a feeling that there is demand for hangars at the general aviation airports. We want to flush the list out and determine whether the demand is firm, and in significant enough volume to justify a developer to build a hangar. We have developers on hand. We need someone that will compile lists and bring it forward. Often time's folks express interest at a level that they are not willing to put down a deposit or show serious enough interest to justify a development. Our team will vet these lists. RIAC wants to know if there is demand and will identify partners willing to build. The list being discussed is the first step to flushing these out and being transparent. **Mr. Ahmad** thanked Mr. Eichleay for developing the list and he will discuss what interest we see from the 34 requesters, how real it is and if it is something Hayes & Sherry could bring to developer. **Mr. Roberts** noted people need hangars year round. There is traffic in the winter and the demand is strong. The questions to get answered are the number of planes and traffic in Rhode Island. How does our ratio for hangars compare with other states and airports. Do we know if any airports turn over to the FBO? **Mr. Ahmad** noted it depends on the ROI and has to do with the balance and expenses we categorize as subsidy. **Mr. Savage** asked if we are turning away transient needs of hangar use. This would be someone coming for vacation or a meeting needing overnight parking. **Mr. Roberts** confirmed yes, based at Quonset State Airport, there is lots of transient parkers in hangars not always enough hangars. **Mr. Savage** asked for information on transient parking to quantify the unmet demand and for information regarding what other airports do for transient parking.

Mr. Eichleay noted FlightLevel Aviation operates at 12 airports mostly in the New England and they developed close to a dozen hangars to accommodate transient planes. The RON's are mostly in the winter because they do not want their planes in the elements, they want to be in hangars. This is a high margin business, but only for 4 months out of the year. Currently, FlightLevel is able to accommodate these planes without additional

development. At any given time 1/3 or 1/2 of the tenants are out on the road. People come in that are not based at our airport and use those spaces. **Mr. Eichleay** noted as far as the total hangar revenue it is less than 15%. FlightLevel likes to accommodate high margin business, like jets. We receive inquiries for hangar interest through a portal on FlightLevel Aviation's website. This allows customers to sign up showing their hangar interest, leasing space, whether that is long-term or seasonal and development. FlightLevel gets pinged on that interest. There is a lot of traffic, mostly small single engine piston's to get inside but once they see the going rate, they move on. When we receive this information through the website, we get contact information and we email them to set up a call and discuss their engagement of interest and to see if they are willing to put down a deposit, which is equivalent to first and last month's rent within 12 months. **Mr. Eichleay** noted the answer is yes, they are willing to pay a deposit, about 15% - 20% of the time. The spreadsheet shown on the slide reflects the people that who have been interviewed and are willing to put a deposit down. Majority of the interest are small single piston aircraft. FlightLevel's perspective is there is a challenge we see in this crowd, the margins are much lower, the cost of building a hangar for smaller aircraft is not that much different than building a hangar for large planes. We could spend \$1M for a box and fill it with small single engine planes, but with their rates, the payback on investment is 30 years. Jets cash on cash return is 15% and the payback on investment is 7 years. **Mr. Eichleay** noted an FBO perspective is to decide if they can build for jets. The jets use 20,000 gallons of fuel and the single piston aircraft use 200 gallons of fuel. When you factor in fuel we want to build for larger planes. FlightLevel has built one hangar with 2 to go and eventually building a bigger fuel farm to accommodate the larger jets. Quonset State Airport had its best year in 2021. We were expecting it to back off as people return to commercial travel, but it hasn't. **Mr. Roberts** noted he is seeing this happen in other states with piston aircraft. Understanding the economy, how does FlightLevel support piston aircraft. **Mr. Eichleay** noted there is not a lot of development to accommodate piston planes. The larger planes have no problem paying the rates to make investments of building hangars. Sometimes the hangars are built by an airport authority or state but mostly by private developers. **Mr. Roberts** asked what the ratio of general aviation aircraft hangar space compared to other states. **Mr. Eichleay** noted FlightLevel's business and RIAC's hangar availability is in line with other states. Outside is cheaper to park than inside. **Mr. Rodio** noted that many of our neighbor and peer states have municipally owned general aviation airports that have more flexibility for entering into ground leases, and so maintaining a similar ratio to them is an accomplishment. **Mr. Pizzuti** confirmed there is no interest at Block Island State Airport. **Mr. Eichleay** confirmed there is no interest. FlightLevel received some inquiries but after they were vetted they did not pan out. **Mr. Pizzuti** noted this a revenue generating area and Block Island State Airport is not. If we build the hangars, will they come. **Mr. Eichleay** noted because it is an island, it is seasonal. Construction on an island is very expensive. **Mr. Ahmad** noted RIAC wanted to initiate a parking program at Block Island State Airport, but the Block Island community opposed it. The revenue would have been \$150,000, but because of the reaction, RIAC dropped the program for now. **Mr. Eichleay** noted of the single engine interest, 1/2 dozen are willing to talk to developers themselves. They are doing development to have a home for their planes. **Mr. Roberts** asked if there is a creative way to solve this demand understanding why FlightLevel wouldn't want to invest. **Mr. Eichleay** noted they only want to build single bays. If they put together a large building with separate bays, it gets slightly better. **Mr. Roberts** noted he encourages RIAC to pursue some of these innovative ways. Thinking a little different than traditional building. **Mr. Ahmad** noted Mr. Surehan is working with Hayes & Sherry to see if there is other interest. **Mr. Surehan** noted there is a team in place to explore those possibilities. We see opportunities where others can help. In discussions with FlightLevel and Hayes & Sherry to get together with other piston owners and work on creating

ways to develop.

(g) General Aviation Strategic Business Plan Update

Mr. Greco noted RIAC posted the draft General Aviation Strategic Business Plan to our website in October. There is a 60 day comment period and our team will review them as they come in. The final plan will be posted to our website in January 2022.

(h) Fall Planting

Mr. Wiggin noted multi colored mums were planted around the terminal roadway system and in numerous planters. RIAC staff created additional planting beds by clearing older vegetation. Over all areas, 1465 red, yellow, orange and crimson mums planted and the cost was \$11,000. **Mr. Ahmad** noted RIAC created a berm and we are expanding the landscaping. RIAC is working on next summer's plantings and we are venturing out into more vibrant colors like zinnias. Our team is the first best impression with renovated restrooms and Wi-Fi. They are doing the right things to have the customer's best experience here. **Mr. Bogosian** noted driving in this morning was spectacular.

(i) Snow Removal Plan for all Six General Aviation Airports for Winter 2021 – 2022

Mr. Greco noted RIAC has 39 vehicles for snow removal. The materials used are all FAA approved. During an impending snow storm, we have conference calls to make sure we can remove the snow in a timely fashion. During general aviation impending storms, there is a conference call to identify areas scheduled and to get in right after the storm so the planes can get out in a timely manner.

(j) Infrastructure Update

Mr. Nguyen noted we are executing 15 projects currently in design and construction valued at over \$38.1M. RIAC will continue to promote and strongly encourage the involvement of local consultants and contractors with its Capital Improvement Program at every opportunity we have with all current contractors and potential partners. Prime consultants are being encouraged to partner up and mentor the local consultants throughout the execution of any particular project. RIAC's interests are protected by ensuring that, in the long term, there is an adequate pool of local consultants and contractors with the experience or familiarity of working on airport related projects to become potential prime/general consultants and contractors for us in the future. **Mr. Nguyen** noted there are two ongoing construction projects that I would like to give you an update on. The \$27.4M Runway 16-34 Reconstruction Project is on schedule with 90% overall completed. Most recently, phase 5 was completed on October 25th. For phase 6, electrical work is ongoing and scheduled to be completed on November 5th. Regarding the Restroom Renovation project, as part of phase 1, we had recently opened the North Central Concourse restroom on October 29th. I would like to show you a short video on our recently renovated restroom. **Mr. Little** asked if there were notices of any unresolved claims with the projects. **Mr. Nguyen** noted we are only in discussion with Cardi Corporation on Phase 4. **Mr. Roberts** asked when runway 16/34 will open. **Mr. Nguyen** answered January 2022. The next phase is to start grooving and the flight check is scheduled in December.

4. Action Items:

- (a) **Approval to execute a design contract with C&S Companies in association with BETA Group in the amount of \$1,029,842 to conduct the Rhode Island T. F. Green International Airport Taxiway C realignment and rehabilitation.**

Mr. Savage recused himself from this item and turned the meeting over to **Mr. Little**.

Mr. Nguyen noted this project scope is the realignment of Taxiway C and rehabilitation of pavement to include new electrical lighting and signage and stormwater upgrades and grading improvements. Six proposals were received on August 13, 2021 and two consultants were shortlisted and interviewed. 22% of the design fee is local sub-consultants: BETA Group, Bryant Associates, Steere and Cardi Corporation. **Mr. Nguyen** noted the FAA AIP grant application is scheduled for April 29, 2022 and the final design is scheduled for December 2022. **Mr. Roberts** asked if we were pushing this project to give more room. **Mr. Nguyen** noted Taxiway Charlie is not up to code. This is not part of the 16/34 runway project. **Mr. Wiggin** noted the entrance is separated by only 300' taxiway to runway. **Mr. Ahmad** noted if we have simultaneous operations, this will ensure they do not impact one another.

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

The motion was passed unanimously.

- (b) **Approval to execute a design contract with Kimley-Horn & Associates, Inc. in the amount of \$5,220,798.47 to conduct the Quonset State Airport Runway 16-34 Reconstruction.**

Mr. Nguyen noted this project scope is the full depth runway reconstruction of Quonset State Airport runway 16-34 reconstruction, relocation of Taxiway A and increased safety area to 1,000' on 16-34 runway end. The funding for this project will be split between the FAA and the National Guard. Seven proposals were received on July 30, 2021 and three consultants were shortlisted and interviewed. **Mr. Nguyen** noted the team included four local consultants: VHB Inc., Radar Solutions, S.W. Cole Engineering Inc. and Bryant Associates. The FAA AIP application is scheduled for April 29, 2022 and final design is scheduled for December 2022. **Mr. Roberts** asked where the 1,000' safety area is. **Mr. Wiggin** answered it is on the approach on the Southside. The safety is not compliant and it needs to be in full compliance. It will be flushed out in the design phase. **Mr. Roberts** asked what the net implications and what is the difference. **Mr. Wiggin** noted it is a shorter portion of useable runway.

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

The motion was passed unanimously.

- (c) **Approval to execute a construction services contract with Hoyle Tanner & Associates, Inc. in the amount of \$188,500 to oversee the installation of new wildlife fence and repair and replacement of parts of the existing fence at North Central State Airport.**

Mr. Nguyen noted this project scope is the installation of approximately 10,000 feet of new fence, grubbing and clearing, repair and replacement of sections of existing fence and installation of wildlife skirt and access gates. An RFQ was advertised on August 19, 2020 and three bids were opened on September 11, 2020. The project will be at substantial completion 4 months from the notice to proceed.

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

The motion was passed unanimously

- (d) **Approval to execute a professional services agreement with BBC Transportation Service Corporation at a cost of \$1,370 per hour for Base Bid A, \$2,210 per hour for Base Bid B to provide snow removal services and \$60 per hour for Base Bid C to provide on-call CDL drivers for Quonset and North Central State Airports.**

Mr. Wiggin noted the bid was posted with three base bids to allow qualified firms of all sizes to propose pricing for any or all base bids. The Base bids included the following requirements: Base Bid A - Terminal Roadway, Airport properties and as needed public sidewalks and snow hauling. Base Bid B - Surface Lots D and E, Garage A and B sidewalks and as needed snow hauling. Base Bid C - On-call CDL drivers to perform snow removal at Quonset State Airport and North Central State Airport. **Mr. Wiggin** noted six proposals were received by the deadline of October 1, 2021 with results included in the matrix showing the maximum hourly rate if all services are requested. COVID requires RIAC to look at options if our current staffing cannot do these services. **Mr. Bogosian** asked who we currently use for these services. **Mr. Wiggin** noted BC for Base Bid A, Western Evergreen for Base Bid B, and Cardi Corporation for Base Bid C. **Mr. Bogosian** asked if the selected firm would do all of the bases. **Mr. Wiggin** confirmed yes. **Mr. Pizzuti** asked what the savings was putting them all together. **Mr. Wiggin** confirmed we have seen a significant savings for example the hourly rate for CDL drivers is currently \$125 per hour and the current bid is for \$60 per hour.

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

The motion was passed unanimously.

- (e) **Approval of the meeting schedules for 2022.**

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

The motion was passed unanimously.

5. Executive Session:

At approximately 10:10 a.m., a motion was made by **Mr. Little** and seconded **Ms. Thomas** 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 23, 2021 § 42-46-5(a), (1) and (2); and
- (b) Discussion related to personnel (§42-155-5 required annual job performance review of CEO) pursuant to § 42-46-5(a)(1). The individual has been notified in writing that this public body intends to convene in executive session; and
- (c) Investment of public funds where premature disclosure would be detrimental to the public interest (Air Service Development and Marketing) § 42-46-5(a)(7); and
- (d) Session pertaining to the following litigation matters, Daniel D. Traficante and Sharon M. Traficante v. Rhode Island Airport Corporation, Southwest Airlines Co., and ABC Corporation, C.A. No. KC-2017-0411; and Carolyn Scire v. Rhode Island Airport Corporation, Southwest Airlines Co., and ABC Corporation, C.A. No. KC-2017-0412 (§ 42-46-5(a)(2)); and
- (e) Motion to return to open session.

At approximately 12:08 a.m., a motion was made by **Mr. Bogosian** and seconded by **Ms. Thomas** 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 November 4, 2021; and

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

The motion was passed unanimously.

- (b) Conclusion and approval of President and CEO performance review and performance incentive and approval of contract amendment for the President and CEO in accordance with R.I.G.L. §42-155-5.
- (c) Approval of the 457(f) Plan in substantially the form presented, and authorization for the Chair to sign any and all documentation required to effectuate the adoption of this Plan.

Ms. Thomas stated that the Board had been briefed in executive session regarding the performance review, employment agreement, and the IRS required compliance item for the 457(f) plan approval. The Executive Compensation Committee has formally voted to recommend concluding the review, awarding the performance compensation, approving the

amended agreement. **Ms. Thomas** noted that, on behalf of the Committee, she would make the following two motions;

1. A motion to approve the annual review of President and CEO Iftikhar Ahmad with an incentive bonus of 20% for exemplary performance and achievement of annual objectives in accordance with Section 3(d) of his employment agreement and authorizing the Chairman to execute an amended employment agreement with Mr. Ahmad as presented; and
2. A motion to approve the 457(f) plan in substantially the form presented, and authorize the Chair to sign any and all documentation required to effectuate adoption of the Plan.

A motion was made by **Ms. Thomas** and seconded by **Mr. Little** to approve the recommendations.

The motions were passed unanimously.

(d) Report on actions taken in Executive Session.

During the Executive Session, a motion was made by **Ms. Thomas** and seconded by **Mr. Bogosian** to approve the sealed minutes of the Executive Session of September 23, 2021.

The motion was passed unanimously.

7. Future Meetings:

The next meeting is scheduled for Thursday, December 9, 2021 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 12:11 p.m. **Mr. Little** seconded the motion.

Respectfully submitted,

Jon Savage, Chair
Rhode Island Airport Corporation

PUBLIC ATTENDANCE SHEET
RHODE ISLAND AIRPORT CORPORATION
MEETING OF THE BOARD OF DIRECTORS
THURSDAY, NOVEMBER 4, 2021

<u>NAME</u>	<u>AFFILIATION</u>
Alicia Seabury	RIAC
Donna Melone	RIAC
Dennis Greco	RIAC
Don Stubbs	RIAC
John Goodman	RIAC
Kellie Wright	RIAC
David Cloutier	RIAC
Duc Nguyen	RIAC
Jeff Wiggin	RIAC
Tim Pimental	RIAC
Shahzad Sadozai	RIAC
Nicole Williams	RIAC
Yil Surehan	RIAC
Joseph Rodio, Jr.	Rodio & Ursillo
David Merker	Willis Towers Watson
Michael Peterson	Willis Towers Watson
Peter Eichleay	FlightLevel
Todd White	Adler, Pollock & Sheehan
Steve Nelson	Adler, Pollock & Sheehan
Matt Fair	Cushman & Wakefield
Woody Creswell	Paradies

The minutes of the Executive Session of the Board Meeting on November 4, 2021 have been sealed in accordance with R.I.G.L. § 42-46-7(c).