

BOARD OF DIRECTORS MEETING

Minutes of April 21, 2021

The Meeting of the Board of Directors was held virtually using Zoom. The Vice Chairperson called the meeting to order at 9:21 a.m. Thirteen Directors were present during the meeting:

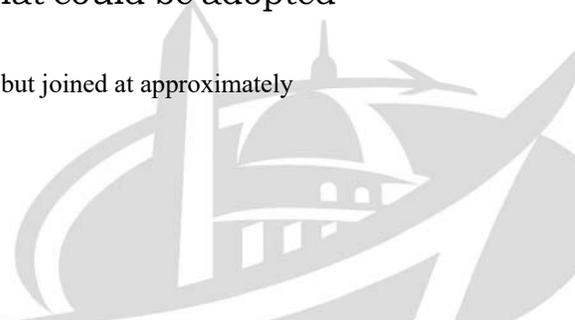
Earl Adams, Jr., Chairperson ¹	Thorn Pozen
William E. Sudow, Vice Chairperson	Warner H. Session
Judith N. Batty	David G. Speck
John A. Braun	J. Walter Tejada
Albert J. Dwoskin	Mark E. Uncapher
Katherine K. Hanley	Joslyn N. Williams
Robert W. Lazaro, Jr.	

The Secretary and Executive Management were also present:

John E. Potter, President and Chief Executive Officer
Jerome L. Davis, Executive Vice President and Chief Revenue Officer

Vice Chairperson Sudow welcomed the Directors, staff and others to the Metropolitan Washington Airports Authority's (Airports Authority) virtual April 21, 2021 Board of Directors Meeting. He stated that he believed the day's Board Meeting would be significant to all in attendance, on one hand, because the 2020 financials would be reviewed and would reflect the impact of the COVID-19 pandemic on the Airports Authority, and on the other hand, the Board would have an opportunity to recognize the hard work and dedication of many persons who supported the mission of the Airports Authority and worked through some very dangerous conditions. Vice Chairperson Sudow also stated his belief that the Board, executive staff and employees would have an opportunity to reflect on lessons learned and going forward, to look at measures that could be adopted

¹ Chairperson Adams was not present at the commencement of the meeting, but joined at approximately 10:18 a.m.



to mitigate risks in the future. He further stated that it was significant that the Airports Authority celebrates the opening of the New Concourse at Ronald Reagan Washington National Airport (Reagan National) that was completed as the COVID-19 crisis continues. Vice Chairperson Sudow restated that he considered the April Board Meeting very significant both looking back and then looking forward because he believes there is light at the end of the tunnel.

I. MINUTES OF THE FEBRUARY 17, 2021 BOARD OF DIRECTORS MEETING

The Vice Chairperson called for the approval of the Minutes of the February 17, 2021 Board of Directors Meeting, Tab 2, which were unanimously approved.

II. COMMITTEE REPORTS

a. Business Administration Committee – Warner Session, Co-Chair

Mr. Session reported that the Business Administration Committee had met on February 17 and March 17. At its February meeting, it approved the Summary Minutes of the January 27 meeting. The Committee had also concurred with the pre-solicitation terms for two items: first, snow removal services at Washington Dulles International Airport (Dulles International) and Reagan National; and second, data connectivity circuits. Staff had also presented the Quarterly Acquisition Report for the quarter ended December 31, 2020.

In March, the Committee had approved the February 17 Summary Minutes and concurred with the pre-solicitation terms for snow removal services for the Dulles Toll Road. Mr. Session reported that the Committee had also approved the recommendation to award a contract to James River Solutions for the provision of diesel fuel for Reagan National and Dulles International, and that he would offer a recommendation for the Board of Directors to consider later in the day's meeting.

b. Dulles Corridor Committee – J. Walter Tejada, Co-Chair

Mr. Tejada reported that the Dulles Corridor Committee had met on February 17 and March 17. At the February meeting, the Committee had approved the Summary Minutes of the January 27 Dulles Corridor Committee Meeting. Staff had presented the Dulles Corridor Metrorail Project Cost and Schedule Update for Phase 2 as of December 31, 2020.

At the March Meeting, the Committee had approved the Summary Minutes of the February 17 Committee Meeting and the recommendation to grant easements to the Washington Metropolitan Area Transit Authority (WMATA) for Phase 2 of the Silver Line Metrorail facilities across the Airports Authority's property. Mr. Tejada stated that he would offer a motion for the Board to consider that recommendation later during the day's meeting. Staff had also presented a Dulles Corridor Metrorail Project Cost and Schedule Update for Phase 1 and the Dulles Corridor Metrorail Project Cost and Schedule Update for Phase 2 as of January 31.

c. Finance Committee – David G. Speck, Co-Chair

Mr. Speck reported that the Finance Committee had last met March 17 where it approved the Summary Minutes of the January 27 meeting. The Committee had received eight informational reports (Monthly Financial Reports, Preliminary Unaudited Financial Reports, and Financial Advisors' Reports for the Aviation and Dulles Corridor Enterprises, and Quarterly Reports for the Budget Reprogrammings and Investment Program for the fourth quarter of 2020.

d. Risk Management Committee – Mark Uncapher, Co-Chair

Mr. Uncapher reported that the Risk Management Committee had last met on March 17 where it approved the Summary Minutes of the January 27 meeting and the 2021 Audit Plan, which the Board of Directors would consider later in the day's meeting. Staff had presented an internal assessment of the Office of Audit's Quality Assurance and Improvement Program in regular and executive

session, pursuant to Article IX, Section 3(c) of the Airports Authority's Bylaws which permits the Board and its Committees to move into executive session to discuss existing or prospective contracts, business or legal relationships in order to protect proprietary or confidential information of the Airports Authority, any person or company, the financial interest of the Airports Authority; or the negotiating position of the Airports Authority.

e. Strategic Development Committee – Bill Sudow, Co-Chair

Vice Chairperson Sudow reported that the Strategic Development Committee had last met on March 17, where the Committee approved the Summary Minutes of the January 27 meeting and concurred with the pre-solicitation terms for the architectural and engineering design services for north airfield improvements at Reagan National. Staff had presented updates of External Conditions and Project Journey.

III. INFORMATION ITEMS

a. President's Report

Mr. Potter extended greetings and began by stating that as Vice Chairperson Sudow stated at the commencement of the day's meeting, that week was a very big week in the history of the Airports Authority and Reagan National as the travelling public began using the newly-constructed concourse for American Airlines' (American) regional flights. He stated that although it was a soft opening, if persons would go to the New Concourse, they would see that it looks spectacular! Mr. Potter also stated that there is some additional construction work underway, and the concessions would be opened in due time, but the facility is beautiful and represents the first phase of Project Journey. He reiterated that the Airports Authority would be creating a Secure National Hall by opening some new security checkpoints, which would become available later in 2021.

Mr. Potter stated that an enormous amount of time, planning and hard work went into the building of the beautiful new facility for the customers of the Airports Authority. On Monday of that week, the Airports Authority, along with its partners at American, said goodbye to the infamous Gate 35X, the gate which came out of necessity to

accommodate an increasing number of passengers. Mr. Potter stated, as all knew, that passengers were taken on buses to planes or hardstands, from which they boarded aircraft in all kinds of weather from that gate. He then referred to a slide which provided a photo of passengers from the last flight using Gate 35X, which was an American flight to Albany, New York.

Mr. Potter stated that the Gate 35X experience is significantly improved as passengers now board the aircraft in the spacious New Concourse which began hosting passengers just the prior day [Tuesday, April 20]. He stated that already the New Concourse was getting great reviews from Airport customers, the news media, social media and the general public. Mr. Potter further stated that the New Concourse is a true milestone in the Airports Authority's ongoing effort to improve and enhance the passenger experience and added that there are literally hundreds of persons to thank for helping reach that achievement.

In addition, Mr. Potter stated that the Airports Authority had been tracking the progress of Project Journey at its Board and Committee Meetings for a few years and had received regular reports from its engineering, construction, airport operations, airport management and customer service teams. He stated that at the day's Board Meeting, he would like to provide an update on the latest developments and the Airports Authority's plans going forward through members of the team. He stated that presentations would be made by: Roger Natsuhara, Vice President for Engineering, and Thomas Beatty, Deputy Vice President for Construction and Project Controls, of the Engineering team; Richard Golinowski, Vice President of Operations Support, on the customer experience; and Paul Malandrino, Vice President and Airport Manager, Reagan National, and his team from Reagan National. Mr. Potter then presented Mr. Malandrino, the person who would operate the new facility, and who had to endure the burden of all of the construction on his campus, as the next speaker.

Mr. Malandrino greeted the Board and all present. He stated that as Mr. Potter had stated, on April 20, the Airports Authority celebrated a historic milestone for Reagan National, one that would provide a tremendous service for Airport customers for many years to come. Mr. Malandrino also stated that the April 20, 2021 date is now in the history books, along with the historic opening of Regan

National in 1941 and the Terminal B/C opening in 1997. He further stated that it has taken many people to make the opening of the New Concourse happen so successfully and that the group's teamwork had been outstanding. Mr. Malandrino reported that all of the employees at Reagan National appreciate the patience of everyone during the major construction project and that they were excited to see the tremendous improvement in service to the customers of the Airports Authority, and to be able to put the new gates in service three months earlier than planned. He then introduced a slide presentation to take a brief look back on why it was necessary to build the New Concourse.

Mr. Malandrino stated that as most people knew, Gate 35X was not the ideal customer experience. American operated over 100 daily departures from that gate, serving more than 6,000 customers a day at its peak. Mr. Malandrino then referred to a slide and stated that as could be seen from a picture on the right, although the Airports Authority extended the hold room at that gate as much as possible, it was too small to handle the number of customers who had to assemble there. In addition, when customers were called to board the buses that would take them to their aircraft, they were exposed to weather elements, entering and exiting the buses and walking to their aircraft as the photo on the left of the slide demonstrated.

Mr. Malandrino stated that the New Concourse would not increase Reagan National's flight capacity, but would replace the 14 outdoor aircraft boarding positions that were formerly served through Gate 35X with jet bridges, giving travelers direct and close access to aircraft via jet bridges and permanently eliminating bus operations from Gate 35X. He stated that customers would no longer have to stand in the outdoor element. He then introduced Mr. Beatty as the next speaker.

Mr. Beatty referred to slides that began with a look back at where the construction for the New Concourse began. The first slide of his presentation showed the physical makeup of the prior area on which the New Concourse stands and Mr. Beatty commented that the prior area included office buildings, hangars, Gate 35X itself, aircraft hardstands, the buses that had been referenced earlier, and all of the associated inconveniences of that prior 35X operational experience. He stated that in order for the transformation to begin, it took over two years in planning and design to develop Project

Journey, and that with the plan in place in February of 2017, in approximately 39 months, the area was transformed into the New Concourse in the prior day's soft opening for the traveling public. He then referred to a slide that he said was not a rendering of the New Concourse, but was a recent aerial photo of the finished product.

Mr. Beatty then continued his presentation by describing the inside of the New Concourse. He referred to a slide that showed that after moving through security, a connector area begins to transition between National Hall and the New Concourse. Mr. Beatty commented that as the photo in the slide presentation showed, there are floor to ceiling glass curtain walls that provide abundant natural light and exceptional views of the area surrounding the Airport. He stated that on the left side of this area, the connector also has moving walkways that reduce passenger travel time and hopefully make the journey along the connector a little easier and a bit more relaxing. Mr. Beatty stated that at the end of the connector, there are mindfully designed Companion Care, Mother's Care and restroom facilities.

Mr. Beatty stated that after passing the restroom facilities, one entered the Centrum, which is a notable expansive area with tall ceilings and full height glass walls, allowing natural light to flood the space. He stated that that area contains four of the fourteen distinct seating options, flight information displays, spacious hold rooms and the future concessions space. Mr. Beatty referred to several slides that provided photos of some of the customer comfort facilities in the Centrum area of the New Concourse, including the pet relief area, as well as the additional set of Companion Care, Mother's Care and generous restroom facilities outfitted with touchless and low flow fixtures and large countertops.

Mr. Beatty stated that the Hammerhead was the final portion of his New Concourse presentation. He described the Hammerhead as a welcoming space with dome structures and clerestory windows that allow natural light into the space and provide sweeping views of the airfield, all of which were reflected in photos included in his accompanying slide presentation. Mr. Beatty stated that the Hammerhead also contains spacious hold rooms, flight information data, four seating options, and is the location of 10 of the 14 aircraft gate positions.

Mr. Beatty then referred to another slide as he explained that the glass and metal facilities in the New Concourse are all in keeping with the look of the adjacent terminal, while also including modern features. He referred to a photo of the seating, which includes integrated electronic charging options for technology devices and cell phones. Mr. Beatty then referred to photos which showed the selectively placed high-back chairs with headrests and ottomans for exceptional views of the airfield and the Potomac from the New Concourse. Other modern features to which he referred throughout the remaining slides included: high-top tables and chairs, Wi-Fi throughout the New Concourse; and other features all to better enjoy the traveling experience. Mr. Beatty stated that in addition to the fact that the building looks good internally, it was designed with energy efficiency in mind from the use of day lighting to reduce energy costs, installation of cool roofing membranes, automated LED lighting, high efficiency heating and cooling system, low flow fixtures, among others, all for a relaxing traveling experience and to enhance passenger comfort. He then introduced Mr. Golinowski.

Mr. Golinowski stated that one of the challenges faced in opening the New Concourse was doing so prior to the opening of the new security checkpoints. As Mr. Potter mentioned earlier, Secure National Hall will open later this year. Mr. Golinowski stated that the team had to determine how to incorporate the new gates into the existing Security Checkpoint at the North Pier while remaining focused on the customer experience at Reagan National. He also stated that during his presentation, he would refer to slides that reflect the transformation that took place in the New Concourse area to allow the Airport to open the gates earlier that week.

Mr. Golinowski first referred to a photo of a hard wall construction barrier that was in place for over a year separating the New Concourse from the connection portion of National Hall. He stated that as the date of the soft opening drew near, the Turner Construction (Turner) team dismantled the hard barrier and installed an interim dust barrier which had been in place for most of the past year. Mr. Golinowski added that the project of removing the hard barrier and installing a dust wall was, within itself, a large undertaking considering the size of the wall. He then referred to photos on a slide that showed the replacement of clear plastic with opaque dust barriers, as well as the addition of security fencing in

an area that he explained would ultimately become the walkway for the passengers coming from the North Pier to the New Concourse, which is all within the secure area of the New Concourse. Mr. Golinowski stated that the vast majority of the work had to occur at night to minimize the impact to the customers at the Airport. Once the new exit was in place, all of the plastic dust barriers were removed and there was a clear view into the ceiling area of the New Concourse. Mr. Golinowski stated that new security barriers in the form of mesh screens were also installed on the vertical wall, as well as on the ceiling areas of the white wall of the New Concourse.

Over time, way finding and informational signage was added to direct customers to their gates after the New Concourse opened. Mr. Golinowski stated that staff is already considering enhancing the messaging of many of the signs to make it easier for Airport customers.

Mr. Golinowski stated that on the morning of Monday, April 19, the temporary reroute was placed into service in preparation for the opening of the new gates on April 20. He also stated that the construction team and Mr. Malandrino's Airport team collaborated extensively to ensure appropriate signage was in place for the benefit of the customers, trying to direct them to the New Concourse gates as well as the exit and baggage claim areas, after which he referred to a photo in the slide presentation showing a view as one exits the North Pier heading west. Mr. Golinowski reported that exiting signs were modified by the Airport team to best direct customers to the original North Pier for connections or access to the North Pier concessions.

Mr. Golinowski stated that many signs were also installed by the construction team, including one to which he referred during his presentation, which ensured that customers receive clearly-articulated directions to reach other Airport areas when leaving the New Concourse. He referred to a photo of signs that showed a customer the direction of baggage claim, Airport exits, connecting gates for passengers returning to the North Pier from another area or seeking to use the concessions in another area.

Mr. Golinowski reminded everyone that during his March Report on Project Journey customer impacts he had presented a very complicated diagram of how the passengers would flow through the

New Concourse. He presented a simplified graphic as part of his slide presentation that depicted how passengers would walk from the North Pier to the New Concourse and exit the area. Mr. Golinowski closed with a wide angle rendering of the New Concourse space prepared by the architects of the Airports Authority, which he stated captures essentially the way the space currently looks, which he characterized as a very welcoming and warm, well-lit and well signed area for customers. He then introduced Mr. Zach Coleman, Deputy Manager, Reagan National Engineering and Maintenance Department.

Mr. Coleman greeted the Directors, executive staff and all attendees. He referred to slides of specific areas of the New Concourse, including the Mother's Care Room, for which the Engineering and Maintenance Department provided all supporting furnishings. Mr. Coleman also referred to some photos displaying efforts to ensure compliance with the Airport's pandemic and social distancing initiatives, including the installation of 12 hand sanitizing stations for customer use and over 290 social distancing decals as a reminder in the hold rooms and on the jet bridges.

Mr. Coleman also showed photos of additional signs that were changed throughout the Airport from Terminal A to the New Concourse to ensure that the customers knew how to walk to gates 35 through 59. He stated that employees in the Engineering and Maintenance Department at Reagan National changed more than 70 signs in the existing terminal building.

Mr. Coleman stated that one of the major challenges faced during Project Journey construction was ensuring that the day-to-day operations of existing facilities were not significantly impacted. He referred to a photo in his slide presentation of the North Electrical Substation, which provides power to the airfield and the terminals, and was the only facility left standing after the initial demolition of the buildings on which the New Concourse now exists. Mr. Coleman stated that members of his department worked with the construction team to ensure that the critical infrastructure remained operational and was successfully integrated into the footprint of the New Concourse as shown in one of the photos to which he referred. Mr. Coleman then introduced Mike McElwee, Manager of Airport Operations, Reagan National.

Mr. McElwee greeted all assembled and listed and described several specific New Concourse operations enhancements that increased both a positive customer and safety experience. He stated that the deployable baggage belt system, shown in a slide that he referenced, improves customer service. Prior to the construction of the New Concourse, Mr. McElwee explained that Airport customers needed to take oversized carry-on baggage to the aircraft, requiring manual baggage transfer to the aircraft cargo area, with customers standing on the ramp. He stated that at the New Concourse, there is a deployable baggage belt system to transfer baggage to the aircraft from the jetway, which means there is no more customer involvement on the ramp resulting in a much more efficient and safer customer experience. Mr. McElwee also referred to a photo of Safegate, which he stated provides extra safety for the Airport's customers. He stated that for the New Concourse, aircraft marshals are required to guide each aircraft to the gate and that Safegate, a lighted panel technology, smoothly guides the pilots taxiing aircraft into the gate parking areas. Mr. McElwee also stated that aircraft marshals will supplement the Safegate technology until all of American's marshals are fully trained.

Mr. McElwee referred to a new fuel hydrant system, featured in a photo shown as part of his slide presentation, which he stated provides extra safety for the Airport's customers. He stated that prior to the construction of the New Concourse, fuel trucks, each holding 10,000 gallons of fuel, were required to fuel each individual aircraft. The new underground hydrant fuel system now fuels aircraft at the New Concourse, which provides a much safer environment for both customers and employees.

Finally, Mr. McElwee stated that prior to the construction of the New Concourse, the ramp was a mixture of asphalt and concrete. Now, the entire ramp area, as well as the center of the North Alley of the New Concourse, are concrete. Mr. McElwee explained that the use of concrete in these areas of the New Concourse provides a much smoother ride for the customers, and safer surface areas to repetitively push-back and taxi aircraft, all of which improves the customer experience. Mr. McElwee then introduced Jeremy Meltzer, Manager, Airport Administration Department, Reagan National.

Mr. Meltzer greeted everyone and described some of the unique features of the New Concourse. He began by stating that the New

Concourse includes a new bag room to handle the outbound luggage for its 14 gates. Mr. Meltzer stated that the new bag room was installed by the Airports Authority as part of Project Journey. He advised that as part of a separate project, which was designed and constructed by American under a reimbursement agreement, the New Concourse baggage system featured in a photo to which he referred, was connected to American's other existing operating areas at Reagan National. In a subsequent slide, Mr. Meltzer explained that a red oval on the far left depicted the location of the bag room in the New Concourse. He stated that American now has two carousels in a bag room for gates 35 through 45, and an additional carousel in the bag room for gates 23 through 34, where American uses eight of the 12 gates.

Mr. Meltzer then explained that with the completion of the American baggage project, all four of the red ovals, which represent carousels, are now connected to each other by belts going in both directions, as well as connections to American's multiple check-in locations, which were identified by icons at the bottom of the slide to which he referred. He stated that prior to the installation of American's new baggage project, a bag checked at the main American ticket counter, which was portrayed on the left icon near the traffic control tower on the slide, could only be transported to a single carousel in the gates 35 to 45 bag room. The more advanced sorting capabilities of the new system enabled the addition of a second carousel in that bag room, making the operation of passenger service more reliable and efficient. Mr. Meltzer stated that the belt interconnectivity between the three bag rooms also provides environmental and safety benefits by eliminating the need for tugs with baggage carts to continually drive between the three areas.

Mr. Meltzer then referred to a photo on the right side of a new slide showing small blue squares, which represented the automatic tag readers that capture the barcodes on each piece of checked luggage and route or divert bags through the system accordingly. He stated that there are also numerous locations on the ramp where connecting luggage can be input into the system for sortation and routing to the carousel closest to the passenger's next flight. Mr. Meltzer also stated that the reduced reliance on manpower to move bags enables improved baggage delivery and ultimately better service to the customer.

Mr. Meltzer then shared a few statistics to illustrate that modifying the existing baggage handling system to the new configuration was no small feat. The project cost \$64 million, and the 18-month project involved the installation of 3,360 linear feet of new baggage conveyor with nearly 300 new motors, the relocation of three airline ticket counters to accommodate the belt connections necessary between the check-in and room locations, and substantial utility relocations requiring more than 500 coordinated outages between Airport staff, contractors, and tenants, all done during off hours to be seamless to ongoing passenger operations at the Airport.

Mr. Meltzer concluded by stating that since its completion, the Airports Authority has been pleased to share that the project was delivered in advance of the New Concourse soft opening and came in under budget. He stated that the improvement in the Airport's commuter concourse operations, with the partnership of American, means that the Airports Authority has new world-class facilities from both a passenger and Airport operation standpoint, which will serve American's hub and the customers at Reagan National very well as the Airports Authority would welcome about 64 daily departures from the New Concourse the week of its opening with more to come in the future as passenger demand increases. Mr. Meltzer then re-introduced Mr. Malandrino as the next presenter.

Mr. Malandrino thanked Mr. Meltzer and closed by showing the meeting attendees the view that the New Concourse offers customers. He stated that the beautiful New Concourse, combined with the outstanding service and impressive view of Washington, D.C., would no doubt provide passengers with a world-class airport experience. Mr. Malandrino then introduced Mr. Natsuhara, who along with the engineering group, led the charge for the opening of the New Concourse.

Mr. Natsuhara greeted all attendees and stated the people make everything done at the Airports Authority successful, and the Engineering Department was fortunate to have assembled one of the best teams to complete the first part of Project Journey, the New Concourse. He stated that the Airports Authority's Project Journey team was comprised of more than 30 individuals whose photos were displayed on a slide that he shared. Mr. Natsuhara also stated that without the support of all the departments at the Airports Authority the project could not have been completed. He then acknowledged

each of the organizations that contributed to the success of the project as follows:

- Tony Vegliante, Vice President for Human Resources and Administrative Services, and the HR team for its assistance in hiring personnel and for the numerous reassignments of the majority of the Project Journey staff
- Andy Rountree, Vice President for Finance and Chief Financial Officer, and the Finance team who worked with the engineering team to ensure the issuance of proper requisitions and that accounting invoices were properly paid
- Johnna Spera, Vice President and General Counsel, and the legal team who were instrumental in providing guidance on the contract and the myriad of legal issues associated with any large complex project
- Julia Hodge, Vice President for Supply Chain Management, and the procurement team for its outstanding support in managing the contracts
- Bryan Norwood, Vice President of Public Safety, and the Public Safety team for their assistance in traffic management, physical security, fire protection and fire marshal assistance
- Goutam Kundu, Vice President and Chief Information Officer, and the Information Technology (IT) team for its assistance in making the connections and testing the variety of systems installed in the New Concourse
- And Mr. Potter for his great support

Mr. Natsuhara then referred to a slide which displayed a group of 30 persons who represent Mr. Malandrino and the Reagan National Engineering and Maintenance team, Airport Administration and Airport Operations, Mr. Davis and the Revenue and Concessions team, Mr. Golinowski and the Operations Support team, David Mould, Vice President for Communications and Government Affairs, and the Communications team, and the Engineering team that worked many long hours to make Project Journey such a successful

project. Mr. Natsuhara stated that the professionalism of the team, as well as its expertise and teamwork were outstanding.

Mr. Natsuhara then highlighted what the Engineering team accomplished besides the thousands of challenges typically encountered in a large, complex project, and stated that the team had to overcome some unique challenges. He stated that Project Journey is the first major expansion at Reagan National since Terminal B/C was completed 25 years ago and that it is the first major project managed exclusively with Airports Authority staff. The project is also the first Construction Management-at-Risk (CMAR) contract at the Airports Authority. He stated that in order to meet Federal Aviation Administration (FAA) airfield safety inspection requirements that the team had to redesign the taxiways and configuration of the concourse after the design began and add a new gate management technology solution and remain on schedule. The team also had to overcome constructing the majority of the civil work and moving the dirt during one of the wettest seasons in the region's history on a site built pre-World War II. In addition, the team had to manage the numerous rephasing of work to keep the Airports Authority, the FAA and American fully operational.

Mr. Natsuhara stated that incredibly, the Project Journey team members led the unprecedented challenge of completing a large, complex construction project during a worldwide pandemic. The team had to create safety measures to keep workers, staff and passengers safe with little guidance at the time, and also had to manage the constant rescheduling of work due to potential exposure of staff and additional safety and cleaning measures. The project managers had to keep workers and staff safe to avoid heat exhaustion while wearing masks in the middle of the summer with no air conditioning. They also had to work with the contractors to pre-order materials early to prevent shortages due to supply disruptions, especially materials coming from outside the United States. Mr. Natsuhara stated that notwithstanding the many challenges, the Engineering Project team was still able to accomplish an early opening with a minimal cost increase, which is a remarkable accomplishment. He also stated that while many members of the Engineering team contributed to the success of the project, he would acknowledge some of the key members as follows:

- Tonya Kaplan and Bernard Badu, Cost Estimators and Anthony Bell, Lead Scheduler, who were the first three persons to hold those positions at the Airports Authority, where they support all of the Airports Authority's projects and are critical in preparing and evaluating costs and scheduling proposals from the contractors.
- Jim Schaffer, Quality Assurance Manager; Greg Pappas, Safety Manager; and Stan Kimmel, Building Code Manager, who provide oversight on all projects at the Airports Authority, including the Metrorail extension project. Mr. Natsuhara stated that they are some of the best in their fields and have the unique responsibility of balancing their oversight independence while providing advice to the entire team in the various individual areas of expertise.
- Louis Lee, Principal Architect for the New Concourse, who joined the Airports Authority after the design of the New Concourse. Mr. Lee is the lead for this project and works on other projects at Reagan National.
- Mark Puttock, Airfield Engineer, is responsible for planning and designing all the airfield pavement at both Reagan National and Dulles International and was critical in leading the North Alley conversion from asphalt to concrete.
- Shimelis Meskellie, the Construction Manager for the Project Journey apron patching package and several other airfield utility projects.
- Priyam Shah, the Construction Manager for the New Concourse package, who joined the engineering team after the start of construction and continues to support other construction projects at Reagan National.
- Ryan Wolfgang, who started as a Construction Manager on Project Journey, was subsequently selected to manage all construction at Reagan National, and for over a year has been and continues to serve as the manager of all construction at the Airports Authority, including Dulles International, the Dulles Toll Road and the Dulles Access Highway.

- Angel Rodgers, Vernadette Beal, Sophie Ji and Kyle Johnson, the Project Engineer Administrators who support the construction engineers to ensure that all the submittals, invoices, letters, drawings and a host of other documents are reviewed and submitted timely.
- Tom Jackson and Steve Erdely, two of the Airports Authority's new Construction Inspectors that provide oversight in the field.
- And last Mr. Beatty, who was one of the environmental engineers and Building Code Inspectors at the Airports Authority when Project Journey started. One and a half years ago Tom was selected as the Deputy Vice President for Construction and Project Controls, and in that role has led the entire team over the project's finish line.

Mr. Natsuhara stated that the Airports Authority is extremely proud of what the members of the small team that he just identified has accomplished.

Mr. Natsuhara also thanked the following partners of the Airports Authority for their expertise in the design and construction of the New Concourse: Turner, the construction contractor; Air Alliance, the joint venture of PGAL and AECOM, and the architectural-engineering design firm on the project. He stated that the coordination and teamwork between the two organizations and the Airports Authority's team was critical.

Mr. Natsuhara also stated to the Airports Authority's other partners, the clients for whom the New Concourse was built---American, the FAA, the Transportation Security Administration (TSA), the concessionaires, Operations Support, Public Safety, IT, the fueling consortium, and the many others that will use and operate the New Concourse, and most importantly, the passengers, the entire Project Journey team thanked them for all of their great support, patience and teamwork. He stated that the Airports Authority's engineering team hopes that the passengers enjoy the new experience at the New Concourse as the Airports Authority begins an exciting new chapter at Reagan National. Mr. Natsuhara again expressed thanks to all who contributed to the amazing project and invited Mr. Potter to make remarks.

Mr. Potter thanked Mr. Natsuhara and the entire team, and stated that Mr. Natsuhara had led a phenomenal effort with the opening occurring ahead of schedule and under budget. He stated that the Airports Authority looks forward to the continued work following the soft opening of the New Concourse. He complimented Mr. Natsuhara for the work he performed personally, the leadership he showed throughout the project, and thanked him again publicly for a job well done.

Mr. Potter also extended thanks to Mr. Golinowski and Mr. Malandrino and all the teams that they mentioned for their hard work, including the concessions team, about which he stated that Mr. Davis would have more to say later in the day's meeting.

Mr. Potter then advised of another recent project at Reagan National, where teamwork was paramount, namely, the FAA's recent Part 139 Inspection. He stated that the Airports Authority received very high marks from that FAA inspection and explained that during the inspection, FAA inspectors basically inspect everything on the Airport's premises. Mr. Potter also stated that the annual inspection is critical to the FAA's certification of the Airport, and that the FAA examines all facets of the Airport's facilities and processes in order to certify the safety of operations and adherence to federal regulations. During the March 22 inspection, the FAA examined the entire airfield, including the areas around the New Concourse and the newly-constructed aircraft de-icing pad. The inspection also included a response time drill to test the Airport's readiness for an unexpected situation. Mr. Potter stated that despite all of the constraints of the COVID-19 pandemic, the Reagan National team passed the inspection with zero discrepancies found between the airfield and administrative elements of the review.

Mr. Potter congratulated Mr. Malandrino and the entire Reagan National Airport team—Airport Operations, the Airport Fire Department, the Public Safety Communications Center, other airport departments and special thanks to the Airport Operations Supervisory Duty Manager, Kelvin Ampofo, who manages the FAA Part 139 inspection certification program at Reagan National and who coordinated efforts for the very, very successful inspection in March.

Mr. Potter stated that the Airports Authority was preparing for an FAA-required emergency drill at Dulles International. He added that the FAA requires all commercial airports in the United States to hold a full-scale emergency exercise involving airport operations and public safety departments, as well as mutual aid from surrounding jurisdictions who would respond in the event of an actual emergency. Mr. Potter reminded the Board that in previous years the news media was invited to document the emergency drill and that dozens of volunteers from neighboring communities were invited to simulate accident victims and add a sense of realism to the exercise.

Due to the COVID-19 pandemic, this year's emergency drill would look quite different since a scaled-down group of first responders would conduct the exercise following all COVID-19 protocols, such as mask wearing and social distancing. Mr. Potter stated that the Airports Authority would take photos and a video to share with the news media and other stakeholders. He expressed thanks in advance to Fire Chief Denise Pouget, who is organizing and leading the first responder effort, as well as Dulles Operations Manager Terry Liercke, who is leading the exercise from the Airport Operations side, as they prepare for this very important event under some very unusual circumstances and without the usual contingent of volunteers. Mr. Potter stated that he wanted to make sure everyone was made aware of the exercise on May 8, which would involve a great deal of activity at the Airport.

In conclusion, Mr. Potter noted that the week of the Board Meeting was National Volunteer Week. He gave special recognition for all of the volunteers at Reagan National and Dulles International who provide essential information and assistance to passengers and serve as extensions of the Airports Authority's customer service programs. He stated that despite the pandemic, Traveler's Aid volunteers at Reagan National worked 10,222 hours in 2020 and 12,228 hours at Dulles International, providing information or other assistance to the passengers of the Airports Authority. Mr. Potter stated further that they are hardworking, very knowledgeable and very essential members of the Airports Authority team. Some of the volunteers, as reflected in Mr. Potter's presentation, have been working for the Airports Authority for 20 or more years. Mr. Potter encouraged the Directors and staff of the Airports Authority to take a moment to stop at the Traveler's Aid information desk at the Airports, say hello and thank them for their extraordinary service to the Airports.

Vice Chairperson Sudow thanked Mr. Potter and the entire team of presenters. On behalf of the Board of Directors, Vice Chairperson Sudow congratulated Mr. Potter and the team and all of the volunteers for the exceptional work over the last year under some very challenging circumstances. He reiterated his congratulations and invited Mr. Davis to present his report.

b. Executive Vice President's Report

Mr. Davis greeted Vice Chairperson Sudow and the Directors. He began by continuing the focus on the New Concourse at Reagan National with an emphasis on the concessions. He stated that when the new capital development project for Reagan National was considered and the group decided on the name Project Journey, staff had no idea just how appropriate that name would be, because the project had indeed been a journey, particularly over the past year. Mr. Davis reminded the Board that in 2019 the Airports Authority announced the amazing lineup of concessions for the New Concourse, including local and national favorites. In 2020, when the pandemic arrived, some of the concessions' partners for the New Concourse began struggling with the sudden and significant economic impacts resulting from the COVID-19 outbreak.

Mr. Davis stated that amid all the business setback and uncertainty, a few of the concession operators decided that the risk was too high to move forward, and despite their desire to move forward, the unprecedented nature of the pandemic increased the challenge. Over a six-month period in 2020, the teams labored over forecasting models and financial spreadsheets searching for an approach that was fair and acceptable to all parties. The leadership of the Airports Authority, its fee manager, MarketPlace Development (MarketPlace), and the Airport concessionaires came together in multiple meetings to negotiate terms in good faith that would help them to reach the current status. Mr. Davis stated that it was an enormous task, led from the Airports Authority side by Chryssa Westerlund, Vice President for Marketing and Consumer Strategy; Deven Judd, Director of Customer and Concessions Development; and the legal and financial teams, as well as the Airport's partners.

Mr. Davis stated that the team put in extraordinary time and effort, and he thanked them for a great job in moving things forward. He

then asked Mr. Judd to provide an update on the concessions for the New Concourse.

Mr. Judd greeted the Directors and stated that the soft opening of Project Journey had indeed occurred and on Tuesday, April 20, temporary concessions' units were opened to accommodate the passengers traveling through the New Concourse until permanent locations open in the summer. He thanked W.H. Smith and its Airport Concession Disadvantaged Business Enterprise (ACDBE) partner, Marshall Retail Group, which installed the wall unit and would offer travel essentials, pre-wrapped sandwiches, beverages, and grab-and-go snacks. Mr. Judd also thanked master concessionaire MCA, which is providing a Peet's Coffee kiosk, that will offer brewed coffee, grab-and-go pastries, and beverages.

Mr. Judd stated that MarketPlace was instrumental in securing the temporary concessions and the full concessions program, which would be opening in two phases. The first phase shown on a slide that he shared would include the opening of the following five locations: Wolfgang Puck Bar and Bites, Mezeh Mediterranean Grill, Peet's Coffee, In Motion Entertainment and Capital File News. Mr. Judd stated that over the next two years, or as sales meet certain thresholds, construction of the Phase Two locations would begin to complete the build-out of the New Concourse. He also stated that the Concessions team is excited about the lineup of concessionaires and is happy that they were able to maintain all but one of the original concepts planned during the pre-pandemic period. Mr. Judd further stated that the next several slides are renderings of the five locations currently under construction.

The first concept shared on a slide was Capital File News, which will be located along the left side as one enters the New Concourse. He stated that W. H. Smith, which proposed operating all of the travel essential and retail locations, will operate the Capital File News location, offering news and gift items, snacks and other grab-and-go items.

In Motion Entertainment, which will offer travel essentials and accessories like headphones, electronics and other travel gear, will be located across the corridor and is also operated by W.H. Smith. Peet's Coffee will be located further into the New Concourse and be operated by MasterConcessionAir (MCA). Peet's Coffee offers freshly-

roasted coffee beans, brewed coffee, and espresso beverages and breakfast pastries and snacks.

Mezeh Mediterranean Grill, operated by MEM Concessions, LLC, will offer multiple combinations of food choices, including healthy and vegan options that can be placed in a bowl, wrap or pita.

Finally, a rendering of Wolfgang Puck Bar and Bites, operated by MCA, was displayed. Mr. Judd stated that guests will enjoy a selection of small plates, seasonal salads, and entrée items along with a full-service bar.

Mr. Davis thanked Mr. Judd and stated that the concessions' operations in the New Concourse are just part of the journey the Office of Revenue had been on with the concessionaires during the past year of the COVID-19 pandemic. He stated that since COVID-19 was officially declared a national emergency last March, the Office of Revenue team, along with their colleagues in the Offices of General Counsel and Supply Chain Management, had modified over \$100 million in contracts touching every aspect of the Airports Authority's non-airline revenue business covering shopping, dining, hotels, in-flight kitchens, foreign exchange, banking and advertising.

Mr. Davis stated that partnering with Marketplace Development, the Airports Authority had negotiated extensions for over 40 concession locations expiring in 2021, with the focus on ensuring that the customers of the Airports Authority would continue to be served in an environment where there was no market to bring in new operators. He reported that close collaboration between Mr. Rountree, Ms. Spera, Ms. Westerlund, Mr. Potter and himself, supported by teams providing analyses and financial modeling, passenger forecasting and many meetings by all of the teams, resulted in the ability of the Airports Authority to grant over \$50 million in financial relief to non-airline revenue partners in 2020, and most would continue to receive that relief in 2021.

Mr. Davis stated that throughout the past year the Revenue team members held hundreds of Zoom meetings and phone calls with airlines, concessionaires and other airport and government officials to maintain transparent, communicative and informed dialogue with partners of the Airports Authority in an ever-changing environment. He also stated that some of his most meaningful meetings had

occurred in the last few weeks, when he, along with several others, had individual conversations with the ACDBE partners of the Airports Authority, who shared their stories and their challenges. One operator was a multi-generational African American-owned business in which the grandson was working for no paycheck, with the vision of keeping his family company alive so that he could take it over one day and be totally responsible for its operation. All of them thanked the Airports Authority for the financial relief extended to them and the communications that had been sent by the Airports Authority, and for the effort to work with them to keep them in business. Mr. Davis stated that those were the meetings that make all of the hours put in worth every second and added that when he sees the concessions' employees service customers with a smile on their faces, he knows that the Office of Revenue's efforts are on the right path.

Mr. Davis stated that the Office of Revenue team was engaged in a very structured return to business plan for reopening concessions at the Airports. He also stated that the approach is based on increases in passenger traffic, locations at the Airports, time of day of airline flights and other factors to ensure that concessions are available for passengers, and that revenue from those passengers is sufficient to fund the concessions operations. Mr. Davis further stated that in recent weeks the Washington Pour Bar, Dunkin Express, Starbucks, and Wao Bao, have all re-opened and more are gearing up to reopen.

Mr. Davis stated that throughout the process, the Airports Authority had solved many problems and handled many tasks that they never could have envisioned over a year ago. He also stated that the Office of Revenue team had learned quite a bit, which would be very helpful as the Airports Authority continues working to restore air travel and the great contribution Reagan National and Dulles International make to the local and regional economies. Mr. Davis further stated that through it all, the Airports Authority has greatly appreciated and benefitted from the guidance, insight, assistance and support that the Office of Revenue received from the Board in the critically important concessions' operations area.

Mr. Davis also thanked senior management and many colleagues from across the Airports Authority who regularly and frequently have gone the extra mile to help the Office of Revenue and its business partners through this very tough year. In addition to teams within

the Airports Authority that he recognized earlier for their work with the Office of Revenue on contract modifications, negotiations and financial restructuring issues, Mr. Davis recognized those on the ground level in helping to get concessions opened, vending machines in place and problems resolved. He stated that the other teams include Maintenance and Engineering, Airport Operations, the Airport Managers and Airport Administration offices at both Airports, and the Office of Engineering and its many functions. Mr. Davis also stated that the collaboration and teamwork across the Airports Authority is the reason for its success with the concessions program and all of the business efforts, especially during the pending challenging times. He thanked all of the named Airports Authority teams, as well as the concessionaires and their employees and the Marketplace colleagues for working so well together and expressed confidence in a successful outcome as air travel rebounds in the months ahead.

Vice Chairperson Sudow thanked Mr. Davis and the members of his team for their reports and presentations. He invited the Directors to respond to the presentations and to ask questions.

Mr. Session commended Mr. Potter for a great report. He asked if either Mr. Potter, Mr. Natsuhara or someone on the Engineering team could comment on any observations they had about the use of the CMAR for the Project Journey procurement, since Mr. Natsuhara mentioned that this project was the first time that the Airports Authority had used that approach for a capital construction project. Mr. Natsuhara stated that the Airports Authority derived quite a bit of benefit from the CMAR approach, especially at the beginning of the project. He also stated that he believed the real strength of the CMAR approach is in bringing the construction contractor on during the design phase so that upfront it is familiar with the design and can help develop the design. Mr. Natsuhara further stated that the contractor's involvement in the design phase was critical to being able to break the construction packages up in the design phase and aided in completing the project early. He noted that the contractor had suggestions in how to separate some of the early design packages so they could be started earlier, including everything from the demolition work to the site work and the utility work. Mr. Natsuhara stated further that during the construction phase he thought there were lessons to learn but that there were some

benefits, and there were definitely strong benefits in receiving the construction manager's early design planning input.

Mr. Potter stated that it was at the early design phase where the Airports Authority enjoyed the most success with the CMAR approach since it offered design suggestions that made the project easier to construct. He also stated that the CMAR offered many good suggestions and that there was a great deal of dialogue between the contractor and the design company. Mr. Potter further stated that he believed the Airports Authority would continue to learn about the CMAR approach, but that he thought the contractor also had to make some adjustments and that the use of the CMAR approach was a great learning experience with a fantastic outcome thanks to Mr. Natsuhara and his team, who worked to complete the project early and under budget. And he stated that he believed that the results of the outcome were a rousing success. Mr. Potter reported that Mr. Natsuhara and the engineering team had to work their way through the project under that approach, which was not simple, and that the team would continue to work its way through the use of that approach and continue to learn from it.

Mr. Session thanked both Mr. Natsuhara and Mr. Potter for their comments and advised Mr. Davis that in conversations he recently had with ACDBE concessionaires, they had consistently stated that members of the Office of Revenue team have been good listeners in the midst of challenges facing their operations and their financial obligations. He stated that he wanted to acknowledge and share that compliment publicly.

Mr. Tejada stated that he appreciated Mr. Potter's highlighting and recognition of the contributions of specific responsibilities on the Project Journey New Concourse project. He also stated that he looked forward to the official grand opening of the New Concourse and congratulated everyone for all of the work on a job well done. Mr. Tejada then asked Mr. Davis to share information on specific concessions' lease extensions, including information on those affected and the manner in which the lease extension would work.

Mr. Davis stated that those were listed on a slide presented during Mr. Judd's presentation. He also stated that the team worked with each of the named companies on the company's required changes. Mr. Davis further stated that simultaneously about 21 additional

concessionaires sought some changes in their lease terms. He reported that the Office of Revenue team had to work to accommodate the needs of the concessionaires, and for the New Concourse, they had to negotiate within the framework of how the Airports Authority does business and consider what risks it was willing to take or accept because the rules changed dramatically as a result of the COVID-19 pandemic. Mr. Davis restated that the accounts that Mr. Judd listed as a part of the New Concourse concessions all had to be renegotiated from their pre-pandemic terms.

Mr. Tejada inquired as to whether there were other negotiations pending and whether the Board might receive information about those in subsequent Board and Committee meetings. Mr. Davis affirmed that negotiations are likely to continue as a result of the pandemic and that the Airports Authority would need to remain flexible enough to accommodate the concessions, particularly where the Airports Authority has made some investments and from which the Airports Authority had derived a return so that it could ensure a return to stability. He stated that the Office of Revenue team would be making decisions based on specific grand openings relative to terminal location, as well as the days, times, and hours of flights, and other factors, indicative to using business models that would render successful operations for the concessionaires.

Mr. Sudow then shared for the record that Chairperson Adams had joined the meeting and asked that the minutes reflect that he returned responsibility for chairing the remainder of the day's Board Meeting to Chairperson Adams.

Chairperson Adams apologized for his delayed arrival and especially for missing the beginning of Mr. Potter's presentation. He then added his congratulations and thanks to the entire team that had worked to achieve the soft opening of the New Concourse. He expressed his appreciation for the visual slide that Mr. Natsuhara shared of persons across the Airports Authority who were involved in the project.

IV. NEW BUSINESS

- a. Recommendation to Award a Contract for Diesel Fuel at Ronald Reagan Washington National and Washington Dulles International Airports

Mr. Session moved the adoption of the following recommendation, which was unanimously approved by all Directors present:

WHEREAS, The Metropolitan Washington Airports Authority (Airports Authority) requires diesel fuel to operate its fleet of operations, maintenance, public parking, and public safety vehicles;

WHEREAS, Following a competitive solicitation process, the Washington Metropolitan Area Transit Authority (WMATA) awarded a contract to James River Solutions for ultra-low sulfur diesel fuel in June 2020;

WHEREAS, WMATA's solicitation included requirements from other members of the Metropolitan Washington Council of Governments (COG), and its contract with James River Solutions permits the use of the contract by other government entities;

WHEREAS, Contract pricing is computed using the spot mean weekly "Rack Average" price per gallon published each Monday by the Oil Price Information Service, plus or minus the price per gallon differential quoted by James River Solutions on its price proposal for the net number of gallons delivered on the date of each delivery;

WHEREAS, James River Solutions' pricing is 0.009 cents per gallon below the "Rack Average" over the full term of the contract;

WHEREAS, Section 1.3.1 of the Contracting Manual permits the Airports Authority to use, when appropriate, contracts competitively procured by other governmental units;

WHEREAS, Utilizing the contract procured by WMATA on behalf of COG members results in volume discounts and lower pricing than the Airports Authority could expect to achieve by soliciting pricing from vendors based on the Airports Authority's requirements alone;

WHEREAS, The Airports Authority's contract will begin April 28, 2021 and include a base term through June 30, 2021 to correspond with WMATA's contract;

WHEREAS, The total cost of diesel fuel consumed by the Airports Authority over the proposed contract term, including a base term through June 30, 2021, with four one-year option periods, is estimated at \$6.2 million; now, therefore, be it

RESOLVED, That the President and Chief Executive Officer is authorized to enter into a contract with James River Solutions for the provision of diesel fuel for Ronald Reagan Washington National and Washington Dulles International Airports.

The final resolution as filed in the Board of Directors Office includes a copy of the staff recommendation paper.

- b. Recommendation to Approve the Grant of Easements to the Washington Metropolitan Area Transit Authority for Phase 2 Silver Line Rail Facilities Across Metropolitan Washington Airports Authority Property

Mr. Tejada moved the adoption of the following recommendation, which was unanimously approved by all Directors present:

WHEREAS, The Metropolitan Washington Airports Authority (Airports Authority) is constructing the Phase 2 portion of the Metrorail Silver Line for acceptance by the Washington Metropolitan Area Transit Authority (WMATA);

WHEREAS, Following its acceptance of Phase 2 of the Silver Line, WMATA will be responsible for the operation and maintenance of the Silver Line facilities;

WHEREAS, As a condition of its acceptance of Phase 2, WMATA requires that it receive an appropriate property interest in the land upon which these facilities are located;

WHEREAS, To satisfy this condition, the Airports Authority will grant easements to WMATA across Airports Authority property through June 6, 2067;

WHEREAS, Three Phase 2 stations, Reston Town Center, Herndon and Innovation Center, and related facilities, including traction power substations, pedestrian bridges, pedestrian pavilion connections, utilities and underground duct banks, are located on Airports Authority property along the Dulles International Airport Access Highway;

WHEREAS, Phase 2 continues across the property of Washington Dulles International Airport and in addition to the rail line, Phase 2 facilities at the Airport include the Dulles Airport station, traction power substations, the railyard facility, utility connections, roadways, parking areas and underground duct banks;

WHEREAS, The Airports Authority and WMATA have negotiated easement agreements that grant WMATA the right to operate and maintain, along with related rights, the Phase 2 facilities in the locations on Airports Authority property where they have been constructed;

WHEREAS, Consistent with the Phase 2 Intergovernmental Funding Agreement between the Airports Authority, Fairfax County and Loudoun County, WMATA will not be assessed any charge for these easements; now, therefore, be it

RESOLVED; That the President and Chief Executive Officer is authorized and directed and authorized to execute, on behalf of the Airports Authority, easements granting to WMATA the right to operate and maintain, along with related rights, the Phase 2 Silver Line facilities located on Airports Authority land consistent with the

terms and conditions presented to the Dulles Corridor Committee at its March 17, 2021 meeting.

The final resolution as filed in the Board of Directors Office includes a copy of the staff recommendation paper.

c. Recommendation to Approve the 2021 Audit Plan

Mr. Uncapher moved the recommendation to approve the 2021 Audit Plan, which was unanimously approved by all Directors present.

A copy of the 2021 Audit Plan is filed in the Board of Directors Office.

d. Recommendation to Confirm Members of the Employee Relations Council

Mr. Williams moved the recommendation to confirm the Members of the Employee Relations Council, which was unanimously approved by all present.

A copy of the staff recommendation paper is filed in the Board of Directors Office.

V. UNFINISHED BUSINESS

There was no unfinished business.

VI. OTHER BUSINESS & ADJOURNMENT

Chairperson Adams again publicly thanked the Airports Authority team that worked on the opening of the New Concourse and stated that he looked forward to participating in the future grand opening event, as well as to the opening of Secure National Hall.

There being no other business, the Meeting was thereupon adjourned at 10:29 a.m.

Respectfully submitted,

Monica R. Hargrove

Monica R. Hargrove
Vice President and Secretary

Approved May 19, 2021