

AIRPORT AUTHORITY CITY OF LINCOLN

Meeting Thursday, March 28, 2024

The special Board Meeting was held in person, in Lincoln, Nebraska at the Airport Terminal, 2400 West Adams, in the Boardroom. Notice was given in the Journal-Star on Tuesday, March 26, 2024. Board Members present at the start of the meeting at 11:30 a.m.: John Olsson, Nicki Behmer-Popp, Chris Hove, Chris Stokes and Vanessa Emlich. Also present were numerous members of the public and:

<i>David Haring, LAA</i>	<i>Morgan Moll, LAA</i>
<i>Bob McNally, LAA</i>	<i>Robert Frank, LAA</i>
<i>Chad Lay, LAA</i>	<i>Kile Jackson, LAA</i>
<i>Rachel Barth, LAA</i>	<i>Pat Sangimino, Lincoln Journal Star</i>
<i>Jeri Winkelmann, LAA</i>	<i>Troy Hyberger, Duncan Aviation</i>
<i>Mona Beck, LAA</i>	<i>Sean Nave, Atlantic Aviation</i>
<i>Dan Green, LAA</i>	<i>William "Bill" Swelbar, Swelbar-Zhong Consultancy</i>

Chairman Olsson called the meeting to order at 11:30 a.m. and stated a copy of the Open Meetings Act is available for public reference at the back of the Board Room.

Chairman Olsson asked for a motion to Approve the Minutes of the February 2024 Regular Meeting. It was moved by Behmer-Popp and seconded by Hove to Approve the Minutes of the February 2024 Regular Meeting. On roll call vote, Aye: Behmer-Popp, Hove, Emlich, Stokes; Nays: None; Abstain: Olsson

Chairman Olsson asked for a motion to Approve the Minutes of the March 25, 2024 Strategic Planning Meeting. It was moved by Stokes and seconded by Emlich to Approve the Minutes of the March 25, 2024 Regular Meeting. On roll call vote, Aye: Olsson, Behmer-Popp, Hove, Emlich, Stokes; Nays: None.

Chairman Olsson asked for a motion to Approve the Minutes of the March 27, 2024 Strategic Planning Meeting. It was moved by Hove and seconded by Stokes to Approve the Minutes of the March 27, 2024 Regular Meeting. On roll call vote, Aye: Olsson, Behmer-Popp, Hove, Emlich, Stokes; Nays: None.

Chairman Olsson asked for public comments: Speaking before the Board were: Richard Schmeling, James Bowen, Craig Williams, Daryl Bohac, Jay Wilkinson, William Swelbar, Laurie Fraser, Tim Kirkpatrick, Travis Filing, Brenden Evans, Joanne McCoy, and Nick Cusick. Comments were also sent to Chairman Olsson by other members of the public. Chris Hove made a motion to include the letters in the meeting minutes; Behmer-Popp seconded the motion to include the letters received by Chairman Olsson in to the meeting minutes. These letters are attached as Addendum "A". On roll call vote, Aye: Olsson, Behmer-Popp, Hove, Emlich, Stokes; Nays: None.

Chairman Olsson asked for a report from the Air Service Committee. Mr. Haring stated passenger activity for February was largely flat over the year before. United's passenger enplanements were down by 207 passengers (-2%) over February 2023. Year to date, total enplanements were down 263 passengers (-3%) when compared to 2023. United's capacity was down 12% when compared to February 2023. Fares in February were similar to prior months when compared to Omaha as only approximately 64% of tracked fares on United were within \$100 of Omaha. Load factors in February were up slightly over the prior months. Chicago had the highest load factor at 89% while Houston was the lowest at 86%. Load factor for all markets was 88%.

Mr. McNally briefed the Board on Agenda Item #6 – Award Bid for Project LF2202 (Ver. 2.1) for Replacement of Crash Phone. Motion made by Stokes and seconded by Emlich to Award Bid for Project LF2202 (Ver. 2.1) for Replacement of Crash Phone. On roll call vote, Aye: Behmer-Popp, Emlich, Hove, Stokes, Olsson; Nays: None.

Chairman Olsson spoke regarding Agenda Item #7 – Adopt Resolution No. 746: Clarifying the Roles and Responsibilities of Board Members, Executive Director and Directors. Mr. Olsson relayed that there has been some further discussion on this Resolution and asked for a Motion and a Second to delay action until next month on this Agenda Item. Motion made by Hove and seconded by Behmer-Popp to delay action until next month on Agenda Item #7 - Adopt Resolution No. 746 Resolution No. 746: Clarifying the Roles and Responsibilities of Board Members, Executive Director and Directors. On roll call vote, Aye: Behmer-Popp, Emlich, Hove, Stokes, Olsson; Nays: None.

Ms. Winkelmann briefed the Board on Agenda Item #8 – Adopt Resolution No. 747: Adopting the Lincoln Airport Authority Employee Handbook. Motion made by Hove and seconded by Stokes to Adopt Resolution No. 747: Adopting the Lincoln Airport Authority Employee Handbook. On roll call vote, Aye: Behmer-Popp, Emlich, Hove, Stokes, Olsson; Nays: None.

Mr. Lay briefed the Board on Agenda Item #9 – Approve Resolution 742 to Authorize the Board Chair to Execute a Reimbursable Agreement with FAA NAVAIDS Group for Work Related to the Runway 18/36 Project with Not-to-Exceed Cost of \$181,098.27. Motion made by Hove and seconded by Behmer-Popp to Approve Resolution 742 to Authorize the Board Chair to Execute a Reimbursable Agreement with FAA NAVAIDS Group for Work Related to the Runway 18/36 Project with Not-to-Exceed Cost of \$181,098.27. On roll call vote, Aye: Behmer-Popp, Emlich, Hove, Stokes, Olsson; Nays: None.

Chairman Olsson asked for any comments on Agenda Item #10 – Board Committee/Board Member Reports (Standing Regular Agenda Item). Ms. Behmer-Popp made comments regarding the work of the Air Service Committee. Mr. Stokes made comments regarding the work of the Strategic Planning Committee. Mr. Olsson made remarks regarding the work of the Finance Committee.

Chairman Olsson briefed the Board on Agenda Item #11 – Resolution No. 749: Approve the Board of Directors Registration and Report of a Vote of Confidence in Executive Director David S. Haring. Chairman Olsson read the Resolution to be part of the meeting record. Motion made by Hove and seconded by Behmer-Popp to Adopt Resolution No. 749: Approve the Board of Directors Registration and Report of a Vote of Confidence in Executive Director David S. Haring. Discussion followed as Board Members Hove, Emlich, Olsson and Stokes read their comments concerning the proposed Resolution. On roll call vote, Aye: Behmer-Popp, Emlich, Hove, Stokes, Olsson; Nays: None.

Motion made by Hove and seconded by Behmer-Popp to accept the Financial report as presented by Ms. Winkelmann. On roll call vote, Aye: Olsson, Behmer-Popp, Hove, Emlich, Stokes; Nays: None.

Mr. Haring presented the “Administrative Delegation Approvals” Log. No discussion.

Mr. Haring did not present any Airport Business Discussion Items.

Mr. Lay updated the Board on the Master Plan.

Ms. Barth updated the Board on Communications and Customer Engagement and Air Service Development.

Chairman Olsson asked if there was any need for an Executive Session. None was expressed.

Chairman Olson asked for a motion to adjourn the meeting. Motion made by Stokes and seconded by Emlich that the meeting be adjourned. On roll call vote, Aye: Behmer-Popp, Emlich, Hove, Stokes, Olsson; Nays: None. Meeting was adjourned at 12:56 p.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Chris Hove", written over a horizontal line.

Chris Hove, Secretary

John Olsson

From: Katrina Christiancy <kchristiancy@outlook.com>
Sent: Monday, March 25, 2024 1:49 PM
To: John Olsson
Subject: Letter of Support for David Haring
Attachments: Letter of Support for David.pdf

This Message Is From an External Sender

This message came from outside your organization. Please take care when clicking links or opening attachments. When in doubt, use the Report Phish button or contact IT to have the message analyzed.

Good afternoon,

Attached is a letter that I wrote in support of David Haring as the Executive Director for the Lincoln Airport Authority. I ask that my letter will be reflected in the Board Minutes as well.

Have a great day.

Best,
Katrina Christiancy

To LNK's Board of Directors,

As a resident of Lincoln, I would like to voice my support for David Haring as the Executive Director for the Lincoln Airport Authority. I believe that he has done wonderful things not only for the Lincoln Airport, but with the Lincoln Community as well. Having David represent the Lincoln Airport out in the community is a very positive relationship for the Lincoln Airport. Just having a conversation with David has made me aware how affordable flying in and out of the Lincoln Airport can be. Every time I need to fly, I check the Lincoln Airport first. I encourage all of my family and friends (a lot of them live in central Nebraska and hate to drive in a city) to check the flights from the Lincoln airport. The smaller communities in Nebraska are now hearing more and more about the Lincoln airport because David has been busy talking to people about the airport. Not only has he been talking about the airport, but he has been hosting events for the community at the airport. I love going to the airport with my friends for the summer movie nights. Doing events like this gets the airport exposure to the community. The more exposure that the airport receives, the more likely people will fly LNK for their next trip.

As with a lot of other residents in Nebraska, I was excited for RedWay to join the Lincoln Airport. I started to make plans for some vacations based on the new flights that Lincoln had to offer. It was unfortunate that RedWay had to close. However, the closure of RedWay should not fall on one person. There were a lot of different people that were involved with the decision to not only bring RedWay to Lincoln but to also close it. The Airport Board being some of those decision makers. Making the investment in RedWay unfortunately did not work out. However, with any business, there are risks that need to happen in order for the business to succeed. I do not view the RedWay affair as a failure. I believe that everyone involved has learned something from this that can be applied to future decisions.

I think that the airport has done a fine job of dealing with the aftermath of RedWay closing. I was very happy to hear that they are looking to add more flights to their schedules and destinations. As with any business, things must keep moving forward no matter what. I urge the Board to keep David Haring on as the Executive Director for the Lincoln Airport Authority. I truly believe that he is doing great things and will continue to help the Lincoln airport grow.

Sincerely,

A handwritten signature in black ink, appearing to read "Katrina Christiancy". The signature is fluid and cursive, with a large loop at the end.

Katrina Christiancy

John Olsson

From: Zach Cypher <cypherzach@gmail.com>
Sent: Wednesday, March 6, 2024 8:00 PM
To: John Olsson
Subject: Director Haring

Categories: Green Category

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This message came from outside your organization. Please take care when clicking links or opening attachments. When in doubt, use the Report Phish button or contact IT to have the message analyzed.

Hello Director Olsson,

My name is Zach Cypher, and I am emailing you this letter to tell you my thoughts on the Airport Executive Director David Haring. I have known Dave for around 5 years now and my words are on behalf of his character. He is a very discerning but kind man, and has always treated me with the utmost respect. My opinion is through a mere friendship, but I know his character and his character is none other than the best. I believe in your line of work, that character is a very big part of the job. Being in the service of Airlines and Airports, having good character goes a long way. I do hope that you take that into consideration and that you reflect upon this letter during the Board meetings minutes.

Thank you for your time reading this and thank you for your service as the Board Chair.

Best Regards,
Zach

John Olsson

From: Brendan Evans <brendanevanslnk@gmail.com>
Sent: Tuesday, March 5, 2024 12:17 PM
To: John Olsson
Subject: LNK Airport Authority

Categories: Green Category

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John,

I am writing you wearing my citizen of Lincoln hat and entrepreneurship advocate hat in support of the Executive Director of the Lincoln Airport, Dave Haring.

You are aware of Dave's leadership at LNK. Through the pandemic, he helped to navigate and negotiate improvements for the airport and partnerships (like Offut) to help offset pandemic impacts. From the outside, he looked instrumental in moving forward the legislation to provide LNK with ways to incentivize air carriers into our city.

With your service on the Airport Authority, you know better than I how much the landscape has changed over the years to favor air carriers over municipal airports. If we want to keep LNK viable and growing we are going to have to find new solutions to compete. There is no progress without failure.

I imagine that you could talk with Steve Kiene, Paul Jarret, Matthew Wegener, Jay Wilkinson, or any successful entrepreneur in Lincoln. You learn more from failure than from success, and the difference between businesses that succeed and those that fail is getting through the hard spots and being innovative in finding ways toward success.

Dave Haring has had some wins and a loss with his ideas here in Lincoln. I'd prefer to keep that experience here in Lincoln working for us with new ideas in the future.

The ARPA dollars were for a shovel-ready project otherwise they were going away. Red Way could have been an idea that worked. No one knew. No one had tried on this scale.

I urge you to support Dave Haring and retain the lessons learned so we can have more of the kinds of success he has shown he can produce for our future. Air travel has never been better out of Lincoln (at least not in the last couple few decades) I believe that Dave Haring is one of the reasons why.

Thanks for your consideration.

Sincerely,

Brendan

John Olsson

From: Jason Finch <jfinch@spplus.com>
Sent: Monday, March 18, 2024 4:42 PM
To: John Olsson
Subject: LNK - Dave Haring Support Letter
Attachments: John Olsson LNK Haring Support FINAL 03_18_2024.pdf

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Good evening Mr. Olsson,

Please find attached our letter of full support of Mr. Dave Haring as Executive Director at Lincoln Airport. If I can answer any questions, please do not hesitate to contact me (contact information below).

I sincerely thank you for your acceptance of my letter and it being reflected in the Board meeting notes on March 28, 2024.

Jason Finch
President - West Airports



m: 786-367-2130

e: jfinch@spplus.com

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SP Plus Corporation
16200 Brookpark Road, 2nd Floor
Cleveland, OH 44135
m: (786) 367-2130
f: (216) 523-8080
Direct Email: jfinch@spplus.com

March 18, 2024

Mr. John S. Olsson
President of the Board
Lincoln Airport Authority

Sent via email to jolsson@olsson.com

Dear Mr. Olsson:

I have recently learned of a Lancaster County commissioner calling for the removal of Mr. Dave Haring as Executive Director at Lincoln Airport ("LNK").

As the airport's parking management contractor, my firm has worked closely with Mr. Haring during his tenure at LNK as well as our mutual involvement in industry trade organizations such as the American Associates of Airport Executives ("AAAE"). Mr. Haring is widely respected within the aviation community, as evidenced by his increasing roles of responsibility culminating in his current designation as President of the Great Lakes Chapter of the AAAE. His active involvement in these organizations allows Mr. Haring to remain informed of the latest aeronautical and legislative initiatives, network with airport executives of all hub sizes, take an active leadership role on committees and advocate for LNK and the advancement of the aviation industry as a whole.

I have found Mr. Haring to conduct himself professionally and always represent the best interest of LNK. I was fortunate to serve on the original CARE committee Mr. Haring founded that focused on enhancing customer service. His leadership style is collaborative yet he challenged the members to think boldly. Having personally watched him lead this internal task force, it has been no surprise to see how his staff admires and respects him.

A strong airport director must excel at a variety of skills, including strategic planning, management of the day-to-day airport operations, full knowledge of aviation and environmental regulations and effectively lead and motivate staff. Mr. Haring has a strong command of each of these characteristics, plus a true love for the Lincoln community where he has planted his own roots.

Knowing Mr. Haring as I do, the introspective period of examining for lessons learned from recent initiatives and best practices has already begun. As the old saying goes, "When you try, you risk failure. When you don't try, you ensure it."

I would sincerely appreciate my letter be reflected in the Board's minutes for the March 28, 2024 meeting.

Sincerely,

A handwritten signature in blue ink that reads 'Jason Finch'.

Jason Finch
President – West Airports
SP Plus Corporation

John Olsson

From: Laurie <laurie.fraser@gmail.com>
Sent: Wednesday, March 6, 2024 5:51 PM
To: John Olsson
Subject: David Haring support

Categories: Green Category

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I proudly support LNK and the work of David Haring.

As a child of a UAL employee I grew up flying the world and know the ins and outs of airline travel outside of a business or occasional leisure traveler.

I travel 10-12 times a year primarily out of LNK and I cannot express how proud I am of the growth, community presence, and leadership of David Haring.

From brokering deals to utilize land around the airport to the renovations and the expansion of flights that sadly were underutilized resulting in the loss of those routes. I also understand the funding that carriers such as UAL demand to place a route in Lincoln and also understand that when subsidies are removed so are routes. With the phase out of the Embraer jets my best guess is UAL felt they could not fill the larger planes, but am not privy to that information as it affected the UAL Houston route.

The decision to bring in Redway was supported by the University, The city, the county and the Lincoln Airport Authority Board. If accountability is needed then it starts at the top of the chain of leadership with the board.

David's commitment to the Lincoln community has been unlike any other in his position. I never knew anyone at the Airport until David stepped in not only as Executive Director but as a member of the community, participating in events and supporting local business and business organizations.

I will be there to vote YES to keep David Haring in his current position. To vote no is to take a step back with LNK's progress and growth, short sighted, not forward thinking, which David has proven to be.

I ask that my comments be included in the board minutes.

Sincerely,

Laurie Fraser

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Communication * Strategic * Futuristic * Input * Woo * Achiever * Focus

[The Event Space at 5550](#)

Doorstep Diner Catering

Laurie A. Fraser

March 14, 2024

Mr. John Olsson, Chairman
2400 W Adams Street
Lincoln, NE 68524

Dear Chairman Olsson,

I have noted in the news media recently some of the discussion regarding Dave Haring's, position (Executive Director of the Lincoln Airport). I write to support Mr. Haring being retained as the Executive Director of the Lincoln Airport.

The Massengale's have lived in Lincoln for 47 years, and I have flown almost two million miles with most of these flights involving the Lincoln airport. During this time, I have had the opportunity to interact with three different Executive Directors of the airport. Of these Executive Directors Dave would certainly rank among the top. He is committed to his responsibilities in an effective and efficient way.

In this challenging environment, it is crucial to improve air service to Lincoln. Although it is difficult, we must continue to pursue that goal. It is highly important that we have good air service in order to attract businesses for their growth and development in Lincoln. It takes a team working together and representing all sectors of the community to be effective. The Lincoln community must provide adequate passenger numbers for an airline to make a profit.

Based on my observations and interactions with Dave, these lead me to have confidence in his ability to perform at a high level. Again, in my opinion, he should be retained, encouraged, and supported in this position.

If you should have any questions about my response to Dave's retention, please contact me.

Sincerely,



Martin A. Massengale
President, Chancellor, Founding Director and
Foundation Distinguished Professor Emeriti

John Olsson

From: William Swelbar <swelbar@swelbar-zhongair.com>
Sent: Sunday, March 10, 2024 7:52 PM
To: John Olsson
Cc: David Haring (d.haring@lincolnairport.com); William Swelbar
Subject: A letter for your consideration to enter into the record regarding March 28, 2024 meeting at the LNK Airport
Attachments: Lincoln Airport Authority Letter FINAL.pdf
Categories: Green Category

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Dear Chairman Olsson

I believe that you have some familiarity with my interest in the topic to be discussed at your public meeting on March 28, 2024. As a long-time industry expert on commercial air service and as an interested third party in the subject, I am attaching a submission for you to consider to include in the minutes of the meeting. If you deem the content worth, I hope it can be shared with the other members of the board before the meeting.

Given the significant headwinds facing smaller communities in attracting new and even retaining existing commercial service, headlines calling for the airport director's job have gone too far in my humble opinion. The story in your newspaper is certainly not the first and it will not be the last. Even at the board level, managing outsized community expectations where local airport decision makers have no control have gone too far.

It is my decision to write the attached for the record and to travel to Lincoln in order that I can attend the meeting in person on my own volition. In no way am I being compensated by any party in this matter. I am confident that the airport community would agree that I am respected in the space and would serve as a knowledgeable participant. I very much want to support Dave's plight. But it is just as important to use this meeting to make a statement on behalf of airport directors and their board of directors across the country.

Airline economics are driven by many macro, micro, and geo forces – not airport directors.

Thank you for your consideration in advance,

William S. Swelbar

Chief Industry Analyst

www.Swelbar-ZhongAir.com

Cell: 703-625-1130



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HOME OF THE CARL

March 11, 2024

Mr. John Olsson, Chairman Lincoln Airport Authority
2400 West Adams Street
Lincoln, Nebraska 68524

Dear Chairman Olsson:

“Commissioner calls for city’s airport head to be fired.”

The words above titled a March 2, 2024, article in the Lincoln Journal Star written by Pat Sangimino. The title is the catalyst for the following unsolicited comments. It is my humble request that this letter be included in the Airport Board minutes. Further, I ask that its content be considered prior to the scheduled public meeting on March 28, 2024, when the Lincoln Airport Authority’s Board of Directors will hold a public vote stating their level of confidence in the current director of the Lincoln Airport (LNK), Mr. David Haring.

PREAMBLE

I am not being compensated in any way for this submission or for my expenses to travel to Lincoln for the meeting on March 28, 2024. Nor have I received any compensation for work done on behalf of LNK over my career.

First, it is important to note that I am not a close friend of Mr. Haring. I had not met him until I sat on a panel at the Great Lakes Chapter of the American Association of Airport Executives that discussed small community air service, issues in Washington DC negatively impacting small community air service, and LNK’s Red Way project in July 2023.

His candor and willingness to speak about the risks of the Red Way project was impressive in my eyes. As someone who speaks around the country on air service issues in contrast with outsized community expectations about growing air service, it simply highlighted for me that the pressures on Mr. Haring and all airport directors at smaller airports across the country had reached a flash point if continued. In any market, mature or not, trying to build



a brand with loyalty inside of an industry that delivers a commodity product in a short period of time is anything but easy. But the Red Way project forced the question on the local community that is always asked of those that deliver commodity products: Are you willing to pay more for a Delta service at Omaha or less to use the product at the local airport? The community answered and Red Way failed. Its failure cannot be ascribed to the airport director or the board of directors he reports to. The market is harsh.

Second, this is not the first headline in a local newspaper calling for the firing of an airport director over commercial air service attraction or retention. However, it is the first time that I have chosen to personally respond on behalf of an airport director that is being held accountable for something over which he/she has no control. To date, Red Way serves as the definitive case study highlighting the pressures placed on airport directors at more than 200 smaller airports across the country to deliver new commercial air service by stakeholders having outsized expectations and a false sense of entitlement.

Third, why me and why do I think I have the standing to speak on the issue? As you will see in my short bio attached as Appendix 1, I have spent 40+ years studying airline strategies and their impact on airports, regulatory issues governing air transport, and high-profile distressed labor negotiations to name a few. I began doing air service development work on behalf of airports and communities before the practice had a formal name in the 1980s.

Within the community that studies the economics of air transport, I am most often associated as being a Research Engineer in the Massachusetts Institute of Technology's International Center for Air Transportation. It is only appropriate that the program became a COVID casualty in late 2022. The Pandemic Era is proving to be a point where the U.S. airline industry is choosing to reset – not continue along its pre-Pandemic, 45-year-old path.

I served as a member of the Board of Directors of Hawaiian (Airlines) Holdings, Inc. for 18 years, and in 2016 was appointed to U.S. Department of Transportation's (DOT) Working Group on Improving Air Service to Small Communities. Beginning in January 2021, I spent three years as an external advisor to McKinsey & Company, Inc's. Transport, Logistics, and Infrastructure Practice

Most importantly, over the past 20+ years I have spent considerable time traveling the country speaking about the significant headwinds that face small community airport directors diligently working to attract new commercial air service. While at MIT I authored or co-authored several papers/lectures on the topic and the difficulties faced by the 200 airports classified as nonhub primary airports by the FAA. Lincoln is considered a nonhub primary airport.



SOME STRUCTURAL ISSUES FACING LNK AND MANY OTHER AIRPORTS

The economics of airlines providing service to all small communities with small jets is no longer sustainable, **nor are those economics controlled by the airport director**. Airport boards and executive directors can reduce airport costs or increase non-aeronautical revenue.

Organized pilot labor has contributed notably to the issues that have confronted small community air service for decades. Most recently, organized labor has its fingerprints on the creation of a pilot shortage. While denying there was a shortage, they willingly accepted the very real supply:demand imbalance to successfully increase pilot rates of pay by unprecedented percentages. A new labor market has been established and has become a significant contributor to making small community flying uneconomic. While the pilot shortage is finally abating, today it is more about a shortage of captains that need more hours than the first officer to command a commercial airliner.

The new market rate for skilled pilot labor is far-reaching. It now limits the number of profitable opportunities for the airlines previously referenced as Ultra-Low-Cost Carriers or ULCCs as well. The airport director has no control over the cost of pilots. The trajectory of cost increases across the board have led airlines to increase the size of the aircraft they fly to amortize costs over more seats all the while those additional seats lead to more revenue opportunities for the airline.

This trend may be the most significant headwind faced by small communities in decades as most aircraft being deployed have more seats than most small market demand levels can fill. **The airport director has no control over the size of aircraft flown nor input on the strategy to remove smaller aircraft from the schedule the airline flies**. Or to reduce the number of daily frequencies – to reduce seats to meet demand levels - that is important to many that use the smaller local airport.

It is not just rates of pay that impact the availability of right-sized airplanes to serve smaller communities. Organized pilot labor, through their respective collective bargaining agreements, limits the number of regional aircraft that can be flown using an airline's code on behalf of American, Delta, and United. Today, Delta, that previously served LNK, no longer flies the small regional jet (50 seats and less) and like American and United the airline is limited in the number of larger regional jets (66-76 seats) that can be flown by partner airlines. **The airport director has no control over these actions**.

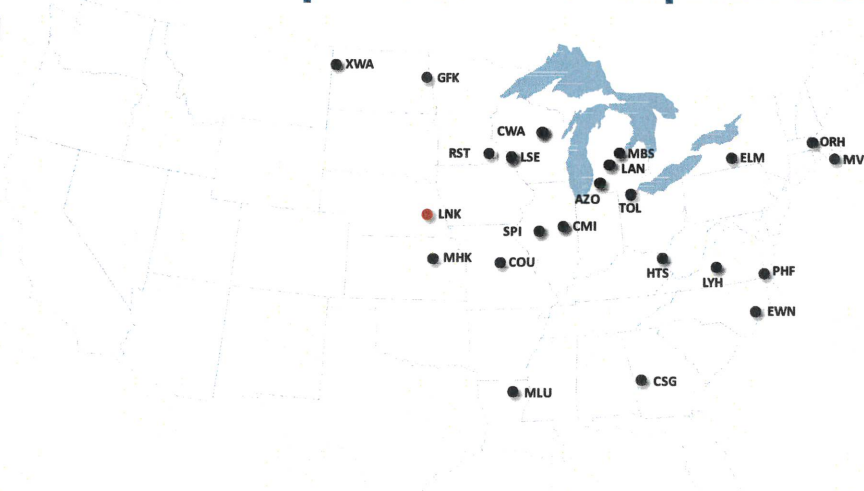
Politics in Washington DC have made small community air service a zero-sum game by subsidizing service to communities promised air service to get the Airline Deregulation Act



of 1978 passed. The Act was passed 15 years before the interstate highway system was completed. Subsidizing markets requires the use of scarce aircraft and workforce resources too. So, while LNK may be able to support additional services, those scarce resources are being used in markets with less economic vitality than Lincoln.

LNK Is Not Alone: Nonhub Airports in Eastern and Central U.S. with Comparable Annual Enplanements

Airport Code	Airport/City Name
AZO	Kalamazoo, MI
CMI	Champaign, IL
COU	Columbia, MO
CSG	Columbus, GA
CWA	Mosinee, WI
ELM	Elmira/Corning, NY
EWN	New Bern, NC
GFK	Grand Forks, ND
HTS	Ashland, WV
LAN	Lansing, MI
LNK	Lincoln, NE
LSE	La Crosse, WI
LYH	Lynchburg, VA
MBS	Saginaw, MI
MHK	Manhattan, KS
MLU	Monroe, LA
MVY	Marthas Vineyard, MA
ORH	Worcester, MA
PHF	Newport News, VA
RST	Rochester, MN
SPI	Springfield, IL
TOL	Toledo, OH
XWA	Williston, ND



Thus, the number of small community airports that could support more service without subsidy like LNK or Roanoke, VA are losers in this zero-sum air service game. **The airport director can lobby for change, but he/she does not control what the United States Congress does.**

There are many small airports across the U.S. that have their own story of “Omaha Envy” to tell. Lincoln’s geography is not an airline-friendly attribute, nor is it controlled by the airport director. Each of the airports on the map above lies within 75 miles of a larger airport with more service to choose from. If this map were to be extended to nonhub airports that lie within a reasonable driving distance (120 miles) of a larger airport, the number would increase nearly three-fold to 64.



CONCLUSION

For the first time in a 40+ year career of studying the economics of commercial air transport, COVID-19 required me to pivot too. I had always been part of firms that advocated on behalf of something in the commercial airline industry or airport space.

To me, what had been missing is a third-party economic analysis and research firm that assesses airline strategies and structural changes and how they impact airports and firms up and down the supply chain. Some changes are good. Many changes taking place today are difficult to digest, particularly if you have a long memory of the air service in years past and/or feel entitled to commercial air service because a 45-year-old law promised air service in perpetuity. Many commercial service airports do not like my message.

Too many stakeholders still point to the good old days of 2019. **It is past time to forget about where your airport might have been in 2019.** Rather it is now about moving forward as the delivery of commercial air service will be different. LNK recognized that the generation of incremental commercial service could not be achieved easily let alone quickly.

At a minimum it will be about receiving fewer frequencies per day with larger aircraft. And at other times of the day, the airline that used to have a frequency at the local airport probably offers service with a large airplane from an airport within a reasonable driving distance of a small community airport. They will capture the traffic and revenue they target.

I have made reservations to attend the meeting on March 28, 2024, because I feel strongly about the issue of airport directors trying to satisfy unreasonable community expectations in an environment they do not control. While I do not know David Haring well, I do care about airport directors across the country like him are being falsely judged. **Airline economics are driven by many macro, micro, and geo forces – not airport directors.**

Given that I will be in Lincoln on the 28th, I would be happy to prepare a session on airline industry economics if you deem that to be a good idea for all to attend. I am certainly comfortable with adversarial crowds. At a minimum, I would appreciate time to speak at the meeting on behalf of Mr. Haring and airport directors across the country suffering from unwarranted blame for an industry in transformation.

Sincerely,

William S. Swelbar



Appendix 1

William S. Swelbar

Chief Industry Analyst, The Swelbar-Zhong Consultancy

In November 2020, William Swelbar formed The Swelbar-Zhong Consultancy - a commercial aviation economic analysis and research firm that specializes in assisting clients to understand how structural change(s) to the airline industry might impact their place in the system.

Swelbar is often associated as being a Research Engineer in the Massachusetts Institute of Technology's International Center for Air Transportation since 2006, where he is affiliated with the Global Airline Industry Program and Airline Industry Research Consortium. The program became a COVID casualty in late 2022.

He also served as a member of the Board of Directors of Hawaiian (Airlines) Holdings, Inc. for 18 years; in 2016 was appointed to U.S. Department of Transportation's (DOT) Working Group on Improving Air Service to Small Communities; and in January 2021, Swelbar spent two years as an external advisor to McKinsey & Company, Inc's. Transport, Logistics, and Infrastructure Practice.

Swelbar has spent 40 years studying airline strategies and their impact on airports; regulatory issues governing air transport; communication strategies and support; airline labor cost restructuring; and air service development on behalf of airports and communities. In his consulting he has represented a wide range of stakeholders.

Swelbar is also a much sought-after speaker and has provided expert witness testimony before various tribunals and before the United States Congress regarding the economics of commercial air transport. Swelbar is published in the *Journal of Air Transport Management* and is a contributing author in a second edition textbook released in 2015 titled: *The Airline Industry* published by Wiley Press.

Swelbar holds a Bachelor of Science degree in economics with honors from Eastern Michigan University and an MBA with a concentration in finance from The George Washington University.

John Olsson

From: Jeff Thompson <JThompson@timpte.com>
Sent: Monday, March 18, 2024 10:27 AM
To: John Olsson
Subject: Letter in support of retaining Dave Haring as Executive Director
Attachments: Letter in Support of retaining Dave Haring.pdf

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Mr. Olsson,

Good morning.

Please find attached a letter from Timpte Inc. in support of retaining Dave Haring as the Executive Director for the Airport Authority. I will deliver a hard copy to the Airport Authority offices later today but wanted to be sure that I got a copy to you.

As you know, Timpte Inc. has been working with Dave for several years on a project to locate a manufacturing facility in the Lincoln Airport Industrial Park and of course are currently in construction of a facility at that location. We believe it to be very important to have continuity in the relationship between ourselves and the Airport Authority during this construction phase as there are always variables that change throughout the construction process and we want to be sure that we are all on the same page on the intent of the agreement and maintaining that intent while addressing issues that arise that were not fully known at the onset of the project – such as the current planning that is underway to create a shared storm water retention basin to be shared by Duncan Aviation, Timpte Inc. and the Airport Authority. Our timeline is very tight, due to early delays caused by the need to surcharge the site, so the timeliness of making decisions is important, and that would be difficult for anyone new to the role to be able to make those types of decisions quickly without the historical relationship to the project.

Thank you for the consideration of our position on Dave's retention. As we state in the letter, we have always found him to be very helpful, professional and that he represented the Airport Authority well.

Jeff

Jeff Thompson

Executive Vice President - Engineering

Timpte, Inc.

100 Timpte Parkway

David City, NE 68632

402-367-6302 Direct

402-641-8991 Cell

402-367-3056 General

402-367-4340 Fax





Timpte, Inc
100 Timpte Parkway
PO Box 347
David City, NE 68632
(402) 367-3056
www.timpte.com

Mr. John Olsson
Board President
Lincoln Airport Authority

Mr. Olsson,

I am writing today in support of David Haring in his role as Executive Director. As I am sure that you are aware, Timpte Inc. is involved in a significant manufacturing facility development in the Lincoln Airport Authority Industrial Park. We have worked with David over the last five years on locating a facility – initially looking at possibly leasing the IAC Building and then on the current project - the development and construction of a \$30M, 190,000 sq. ft. facility located on 17 acres of the Airport Authority Industrial Park.

We have always found David to be professional and helpful. We believe that he negotiated a mutually beneficial agreement between our organizations that will result in Timpte having a state of the art manufacturing facility located in the Airport's Industrial Park and the Airport Authority have a new building asset and a solid, growing tenant for at least the next four decades – and a tenant that is likely to expand beyond the original facility currently being built. We appreciate the working relationship that we have with David, his team and the Airport Authority Board.

Based on our experience working with David, we would have to believe that he negotiated that best possible agreement that he could with Red Way and tried to manage the relationship with all prudence, and that the results – although unfortunate and very frustrating - were not the result of a leadership or management failure on David's behalf.

Again, we would like to state our support for the retention of David Haring as Executive Director of the Lincoln Airport Authority and look forward to working with David, his team and the Airport Authority as we move our mutual project forward.

Thank you

Jeff Thompson – Executive Vice President, Timpte Inc.

Dale Jones – Director, Timpte Inc.

John Olsson

From: Thanks <crete1059@gmail.com>
Sent: Wednesday, March 6, 2024 6:41 PM
To: John Olsson
Subject: Lincoln airport executive director

Categories: Red Category

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John:

I am writing as a Lincoln citizen to encourage you to vote for the termination of David Haring.

I'm not going to write a long-winded letter going point by point over what I consider performance that is below the standard I expect of a public official.

However:

The Red Way debacle from start to finish was a disaster of mismanagement. No outside airport professional consultants were hired to create a business plan (in fact as far as I'm aware there still is none). Instead David and a staff of leadership with no experience launching an airline crafted a plan any bank in the state would have flatly rejected. In addition no outside ad agency with significant experience marketing a midsize city airport was hired (as far as I'm aware that's still the case). Instead Firespring was tasked with marketing the launch, expended an enormous amount of public money with no oversight and no contract - in direct violation of the airport's own policies.

Predictably the result was a disaster. Which has left the public image of the airport in shambles. Do you believe Lincoln folks will trust any new air carrier now?

Then apparently David has decided the solution for the future again is not to bring in outside experts but promote someone with no practical experience building an airport like Lincoln.

The lack of fiscal responsibility, oversight, planning and proper management of public funds is appalling.

There is no other correct decision than terminating David and conducting a proper national search to chart a new course.

Regards
JM Wolfe
820 W Avondale St
Lincoln, NE 68523

March 18, 2024

Lincoln Airport Authority
2400 W Adams St
Lincoln NE 68524

Airport Board of Directors.

I would like to submit this letter in support of Dave Haring as the Executive Director for Lincoln Airport.

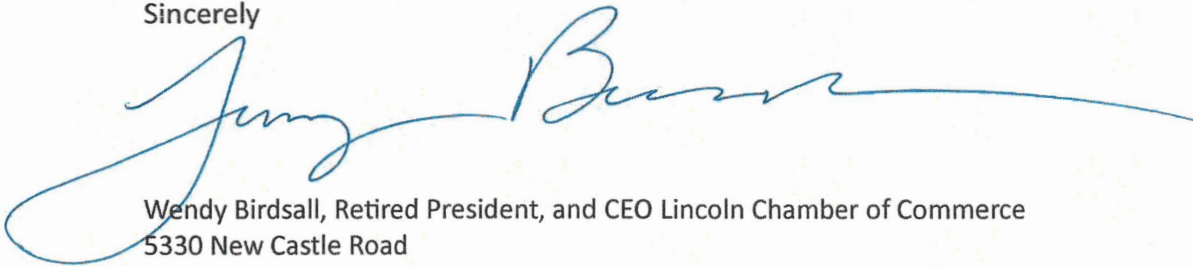
As the retired President and CEO of the Lincoln Chamber of Commerce, I had many interactions and opportunities to work with Mr. Haring in his capacity as the Exec Director. I was more than impressed by his abilities to manage and direct not only the innerworkings of aviation portion of the airport, but also the economic development portion as well. This takes great leadership and ability to be not just proficient but excel at the development of the airport.

The Chamber during my tenure worked very closely with Mr. Haring to help expand air service to the community. We were very supportive of the professional resources that he took advantage of and the "out of the box" thinking that he employed.

As you well know, this is a highly competitive and high stakes business that a community depends on for service. One can does not sit back and wait for airline service to materialize without some aggressive action taken by its Exec Director.

I feel Mr. Haring is a true asset to Lincoln Airport Authority and the city of Lincoln and should be commended for the job he is doing.

Sincerely



Wendy Birdsall, Retired President, and CEO Lincoln Chamber of Commerce
5330 New Castle Road
Lincoln Ne 68516

John Olsson

From: Lori Koepke <lori.koepke@firespring.com>
Sent: Tuesday, March 26, 2024 7:10 AM
To: John Olsson
Subject: Dave Haring Letter of Support
Attachments: Dave Haring Letter of Support 032624.pdf

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Mr. Olsson,
I am attaching a letter of support for Dave Haring and ask that it be included in the Board minutes.
Thank you!

Lori Koepke
VP of Media

402.437.0192 direct
888.388.5778 toll free
firespring.com

Lori Koepke
VP of Media – Firespring
lori.koepke@firespring.com
March 26, 2024

Lincoln Airport Authority Board of Directors – Lincoln Airport
2400 W Adams St
Lincoln, NE 68524

Dear Members of the Airport Board,

I am writing to endorse Dave Haring and to express my support for his continued role at the Lincoln Airport. Having had the privilege of working closely with Dave for nearly a decade, I can attest to his outstanding leadership, unwavering dedication, and profound commitment to the success and growth of our airport.

Since Dave's arrival at the Lincoln Airport in August of 2014, he has played a pivotal role in cultivating a positive and thriving work culture. Under his guidance, the airport has evolved into an environment where teamwork, mutual respect, and a shared commitment to excellence prevail. Dave's leadership style, characterized by servant leadership principles, prioritizes the well-being and growth of his team, empowering each member to contribute to the collective success of the airport. It's apparent that for Dave and his team, the airport has become not just a workplace but a close-knit family, characterized by positivity, camaraderie, and a genuine passion for the job.

In addition to his outstanding leadership within the airport, Dave is widely recognized and respected in the broader airport industry. His recent accolade as Airport Professional of the Year by the Great Lakes Chapter-American Association of Airport Executives (AAAE) in July of 2023, is a testament to his exemplary contributions and leadership in the field of airport management. Furthermore, Dave's dedication to nurturing the next generation of aviation professionals through his involvement on several AAAE academic committees, underscores his commitment to advancing the future of the industry.

Dave possesses a deep understanding of the complexities of airport management, particularly in attracting new flights to Lincoln. Despite the unique hurdles posed by our location, Dave has consistently prioritized the needs and desires of the Lincoln community, striving to enhance their airport experience and provide amenities that set us apart. His strategic approach to addressing the challenges and requirements of attracting new flights reflects his commitment to serving the needs of Lincoln and elevating the airport's offerings to enhance the overall passenger experience.

Despite encountering setbacks, Dave's innovative spirit and willingness to explore unconventional solutions should be commended, not criticized. His courage to think outside the box is precisely what we need to propel the airport forward, benefiting both the airport and the community we all love.

Furthermore, Dave's love for Lincoln and its people is obvious. Despite not being a native Nebraskan, he has embraced the city as his own and remains deeply invested in its growth and prosperity. His passion for making a positive impact on the airport and the broader Lincoln community is evident in his tireless efforts and unwavering dedication.

In conclusion, I urge you to recognize and appreciate Dave's invaluable contributions to the Lincoln Airport and to reaffirm your confidence in his leadership by voting to retain him in his current role. With Dave at the helm, I am confident that the Lincoln Airport will continue to thrive and serve as a source of pride for our community.

Thank you for your careful consideration of this matter.
Sincerely,



Lori Koepke

John Olsson

From: Eric Peterson <epeterson@alliance.us>
Sent: Wednesday, March 27, 2024 9:08 AM
To: John Olsson
Cc: Haring, David; April Meyer; Greg Frenzel
Subject: In support of David Haring

Importance: High

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Dear Board President Olsson,

Alliance has had the pleasure of working with David Haring since 2007. Having worked at 135 airports internationally, we understand the wide range of abilities and perspectives required of a successful Airport Executive Director - organizational leader, operations and aviation specialist, businessperson, communicator, and collaborative leader in partnership with the airport Board of Directors.

David Haring has excelled in all of these, while always connecting to the greater aviation industry, A.A.A.E., and professional colleagues to bring best practices to the airport for which he is responsible. He always has his eyes set on maximizing the quality of experience and opportunities for the traveling public and community.

The Lincoln Airport Board of Directors and community should be thankful and proud to have David as its Executive Director.

Sincerely,



Eric Peterson, President
Alliance

**ERIC PETERSON AIA, LEED AP
PRINCIPAL**

ALLIANCE

epeterson@alliance.us • D 612.874.4102 • C 612.578.6807
400 Clifton Avenue Minneapolis MN 55403 • alliance.com

Uniting people and place through design

John Olsson

From: Anna Wishart <adwishart@gmail.com>
Sent: Wednesday, March 27, 2024 7:44 AM
To: John Olsson
Subject: Dave Haring

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Chairman Olsson,

I write to you today to share my support for Dave Haring in his role as Executive Director of the Lincoln Airport Authority. I had the honor of working with Dave during my time as a board member.

Dave is a talented, hard working, and dynamic leader, and it was as clear to me then as it is now that he is committed to Lincoln and the success of the Lincoln Airport, a vital transportation hub for our growing city.

As you know all too well with your business career and service on the Board, cities the size of Lincoln and their airports must always be looking for ways to increase air service, and I have trust that Dave has the stick-to-it-ness to meet that need.

I also know that he is someone who learns from challenges and will set-up systems to ensure that those learnings are incorporated into the fabric of the airport to ensure future success.

As a Lincolnite who intends to live for many more years in this city, I want someone like Dave leading our airport and hope that he is able to remain in his position as Executive Director.

Please reach out if you have any additional questions or would like to talk further. Thank you for considering my comments.

Sincerely,

--

Anna Wishart
402-314-5688
adwishart@gmail.com

March 26, 2024

Sent Via Email to: jolsson@olsson.com

Dear Lincoln Airport Board of Directors,

I wanted to take a moment to offer my support for the work that David Haring and the airport team is doing to enhance the airport facilities. As someone who has been a regular business traveler through the Lincoln airport for nearly 20 years, I have found the improvements made over the past few years to be significant. Access time through security, facilities behind security including food & beverage services, family friendly facilities and the general layout and function of the terminal is much better than many of the small and medium market airports I travel to weekly.

I was fortunate enough to serve on a citizen committee in the past where we provided input to the airport team and found them to be receptive to feedback, responsive to concerns and willing to transparently explain airport operations, business model and challenges. David and the team were professional when working with the group and I appreciated the opportunity to participate given my frequency of use.

I am disappointed to see the Board considering a change in leadership and staffing with the airport team and wanted to express my support for David and the team. I would ask my letter of support be provided to all Board members and included in meeting records.

Sincerely,

Gretchen Dolson
7500 Cardwell Road
Lincoln, NE 68523

John Olsson

From: maria nakamoto <marianakamoto@gmail.com>
Sent: Thursday, March 28, 2024 1:52 AM
To: John Olsson
Subject: Support for Retaining Dave as Executive Director

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I ask that my letter be reflected in the Board minutes. Thank you.

Dear Board of Directors for LNK Airport

I am writing to express my unwavering support for Dave as the Executive Director of our esteemed airport. Over the past months, Dave and his team have demonstrated resilience and dedication in navigating the challenges arising from the failed Red Way airline venture.

Under Dave's leadership, the airport has continued to serve our community with excellence and professionalism. His commitment to upholding the highest standards of operation and his strategic vision for the airport's growth have been evident in every decision made during this difficult period.

As a member of this community, I have witnessed firsthand the positive impact of Dave's leadership on our airport's reputation and operational efficiency. His expertise and integrity have been instrumental in maintaining the airport's standing as a vital hub for transportation and commerce in our region.

I believe that retaining Dave as the Executive Director is crucial for the continued success and growth of our airport. His proven leadership, experience, and dedication make him the ideal candidate to steer us through challenges and seize opportunities in the aviation industry.

I urge the board to consider the invaluable contributions that Dave has made to our airport and community. I wholeheartedly support his continued role as the Executive Director, and I am confident that under his guidance, our airport will thrive and continue to be a beacon of excellence.

Thank you for your attention to this matter. I trust that you will make the decision that best serves our airport, community and the interests of all stakeholders.

Sincerely,

María Nakamoto

John Olsson

From: Ohs, Logan <Logan.Ohs@rsmus.com>
Sent: Wednesday, March 27, 2024 8:57 PM
To: John Olsson
Subject: Lincoln Airport Authority - Support for Mr. Haring

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Mr. Olsson,

I am writing to you to express my support of David Haring as Executive Director for the Lincoln Airport Authority.

I am a frequent user of Lincoln's air service. During 2023, I flew out of Lincoln on United flights no fewer than 10 times and was a passenger on over 35 individual United flights. I flew through Omaha only twice during 2023. Once because I had a meeting in Omaha the day of my departure, and once on a return leg when weather and mechanical delays resulted in a 48 hour unexpected travel nightmare, and I didn't want to risk another day stuck in an airport waiting standby on a fully booked flight to Lincoln. I have flown out of Lincoln four times during 2024, and expect to take no fewer than eight additional flights out of Lincoln during the rest of 2024. I have no intention of flying out of, or into, the Omaha airport in 2024. While I'm a United loyalist, I booked personal holiday travel with Red Way just the week before they announced the end of their air service, and I experienced a delay in the refund process. Sometimes traveling results in unexpected turbulence.

Mr. Haring has led the Lincoln Airport Authority for over nine years, overseeing a significant terminal renovation, a global pandemic which halted business travel, and a challenging environment for airlines due to changing economics in the airline industry and shortages of pilots, which has led to a significant decline in air service to regional airports nationally. Despite the headwinds of losing Delta flights, a global pandemic, and rampant inflation, Mr. Haring continues to think outside the box and prioritize the needs of the Lincoln community, while accomplishing astounding growth in the value of Lincoln's airport and overall revenue. This is exactly the type of leader the Lincoln Airport Authority needs.

I ask that you please ignore the political grandstanding by Matt Schulte, who took nearly six months to publicly comment on the Red Way experiment. Because his motivation is purportedly based on the financial impact of the Red Way experiment, I ask you to review the true tangible economic accomplishments of the Lincoln Airport Authority under Mr. Haring's leadership:

2014 net position: \$57.4 million
2023 net position: \$94.4 million

This equates to a book value increase in our airport authority of \$38.5 million or 67% under Mr. Haring's leadership. This does not capture the increase in intrinsic value of the Lincoln Airport Authority to the Lincoln community via drive in movie nights, pictures with Santa, and other community events hosted by the Airport Authority.

2014 operating revenues: \$11.1 million
2023 operating revenues: \$19.6 million

This equates to an increase in annual revenues of \$8.5 million or 77% under Mr. Haring's leadership. This, coupled with the increase in net position, demonstrate remarkable growth and accomplishment in a challenging period for regional airports nationally.

The use of American Rescue Plan Act (ARPA) funds to capitalize the Red Way experiment resulted in no loss to city, county or community. The ARPA funds were specifically earmarked by the United States Congress, in part to support the transportation industry and stimulate spending in the economy. Rather than question Mr. Haring on why our Airport Authority had to spend locally allocated federal funds to attract air service, I believe we should ask the airlines who received \$15 billion why they needed additional incentives from regional airports.

The financial information presented above was obtained from the audited financial statements at the following links.

2014 audit report: <https://lincolnairport.com/wp-content/uploads/2020/07/LAA-Audit-Report-Non-GAGAS-Version.pdf>

2023 audit report: <https://lincolnairport.com/wp-content/uploads/2024/03/LAA-FY23-Audit-Report-FINAL.pdf>

Thank you for your service to our community and your time reviewing my email.

Best,

Logan Ohs

RSM US LLP

600 Q Street, Suite 130, Lincoln NE 68508

D: +1 531 289 3113 | **F:** 531 289 3201 | **E:** logan.ohs@rsmus.com | **W:** www.rsmus.com



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John Olsson

From: Yun <yun.saksena@gmail.com>
Sent: Thursday, March 28, 2024 12:55 AM
To: John Olsson
Subject: Lincoln Airport Board Meeting - please reflect my note in the board minutes in support of Dave Haring

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Dear Lincoln Airport Authority Board,

I fully support retaining David Haring as Executive Director for the Lincoln Airport Authority.

I was privileged to serve on the Lincoln Airport community advisory group (VOICE) which was Dave Haring's inception. We noted his community minded yet business savvy and respectful leadership. He listened carefully to our concerns, solicited different perspectives to fully understand issues and to explore solutions with us. He consulted industry experts and is well connected. We know him as a transparent, honest leader with integrity.

After our official terms ended as volunteer participants, the group unanimously offered to continue advising Dave and the Lincoln Airport Authority, expecting nothing in return. We loved working with Dave and his colleagues. They were great listeners and made things happen, made things better for the community, and worked hard to increase services to and from LNK, and to entice travelers to fly out of LNK instead of other airports. For example, tracking fares and making it competitive price wise to fly out of LNK if travel is planned well in advance. We gave input on reconfiguring the security screening area, on having food and beverages past the screening area, on having TSA pre-check, the furniture and layout of terminal furniture, on what should be in the mothers' room etc.

The Lincoln Airport Authority team needed to seek creative solutions and the community was overjoyed with Red Way. Unfortunately Red Way did things which the Lincoln Airport Authority team could not have foreseen. The board made informed decisions and Dave Haring should NOT be the fall guy. Dave appeared to be fully transparent. Whether he or someone else was the executive director, the outcome would have been the same.

I apologize I am unable to be at the meeting in person due to my work. Please reflect my note in the board minutes.

Thanks,
Yun Saksena