

**CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT
AIRPORT ADVISORY COMMITTEE**

**DRAFT Minutes from July 11, 2013
Charlotte Douglas International Airport
Bellanca Conference Room
8:00 a.m.**

Present

Drew Riolo, Vice Chair
Peter Acker
Pamela Bennett
Todd Fuller
Morgan Edwards
Crystal Jackson
Russ McMillan
David Robb

Staff Present

T. J. Orr, Aviation Director
Kari Lazaroski, Executive Assistant
Brent Cagle, Asst. Aviation Director-Finance & Admin
Jack Christine, Asst. Aviation Director-Development
Haley Gentry, Asst. to the Aviation Director
Mark Wiebke, Asst. Aviation Director-Facilities
Bob Topel, Landside Operations Manager
Jimmy Mynatt, Airport Operations Manager
Vince Papke, General Manager- Wilson Air Center Charlotte

Absent

Scott Culpepper
Stephen Gedney

1. CALL TO ORDER

AAC Vice Chair Drew Riolo called the meeting to order at 8:00 a.m.

2. PLEDGE OF ALLEGIANCE

3. APPROVAL OF JUNE 6, 2013 MINUTES

Minutes were approved as written.

4. WELCOME NEW MEMBER DAVID ROBB

5. BUSINESS AGENDA

1. Airport Shuttle Buses

Action: Approve a unit price contract for providing Airport Executive Shuttle Buses for a term of one year to Hendrick Motors of Charlotte.

Explanation

- In May 2012, the Airport purchased a Mercedes Sprinter bus to be used in its valet operations as a test product to improve customer service and achieve higher fuel efficiency.
- The bus' average MPG after five months in operation is 16.6 MPG – more than double the average MPG for other small passenger buses in the fleet.
- On June 6, the Airport issued an Invitation to Bid for two more Mercedes Sprinter buses. Two bids were received.
- The Airport will employ these buses in its valet operations.
- The contract term is for one year.

Small Business Opportunity

No SBE goals are established for purchase of goods and equipment (Appendix Section 18 of the SBO Policy).

Funding

7402/57686

Summary of Bids

Hendrick Motors of Charlotte	\$79,458.82 per bus
National Bus Sales	\$79,628.00 per bus

Council Date:

July 22, 2013

Fuller: In July 2012, we bought, through Carolina Thomas, Aero Elite buses. By the way, those were \$78,466.00, these are \$79,458.82, so not much more. How many passengers were those for?

Orr: These are 15, the ones that you're referencing are 27.

Fuller: It says that the mileage was only 8-12 last year while this one is quite a bit more.

Orr: This bus has averaged a little over 16 miles per gallon. On a typical bus that we've used over the years, the average is between 5 and 6 miles per gallon. The ones we bought last year are advertised to get more mileage. These vehicles, in our use, are in pretty rough usage.

Fuller: This will be for the Business Valet? The ones last year were for general purpose?

Orr: These are for Business Valet. The ones last year were for Long Term and Daily parking.

Fuller: By the way, those last year were advertised for 12 mpg.

Orr: We seldom get what the manufacturer advertises because of our idling and stop and go driving.

Edwards: Is there a calculation for the various idling time you have on the buses?

Orr: No, we try to minimize that but there is waiting time in this type of operation.

Riolo: One of the things we've done as a committee recently is have the committee members be introduced to staff that work for the Aviation Director. Mr. Topel, can you tell us a little bit about your job at the Airport?

Topel: My name is Bob Topel and I'm the Landside Operations Manager. I oversee the Parking and Ground Transportation operations.

Riolo: Can you tell us what kind of feedback you're receiving from our customers since the parking in front of the terminal has been undergoing construction?

Topel: We have a challenge but we are working every day to keep the lots open, keep the buses on schedule and redirecting customers to open parking areas. We have dynamic signage in place that helps tell customers which lots and decks are open. We have increased the number of buses on the routes.

Motion: Fuller

Second: Bennett

Vote: 8-0

2. Airport Concourse B & C Elevators

Action:

A. Approve the low bid contract of \$1,065,000 with Edison Foard Construction Services, Inc. d/b/a Edison Foard for the construction of three (3) elevators.

B. Adopt a Budget Ordinance appropriating \$710,000 from the Airport Discretionary Fund to the Airport Capital Investment Fund.

Explanation

- Concourses B & C are two of the busiest concourses in the terminal; however, they are the only concourses without elevators.
- Due to the lack of elevators, tenants are required to move goods through the concourses, which causes additional congestion for passengers.
- Two of these elevators, one for each concourse, will allow the tenants to move supplies and merchandise out of public view and move them more efficiently.
- The third elevator will provide access to the ramp level for US Airways flight crews and support staff on Concourse C. This elevator is included in the project at the request of US Airways.
- On October 8, 2012, City Council approved a design contract with DAS Architecture, Inc. in the amount of \$137,750 for the design of three (3) elevators on Concourse B & C.

- On May 24, 2013, invitations to bid were advertised. Only 2 bids were received. The project was re-advertised on June 25, 2013 and two bids were received.
- Funding for two of these elevators will come from future Passenger Facility Charges (PFC), pay-as-you-go funds, pending FAA approval.
- The third elevator will be for US Airways. The Airport will fund the project in an excluded cost center and be repaid by the airline.

Small Business Opportunity

Established SBE Goal: 10%

Committed SBE Goal: 18.51%

Edison Foard exceeded the established SBE goal, and committed 18.51% (\$197,521.00) of the base bid amount to the following SBE firm: Stevens Interiors (Drywall and ACT assemblies), COED Electrical Services, Inc. (Electrical), J.M. Painting Company (Painting), PWP Contractor Services, Inc. (HVAC).

Funding

2084/new center requested \$710,000

2073/new center requested \$355,000

Summary of Bids

Edison Foard Construction Services, Inc. dba Edison Foard \$1,065,000

YTM Construction, LLC \$1,949,500

Council Date:

July 22, 2013

Edwards: Did you say one elevator on B and two on C?

Orr: Yes.

Edwards: The two elevators other than US Airways will be used for supplies? No passengers?

Orr: For bringing food in and trash out. No passengers.

Motion: Edwards

Second: Acker

Vote: 8-0

3. Airport Parking Design Services

Action: Approve a contract of \$399,235.00 for professional design services to Talbert, Bright & Ellington, Inc. for an expansion of long term public parking at the Airport.

Explanation

- The Airport is currently constructing multiple projects that have impacted the available parking spaces for the public, including the construction of the Hourly/Rental Car Parking Deck and the Airport Entrance Road.
- This contract with Talbert, Bright & Ellington, Inc. will provide design and bidding services for grading and paving of additional public parking.
- Talbert, Bright & Ellington was selected based on their qualifications as submitted through a Request for Qualifications process conducted by the Airport for various projects on December 21, 2010.
- Funding for this contract comes from proceeds of the 2004 General Airport Revenue Bonds, the debt service of which is paid for with parking revenues.

Small Business Opportunity

For professional services based contracts, the City negotiates SBE goals during the contract negotiation process (Part C: Section 2.2 of the SBO Policy). On this contract, Talbert, Bright & Ellington committed

6.51% (\$26,000) of the total contract amount to the following SBE firm(s): Flehan Engineering (Stormwater).

Funding

2087/529.54

Council Date:

July 22, 2013

Riolo: Whenever I see anything that has to do with future planning of the Airport, I think of Jack. Jack, is there an outside vendor that is providing parking for the Airport?

Christine: There is one outside vendor, Park 'N Go. They are operating on the service road near the Little Rock Road interchange. They have about 1,000 spaces and a few buses.

Riolo: Have we noticed any effect on the revenue? Are they taking business away from the Airport?

Christine: Revenues are holding. We had a parking increase last year that we did in advance of the construction since we knew we'd be losing the Hourly parking spaces, so our revenues are holding. Our transactions are just slightly down, nothing to be concerned about. Also, Park 'N Go gives us 10% of their revenue for operating.

Riolo: So we get 10% of their revenue, so they become a partner on that excess overflow that we might have?

Christine: Yes.

Acker: How many spaces do we expect to be added?

Christine: With this expansion we will have another 2,000 spaces.

Motion: Acker

Second: Jackson

Vote: 8-0

4. Airport Deicing Trucks

Action:

A. Approve a contract in the amount of \$2,992,536 with Global Ground Support, LLC for eight (8) deicing trucks.

B. Adopt a Budget Ordinance appropriating \$2,992,536 from the Airport Discretionary Fund to the Airport Capital Investment Fund.

Explanation

- Since the beginning of the 2010/2011 winter season, the Airport has provided a consolidated aircraft deicing facility operated by a third party vendor utilizing 28 deicing trucks provided by the Airport.
- The facility also includes a state-of-the-art, environmentally friendly glycol dispensing system located close to the deicing pads on Runway 5/23. This facility has more fluid capacity and more efficient pumps than the old system, which allows for more time on the pads for the trucks.
- On November 8, 2010, City Council approved a contract with Global Ground Support, LLC in the amount of \$10,548,853 for the acquisition of the 28 deicing trucks and four (4) deicing simulators.
- The contract with Global Ground Support included an option, at the Airport's discretion, to procure additional deicing trucks at the same cost per truck up to three years after entering into the original contract.
- The airlines that use the deicing services provided by the Airport have requested the purchase of eight (8) additional trucks to improve the efficiency and throughput of the system during a winter event.
- Funding for these trucks will come from future Passenger Facility Charges (PFC), pay-as-you-go funds, pending FAA approval.

Small Business Opportunity

No SBE goals are established for purchase of goods and equipment (Appendix Section 18 of the SBO Policy).

Funding

2084/529.16

Council Date:

July 22, 2013

Riolo: How many times did we deice aircraft last year?

Orr: We deiced on nine occasions, what we call snow days, and about 90 defrost days. We deiced a total of almost 1,000 airplanes.

Robb: Do these trucks serve any purpose, outside of deicing?

Orr: No. They are very specialized trucks. The problem is you use them nine times in a year and you have to maintain them or they won't work next year.

Riolo: David, deicing is one of those necessary evils. It's a very expensive process, not only for the core equipment that we use but also for the fluid. But it's necessary because, unless we do it, the Airport just shuts down.

Bennett: The airlines are requesting the trucks. Are they contributing in any way?

Orr: We front the money to equip and operate and then bill the airlines for their share of the cost. It's a complete cost recovery system from our perspective.

Motion: McMillan

Second: Bennett

Vote: 8-0

5. Airport FAA Grant Re-Appropriation

Action: Adopt a Budget Ordinance to move \$30,009 of grant proceeds from Fund 2090 to Fund 2091 in order to claim the full amount of an Airport Improvement Program (AIP) grant from the Federal Aviation Administration (FAA).

Explanation

- In June 2012, City Council accepted an AIP grant in the amount of \$20,500,000 for projects related to the construction of the new runway, including environmental permitting, the relocation of West Boulevard and Wallace Neel Road, the grading for the runway, and the construction of two taxiway bridges.
- The grant was part of the Letter of Intent (LOI) signed by FAA before construction started on the runway in 2006 that provides grant funds over seven years for the runway project. This particular grant covered a portion of the eligible costs for each of the items listed above.
- The eligible costs for the West Boulevard project element were lower than anticipated by \$30,009. In order to claim the entire grant amount, the Airport identified \$30,009 of additional eligible cost for the taxiway bridge construction project.
- Re-appropriating these grant proceeds to the taxiway bridge project will allow the Airport to earn the full grant amount.

Funding

From: 2090/540.03 \$30,009

To: 2091/554.07 \$30,009

Council Date:

July 22, 2013

Motion: Edwards
 Second: Fuller
 Vote: 8-0

6. Airport Telecommunications Contract

Action: Approve the annual pricing of the Master Services Agreement AT&T in the amount of \$137,935.88 for maintenance of the Airport's telecommunications system.

Explanation

- In 1990, the Airport entered into a Master Services Agreement with AT&T for a dedicated on-site technician to maintain its AT&T Centrex telephone system at the request of the airlines, which pay a proportional share (88%) of the expense.
- The Master Service Agreement allows AT&T to submit pricing annually for the services outlined in the agreement, including the technician, a vehicle, and maintenance equipment.
- The annual pricing for this year is \$137,935.88, which is flat from the previous years.
- The telephone system currently has 3,135 lines, of which the Airport uses 366 lines.
- The technician is responsible for all moves/adds/changes, routes all lines from the trunk in the basement to the user's phone, troubleshoots technical issues, and repairs outages.

Small Business Opportunity

No SBE goal was set for this contract because there are no SBE subcontracting opportunities (Part C: Section 2.4 of the SBO Policy).

Funding

7402/57683

Council Date:

July 22, 2013

Riolo: When we talk about Operations, we talk about Herbert, who is absent today. I'd like to introduce Jimmy Mynatt.

Mynatt: My name is Jimmy Mynatt and I'm the Airport Operations Manager. I oversee our Control Room which is our 24/7 communications center where we dispatch for emergencies, we monitor issues that come up with the telephone system, HVAC, fire alarms, burglary alarms. We also oversee the airfield, so we perform runway inspections, check aircraft and supporting the Fire Department.

Fuller: When this came up last year, I asked of that \$138,000, what share is maintenance and parts versus salary?

Orr: That \$137,000 is the technician's salary plus AT&T's mark-up plus parts and maintenance.

Motion: Bennett
 Second: Jackson
 Vote: 8-0

6. ELECTIONS

Acker: The committee may remember that at our meeting last month that myself, Pamela Bennett and Crystal were asked to serve as a nominating committee for the purpose of making recommendations for officers for the upcoming year. In the last month, we have had communication. During that time, Ms. Bennett stepped down from the committee. We are prepared today to make our recommendations for consideration by the committee. At the same time, I want to emphasize that we will have the opportunity for any nominations from the floor should someone else be interested in being considered for these two positions. In accordance with our policy on terms for officers, we went ahead and put together a proposed slate and for the first position, that being a recommendation for a member to serve

as Chair, we wanted to present the name of Drew Riolo. There may be a question on the part of the Advisory Committee relative to Mr. Riolo's eligibility to continue to serve in that he has completed two terms. We did speak with the City Attorney to find out if that would be a barrier at this time and we're told that he can serve until someone is available to be appointed to fill his position. As of today, there is no one in that roll, so we will feel comfortable nominating him as Chair.

Riolo: We'll open it up then, for your recommendation for the Chair. Peter, if you would, open it up for anyone else who'd like to come forward for the Chair.

Acker: You've heard the one name we're proposing. Would any members like to be considered or nominate a fellow member? If not, would someone like to make a motion to close nominations?

Riolo: I'll make that motion.

Bennett: Second.

Vote: 8-0

Acker: Nominations are now closed, so that would leave Mr. Riolo as our sole candidate for Chair.

Riolo: If it's okay with the members, with only one candidate running, we'll have a voice vote.

Acker: Those in favor of having Mr. Riolo as our Chair for our upcoming year, please say Aye. The Aye's have it and we will consider Mr. Riolo as our Chair.

Riolo: Thank you. I appreciate your trust.

Acker: Secondly, for the position of Vice Chair, Ms. Jackson and I want to nominate Pamela Bennett.

Are there any other individuals who would like to nominate a fellow member or themselves?

Bennett: I'd like to request that Morgan be considered, as well.

Acker: Mr. Edwards, would you like to accept that?

Edwards: I'll accept that.

Acker: Any other candidates? If not, will someone please make a motion that we close the nominating process for Vice Chair?

Bennett: So moved.

Jackson: Second.

Vote: 7-0, Robb abstains.

Acker: In that case, will we have a ballot that we'd like to fill out for those nominees?

Riolo: That is the best way to proceed at this time. When we have candidates running, we usually do this by a ballot. Would each of you like to speak about why you desire the position?

Bennett: I am happy to serve as Vice Chair of this committee. I've learned a lot in the term that I've been on. It's actually a fascinating business that we're learning about. I would be honored to serve but I also wanted to give Morgan the opportunity because of his expertise and background in aviation. I would like the committee to decide that as opposed to me being the only one, but I would be very much honored and excited to accept the position if I'm selected to do so.

Edwards: I don't mind serving. I've been involved in aviation for a long time in various capacities. I've been in an airport management position for a number of years, so whatever the pleasure of the board is, fine with me.

Riolo: I think we have two fine candidates and I appreciate the willingness to serve by Morgan and Pam. If each one of the members would write down the person they select, we'll give this back to Kari and she'll count them and get back to us with a tally. While that's being done, I'd like to congratulate Mayor Foxx who was not only nominated as the Secretary of Transportation, but he received the unanimous consent of the Senate to be the Secretary of Transportation. I'm sure everyone on this committee wishes Mayor Foxx the best as he proceeds on to that Cabinet level post. Secondly, we'd like to welcome UTC Aerospace Systems. UTC is one of the largest suppliers of aerospace and defense projects. They're located adjacent to the Airport in the business park over by the old Coliseum. They're a diversified company. If we have maybe 1,000 airplanes that come in and out of Charlotte daily and UTC contributes one part to every airplane that comes in. Do you have the tally?

Lazaroski: Yes. Pam Bennett had a total of three votes; Morgan Edwards had a total of five votes.

Riolo: Morgan, do you accept the nomination as Vice Chair?

Edwards: Yes.

7. STATUS REPORTS/DISCUSSION

Charlotte World Trade Center

- Complex supporting new and developing companies
- Located on Airport property
- Harness synergies of:
 - Local universities and companies for idea creation and development
 - Local financial institutions for financial backing
 - Local manufacturing for production
 - Integrated transportation hub for shipping

Edwards: How many square feet are we talking about?

Orr: Whatever the market demands. The Airport has 6,000 acres, there's another 5,000 acres of essentially undeveloped land right here. It is a very unique opportunity for growth in quality jobs and to expose ourselves to 21st century manufacturing.

Edwards: I was curious about the building itself.

Orr: Whatever the market will support.

Edwards: So you have room for expansion?

Orr: We could build a 3,000 or 4,000 square foot building there if we could find tenants.

Edwards: And this would be financed by whom?

Orr: I anticipate this being financed by the Airport. Whether that's through a third party or not is irrelevant.

Acker: I'd just like to add, from the perspective of the Charlotte Regional Partnership, to have an asset like this in our area, in terms of the efforts that we try to coordinate to promote the region, would be tremendous. To be able to continue to have this diversification and attract more industry and businesses would only help our economy further. I just want to applaud your thinking and the vision of your team. Anything that CRP can do to assist you down the road, please let us know. This is a very exciting project.

Edwards: As an old real estate broker, I want to emphasize the importance of location, location, location. This concept, in part, was presented many years ago in the eastern part of North Carolina, which was not a good location. This happened to be developed in my office, not by me, and it did not fare very well because they could not attract the tenants or operations, etc. Doing it here in Charlotte, where we have an established location and capabilities is a much improved idea.

Orr: This is not a new idea.

Riolo: My understanding is this particular world trade center will be for advanced light manufacturing with products that have a short shelf-life. Can you give me some examples of the types of manufacturing you would like to recruit?

Orr: One example of that is IT equipment that is used in banks and medical equipment. As you know, they have a remarkably short life so you're really not interested in building a factory, setting up a manufacturing process and building a huge warehouse to store it. From concept to end of life is a very short period of time and you need to get that product done, out there and sell as much of it as you can before it's yesterday's news. It's all about speed, efficiency and movement of goods.

Edwards: The intermodal facility which is going to replace a lot of land down on North Tryon Street, which is another convenience of this all coming together in location. Any idea what they're going to use that present freight facility for?

Orr: No. The part that moves out is about 35 acres or so. That will become surplus land that belongs to Norfolk Southern and the North Carolina Railroad. As part of the deal, the city has the option to get into that game if they want to and if that works out. The Blue Line will go right through that property.

Riolo: In the Charlotte World Trade Center, the manufacturing products will be birthed there and then carry them over to the next generation. It's not going to be from birth to death, it's going to be from birth to next generation and keep those products being manufactured there. I think the Charlotte World Trade Center, along with the Intermodal Facility equal four letter, J-O-B-S.

Land Acquisition

- Wednesday, May 22 – hosted public meeting at Steele Creek Presbyterian Church (7407 Steele Creek Road)

- Friday, June 14 – final day for property owners to send in a completed Information Survey
- Surveys were included in the initial priority list which is being used to set a land acquisition priority list
- In the Master Plan South Area, there are 110 houses and one church building
- 81 surveys received so far
 - 73 said yes, they want to sell
 - 7 said maybe, depends on the price
 - 1 said no, they do not want to sell
- 19 appraisals have been ordered

Riolo: It should be noted that this is completely voluntary.

Wilson Air Center

Riolo: Todd, before Vince speaks, can you tell us a little about why we have General Aviation?

Fuller: First of all GA, General Aviation, is your smaller planes, single engine and corporate jets. The purpose it serves is the smaller niche or boutique markets like people flying to a smaller town with two or three passengers or even an air medical flight taking a child who's sick, who's ambulatory but needs to get to a medical facility quickly. Things you wouldn't take a commercial jet to get there. There's a small presence of GA here at CLT. The outlying airports serve it more, like Monroe, Concord, Rock Hill, Gastonia and Lincolton, but there's still a GA presence here.

Orr: You notice the Charlotte Douglas logo here and the Wilson logo here and that represents our partnership. The Airport owns the facility, puts the money in to the investment, we establish the business plan and control the pricing regimen and Vince comes in and operates Wilson. He executes that business plan and they get a fixed fee plus a share of any profits.

Papke:

- Hospitality Theme
- A Lifetime of Customer Service Experience
- Proven Business Model Extends to the Aviation Industry with 4 FBO's
 - Memphis
 - Charlotte
 - Houston
 - Chattanooga
- What A Successful FBO Brings
 - The Front Door to Your City
 - On Any Given Day
 - An Average of 50 Corporate Jets Arrive
 - Business Leaders Visit on a Daily Basis
 - The FBO Creates Positive First and Last Impressions of Your City
- Any Day at Your FBO...
 - NASCAR Hall of Fame Search Committee
 - Wells Fargo Championship
 - Democratic National Convention
- Charlotte's FBO is...
 - Open 24/7 – 365 Days a Year
 - 60 Employees
 - 72 Based Aircraft
 - 30 Based Companies
 - 266,000 sq ft of Hangar Space
 - 2 Fuel Farms
 - 184,000 gal of Jet-A
 - 20,000 gal of 100LL AvGas
 - 18,000 Arrivals a Year
 - 300 Charters a Year
 - De-Icing Services
 - Military & Commercial AC Ground Services

- Outstanding Services - What Separates us From the Competition
 - Front Door Concierge
 - Aircraft Ramp Passenger Shuttle Service
 - Plane-side Concierge
 - On-site Conference Facilities
 - Discrete VIP Lobby
- The Difference is in the Details
 - Not Permitted to Say "No" Policy
 - Red Carpet Treatment for All Aircraft Sizes
 - Employees Know Our Customers by Name
 - Outstanding Aircraft Safety
 - Follow-Me Vehicle
 - Mandatory Wing Walkers
 - Pre and Post AC Towing Inspections
- Award Winning Service...
 - Top 20 FBO
 - Best U.S. FBO Chain
 - Best FBO in the Carolina's

Fuller: I'd just like to congratulate your staff and Jerry's on this operation. It's a tough environment because flying is expensive. Fuel, both Jet-A and AvGas, AvGas is really a boutique fuel, there's so little of it used. One thing that Jerry and Wilson do is work to try and keep the costs down. If you go to Raleigh-Durham or GSO in Greensboro, their fuel is more expensive, a dollar or two more per gallon. Another thing these guys do is if a small plane is coming in from Rockingham and just bringing a passenger in and dropping him off and not using any amenities, there's no charge. It's a tough environment for Wilson because they have to pay their expenses, but these guys afford them that courtesy. That's something that can't be taken for granted because that's not going to happen many places.

Edwards: There are approximately 90 airfields in North Carolina. Most of them are overseen, to a small degree, by the North Carolina Division of Aviation. Aviation in North Carolina is not just the First in Flight logo, it's very important because every town, of any size, wants an airport. That is the backbone of their economic development. We know about a few around here, but they're all across the state and they're very important.

São Paulo Service

- Saturday, June 8 – US Airways launched daily nonstop service to Brazil's São Paulo/Guarulhos International Airport (GRU)
- US Airways has since been awarded (tentatively) permanent authority to operate service between Charlotte and São Paulo
- The airline began nonstop flights to Rio de Janeiro/Galeão International Airport (GIG) from Charlotte in December 2009
- Since April 2009, US Airways has added service to the following long-haul international destinations from Charlotte:
 - Paris (CDG)
 - Rio de Janeiro (GIG)
 - Rome (FCO)
 - Madrid (MAD)
 - Dublin (DUB)
 - London (LHR)
 - Frankfurt (added an additional daily flight to FRA during the summer)

Meeting adjourned at 9:10 a.m.

Motion: Edwards

Second: Jackson

Vote: 8-0



T. J. Orr, Aviation Director

Distribution:

Mayor & City Council

Ron Carlee, City Manager

Stephanie Kelly, City Clerk

Khadya Hale, City Boards and Commissions Clerk

Ronnie Bryant, President/CEO, Charlotte Regional Partnership

Bob Morgan, Charlotte Chamber