

**CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT
AIRPORT ADVISORY COMMITTEE**

**Minutes from the August 7, 2008 meeting
Piedmont Conference Room
8:00 a.m.**

Present

Stan Campbell, Chair
Diane Carter, Vice Chair
Jeff Hay
Andrew Riolo
Dr. Henry Nicholson
Paul Korry
Stan Vaughan

Staff Present

TJ Orr, Aviation Director
Jennifer Long, Staff Advisor
Erika Helm, Community Outreach Specialist
Bob Lucas, Housekeeping Manager

Guest Speaker

Tim Newman, Charlotte Regional Visitors Authority

Absent

Crystal Jackson
Grace Bailey
Tony Almeida

1. Call to Order

Chair Stan Campbell called the meeting to order at 8:00 a.m.

2. Pledge of Allegiance

3. Approval of the July 10, 2008 Minutes

The minutes were approved as written.

4. Business Agenda

1. Overflow Parking Lot Paving

Action: Award the low bid of \$228,850 by Blythe Construction, Inc. of Charlotte, NC to pave a portion of the 4,000 space Overflow parking lot.

Background:

- This space is needed to accommodate the operation during construction of the Business Valet Parking Deck at the corner of Wilkinson Blvd. and Harlee Ave.

Small Business Opportunity

Established SBE Goal: 0%
Committed SBE Goal: 6%

The project cost was estimated to be less than the formal construction threshold of \$200,000, so an informal bid process was conducted and a SBE goal was not established. (Appendix Section 29.1 of the SBO Policy). Subsequent to the bid opening, however, Blythe Construction has committed 6.00% (\$13,731 amount) to the following SBE AllPoints Trucking,

Blythe Construction is using All Points Trucking.

Summary of Bids:

Blythe Construction, Inc.	\$228,850.00
Blythe Brothers Asphalt Co.	\$229,400.00
Allied Resources	\$229,500.00

Showalter Construction Co. \$244,200.00
Rea Contracting \$251,625.00

Korry: This is just a primary paving, not a resurfacing?
Orr: Correct, this is a primary paving.

Motion: Vaughan
Second: Korry
Vote: 7-0

Council Date: August 25, 2008

2. Landscaping Maintenance Contract

Action: Award the low bid of \$1,420,000.00 to Valleycrest Landscape Maintenance of Charlotte, NC.

Background:

- In 1998, the Aviation Department began contracting out all of the landscaping maintenance work outside of the perimeter security fence.
- In September 2004, Valleycrest was awarded a three year contact with two one-year renewal options at the City's discretion.
- The current contract extension expires on August 31, 2008.
- The renewal encompasses a significant change in scope primarily due to areas either eliminated or added due to the new runway construction, roadway changes and various service level increases.
- In addition, the new contract is for a 40-month period which will allow this and subsequent landscaping contracts to expire in the winter when there are minimal impacts on critical landscaping activities.
- The low bidder will provide all equipment and personnel to maintain the landscaping at the Airport Terminal, FBO area and the offsite properties that have been acquired through our land acquisition program.

Small Business Opportunity

Established SBE Goal: %

Committed SBE Goal: %

Pursuant to Part C: Section 2.4 of the SBO Program, no SBO utilization goal was set for this contract because subcontracting is not anticipated

Summary of Bids

Valleycrest Landscape Maintenance	\$1,420,000.00
TruGreen Landcare	\$1,596,077.30
Smith Grounds Management	\$1,751,000.00
Ruppert Nurseries	\$2,068,254.00

Council Date: August 25, 2008

Motion: Carter
Second: Nicholson
Vote: 7-0

3. Testing Services Contract

Action: A. Approve a contract with Mactec Engineering and Consulting, Inc. in the amount of \$700,000 for testing services for the paving of the Third Parallel Runway.

B. Adopt a budget ordinance in the amount of \$700,000 from the Airport Discretionary Fund to be replaced with future grant funds and proceeds from the upcoming 2008 General Airport Revenue Bond issue.

Background:

- In May 2008, City Council awarded a contract to Hi-Way Paving, Inc. in the amount of \$69,629,709.50 for the paving & lighting of the new runway.
- The Federal Aviation Administration (FAA) requires the Airport owner to conduct and document a testing program for the runway pavement strength and depth during construction.
- This amendment provides the testing services required for the duration of the paving contract.
- Mactec Engineering & Consulting, Inc. was chosen through a Request for Qualification competitive selection process. The fee was negotiated by the Aviation Director after the selection was made.
- Permanent funding for this contract comes from future FAA grant funds and proceeds from the upcoming 2008 General Airport Revenue Bond issue, the debt service of which will be paid with Passenger Facility Charge (PFC) revenues.

Disadvantaged Business Enterprise

Established DBE Goal: 5%

Committed DBE Goal: 5%

Council Date: August 25, 2008

Carter: Is this soil testing?

Orr: No, this is testing of the pavement. The base course of the pavement is six inches thick, and then they will come back and put an 18 inch concrete slab on top of that. This is quality testing, which means compaction in this case, strength in the case of the concrete, and they also test to make sure we are getting the specified mix.

Vaughan: Is there any reason we didn't do a competitive bidding process?

Orr: This is an engineering contract. By State law you don't bid for engineering services, it is qualification selective and then you negotiate the contract.

Motion: Korry

Second: Carter

Vote: 7-0

4. Jet Fuel Pipeline Relocation

Action: Approve a Pipeline Accommodation Agreement with Colonial Pipeline Company in the amount of \$240,000 to provide a new concrete-encased jet fuel pipeline to replace an existing line as part of the Old Dowd Road Relocation project.

Background:

- The Airport fuel farm that stores jet fuel for the air carriers is supplied via underground pipelines from the Paw Creek fuel depot.
- Colonial Pipeline Company owns one of the pipelines serving the facility, which runs parallel to Old Dowd road.
- Part of the Old Dowd Road relocation project includes a new road bridge that will connect Old Dowd Road to Wilkinson Boulevard in the vicinity of the pipeline.

- The pipeline that runs across the road approaching this new bridge must be protected with a concrete casing.
- This agreement will pay Colonial Pipeline Company to design and install approximately 180 feet of new concrete-encased pipe parallel to the existing pipeline. After the new line is installed, service will be switched to the new line and the existing line will be removed.
- Funding for this agreement comes from FAA grant funds and proceeds of the 2007 General Airport Revenue Bonds, the debt service of which is paid for with Passenger Facility Charge (PFC) revenues.

Council Date: August 25, 2008

Motion: Korry
 Second: Carter
 Vote: 7-0

5. Taxiway Bridge Construction

- Action:**
- A. Approve a contract with the lowest responsive bidder for the construction of two taxiway bridges associated with the Third Parallel Runway.**
 - B. Adopt a budget ordinance in the amount of \$TBD from the Airport Discretionary Fund to be repaid with proceeds from the upcoming 2008 General Airport Revenue Bond issue.**

Background:

- In October 2007, City Council approved a contract with TY Lin International/HJ Ross for the design of two taxiway bridges.
- The bridges will allow for future development of 300 acres of Airport land for aeronautical and non-aeronautical purposes between the two taxiways that will connect the new runway to the existing airfield.
- Permanent funding for this contract will come from proceeds of the upcoming 2008 General Airport Revenue Bond issue.
- The taxiway bridge project will be included in the next Passenger Facility Charge (PFC) Application, which, when approved, will allow the bond debt service to be paid with PFC revenues.

Summary of Bids

Bids will be received on August 7, 2008

Estimated Budget

\$21,000,000

Council Date: August 25, 2008

Motion: Campbell
 Second: Nicholson
 Vote: 7-0

6. FAA Grant Amendment Acceptance

- Action:**
- A. Adopt a resolution accepting a Federal Aviation Administration (FAA) Airport Improvement Program grant amendment in the amount of \$2,404,198 for grading and drainage for the third parallel runway; and**

B. Adopt a Budget Ordinance appropriating \$2,404,198 in FAA grant funds.

Background:

- Each year, the Airport qualifies for FAA entitlement funds based on passenger enplanements. The Airport's FY2008 entitlement funds are \$9,369,458.
- Congress has not approved a multi-year FAA reauthorization bill to fund the grant program for airports. They have instead approved smaller funding bills over the last year to keep the program funded.
- In June, City Council accepted a grant for 75% of the Airport's scheduled FY 2008 entitlement funds, as well as \$13,000,000 in discretionary grant funds related to the Letter of Intent (LOI) issued by FAA for funding the Third Parallel Runway project.
- Congress recently approved a funding bill that allows FAA to fully fund the entitlement grants for airports. This amendment allocates the remainder of Charlotte's entitlement funds for the year.
- These grant funds will be used to reimburse the Airport for a portion of the costs associated with grading and drainage for the Third Parallel Runway.

Council Date: August 25, 2008

Motion: Carter

Second: Nicholson

Vote: 7-0

7. Airport Runway Project Change Order

Action: Approve change order #4 with E.S. Wagner Company, LLC of Piedmont, SC in the amount of \$TBD for additional work on the Third Parallel Runway. (Estimated amount is \$4,250,000)

Background:

- In February 2007, Council approved a contract with E.S. Wagner in the amount of \$43,626,829 for the grading of the new runway.
- In August 2007, Council approved Change Order #1 in the amount of \$3,514,989 which allowed the Airport to expedite the paving of Wallace Neel Road and provided for additional clearing and erosion control modifications.
- In January 2008, Council approved Change Order #2 in the amount of \$1,585,744 which provided funding for additional clearing around the runway to improve line of sight from the Air Traffic Control Tower, additional pavement for the relocation of Wallace Neel Road and payment for fuel escalation.
- In May 2008, Council approved Change Order #3 in the amount of \$2,099,884 which provided funding for constructing a road to the future airfield electrical vault, additional erosion control measures and maintenance, and payment for fuel escalation.
- As with the other change orders, this change order takes advantage of favorable bid pricing due to the large quantities in contract and facilitates an expedited runway construction schedule.
- Change Order #4 includes:
 - The excavation of dirt for the construction of two taxiway bridges.
 - Additional clearing for navigational aid lights.
 - Payment for fuel escalation to date as calculated using the NCDOT fuel escalation formula as required by the contract.
- Funds are available in the runway grading budget to fund this change order. Funds came from the 2007 General Airport Revenue Bond Issue, the debt service of which is paid by Passenger Facility Charge (PFC) revenues.

Council Date: August 25, 2008

Korry: What percentage of cost savings would you estimate?

Orr: Somewhere between 30 and 50 percent. The economy is what drives that, plus some very favorable bid pricing. The bid for the original contract was \$43 million; the second bid was \$93 million.

Motion: Korry

Second: Nicholson

Vote: 7-0

8. Property Transactions

Action: Approve the following property acquisitions.

Background:

- A. Project: Airport Land**
Owner(s): Henry Carpender ET AL
Property Address: 4625 Beam Road
Property to be acquired: .54 acres
Improvements: Vacant house
Purchase Price: \$135,000.00
Remarks: The purchase price was determined by an independent appraiser and was reviewed by a second appraiser. Each appraisal takes into consideration the specific quality and quantity of the land. The tax value is determined on a more generic basis and will be higher or lower for land/house with certain attributes. Property is acquired per Federal Guidelines 49 CFR Part 24 of the Uniform Acquisition and Relocation Act of 1970. Acquisition costs are eligible for Federal Aviation Administration reimbursement
Zoned: R-3 **Use:** Vacant house
Tax Value: \$99,900
Tax Code: 141-054-09
- B. Project: Airport Land**
Owner(s): Henry Carpender ET AL
Property Address: 7300,7308,7316 Pine Oaks Drive
Property to be acquired: 4.24 acres
Improvements: Vacant land
Purchase Price: \$500,000.00
Remarks: The purchase price was determined by an independent appraiser and was reviewed by a second appraiser. Each appraisal takes into consideration the specific quality and quantity of the land. The tax value is determined on a more generic basis and will be higher or lower for land/house with certain attributes. Property is acquired per Federal Guidelines 49 CFR Part 24 of the Uniform Acquisition and Relocation Act of 1970. Acquisition costs are eligible for Federal Aviation Administration reimbursement
Zoned: R-3 **Use:** Vacant land
Tax Value: \$80,800
Tax Codes: 141-053-13, 141-053-14, 141-053-15

Motion for A. and B.: Korry

Second: Vaughan

Vote: 7-0

C. **Project: Airport Land**
Owner(s): Burchmont Land Associates LLC
Property Address: Shopton Road
Property to be acquired: 15.68 acres
Improvements: Vacant land
Purchase Price: \$419,000.00

Remarks: The purchase price was determined by an independent appraiser and was reviewed by a second appraiser. Each appraisal takes into consideration the specific quality and quantity of the land. The tax value is determined on a more generic basis and will be higher or lower for land/house with certain attributes. Property is acquired per Federal Guidelines 49 CFR Part 24 of the Uniform Acquisition and Relocation Act of 1970. Acquisition costs are eligible for Federal Aviation Administration reimbursement

Zoned: B-D(CD) Use: Vacant land
Tax Value: \$227,170(entire 121 acres)
Tax Codes: part of 141-241-01

Motion for C.: Korry
Second: Nicholson
Vote: 7-0

Council Date: August 25, 2008

Vaughan: Before we move on, can we go back to the action regarding the taxiway bridges? Can you please send the committee the listing of bids that are received today before it goes to City Council on August 25?

Orr: Yes.

5. Elections

Campbell: We have a report from the Nominating Committee (Carter, Korry and Riolo).

Carter: The Nominating Committee was unanimous in nominating Dr. Henry Nicholson for Chair and Crystal Jackson for Vice Chair.

Campbell: Does anyone have any questions or comments?

(No questions or comments are received)

Motion: Riolo
Second:
Vote: 7-0

Nicholson: This is my 12th year on this committee.

6. Status Reports

1. Airport Advertising

Tim Newman, President of the Charlotte Regional Visitors Authority (CRVA) gives the committee a report on the Airport's Advertising Program and the Welcome Center, which are both managed by the CRVA.

In September 2007, City Council approved a contract with the Charlotte Regional Visitor's Authority (CRVA) for management of the Airport Welcome Center and Advertising Program, with the goal of promoting the Charlotte region. The agreement allows for improved and expanded services at the Welcome Center including the ability to make lodging reservations, provide literature on local tourist attractions, selling tickets to local events and selling merchandise promoting Charlotte. Under the CRVA's management, Airport advertising sales are already increasing, compared to sells from the previous Advertising Program Management Company, Departure Media. The CRVA has contracted with many new clients including, The Palisades, Bojangles', Billy Graham Library, The Body Shop, Allstate

Insurance, JR Cigars, USC – Moore School of Business, Land Rover, AAA/Hertz, Ringling Brothers Circus and the US Whitewater Center. New inventory has also been introduced including advertisements on the parking decks, airport shuttle buses, in-terminal banners and wall murals (increased sizes, added new locations). The Airport and CRVA have worked together to create a Marketing Portfolio which includes a rate sheet, advertising map that identifies all the ad locations, spec sheet and information on each media product (each member received a Marketing Portfolio). Under the CRVA's management, Airport advertising sales are already increasing, compared to sells from the previous Advertising Program Management Company, Departure Media.

MONTH	Departure Media	CRVA
	Nov. 2006-Aug.2007	Nov.2007-Aug.2008
November	\$154,776.00	\$195,323.00
December	\$329,842.50	\$181,682.00
January	\$167,752.00	\$190,893.00
February	\$156,462.00	\$192,878.50
March	\$173,347.00	\$196,527.50
April	\$150,449.00	\$213,022.50
May	\$144,018.00	\$624,201.50
June	\$144,248.00	\$239,089.13
July	\$455,163.00	\$219,575.16
August	\$196,393.00	\$212,722.75
TOTAL	\$2,072,450.50	\$2,465,861.04

Some of the future advertising concepts include more digital displays, jetway advertising and updated fixtures.

Korry: Will there be any cost-sharing with US Airways or any of the airlines that have jetway advertisements?

Newman: We have spoken to US Airways and once we have a client that is suitable for this concept we will go back and share that with them, and we did talk to them about some cost sharing because they have already budgeted some money that now they aren't having to spend on doing some enhancements in the jetways.

Orr: Let me address how this works. Our deal with the airlines here is that there exclusive space, which is the space they lease and the airfield, is compensatory. That means that whatever it costs us to build, finance, operate and maintain the gate area is what they are charged in rent. All concession revenue accrues to the City, regardless of where it is. We use that concession revenue to pay our expenses on all of the public space and the roadways. Because they guarantee the payment of all of our debt service and all of our maintenance, and operating expenses should we not be able to do that, we share excess revenues at the end of the year. To the extent that there are excess revenues, the airlines would get 40% of that.

Riolo: So would the legacy carriers agree to take their banner off of the jetway in exchange for advertising to be able to share in the benefits?

Orr: Yes.

Riolo: I think we have all been pleased with the advertisements here. I think what you have done is turn the advertisements into art and it makes the Airport money, so I think that is really great. But I do have say that I think the banner on the parking garage is a little tacky. There was a lot of money used to design those parking garages to look like an aviation related element, but when you put those huge banners on there, I think it takes away from the design. I would like to see us move away from that. I would like to see us move towards advertisements that have to do with the history of aviation in North Carolina. For example, while you are on a moving sidewalk and going down a hallway, maybe there could be information on how aviation started in North Carolina. There could be some facts about Kitty Hawk, or how long the first flight was. Also, if you get the opportunity inside the jetways to let passengers know, especially those arriving internationally, that when you arrive in North Carolina you are in the place where the first flight occurred. I hear passengers in the terminal all the time who are confused about where they are and are confused about where Charlotte is. I think we need to let them know that they are in the land of the first flight. This could be tied in with one of the local manufacturers

like Goodrich and the products they provide. Thank you for all that you are doing.

Korry: I want to echo his comments on the banner that is on the parking garage. I think Charlotte Airport is a unique and attractive airport, and I don't think the banners on the garage add to that.

Newman: I don't think outdoor advertising in general is tacky, but maybe if we find a place that doesn't comprise design.

Riolo: When I travel, I see a lot of road signs with picture and video displays. I think those outdoor signs are attractive because they are moving. I don't think anyone is opposed to outdoor advertising as long as you put it in a place that isn't distracting.

2. Runway Update

Orr: Runway construction continues to progress at an extraordinary rate. Paving began last month. They are laying the base coat, which is a modified asphalt paver and it is six inches thick. They are using a machine with sensors that essentially run it. The sensors on the machine are sensing the elevation of the adjoining slab. It also has a GPS receiver which receives data to control the side of the machine, with respect to elevation. It is amazingly accurate.

Korry: This is a base coat?

Orr: It is a base coat. Our goal is to get the entire runway covered before winter. That way it can rain and snow all it wants to without holding us back. We will have the paved surfaces covered, as well as the concrete down.

Riolo: Taxiways too?

Orr: Yes.

Korry: That is a lot of paving. Are they inhibited by rain days?

Orr: Yes, they can't work in the rain.

Riolo: What is the load-bearing capacity for this new runway? Up to what airplane? Will a 380 be able to land on this?

Orr: Yes.

Riolo: Is that the only runway that will be load-bearing for this?

Orr: No, all of them will handle a 380. The issue with the 380 isn't so much the weight-bearing capacity, but is the size of the airplane. It is a very big airplane.

3. Restroom Renovation Update

Orr: The restroom renovation is about finished and they look really good.

Lucas: There is one set of restrooms on Concourse C that has yet to reopen, but it should be open in about two weeks. They are putting the tile on the walls now.

Orr: It should be open before Labor Day.

7. Director's Report

1. 1st Quarter Employee Meeting Held

- On July 29, the Aviation Department held an Employee Meeting for the 1st quarter of FY09.
- New employees were welcomed at the meeting along with Service Award recognitions.
- Deputy Director Will Plentl provided employees with a construction update include the new runway and parking deck on Wilkinson Blvd.
- Public Affairs Manager Haley Gentry reminded employees of the department's FY08 incentive goals, which were all met, an introduced the department's FY09 incentive goals.

2. Business Journal Articles (Articles in Member's Books)

Wilson Air Center's Fuel Discount Plan

- Currently offering a fuel-discount program, in an effort to boost sales, which have recently dropped due to high costs. The program began July 1, 2008.
- In June 2008, the number of gallons of jet fuel sold at Wilson dropped 24% to approximately 295,000 from the same month last year.
- Jet-A fuel at Wilson costs \$6.95 per gallon.
- Wilson is now offering the following discounts:
 - Fliers buying 300 to 499 gallons receive 50 cents off per gallon
 - Fliers buying 500 to 1,499 gallons receive 75 cents off per gallon
 - Fliers buying more than 1,500 gallons receive \$1 off per gallon

Korry: Do the larger users of fuel such as Bank of America and Wachovia have direct contracts or will they benefit by this program?

Orr: They would benefit by the program. We have several fuel farms that we lease to some of the bigger operators like Bank of America, Wachovia, Coca-Cola and Duke Energy. They buy their own fuel and have it delivered into their own system, which they lease from us. All of those corporate operators would benefit financially from buying their fuel from us.

Parking Education Efforts

- Article recaps the many efforts, all previously shared with the committee, CLT is making to education the public on parking at the Airport.
- Efforts include radio and online advertisements, Parking Awareness Video available on Airport website and the Government Channel-16
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Riolo: Can you provide us with some information and a timeline on the parking in front of the terminal and what we are going to do to direct people that normally park there?

Orr: The Valet parking deck is underway. For the two Hourly decks out front, our current plan is to replace those two decks with one deck. The original plan was to tear down one deck and build half of the new deck and then tear down the other half. We have worked it out where we will leave the two existing decks; build the back half of the new deck. That back half will replace the capacity that's in the current Hourly decks. We will then tear down those two existing decks to build the front half of the new deck. Throughout the entire construction process, we won't lose any capacity.

Riolo: Will the back half of the new deck go all the way out towards the Control tower?

Orr: It will go close.

Riolo: How many stories will the new garage be?

Orr: Seven.

Riolo: How many do we have now in the current decks?

Orr: Four.

Riolo: When people drive up to the Airport, are we going to do anything aesthetically so that when you first get her you see more than just parking garages?

Orr: The short answer to that is yes. The design will be very similar and complementary to the Daily decks. We recognize that deck is what you will see before you see the terminal, but we also recognize that when the terminal opened up it was more of like "the mansion in a big yard," but now it is more of an urban environment. That changes a lot of things such as how you design and landscape.

Riolo: What is the exchange on the parking spots, will we gain more?

Orr: When the back half of the garage is open, and we tear down the existing decks, that will be neutral. There will be no loss and no gain during that phase. When the next half is built, it will be a gain of about 3,500 spaces.

Riolo: How will the seven stories be divided up?

Orr: Rental cars on one and two, valet on three and public parking on the rest.

Korry: Will the rental cars be in the second phase?

Orr: Yes. The reason for that is to allow for more height on the bottom levels for the rental cars. The flow will be for customers arriving to enter into the Ticket Lobby on a bridge that goes over the roadway, while the rental car customers are flowing out of the building from Baggage Claim in a tunnel that's under the roadway.

Carter: This is not a precast deck; it's a poured-in-place deck?

Orr: Correct. Precast decks are maintenance intensive. Our decks are unique because they are always full from the day they open until forever. That makes it extremely difficult to perform maintenance.

Riolo: Will you be able to increase the roadways?

Orr: Yes. During this process, we will build new roadways that will be twice as big and moved out further from the terminal. This will then allow room for the Ticket Lobby and Baggage Claim to be expanded. In this process, we'll reverse the commercial lane with the public lane. The public lane will then be on the outside and the commercial lane will be on the inside. Our parking shuttle buses, except for in front of the building, will be on a dedicated roadway that is an elevated bridge that goes around the parking facilities.

Korry: Back to what Drew was saying about the new parking garage and being the first thing seen, once it is finished and there are tunnels going into the terminal, passengers may not even see the terminal.

Orr: They will see the front of the terminal. The terminal has gotten very big and you really can't get a picture for what the terminal looks like unless you step back away from the building. In an urban environment, you're not able to get back without seeing other things. It's really important that we design all of this to tie in together with a common theme.

Korry: What's the timeline?

Orr: There are so many things that drive that. We could do all of that in three or four years. But it's a lot of money and there are a lot of uncertainties in this industry.

3. Worldwide Airport Rankings

- CLT ranks 30th worldwide in terms of passengers
- CLT ranks 10th worldwide in terms of movements
- Worldwide rankings for the top 50 Airports (handout in member's books)

Korry: I thought it was interesting that on July 22, *The Wall Street Journal* reported that US Airways raised its operation at the LaGuardia Airport with 79% of their flights being on schedule. Yet American and United were at least 20 points below that. It's interesting to note that locally, *The Charlotte Observer*, just recently comes out to acknowledge the complaints of charging for water and soft drinks. It's not being as timely as the big-league media.

Orr: I think US Airways has made great strides in improving their operation. People always remember the bad a lot longer than they remember the good.

Korry: Do you think in the near future we will ever see a small operator such as DayJet?

Orr: That industry is still trying to birth itself and see how it's going to work. But I think yes. This is certainly one of the reasons we continue to pump a lot of money into our FBO and the facility there.

Korry: I was just curious because *The Wall Street Journal* listed 60 cities in the southeast with some being our neighbors, but didn't mention Charlotte. But I know it appeals to a different market.

Meeting adjourned at 8:54 a.m.



T. J. Orr, Aviation Director

Distribution:

Mayor & City Council

Curt Walton, City Manager

Brenda Freeze, City Clerk

Ronnie Bryant, President/CEO, Charlotte Regional Partnership

M. Schuster, UNCC Library

Art Fields, Chamber Av. Committee

Bob Morgan, Charlotte Chamber