

The City Council of the City of Charlotte, North Carolina convened for a Workshop on Monday, May 6, 2013 at 5:19 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Anthony Foxx presiding. Councilmembers present were John Autry, Michael Barnes, Patrick Cannon, Warren Cooksey Andy Dulin, Claire Fallon, Patsy Kinsey, LaWana Mayfield, and Beth Pickering.

ABSENT UNTIL NOTED: Councilmember David Howard

Mayor Foxx called the meeting to order at 5:19 and said tonight, we have a bit of an unusual workshop in the sense that there are - normally this is an opportunity for us to get updated on topics that we don't have a chance to talk about during our business meetings. However, today we're going to be talking about some things that had been talked about quite a bit. One of them is the Airport Governance Study and the other one is the recommended budget. As you can tell, I've either been the victim of a very bad end of the pipe or have just had some medical work done. I'm going to yield to the Mayor Pro Tem for this portion of the meeting and I'll probably come back for the budget presentation. Of course, we all have seen the Airport Governance Study and look forward to the conversation tonight.

Mayor Pro Tem Cannon said Thank you Mr. Mayor. Of course, we do have first on the agenda the Economic Development Transportation, Airport Governance Study as the Mayor has made mention of. And so with that, I'd like to yield to you Mr. Manager on anything you might have with regard to this subject matter.

Ron Carlee, City Manager said no sir I don't have any preliminary comments this evening. I think the main thing we want to do is give you an opportunity to hear from the consultant and ask questions of the consultant. And then based on questions and answers and guidance from the council, I would be prepared to take the study and provide subsequent recommendations to you.

Mayor Pro Tem Cannon said I think Mr. Bob Hazel would then be the resource here for us. Mr. Hazel. Sir we welcome you and thank you so much for being here.

Bob Hazel said first, thank you to the Mayor, members of the councils, City Manager and City Staff for inviting me here tonight. My name's Bob Hazel. I'm the author of the study. I'd like to thank you all for hiring us to do this independent study and also the city staff for providing the resources we needed. I want to commend the city for having a firm do a series independent study. That's not always the way these things work, and the city certainly took a risk in taking that course, so even though I know the study doesn't necessarily reach the same conclusions that many of you do. I think it was consistent with the good government approach to this issue and I appreciate the opportunity to work on this important issue. PowerPoint's great for charts, graphs, and pictures, not so much for a serious discussion but we're going to use PowerPoint anyway to at least frame the discussion.

This is a typical consulting disclaimer you don't need to read it. As you know, we are commissioned to conduct an independent objective review of governance models and also the issues associated with transition to different governance. We began on March 20th and we submitted our report on May 1st. As I said, PowerPoint has a lot of limitations particularly when you're dealing with the complex issue. We're going to cover these subjects and I'm just going to start right into it.

We begin by asking what were the critical success factors for the Charlotte Airport and how do you measure success for an airport? In our first conclusion is that the primary way we measure success for the Charlotte Airport is to look at passengers. Passengers, passengers growth flights. That conclusion drives a lot of our other conclusions because what can an airport do to influence passengers, flights, and destinations, etcetera. Well, an airport like Charlotte has a lot of things that are not within its control. It's not within its control where it's located. It's not within its control of what the population is. A lot of things aren't within its control. But one thing that is within its control is its cost, and so a lot of our focus is on how can Charlotte maintain its low cost structure. As you know, one of our first task was to interview stakeholders to find out the reasons there was interest in changing the governance of the Charlotte airport. This is a summary of the reasons we were given. As we said before, it was not our assignment to determine how valid these reasons were. It was our assignment to list the reasons which we've done. I'll repeat
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some of them. There were proponents who thought there had been a shift in the level of city involvement in the airport and that the airport success to date had been attributed to the city having taking more of a hands off position with regard to the airport and having let the airport, the aviation director sort of run the airport. There was concern that as part of the city, the airport would be asked to pay for unneeded services. There is an interest in a more business oriented structure to govern the airport. There was a belief that a board would have a deeper focus on the airport. There was a mention that the airport had become more of a regional asset as opposed to city asset.

Councilmember Howard arrived at 5:24 p.m.

We looked at Airport Governance Models in the U.S. and they're basically two types. There are airports that are governed as the city department or county department or state department. There are airports that are part of port authorities, port authorities also that run busses and ports and sometimes trains. There is an airport authority structure and airport authorities come in a variety of shapes and sizes and we'll come back to that. Then there are privatized airports of which there are very very few. In our study, there was no interest in exploring privatization that we detected. In terms of multimodal port authorities, it didn't strike us that there was any interest in the airport also running busses or trains or anything like that. Further, the original multimodal port authorities were set up during the time when they had some advantages in terms of how they could take revenue from one mode of transportation to another, and those advantages no longer exist. So we focus on city governance and airport authority governance. Now, if you look across the country, how are airports governed today? Well, we looked at all airports with more than a million enplanements. An enplanement is the departing passenger. There are 86 of these airports and they carry 93% of all U.S. passengers, so this is really the bulk of all passengers are using one of these airports. What you see is that the airport authorities make up about a third of this number. A city is also about a third. If you add cities and counties together, or cities, counties and states, you'll see that they are a more common form than airport authorities, but there's still quite a few airport authorities. In terms of passengers, you'll find that cities accommodate more than airport authorities, which means city airports tend to be bigger than airport authorities. The same thing is true with port authorities. For example, a port authority of New York and New Jersey run some very big airports as does Portland, Boston and there are other examples. Now the strange-looking bar chart on the right shows that as you decrease the size of the airport, if you divide airports into sort of large, medium, and small, you tend to find airport authorities more at the smaller airports than at the bigger airports, and you tend to find port authorities more at the bigger airports than at the smaller airports. Why do you find airport authorities more at the smaller airports? My theory is that a lot of small airports are actually airports that were established to serve more local communities. Take Raleigh-Durham or take even Dallas-Fort Worth at the time. Raleigh-Durham was set up to establish both Raleigh and Durham, and so an authority was created. It was an airport so serve two communities.

We're going to take another look at this differently. Okay, we talked about airport cost being important and being also within an airport's control more than other factors. And then a lot of good governance with regard to Charlotte should be focused on how to improve the disadvantage. This shows what the cost for enplanement passenger is and that's the main measure used by airlines and others to determine airport cost, so what the cost per enplanement passenger is for different types of airports. If you look at the middle bar, that's the median, so the average cost to put a passenger on a plane at a city airport is \$8.04. That means that's what an airline will pay the city for rent and landing fees on average at the city for each passenger it puts on the plane. So \$8.04 for a city; \$8.91 for county, \$8.93 for state, \$12.34 for port authorities, \$6.60 for an airport authority. Not really that conclusive frankly, but it shows you that those are the averages for the different types of governance. Here's a look at bond ratings by governance type. There has been a fair amount of discussion about bonds.

Councilmember Mitchell said Bob go back to previous slide #8. If I look at slide number #10, Charlotte is at the \$2.28 cent range of cost?

Mr. Hazel said yes. That's Charlotte, \$2.28, yes. There was only one airport we found at a lower cost but it's Burbank, it's \$2.01.

Councilmember Howard said that last slide Bob, the \$2.28. That kind of all in with the Airline, so if we had a profit share situation with our airline, is it still \$2.28 or it's \$2.28 and they get the profit share.

Mr. Hazel said that's a net number. That's the net number after they've got the return of their share of the airport revenues.

Mr. Howard said yeah, I just wanted to make sure. Thank you.

Mr. Hazel said bond ratings by airport types. We lumped the city, county and state together but the distribution wouldn't be different. What this really shows is that there isn't a clear distinction in bond ratings among different airport types by governance, there really isn't. Now, here's another look at cost per enplanement passenger which is this critical cost measure, and these are the top 25 airports in the U.S. which carry about 2/3 of all passengers in the U.S. It's divided by governance type. If you look at the bottom, you would see that the lowest five cost, lowest cost, airports are all, Charlotte is a city; Salt Lake City is a city, Fort Lauderdale is a county, Atlanta is a city, Phoenix is a city and so you can say "Wow! The five lowest cost airports in the U.S. are all cities." It's clearly possible to have low-cost as a city airport and certainly it's possible because Charlotte is a city airport, has been a city airport, and has the lowest cost in the country of any large size airports so we know it's possible to have low-cost as a city run airport, there's no doubt about it. I don't draw any conclusion from this as well about governance driving low-cost. We see higher cost cities like Miami. We see lower cost cities like Charlotte. We see higher cost port authorities, New York and New Jersey, I have suggested has less to do with governance, a lot more to do with where they're located.

Mr. Mitchell said Bob, it's a little difficult for us - if you go back to the previous slide because we kind of have it in black and white but follow me if you can. Seattle is a port authority and is \$12.01 cent per passenger?

Mr. Hazel said correct.

Mr. Mitchell said and that is the cheapest of the port authority that you have listed? Make sure I'm saying it correct.

Mr. Hazel said that is the cheapest of the port authorities, yes. The cheapest of the airport authorities is Minneapolis at \$6.01, followed by Orlando at \$6.15, and DFW at \$6.86.

Mr. Mitchell said so \$6.01, Minneapolis represents the lowest of the airport - which one?

Mr. Hazel said of the authorities, the airport authorities, which is the model that we're comparing against.

Mr. Mitchell said okay. Thank you, airport authorities.

Mr. Howard said at some point when you get towards the end, I would love to understand why it's not felt that we climb to where the rest of them are, but if we were airport authority as well. You said location has something to do with it and maybe later you're going to talk about that, but why the five of the lowest are run by cities and the top authority is almost three times what ours is. Why is there no fear that we would rise at some point?

Mr. Hazel said fair question, absolutely. Great question.

Mayor Pro Tem Cannon said Is that further in your presentation or was it something you need to address now?

Mr. Hazel said I think I'd be better and get through this and then come back to that because there's still more cross comparisons.

Mayor Pro Tem Cannon said very well.

Mr. Hazel said then we looked at ports, which airports are Charlotte's peers. We looked at the 25 largest but which ones are really Charlotte's peers. Our conclusion of it ... so we should look at

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airports with more than 10 million annual enplanements and also with about 50% or more connecting passengers. Why are these Charlotte's peers? Well, first of all because of size, and second because not all large airports are similarly situated. Charlotte has the largest share connecting passengers of any large airport, which means it's also in a particularly competitive situation. Why is it in a particularly competitive situation because those passengers who are too simply changing planes at Charlotte, and more importantly the airline that scheduled the flights that have those passengers, have many, many options to choose from. For example, if I'm going from Albany, New York to Jacksonville, Florida, I can connect in Charlotte, I can connect in Dallas, I can connect in Philadelphia, I can connect in all sorts of places. And those airports that are heavily reliant on connecting passengers are in a more competitive situation than are airports like JFK, where passengers are going to New York or coming from New York. There are some that change planes in JFK as well. But for the most part, those passengers are going to and from New York, they don't have the options that passengers have for using Charlotte just as a connecting airport. Those passengers have no loyalty to Charlotte. They are just changing planes here and the airport really needs that low-cost to continue to attract those connections. Okay, if you look at the six airports that we conclude our in Charlotte's peer group, you'll still find Charlotte's the cheapest, we'll always find Charlotte as the cheapest, but you see half are authorities and half are cities. Charlotte has the highest percent of connecting passengers, as I said, at 74%, lowest CPE. In terms of bond rating, Charlotte and Minneapolis are tied with the best bond rating, so one city, one airport authority. Detroit, another airport authority comes after that. Then we have two more ties in airport authority as city. Again, no clear pattern in terms of this governance drive at different bond rating. Skytrax and J. D. Powers are customer service rankings. Again, Charlotte ranks highly. You can go through the list and see where you think if there's a pattern. We don't see a pattern, we don't see a pattern with cost, we don't see a pattern in bond ratings, we don't see a pattern in customer service based on historical numbers.

So what are the advantages and disadvantages of municipal governance? This is a compilation based on research, interviews, experience of people working with all different forms of governance, what are they? Well, the strength of the municipal airport is that their citizen recourse to elected officials. That's a clear differentiator. There are also intergovernmental coordination benefits with access to city expertise. There is an ability to provide financial support beyond airport resources. I would say that an airport in Charlotte's size category should not and historically has not needed financial resources beyond those available to the airport in and of itself. Large airports are usually looked at more as a source of revenue than as a meter of revenue. There are some procurement economies and scale available to a large amenity. I would rank these as citizen recourse to elected officials, and then everything else as a secondary reason. In terms of procurement for example, the procurement economies are typically limited to let's say commonly purchased items not specialized equipment that an airport needs not a major construction that an airport does, etcetera; I would say not a significant factor. I would say a citizen recourse to elected officials is the main benefit on the left. What are the weakness? Well, you've heard of some of these before. Elected officials have multiple constituents and priorities which may result in less focus on the airport. A city may look to the airport to contribute to central city services not essential to the airport. Airport maybe less likely to attract and retain the best qualified workforce. There may be less continuity in airport governance based on elections results, changing airport staffing. We said, depending on the particular form of the city oversight, we acknowledge that a council manager form of governance has more continuity than some other forms.

Councilmember Barnes said Mr. Hazel I wanted to ask you some fundamental questions. One of the things we've been trying to determine is what it is that we have done wrong. What it is that we have done to create the situation? You haven't said anything yet that would lead me to believe that the city of Charlotte has done anything wrong. For example, where you list weaknesses, you say elected officials have multiple constituents and priorities which may result in less focus on airport issues. The former Chair of the Airport Advisory Committee said that in his six years had been on the board, he had not heard from any of us, which from our perspective suggested that we weren't meddling. What we heard is that once we began to look at security issues at the airport and began to try to beef up security by placing CMPD at the airport and once we began to explore through the manager's office, irregularities regarding the spending of bond money two years ago at the airport that that became meddling. So I'd like for you, if you could before you leave the slide, to tell me specifically what we have done that would warrant the

creation of an authority, because to a point that you made earlier for the last 78 years the City of Charlotte and the people of the city have effectively run that airport. When I looked at the strengths that you list, I struggle to see how any of those weaknesses which are all basically assumptions about the future outweigh any of the strengths.

Mr. Hazel said well, first I haven't said the city has done anything wrong nor will I say the city has done anything wrong.

Mr. Barnes said you may not have, but the people who are encouraging the creation of the authority have, and I'm wondering what you heard doing your process that indicated that there was some point what we have been doing that's wrong.

Mr. Hazel said well, in the slide in which I listed the reasons for interest in creating a different form of governance, the reasons given include the incidents that you named. Again, we are not talking about the merits here; we're talking about what's been alleged. The incidents include the following. They include U.S. Airways not being permitted a voice in the selection of the next airport director. I think, as I say in my report, that's already been addressed. They include the substitution of Charlotte Mecklenburg Police at the airports for a smaller, less costly airport police force. Again, we know there are two sides to that story. They include the airport being asked to contribute to IT and financial services or systems of the city. They include the airport paying city overhead. You got a conclusion in my report that my conclusion is that some of these may warrant further investigation, but certainly no actual judgment that the city has done anything to intentionally increase the airport cost. That's my conclusion. I'm not a finder of fact in these issues, but there isn't anything apparent to me in all the interviews I had which suggests that the city is deliberately or even ... taking action to increase the airport cost. I'm not drawing a contrary conclusion on that.

Mr. Barnes said well, what I'm suggesting to you is that a lot of the reasons that you have used to lead to your ultimate conclusion are based upon things that amount to conjecture and assumptions, nothing that's really based on substantive facts. What we've been trying to figure out, and I didn't have a clue until yesterday when I read The Observer and saw the connection between the revenue that would be generated by the development around the Intermodal yard and property outside this city and an interest to avoid directing revenue to the city tax based on the property tax process in an interest in having us build infrastructure outside the city limits to support that other development, what was really happening? I don't know if you knew all of that before you finished your work, but I found it fairly enlightening. I have been begging, and I think many of us have been begging for months to have someone indicate what we have done wrong and what we see now, and I'm just sharing this with you as a comment is that we really haven't done anything wrong. The issue is that we are in the way of somebody making a buck on the airport. As I looked at your report and I read your report, I kept asking myself, what is it that's really happening here and what have we done that's not been appropriate or proper, and there really isn't anything. The strengths that you lay out are very much long standing facts and the weaknesses and some of these. There are several things I'm going to ask you about but some of these other factors that you mentioned amount to assumptions and, and I'm not attacking you Mr. Hazel, it's just I know you were doing work based upon what people have told you, but what I'm suggesting is a lot of what they told wasn't fair to the city or to the process.

Mayor Pro Tem Cannon said I want to make sure that we are clear that this chart that you're showing us right now is that these are airports that are operated directly by cities, counties, and states. This is typically for Charlotte per se?

Mr. Hazel said no this is the general. This is more general.

Mayor Pro Tem Cannon said this is more general?

Mr. Hazel said yes.

Mayor Pro Tem Cannon said not germane, pretty much for Charlotte?

Mr. Hazel said I would go far as to say it's not germane but I'd say this is a general list.

Mayor Pro Tem Cannon said okay, the I have some further questions too. .
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Mr. Howard said Council, just to share with you, I spoke with Mr. Hazel when this came out, and I think what I read in this and discussed it that the way that you see this, and correct me if I'm wrong Bob, you saw this as two very different things that asked of you, two very different charges. One charge was to track down kind of what the concerns were and to give a report on what the status was on those concerns. I think what I read; the conclusion was that those concerns are being addressed one way or the other. Is that a fair statement?

Mr. Hazel said yeah, what I said was that in my interviews with city staff, my impression was that either the issue had been already addressed as in US Airway's request to be involved, or the city was completely willing to have a review on the merits of the issues that have been raised.

Mr. Howard said that was like one whole subset. This is almost like two different reports. The way that I read what you're sharing right now is as if we came to you without all of that and said give us the best practices on how an airport should be run, and that's what this was.

Mr. Hazel said that's exactly right.

Mr. Howard said and I shared with you on the phone some I think of what my colleague Mr. Barnes was saying is that when you have both questions and then you have this best practice conversation going on, it almost implies that one was needed because of the concerns. I'm not sure how thoroughly this city council goes forward with your recommendations without this taint over us that we did something that required this. I know that you're trying to separate them, but I mean there's a disconnect with the community, the public, with us. I'm not sure we would have asked for best practices if it were not for these. So it's almost like you are drawing the conclusion that is drawn from the issues that were brought up was this, and I don't know how best to separate those, but if you could spend just a minute just clarifying in your mind how you see these being totally separate, for the record, would at least make me happy.

Mr. Hazel said certainly. That was one of my actual key points later on, but let me just move it up.

Mr. Howard said if it is coming, I can be patient. I just wanted to clarify since Mr. Barnes was talking about it.

Mr. Hazel said it's certainly one of a central, probably the most central issue that anyone has raised about the report, so I'm getting there, but I assure you you're not going to miss that one.

Councilmember Fallon said I have a question for you. I want to discuss weaknesses and I want to discuss regular airport. They determine ... and every weakness that you cite has been a problem there. Why would you suggest that we become the same corrupt place that it is that now has to be corrected?

Mr. Hazel said I've listed one and there are a couple of things. We can cite good city running reports and bad city running reports. We can cite good airport authorities and bad airport authorities. If you look at my best practices for an airport authority and then compare them to the structure of bad authority, you will find this quite different.

Ms. Fallon said but add those bad practices ... strengths are and that you do not cite. It's been a criticism of what you think are not of this council and the way we run it, and it's run very well for 78 years. Now why would you want to take that away from us and give it to someone an unknown quality of people who would be planted politically who would put out contracts. I've been on that body I know what they do. It's very hard to keep them from being corrupt, why would you want to do that to Charlotte?

Mr. Hazel said well as I explain a little bit further on, I think that a history of Charlotte, which is a wonderful history, doesn't mean that you shouldn't do things differently in the future. There is an inherent advantage to a well-structured authority in several areas. One of them is financial separation. The other is procurement. The other is workforce flexibility. So even if we agreed that the city council oversight has a same level of continuity than with airport authority does, and I don't, those other three factors are differentiated. Let me just give you a personal example. I used to run an aviation only firm. We had very little overhead. We had very quick decision making. Our procurement is as efficient as it could be. We sold it to a much larger firm. We have
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larger overhead. We make decisions more slowly. It is a more cumbersome operation. The financial separation isn't clear. Now, in our case, there are advantages because they're revenue advantages. For an airport, I don't see any revenue advantages and most people who work in airports run by cities and work with authorities, see the greater efficiencies of the authority than of the city. For an airport like Charlotte, which is so critically dependent on low cost, it's not that you can't get to the same place with the city if everything goes right. But I think you're running upstream and it's really a question of whether it's a strong current against you or a really weak current against you. That's ultimately the conclusion we draw.

Ms. Fallon said you're fixing something that isn't broken and nearly broke it.

Mr. Hazel said I'm not.

Mr. Mitchell said Bob, thank you for your candid honesty and your opinion, but I guess one question that I will have would you feel comfortable sharing that same sentiment to a Hartsfield-Jackson or O'Hare or Los Angeles, both city structure. Would you give them the same picture?

Mr. Hazel said first of all, they haven't asked me to do a report. But if they ask for an independent objective report, I would give them an independent objective report. I would.

Mr. Mitchell said and your independent objective report would be for them city owned airports run now to go more towards an authority?

Mr. Hazel said first, you asked me to judge two airports that I haven't studied, but second one let me say this, I don't think that necessarily the reason why large city airports are run as city airports is because they have done a serious look at how to run the airport most efficiently. I think that cities don't want to give control of important assets. You're asking me what would be my conclusion on the merits and I'm saying I'm not sure that the reason that airports are running city departments for big cities isn't necessarily the result of an in-depth study on the merits but rather in the fact that they are part of cities, they don't require any revenue, in some cases they generate city jobs for city employees. That's my answer.

Mayor Pro Tem Cannon said on your first weakness, elected officials have multiple constituents and priorities which may result in less focus on airport issues. Did you take an average of the number of service requests that each member of this body takes on?

Mr. Hazel said have I done that really? No I have not.

Mayor Pro Tem Cannon said then how do you draw conclusion relative to what might be too much in the way of workload that we may take on?

Mr. Hazel said I think that this as I said this is generic. I don't think there's much dispute that you are, as elected officials, are overseeing multiple areas. Sometimes we expected the experts in multiple areas which I don't think it's possible. You have other modes of transportation, you know your full range of subjects that you're responsible for further better than I do, but it goes far beyond the airport and that's the point.

Mayor Pro Tem Cannon said it sounds like you made an assumption without really asking the question about the workload. Because for instance, my experience has been that my colleagues around this table are very responsive to any subject matter that might come up whether its airport, or whether it's economic development, or whether it's the environment, etcetera, etcetera. And sometimes, they don't have to wait to be called on, they can be proactive and raise the issue and/or the question. So yes, multiple emails come in, multiple calls come in, multiple issues come up like this one, but I just wonder when you're drawing conclusions and will call them weaknesses, have you really gaged us to make a determination on what is proposed to be weakness. I'm not satisfied at this point that you have, well at least on the first bullet, drawn the right conclusion as it relates to that. Just an observation.

Mr. Barnes said Mr. Hazel, just to clarify I think I heard you say that the strengths and weaknesses listed on the slide 13 were generic but apply to any airport in the country. That's fair?

Mr. Hazel said I wouldn't go quite that far, but they go beyond Charlotte. This is not a these are Charlotte's strengths and weaknesses.

Mr. Barnes said Thank you. Okay at some point, I hope you would do so that we are as informed as possible, is help us understand which, and actually in the report is fairly lengthy and there's something I want to read to you here, but help us understand which strengths applies specifically to Charlotte and which weaknesses apply specifically to Charlotte. In your report, I don't know the conclusions and recommendations as you say on its face that Charlotte airport is the most unlikely candidate for changing governance of any of its peers for the following reasons. You provide one case and ultimately go on a different direction, but what would help us I believe would be to understand what are our specific strengths and what are our specific weaknesses, so that we can get to the answer that we're all seeking which is what are we doing wrong?

Mr. Hazel said which I think I've already said that you're not doing anything wrong. This isn't based on what you're doing wrong. I'll tell you, would you indulge me and just get through a few more slides and then we will have it all on the table and we can really ...

Mr. Barnes said because you're our guy and we hired you so we want to be adversary with you so ...

Mayor Pro Tem Cannon said we only have maybe another five more slides to go.

Mr. Hazel said once we have everything on the table then I think we can approach every issue from every possible angle. So advantages and disadvantages of an airport authority governance and they're pretty much a mirror image - strengths. Governing board focused exclusively on airport issues, we've just completed this, right. The governing board of an airport authority is focused exclusive on airport issues. I guess their discussion is whether there needs to be an exclusive focus. Business oriented and capable of fast decision making, implementation, and we can discuss whether you are, whether the current form of governance is also that, right. Clearer financial independence, separation from other government amenities, that one to me is fairly clear. We didn't discuss all of them, but that one's pretty clear to me. Greater continuity of governance, semi staggered board, we can discuss but I think there is a belief that there is more continuity. Greater flexibility and compensation and procurement, we can discuss those as well. To me, this is the heart of the issue, in terms of going forward are you better off with a different structure or not. This is the heart of the issue. What are the weaknesses, responsiveness of the citizens. That's really what we're talking about here, I think. Loss of special relationship to local government. What's the benefits purchasing scale? But this I think is the heart of the issue and we come back to this. What are the best practices in governing as an airport authority? Well, those are the largest stake and the airport should have the largest number of seats on the authority, that's our view. When it's on appointments, no one jurisdiction should appoint a majority. Why, because one of the purposes is to reduce the level of political involvement. This is I think ultimately the debate. The strength of an airport authority is going to be, or one of the strengths as going to be it is less political involvement. You're going to say or others will say that's also one of the weaknesses of an airport authority. I understand that. Board size between 7 and 11, terms, staggered terms, procurement services, no obligation to procurement city services, land use condemnation, the airport authority needs to have the powers to do business effectively without being subject to approval of some multiple other jurisdictions.

History - What airports have changed governance over the past 20 years? Well there are seven of them. They've all changed to authority structure. If you look at the biggest airports, there have only been two within the last 20 years of the top 30 airports, or yet three if you count Pittsburg, because Pittsburg was the top 30 airport, so you have three of the top 30 airports have changed governance within the last 20 years. Seven of the top 86. But the direction has always been one way, it's always been toward an authority.

Mr. Howard said Bob, we actually talked at length and now, I'm going to share some of those comments that we talked about, just to get it on the record. One of the things that I noticed and I've pointed out already is that this was a very, it is almost two different reports from your standpoint. I think you understand why it can't be viewed that way with us. You promised me earlier that you would address that question, so could we start with that one and then I have a couple more.

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Mr. Hazel said all right, so you don't want me to get through this even though we're almost done.

Mr. Howard said I'm sorry, I thought you were done. Please go. I'm sorry. I thought that was the last slide.

Mr. Hazel said we're almost done.

Councilmember Cooksey said well, I'll probably be the first to try for waiting until the end of the presentation, but given the previous slide, I don't want to go back to that slide for this particular question. Could you summarize for us briefly why the three top 30 airports that you mentioned made the shift from city/county governance to an authority, Detroit, San Diego, and Pittsburg? Why did that happen?

Mr. Hazel said I'll give you my views. Some of these it's not crystal clear to me, but I'll give you my best view. ... International Airport was a state run airport and my view on that, as best as I can tell from the research, is that they really did it for the reasons that I have identified here to improve financial separation, procurement efficiencies, their own dedicated workforce, more flexibility, more minimal.

Mr. Cooksey said you don't have to do all of them, just the three in the top 30 that you sited. We are dealing with larger airport and not the entire range.

Mr. Hazel said San Diego is complicated. It's not entirely clear. San Diego was originally part of the port authority, and it was spun off to be its own airport authority. The statement at the time that this would improve its effectiveness and it would also help it find the site of the new airport which previously the port authority had not been able to do.

Mr. Cooksey said so just to understand, in San Diego's case it wasn't city or county governance to an authority, it was from a port to an authority?

Mr. Hazel said right, exactly.

Mr. Cooksey said how about Detroit?

Mr. Hazel said that is true of two of them, Jacksonville as well was a port authority to an airport only entity. Wayne County has sometimes been described as a semi-costal conversion and what prompted it were reports of contracting irregularities. That was the, at least, the most visible thing in the press for Wayne County. To what extent was it driven by other factors, a belief in more efficient government, we can all discuss, but that was the prompting factor. Pittsburg was believed to be a better way to run the airport which had contracting inefficiencies, favoritism, patronage, and other issues associated with a different form of governance.

Mr. Cooksey said so in some of the three of the 30 largest airports that have made this transition, one was from a port authority to an authority, and the other two were from political governance to an authority prompted at least in part by clear cut allegations of corruption or problems.

Mr. Hazel said as I say in my report, Charlotte is different in that it has not been triggered by mismanagement or failings of the airport. Unlike some other authorities where that's been the driver. That's exactly what my report says. I try to lump Charlotte in with this group.

Mr. Cooksey said given the very good work you did showing the comparisons of comparable airports in the previous section with regard to city ... authority and the implications thereof. I wanted to be a little clear on this list about how relevant the list is to comparison of the chart. I appreciate the further delving in the history on this particular site. Now, I'll let you get back to the presentation.

Mr. Hazel said we're almost done and then we'll go to what we call the nevertheless issue. Transition issues. If you convert Charlotte to an authority, what are the issues that you should pay attention to, you need a lot enough time to do this properly. There are financial issues in terms of bond transfers, airport fund transfers and county function transfers. Some of those have not gone smoothly in prior transactions. There are property and contract transfers. There are
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typically a dozen of contracts that need to be assigned. There are employees who are worried about their future and who are usually offered the same pay and conferrable pension benefits. There's usually a task force, there's usually an expert who looks at is there a way to see that they retain their pension rights. Safety the insecurity - The FA has to approve the transfers so does the TSA. It takes time for them to be assured that the new airport operator is able to meet its responsibility. Then there are land use and planning issues, and we've seen this in Asheville where there are significant issues in this area which seem to be holding up the FA approval of the authority.

Conclusions - Let's just repeat some of the things we've said already. The airports has been spectacularly successful in most regards. There's no suggestion that the airports suffers from the issues problems that have triggered additional oversight in governance changes at other airports such as patronage or favoritism or contracting irregularities. Back to that issue. The specific incidents that have been cited is driving the need for change because there have been examination on the merits but not a rush to judgment that the city's actions have been aimed at increasing the airport's cost or shifting their need to the city. In interviews with the city, it was clear the city is open to readdressing the specific issues raised. One issue regarding U.S. Airways request for input has already been address. When comparing it with other airports, the case for change is weak. So this is a part that you all agree with, I'm sure. It's on the other part that you disagree on. So now, here's the conclusion. The nevertheless conclusion which we need to focus on. Our conclusion is nevertheless the best form of governance for the Charlotte Airport is a property structured airport authority. It may not improve the performance in the short term, but it's likely the best position for the airport for the future. Why does it do that? It best supports the success factors, Low-cost, a commercial mindset, cooperation with hub partners, structured management of stakeholders. It's not based on perceived wrong doing or mismanagement. It's based on our findings as to how best to institutionalize the factors that have led to the airport success. What are the reasons, and the reasons are them in the third column. It is political involvement and airport management, which enables airport managers to better concentrate on running the airport more effectively and barely to function much like a corporate board. If you believe the airport is really a business or a collection of businesses more than it is a public service, which I do, then it benefits from being run much like a business. Finance is completely separated from those of the city, county, state in which it is located therefore insuring that the airport contracts and pays for only the services that needs and uses. The ability to develop its own contracting and procurement policies which are likely to lead to more numeral procurement and possibly lower cost. Finally, an ability to develop a compensation system that enables it to attract or retain talent. . Actually, one more, just one more, which is really just pretty short ones. To best position Charlotte to retain its status, reconsider any airport authority structure to better meet the criteria. In other words, this is addressed at the legislation. Obtain input from the airport from the experts, so you do this right, and carefully plan for the task required to make its smooth transition. Now, we can go back to the slide authority, which I'm sure it's the heart of the matter.

Mr. Howard said I think want to ask some other questions real quick. I actually got some statements to make real quick Mayor Pro Tem. I think I wanted to make the point that you were asked to do two very different things and that's the way you approach it. I think you probably also agree that it would be hard to keep those separate. While you were sitting there talking, it occurred to me, I wanted to ask you this. In what situation would you recommend a city run its airport? It almost sounds like Bob, that you think airports should be run by authorities, period. It's not that Charlotte should be run by an authority. But given you example that you used about your company and the companies that are smaller can run smoother. Do you think there are situations where airports should be run by cities?

Mr. Hazel said so first, I'm trying to limit myself to Charlotte but first of all smaller airports that actually needs a financial support or could possible need financial support - city.

Mr. Howard said you make a really good point. In any circumstances should big airports be run by cities? Those top 30 in your opinion that we talked about. In your opinion, should any of them be run by cities?

Mr. Hazel said as opposed to port authority and opposed to ..

Mr. Howard said no, just opposed to be run by a city and I don't know if any authority. Should any of the top 30, in your opinion be run by - and I'm not trying to get you in - I think what I'm saying is that you sound like we're really more disposed to small nimble, being able to be flexible. I think Mr. Mitchell was trying to say it earlier and Mr. Cooksey was talking about it Is there any airport in the top 30, in your opinion should be run by a city?

Mr. Hazel said let me now answer that question by saying airports which rely heavily on connecting passengers need the flexibility and efficiency of an authority more than other airports. So could one look at a big city that is relying only what I call, only traffic and say "You know, that's just fine the way it is. Maybe so it's really not my charge here." I understand your question.

Mr. Howard said I'm going somewhere with that. That's good. What you're saying is that if it has a big airport and so the differing issue here in Charlotte is that we have more transfers. I think what I read that you were saying, because that is our competitive advantage, we need to protect that with the fierceness, with everything we can. That's what I take you to say.

Mr. Hazel said I agree and that's great.

Mr. Howard said that would also lead me to believe then that if we go to an authority, are we implying that then we can charge - you think we can get even cheaper and lower what we do per day? Do you follow me, if it's already the lowest and you want us to be an authority, to me that would imply that there is even more savings that we could get.

Mr. Howard said or are you worried about us climbing, and then that gets to be a bit confusing to me. Remember I told you I'm still open, maybe not everybody around the table is, but I actually am. I want the best for the airport. Anyway, it implied to me that the lowest cost authority was at \$6, we are at \$2. Then that means that being an authority you either worried about us climbing to \$6 which would put us at a competitive disadvantage or we could get even lower and maybe be a \$1.50 or something.

Mr. Hazel said can I just answer that one quickly? Because what I've said, the best I know how is, this represents our findings on how to best institutionalize the factors that have led to the airport's success. I'm not saying the airport would do even better with an airport authority. What I'm saying is I believe that the chances that the airport will be as successful in the future are greater with an airport authority structure than they are as part of the city government. That's what I'm saying. There is no guarantee five years from now either way that the airport is spectacularly successful as it is today. The odds of that being the case in my opinion, are grater with an airport authority structure. Provided the airport authority has done right, provided the right people are put in those positions.

Mr. Howard said well, you understand how scary that is for this body then because arguments has been done and to do anything would scare us into thinking maybe one day you will look back and say "Man, we should have left things along, things were going fine." It leads me to my last point. I spoke to you about this too. When I go down a list of people that you actually spoke with, I see a lot of, what I call, inside baseball people, and I remember asking you the question if you only spoke to the directors of successful airports, I'd argue there's probably not one director in the country, at least in those big airports there would think being a city department is a good thing at all. It's kind of what you said about your company, every director probably wants to be an authority so that they have more flexibility in their member. The inside baseball thing is a concern for me because I'm not sure if you didn't talk to them, and I think it's what you were trying to say Mayor Pro Tem. If you had talked to the elected officials in those places or figure out how the constituents who live near the airport, or the constituents that fly to the airport, if you didn't really figure out how they rated it those authorities, I'm not sure we got a full picture of whether or not that's good for Charlotte or not. These are your example of a company. It may be that you move fast and you make better decisions, but is that better for the employees or was that better for the visitors, was that better for everybody that you dealt with. I mean, that's one thing to deal with what is good for, in this case the director, but what about everybody else whose is affected. And the whole notion that you could take government out of it at all considering that flying is a fairly regulated thing anyway. There is government in it from the top down. I think the point of that is to make sure that everybody involved is treated fairly. I'm not
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sure you can take government out of it. Anyway, the inside baseball thing is a concern for me for the report. Not to say that it changes, maybe you're right, but I'm not sure we as council got a full picture. I know you only had a short period but, if we were to spend more time on this, I'd like a lot more information about everybody involved in the airport not just the people who would arguably not want to be regulated. Look what just happened to our economy.

Mr. Hazel said I appreciate your concerns and I attempted to address the more squarely in the final report by looking at the perspective of each of the stakeholder groups that I could identify. I started with residents who benefit from the airport's economic impact, then I went to residents who might be impacted by noise, then passengers who really don't care, business partners, employees, public official's side. I at least tried to specifically address each of the stakeholders, understanding may not agree that I've reached out to a broad enough group, I appreciate that, but I did try to at least specifically address the perspective of each stakeholders in my final report, so I did come back to that issue.

Mr. Howard said one last thing, the politics. Keeping politics out, I think that's in here a couple of different places. I think I'd argue, and I did argue this with you on the phone, that state politics are now involved. I think we've heard over the years that people have been concerned about us, worried about minority participation, and I think that's the only time I've ever even heard the question come up about anything that happened at the airport since I've been here. But now we have a how many people in the legislature?

Mr. Barnes said 170.

Mr. Hoard said 170 people now that can use that airport as a political football. That concerns me because that is kind of what's going on and when we hear from Union County and Iredell County that they were told to get their airport out of this bill, you should pass a resolution. They are now claiming politics with our airport in a way that's never been done in a time that has been running by the City of Charlotte. That concerns me now that the state sanction authority, what happens when somebody wants to vote for tax reform. Do they now go and trade a vote in the county somewhere to put somebody else on our authority. That concerns me a great deal. I think we may be trading, and I can't think of an analogy right now but it may be making it worse.

Mr. Hazel said I'm just going to just respond and say this report is not an endorsement of what's going in Raleigh, and so it's unfortunate if it's seen that way. In that vein, one of the primary purposes of creating an airport authority is to reduce the level of political involvement. So to the extent that the process of creating an authority doesn't achieve that result, it will not have accomplished one of the primary objectives of having an airport authority. I think we're in full agreement on that point.

Councilmember Pickering said I thank Bob for the report. We do appreciate it and I know a couple of those who were concerned that the report would come back with a favorable city view. It certainly laid those concerns to rest. I'm not sure how long we've been at this now, several months. Still, and all that time, we don't have a compelling reason to change from city management to an authority, and you acknowledge that. To this notion of political involvement, I'd just like to point out again, because much has been made of the decision to put the CMPD in charge of the security at the airport that was a serious security breach. That young man that young man managed to get into the wheel-well of a plane and something that we might consider is that that young man might have chosen something different to do, which is not to leave himself in the plane but to leave a backpack in the plane. That's a real concern. The previous city manager did exactly what he needed to do which is to see that that was a serious security breach and take action. That's exactly what he did. Last thing, this is just a commentary. I disagree with your conclusion, Bob. I think you could have said something like authorities in some cities had been successful, which they have apparently. If in the future circumstances warranted it, an authority could be considered by the city. But at this time, we see no need to change governance models, and that that conclusion I would've agreed with.

Mr. Barnes said I want to start by slightly disagreeing with my friend and my colleague, Ms. Pickering. I don't believe that there was ever conclusive evidence that anybody got on to a plane in a report and fell out of it. I don't think that happened. Mr. Hazel, I wanted to talk to you about the five reasons for the recommendations you made. I want to ask you for some specifics. Again,

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the first one you say reduced; I just circled the key words, reduced political involvement. What political involvement were you citing?

Mr. Hazel said let's go back to what I'm saying, which is, I think the track you're going shows the history of issues here, and I've already said there is no history of issues here. We're trying to institutionalize the success of it. If you ask me to cite the political involvement here at Charlotte, I've already said you're right, I'm institutionalizing, I'm trying to institutionalize the best form of governance going forward. This is not a Charlotte did this wrong and we're going to fix it. Charlotte finances were intermingled; we're going to fix it. Charlotte's contracting process is a mess and we're going to fix it. I've already given you that. I've already agreed with you there on a case for a change.

Mr. Barnes said so then if someone, a citizen of Charlotte, calls tomorrow and said "Okay, Barnes, what's the case for the authority?" All I can say is that based upon national best practices, our consultant thought that an authority would be a good idea for Charlotte, but that's it. There are no specific examples of things that the city has done to the city, elected leadership or our staff has done at the airport to warrant this outcome, this particular recommendation. The reason why some of us are not as open as Mr. Howard apparently is, is because we don't see any substance behind the projected reason. I have literally been thinking since January, February for someone to say "Here's what Barnes was doing. Here's what Foxx was doing. Here's what Dulin was doing. Here's what Curt Walton was doing, or Julie, or Mr. Carlee. Here's what they were all doing out there to create these problems we are having." And I haven't seen it and I'm looking for it. Because if you're going to make what we consider to be a historic and unnecessary change, then, I'll speak for myself, in my opinion, it requires much more than "Here's some national best practices that worked well." For example, I heard the airport director on the news last week talking about a more nimble business environment to operate in. What have we done that's interfered with the ability of our airport or the airport director to function in any more nimble fashion than he does and airport does now? You don't have to answer that question, it is a rhetorical question to you, but that's the sort of thing that I think we're looking for. Was there some sort of abuse by local elected officials or by staff at that airport that warrants the conclusion that you have reached? Again, putting CMPD at the airport was a good idea and I'll tell you why. Within a couple of days of them getting there, they were catching a TSA agent stealing out of people's luggage. We know right now the airport director won't allow CMPD to go behind the baggage claim area to look at the theft and all the crime that's going on back there. So there are things that are happening that we should be working on and if in fact we force CMPD into the bowels of the airport, as I call it, and they uncover even more crime, there will be people saying "Look, you're still meddling." No. We are standing up for what's right. So to you, as our consultant, it would help me to have, and I guess you don't have it because of what you just said, but it would have helped to have had some specific examples of the sort of either ineptitude, incompetence, immorality, irregularity, or whatever the term may be, negligence, that has taken place on the part of the elected officials or our professional staff at the airport. Mr. Orr and our airport got the title, was it two years ago, for being the best airport in the world? Three years ago? So what have we done to tarnish all of that? The answer is apparently nothing. Not one thing. So when you guys hear some frustration out of us and a lack of patience with this process, that's what it's all about, because I know you don't live in Charlotte, I don't believe. But a lot of the stuff happening with Charlotte and Raleigh and so forth is purely political, and I don't want to drag into that right now, but there's a whole lot of stuff going on there that's leading us to this point where you literally have a consultant who's made a 150 grand and has to include, well, an authority maybe a good idea in the future, but I can't give you any specific examples of what this current city council, and mayor, and staff have done to warrant that outcome. That's what's frustrating. But I do respect your work.

Councilmember Dulin said I don't. Let me follow up on this.

Mayor Prom Tem Cannon Dulin, there are people have been waiting patiently, can you just, I only got two more, okay.

Mr. Cooksey said I had mentioned this but I didn't chat with you, I kind of had some comments forwarded so I'll do it in the public session here. In your report you quote, sorry I understand it is somebody else's words, but you chose to put them in the report. You quote from a nonprofit New Orleans think tank which on page 25 of your report notes that "The fact that an airport is
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owned and operated by an authority will not in and of itself result in better management and less political interference,” and you’ve reinforced that as I’ve heard from your presentation. But it also says “The success of a given authority depends to a large extent of who the members are, what their true interests are, and the history of the culture of the community.” You’ve addressed membership, you’ve addressed interest, can you address for us what about the history and culture of the Charlotte community suggest that an authority will be successful in the future? That was an acceptable answer by the way. I’m just curious.

Mr. Hazel said the Charlotte community that I knew many years ago may not be the Charlotte community of today. But the Charlotte community of many years ago that I knew, business and community leaders and political leaders worked together to put, and will work together, to put good people in authority positions. Those would be people who are active in the community, those are probably people who are frequently travelers who use the airport, and with good people on the board, and with what I believe are some inherent structural advantages of an authority, the authority would work well. You’re right, I’m not a resident. I can’t attest to the fact that every board appointment will be made with the best possible individual. What I said is that a properly structured airport authority has to have good people appointed to it. You can say “Look, you told us Hazel, you said the case for change is weak.” Those are my words, case for change is weak. And now you’re saying there’s some risk going forward. There are risk going forward? There is also a risk going forward leaving it the way it is, because while the past has been successful I still believe there is some disadvantage to the current structure. Financial separation is one. We can debate the rest of it but I don’t quite see what the debate is on financial separation. As an independent authority, it’s clear this airport will procure only the services it needs, period. There will not be a gray line as to city overhead, city contributions, okay. We can disagree as to the importance of that issue, but that one to me is fairly clear. I started to wander from your culture.

Mr. Cooksey said I’ve got a few more, but while we’re on that. What percentage of the airport’s budget currently goes to the city services and overheads cost that you’ve mentioned?

Mr. Hazel said by law, airports cannot avert their revenue to a larger entity. As everyone who works in the business will tell you there’s a gray line when it comes to city services. That’s the unknown question. I don’t know the answer to that question.

Mr. Cooksey said it’s just that you put a big stake and a big flag down on that point, and yet you don’t know what percentage of Charlotte’s airport’s budget gets assigned to these city services that you’re referring to, the fire department, police department.

Mr. Hazel said we can pick up the financials and look at them and I don’t it’s, but I appreciate your point.

Mr. Cooksey said it’s just the thing that emerges from the work that you’ve done is that you’ve applied general principles to a specific situation and this council, I think a variety of folks at least, have expressed a concern about how you connect those general concerns to the particular case here. And while we’re, yeah, financial procurement, okay - it’s a tin pole issue, it’s a flag that you’ve raised, and yet you can’t cite how much of the airport could save or is paying now for city services that you say is a flagpole issue that we can all agree on that an authority would be better, but I’m not sure how much better it could be.

Mr. Hazel said first of all, we can easily look at how much the airport’s paying for overhead. We’ve seen the numbers. Some of it’s in the financial; it’s not all of it. Second, I haven’t said how much better it’s going to be. I’ve said an airport authority would help institutionalize the success factors that have led to where the airport is today. We’re not talking about, at least I’m not talking about taking the airport to a whole another level. I’m talking about preserving the success of the airport, going forward which structure is most likely to do that.

Mr. Cooksey said I appreciate you’re almost reading my mind, because that’s where I’m going. If you go back two slides to transition issues, I want to ask you a question about the myth. There’s an assumption that’s been played in all this conversation that I think deserves direct challenge, and that is the assumption that an authority will continue to operate airports with the same goal the city of Charlotte has been operating it, namely, as a hub for to be an economic engine which has many direct flights as possible from here. What stops an authority from saying

“The way that this airport serves this region best is by insuring that the travelers originating from this region pay the lowest fares possible.” And so we want more airlines here with more competition on as many routes as possible, so that the people originating in this region have the lowest fares possible and never mind the hub arbor or the rest of it, that’s something else. Why not manage an airport to the lowest fare as possible?

Mr. Hazel said well, first of all in my experience, there are two kinds of communities, hubs and those who want to be hubs. Charlotte has a hub. Second, the Aviation Director would say exist. But to deliberately do things that would make the operation of a hub unattractive, would be a highly unusual position for a business oriented board member to take, really unusual.

Mr. Cooksey said I don’t disagree with you, but a lot of what we’ve been dealing with is a hypothetical feature based on fear, and I’ve tried to think “Well, what are some other ways to manage an airport?” I remember roughly 12 or 13 years or so ago, there was a standard media attention on fares originating from Charlotte-Douglas. To this day, you still hear people talk about, not as much, but there are still folks who say “Yeah, I’ve got to drive to Greensboro or Greenville and I didn’t get a fare that goes through Charlotte but it’s still lower than originate from Charlotte. One of my concerns is you change the governance, you put the separation and put a group all by itself without something else that’s missing from those transition issues, and that is a clear mission for the authority. I’m not saying it’s unsolvable. You can solve it by putting at large legislation. I just am pointing out there are other ways in managing an airport for the benefit of a region that don’t necessarily fit in with the way that we tend to think of it. That’s another aspect. Let me ask you this one. Shifting gears a bit, I appreciate the emphasis that you make on a properly structured authority and how these transition issues are going. What are the odds of success in a transition to an authority if the Charlotte City Council is not a willing partner in that transition, in your opinion?

Mr. Hazel said there have been past port authorities created in opposition to the prior governing body. What I suggested is that the transition is more difficult in that case and that there tend to be some issues that everyone regrets never not having solved when the transition was made. However, the airport authorities still, if you live in San Diego and Wayne County, still function. In the case of San Diego, quite well. In the case of Wayne County, there have been some issues which I would say go back to best practice in creating an authority. I don’t have specific odds for you, I’m just laying out some of the factors.

Mr. Cooksey said in a related question, in your opinion, which would be worse, since we’re talking about best practices, which would be worse, continued operation of the airport by the city of Charlotte or turn it over to governance by an authority that’s not properly structured?

Mr. Hazel said that’s a hypothetical but I will answer that. I think that you have to say that given the history and success of the airport, given the lack of urgency we would certainly agree with that in the need to make a change, that if you’re not going to do this right, if you’re not going to change the governance effectively, then you shouldn’t do it.

Mr. Cooksey said sir, I appreciate that very much. As a result, you’re not going to get any more questions from me.

Mayor Pro Tem Cannon said by the way, madam clerk, we know we have a citizen’s form, do we have any speakers signed up? All right. Very good.

Mr. Mitchell said I’ll try to sensitive time. Bob, can I just follow up on some of the questions that Councilman Cooksey ask. Let me go to the second bullet point, if you can expound on best but likely to best position the airport for the future. I guess for a lot of us, just for me, I think about bond capacity. When you make that reference, are you saying that an authority can position the airport better in the future than a city controlled airport?

Mr. Hazel said yes. I’m sorry.

Mr. Mitchell said then, in my mind, I’m talking about the bond capacity, what are ...

Mr. Hazel said oh bond capacity, financial bonds?

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Mr. Mitchell said yes.

Mr. Hazel said disclaimer, we're not lawyers and we're not financial advisers. Having said that, there is no apparent difference in bonding authority between the airport authority and a city run airport. There has been no lack of access to the financial markets at very favorable rates by airport authorities. If you look at the bond ratings, the pattern seems pretty similar. If you talk to the people who rate bonds, which I've done, there is no clear distinction made between based on governance. The answer to that one is, it doesn't matter.

Mr. Mitchell said go over to your recent column, the fourth one that I've been very passionate and most of us around here. I internalize as you said DBE and SPE that you use procurement policy which are likely to lead more nimble and possible lower cost. Are you referring to an authority can set up its own procurement practice, the current one now does not give out airport more, doesn't allow them to be nimble? What was your argument for the fourth reason on the contracted procurement policies?

Mr. Hazel said airport authorities can create their own procurement. A system adapted to their own needs, whether they can start prequalifying contractors which they couldn't do as a city, or whether they have a signing authority at the board level that doesn't require a city council hearing. They can adopt their own procurement practices. It doesn't mean there won't be a DBE component, there typically is, but they are free to establish their own procurement policies.

Mr. Mitchell said when a DBE firm has an issue, they go back to the authority for the authority to hear their issues. I think in your earlier chart, you say citizen lose their effectiveness to come to a city council, they would have to go to the board of authority, correct?

Mr. Hazel said right.

Mr. Dulin said I have to disagree with my good friend Mr. Barnes. I don't fully respect your work.

M. Hazel said okay.

Mr. Dulin said I've read in the business journal. I've read your report and it seems to me that you came in here knowing or thinking that an authority would be the best for the citizens of Charlotte and for our airport, for my airport, it's personal, for my father's airport, for my grandfather's airport, for the grandfathers and the mothers and fathers of the citizens of Charlotte that have grown that airport since 1935, to the people we have invited to our community since 1935 and helped us grow our community, it is their airport too. To the people who will come here, we've invited people to come here who are moving their families to Charlotte, right now, today, tomorrow, the next day, and they're coming here trusting us that we are running a city that is worthy of them to come here and move their families and grow their families, and I hope they stay for 15 generations. And yet, we're running the best airport in the world, lowest cost employment in the country, and I believe that you got hired knowing that you were going to say we should be an authority. All I can tell you, sir, is that we're going to strike you and your company a check, and that's check's not going to bounce. It's a good check. Backed up by the citizens of Charlotte, our bosses. I can't speak for the rest of this crowd, but do not put me on your reference list when you're looking for more contracts, because I'm feeling very empty. Mr. Allen, I've got a question for you sir.

Mr. Hazel said can I respond to that at some point?

Mr. Dulin said yes sir.

Mr. Hazel said I appreciate it.

Mr. Dulin said I'm feeling very empty.

Mr. Hazel said I appreciate that you disagree with my report, I respect that. I'm sorry you feel that I came in here with a predetermined answer, I did not.

Mr. Dulin said It says you do in your write up. You are quoted as saying you just think that an authority is the best way to go.

Mr. Hazel said okay. We just have to agree to disagree on that. I knew this was going to be a controversial subject, I took it anyway. I did my best to run an independent objective study. I'm sorry you don't agree with the conclusions. I'm sorry you don't respect my work. I did my best. I didn't come in with the conclusion written before I took the assignment.

Mr. Dulin said I agree with some of that. You know that we are the least likely in the country, if not the world, to be an authority. And yet your conclusion doesn't say so there's no reason to change this airport. Your conclusion says no problem, it should be an authority anyway.

Mayor Pro Tem Cannon said Councilman Dulin and council. What I like to do, if we can, and I know there's a lot of concern. A lot of tempers have flared and over a lot of period for some time ... No, no, no.

Councilmember Mayfield I've been waiting patiently.

Mayor Pro Tem Cannon said I understand, and you did wait patiently and I appreciate that. I'd like to see if I can channel this in the direction where we sort of not make it so personal, because by the way, I got some questions too. A little bit away from here and really it's around a selection process a little bit because I mean, for instance, I didn't know that Mr. Hazel at one point was employed by U.S. Airways. Is that correct sir?

Mr. Hazel said absolutely and it was fully disclosed.

Mayor Pro Tem Cannon said that's fine. If many of us caught that, I think it probably would have raised some other questions. Because from my colleagues I've been speaking to and vice versa, we did not pick that that up. I believe had we, it's not to say that you may not have gotten your opportunity, but it would have raised a red flag I believe. But beyond that, if we can just kind of keep this going forward to get to the bottom of where we're trying to end up with this because we're running out of time here. The manager has his presentation to make on the budget.

Mr. Dulin said Pro Tem, I wasn't done. I'm sorry.

Mayor Pro Tem Cannon said okay. Look, the floor is yours. I just ask for you to be respectful ...

Mr. Dulin said I'll get back in the cue, but many have asked multiple questions multiple times.

Mayor Pro Tem Cannon said I get that. I'm not questioning what your question is.

Mr. Dulin said I haven't rushed anybody else at this dire tonight.

Mayor Pro Ten Cannon said this is true. The floor is your, take it.

Mr. Dulin said I've said, Bob, I don't mind looking at an authority. I still don't mind looking at an authority. I agree that this is rushed. I thank the legislature in the House side for slowing it down. we asked them to slow it down and they did. We asked them to let our stake come out and they did. I really thank them for that. But your report was so far down the middle they didn't tell anybody anything. It told us exactly what we wanted to hear that we have the best airport in the world, the lowest has cost, and by the way, I don't know why our airport director is not here. If you look around the room, I'm not sure why he's not here. He ought to be here Mr. Manager. And yet you've told the people on the other side that want the authority "Yeah, you need to have an authority, but you're not just doing it right." So I feel empty and we're going to continue to have, this hadn't put, it's made more questions than answers. I'm not a very good candidate for your reference list.

Mr. Howard said unlike my good friend Andy, I do respect your work and I do thank you for what you consider to be an independent study. I think the crux of it for me is what I've said to you from the beginning and I've said tonight, the fact that there's no way to separate these two
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issues. There's just no way. I know you tried real hard, and maybe it was our charge from the beginning but the kind of address why and the address a best practice without taking into consideration the first set of questions you had. To me it's one of those things I told you I had a concern about. I'm not sure how you take a best practice and apply it to this situation, because so much damage has been done to relationships. I would bet you that those, how did you state it, appropriately situated, appropriately formed authority cannot happen under these circumstances. That's the part that I guess I'm a little, it is properly structured. Thank you. I'm a little toward how to go forward because I'm not sure how Charlotte takes any of this and uses it. I do agree with Andy that it just further complicates a very complicated situation. And it is probably going to get more complicated anyway I'm sure but I'm not sure if I know how to transition to this or even how to have a community conversation, because in this situation, we do have other people to consider. I think that's what you get when you're a part of government. If it's not here, it'll happen at the state level, and for some reason we're not involved. I mean a congressman got involved with the Teasdale issue. I mean there's no way to take government out of this and not require a higher level of responsibility for an airport when it is a government regulated body, and that's what it is. I think as much as this city can, we've taken it out to the point that we're the lowest cost. It's kind of hard to draw the two conclusions. You're one of the best, you're the lowest one, lowest cost, but you need to be an authority because it really implies to us whether we're saying it or not, the city and the city management, more than just this body actually, don't know what its doing. I mean, it's not just us around this table, it's all these people on the side of us that this report saying "how you doing, you're really, really good." You're getting an A, but you're not going to college anyway. Something's wrong with that and that's the part that I think we're trying to marry. I mean, anything you can say to help us to feel better about that. I mean, I'd love to hear it, but that's kind of what you are hearing around the table. It's not just anger and passion. It doesn't make sense. It's two different total conclusions and none of it makes sense how it got connected to begin with.

Mr. Hazel said I'm not sure how much I can add to that. What I said is if this was happening in a different context with no legislation and you ask what best practices were going forward, the best way to govern the airport for the future. These are the recommendations I would make. These are the reasons I would give. What I call the nevertheless is difficult because understand that you feel, as do many people in Charlotte, that this city has done nothing wrong and there's a sense of injustice about what's happening. I understand that. I'm still trying to answer the question I was given which is best form of governance going forward to best position the airport. That's what I've done with the best of my ability.

Councilmember Mayfield said first and foremost, Bob, I do want to thank you for your work because as one of the members of the committee and just so that my colleagues also know, with that very short timeframe we had a number of businesses that we were looking at and really for the experience alone where years ago the experience that Bob personally had with U.S. Air on a business level both as an employee and as someone that served as a consultant looking at other experience of the consultants that we were looking at. We narrowed it down to, and also looking at our cost because we could have possibly gone with another agency that may have been a lot more expressive and not been able to get the information back to us in that 60 day turnaround that we we're looking at. I think for me, the understanding that I had and the advisory committee was three questions. What is the current model of our Charlotte-Douglas International Airport? How is it currently being run by the city? What is this proposal, since no one had any clear idea why the proposal was being made? Then three basically a pro/con what we got out of that pro/con was your opinion, on best practice which tells us the best practice is, in your opinion and your company's opinion, is an authority. I do not personally agree with moving to the model of an authority when we're seeing out of 86 airports that are out there currently, and in the last 20 years, seven moving towards an authority. It's not like this is great movement, a move into an authority especially when the city of Charlotte has been run extremely well. I think also when I'm looking here on this particular page, which I'm glad you still have up. When you look at the final reason, the ability to develop a compensation system that enables it to attract and retain top talent. Really, that statement could have been on the City of Charlotte's pros and what are the strengths of the city because of our ability to make sure that we have compensation as comparable and you do not have an example of some authorities that are currently active that have six-figure salaries for the authority member or five-figure salaries. I have a question for you, though I'm not sure if you may or may not have an answer for it. Do you know about how

long it takes for an authority to build up their bond rating? When you look at the City of Charlotte having an AAA top tier bond rating, an authority I wouldn't think would be able to start out brand new without any history and be able to start out with a bond rating that would be susceptible to low cost. I'm hearing during this conversation different costs that will have to happen like the finances being completely separate. That means the airport will have to take on some financial responsibilities that are now held within the city, so there seems to be a lot of upfront cost for transferring to an authority that I hadn't seen shown what those upfront cost are or what that transition looks like for an authority to build up its bond rating in order to receive the type of rates that you've historically seen in the City of Charlotte.

Mr. Hazel said the new authorities can issues bonds without a delay. If you look at the case study we provided of Detroit-Wayne County, there are actually bonds, a hundred million dollars in bonds issued sort of right in the middle of everything, while there was all of the controversy and litigation. The point you make about there is a cost of transition is certainly a good point. At the moment, with no-one looking at that issue, at least no-one that I'm aware of, I don't know if there are figures on that but there are transition costs, there certainly are. The transition cost about the airport and the city for separating financial functions, etcetera. I guess I would just say, to my knowledge, these have not been big issues in the creation of other airport authorities, at least as we go back to the ones that we saw.

Ms. Mayfield said well, again, I just wanted to thank you for the work that you presented in a short period of time, not necessarily saying I agree with the ultimate outcome, because to me the outcome can be depending on which side of this issue you fall on, both sides can argue. I can still argue why the current model of the airport being under the City of Charlotte and being directed through the City of Charlotte has been successful and will continue to be successful. But there is also the argument of if we move to an authority, I just would like for us to have a little bit more information of what all of those financial implications could look like. But the work that you were able to do in a short period of time, I do want to thank you for that.

Councilmember Autry said I just wanted to bring up that I was hoping for something definitive with lots of meat on the bone for governance. When I look at page 10, the one issue on which there was clear alignment of all the stakeholders is that the airport is enormously important to the success of the city and that no one, no one wants to create conditions that would interfere with that success. I'd say that's been brought already. In the page 21, advantages and disadvantages of different governance structure, some things simply jump up. These potential advantages and disadvantages may or may not translate into real-world performance differences. On page 22, proponents of municipal airport governance maintained that by permitting citizens to have direct access to elected officials, municipal governance models institutionalize voter control over the use of the governmental power, and that is an important feature that is lost under an authority structure. Then on page 29, there is no obvious correlation to an airport governance type and airport cost as measured by cost per enplanement CPE. The most commonly used method of comparing the level of airport charge is the amount, the 25 largest airports, the five airports with the lowest CPE are all city or county run airports. Charlotte has the lowest CPE among major U.S. airports followed by Salt Lake City, which is also a city run airport. And then the coup de grace, page 51, on its face the Charlotte airport is the most unlikely candidate for a change in governance of any of its peers for the following reasons, - and then you go on about doing interviews, triggered additional oversight at governance airports such as patronage, Charlotte has been a spectacularly successful airport in most of regards including its low-cost, high service quality and prudent financial management. Number two, the specific incidents raised by proponents as listed below deserve an examination of all merits but not rush to judgment that the city intends to increase airport cost and therefore should be required to transfer a control of the airport. That is a generator of frustration because it just doesn't say "Here's what's wrong, here's how we mismanaged the effort" and to say back to the first one, no one wants to do anything to jeopardize the success that we've already had. Why are we here? That's not the question I know that you can answer, but there's just no way that we're going to come out of this with say "This is the directive. Here's what we've got this information and this study, that it's tangible and actionable and this is why we should be moving forward" other than to say that its best practices. I hope you can appreciate that level of frustration because of, there's just no meat.

Mr. Hazel said I share your frustration to the extent that there's data available. I showed the data and certainly in a way that shows Charlotte in a favorable light. The airports are not widgets
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unfortunately, and we're not in a position to compare any factory making widget A with a factory making widget B governed by different structures. That would be a wonderful thing if we could do that and really prove the case. We've got too many differences from one airport to another, so when you share the frustration of "I want some data. I want you to prove this is better." It's pretty darn hard. Lots more time, more money, can you study procurement cycles? Can we show that an airport authority has a shorter procurement cycle? There are some things you could do with enough time and money. The industry hasn't done this. The prior studies haven't done that. We did the best we could in terms of what do we think are the issues. I understand the frustrations.

Mr. Barnes said in the interest of figuring out if we can get to the budget piece tonight. I was going to ask the manager to provide us with his assessment and recommendation of this report and recommendation to include an analysis of whether we should realign the current Airport Advisory Committee to include people from the region, either by realigning the current seats or by adding seats to the committee and providing that that data as soon as possible.

Mr. Howard said I actually came prepare to make a motion and we're not far off, so I second that if we could also make sure that we engage stakeholders including the legislature, our business partners, and the community partners as well.

Mr. Barnes said I think that's a fine friendly amendment, that's fine.

Mr. Howard said and so I second that.

Mr. Dulin said there are two members from outside the county on the Advisory Committee now. I don't know from which counties they reside. Actually one of them, Morgan Edwards, is Kings Mountain. I don't know if you all know Morgan.

Mr. Barnes said you know there's a talk, Andy, about Gaston County, Union County, Iredell County, and Cabarrus County. So I'm talking about all the counties that touch Mecklenburg County that are within North Carolina. Just as a part of his analysis for the Advisory Committee.

Councilwoman Kinsey said I'm not sure I understand the friendly amendment. It didn't seem to me to latch on. It's to say the same thing that Mr. Barnes would say.

Mayor Pro Tem Cannon said I was going to come back to Councilman Howard

Ms. Kinsey said okay.

Mr. Howard said all I said is and to make sure that the manager talks to our stakeholders as a part of his recommendations. That's the only thing that I added and I listed, the ones that I thought would be important. We both wanted a follow up report. We both wanted some feedback and I just added that his feedback include having some dialogue with the legislature, our business partners, US Airways as well as community leaders where appropriate. That's all I was really saying. I would like to speak to it if I can. I'm trying to figure out how far I'm going to go out on this one. One of the definitions has been used for this council had been the word dysfunctional for a couple of months now. I hope that we remember that we hired him. He didn't look for us. This is a report that he gave us and we had an oversight committee to oversee it. So for that, I wanted to make sure that we're really careful about attacking the messenger because we hired the messenger. I think, Bob, you understand the frustration here and I think you were pretty clear about the fact that this frustration would be here when you reported to us. But I want us to maybe leave here with some understanding that we need to be clear about we need to find a way to get to next steps one way or the other. Whether it be what our relationships with the business community with this report or whatever we do, what we didn't do is go forward. I'm not trying to preach to us but this is our report now. We need to treat it as that and try to figure out the best way to handle this going forward. For me, that means that the manager have a crack at this and seeing kind of what he comes back to us with, which is I think what my purpose of the

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motion is in supporting what your motion was. Not sure I care about people on the outside having a say, I probably wouldn't add to that piece but it's okay with me.

Mr. Barnes said the reason I suggested that Mr. Howard is because of some of the concerns expressed by both people in the legislature and some of the people in the surrounding counties, and it is not the case that we don't want other people to let us know about their interest or concerns in the airports. By the way, I think we should also talk to other airlines too, because I know U.S. Airways controls 90% of the gates, but there are other airlines, Southwest just got here, the other airlines and they want to tell us something. But the fact of the matter is that there are people in the region who may want to be a part of the advisory committee, and again, just as a part of his exploratory work, let us know whether that's feasible. That's all.

Mayor Pro Tem Cannon said folks have asked the question "How did we get to where we are?" We are here in terms of where we are because in my opinion there was not a willingness to reach out to this body in the very beginning to have a level of discussion about the idea of creating an authority. I believe had that discussion taken place on the front end, we wouldn't be on the backend addressing this issue as we are today. We have a great partner in U.S. Airways. We have other partners that have made mention of just a moment ago. It's my hope that we will make sure that whatever we do, however we move forward, that we continue to do what we have been doing to extend the olive branch, with the hopes and idea that it will be extended back to us in the same manner. Largely in the part because in this report, there's some recommendations about the scope and/or the size of it, the number of appointees that should be on it, that should be represented by the city of Charlotte. And by way of the current draw, this suggests something else. Once again, for those who haven't closed the door and for those who said that they are open, it's important to make sure that we are as clear as we can be with our colleagues in governing that they may look into and understand that we are trying to get our arms around this as best we can. You have done exactly what you were charged to do and Bob, we appreciate that. Again, had this been done the way I suggested a moment ago, then best practices would have been in order. We wouldn't have been calling you in to get this kind of report, because I just wanted somebody to make sure that we have the lowest cost airport, that we have the economic vitality of our airport at the forefront, and lastly that we have a very good succession plan been placed for the future of an airport that will be there well out for us, and even our children and our children's children. In as much as we can continue to want to work, those of us that is, with figuring out the next steps on how do we get there. Let's do that in the right vain and spirit. Again, I just so wish that this would have started out on a better foot, the right way, rather than what I would call the wrong way in terms of where we ended up right now. There's a motion on the floor, all in favor of that motion, please say "Aye."

The vote was recorded as follows:

YEAS: Councilmembers Autry, Barnes, Cannon, Cooksey, Fallon, Howard, Kinsey, Mayfield, Mitchell and Pickering.

NAYS: Councilmember Dulin.

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CIAA TOURNAMENT

Mayor Pro Tem Cannon said before we move to the budget workshop piece, I'd like to recognize Councilman Mitchell on another matter because I know there's some people here that probably need to hear this and before they leave, I'd like to recognize you Councilman Mitchell.

Mr. Mitchell if there are no objections, I would like to refer this CIAA Tournament to the ED committee for our May 16th meeting. They have a very important meeting coming up May 21st and 22nd in Richmond, so I would like to have that report to us, two fold, one to be prepared and make sure we have a nice presentation as we go May 21st and 22nd in Richmond, and then get some feedback on the economic impact we had this year from the CIAA.

Motion was made by Councilmember Mitchell to refer the CIAA Tournament to the ED Committee for discussion at their May 16th meeting. Councilmember Cannon seconded the motion.

Mayor Pro Tem Cannon said let me ask another question if I might, would it also be at the ED level that we engage in having a conversation with the CRVA about what we may feel is a good approach to ensuring that we bring the Tournament back here if that's the way you want to go?

Mr. Mitchell said yes sir.

Mr. Barnes said I think that's more of a full council type discussion.

Mayor Pro Tem Cannon said do you prefer something like that in a workshop setting?

Mr. Barnes said yes.

Ms. Mayfield said the CRVA part or the CIAA part?

Mr. Barnes said the second piece. I don't understand the first piece, but I assume you all are going to talk about what the tournament did for the city and region this year and what we would hope to see in the future, but in terms of connecting the CRVA piece, I think that's a workshop environment conversation.

Mayor Pro Tem Cannon said Councilman Mitchell, anyway you want to restructure or keep that the same in terms of what your motion is?

Mr. Mitchell said I'd like to keep it the same, but to Councilman Barnes that we can accomplish both, that once with the ED we can ask Manager Carlee to make a dinner presentation so we can accomplish both.

Mayor Pro Tem Cannon said okay, that's good. Councilman Barnes, what do you think of this?

Mr. Barnes said I think that's fine. I appreciate it.

Mayor Pro Tem Cannon said If there's no opposition to that, we'll just go ahead and send that to the ED Committee. There don't seem to be any opposition.

Mr. Barnes said I saw something regarding the Eastland demolition in our materials over the weekend, and I'm not on the ED committee, but the question I have, and I noticed that it said it would be up for full council consideration on May 28th. The question I had is whether the committee considered making the demolition contribution a part of a commitment from one of the RFP partners. In other words, the successful bidder ...

Mr. Mitchell said will reimburse us the \$870,000.

Councilmember Barnes said no, well, there's that route or that we would be willing to commit that funding once we get a solid dancing partner. Let me just say, the reason I asked that question is because of something I talked to Mr. Autry about a few months ago and actually to Nancy Carter a few years ago, and that is the slow drip of expenditures there. So you buy the mall, then you knock it down, and then someone comes along and says we'll build the roads, pay us to bring employees to Charlotte, and at some point, you hit a \$50 million dollar number and we're still not moving where we want to be. I'm trying to say, when you get a dance partner in place, do you then say okay, here's another grant, a final grant, or whatever, that of \$800,000 to raise the building

Mayor Pro Tem Cannon said I understand, and of course, there is no dance partner as of yet.

Mr. Barnes said that's why we shouldn't be spending another million dollars. I was wondering if we would have a chance as a full council to consider that before the 28th or is it going to be on the agenda for decision?

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Mr. Mitchell said Councilman Barnes to your point because of Eastland Mall, I think that was the source of funding. It was like \$2.3 there and that's why staff made a recommendation to take it out of the mall funding, so I think we have that discussion of full council on the 28th.

Councilmember Cooksey said I don't want to drag this out, but that is a reasonable question to ask so it should be addressed or assessed. One of the things also to look at and the committee was made aware of and council will be made aware of more formally on the action is that we have a slow drip of expenses now because we got building cost. We got cost of maintaining certain things about that building in terms of alarm system, well I think the alarm system is actually turned off now. But in terms of security, in terms of keeping people out and the like, the presumption is it's going to get raised in the process, so we may actually have better options and I know this is a joke line commonly, but we may wind up saving money by doing it now and getting a better partner then by leaving it there and having to maintain it, we've incurred already something like \$30 to \$33 thousand dollars of cost to maintain that building. But it's a reasonable question. I encourage you to ask and then keep digging into that to see where the lines converge and what we're paying per month now versus getting rid of it.

Mayor Pro Tem Cannon said it's a tear down of an expense.

Councilmember Fallon said If I recall, and we did this last year, didn't we say we would spend no more money on it, that anybody that wanted it would have to take care of it? Because I was worried about that \$3 million dollars that was left in the pot, that they would come back and ask us for it, in some way. I think maybe the best thing to do is whether our RFP pays to take it down because they're getting knock off to begin with.

Mr. Barnes said I know that the 28, but ...

Mayor Pro Tem Cannon said we'll set up for 28th and keep in mind I believe the Council did approve some stipulations in there relative to saying that it would not be looking to provide any additional funding or capital I believe to the new owner, prospective owner should they win out, so that piece is in concrete. So we're good with that.

Ms. Fallon said hopefully.

Mayor Pro Tem Cannon said all right. Thank you so much for that. We're going to head on downstairs to the chamber?

The meeting was recessed at 7:21 p.m. to move to the Meeting Chamber for the Manager's Recommended Budget presentation.

Stephanie C. Kelly, City Clerk

Length of Meeting: 2 Hours, 2 Minutes
Minutes Completed: August 6, 2013