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   C. Airport Budget Data and Analysis
   D. Summary of Master Plan Options
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Executive Summary

The Task Force on the Hickory Regional Airport, appointed by the Hickory City Council in early February 2006, met eight times from late February to September 2006. City Council asked the Task Force to examine issues related to the Airport and propose policy guidelines to capitalize on the airport as an important asset to the region. Specifically, the Task Force was asked to consider options for resuming commercial air service, continuing financial support of the Control Tower, maintaining and developing the facility, enhancing and marketing its economic development potential, and governing the Airport.

The Task Force considered seven specific issues dealing with the Airport. This Report presents those issues in the order in which they were considered by the Task Force:

- The resumption of commercial air service;
- Control Tower operations;
- The Airport Master Plan;
- Airport Expansion and Economic Development;
- A Marketing Plan for the Airport;
- Ways to increase Airport revenue, and
- Airport governance.

In the course of its discussion of these issues, the Task Force examined data presented by City staff and Airport consultants and developed recommendations for presentation to City Council. Those recommendations are summarized here and discussed in more detail in Part 2 of this Report.

Recommendation on Commercial Air Service

Although the Hickory Regional Airport Task Force acknowledges that resuming commercial flights is unlikely given current economic conditions in the airline industry, the Task Force recommends that the City continue its present practice of seeking to add commercial air service.

Recommendation on Control Tower Operations

For the safety of all Airport users and its importance as an essential asset to the facility, the Task Force recommends that the City continue proportional funding of operating the Airport’s Control Tower after the expected end of 100% federal funding.

Recommendation on Airport Master Plan

The Airport Task Force recommends the Airport Master Plan be revised by an update to the current Airport Layout Plan Drawing (ALP), the least costly option
and one that could include some proposals for expansion to the Airport’s physical facility, as suggested below.

**Recommendations on Airport Expansion/Economic Development**

1. **Study the economic development implications and rationale for expansion at the Airport by pursuing ideas such as:**
   - Considering improvements to Airport infrastructure, such as runway, taxiway or ramp enhancements;
   - Extending Clement Blvd to free up additional land for expansion adjacent to the North Ramp; and
   - Requesting a geotechnical study evaluating the possibility of expansion on the former landfill site.

2. **The City should investigate the possibility of increasing its investment in the Airport facility by constructing “T hangars,” improving the Airport’s infrastructure and developing adjacent property for aviation or non-aviation use.**

**Recommendation on A Marketing Plan for the Airport**

Establish a comprehensive marketing plan to define the Airport’s marketing goals, promote its assets and engage the region in marketing efforts. Target marketing efforts to groups such as tourists, air show or flying clubs enthusiasts, persons interested in special events or potential students at a gliding school. Promote the safety aspects of the Hickory Regional Airport, such as its Control Tower, an Airport-based 24-hour fire station, its Instrument Landing System (ILS), new runway surfaces and a new lighting system.

**Recommendations on Ways to Increase Airport Revenue**

1. **The Hickory Regional Airport Task Force supports and encourages development of the Collegiate Training Initiative at Caldwell Community College and Technical Institute.**

   This program will create a partnership between the Hickory Regional Airport and CCC & TI to train air traffic controllers and will work in conjunction with the active, ten-year-old Caldwell Community College Management and Career Pilot Program, currently operating at the Hickory Airport. The increase in student pilot training will positively impact the Airport’s benefit/cost ratio, increase sales of aircraft fuel and services, and promote the prominence of the Airport through its participation in a nationally-recognized training program.

2. **The Task Force recommends the City expand its role as landlord of the Airport facilities. The City should aggressively market the Airport’s vacant**
facilities (the terminal or the City-owned meeting space in the FBO facility, for example, for special events), long-term leasing, or even establishing a full-service restaurant.

3. The City should move to sell fuel to general aviation aircraft by providing a self-service fuel facility for “after hours” service.

**Recommendation on Airport Governance**

As a regional asset, owned by the City of Hickory and located within both Catawba and Burke Counties, the Hickory Regional Airport needs a governance procedure that insists on the involvement of local governments, economic development entities and business representatives within the region. The recommendation described below allows local governments their share of both the tax revenue the facility generates and the Airport’s operating costs in return for a mechanism to propose policy initiatives to the Hickory City Council.

*The Task Force recommends that City Council establish an Airport Advisory Committee with representation from local governments and business interests across the region. This Advisory Committee will work with the Airport Manager acting as staff to recommend Airport policies to City Council. Representatives from the region’s local governments are expected to participate in both proposing Airport policy and in supporting the facility financially. The Task Force recommends the following ten positions be appointed to the Hickory Regional Airport Advisory Committee:*

- One Catawba County elected official
- One Burke County elected official
- One member of the Hickory City Council
- One appointment made by the Caldwell County Board of Commissioners
- One appointment made by the Alexander County Board of Commissioners
- One appointment from the Catawba County Economic Development Corporation
- One appointment from the Burke County Economic Development Commission
- One appointment from corporate Airport users
- One appointment from general aviation Airport users
- One appointment of a business person from the Hickory MSA.
1. Introduction

The local economy and the airline industry have changed rapidly in recent years. Hickory Regional Airport has seen commercial air service leave, return and then leave again. The air traffic Control Tower closed, reopened, retrofitted and was included in the Federal Aviation Administration’s contract tower program. However, federal participation has decreased while the costs of tower operations have increased, creating a strain on City resources. Nearby communities have developed competitive facilities, especially for the private and corporate customer, and major corporations have moved aircraft from Hickory to other locations. New highways have placed the region’s residents closer to larger commercial airports, making discount airlines and direct flights to major markets more convenient to local travelers.

Given these changes, the Hickory City Council decided to convene a Task Force to take a hard look at the future of the Hickory Regional Airport. The Council appointed civic and business leaders with an interest in aviation, economic development and quality of life from across the Hickory Metro area. The Task Force was asked to examine the basic assumptions, mission and objectives that guide the City’s ownership and operation of the Hickory Regional Airport.

The Council charged the Task Force with providing constructive comment on long-term airport development and recommending answers to the following short and medium range questions:

- To what extent should Hickory Regional Airport emphasize general, corporate and commercial aviation? To what extent should the Airport continue to pursue commercial service?

- Should the City continue to support the operation of the air traffic Control Tower? Can a sustainable tower funding option be developed?

- Are there opportunities to augment current fiscal options for airport maintenance and development? Should the airport become more involved in the direct sale of services to the aviation community?

- What is the most advantageous governance and management model for the Hickory Regional Airport?

- How can the Hickory Regional Airport be more effective in stimulating the economic growth and development of the Hickory Metro region?
The City Council appointed the following individuals to the Task Force, based on their familiarity with the Hickory Regional Airport and the service it provides.

- Joe Brannock, representing the Town of Long View
- Phillip Clark, pilot and business person representing Catawba County Chamber of Commerce
- Carl V. Cline, business person and general aviation pilot
- Wendell Cramer, business owner and occupant of Airport hanger
- Anne Davis, Board Member, Catawba County Economic Development Corporation
- Gary Ewing, corporate pilot
- Wayne Harris, Interim Director, Burke County Economic Development Council
- Karl V. Cline, business person and general aviation pilot
- Wendell Cramer, business owner and occupant of Airport hanger
- Anne Davis, Board Member, Catawba County Economic Development Corporation
- Gary Ewing, corporate pilot
- Wayne Harris, Interim Director, Burke County Economic Development Council
- Karl V. Cline, business person and general aviation pilot
- Wendell Cramer, business owner and occupant of Airport hanger
- Anne Davis, Board Member, Catawba County Economic Development Corporation
- Gary Ewing, corporate pilot
- Wayne Harris, Interim Director, Burke County Economic Development Council
- Karl V. Cline, business person and general aviation pilot
- Wendell Cramer, business owner and occupant of Airport hanger
- Anne Davis, Board Member, Catawba County Economic Development Corporation
- Gary Ewing, corporate pilot
- Wayne Harris, Interim Director, Burke County Economic Development Council
- Karl V. Cline, business person and general aviation pilot
- Wendell Cramer, business owner and occupant of Airport hanger
- Anne Davis, Board Member, Catawba County Economic Development Corporation
- Gary Ewing, corporate pilot
- Wayne Harris, Interim Director, Burke County Economic Development Council

City staff who served the Task Force included Assistant City Manager over Development Tom Carr and Interim Airport Director Terry Clark. Carl A. Ellington, Jr., an engineering consultant with Talbert & Bright, provided useful information to the Task Force.

Western Piedmont Council of Governments Planning Director John C. Tippett, Jr., AICP, and Senior Planner John T. Kenny, AICP, facilitated the meeting and small group discussion process. They also worked with City staff to develop meeting agendas and distributed meeting materials and agendas to Task Force members.

Others assisting the Task Force include WPCOG Rural Planning Organization Coordinator John C. Marshall, AICP, and Hickory staff Mike Bennett, Donna
Cullum and Cal Overby. Secretarial support was provided by JoAnn Kuhn, Assistant City Clerk, and Pamela Tallent, City Clerk.

The Task Force met eight times, monthly from February 2006 through August 2006. The key topics discussed at each meeting are summarized here:

- **February 27, 2006.** At this introductory meeting of the Task Force, Interim Airport Director Terry Clark presented a summary of basic facts about the Airport, followed by a van tour of the Airport and a view of the facility from the Tower. Task Force Chairman Brad Lail led a discussion of the City Council’s direction to the Task Force as members began their work.

- **March 27, 2006.** The second meeting of the Task Force considered options for resuming commercial air service. The Task Force began discussing the Control Tower, its costs and the benefits of maintaining the service. Control Tower Chief Lezli Kolcun presented information to the group on controllers, their operations and the need to continue such services.

- **April 24, 2006.** Discussion of the Control Tower concluded at this meeting of the Task Force. A survey distributed to members of the Hickory Regional Airport Task Force revealed that key topics for future discussions included fiscal analysis of Airport operations, Airport Master Plan (physical layout, infrastructure), Control Tower operations, marketing plan, economic development strategies, general aviation market considerations, and Airport organization and management.

  City staff summarized the contract between the City and the Fixed Base Operator, Profile Aviation. Members were also provided a copy of the agreement itself. An overview of the Airport budget was also presented to Task Force members.

- **May 22, 2006.** City staff presented data comparing fuel and hanger costs and tax rates at Hickory Regional Airport with nearby competitors (Statesville, Lincolnton, Wilkes County, Morganton-Lenoir) and distant non-competitors (Charlotte, Winston-Salem, Asheville, Concord, Kinston, Pitt-Greenville). Three options for revising and updating the Airport’s Master Plan were presented to the group.

- **June 26, 2006.** Airport engineering consultant Carl Ellington presented basic information on options for airport management, income sources, future development and capital improvements. Members then divided into four small discussion groups to brainstorm strategies for economic development and for potential governance models for the Airport. Results were summarized and will be developed from this discussion as recommendations for the Task Force’s consideration.
• **July 31, 2006.** Airport consultant Carl Ellington returned to discuss further options for general aviation income sources. The small group discussion format was used again to develop ideas as the basis for draft recommendations on this issue.

• **August 28, 2006.** The Task Force refined some recommendations already approved and proposed additional recommendations on the Airport Master Plan and the Control Tower. Members were given the opportunity to propose additional recommendations.

• **September 11, 2006.** The final draft of the Task Force’s Report to City Council was reviewed and approved. Six Task Force members volunteered to present the group’s recommendations to City Council at its meeting in early October.
2. **Issues Discussed and Recommendations to Council**

As Task Force discussions began and members discussed a number of concerns about the Airport, seven key issues emerged as central to the mission of the Task Force. These central issues also appeared in an email survey of members after the first two meetings were completed. These key issues were:

- The resumption of commercial air service;
- Control tower operations;
- The Airport Master Plan;
- Airport Expansion/Economic Development;
- A Marketing Plan for the Airport;
- Ways to increase Airport revenue, and
- Airport governance.

This section presents these issues in the approximate order the Task Force discussed them. A short overview of each issue and comments by Task Force members are followed by recommendations to the Hickory City Council on each of these six issues.

**Resumption of Commercial Air Service**

Since the recent departure of commercial air service by Delta Airlines, City Airport staff has continued efforts to contact other air carriers about the possibility of resuming commercial air service to and from Hickory. Working against the traveler’s desire for a resumption of local commercial air service is the ease of reaching Charlotte-Douglas International Airport from the Hickory Metro region. Completion of the new US Highway 321 shortened the commute time from Hickory to the Charlotte Airport to 60-75 minutes.

While recognizing the current economic uncertainties in the airline industry and the rising costs of jet fuel, Task Force members nonetheless encouraged the City to continue its attempts to regain commercial air service for the region’s residents, businesses and tourists.

This recommendation was approved by the Task Force:

*Although the Hickory Regional Airport Task Force acknowledges that resuming commercial flights is unlikely given current economic conditions in the airline industry, the Task Force recommends that the City continue its present practice of seeking to add commercial air service.*

**The Control Tower and its Operation**

Nearly everyone who addressed the issue of the air traffic control tower described it as an important asset that none of the “nearby competitor airports”
possess. Pilots, general aviation users and tower staff all underscored the need to retain the air traffic control tower as a unique safety asset of the Hickory Regional Airport. The City also maintains a fire station at the Airport, staffed 24 hours a day.

Control tower staff are employees of Robinson Aviation RVA, Inc., a private contractor, and are paid by the federal government at least through the next two federal fiscal years, 2006-07 and 2007-08, at a cost of approximately $288,000 for those two fiscal years. If 100% federal funding ends, as is likely, the City will resume its previous practice of covering these costs on a shared basis among the City, local governments in the region and the federal government. The tower is staffed from 7 am until 11 pm daily by five experienced controllers. Current operational expenses for maintaining the tower itself, which is owned by the City, are approximately $20,000 annually. Without a control tower, staff predicted a decrease in the number of private aircraft using the facility.

**Recommendation on Control Tower Operations**

*For the safety of all Airport users and its importance as an essential asset to the facility, the Task Force recommends that the City continue proportional funding of operating the Airport’s Control Tower after the expected end of 100% federal funding.*

**Airport Master Plan**

The Master Plan for the Hickory Regional Airport is closely tied to the issues of federal funding, expansion of Airport facilities and economic development.

The Federal Aviation Administration requires a Master Plan to provide long-range plans for expansion and renovation of facilities funded by the federal government. Without a plan federal funds will not be allocated. Projects on the Master Plan are funded 95% by the federal government, 2.5% by the state and the remaining 2.5% by the City.

The existing Hickory Regional Airport’s Master Plan was completed in 1990 and the Airport Layout Plan (essentially a site plan of the airport) was revised in 2002. The current Airport Layout Plan identifies possible areas for future expansion as the North Ramp, the West Ramp and the East Ramp, as well as the relocation of some taxiways. The Airport Layout Plan also includes such items as the relocation of some taxiways, paving and lighting needs and the possible location of future hangars.

Staff presented three options for revising the Master Plan to the Task Force:

- Develop a new Master Plan over 12-18 months at a cost of $250,000 to $300,000;
- Update the Master Plan, a 12-month process, costing $150,000-$200,000;
- Revise the 2002 Airport Layout Plan Drawing, taking six months and costing $50,000-$100,000.

Federal funds will pay 95% of these costs. The remaining 10% is shared equally by the North Carolina Department of Transportation and the City of Hickory.

**Recommendation on Airport Master Plan**

*The Airport Task Force recommends the Airport Master Plan be revised by an update to the current Airport Layout Plan Drawing (ALP), the least costly option and one that could include some proposals for expansion to the Airport’s physical facility, as suggested below.*

**Airport Expansion/Economic Development**

Since the Master Plan, or a revised Airport Layout Plan, would indicate proposed modifications in the existing facility including runways, ramps and hangars, such changes in the physical facility could have important economic development implications.

The economic development implications of the Hickory Regional Airport were considered by the Task Force at several meetings throughout the process, including a small group discussion devoted to that topic. A major issue impinging upon expansion of the Airport’s facilities is the apparent lack of readily available land for expansion. Roads hem in the Airport to the south and on the east sides, while land within the Airport boundaries may have been compromised for future development because of its use as a landfill in the mid-20th century.

Several issues raised by the Task Force dealt with ways to increase the Airport’s role as an economic development asset by increasing the City’s role in offering services to owners and users of light twin-engine or single-engine aircraft. These aircraft use 100 octane avgas fuel and understand the safety that the Control Towers offers pilots of these aircraft. Some ideas discussed at Task Force meetings include offering fuel service on a self-service, after-hours basis and building “T hangars,” a series of small hangars arranged back to back in a herringbone arrangement that offer pilots easy access to move or store their light aircraft.

Another idea proposed building larger hangars that could be made available to corporate clients moving to the region and thus increase the City’s ground leases and the Airport’s revenue.

The Task Force’s recommendations deal with ways of investigating these problems as well as developing hangars or buildings for economic development uses on or adjacent to Airport property.
These **recommendations** are proposed by the Task Force:

1. **Study the economic development implications and rationale for expansion at the Airport by pursuing ideas such as:**
   - Considering improvements to Airport infrastructure, such as runway, taxiway or ramp enhancements;
   - Extending Clement Blvd to free up additional land for expansion adjacent to the North Ramp; and
   - Requesting a geotechnical study evaluating the possibility of expansion on the former landfill site.

2. **The City should investigate the possibility of increasing its investment in the Airport facility by constructing “T hangars,” improving the Airport’s infrastructure or developing adjacent property for aviation or non-aviation use.**

**A Marketing Plan for the Airport**

Discussions of ways to market the Hickory Regional Airport in new and innovative ways occurred throughout the meetings of the Task Force. Not surprisingly, it was most noticeable in the small group session devoted to the issue of economic development. These two issues are closely connected and were separated to help focus discussion.

Most obvious was the focus on marketing the Airport and its assets to the entire Hickory Metro region. Task Force members agreed that a successful Airport marketing plan is one important aspect of successful regional marketing. The group suggested a coordinated marketing plan and ideas such as increasing the number of air shows, scheduling more special events at the Airport or establishing a gliding school.

The following **recommendation** was approved by the Task Force:

*Establish a comprehensive marketing plan to define the Airport’s marketing goals, promote its assets and engage the region in marketing efforts. Target marketing efforts to groups such as tourists, air show or flying clubs enthusiasts, persons interested in special events or potential students at a gliding school. Promote the safety aspects of the Hickory Regional Airport, such as its Control Tower, an Airport-based 24-hour fire station, its Instrument Landing System (ILS), new runway surfaces and a new lighting system.*

**Ways to Increase Airport Revenue**

A number of interesting and innovative ideas were proposed during Task Force discussions to increase the revenue stream for the Hickory Regional Airport. Some of these ideas evolved near the beginning of general Task Force
discussions. Others came during a small group discussion session devoted to this topic at the July 31 meeting.

One intriguing possibility was offered in the course of the Control Tower discussion. This idea would build on an existing partnership between the Airport and Caldwell Community College and Technical Institute which currently offers an Aviation Careers Program at the Airport. Under this proposal, the community college would develop a Collegiate Training Initiative, one of 14 in the nation, which would increase the number of student pilots being trained at the Hickory Airport, increase the number of take-offs and touch-downs, increase fuel sales and increase the Airport’s prominence through its involvement with this national program.

This recommendation was approved by Task Force members:

1. *The Hickory Regional Airport Task Force supports and encourages the development of the Collegiate Training Initiative at Caldwell Community College and Technical Institute.*

   *This program will create a partnership between the Hickory Regional Airport and CCC & TI to train air traffic controllers and works in conjunction with the active, ten-year-old Caldwell Community College Aviation Careers Program, currently operating at the Hickory Airport. The increase in student pilot training will positively impact the Airport Tower’s benefit/cost ratio, increase sales of aircraft fuel and services, and promote the prominence of the Airport through its participation in a nationally-recognized training program.*

A number of other recommendations, developed at the July 31 meeting, speak more directly to ways of increasing revenue from additional sales and services. These ideas ranged from partnering with the private sector, to building “T hangars” or other facilities, to developing nearby property, to renting facilities currently being under-used by the City. Some of these ideas are found in the recommendations in the Report’s section on Airport Expansion and Economic Development.

Notable among the ideas were these recommendations by the Task Force:

2. *The Task Force recommends the City expand its role as landlord of Airport facilities. The City should aggressively market the Airport’s vacant facilities (the terminal or the City-owned meeting space in the FBO facility, for example, for special events), long-term leasing, or even establishing a full-service restaurant.*

3. *The City should move to sell fuel to general aviation aircraft by providing a self-service fuel facility for “after hours” service.*
Airport Governance

This issue was discussed in passing at two meetings and became one of two focal points for the small group discussion at the June 26 meeting. The results of that discussion demonstrated an overwhelming preference for establishing an Airport Advisory Council composed of Airport users and local governments from across the Hickory Metro region. Other governance models drawing minimal interest from the group included an Airport Authority and continuing the existing City management with little input from regional partners.

As a regional asset, owned by the City of Hickory and located within both Catawba and Burke Counties, the Hickory Regional Airport needs a governance procedure that insists on the involvement of local governments, economic development entities and business representatives within the region. The recommendation described below allows local governments their share of both the tax revenue the facility generates and the Airport’s operating costs in return for a mechanism to propose policy initiatives to the Hickory City Council.

The recommendation approved by the Task Force states:

_The Task Force recommends that City Council Establish an Airport Advisory Committee with representation from local governments and business interests across the region. This Advisory Committee will work with the Airport Manager acting as staff to recommend Airport policies to City Council. Representatives from the region’s local governments are expected to participate in both proposing Airport policy and in supporting the facility financially. The Task Force recommends the following ten positions be appointed to the Hickory Regional Airport Advisory Committee:_

- One Catawba County elected official
- One Burke County elected official
- One member of the Hickory City Council
- One appointment made by the Caldwell County Board of Commissioners
- One appointment made by the Alexander County Board of Commissioners
- One appointment from the Catawba County Economic Development Corporation
- One appointment from the Burke County Economic Development Commission
- One appointment from corporate Airport users
- One appointment from general aviation Airport users
- One appointment of a business person from the Hickory MSA.
3. Appendices

A. Map of Airport
B. Comparative Data of Nearby Competitor and Distant Non-Competitor Airports
C. Airport Budget Data and Analysis
D. Summary of Master Plan Options
E. Meeting Minutes
# Survey of Nearby Competitor Airports

## Airport Overview

<table>
<thead>
<tr>
<th>Airport</th>
<th>Owner</th>
<th>FBO Ownership</th>
<th>Tower Type</th>
<th>Tower Tax Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gastonia</td>
<td>City</td>
<td>fly carolina</td>
<td>None</td>
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<td>Hickory</td>
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<td>profile aviation</td>
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<td>Lincolnton</td>
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<td>None</td>
<td>$0.66</td>
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<tr>
<td>Wilkes County</td>
<td>County</td>
<td>county</td>
<td>None</td>
<td>$0.66</td>
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<tr>
<td>Morganton-Lenoir</td>
<td>County Auth.</td>
<td>Speedbird Aviation</td>
<td>None</td>
<td>$0.54</td>
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## Sample Taxation Comparison: Hickory & Statesville

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<thead>
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<th>Taxation</th>
<th>Amount</th>
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<tbody>
<tr>
<td>City of Hickory/Burke Co.</td>
<td>$1.09</td>
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<tr>
<td>City of Statesville/Reddell Co.</td>
<td>$0.82</td>
</tr>
<tr>
<td>Business Jet Sample Value</td>
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<tr>
<td>Hickory Regional Airport Tax</td>
<td>$65,400.00</td>
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<td>Statesville Municipal Tax</td>
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<tr>
<td><strong>Difference</strong></td>
<td><strong>$16,200.00</strong></td>
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## Airport Fuel Price Comparisons

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<tr>
<th>Airport</th>
<th>100LL</th>
<th>JetA</th>
</tr>
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<tbody>
<tr>
<td>Statesville</td>
<td>$4.28</td>
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</tr>
<tr>
<td>Hickory</td>
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<tr>
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<td>$3.88</td>
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<td>Lincolnton</td>
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<td>$3.64</td>
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<td>$3.53</td>
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<tr>
<td>Morganton-Lenoir</td>
<td>$3.43</td>
<td>$3.75</td>
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## Airport Monthly Hangar Rent, Tie Down & Fee Comparisons

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<thead>
<tr>
<th>Airport</th>
<th>Monthly Hangar Rent</th>
<th>Monthly Tie Down Fees</th>
<th>Ramp Fees</th>
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<tbody>
<tr>
<td></td>
<td>Small Aircraft</td>
<td>Medium Aircraft</td>
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<tr>
<td></td>
<td>$200.00</td>
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<tr>
<td>Morganton-Lenoir</td>
<td>$205.00</td>
<td>$305.00</td>
<td>TBO based on aircraft size.</td>
</tr>
</tbody>
</table>

**Notes:**
- RON = Rent Over Night.
- Fuel prices as of 4/17/96.
- * Applies only if no fuel is purchased.
- Small Aircraft = Cessna 182
- Medium Aircraft = Twin Cessna
- Large Aircraft = Lear 31

**Sources:**
- The airports; The FBOs; The governments.
**Nearby Competitor Airports: 100 LL Fuel Comparisons**

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<thead>
<tr>
<th>Airport</th>
<th>100 Low Lead Fuel</th>
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<td>Statesville</td>
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**Nearby Competitor Airports: Jet A Fuel Comparisons**

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<th>Airport</th>
<th>Jet A Fuel</th>
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<td>Statesville</td>
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<td>Gastonia</td>
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</table>
# SURVEY OF DISTANT NON-COMPETITOR AIRPORTS

## Airport Overview

<table>
<thead>
<tr>
<th>Airport</th>
<th>Owner</th>
<th>FBO Ownership</th>
<th>Tower Type</th>
<th>Tax Rate</th>
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<tbody>
<tr>
<td>Charlotte</td>
<td>City</td>
<td>Wilson Air Center</td>
<td>Federal</td>
<td>$1.26</td>
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<tr>
<td>Winston-Salem</td>
<td>County Comm./Auth.</td>
<td>Landmark Aviation</td>
<td>Contract</td>
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<tr>
<td>Asheville</td>
<td>Regional Auth.</td>
<td>Million Air</td>
<td>Federal</td>
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<td>Hickory</td>
<td>City</td>
<td>Profile Aviation</td>
<td>Contract</td>
<td>$1.09</td>
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<tr>
<td>Concord</td>
<td>City</td>
<td></td>
<td>Contract</td>
<td>$1.06</td>
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<tr>
<td>Kinston</td>
<td>City/County/State</td>
<td>Seagrove Aviation</td>
<td>Contract</td>
<td>$0.81</td>
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<tr>
<td>Pitt-Greenville</td>
<td>City/County Auth.</td>
<td>City/County Auth.</td>
<td>None</td>
<td>$0.56</td>
</tr>
</tbody>
</table>

## Sample Taxation Comparison: Hickory & Concord

| City of Hickory/Burke Co. | $1.09 |
| City of Concord           | $1.06 |
| Business Jet Sample Value | $6,000,000.00 |
| Hickory Regional Airport Tax | $65,400.00 |
| City of Concord Tax       | $63,600.00 |
| Difference                | $1,800.00 |

## Airport Fuel Price Comparisons

<table>
<thead>
<tr>
<th>Airport</th>
<th>100LL</th>
<th>JetA</th>
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<tbody>
<tr>
<td>Winston-Salem</td>
<td>$4.92</td>
<td>$4.62</td>
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<tr>
<td>Charlotte</td>
<td>$4.63</td>
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<td>$4.62</td>
<td>$4.30</td>
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<tr>
<td>Concord</td>
<td>$4.18</td>
<td>$4.07</td>
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<td>$4.21</td>
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<td>Pitt-Greenville</td>
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## Airport Monthly Hangar Rent, Tie Down & Fee Comparisons

### Monthly Hangar Rent

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<tr>
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<th>Small Aircraft</th>
<th>Medium Aircraft</th>
<th>Large Aircraft</th>
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<tr>
<td>Charlotte</td>
<td>$300.00</td>
<td>$400.00</td>
<td>$1,200.00</td>
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<td>Winston-Salem</td>
<td>$190.00</td>
<td>$325.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Asheville</td>
<td>Did not respond</td>
<td>Did not respond</td>
<td>Did not respond</td>
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<tr>
<td>Hickory</td>
<td>$150.00</td>
<td>$255.00</td>
<td>$1,000.00</td>
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<td>Concord</td>
<td>$180.00</td>
<td>$298.00</td>
<td>$573.00</td>
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<tr>
<td>Kinston</td>
<td>None</td>
<td>None</td>
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<tr>
<td>Pitt-Greenville</td>
<td>$100.00</td>
<td>$200.00</td>
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### Monthly Tie Down Fees

<table>
<thead>
<tr>
<th>Airport</th>
<th>Small Aircraft</th>
<th>Medium Aircraft</th>
<th>Large Aircraft</th>
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<tr>
<td>Charlotte</td>
<td>$100.00</td>
<td>$100.00</td>
<td>$200.00</td>
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<td>Winston-Salem</td>
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<td>$75.00</td>
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<td>Asheville</td>
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<tr>
<td>Hickory</td>
<td>$60.00</td>
<td>$60.00</td>
<td>$140.00</td>
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<td>Kinston</td>
<td>$30.00</td>
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<tr>
<td>Pitt-Greenville</td>
<td>$20.00</td>
<td>$30.00</td>
<td>$30.00</td>
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</table>

### Ramp Fees

- Small Aircraft=Cessna 182
- Medium Aircraft=Twin Cessna
- Large Aircraft=Lear 31

**Notes:**
- RON=Real Over Night.
- Fuel prices as of 4/17/08.
- Applies only if no fuel is purchased.
- $20 minimum. Otherwise, $1.00 per 1,000 lbs. aircraft weight. Part 135 aircraft=charters.
- Pitt-Greenville calculates rent based on hangar size and numerous other variables. Rents are approximate.

**Sources:** The airports; The FBOs; The governments.
### Airport Fuel Prices:

<table>
<thead>
<tr>
<th>Airport</th>
<th>100 Low Lead Fuel</th>
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<tbody>
<tr>
<td>Winston-Salem</td>
<td>$4.92</td>
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<td>Charlotte</td>
<td>$4.63</td>
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<td>$4.18</td>
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<tr>
<td>Asheville</td>
<td>$4.15</td>
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<tr>
<td>Hickory</td>
<td>$4.04</td>
</tr>
<tr>
<td>Pitt-Greenville</td>
<td>$3.99</td>
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</table>

### Distant Non-Competitor Airports: 100 LL Fuel Comparisons

![Bar graph showing fuel prices for various airports](image)

### Airport Fuel Prices:

<table>
<thead>
<tr>
<th>Airport</th>
<th>Jet A Fuel</th>
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<tr>
<td>Winston-Salem</td>
<td>$4.62</td>
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<td>$4.30</td>
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<tr>
<td>Charlotte</td>
<td>$4.25</td>
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<tr>
<td>Concord</td>
<td>$4.07</td>
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<tr>
<td>Pitt-Greenville</td>
<td>$3.99</td>
</tr>
<tr>
<td>Hickory</td>
<td>$3.76</td>
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### Distant Non-Competitor Airports: Jet A Fuel And Tax Rate Comparisons

![Bar graph showing fuel prices for various airports](image)
### Nearby Competitor Airports: Tax Rate Comparisons

<table>
<thead>
<tr>
<th>Airport</th>
<th>Tax Rate</th>
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<tr>
<td>Gastonia</td>
<td>$1.43</td>
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<td>Hickory</td>
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<td>Statesville</td>
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<td>Lincoln</td>
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<tr>
<td>Wilkes County</td>
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<tr>
<td>Morganton-Lenoir</td>
<td>$0.54</td>
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### Distant Non-Competitor Airports: Tax Rate Comparisons

<table>
<thead>
<tr>
<th>Airport</th>
<th>Tax Rate</th>
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</thead>
<tbody>
<tr>
<td>Charlotte</td>
<td>$1.26</td>
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<tr>
<td>Winston-Salem</td>
<td>$1.15</td>
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<tr>
<td>Asheville</td>
<td>$1.12</td>
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<td>$1.09</td>
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<tr>
<td>Concord</td>
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<td>Kinston</td>
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<td>Pitt-Greenville</td>
<td>$0.56</td>
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## City Of Hickory
**Profile Aviation Center, Inc.**
**Fiscal Year 2006**

<table>
<thead>
<tr>
<th>Month</th>
<th>Fuel Deliveries</th>
<th>Rent at 7.3%</th>
<th>Bldg/Land</th>
<th>Total FBO Rent</th>
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<tr>
<td>July-05</td>
<td>130,153.00</td>
<td>9,501.17</td>
<td>6,069.48</td>
<td>15,570.65</td>
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<tr>
<td>August-05</td>
<td>114,183.00</td>
<td>8,335.36</td>
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<td>14,404.84</td>
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<td>September-05</td>
<td>120,307.00</td>
<td>8,782.41</td>
<td>6,069.48</td>
<td>14,851.89</td>
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<td>October-05</td>
<td>114,255.00</td>
<td>8,340.62</td>
<td>6,069.48</td>
<td>14,410.10</td>
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<td>November-05</td>
<td>84,089.00</td>
<td>6,138.50</td>
<td>6,069.48</td>
<td>12,207.98</td>
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<td>December-05</td>
<td>52,744.00</td>
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<td>9,919.79</td>
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<td>January-06</td>
<td>61,130.00</td>
<td>4,462.49</td>
<td>6,069.48</td>
<td>10,531.97</td>
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<td>February-06</td>
<td>67,914.00</td>
<td>4,957.72</td>
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<td>11,027.20</td>
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<td>March-06</td>
<td>77,549.00</td>
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<tr>
<td>June-06</td>
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**Rounding**

**FY06 Receipts**: 120,724.46
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<th>FY02-03</th>
<th>FY03-04</th>
<th>FY04-05</th>
<th>FY05-06</th>
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<td>Burke County Tower Operations</td>
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<td>Alexander County Tower Operations</td>
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<td><strong>Tower Revenue</strong></td>
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<td><strong>21586</strong></td>
<td><strong>25136</strong></td>
<td><strong>25136</strong></td>
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<td>Car Rental Agencies</td>
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<td>114000</td>
<td>150000</td>
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<td>FAA Rental</td>
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<td>141600</td>
<td>150000</td>
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<td>Moose/Flightworks Rental</td>
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<td>14909</td>
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<td>FMD Aviation</td>
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<td>14018</td>
<td>14728</td>
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<td><strong>294177</strong></td>
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<td>Late Payment Penalties</td>
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<td><strong>Miscellaneous Airport Revenue</strong></td>
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<td>Interest Earned</td>
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<td>Investment Earnings</td>
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<td>5046</td>
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<td>Transfer from the General Fund</td>
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<td>489342</td>
<td>292270</td>
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<tr>
<td>Transfer from the General Fund</td>
<td>241556</td>
<td>280790</td>
<td>498232</td>
<td>483092</td>
<td>489342</td>
<td>292270</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>808655</strong></td>
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<tr>
<td></td>
<td>FY01-02 Actuals</td>
<td>FY02-03 Actuals</td>
<td>FY03-04 Actuals</td>
<td>FY04-05 Actuals</td>
<td>FY05-06 Budgeted</td>
<td>FY06-07 Budgeted</td>
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<tr>
<td>----------------------</td>
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<td>Administrative Pro-Rata Reimbursements</td>
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<td>682087</td>
<td>807874</td>
<td>808655</td>
<td>669111</td>
</tr>
</tbody>
</table>
MASTER PLAN ($250,000 - $300,000)

- **Existing Inventory** — airport materials, aircraft ramp counts, building, runway, taxiway, apron inspection, facility measurements, navigational aid review

- **Aviation Demand Forecasts** — operations forecast (single engine, multi-engine, jet, military, air taxi), forecast (local operations versus itinerant operations), based aircraft by type

- **Facility Requirements** — runway and taxiway length and width, aprons, buildings, hangars, automobile parking, terminal expansion


- **Airport Plans** — Cover Sheet, Airport Layout Plan (ALP), Terminal Area Plan (TAP), Approach Surface (Part 77), Inner Portion Approach Surface Drawing, Land Use Plans, Airport Access Plan, Exhibit “A” Property Map

- **Capital Improvement Plan Implementation**

- **Airport Business Plan**

MASTER PLAN UPDATE ($150,000 - $250,000)

- **Existing Inventory** — airport materials, aircraft ramp counts, building, runway, taxiway, apron inspection, facility measurements, navigational aid review

- **Aviation Demand Forecasts** — operations forecast (single engine, multi-engine, jet, military, air taxi), forecast (local operations versus itinerant operations), based aircraft by type

- **Facility Requirements** — runway and taxiway length and width, aprons, buildings, hangars, automobile parking, terminal expansion

Airport Plans - Cover Sheet, Airport Layout Plan (ALP), Terminal Area Plan (TAP), Approach Surface (Part 77), Inner Portion Approach Surface Drawing, Land Use Plans, Airport Access Plan, Exhibit “A” Property Map

Capital Improvement Plan Implementation

AIRPORT LAYOUT PLAN DRAWING UPDATE ($50,000 - $100,000)

Existing Inventory – airport materials, aircraft ramp counts, building, runway, taxiway, apron inspection, facility measurements, navigational aid review

Aviation Demand Forecasts – operations forecast (single engine, multi-engine, jet, military, air taxi), forecast (local operations versus itinerant operations), based aircraft by type

Facility Requirements – runway and taxiway length and width, aprons, buildings, hangars, automobile parking, terminal expansion

Airport Layout Plan (ALP)

Capital Improvement Plan Implementation
I. The first regular meeting of the Hickory Airport Task Force was held on Monday, February 27, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room Located at the Hickory Regional Airport.

Members present: Chairman Brad Lail, Jill Patton, Joe Brannock, Wendell Cramer, Anne S. Davis, Gary Ewing, Leroy Harris, Wayne Harris, Danny Hearn, Steven Ivester, Lezli Kolcun, James Malcolm, Phillip Mosteller, Steven Rosenblatt, Carroll Smith, Brent Smith, Dawn Sullivan, Hamilton Ward, Jeff Wofford and Doug Yoder

Members absent: Ted Alman, Carl Cline, David Jones, Lee Lunsford, Reid McKay and Mac Forehand

Others present: City Manager Mick Berry, Interim Airport Director Terry Clark, WPCOG Facilitators John Kenny and John Tippett, Public Information Officer Mandy Pitts, Deputy City Clerk JoAnn Kuhn and Catawba EDC President Scott Millar.

A quorum was present.

II. Meeting was called to order by Chairman Brad Lail

III. Introductions were made by each Task Force Member including their interest in the Hickory Regional Airport. Contact information was also obtained.

IV. A tour was taken of the Control Tower and Profile Aviation to familiarize members with the different airport facilities/locations for future discussions.

V. Chairman Lail briefly went through the five (5) charges to the Task Force by the Hickory City Council.

- To what extent should Hickory Regional Airport emphasize general, corporate, and commercial aviation? To what extent should the airport continue to pursue commercial service?

- Should the City continue to support the operation of the air traffic control tower? Can a sustainable tower funding option be developed?
• Are there opportunities to augment current fiscal options for airport maintenance and development? Should the airport become more involved in the direct sale of services to the aviation community?

• What is the most advantageous governance and management model for the Hickory Regional Airport?

• How can the Hickory Regional Airport be more effective in stimulating the economic growth and development of the Hickory Metro region?

It was noted that a report should be ready to submit to Hickory City Council by August 1, 2006.

VI. Facilitator Kenny discussed the time frame in which the Task Force will need to respond to Council’s questions and their importance. The five (5) charges were briefly discussed among members.

VII. It was unanimous to hold monthly meetings on the last Monday of the month from 3:30 p.m. to 5:30 p.m. at the Profile Aviation Facility Conference Room. The scheduled dates will be:

March 27, 2006
April 24, 2006
May 29, 2006 – (Memorial Day/Will Need to Change)
June 26, 2006
July 31, 2006

VIII. Discussion at the next meeting will be what type of focus makes sense for the airport, commercial possibilities and the control tower and funding.

IX. City Manager Mick Berry discussed the importance of Task Force members taking information back to the groups they are representing so as to keep them informed to what is going on.

The next meeting is scheduled for Monday, March 27, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room.

The meeting was adjourned at 5:30 p.m.

________________________________
Deputy City Clerk, JoAnn Kuhn
I. A regular meeting of the Hickory Airport Task Force was held on Monday, March 27, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room Located at the Hickory Regional Airport.

Members present: Chairman Brad Lail, Jill Patton, Joe Brannock, Phil Clark, Wendell Cramer, Anne S. Davis, Leroy Harris, Steven Ivester, David Jones, Lezli Kolcun, James Malcolm, Reid McKay, Steven Rosenblatt, Carroll Smith, Brent Smith, Hamilton Ward, Jeff Wofford and Doug Yoder

Members absent: Ted Alman, Carl Cline, Gary Ewing, Wayne Harris, Lee Lunsford, Phillip Mosteller, Mac Forehand and Dawn Sullivan

Others present: City Manager Mick Berry, Assistant City Manager, Warren Wood, Assistant City Manager Tom Carr, Interim Airport Director Terry Clark, WPCOG Facilitators John Kenny and John Tippett, and Deputy City Clerk JoAnn Kuhn

A quorum was present.

II. Meeting was called to order by Chairman Brad Lail

III. Minutes of February 27, 2006 were unanimously approved

IV. Facilitator John Kenny introduced the two (2) topics to be discussed, Commercial Aviation and the Control Tower. An aerial map of the Hickory Regional Airport taken in 1998 was introduced and passed around.

V. Commercial Air Service: Terry Clark introduced a list of all the airlines that the Hickory Regional Airport staff have been and still are in contact with, within the past six (6) year period. He indicated that they will continue to work diligently to bring commercial air service to the City and hopefully another airline will be attracted.

Terry Clark indicated that a prediction could not be made as to when commercial air service will return to Hickory. It was noted that Hickory’s primary competition is Charlotte, due to Hwy 321. The travel time to Charlotte is right at an hour.
Turbo props were discussed and it was felt that most people do not want to ride turbo props and the majority of airlines are getting away from turbo props due to them wanting to reduce the number of types of aircraft they must maintain.

Hamilton Ward questioned what other ways Hickory could prosper without commercial air service. Terry Clark indicated that Hickory needs to hold onto its certification for commercial flights. We need to be certified to keep federal Airport Improvement Plan (AIP) funding. We want to be primed and ready for commercial air service. The ASA traffic and its impact on the benefit-cost ratio for the contract tower was discussed and the formula used will be investigated.

Chairman Brad Lail inquired as to anyone having a recommendation for commercial air service. Jill Patton indicated that commercial air service cannot be forced and in the interim, we need to look at military, private, corporate etc. Jeff Wofford discussed welcoming light aircraft, letting people know we have the facilities, promote general aviation and corporate growth, NASCAR and make it attractive. Additionally, it was noted that the facilities need to be maintained and there also needs to be more room to house aircraft.

John Kenny indicated he would use the discussions and write a draft recommendation for the Task Force to review at the next meeting.

VI. **Control Tower:** Terry Clark distributed out information regarding Operational Costs of the Control Tower, what the City of Hickory pays under the contract with RVA and the contributions to the tower made by Burke, Caldwell, Catawba and Alexander Counties.

Jeff Wofford questioned why Commscope was paying $5,000 a year previously and now they pay nothing. He indicated that people are still willing to support the control tower. Terry Clark indicated he would look into this question.

Terry Clark gave a brief history of the Control Tower and the tax rate on aircraft was discussed.

Why to keep the Control Tower was discussed. The control tower is needed to attract airlines, attract corporate and to keep the airport safe. Some corporate jets will not fly into an airport without a tower. It was asked why Statesville is getting busier without having a control tower? Statesville gets NASCAR from Concord and Lowes recently relocated its corporate headquarters to nearby Mooresville. It is rumored that within five (5) years, Statesville will have a control tower. Lowes said they would fund a piece of the tower.
Task Force members suggested that Hickory is the only airport around that has a localizer, fire station and a control tower. If you want to train, Hickory is where you want to train.

Chairman Brad Lail introduced Lezli Kolcun, Tower Chief at the Hickory Regional Airport. Ms. Kolcun addressed the members regarding her background, tower controllers and tower operations. Ms. Kolcun indicated that if needed, she could furnish yearly traffic numbers since the tower opened.

It was noted that a control tower is needed for traffic control and to keep people flying into Hickory. An airport advisory is not as efficient and does not work as well as a control tower. Hickory has a wide variety of aircraft operating out of it.

There was discussion about getting the other jurisdictions to provide their share and other contributors to support the control tower.

Questions were asked regarding the fire station, i.e. how many fire fighters are on duty at a time and the response time. Lezli Kolcun indicated there was one (1) fire fighter on duty at a time and that FAA response standards are within 3 minutes.

The possibility of having an Airport Authority was discussed. Mr. Carroll Smith indicated that the Authority would not have any accountability whereas the City of Hickory already has accountability.

Hamilton Ward questioned whether if there are lobbyists in Raleigh and Washington handling airport funding. Are there funds out there available that possibly are being overlooked? Terry Clark indicated that if there are funds out there, Hickory is after them.

The space needed for growth was discussed and getting more diverse aviation related businesses around the airport. A Task Force member indicated that if you have enough space, businesses will come and then other businesses will come. He suggests not going for aviation-based businesses, but to go to the Commscopes and other people and then create the need for the other aspects. We need to bring in large companies to the area, which will bring in corporate flights.

Without the control tower, aviation will be reduced. Hickory had approximately 120 planes a few years ago and we are down to 63 to 64 planes. If you pull the tower, even more aviation will leave and then the City will need to increase its funding of the airport.
FAA funding will continue as long as Hickory’s benefit-cost ratio stays above 1.0, unless they change their formula. Keeping traffic up, should keep Hickory above the 1.0 minimum. Right now Hickory has a rating of 1.47 and that includes Delta. Losing Delta will definitely drop our rate. Terry Clark will try to find out how close Hickory is to 1.0 now, without Delta and contact the consultant. What happens when Hickory falls below 1.0? What is our backup plan? Several different Task Forces may be needed at a later date.

VII. For the next meeting, we will attempt to obtain some of these numbers so to have a clear idea on what numbers we need to keep and a discussion on strategies to encourage general aviation to Hickory.

VIII. The following meeting dates were unanimously approved:

    April 24, 2006
    May 22, 2006
    June 26, 2006
    July 24, 2006

IX. **General Comment:** John Kenny will be absent next meeting and John Tippett will be the Facilitator.

The next meeting is scheduled for Monday, April 24, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room.

The meeting was adjourned at 5:30 p.m.

_________________________________
Deputy City Clerk, JoAnn Kuhn
I. A regular meeting of the Hickory Airport Task Force was held on Monday, April 24, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room Located at the Hickory Regional Airport.

Members present: Chairman Brad Lail, Jill Patton, James Malcolm, Steven Ivester, Doug Yoder, Anne Davis, Wendell Cramer, Reid McKay, Leroy Harris, Lezli Kolcun, Brent Smith, Carl Cline, Dawn Sullivan, Carroll Smith, Joe Brannock, Phillip Mosteller, Gary Ewing and Steven Rosenblatt

Members absent: Hamilton Ward, Ted Alman, Jeff Wofford, Lee Lunsford, Wayne Harris, Phil Clark, Mac Forehand and David Jones

Others present: Assistant City Manager Warren Wood, Assistant City Manager Tom Carr, Interim Airport Director Terry Clark, WPCOG Facilitator John Tippett, John Marshall, J.D. Heard, Walter Bartlett of Caldwell Community College, Terry Reinhardt, Leroy Mazac and Deputy City Clerk JoAnn Kuhn

A quorum was present.

II. Meeting was called to order by Chairman Brad Lail

III. Minutes of March 27, 2006 were unanimously approved with the addition of the phrase “Instrument Landing System (ILS) after the word “localizer” on Page 3, First Paragraph.

IV. Chairman Brad Lail read the Recommendation of Commercial Air Service. He suggested it should read the “Hickory Regional Airport Task Force”.

V. Discussion continued from last meeting regarding the use of turbo props. It was determined that turbo props should not be excluded at this time and that the recommendation by the Board should not eliminate or specify any particular type of air service.
VI. Facilitator John Tippett discussed the survey that was conducted. The key topics for future discussion will be:

- Fiscal Analysis of Airport Operations (taxes, insurance rates, fuel and space costs and local government contributions)
- Airport Master Plan-Physical Layout, Infrastructure
- Control Tower Operations
- Marketing Plan
- Economic Development Strategies
- General Aviation Market Considerations

One topic was left off and should be added:

- Overall Airport Organization and Management

Some suggested an Airport Authority or at least an Airport Advisory Committee be studied.

VII. Assistant City Manager Tom Carr gave an Executive Summary of the Agreement with Profile Aviation, i.e. hangar maintenance, fuel flowage fees, it being an non-exclusive agreement, what the City maintains, fees set by Profile Aviation and activities provided by Profile to the airport.

There was discussion regarding the fuel flowage fees as they compare to other airports. It was determined that Terry Clark would put together a survey of fuel flowage fees of other cities to present at the next meeting.

Further, discussion was made regarding the possibility of another FBO, the land needed for another FBO, service fees charged by Profile Aviation and ramp and hangar availability.

It was requested that a list showing Hickory’s competition be made available (airports that are in our market).

There was discussion as to who constructed the Corning hangar, Profile Aviation or Corning.

A question was asked as to what Profile Aviation pays to the City of Hickory. It was requested that information regarding any CPI rate increases paid by Profile Aviation to the City be obtained.

Also was questioned why the City paid for the majority of the building, but receives no rent for the first 15 years from Profile Aviation. Also, it being a non-exclusive agreement, but the Airport does not have the land for another FBO to compete. At this point, Terry Clark referred to the Master
Plan board showing the next buildable spot costing from $1.5 million to $1.7 million. Last Master Plan was done in 1990. A Master Plan shows more than just land uses, and if it was decided to have an engineering firm to do a new full Master Plan it would take over a year to do and cost anywhere from $90,000 to $150,000.

Phillip Mosteller questioned whether there was enough business for a second FBO. Chairman Brad Lail indicated he did not have an answer.

Joe Brannock asked if Chuck Wiles (former interim Airport Manager) worked for Profile while the City employed him, and if there was a conflict of interest that would be grounds to terminate the City’s agreement with Profile Aviation? He also asked about past due payments. Discussion followed.

Discussion continued regarding fuel. Jill Patton questioned what the City could have gotten percentage wise instead of the 7.3 cents. Brad Lail indicated that we do not have a percentage agreement and therefore cannot charge a percentage. It was requested by Jill Patton that some scenarios be ran with a percentage as opposed to the 7.3 cents. Reid McKay indicated that the rising of fuel prices does not necessarily mean more money to the FBO. If you do it on a percentage basis then Profile Aviation just has to pay more for it, which makes it less attractive. Jill Patton indicated that she keeps hearing people commenting about the high fuel and hangar fees. We have to make ourselves attractive.

Dawn Sullivan asked whether it was possible to have community group meetings here and was advised that she could, but did not know if or what the fee would be.

VIII. Assistant City Manager Warren Wood gave an overview of the airport budget. It was confirmed that the information Terry Clark is to gather would include both fuel and taxes.

Break at 4:49 p.m.

Meeting Continued at 4:59 p.m.

IX. Chairman Brad Lail expressed that the consensus of last month’s meeting was that the Control Tower is a very positive feature to the airport. Discussion will be how do we pay for it and the tower not becoming a burden on our tax customers.
X. Terry Clark will be making a phone call during this meeting to consultant, Dr. David A. Byers of Quadrex Associates, Inc. who was hired approximately a year ago to take the airport’s data to the FAA to find out what our Benefit/Cost (B/C) ratio was. The airport is currently at 1.47 ratio and for the next two (2) years the FAA will be picking up 100% of the control tower. Terry Clark took questions from the Board to relay to Dr. Byers for answers:

- How best to keep it above 1.0 so the FAA continues funding?
- Is the A/C dollar value multiplied times the number of operations of that aircraft?
- What constitutes Military?

Terry Clark discussed bringing C130’s to Hickory

XI. J.D. Heard, Control Tower Operator presented “Tower Funding Alternatives – The Collegiate Training Initiative (CTI)”

- Executive Summary – Collegiate Training Initiative (CTI)
- Introduction
  - Increase the Number of Air Operations
  - Explore Alternative Tower Funding
  - 100% Funding
  - Significant Reduction by 2008
  - Lost Economic Stimulus
  - Raises Taxes
  - Tower – Asset or Liability?
- Background
  - FAA & GAO – 12,500 Air Traffic Controllers
  - Air Traffic Controllers Nearing Retirement
  - ATC Jobs - $65,000 - $100,000 per year
  - Highly Competitive
  - FAA Authorized CTI
- Collegiate Training Initiative (CTI)
  - Streamlines the FAA Hiring Process by:
    - FAA Pre-Employment Exam
    - Complete ATC Classroom Syllabus
  - Only 13 Colleges Offer the Program
- The CTI Program
  - Taught Currently with:
    - Aviation Management
    - Professional Pilot
    - Air Traffic Control
  - Without Completing a CTI Program – Candidates are uncompetitive
• The Partnership – Caldwell Community College
  - Proposal to CCC & TI
    Currently Being Evaluated by the College Administration
    A Majority of the Courses are Already in Place
    Phase I – Program in Place
    Phase II – FAA Approval
  - Important Notes
    Programs are Filled to Capacity
    Most Programs Require Students to Quality as Private Pilots

• The Benefits: The Airport & Greater Hickory Metro Region
  - Direct Benefits
    Student Pilot Traffic - Doubles
    Sales of Fuel/Aircraft Rental/Ramp Fees – Increased Revenue
  - Instructor Pilots Benefit
  - Regional & National Prestige

• Additional Airport Assets to Leverage
  - Control Tower Operators License (CTO)
    Only Offered by One Institution in the U.S.
    Issued by the FAA
    Demonstrates Practical ATC Skills at Functioning Control Tower
  - Control Tower – Offer CTO Certification
  - Additional Coordination with FAA & Robinson Aviation

• Conclusions
  - Student Pilots Increase Traffic – B/C Ratio Increases
  - Increase of Taxable Revenue – Regional Residual Income
  - Combination CTI/CTO Program – Lab Fee for Tower Usage
  - Future Forward – Hickory Regional Aviation Training Center – “First in Flight”

• Recommendations
  - Develop CTI Curriculum
  - CCC & TI Develops Relationship with FAA
  - Regional & National Level Political Support
  - RVA, Inc.

Discussion followed regarding the CTI Program being a great idea. Program could start as soon as Fall 2007. Walter Bartlett of Caldwell Community College indicated that it is highly possible to bring this brand
new program to NC. Things we would be looking for would be, the available space we would be looking for, support and where are the jobs for the students following program completion? Are the jobs sustainable? Is backing available? Need to have the Board look at the feasibility of the program. Great idea.

Chairman Brad Lail indicated that the discussion is all positive and suggests preparing a Statement of Support for their report. Walter Bartlett indicated that they are going to need a good cadre of advisors. Any program we put at the college needs to be supported by business industries, people who are in the field that can tell us exactly what they need. He needs experts in the field to tell him exactly what that program should look like, and to have that support. This program is highly feasible to have it at the college; we already have the foundation there. We are only talking about minor adjustments, but we have to identify cost and number of instructors.

XII. Terry Clark went over the questions presented to Dr. David Byers. A question was asked about values. We need to concentrate on as many landings and take offs as we can. Basically, we are going to have to double the 36,000 a year operations we have now. We need to get corporate and as many people back here as we possibly can. Dr. Byers said the military is great. Values are something that the FAA looks at and they measure everything. We need to concentrate on the magic number of 1.0.

Air shows were suggested. Terry Clark discussed that SafeCom was coming in October. We need to increase the numbers. Also suggested was having UPS and FedEx bring their supply planes in.

Brad Lail indicated that all this needs to be discussed when we get into economic development strategies. This is all encouraging.

Terry Clark indicated that Dr. Byers could not give a calculation of the values.

XIII. Housekeeping Items:
- Please note that some Board member e-mail addresses have changed
- Next meeting will be held on May 22, 2006 at 3:30 p.m.
- Consensus on the control tower is that it is important
- Support of the CTI to be part of the recommendation to Council
- John Tippett will draft language on two (2) items for the next meeting
• Terry Clark is going to gather a lot of information, i.e. fuel taxes, ramp fees, etc.
• Will prepare recommendations and proceed with survey results
• May jump into the Airport Master Plan or Marketing Plan, will build on what we started today

The next meeting is scheduled for Monday, May 22, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room.

The meeting was adjourned at 5:40 p.m.

________________________________
Deputy City Clerk, JoAnn Kuhn
I. A regular meeting of the Hickory Regional Airport Task Force was held on Monday, May 22, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room located at the Hickory Regional Airport.

Members present: Chairman Brad Lail, Jill Patton, James Malcolm, Steven Ivester, Doug Yoder, Anne Davis, Wendell Cramer, Reid McKay, Leroy Harris, Lezli Kolcun, Brent Smith, Carl Cline, Dawn Sullivan, Carroll Smith, Joe Brannock, Phillip Mosteller, Wayne Harris, Phil Clark and Steven Rosenblatt

Members absent: Hamilton Ward, Ted Alman, Jeff Wofford, Lee Lunsford, Mac Forehand and David Jones

Others present: Mayor Wright, Assistant City Manager Tom Carr, Interim Airport Director Terry Clark, WPCOG Facilitators John Kenny and John Tippett, Leroy Mazac, Deputy City Clerk JoAnn Kuhn and Catawba EDC President Scott Millar.

A quorum was present.

II. Meeting was called to order by Chairman Brad Lail

III. Chairman Brad Lail requested that all present introduce themselves.

IV. Minutes of April 24, 2006 were unanimously approved.

V. John Kenny briefly discussed the Recommendations and indicated that an addition to the Recommendation on CCC & TI Collegiate Training Initiative should be added after the first sentence in the second paragraph; “This program will create a partnership between Hickory Regional Airport and CCC & TI to train air traffic controllers and works in conjunction with the active ten-year-old Caldwell Community College Management and Career Pilot Program already operating at the Hickory Airport.”

VI. Chairman Brad Lail introduced Terry Clark to go over the comparative data collected, that included data on fuel prices, hangar rent, tie down fees and taxes with nearby competing airports, i.e. Gastonia, Statesville, Lincolnton, Wilkes County, Morganton-Lenoir, as well as more distant

Chairman Brad Lail indicated that taxes, fuel and hanger rent are three (3) things that the City has very little, if any control over. We cannot establish a different tax rate for the airport than what we have for the entire municipality.

It was suggested that an Airport Authority could help with the tax issue. Chairman Lail suggested staff research the issue of an airport authority and the legislation establishing Morganton-Lenoir and other airport authorities.

Burke County’s contribution remains an issue and it needs to be addressed very seriously. Need to develop some strategies to discuss at the next or following meeting and maybe appear before the Burke County Board of Commissioners. Suggestion was made that the City Attorney needs to be contacted to see what the possibilities are legally. It was noted that the taxes collected by Burke County from the Hickory Regional Airport are being used to support activities of the Morganton-Lenoir Airport. Research needs to be done into Burke County’s budget and discussion on better ways to approach Burke County.

It was asked as to whether there was any opportunity to credit property taxes back for major aircraft equipment? Discussion ensued.

Incentive programs were discussed. Terry Clark will develop some research on incentive programs, i.e. Greenville and Kinston Airports.

Changing the name of the Hickory Regional Airport was discussed as a means to attract greater support for the airport from local governments in the Hickory area.

At this point in the meeting, further discussion was made regarding the Survey of Nearby Competitor Airports, i.e. who are our true competitors, fuel prices, ramp fees, airport overhead and incentives.

Jill Patton suggests that the agreement with Profile Aviation needs to be reviewed to possibly isolate any problems, problems that could be a handicap to the airport.

Terry Clark is to compare what airports operate their own FBO’s as opposed to entering into an FBO agreement like Hickory and how they compare with their ground fees, fuel flowage, etc.

Break at 4:25 p.m.
Meeting continued at 4:35 p.m.

VII. Terry Clark went over the three (3) Master Plan options, i.e. Full Master Plan, Master Plan Update and an Airport Layout Plan Drawing Update. The FAA will pay 95% of the cost, State 2.5% and the City’s cost would be 2.5%. These options need to be discussed and we need to talk to our engineers. Discussion followed regarding limited land available for additional airport facilities, land options for expansion and the idea of closing the secondary runway (1-19) to create a location for construction of additional hangars. It was suggested that our engineering firm be approached to see where we should go and to give the task force some direction. Terry Clark indicated that there would be no cost for this. In preparing a new Master Plan, the engineers will look in whatever direction we want them to go. Different areas were discussed for land options. It was suggested that we need to have more meetings regarding economic development before a decision is made regarding a Master Plan.

VIII. Chairman Lail recapped the meeting:
   - Prepare preliminary information regarding Airport Authorities
   - Strategies to approach Burke County from a tax perspective
   - Look into other municipalities with FBO’s
   - Need to have further discussions regarding economic development and perhaps have engineers come in for a future meeting before making a decision on the Master Plan options.

IX. Housekeeping Items:
   - Next meeting will remain on June 26, 2006. Terry Clark will not be present.
   - Will be focusing on Marketing and Economic Development issues at next meeting

The next meeting is scheduled for Monday, June 26, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room.

The meeting was adjourned at 5:35 p.m.

Deputy City Clerk, JoAnn Kuhn
I. A regular meeting of the Hickory Regional Airport Task Force was held on Monday, June 26, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room located at the Hickory Regional Airport.

Members present: Chairman Brad Lail, Jill Patton, James Malcolm, Steven Ivester, Doug Yoder, Reid McKay, Leroy Harris, Lezli Kalcun, Brent Smith, Carl Cline, Dawn Sullivan, Carroll Smith, Joe Brannock, Phillip Mosteller, Wayne Harris, Jeff Wofford, Gary Ewing, David Jones and Steven Rosenblatt

Members absent: Hamilton Ward, Anne Davis, Ted Alman, Lee Lunsford, Mac Forehand, Phil Clark and Wendell Cramer

Others present: Mayor Wright, City Manager Mick Berry, WPCOG Facilitators John Kenny and John Marshall, City’s Organizational Development Coordinator Claudia Main, City’s Senior Planner Donna Cullum, City’s Management Intern Mike Bennett, Talbert & Bright’s Representative Carl Ellington, Deputy City Clerk JoAnn Kuhn and Catawba EDC President Scott Millar.

A quorum was present.

II. Meeting was called to order by Chairman Brad Lail

III. Minutes of May 22, 2006 were unanimously approved.

IV. Chairman Brad Lail went over the change in today’s meeting format and announced that Terry Clark was on vacation and that he was still working on gathering the information requested from last month’s meeting. Today’s meeting we will be addressing strategies for promoting economic growth and airport governance.

V. Facilitator John Kenny went briefly over the Agenda which included a presentation by Carl Ellington of Talbert & Bright and then breaking into four (4) groups to discuss economic growth strategies and airport governance.

VI. Chairman Brad Lail introduced Carl Ellington of Talbert & Bright, an airport engineering firm.
VII. Mr. Ellington noted that he was not here to make any recommendations, but to provide information to make decisions. He continued by giving a brief background about his firm, Talbert & Bright.

There are four (4) areas to talk about today:

- Management of Airport
- Sources of Income
- Future Development
- Capital Improvement Projects

**Management:** Who runs the airport?

- Fortunate that the City owns the airport
- Another way to run an airport is an Airport Authority; and
- Airport Advisory Committee

**Sources of Income:**

- Fuel Sales
- Hangar Rent
- Ground Fees

**Future Development:** Where do you develop in the future?

- Being able to handle development

There was discussion regarding the feasibility of using the old landfill on the airport property. Mr. Ellington suggested a geotechnical study be performed on the landfill to determine if it can be used. He indicated that possible funding from the State could pay for this study.

**Capital Improvement Projects:**

- Explained how the NC Block Grant works.

A question was raised as to how Concord Airport got more than $150,000. Mr. Ellington indicated through great community/citizen support, identifying a plan for airport projects, lobbying in Washington through the Ferguson Group and finally, Congressional representatives assistance enable Concord to obtain additional funding.

Mr. Ellington indicated that Hickory Airport will get its $1 million one more time for capital improvements. This money is not for operational costs.

Mr. Ellington indicated that the airport is in great shape. We need to keep the ball rolling. Also, he feels that we have an excellent
opportunity. There are four (4) counties here, the power base is unbelievable, and all four (4) counties should be used.

Gary Ewing indicated that the airport is landlocked, runway can handle only 60,000 lbs and it needs another 1,000 feet.

There was discussion about building a new airport and Mr. Ellington indicated that he was not agreeing or disagreeing, but that we need to continue on with what we are doing here. He indicated even if everyone gets together and agrees, you get the money, things can still change. He indicated that this was how Concord came to be from a fall out between Cleveland County and Gaston County.

Question was raised about acquisition of property and how to get the money to pay for it. Mr. Ellington stated that the government would pay for it. The two (2) things the government will pay for are planning and land.

With regard to economic strategies, it is important to have a pilot-friendly airport and FBO.

Jeff Wofford indicated that there is hangar space available here. We need a unified force or someone to go out and attract people here. Concord does not have a lock on NASCAR. You have to attract them here by having the infrastructure. The quandary is the tax base. We have the room; we need an attraction.

Carl Ellington noted that from the outside, Hickory looks great. You have got to keep it going. Hickory has two runways, control tower, nice FBO terminal and a first class FBO operator.

VIII. Chairman Brad Lail indicated the group would take a break and would break into our small discussion groups afterwards to consider the best economic strategies and airport governance.

Dawn Sullivan indicated that Lezli Kalcun sent out a survey to the counties in North Carolina regarding the control tower program and they were very positive. John Kenny requested that those results be made available.

Break at 4:32 p.m.

Meeting continued at 4:40 p.m.

IX. The Board members broke out into four (4) groups to discuss economic strategies to promote economic growth and the best method for airport governance. Each group had a Facilitator to write down their ideas.
The groups returned and each group leader presented their group’s ideas/suggestions for economic strategies.

Facilitator John Kenny summarized each group’s governance ideas/suggestions. Afterwards, the Board members voted.

John Kenny noted that on the governance issue that some people liked the Advisory Committee and continuing City control as it currently exists. No one is really keen on the Airport Authority.

Under economic development strategies the votes revealed that a geotechnical survey, extension of Clement Boulevard/buying R-O-W and development strategies with the four (4) counties were the big vote getters. Also, building a taxiway on the east ramp received votes. The Board members asked staff take these ideas, summarize them and present draft recommendations based on these ideas to the Task Force at the next meeting.

X. Housekeeping Items:
   • Next meeting will be on July 24, 2006.
   • Will have recommendation ready for review in August
   • A tentative meeting is scheduled for August 28, 2006 to finalize the recommendation.

Jeff Wofford relayed that James Malcomb had an idea to put together an open house to show what the Hickory Regional Airport has to offer and to include a small air show. The open house will be planned for this fall. They welcome anyone who wants to help out or anyone who has any ideas.

The next meeting is scheduled for Monday, July 24, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room.

The meeting was adjourned at 5:42 p.m.

________________________________
Deputy City Clerk, JoAnn Kuhn
I. The July meeting of the Hickory Regional Airport Task Force was held on Monday, July 31, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room located at the Hickory Regional Airport.

Members Present:  Chairman Brad Lail, Jill Patton, James Malcolm, Steven Ivester, Doug Yoder, Brent Smith, Carroll Smith, Joe Brannock, Phillip Mosteller, Gary Ewing, Anne Davis, Lezli Kolcun, Steven Rosenblatt, Reid McKay, Dawn Sullivan and Wendell Cramer

Members Absent:  Hamilton Ward, Ted Alman, Lee Lunsford, Mac Forehand, Wayne Harris, Jeff Wofford, David Jones, Leroy Harris, Carl Cline, and Phil Clark.

Others Present:  Assistant City Manager Tom Carr, WPCOG Facilitators John Kenny and John Tippett, City Planner Cal Overby, City of Hickory Intern Mike Bennett, Talbert & Bright Representative Carl Ellington and Hickory City Clerk Pamela S. Tallent

A quorum was present.

II. Chairman Brad Lail welcomed everyone to the meeting and called the meeting to order.

He asked if there were any additions or corrections to the Minutes of June 26, 2006?  There being none, the minutes were approved as presented.

III. Summary of June 26, 2006 Meeting and Review of Results of Small Group Discussions and Draft Recommendations

Draft Recommendations on Economic Development and Marketing

John Kenny stated that after small group discussions at the last meeting, he listed the recommendations based on votes received, and tried to strike a balance between being too specific and too general.

Joe Brannock asked how much a geotechnical study will cost.  Carl Ellington stated that it depends on how in-depth the study is and should be done in two parts.  The initial part would cost approximately $20,000.00, and the second phase would be based on the information yielded from the first part, ranging anywhere from $50,000.00 to $150,000.00.
Steve Ivester stated that there is a master plan that would serve as a guide for a geotechnical study. If property can't be built upon, why study it?

Anne Davis asked how a new master plan would enhance the geotechnical study? Mr. Ellington stated that gathering additional data is a good thing as decisions are being made. He stated that the FAA likes to see a new master plan every 10 years, as it affects funding. Concerning statistics on growth, an ALD update will need to be completed at a cost of approximately $50,000.00 - $100,000.00.

Terry Clark stated that the current master plan was done in 1990 and updated about 4 years ago.

After discussion, it was the consensus of those present that the recommendations on economic development and marketing, be approved as follows:

1. Study the economic development implications and rationale for expansion at the airport by pursuing ideas such as:
   a. Consider enhancements to airport infrastructure, such as runway, taxiway or ramp improvements and development.
   b. Extending Clement Blvd. to free up additional land for expansion off the north ramp.
   c. Request a geotechnical study evaluating the possibility of expansion on the former landfill site.

2. Establish a comprehensive marketing plan to define the airport’s marketing goals, promote its assets and engage the region in marketing efforts.

3. Establish an Airport Advisory Committee with representation from the region to work with the City to recommend to Council policies pertaining to the airport.

**Airport Advisory Committee**

Chairman Lail stated that the Task Force needs to provide the City Council with an idea of the type of people it thinks will make good members on an Airport Advisory Committee. After discussion, the following ten positions were recommended:

Burke County Commissioner
Catawba County Commissioner
IV. Presentation - General Aviation Income Sources

Mr. Ellington stated that expenditures are broken down into two categories – capital improvement and operation/maintenance.

He stated that capital improvement costs range from $150,000.00 to $1,000,000.00 per year, with the City providing 10%. Improvements such as testing the landfill area, adding pavement or resurfacing existing pavement are AIP eligible. State block grant monies are also available. Staff needs to be working on 2008 money in January. By putting money into the airport, growth and jobs are created.

He stated that operation and maintenance costs include cutting grass, power bill, water bill, etc. The City can have leases and contracts, fuel sales, ground leases, hangar rental, lease part of FBO, rental cars, parking fees, etc. As an example, Mr. Ellington discussed the Fulton County Airport in Atlanta that has a great restaurant that serves home-cooked food and generates a lot of money. It gets people to the airport. He stated that the bottom line is that the City wants the users of the airport to pay for the airport, and it has to figure out a way to extract dollars from those uses.

Mr. Ellington stated that the priorities for this year include what the Task Force is doing and hangar development. He stated that the airport does not want to turn down anyone who wants to come to Hickory. The Hickory Airport is far ahead of most airports and needs to be in a position to handle growth.

V. Small Group Discussion – General Aviation Income Sources

Task Force Members divided into four groups to brainstorm ways to produce income. A spokesman for each group discussed the results, and then members voted, with the following items receiving the most votes:

a. Pursue development of T-hangars
b. Full service restaurant
c. Offer incentives
d. Investment by City
e. Rent vacant space
VI. Non-Agenda Remarks by Gary Ewing

Mr. Ewing reported that he has been in contact with an official from Mesa Airlines, a US Air Express Commuter, who has shown interest in locating in Hickory. He stated that the door is open for communication.

VII. John Kenny stated that the next meeting of the Hickory Regional Airport Task Force is scheduled for Monday, August 28, 2006, at 3:30 p.m. in the Profile Aviation Facility Conference Room. It is the last scheduled meeting, and the Task Force will discuss the report to be presented to City Council.

VIII. There being no further business, the meeting adjourned at 5:35 p.m.

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Pamela S. Tallent
Hickory City Clerk
The August meeting of the Hickory Regional Airport Task Force was held on Monday, August 28, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room located at the Hickory Regional Airport.

**Members Present:** Chairman Brad Lail, Jill Patton, James Malcolm, Steven Ivester, Doug Yoder, Brent Smith, Carroll Smith, Joe Brannock, Phillip Mosteller, Gary Ewing, Leroy Harris, Anne Davis, Lezli Kolcun, Steven Rosenblatt, Reid McKay, Carl Cline, Wayne Harris, Dawn Sullivan and Wendell Cramer

**Members Absent:** Hamilton Ward, Ted Alman, Lee Lunsford, Mac Forehand, Jeff Wofford, David Jones and Phil Clark

**Others Present:** Mayor Rudy Wright, City Manager Mick Berry, Assistant City Manager Tom Carr, Airport Director Terry Clark, WPCOG Facilitators John Kenny and John Tippett, City of Hickory Intern Mike Bennett, Hickory Deputy City Clerk JoAnn Kuhn and Catawba EDC President Scott Millar

A quorum was present.

**II.** Chairman Brad Lail welcomed everyone to the meeting and called the meeting to order. He indicated September 19, 2006 as the date for the Recommendations being presented to Council.

He asked if there were any additions or corrections to the Minutes of July 31, 2006? One addition was to show Leroy Harris as being present on July 31, 2006. Deputy City Clerk JoAnn Kuhn made this correction prior to this evening’s meeting. There being no further corrections, the minutes were approved as presented.

Discussion today will be the Draft Recommendations on the General Aviation Income Sources developed after the discussion during the July 31, 2006 meeting. Due to conversations with several members, discussion of the Advisory Committee will be added to the Agenda. Further, additional recommendations will be heard prior to break that have not been previously discussed.

**III.** John Kenny indicated that there were two (2) issues that were not voted on by the Board previously. They were the recommendations regarding the Master Plan and Control Tower. These will be discussed and a recommendation voted on later in the meeting.
IV. Review Draft Recommendations on Generating Additional Airport Income

1. The City should investigate the possibility of increasing its investment in the Airport facility by constructing “T hangars,” improving the Airport’s infrastructure or developing adjacent property for aviation or non-aviation use.

John Kenny indicated to possibly include this recommendation in the Economic Development Recommendation as Recommendation #2 or to fold it into the Economic Development Recommendation #1.

Jill Patton suggested to keep it separate, as is.

Steve Ivester distributed a proposal titled “Single Aircraft Hanger Community” to the Board and presented the same to the Board.

Discussion followed Mr. Ivester’s presentation regarding “T” Hangars and the purchasing of property surrounding the airport.

Anne Davis indicated that the Board needed to stay on task with the Draft Recommendations and that attempting to solve/discuss all issues related to one particular Recommendation is not part of our task and would be very time consuming.

Chairman Lail directed the Board back to Draft Recommendation #1 and asked Mr. Ivester if he was proposing to substitute the language in his proposal to what is in the Draft Recommendation #1? Chairman Lail felt that Draft Recommendation #1 covered Mr. Ivester’s proposal and that his proposal was taking it one step further. John Kenny indicated that he would add some of Mr. Ivester’s language and ideas into the text report.

Chairman Lail asked if there was any further discussion regarding Draft Recommendation #1? He indicated that Jill Patton had suggested previously to keep Draft Recommendation #1 separate from the Economic Development recommendation and moved that it was approved.

It was questioned as to whether Draft Recommendation #1 would be changed to add some of Mr. Ivester’s proposal? John Kenny indicated that he was trying to keep the Draft Recommendations sharp and some of Mr. Ivester’s proposal would be put in the text report.
2. The City should consider renting vacant facilities (the terminal or the City-owned meeting space in the FBO facility, for example) for special events or even a full-service restaurant.

John Kenny asked for any comments regarding this Draft Recommendation? There was discussion regarding the rental of the airport terminal, i.e. who would rent it, long-term leases, one time rentals, permanent users.

Steve Ivester indicated the Draft Recommendation was too narrow and he distributed to the Board a proposal titled “Larger Tenant Base and Bigger Bite of the Apple”. Terry Clark indicated that there was about 11,000 sq ft of terminal space available and would want to hang onto the old FAA space in the rear of the terminal building.

Mr. Ivester briefly went over his proposal with the Board, i.e. developing more sites, increased City control, Airport Manager managing more rental businesses at the terminal.

Chairman Lail suggested changing the language to meet a compromise on the issues being raised. The language change to the Draft Recommendation would read: “The City of Hickory should aggressively market the vacant facilities; the terminal, City-owned meeting spaces in the FBO facility, special events, full-service restaurant, long-term rental and expand its roll as landlord to airport facilities”.

Chairman Lail requested any comments regarding the proposed modification of Draft Recommendation #2? No comments were made and the proposed modification was approved.

3. City should pursue the option of selling fuel to general aviation craft by providing a self-service fuel facility for “after hours” service.

Jill Patton proposed that “after hours” service should be removed from the Draft Recommendation. Dawn Sullivan indicated that she would strike that all together (the whole general idea) because there are only certain credit cards that can be used. Phillip Mosteller mentioned possibly needing Fire Marshall approval.

John Kenny read the Draft Recommendation language as it would read upon approval of Jill Patton’s proposal. “The City should move to sell fuel to general aviation craft by providing a self-service fuel facility”.

Chairman Lail indicated a vote needed to be taken on this revision. AYES: 8  NAYES: 8

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John Kenny asked if there was anyone who voted against the revision, if there was any other language they wanted to propose? There was some confusion as to whether just the language was being revised or the Recommendation.

Chairman Lail proposed that “after hours” be put back in the Draft Recommendation.

Question was raised as to the current hours of fuel service. Carroll Smith indicated that fuel service is available from 6:00 a.m. till 11:00 p.m.

John Kenny read the Draft Recommendation again in its original form, leaving in “after hours”, and Chairman Lail opened it for votes. AYES: 10 NAYES: 7

Board approved Draft Recommendation #3 as it stands, in its original form.

4. Target marketing efforts to groups such as tourists visiting the mountains, air show or flying clubs enthusiasts, or person interested in special events or potential students at a gliding school. Promote the safety of the Hickory Regional Airport.

John Kenny briefing explained this as the Task Force’s marketing recommendation and that some of the language can be taken out, particularly “Promote the safety of the Hickory Regional Airport”. It was indicated by John Kenny that he would work this Recommendation in with the Marketing Recommendation

V. Discussion/Recommendations on Additional Issues (Master Plan, Continuation of Air Traffic Control Tower, Others?)

John Kenny brought to the table the Airport Master Plan issue, stating that a Recommendation needed to be made and that there were three (3) possibilities as to what route the Airport should go. They were, to have a New Master Plan done, which would cost between $250,000.00 and $300,000.00; an Updated Master Plan, that would cost between $150,000.00 and $250,000.00 and an Airport Layout Plan (ALP), which would be the least expensive at $50,000.00 to $100,000.00.

Discussion followed as to what each plan entailed and its cost. It was recommended by Terry Clark that having an ALP done, would be best at this particular time. FAA funds were questioned as to how long was left to use the funds. It was indicated by Terry Clark, they we were coming to the end of its time to use the funds.
It is the Board’s unanimous decision to recommend an Airport Layout Plan (ALP) to City Council.

The next item discussed was the Airport Control Tower. John Kenny indicated that in general, the Board felt very strongly about keeping the Control Tower open during previous meetings. Chairman Lail concurred stated that it was the decision of Board to decide whether or not the City would use General Funds to keep the Control Tower open should we lose Federal funding. The Board unanimously approved to keep the Control Tower open. John Kenny will work on the Control Tower language.

Chairman Lail spoke regarding the decreasing Burke County’s financial commitment to the airport. Would the Task Force be interested in recommending to City Council that this be something to be more aggressively addressed? It was agreed that this was needed. The question was raised as to what legally can the City of Hickory do? At this time, we need to make a Recommendation, and any legal questions will come later. Scott Millar indicated that in the Recommendation there should be economic development opportunities, where it needs to invite both the Catawba County EDC and the Burke County EDC. He believes this would add more opportunities for Burke County to participate. John Kenny is to draft a Recommendation regarding other financial contributions to include Burke County and other interested municipalities to give them more reason to participate in the Airport.

VI. Recommendation on Airport Governance

There was discussion regarding Airport Advisory Committee representation, i.e. who should be on the Board, keeping the Board small

Chairman Lail opened the meeting up for vote on whether to add a Burke County EDC representative to the Airport Advisory Committee and the vote was unanimous to do so.

Chairman Lail asked if there were any other changes to the Airport Advisory Committee? Jill Patton suggested that FBO representation should be excluded from the Airport Advisory Committee. Discussion followed. Chairman Lail opened the meeting up for vote as to whether to exclude the inclusion of the FBO on the Advisory Committee. AYES: 10  NAYES: 6

Dawn Sullivan questioned whether Corporate Airport Users and General Aviation Airport Users should also be eliminated from the Advisory Committee? Discussion followed. Chairman Lail felt corporate and general aviation users provide outside government insight. The Business Person representative could be selected from the Hickory MSA, not specifically from Hickory, but from Burke County. No vote was taken. The Corporate, General and Business persons representation will remain on the Advisory Committee.
Break at 4:58 p.m.

Meeting continued at 5:06 p.m.

Chairman Lail asked the Board if there were any more Recommendations for the Task Force’s report to Council. Steve Ivester handed out two proposals; “Light-Twin and Single Engine” and Heavy and Corporate Aviation” for the Board to review and felt that some of the language in these proposals should be considered for the report.

Chairman Lail asked again, if there were any other Recommendations? There were none.

John Kenny briefly went through the thirteen (13) page report, indicating how the report was put together and that some new language will be added from the proposals handed out by Mr. Ivester. Mr. Kenny requested that the Board sign off on the language and to get together in a couple of weeks. John Kenny felt he could have the report together by September 6, 2006 for the Board to review. It was decided to schedule another meeting for September 11, 2006 at 3:30 p.m.

VII. Plans for Presenting Report to Hickory City Council

Chairman Lail introduced Tom Carr Assistant City Manager to discuss the actual presentation to Council. Mr. Carr indicated that the Report should come from the Task Force as opposed to City staff. He inquired as to when the Report would be ready to present and indicated that the Task Force should choose three (3) to five (5) members to make the presentation, each discussing different Recommendations. John Kenny indicated that the Report could possibly be ready to go before Council on September 19, 2006, but it would be tight, considering they would need time to put their presentations together, etc. October 3, 2006 would be more feasible.

At this time, Tom Carr indicated that volunteers were needed to make the presentations to Council. The following members volunteered:

Anne Davis, Scott Millar, Joe Brannock, Doug Yoder, Wendell Cramer and Gary Ewing

It was stressed that all members of the Airport Task Force should attend the Council Meeting.

It was requested by Tom Carr to have a copy of the Report by September 11, 2006.
VIII. The next meeting of the Hickory Regional Airport Task Force is scheduled for Monday, September 11, 2006, at 3:30 p.m. in the Profile Aviation Facility Conference Room. Task Force members will discuss the final Report to Council.

IX. There being no further business, the meeting adjourned at 5:23 p.m.

X. After the meeting adjourned, Chairman Lail advised that Leroy Harris also volunteered to assist in presenting the Board’s Recommendations to City Council.

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JoAnn Kuhn
Deputy City Clerk
The final meeting of the Hickory Regional Airport Task Force was held on Monday, September 11, 2006 at 3:30 p.m. at Profile Aviation Facility Conference Room located at the Hickory Regional Airport.

**Members Present:** Jill Patton, Steven Ivester, Doug Yoder, Brent Smith, Carroll Smith, Joe Brannock, Gary Ewing, Leroy Harris, Anne Davis, Lezli Kolcun, Jeff Wofford, Reid McKay, Wayne Harris, and Wendell Cramer

**Members Absent:** Chairman Brad Lail, Hamilton Ward, Ted Alman, Lee Lunsford, Mac Forehand, David Jones, Phil Clark, James Malcolm, Phillip Mosteller, Steven Rosenblatt, Carl Cline and Dawn Sullivan

**Others Present:** Assistant City Manager Tom Carr, Airport Director Terry Clark, WPCOG Facilitators John Kenny and John Tippett, Catawba EDC President Scott Millar and Hickory Deputy City Clerk JoAnn Kuhn

A quorum was present.

In the absence of Chairman Brad Lail, Jill Patton chaired the meeting. Jill Patton welcomed everyone to the final meeting of the Hickory Regional Airport Task Force and called the meeting to order and asked if anyone had any comments.

The August 28, 2006 Minutes were unanimously approved

Steve Ivester mentioned that this Task Force surpasses any that he has seen, with regard to the participation, quality of work and willingness to work on the final presentation to Council.

Gary Ewing brought to the committee’s attention an article that came out in the Hickory Daily Record regarding training of aviation traffic controllers and the FAA hiring of future controllers. He mentioned Embry-Riddle Aeronautical University possibly utilizing the Hickory Regional Airport’s control tower in their training by setting up some kind of training program. Lezli Kolcun reiterated by stating that they are trying to get the collegiate training approved and it is going well. Embry-Riddle has their own cross-country training and we could possibly get more use from our ATC tower with the training, which in turn means more fuel flowage.
III. John Kenny reviewed the Draft Report and indicated that there have been some minor changes since the last meeting and that he would go over each section.

**Introduction:** Mr. Kenny reviewed this section and requested any comments at the end. There were no comments.

**Issues Discussed and Recommendations to Council:** John Kenny reviewed the key topics discussed by the Board and the Report Recommendations made there from:

- **Resumption of Commercial Air Service:** John Kenny reviewed the Recommendation and no comments or revisions were made.

- **The Control Tower and Its Operation:** Additional information was added since the last meeting regarding staffing of the tower past the 2007-08 federal fiscal year.

  Steve Ivester questioned once the 2007-08 federal fiscal year is up, will we will go back to cost sharing so the City doesn’t bear the whole cost? Need to make it clear that the City will not bear 100% of the cost. Further discussion ensued. It was concluded that the new language for the Control Tower Recommendation would be: “For the safety of all Airport users and its importance as an essential asset to the facility, the Task Force recommends that the City continue proportional funding of the operation of the Airport’s Control Tower after the expected end of 100% federal funding.”

- **Airport Master Plan:** John Kenny read the Recommendation and no comments or revisions were made.

- **Airport Expansion/Economic Development:** John Kenny indicated that language was added regarding “T hangars” in the 3rd paragraph and read the new language. He asked for any comments or changes, there being none he continued onto the Recommendation.

  Questions were raised regarding the extension of the Clement Boulevard Recommendation. It was felt that new language was needed. The Recommendation shall read: “Extending Clement Blvd. to free up additional land for expansion adjacent to the North Ramp; and”

- **A Marketing Plan for the Airport:** John Kenny pointed out the change in language of the last sentence of the Recommendation. Steve Ivester felt that, 24 Hour Fire Station and Instrument Landing System (ILS) should be added to the last sentence also, as they are also safety aspects.
There was discussion regarding getting the surrounding counties and municipalities to work together on the tax issues. It was felt that this topic should be discussed by the future Advisory Committee, and even placed in the Recommendation as an item to be discussed.

- **Ways to Increase Airport Revenue**: John Kenny indicated that there were a couple of modifications to the Recommendation in 2 and 3. Lezli Kolcun indicated that the word “College” should be changed to “Collegiate” in the first paragraph on Page 9, sentence should read: “Under this proposal, the community college would develop a **Collegiate** Training Initiative which….”. There were no comments or revisions to Recommendation 1.

Recommendations 2 and 3 were modified. John Kenny reviewed those two. It was suggested by Wayne Harris to use the term “long-term leases” instead of “long-term rentals” in Recommendation 2. It was approved by the Board.

Recommendation 3 refers to a self-service fuel facility for “after hours” service. Mr. Wofford indicated he missed the last meeting and wanted to bring to the Board’s attention that the “after hours” service could be misused by drug dealers and indicated this was something the Airport does not want. There were no revisions to Recommendation 3.

- **Airport Governance**: It was suggested earlier to possibly add a sentence in the Recommendation where it states that people being involved need to be financial participants or something to that effect. This will be drafted by John Kenny and added to the Recommendation.

John Kenny indicated that two (2) modifications were made to the Recommendation. The number of members to the Advisory Committee was changed to ten (10) and to add an appointment from the Burke County Economic Development Commission.

- **Appendices**: There will be 3 – 4 items in this section including some aerial photos and some of the data that Terry Clark compiled comparing other competing airports, fiscal analysis of airport operations, budget data, Master Plan options and meeting minutes.

Jill Patton asked for a motion to approve the Hickory Regional Airport Task Force’s Report Recommendations. Anne Davis made the motion to accept the Recommendations and Wendell Cramer seconded it. The Motion was unanimously approved.
IV. Six members have volunteered to present the Task Force’s Recommendations to City Council on October 3, 2006. They are: Doug Yoder, Wendell Cramer, Anne Davis, Joe Brannock, Leroy Harris, Gary Ewing and Scott Millar to assist Anne Davis. These individuals will meet again closer to the October 3 Council Meeting. It would be appreciated if all Board members would be present at the Council Meeting and City Council has requested that they stand so they can be acknowledged.

V. General Comments:

Leroy Harris commended both Chairman Brad Lail and John Kenny for the great job they did.

John Kenny indicated that he learned a great deal about things he was clueless about and that he enjoyed himself.

Jill Patton stated that everyone did a great job and she appreciates everyone’s time.

VI. There being no further business, the meeting adjourned at 4:15 p.m.

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JoAnn Kuhn
Deputy City Clerk