

# 2023 REPORT OF ACHIEVEMENT

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT

BACK TO <<<<  
THE FUTURE >>>>





2023  
**REPORT OF  
ACHIEVEMENT**

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BACK TO <<<<  
THE FUTURE >>>>

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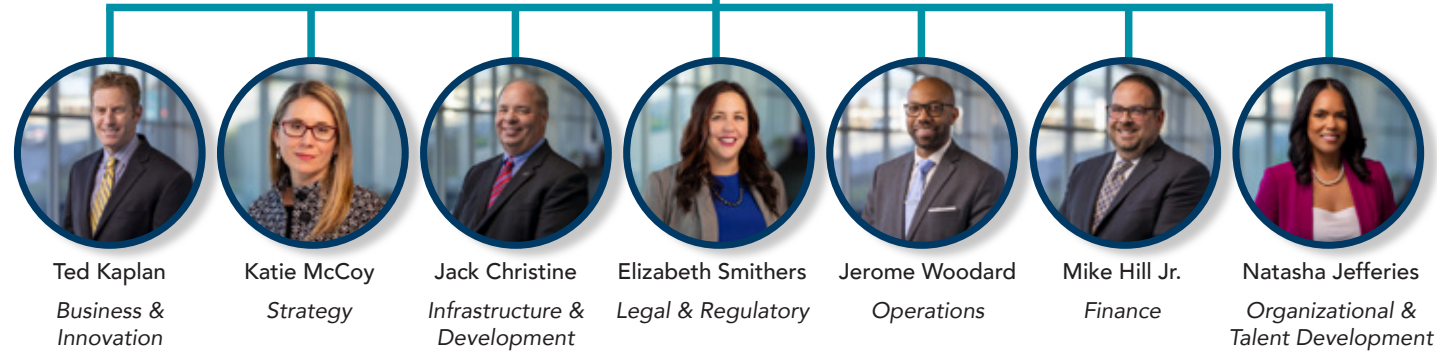
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# CLT AIRPORT ORGANIZATION CHART



Haley Gentry  
CEO/Director of Aviation



## LETTER FROM CEO HALEY GENTRY

As I look back at 2023, it reminds me of the classic 1980s movie *“Back to the Future.”*

The storyline revolves around the main characters Marty McFly and Doc Brown navigating unfamiliar circumstances of the past in order to make it back to the future.

Over the past three years, the Airport has been bouncing back from the COVID-19 pandemic that upended the aviation industry and momentarily halted the Airport’s growth. We had to make a lot of tough decisions, including postponing construction projects and freezing hiring additional staff.

But as always in challenging times, our passengers, employees, airlines, tenants, stakeholders and community rallied to solidify CLT as one of the fastest growing airports in the world.

We served a record breaking 53 million passengers in 2023,

proving CLT was no longer rebounding from the impacts of COVID, but thriving and setting our sights Back to the Future.

Plans for Destination CLT, the Airport’s \$4 billion capital investment program, were back in full swing. Construction of a Fourth Parallel Runway, Terminal Lobby Expansion and 10-gate Concourse A Expansion are paving our path for decades to come.

Through it all, our high standards never wavered and others took notice as well. CLT received the Airport Efficiency Excellence Award, Civil Rights Airport Sponsor Advocate Award and was named the fifth most connected airport in the country for domestic services.

We also continued to place high value on serving our community. Aviation employees raised thousands of dollars for college scholarships and local charities, helped put the final touches on a

Habitat house for a first-time home owner, read to local students and opened Airport doors to hundreds of residents for a behind the scenes tour.

Our success has been largely driven by our commitment to learn from the past, adapt to the present and navigate the future with confidence. The Airport’s unyielding resilience serves as its DeLorean, propelling us back to a future of growth and reaching new heights.

For CLT’s sequel, we’re planning a story equally as thrilling as the past 87 years of aviation in the Queen City.

Chief Executive Officer  
Haley Gentry

# BY THE NUMBERS

**2023**  
**ACI Rankings**  
**7<sup>th</sup>**  
Worldwide in Aircraft  
Movements  
**9<sup>th</sup>**  
Nationwide in Passengers  
**30<sup>th</sup>**  
Nationwide in Cargo

**Economic Impact**  
**\$32B**  
Annual Economic Impact  
**5%**  
of State Gross Product  
**\$1.82B**  
State and Local Taxes

**2023 Numbers**  
**53.4M**  
Passengers  
**539,066**  
Arrivals and Departures  
**191,760**  
Tons of Cargo

**Airlines**  
**184**  
Nonstop Destinations  
**37**  
International Destinations  
**3**  
U.S. Territories  
**8**  
Domestic Airlines  
**3**  
International Airlines

# MANAGEMENT HIGHLIGHTS

“  
**Roads? Where we're going,  
we don't need roads.**

- Emmett Brown (Doc)

”

Charlotte Douglas International Airport created an aspirational path in 2023. Driving toward a future of unparalleled growth, CLT set the direction for its status as one of the fastest growing and leading airports in the world.

The road ahead, or shall we say runway ahead, leads to destinations that are boundless.

D9

18L

**53.4M**  
Passengers in 2023

**\$32B**  
Yearly Economic Impact



**180**  
Nonstop destinations

**7th**  
busiest airport worldwide in arrivals and departures

**Passenger Numbers Reach All-Time High**

CLT experienced record-breaking travel in 2023, surpassing its all-time passenger record set pre-pandemic by welcoming 53.4 million passengers. It is a 12% jump from 47.8 million passengers in 2022 and 6.5% above the 2019 record of 50.2 million passengers.

Aircraft traffic increased 6.6% from 2022 even with airlines focusing on larger aircraft. CLT logged 539,066 arrivals and departures in 2023, up from 505,589 in 2022.

International travel grew from 1.8 million passengers in 2022 to 2.1 million in 2023, a 20.9% climb.

The growth can be attributed to changes in travel habits, remote work and booming economic development in the region that made Charlotte one

of the fastest growing cities in the nation.

**CLT Ranks World's 7th Busiest Airport**

CLT ranks the seventh busiest airport nationwide and worldwide in arrivals and departures, according to 2023 Airports Council International rankings.

In passenger traffic the Airport places ninth nationwide and 22nd worldwide.

For cargo, Charlotte Douglas ranks 30th nationwide and 116th worldwide.

**Air Service Soars to New Heights**

Eight major airline carriers, 15 regional carriers and three foreign flag carriers call CLT home.

The Airport's geographic location along the east coast is within a two-

hour flight from more than 60% of the nation's population and is often cited by airlines as one aspect that makes CLT an attractive city to serve.

Charlotte Douglas offered nonstop service to 180 destinations in 2023, including 36 international locations and three U.S. territories.

CLT is American Airlines' second largest hub, providing approximately 90% of air service at the Airport. American expanded its flight schedule in 2023, as did several other airlines.

American launched a third daily flight to London Heathrow (LHR) on April 3 and introduced seasonal service to Santa Ana (SNA) July 5 - Aug. 14. The airline also resumed daily service to Paris (CDG) from June 2 through Sept. 5.

Sun Country Airlines started commercial air service April 2 to

Minneapolis-St. Paul International Airport (MSP) on Mondays and Fridays. Spirit Airlines kicked off daily, nonstop flights to Dallas-Fort Worth (DFW), Nashville (BNA), Los Angeles (LAX) and Boston (BOS) on April 5.

Frontier Airlines began service May 12 to Cleveland (CLE).

**Airport Generates \$32 Billion Annually**

CLT contributed \$32 billion to the state's economy in 2021, according to the latest North Carolina Department of Transportation Division of Aviation report. That's a jump from \$24.6 billion in 2019. It also amounts to 5% of the state's gross domestic product.

Other data reveals CLT created \$1.82 billion in tax revenue, supported 151,575 jobs for N.C. residents and generated \$9.9 billion in personal income.

CLT alone comprised 44% of the state's economic impact, 49% of tax revenue, 46% of airport jobs and 43% of personal income among North Carolina's 72 airports.

**Revenue Rises in 2023**

CLT oversaw an operating budget of \$225.7 million in fiscal year 2023 (July 1, 2022 – June 30, 2023).

As a self-supporting business and enterprise fund of the City of Charlotte, the Airport uses no local tax money to pay daily operating costs. Funds come from Airport-generated revenue, including parking, concessions, landing fees, rental cars, advertising, cargo, fixed-base operations, real estate deals and airline rentals.

CLT's \$1.45 net cost per enplaned passenger is among the lowest in the country for large hub airports.

Overall Airport revenue jumped 30% to \$390 million in 2023 from \$300 million in 2022.

**Concessions Offer Variety of Options**

Passengers had access to over 130 locations to eat and shop inside the terminal, amounting to 144,592-square feet of concession choices in 2023.

HMSHost, CLT's food and beverage concessionaire, and Paradies Lagardère, CLT's retail concessionaire, generated over \$337 million in gross sales, and employed approximately 2,500 workers.

Concessions openings in 2023 were: Beatrix Market (Concourse C), The Goods Express (Atrium), SAMBAZON (Concourse D), Wow Bao (Concourse C), Baggallini remodel/relocation



**130**  
Locations to  
shop and eat

(Atrium), Jamba Juice remodel (D/E Connector), PDQ (Concourse E), Auntie Anne's (Concourse C), Midwood Smokehouse (Concourse B), Queen Charlotte's Kitchen (Baggage Claim), SNAP Vending (Baggage Claim), 704 Shop (Concourse B), Triple C Brewing (Concourse D), Panera Bread (Concourse E) and PZA (Concourse C).

**Real Estate Looks to Future Development**

By the end of 2023, the Airport developed a plan on how to offer approximately 90 acres of CLT-owned land for sale, lease and redevelopment. The initiative known as the Destination District will transform the Airport's front door and create an economic boom for Charlotte's west side.

The Destination District is made up of the following two distinct areas:

**Destination District Central** is a 39-acre site located at the intersection of North Josh Birmingham Parkway and Wilkinson Boulevard. It is ideal for hotel, restaurant and retail development, based on market research and analytics.

**Destination District East** is a 51-acre site located at the intersection of Stafford Drive and Wilkinson Boulevard. It is suited for logistics, distribution as well as other warehouse and office uses.

By creating the Destination District, the Airport is extending its service to the community beyond traveling, connecting the public with the amenities they need.

The Airport plans to begin accepting development proposals in early 2024 and select a development partner in spring 2024.

The first businesses could open within a couple of years. The development would be done in phases over the next five to 10-plus years.

**DOT Secretary Buttigieg Makes Visit**

Airport leadership and Charlotte Mayor Vi Lyles welcomed U.S. Secretary of Transportation Pete Buttigieg on March 29 for a first-hand look at CLT's operational safety and airfield investments.

The Charlotte stop was the first of four airport visits for the secretary as part of President Joe Biden's Investing in America tour.

Buttigieg visited the airfield and

toured the new 370-foot-tall, state-of-the-art Air Traffic Control Tower with Federal Aviation Administration officials.

Aviation Department leaders shared plans for Destination CLT projects, including a Fourth Parallel Runway, associated taxiway system and end-around taxiways that will enhance capacity and operational safety.

**Airport Receives Prestigious Awards**

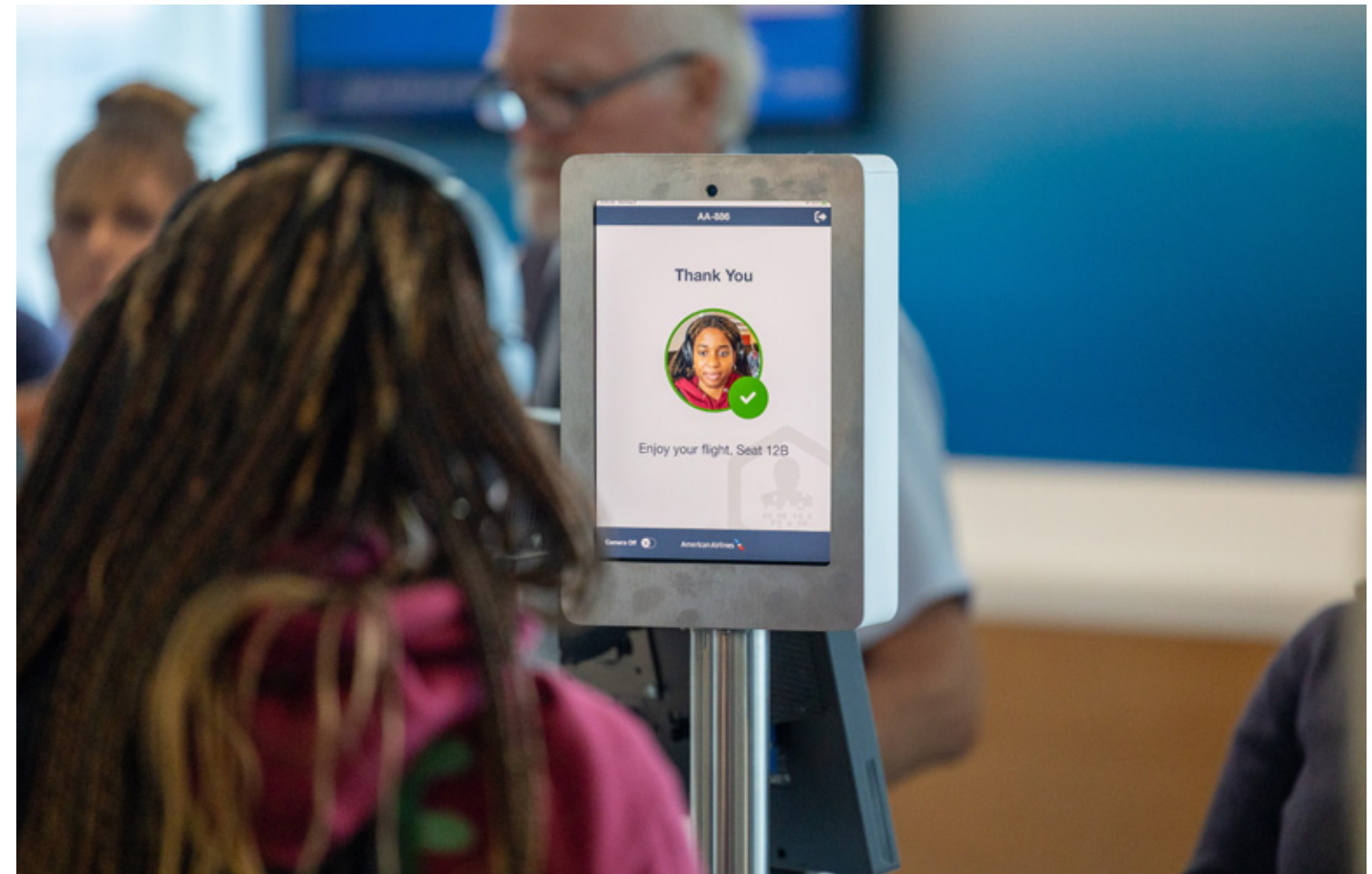
CLT received two awards in 2023 touting the Airport's efficiency and Title VI Program.

The Airport Efficiency Excellence Award focused on productivity, efficiency, cost competitiveness, financial results and comparison of airport charges (based on 2021 financial data). CLT was recognized in the over 30 million passenger



**90**  
Destination  
District acres





**1 of 10**  
Airports in the nation  
with AA credit ratings

**\$1.45**  
Net cost per  
enplaned passenger



category by the Air Transport Regional Society on July 2 in Kobe, Japan.

The Aviation Department Office of Civil Rights was presented the 2023 Civil Rights Airport Sponsor Advocate Award at the Federal Aviation Administration's 14th annual National Civil Rights Training Conference in mid-July. The award recognizes CLT's Title VI Program, which includes language and interpretations services and federal programs for disadvantaged and airport concessions business enterprises.

**Charlotte Douglas Earns AA Credit Ratings**

Charlotte Douglas remains one of 10 airports in the country with AA credit ratings, which is the highest an

airport can receive. That's thanks in part to CLT's conservative financial stewardship, major hub status and increasing passenger numbers.

Moody's Investors Service assigned an Aa3 rating to the Airport's \$373 million Airport Revenue Bonds on Aug. 24 and announced CLT's outlook as stable.

Fitch Ratings assigned an AA-rating to the Airport's \$379.1 million revenue bonds and \$1.2 billion outstanding parity bonds on Aug. 25. Fitch also declared CLT's outlook as stable.

The interest rate CLT pays investors is driven by the credit ratings from Moody's and Fitch. The higher the credit rating, the lower the interest rate and the less money CLT pays back on borrowing. When the Airport has low interest rates, those savings

are passed on to the airlines. As a result, business conditions are favorable for airlines to conduct and expand business at CLT.

**CLT Named 5th Most Connected Airport**

CLT is the fifth most connected airport in the country for domestic services, according to OAG's 2023 Megahubs Index.

The index looked at the total number of possible connections between inbound and outbound flights at each airport within a three-hour window where both flights are domestic services.

Airports listed in the top five were:  
1. Chicago O'Hare 2. Hartsfield-Jackson Atlanta 3. Denver International 4. Dallas/Fort Worth 5. Charlotte Douglas Airport.

**Biometrics Improves Boarding Efficiency**

CLT installed Biometric Facial Comparison technology at approximately 75 gates, allowing U.S. Customs and Border Protection (CBP) to begin using the screening process in October.

Biometric implementation stems from the 9/11 Commission Report that authorized the U.S. government to use an automated system to record the arrivals and departures of visitors at all air, sea and land ports of entry.

Here's how it works. When a traveler enters the boarding area for an international flight, they will encounter a camera connected to CBP's cloud-based facial matching service via a secure, encrypted connection.

**75**  
CLT gates  
use biometrics





**\$92M**  
ACDBE  
concessions revenue

The camera will match live images with existing photo templates from the passenger's travel documents. Once the system makes a match, the traveler can board the plane.

CBP uses biometric technology for passengers to enter the U.S. at all international airports, and for international exits at 46-plus airports.

**Diversity Programs Outperform Goals**

The Aviation Department supports three business diversity programs – federally approved and mandated Disadvantaged Business Enterprise (DBE) and Airport Concessions Disadvantaged Business Enterprise Programs (ACDBE), as well as the City's Charlotte Business INclusion (CBI) Program.

The Aviation Department's ACDBE

Program works with the Airport's concessionaire HMSHost and Paradies Lagardère to reach yearly goals set by the Airport.

ACDBE terminal concessions (food/beverage and retail) generated over \$92 million of combined revenue in federal fiscal year 2023 (Oct. 1, 2022 to Sept. 30, 2023). Approximately \$2 out of every \$5 in concession sales was generated at an ACDBE venue.

The Aviation Department also exceeded its overall ACDBE goal in fiscal year 2023 for rental car concessions by 1.8% and non-rental car concessions by 4%. Goals are met through revenue and goods and services spent with ACDBE firms.

CLT surpassed its Disadvantaged Business Enterprise program goal by 4.3%.

New in 2023, Charlotte Douglas and CLT's food and beverage concessionaire, HMSHost, hosted the Snack Food Showdown on Nov. 2 as part of the Airport's commitment to the U.S. Department of Transportation's ACDBE program.

It was an opportunity for small businesses to pitch their food items for placement in CLT restaurants.

The winners were Tastebuds Popcorn, Lillie's of Charleston, Sips & Sweets Mobile Dessert Bar and Eli's Lemonade.

**Sweepstakes Exceeds Expectations**

The Airport's Get Swept Away Sweepstakes surpassed expectations.

The contest's main goal was to drive awareness and revenue for CLT's

official onsite parking options via online booking.

At the end of the 12 weeks (February - May 2023), the sweepstakes received 98,712 entries, more than three times the initial goal. The parking email database gained 49,000 new subscribers, well beyond the 15,000 expected.

The campaign included digital and interactive paid media (social media, digital display, traditional radio and streaming audio). It was also promoted on the Airport's website and on terminal screens.

**49,000**  
added subscribers to  
CLT's parking database

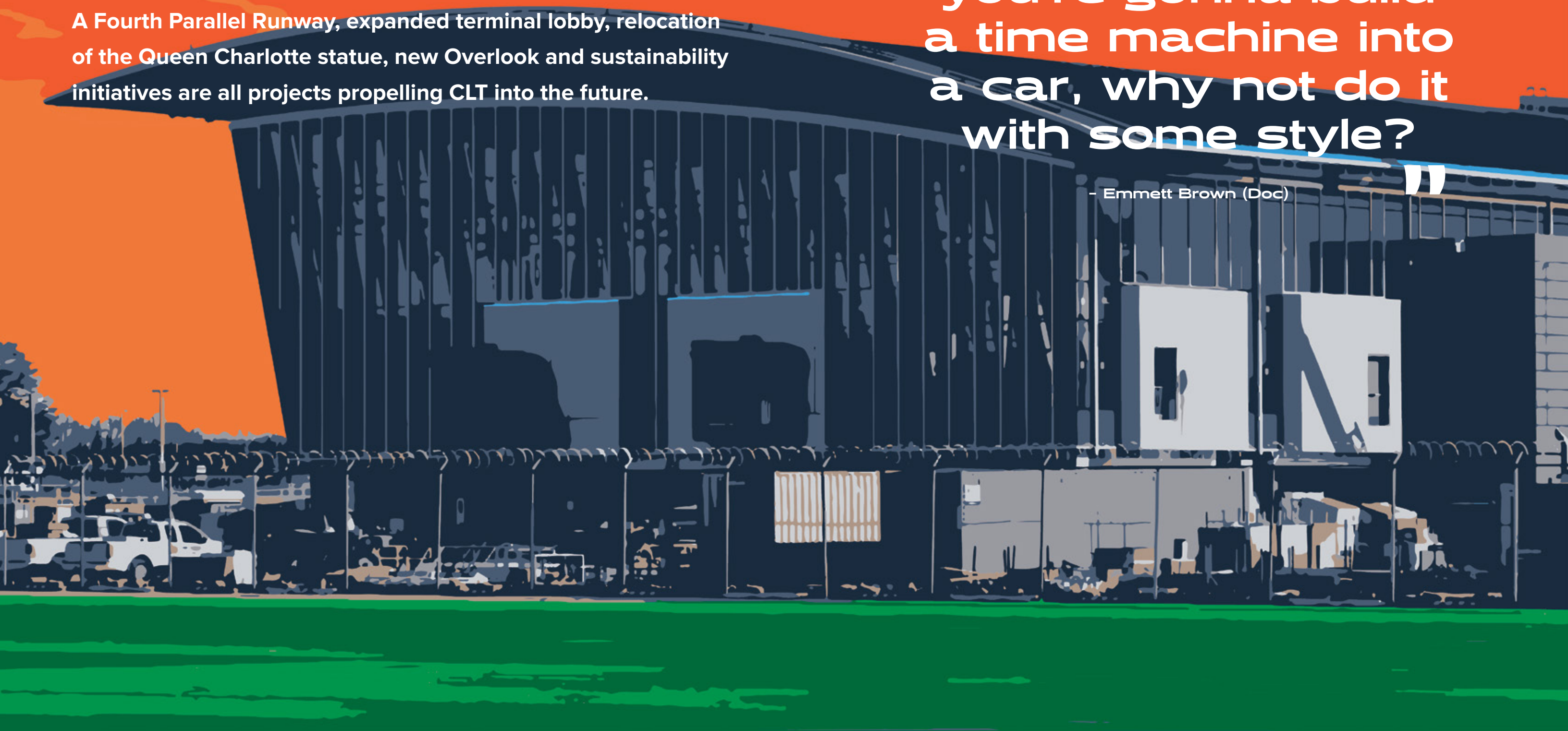
**98,712**  
Get Swept Away  
Sweepstakes entries

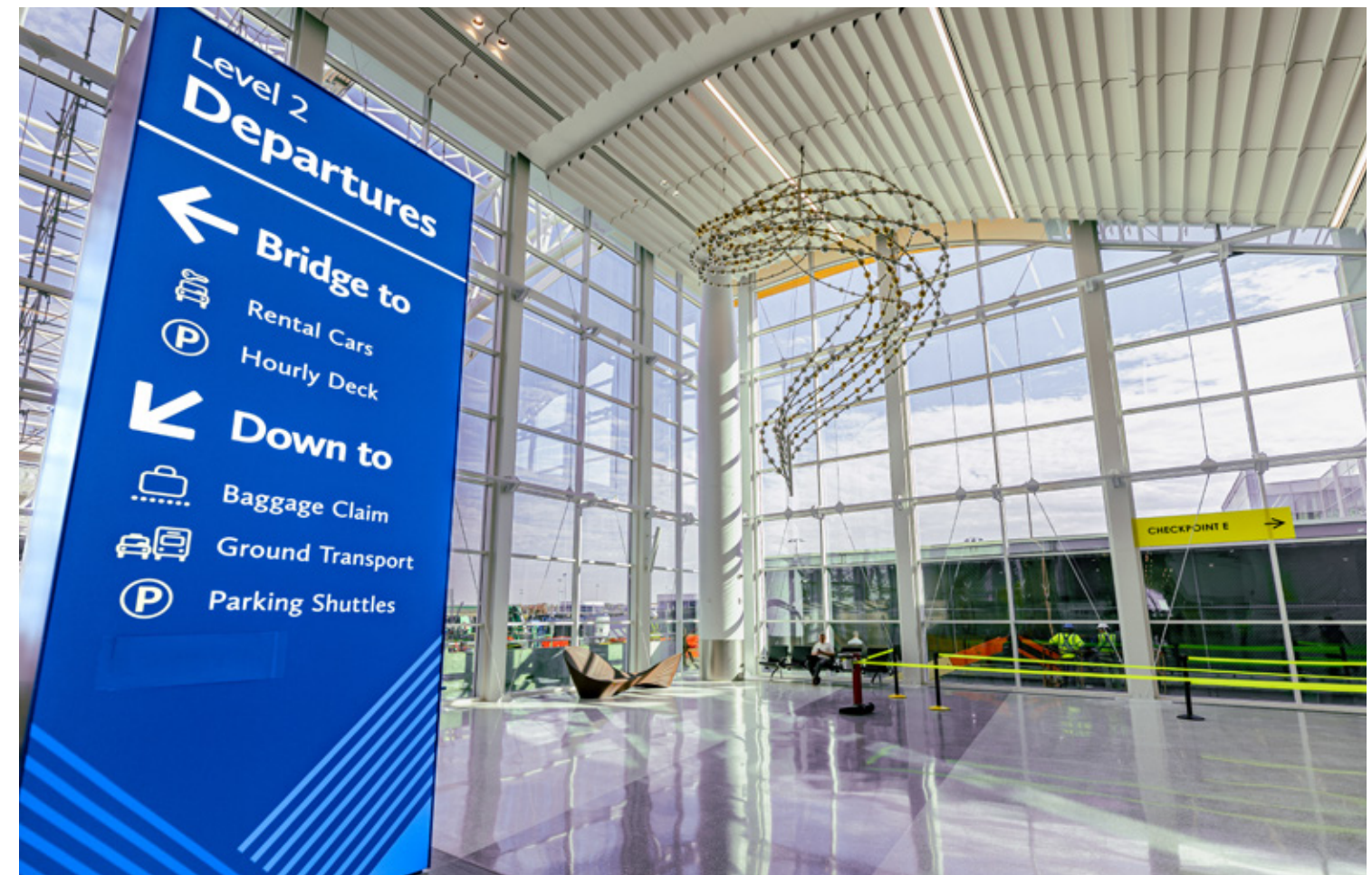
# CONSTRUCTIONZONE

Construction at CLT is a welcome sign of growth and resilience in an aviation industry that is constantly changing. Destination CLT, the Airport's \$4 billion capital investment program, has been at the forefront of CLT's evolving landscape since 2015. A Fourth Parallel Runway, expanded terminal lobby, relocation of the Queen Charlotte statue, new Overlook and sustainability initiatives are all projects propelling CLT into the future.

“The way I see it, if you're gonna build a time machine into a car, why not do it with some style?”

– Emmett Brown (Doc)





**10,000 ft**  
Parallel runway construction begins

**EIGHT**  
Security lanes open at Checkpoint 1

**Fourth Parallel Runway Breaks Ground**

CLT broke ground June 9 on its Fourth Parallel Runway, scheduled for a fall 2027 commissioning and opening. Approximately 100 attendees gathered that morning on the runway's future site to celebrate the occasion.

The 10,000-foot-long, 150-foot-wide runway will meet future demand and enhance operational efficiency. It will allow 20 additional arrivals and departures during peak hours by 2028 and 32 by 2033. Benefits for airlines will include increased productivity and less fuel and emissions burned. For passengers it will result in fewer delays and more flight options.

The \$1 billion new runway will be located west of Runway 18C/36C.

**Checkpoint 1 Expedites Screening Process**

Checkpoint 1 debuted in November with two standard lanes and six highly efficient automated screening lanes (ASLs) that expedite the screening process. In fact, the Transportation Security Administration estimates Checkpoint 1 can screen 20% to 30% more passengers than each of the Airport's other checkpoints.

Checkpoint B, which closed on March 17, was transformed from four to eight lanes and renamed Checkpoint 1 upon its opening.

CLT plans to consolidate its five security checkpoints into three larger checkpoints. Checkpoints C and D will become Checkpoint 2, and Checkpoint E will be renamed Checkpoint 3. When

finished, the Airport will go from 20 to 21 security lanes. Eleven of those lanes will be ASLs.

**Terminal Lobby's East Side Opens**

The Terminal Lobby Expansion's (TLE) east side opened Nov. 9, providing approximately 90,000 square feet of additional circulation space and access to the east underground walkway.

The new addition features large, picturesque windows, terrazzo flooring, one of two Meridian sculptures and architectural-detailed scalloped ceilings that mirror the TLE's west side, which opened in July 2022.

CLT's Terminal Lobby Expansion is adding 175,000 square feet of new space and renovating another 191,000 square feet. Construction began

in November 2019. Completion is scheduled for fall 2025.

The \$608 million TLE is the signature project for Destination CLT.

**CLT Unveils Queen Charlotte Statue**

CLT's Queen Charlotte statue was unveiled Oct. 20 in the new Terminal Lobby Expansion. The bronze, 3,500-pound, 46-foot sculpture now greets local passengers in Ticketing and Baggage Claim.

The statue was first installed in 1990 between CLT's original Hourly Decks and relocated in 2013 between the Daily Decks to make room for construction of new hourly parking.

In October 2021, the statue was transported to Carolina Bronze in Seagrove, N.C., to be restored. The sculpture returned to the terminal the

**90,000**  
square feet on TLE east side unveiled

**46-foot**  
Queen Charlotte sculpture debuts



**7-acre**  
Overlook begins  
construction

**5th**  
dedicated Overlook at  
CLT since 1937

following June and now resides at its final destination in an area called Queen's Court.

Raymond Kaskey, a Washington, D.C. artist, sculpted the statue that was dedicated to the Airport on Sept. 18, 1990. It is a depiction of Queen Charlotte, for whom the City of Charlotte is named. The sculpture leans backward to appear as if it is being blown by the wind, which Kaskey thought was appropriate for an airport.

**Airport Moves Forward with New Overlook Plans**

The Aviation Department released in April renderings of CLT's new Airport Overlook scheduled to open in summer 2024.

Construction began in August. Amenities will include children's play

areas, picnic tables and benches, pet relief areas, restrooms and an expanded food truck staging area.

The popular attraction for aviation enthusiasts will remain on Airport property just off Marshall Drive.

This location will be the fifth dedicated Overlook at CLT since 1937. The most recent location served the community since 1989 and closed Oct. 3, 2022, for construction of the North End-Around Taxiway and future Fourth Parallel Runway.

A temporary area for plane spotting was installed at the corner of Old Dowd Road and Airport Overlook Drive and will remain in place until the new Overlook opens in June 2024.

**Central Energy Plant Receives Green Globes®**

CLT's Central Energy Plant achieved Two Green Globes® certification for new construction, recognizing sustainability efforts. The certification affirms the Airport's continued commitment to current and future building operations best practices, occupant health and wellness and reducing carbon emissions.

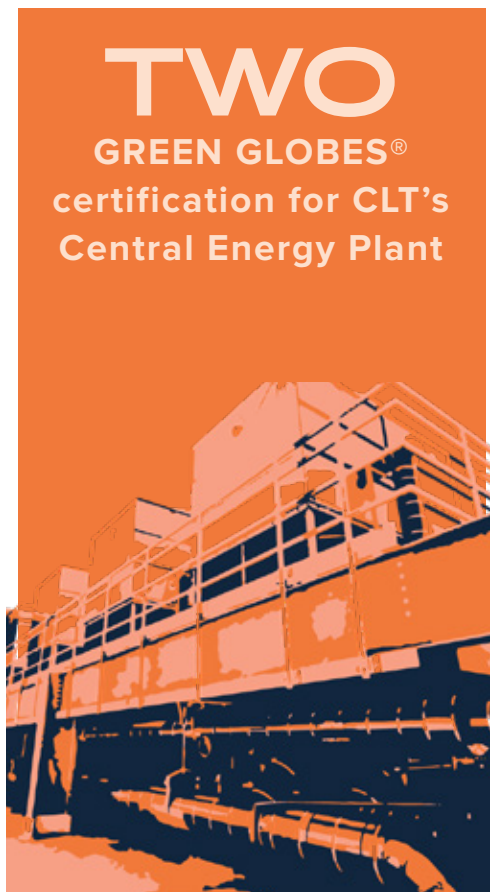
Administered by the Green Building Initiative (GBI), Green Globes® is a nationally recognized green rating assessment and certification system.

The Central Energy Plant provides additional heating and cooling capacity for the Terminal Lobby Expansion to maintain comfortable temperatures while reducing energy consumption.

**Department Hosts Two Part 150 Meetings**

Aviation Department held Part 150 public meetings on Nov. 14 and 16 that drew 29 attendees. The open-house style meetings provided the public with the status of the Part 150 Study Update, reviewed preliminary noise abatement alternatives developed to date and discussed next steps. The public was encouraged to provide written comments regarding the study and its findings.

The Airport is updating its Part 150 Noise Compatibility Study to develop a balanced and cost-effective plan for reducing current noise impacts from the Airport's operations, where practical, and to limit additional future impacts.



# COMMUNITY ENGAGEMENT

“  
It's gonna be really hard  
waiting 30 years before  
I can talk to you about  
everything that's happened  
in the past few days.  
”  
- Marty McFly

Who said anything about  
waiting 30 years? CLT is ready to  
talk about it now.

In one year, CLT racked up countless  
opportunities for giving back to the community  
and engaged with thousands of residents  
through the Airport's outreach programs.

**\$47,361**

raised in 2023 for college scholarships

**\$115,384**

donated to Freedom School Partners



### Runway 5K Covers College Tuition

CLT hosted the 16th annual Runway 5K on Oct. 21. The popular event gave 1,672 registered participants the unique opportunity to run or walk close to planes taking off and landing. The race raised \$47,361 for Airport Opportunity Scholarships at Central Piedmont Community College.

Since 2019, more than \$161,000 has been raised for scholarships, enabling 15 students to attend college for free. The scholarships were created to help promote careers in aviation and economic opportunities.

### Golf Tournament Hits Winning Stroke

The fourth CLT Charity Golf Tournament, hosted by Airport Community Partnerships (ACP), teed

up \$115,384 for Freedom School Partners. The organization provides under-resourced students with three life-changing tools: literacy skills, character strength and a community that believes in them.

The April 3 sold-out event had 51 sponsors and 144 golfers in attendance at Ballantyne Country Club. Over the past five years, the golf tournament has raised more than \$467,000 for nonprofit organizations that give back to the community.

ACP is comprised of companies that operate out of, are based in, or have businesses with CLT who come together to make a difference in the community.

### Airport Job Fair Attracts Hundreds of Applicants

Nearly 200 people hoping to land

jobs at CLT attended the Sept. 23, Airport Job Fair held at Urban League of Central Carolinas.

Twenty employers participated, including the Aviation Department, American Airlines, PSA Airlines, HMSHost, Paradies Lagardère and the Transportation Security Administration.

During the three-hour event, there were opportunities for on-site interviews. Attendees also could apply for open positions at a computer lab located within the building.

### Aviation Academy Graduates 6th Class

The Aviation Academy graduated its sixth class on March 23. The one-of-a-kind opportunity gives participants insight into the inner workings of one of the busiest airports in the world.

The eight-week session from Jan. 26 to March 23 included tours of the airfield, terminal, Fire Station #41, the Federal Aviation Administration Air Traffic Control Tower, Wilson Air Center and an American Airlines hangar. Various Airport staff also met with the group.

The academy is geared toward community members and public/private sector leaders. Since 2017, there have been 150 graduates.

The Aviation Academy's goal is to give participants an understanding of how the Airport operates and its importance to the region. In return, participants act as community advocates for the Airport.

### Wings for All Helps Alleviate Flying Stress

Wings for All once again provided

a flying test run for 50 individuals with intellectual and developmental disabilities and their family members.

The event is designed to alleviate some of the stress when flying for families who have a loved-one with a disability. Participants received a boarding pass, cleared TSA screening, waited in the gate area and then experienced the boarding process and in-flight safety procedures just as they would for a real flight.

### Employees Give Back to Area Students

Sixteen Aviation employees stepped away from their busy schedules on July 19 to read at Renaissance West STEAM Academy's Great Day of D.E.A.R. (Drop Everything and Read).

The initiative is part of Freedom

**150**  
Aviation Academy graduates since 2017

**50**  
Wings for All participants





**560**  
local residents received  
tours of CLT

School Partners' summer reading program. The organization is the latest recipient of funds raised by CLT's Charity Golf Tournament. Freedom School Partners works to help under-resourced students through building literacy skills, character strength and providing them with community support.

**Aviation Celebrates National Night Out**

Members of the Aviation Department participated in Arbor Glen community's National Night Out activities on Aug. 1.

The event featured free food, music, arts and crafts. Staff spoke with more than 400 residents about Airport construction, job opportunities and ways to engage with the Airport.

National Night Out is an annual event that promotes police and community partnerships. The original National Night Out campaign started in 1984.

**Angel Tree Drive Delights Dozens of Children**

Aviation Department employees donated Christmas gifts for 61 children in December. The drive benefitted students from Ashley Park Elementary and University Park Creative Arts and their siblings.

Children ages 2 to 15 received presents from 40 Aviation employees. Gifts included electronic devices, games, nail polish sets, dinosaur toys, clothes, dolls, roller skates, skateboards and toy cars.

Parents picked up the gifts in time to place under their trees Christmas morning.

**Recruits Fly Home for Holidays**

After weeks of being accountable to a drill sergeant, approximately 4,500 Fort Jackson, S.C., Army trainees flew home Dec. 18-19 for a two-week holiday break. CLT served as a transportation hub for the Army recruits.

The troops, who are in basic training or recent basic training graduates, were treated to free beverages, snacks and gift packs courtesy of CLT's concessionaires – HMSHost and Paradies Lagardère. The USO Charlotte Center staff, Airport Operations and CLT volunteers assisted with the annual event known as Victory Block.

**Community Receives Behind-the-Scenes Tours**

CLT provided Airport tours for 560 residents (ranging from local students to retirees) in 2023.

Guests received a behind-the-scenes peek at Airport operations, an overview of CLT as an economic engine of the Carolinas and information about aviation careers.

Many also spoke with employees who work at CLT, including Transportation Security Administration staff, airline pilots and members of the Aviation Department.

**4,500**  
Army recruits flew  
home for the holidays  
from CLT

**61**  
children received  
Angel Tree presents



# PASSENGER EXPERIENCE

CLT elevated the passenger experience in 2023 with style and southern hospitality. From the Airport Volunteers to enhanced parking and concessions amenities, Charlotte Douglas remains committed to providing a timeless travel experience that is unmatched.

“ Wait a minute, doc. Are you telling me that you built a time machine... out of a DeLorean? ”

- Marty McFly



Canine Crew includes:

**26**  
dogs and  
**23**  
handlers



### **Volunteers Elevate Customer Experience**

A dedicated team of 55 volunteers helped travelers navigate CLT’s evolving terminal in 2023. With friendly smiles and clad in recognizable yellow shirts, they assisted passengers with everything from finding their gates, choosing a restaurant to answering questions about anything imaginable about Charlotte Douglas.

Airport Volunteers donated 6,697 hours of their time and interacted with 183,835 travelers in 2023. That’s more than 500 people a day and an increase of 72% over 2022.

### **Canine Crew Wins Hearts**

Arguably the most popular volunteers at CLT are also the most slobbery. The Airport welcomed nine new certified therapy dogs to the

Canine Crew, ending 2023 with a team of 26 dogs and 23 handlers.

The pups nuzzle and kiss anyone who pauses to say hello. Their job is to make people smile and reduce stress, and they are quite effective, interacting with about 200 Airport passengers and employees per shift.

In 2023, the Canine Crew hosted “Smooches from Pooches” on Valentine’s Day, gave away frisbees for National Dog Day, greeted runners at the CLT Runway 5K and traveled to several outreach events in the Charlotte area.

### **Piano Players Hit the Right Note**

CLT has a team of volunteer pianists who tickle the ivories on the baby grand piano in the Atrium.

Six professional musicians donate their time to perform in the Atrium. The music has a calming effect on passengers, who can sometimes become stressed while traveling.

A writer who spent time at CLT in 2023 described the experience this way: “The pianist played, and the savage pace of modern transit slowed to something resembling a stroll in a familiar neighborhood.” – Robert Klose for “The Christian Science Monitor”

### **CLT USO Provides Relaxing Atmosphere**

The USO North Carolina’s Charlotte Airport Center welcomed more than 138,000 military personnel and their family members in 2023, an increase of more than 10% from the previous year.

The 265 volunteers contributed approximately 23,000 hours of their time. The USO at CLT is in its 18th year of serving military members and their families.

The center offers comfortable lounge seating, a room for families with young children, snack bar, computer stations and gaming systems.

The mission of the USO is to strengthen the well-being of the people serving in America’s military and their families.

### **Airport Chaplains Dispense Comfort**

CLT is one of a few airports in the nation that has a chapel and a team of religious leaders who provide emotional and spiritual support to both travelers and employees.

In 2023, 31 chaplains from various

faiths volunteered at the Airport’s Interfaith Chapel.

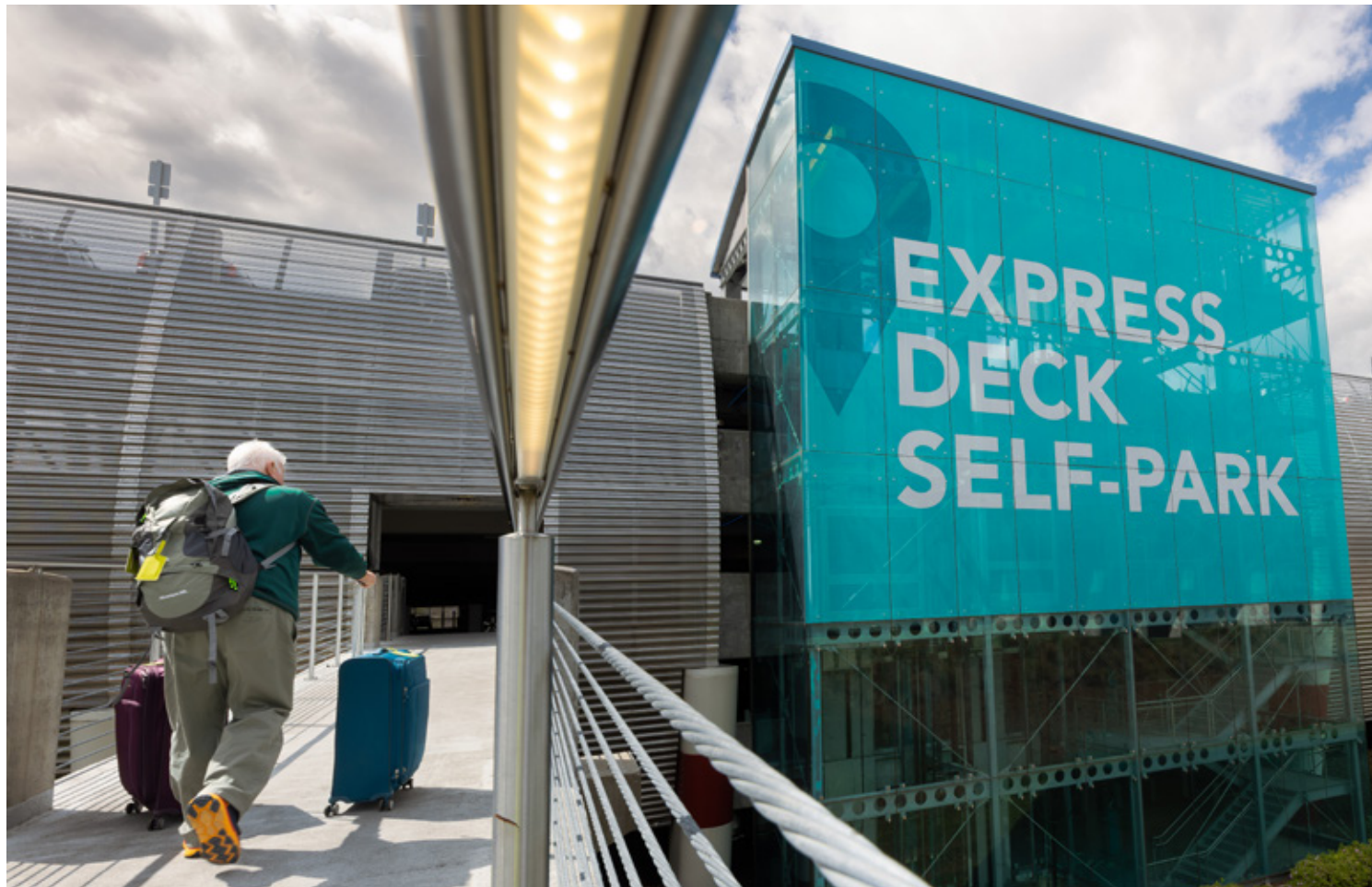
They walk passengers to their gates, listen to those going through a stressful time, grieve with people facing the loss of loved ones and when asked, pray with or for someone.

Airport chaplains also accompany fallen military service members and their families.

The chapel, located on the Atrium’s second floor, is open every day from 5 a.m. to midnight. There are holy books for Christians, Muslims and Jews. There is a kneeler, small altar as well as an area with prayer rugs and a compass to direct Muslims toward Mecca.

Anyone looking for a space for quiet reflection is welcome.

**6,697**  
donated hours by  
Airport Volunteers in 2023



### *Express Deck Self-Park Opens to Public*

The new Express Deck Self-Park began welcoming customers on March 23.

CLT opened online booking only for the deck (formerly known as Express Deck 2) via parkCLT.com and the CLT Airport app on March 1.

Express Deck Self-Park, which has 2,400 available parking spaces, averages 350 bookings a day.

Located next to Express Deck Preferred (formerly Express Deck 1) off Wilkinson Blvd., its maximum daily cost does not exceed \$16 online, but the price may be lower the further in advance customers book.

### *Parking Transitions to Cashless*

CLT began transitioning in early January to cashless payment for its parking facilities. Drivers wishing to pay cash must now use a ReadySTATION in Departures/Ticketing to convert their dollar bills to a cash card. Upon leaving the Airport, the cash card is inserted in the parking toll device to exit a CLT lot or deck.

The change is part of continued modernization of parking operations.

Cash continues to be accepted for Valet and Express Deck services with no service charge. Online booking, credit card, debit card and mobile payment apps, such as Google Pay and Apple Pay, are the preferred method of payment for Airport parking.



### *Servy Rolls Out at CLT*

Servy launched in February, allowing employees and passengers to place a food/drink order via CLTordernow.com, the CLT Grab or American Airlines apps.

After ordering, customers pick up their order at the concessionaire. Servy began in 2014 as the Grab app.

The initial rollout included Smashburger (Concourse A), Bad Daddy's Burger Bar (Concourse C), Panera Bread (Concourse A), Bojangles (The Plaza and Concourse B), PDQ (Concourse E), Jersey Mike's (Atrium) and Burger King (Concourse E).

### *Fly Holiday Decor Shines in Terminal*

The Airport is decorated for the holidays.

Brightly lit peace doves were added to the holiday décor at the entrance of Concourse E and the Ticketing lobby's east side. The doves range from 8 to 10 feet tall and include thousands of LED color washers and 200 decorative metallic stars to match the reindeer designs of Orville and Wilbur. Each reindeer in the Atrium stands 25 feet tall and 12 feet wide. They contain 3,000 low-voltage LED lights and 125 decorative metallic stars.

CLT's cone tree, construction-themed garland and Plugging Away holiday décor in Ticketing also helped spread the holiday cheer.

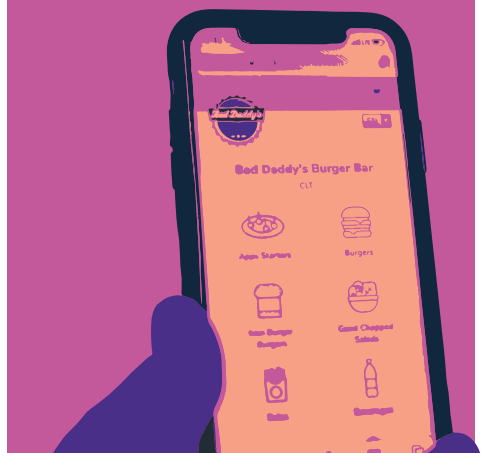
**2,400**  
available parking spaces  
in Express Deck  
Self-Park

**350**  
average daily bookings



**SIX**  
peace doves join CLT's  
holiday decor

**SEVEN**  
restaurants participate  
in Servy's rollout at CLT



# EMPLOYEE OUTREACH

**If you  
put your  
mind to it,  
you can  
accomplish  
anything.**

- Marty McFly

The Aviation Department operates Charlotte Douglas International Airport for the City of Charlotte. The department employs more than 800 employees who accomplished great success in 2023. With vision and determination, they furthered their education, invested in training and gave back to the local community, while simultaneously helping to grow the seventh busiest airport in the world.



**\$77,000**  
invested in employees' higher education

**15,605**  
hours of training completed by Aviation staff

**Employees Enhance Their Skills**

Aviation staff completed more than 15,605 hours of training, averaging 21 hours per employee in 2023.

The Aviation Department offered 122 live courses covering 32 topics and held 36 Safety Chats.

**Aviation Invests in Higher Education**

The Aviation Department invested approximately \$77,000 in 2023 for the higher education of employees through its Educational Assistance and Central Piedmont Community College Associate Partnership Program (CAPP).

Through the Educational Assistance Program, employees earned master's degrees in public administration, business leadership, aviation, law, cyber intelligence

and national security, aeronautics and communication/organizational leadership studies. One employee also earned a bachelor's degree in science data while another employee received an associate degree. Three received certificates through CAPP.

**Apprenticeship Program Opens Doors**

The Apprenticeship Program celebrated its second graduating class on Sept. 7 – Electrician Chase Bumgarner and HVAC Technician Jonathan Muhammad.

Participants attend classes at Central Piedmont Community College and must maintain a 2.5 GPA. The program covers tuition and books.

Apprentices have all the benefits of a full-time Aviation Department employee while gaining on-the-job experience.

At the end of the program, they graduate with an associate degree, State of North Carolina registered apprentice license and a job with the Aviation Department.

**Academy Drives Students to Success**

Nine students graduated Jan. 11 from the Aviation Department's Career and Training Academy, which offers technical, trade, customer service and soft skills lessons.

At the end of the six-month program, four trainees who were not already employed with the Aviation Department received full-time positions with Ground Transportation. All participants received a Commercial Driver's License, which is required to operate large and heavy vehicles or

vehicles that transport more than 15 passengers.

**Women in Aviation Expands Outreach**

Women in Aviation (WIA) recognized International Women's Day on March 8 with a celebration on Concourse A that drew 50 Airport employees.

The WIA Support Drive in June collected 1,065 items, including canned goods, diapers, baby wipes and personal hygiene products for Hope Street Food Pantry.

The group also hosted a mixer at Pilot Brewing on Nov. 9 that was attended by 35 Aviation Department employees.

**NINE**  
Career Training Academy graduates

**1,065**  
items donated to Hope Street Food Pantry

56

man-hours donated by Aviation staff for Habitat build



### Leadership Summit Fosters Enlightenment

Around 100 employees attended the Aviation Department’s first Leadership Summit on May 17, focusing on diversity, equity and inclusion (DEI). The training was titled Passport to Success.

Guest speakers spoke about embracing DEI in the workplace, how working together fosters a creative, enriching environment, and the different generational work styles of Baby Boomers, Gen X, Millennials and Gen Z.

The Leadership Summit is part of the Employee Success strategic principle, which promotes a diverse and inclusive workplace that values authenticity, belonging and teamwork.

### Aviation Employees Paint for Habitat

Fourteen Aviation Department employees donated their time on May 25 to paint a new home located in Habitat for Humanity’s The Meadows at Plato Price community.

The 2022 CLT Charity Golf Tournament raised more than \$100,000 to help build houses in the neighborhood that caters to first-time homeowners. The subdivision includes 39 homes, which are located less than 10 miles from the Airport.

Habitat for Humanity is a global nonprofit housing organization that works to build strength, stability and self-reliance in partnership with families in need of affordable housing.

The annual golf tournament is

sponsored by Airport Community Partnerships, a group of companies that operate out of, are based in, or have business at CLT.

### Youth Day Showcases Airport

The Aviation Department’s Youth Day on June 16 was attended by 85 children and teens. In all, 134 people, including Aviation chaperones, participated.

Attendees were treated to breakfast and tours of the airfield, Charlotte Fire Station No. 17 and the Duke Energy hangar.

Youth Day began in 1996 as an opportunity for Aviation Department employees to educate children and teenagers between 5 and 18 years old about their work at the Airport.

### Strategic Principles Receive Refresh

The Aviation Department’s leadership team in February unveiled a refreshed version of its six Strategic Principles. These philosophies highlight the Airport’s key work areas and support CLT’s vision and mission.

#### Strategic Principles

- Safety and Security: Establish a strong safety and security culture that protects people and property.
- Employee Success: Promote a diverse and inclusive workplace that values authenticity, belonging and teamwork.
- Customer Experience: Deliver a superior travel experience anchored by innovation and creative solutions.
- Strategic Growth: Maintain global competitiveness through demand-driven, economically conscious development.
- Positive Partnerships: Safeguard business and community relationships by practicing integrity, transparency and fiscal responsibility.
- Asset Preservation: Minimize service disruptions and improve reliability through proactive strategies.

# SAFETY & SECURITY

Safety and security plays a major role at CLT, always taking center stage. From employee trainings and airfield inspections to creating initiatives to mitigate potential risks, it all comes down to ensuring the well-being of our passengers and employees.

Yes, it's heavy, but having a safe and secure Airport are the cornerstones of operating a successful transportation hub.

“  
Whoa, this  
is heavy!  
”  
- Marty McFly





**CLT Studies Potential Risks**

The Aviation Department, in partnership with the City of Charlotte, revisited its Enterprise Risk Management (ERM) process in February.

The initiative uncovers risks and builds strategies to reduce threats that could bring harm to the Airport and possibly disrupt CLT’s workforce.

In 2019, a list of potential Airport hazards was identified, but due to COVID the project was put on hold.

Risk, Safety & Health, along with a consultant, re-engaged with Aviation Department staff in early 2023 via email and in-person meetings to reassess the existing risks and evaluate any new risks that should be added.

The ERM work group plans to continue evaluating and forming plans to mitigate those risks in 2024.

**Employees Collect 624 Pounds of FOD**

Foreign Object Debris (FOD) and Housekeeping Walks collected 624 pounds of debris on the airfield and Airport property in 2023. Items found included gloves, pieces of wood, cardboard, plastic bins, and nuts and bolts.

More than 500 Airport workers gathered in February and September to participate.

The walks are part of the See. Say. Do. Safety Push initiative aimed at engaging the Airport community to make CLT a safer and healthier workplace.

**Safety Push Emphasizes Seatbelts and Stop Signs**

CLT’s Tenant Safety Committee sponsored the See. Say. Do. Safety Push June 19-21.

With the help of volunteers, motor vehicle operators were checked on the ramp and in non-movement areas for compliance in wearing seatbelts and stopping at stop signs and stop bars.

Volunteers observed 1,590 Airport employees from 38 different companies.

Overall, Airport employees were in compliance with wearing seatbelts and stopping at stop signs and stop bars. Seatbelt compliance was 79%, while stopping at stop signs and stop bars was 85%.

**Aviation Talks Construction Safety**

Risk, Safety & Health held an Airport Construction Safety Summit on July 26 in Eagle Conference Room with 37 construction managers, safety professionals and project executives.

The summit’s goal focused on working together to mitigate and ultimately eliminate accidents that occur when a worker is hit and injured by an object, tool or equipment.

Discussion topics included safety best practices, contractor successes and challenges, and accident case studies to foster a safe and healthy working environment at CLT.

Speakers were CLT’s Chief Financial Officer Mike Hill, Chief Infrastructure Officer Jack Christine, Director of

**624**  
pounds of FOD  
collected during 2023  
FOD walks

**1,590**  
safety observations from  
the June three-day See.  
Say. Do. Safety Push







**50**  
See. Say. Do.  
Safety Push participants

**500**  
Safety Week  
employee attendees

Engineering Jeff McSwain, Risk, Safety & Health Manager Ella Moultrie and Choate Construction Safety Director John Shepardson. Russell McCue, safety supervisor for the City of Charlotte and Mecklenburg County, gave the keynote speech.

This was the first time the Aviation Department held the summit, which Risk, Safety & Health plan to host bi-annually.

**Safety Week Falls into Safety**

Safety Week took place Oct. 23–26. This year’s theme was Fall into Safety.

The week kicked off with a Citywide Safety Professionals Meeting on Oct. 23 at the CLT Center. It included a visit from Charlotte City Manager

Marcus Jones. Pre-Safety Day activities with a variety of “Survivor” like games, prizes and exhibits were held Oct. 24 for second and third shift and Oct. 25 for first shift.

Safety Day on Oct. 26 featured 22 different vendors in Eagle Conference Room who showed off safety equipment and clothing to Aviation staff. Employees also had the opportunity to book massages and enjoy free snacks.

**Education Sessions Push Compliance**

The See. Say. Do. Safety Push of 2023 sparked three days of events beginning Dec. 6 with a safety brief on the importance of maintaining fire extinguishers and emergency fuel shut-off switches in and around CLT.

Airport-wide safety stand down and

education sessions were held on Dec. 12. Wrapping up activities, tenant partners and CLT staff split into five groups on Dec. 13 to canvas each concourse checking for compliance.

**CLT Welcomes Public Safety Secretary**

North Carolina Secretary of Public Safety James Buffalo Sr. served as the guest speaker at the Airport Incident Management Working Group meeting on Dec. 20.

Buffalo spoke about the importance of public safety and emergency management at airports during the two-hour event held at the CLT Center. Afterward he answered questions.

The audience of 50 participants included staff from Airport

Operations, Charlotte Fire Department, MEDIC, airlines, Federal Bureau of Investigation, Transportation Security Administration, Airport Chaplaincy, and Customs and Border Protection.

**Five Electric Buses Join Vehicle Fleet**

Charlotte Douglas added five new electric buses to its vehicle fleet in 2023, bringing the total to 15. It’s part of CLT’s sustainability commitment to pursue fiscally responsible practices that minimize environmental impacts. The Airport has plans to replace its 70 diesel-powered buses with 50 electric buses over the next seven to 10 years.

The five electric buses will result in an annual decrease of about 50,000 gallons of diesel fuel, saving an estimated \$90,000. Due to zero

**FIVE**  
new electric buses  
resulting in

**50,000**  
decrease in diesel fuel  
gallons and

**\$90,000**  
estimated yearly savings



emissions, replacing the Airport's diesel fleet with electric buses will have an annual impact equal to removing 2,900 cars from city streets. Other electric bus advantages include increased efficiency, less noise, fewer parts, a reduction of operating costs and a smoother ride compared to diesel buses.

The Airport's move toward electric buses also supports the City of Charlotte's Strategic Energy Action Plan, which strives to have city fleet and facilities fueled by 100% zero-carbon sources by 2030.

### **Screening Processes Change for Employees**

The Airport launched its Aviation Worker Inspection Program on Sept. 25, resulting in changes to screening processes and door access.

The initiative stems from a Transportation Security Administration national amendment requiring the screening for all aviation workers with access to the secured or sterile area of airports.

All screenings/inspections now include a visual inspection of identification and a search of the aviation worker, their coats, jackets and accessible property, such as lunch bags and backpacks. As part of the new screening process, four terminal doors were removed from CLT badge clearances.

Multiple in-person and virtual presentations were held to educate badge holders about the changes.

### **Airport Hosts Mock Airfield Inspection**

Operations personnel from eight airports throughout the country landed at CLT in March to perform a mock Part 139 Airfield Inspection.

During the two-day event, airfield markings, lights, signage and pavement were reviewed. CLT Airside Operations staff in return visit other airports to help them prepare for their Part 139 airfield inspections.

Some airports represented included Los Angeles International, Hartsfield-Jackson Atlanta International, Tampa International, Hickory Regional and Columbia Metropolitan airports.

The annual Part 139 Airfield Inspection examines an airport's compliance with FAA regulations for airfield operations.

### **Operations Creates New Work Groups**

Airport Operations created two new work groups in 2023 - Safety Management Systems (SMS) and Passenger Facilitation Systems.

The SMS team, consisting of a manager and coordinator, oversees CLT's SMS program required by the FAA for all commercial-service airports.

CLT will submit its SMS Implementation Plan in 2024 for the FAA to review. This is the first phase of the FAA's requirement to institute a SMS program.

Once CLT receives FAA approval, the next step is developing a SMS Manual that will serve as a comprehensive guide for implementing, managing and continually improving safety practices and procedures.

The manual will ensure the safety of aircraft operations, passengers and personnel. CLT's SMS manual is on track for completion in April 2025.

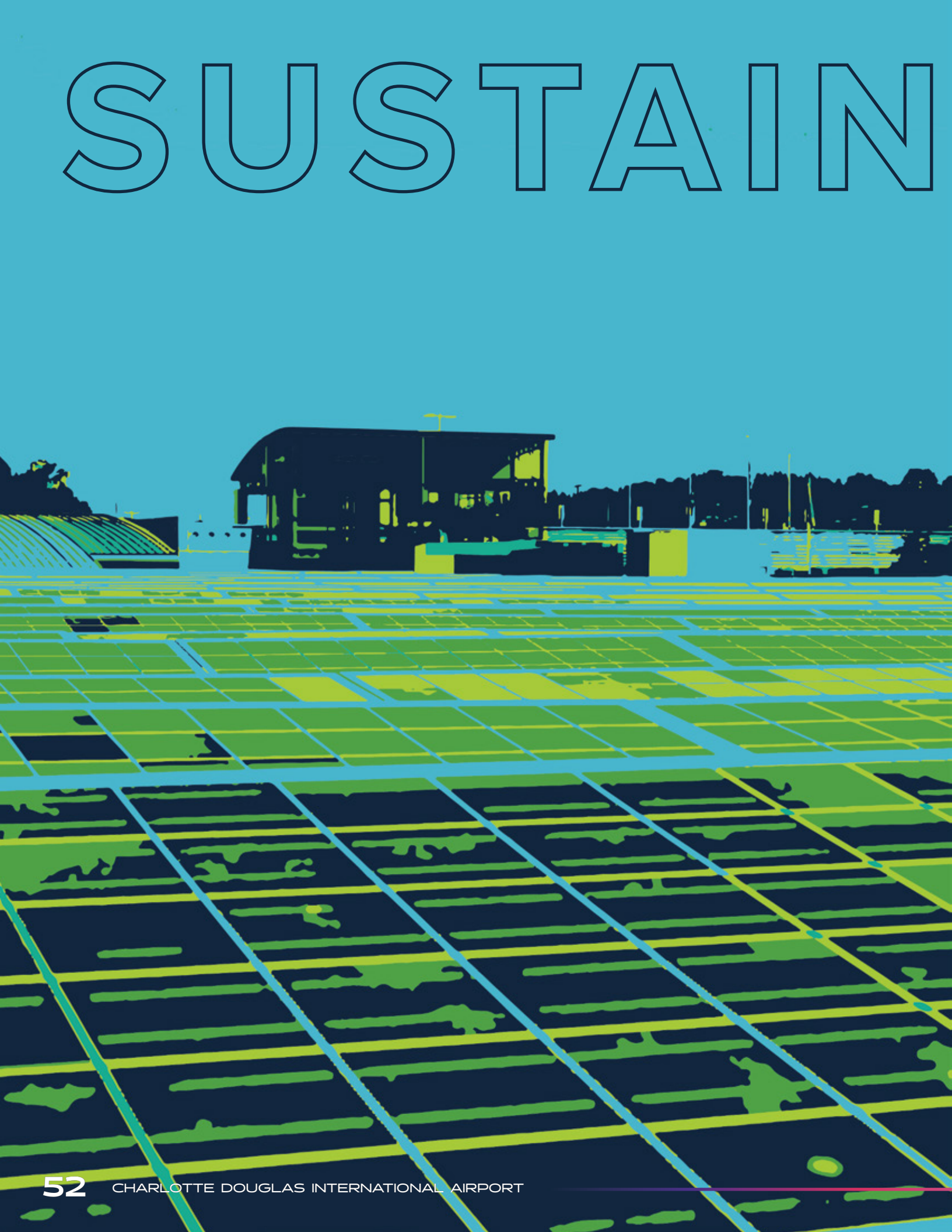
The formation of the Passenger Facilitation Systems team reflects the growth in passenger activity at CLT, and the subsequent increase in usage of CLT's common use platforms.

The team manages a range of common use systems and assets that help all airlines operating at CLT to serve more customers efficiently and effectively.

**EIGHT**  
airports assist CLT with mock airfield inspection

**TWO**  
new Airport Operations work groups created

# SUSTAINABILITY



**69,047**  
tons of concrete  
crushed and  
stockpiled for reuse  
on construction and  
maintenance projects

Approximately  
**900**  
tons of additional  
recycling materials  
collected

**122**  
operational smart  
waste and recycling  
stations

**36,000**  
gallons of cooking oil  
recycled

HMSHost donated  
**300**  
pounds of food daily to  
local food banks

**54,000**  
pounds of food waste  
composted (off-site)

**15**  
battery-electric buses  
driven approximately  
**350,000**  
miles

**17**  
electric vehicle  
charging stations on  
CLT property



Mecklenburg County  
– Air Compliance  
Excellence Award



One Green Globes for  
Concourse E Phase 9

Renewed at  
Level 1 - Mapping of  
ACI's Airport Carbon  
Accreditation Program



