### Peninsula Airport Commission Board of Commissioners Meeting Packet

Lindsey Carney Smith, Chair Michael Giardino, C.M., Executive Director

Wednesday, November 23, 2022 8:00 a.m.

Commission Room
900 Bland Blvd
Newport News, VA 23602



#### Newport News Williamsburg Airport

# PENINSULA AIRPORT COMMISSION COMMITTEE MEETING AGENDA FINANCE & AUDIT COMMITTEE

DATE: November 21, 2022 TIME: 4:00 p.m.

- 1) Call to Order
- 2) New Business
  - a) Performance Metrics
- 3) Old Business
  - a) October 2022 Financial Results
- 4) Closed Session: 2.2-3711. A. 5. Discussion concerning a prospective business or industry or the expansion of an existing business industry where no previous announcement has been made of the business' or industry's interest or expanding its facilities in the community.
- 5) Adjourn

#### Newport News Williamsburg Airport

#### PENINSULA AIRPORT COMMISSION

#### **COMMITTEE MEETING AGENDA**

#### **PLANNING & DEVELOPMENT COMMITTEE**

DATE: November 21, 2022
TIME: Immediately following
Finance & Audit Committee meeting

- 1) Call to Order
- 2) New Business
- 3) Old Business
  - a) Land Release Update
  - b) Mobile Home Park Update
  - c) Aery Hangar
  - d) Master Plan Update
- 4) Closed session:

In accordance with Virginia Code 2.2-3711. A. 5. For the discussion concerning a prospective business or industry or the expansion of an existing business industry where no previous announcement has been made of the business' or industry's interest or expanding its facilities in the community.

5) Adjourn

#### PENINSULA AIRPORT COMMISSION

#### REGULAR MEETING AGENDA

Date: November 23, 2022
Time: 8:00 a.m.
Location: Commission Room

- 1) Call to Order
- 2) Approval of Minutes from October 19, 2022
- 3) Read Instructions for Public Comment
- 4) Public Comment
- 5) Presentation of check to Youth Volunteer Corp of Hampton Roads
- 6) Committee Reports
  - a) Finance & Audit
  - b) Planning & Development
- 7) Executive Director Report
  - a) Avelo Update
  - b) Capital Improvements Update
  - c) ATAC Visit Summary
  - d) Marketing Meeting with City of Newport News
  - e) Debrief on Take-Off Conference
- 8) Old Business
- 9) New Business
- 10) Read instructions for closed session
- 11) Closed Session
  - a) Review of Executive Director
  - b) Discussion concerning prospective businesses

2.2-3711.A.1 discussion, consideration or interviews of prospective candidates for employment; assignment, appointment, promotion, performance, demotion, salaries, disciplining or resignation of specific public officers, appointees or employees of any public body. Subsection A.5 discussion concerning a prospective business or industry or the expansion of an existing business or industry where no previous announcement has been made of the business' or industry's interest in locating or expanding its facilities in the community.

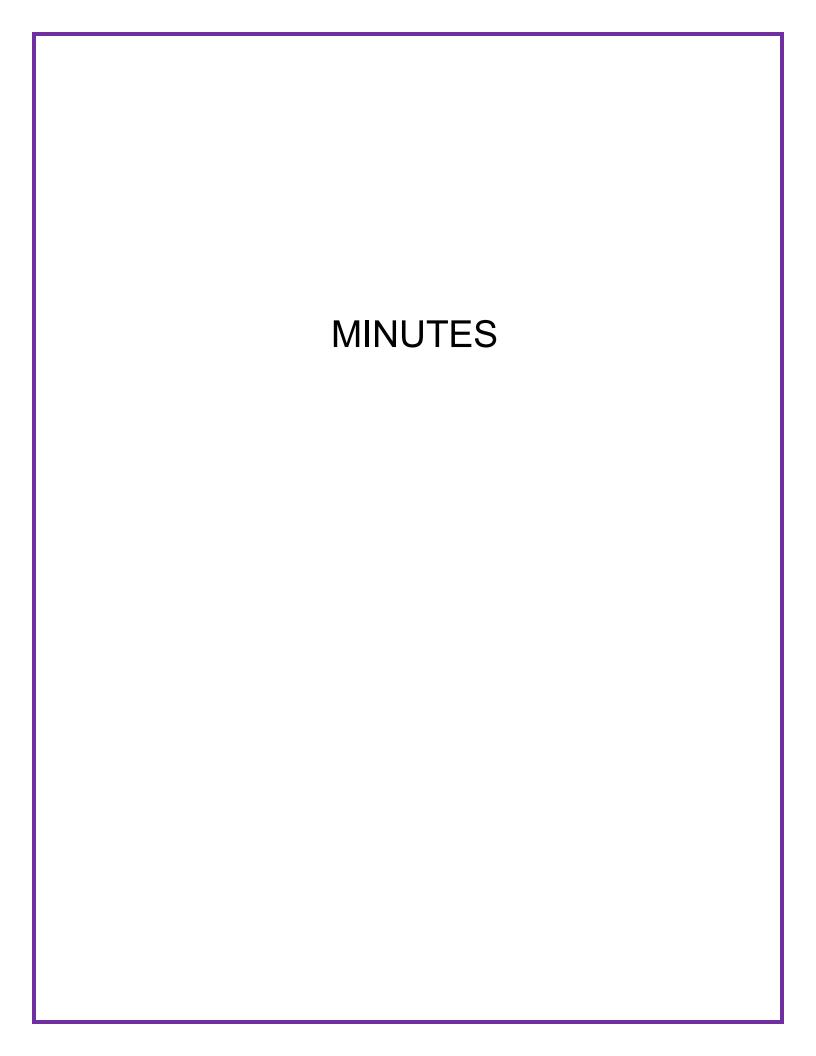
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#### 12) Open Session

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#### 13) Adjourn

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### **Peninsula Airport Commission**

Board of Commissioners Meeting Minutes October 19, 2022, 8:00 a.m.

#### **Commissioners in Attendance:**

Chair, Lindsey Carney Smith
Vice Chair, Brian Kelly
Secretary, Sharon Scott (arrived 8:08 a.m.)
Assistant Secretary, Thomas "Tommy" Garner
Treasurer, James "Jay" Joseph
Assistant Treasurer, Jennifer Smith

#### **Staff Members in Attendance:**

Police Chief Todd Rittenhouse
Finance Director, Mark Adams
Executive Assistant, Jamie O'Brien
Counsel, L. Scott Seymour
Ground Maintenance Supervisor, Howard "Skeeter" Lavelle

#### **Public Officials Present:**

Ralph "Bo" Clayton, Assistant City Manager

#### **Public Attendees:**

David Hause, Kiln Creek HOA

Chair Carney Smith called the meeting to order at 8:01 a.m.

**Minutes.** Commissioner Joseph moved to accept the September 22, 2022 meeting minutes as presented. Commissioner Kelly seconded and the minutes were approved unanimously.

**Public Comment.** Mr. David Hause indicated he would like to address the Commission. Jamie O'Brien read the Rules for Public Comment into the record. Mr. Hause stated his purpose for speaking was to introduce himself to the new PAC Board members.

**Committee Reports:** Chair Carney Smith announced that due to scheduling issues, the committees did not meet as they normally would. Commissioner Joseph stated that even though the Finance and Audit Committee did not meet, he did meet individually with Mark Adams, Director of Finance. Mr. Adams reported that September financials are in. Briefly, the results are as follows:

- Labor is below budget year-to-date but is expected to change now that we are staffed up for Avelo
- Repairs and office expenses are above budget due to preparing for the Avelo launch and having to make some repairs sooner than originally planned in order to accommodate the new air service

- Parking and rental cars are providing revenue near budget
- Restaurant revenue and expenses are both above budget due to inflation
- Utilities are above budget due to inflation and costs going up

Commissioner Kelly asked if the revenues from Parking and Rental Cars are closing the gap for the overall budget? Mr. Adams replied that the revenues are closing the gap compared to the prior year.

Chair Carney Smith said Planning and Development Committee did not meet however, there are two items that will be briefed in closed session.

Customer Experience Committee did not meet.

There will be an Executive Committee meeting prior to the next full Board of Commissioners meeting. Discussion will center around the format for the Executive Director's annual evaluation, and organizational structure.

Air Service Development Brief: Nicholas Haan of Crawford, Murphy, and Tilly, presented slides outlining air service industry trends and post-Covid recovery. In short, the industry continues to struggle with a regional jet pilot shortage and slow financial recovery to pre-Covid numbers. Mr. Haan provided evidence that PHF is in line with all other airports nationally as far as recovery and the pilot shortage problem. Mr. Haan further elucidated that plane capacities are smaller, jet fuel prices are increasing forcing air fares to increase, and changing requirements for pilots have all played a part in the slow recovery of the airline industry post-Covid. Avelo and other Ultra Low-Cost Carriers (ULCCs) are PHF's best opportunities for the near future as they continue to grow quickly and provide services that larger carriers don't. There was some discussion with commissioners to clarify and understand some of the points raised by Mr. Haan. Mr. Haan stressed that the success of Avelo is critical to the success of PHF.

**COIA/FOIA Discussion:** Attorney Seymour reminded commissioners that as a public body, they are subject to the transparency laws of Freedom of Information Act and Conflict of Interest Act. Each commissioner should have received training. Generally, training is provided by the City Clerks. Jamie O'Brien (Commission Clerk) was instructed to contact Newport News and Hampton City Clerks to verify all commissioners are up to date on their training. Certification is required every two years.

Old Business: none

**New Business:** Chair Carney Smith requested all commissioners read their email from Mr. Giardino with his Executive Director report summary.

Chair Carney Smith asked to go into closed session. Attorney Scott Seymour read the following, "The Chair will now entertain a motion to move the Commissioners of the Peninsula Airport Commission convene in closed session meaning pursuant to Virginia code section 2.2.3711.A.5 Discussion concerning a prospective business or industry or the expansion of an existing business or industry where no previous announcement has been made of the business' or industry's interest in locating or expanding its facilities in the community (regarding expansion of [aviation services] where no previous announcement has been made);

A7 consultation with legal counsel and briefing by staff members or consultants pertaining to actual or probable litigation, where such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the Commission regarding the closure of the mobile home park; A.8 consultation with legal counsel employed or retained by the Commission regarding specific legal matters requiring the provision of legal advice by such counsel.

Commissioner J. Smith made the motion to go into closed session; Commissioner Kelly seconded the motion. Voice vote by roll call: Chair Carney Smith - yes, Mr. Kelly – yes, Mr. Joseph – yes, Mr. Garner – yes, Ms. J. Smith – yes, Ms. Scott – yes. Motion passed unanimously.

Closed session began at 8:48 a.m.

Attorney Seymour read the following: "To conclude the closed session meeting and return to the open meeting and that prior to a roll call vote, the Commissioners of the Peninsula Airport Commission shall certify that to the best of their knowledge (i) only such public business matters lawfully exempted from open meeting requirements under the Virginia Freedom of Information Act, and (ii) only such public business matters as were identified in the motion by which the closed meeting was convened, were heard, discussed or considered in the meeting by the members of the Commission.

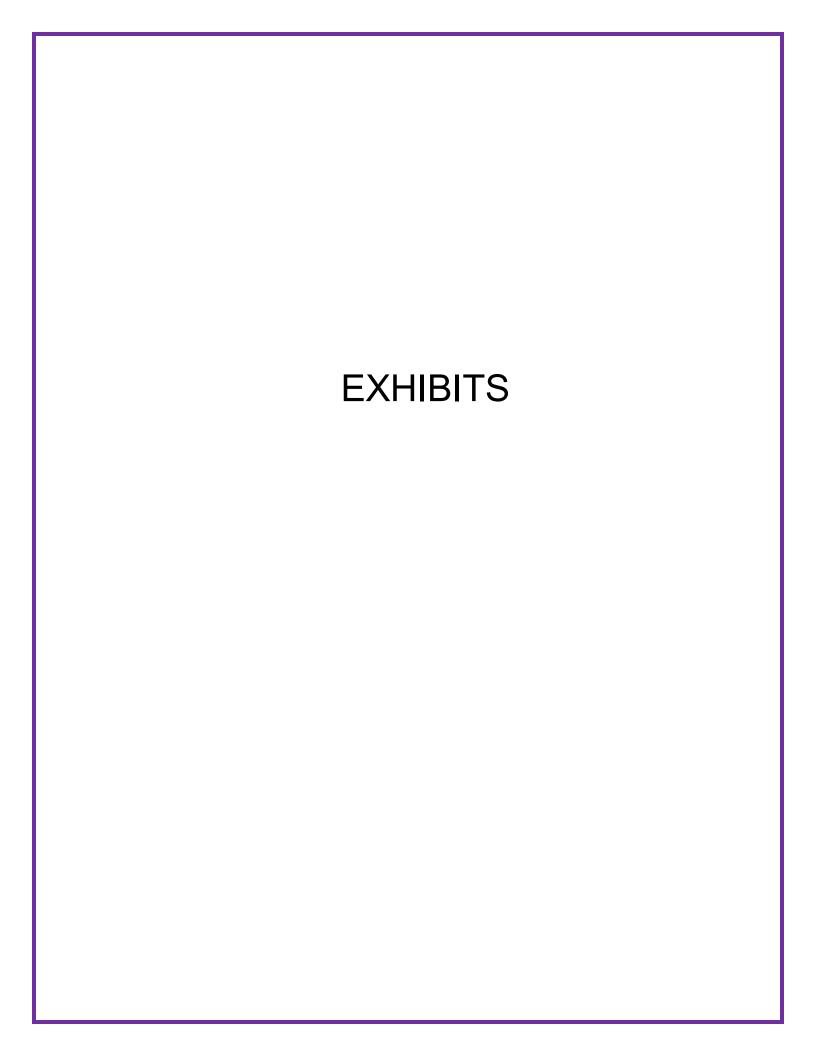
Any member of the Commission who believes that there was a departure from the requirements just stated must so state prior to the roll call vote and indicate the substance of the departure that, in such Commissioner's judgment has taken place.

If there are no such statements of departure, if we could please have a motion and second to end and certify the closed session and return to open meeting." The Commission certified that no departures were raised.

A motion to reconvene was made by Mr. Kelly and seconded by Ms. Scott. Voice vote by roll call: Chair Carney Smith - yes, Mr. Kelly – yes, Mr. Joseph – yes, Ms. Scott – yes, Mr. Garner – yes, Ms. J. Smith – yes. Motion passed unanimously.

Open session resumed at 8:59 a.m.

Chair Carney Smith asked if there was any other business to bring before the Commission. There being none, the meeting was adjourned at 8:59 a.m.







October 19, 2022









### Presentation Overview



- 1. COVID-19 Recovery
- 2. Air Carrier Financials & Business Evolution
- 3. The U.S. Pilot Shortage
- 4. The Importance of Avelo

COVID-19 Recovery



# We are early into a multi-year, multi-stage recovery

We are here

Contain the Virus



Stabilize the Economy



Increase Efficiency



Aviation-Government Collaboration on Health/Facilitation/Safety/Technology

Traffic Recovery



Revenue Recovery



Financial Recovery

Cost-Reduction Initiatives + Business Model Adaptation + Debt Reduction

Reduce Cash Burn



Restore Profitability & Rebuild Margins

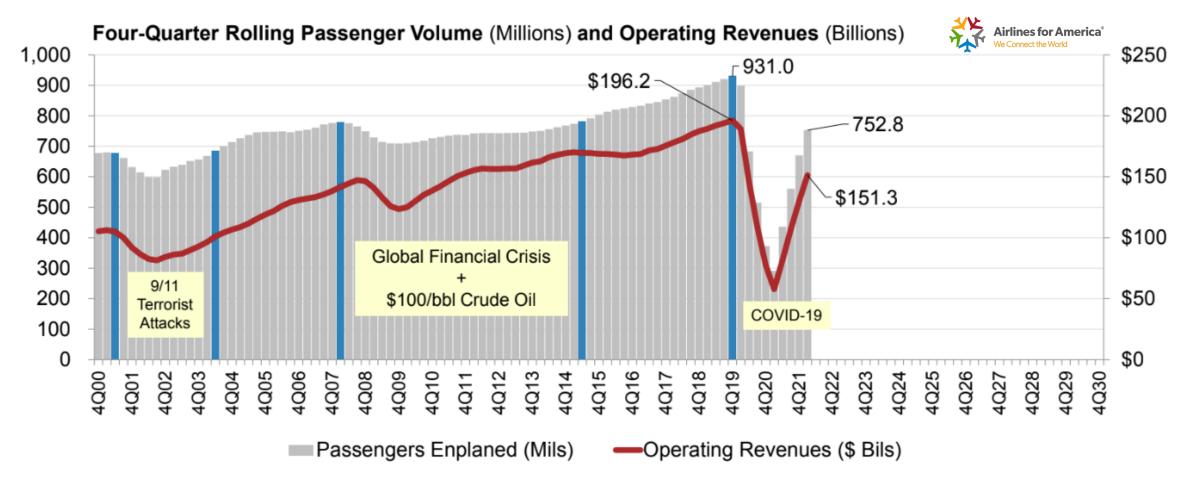


Repair Balance Sheets



### Historical context

### COVID's impact to the industry greatly surpassed previous disruptions

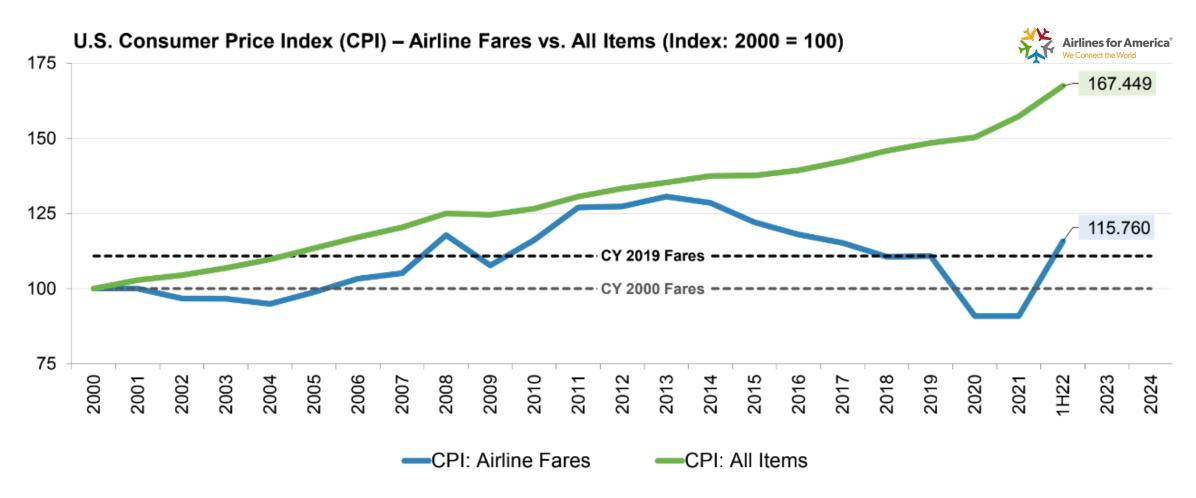


Source: A4A Passenger Airline Cost Index, BTS (Form 41 Schedule T1)

<sup>\*</sup> Passengers enplaned systemwide on U.S. airlines in scheduled and nonscheduled services

# The pandemic further suppressed airfares

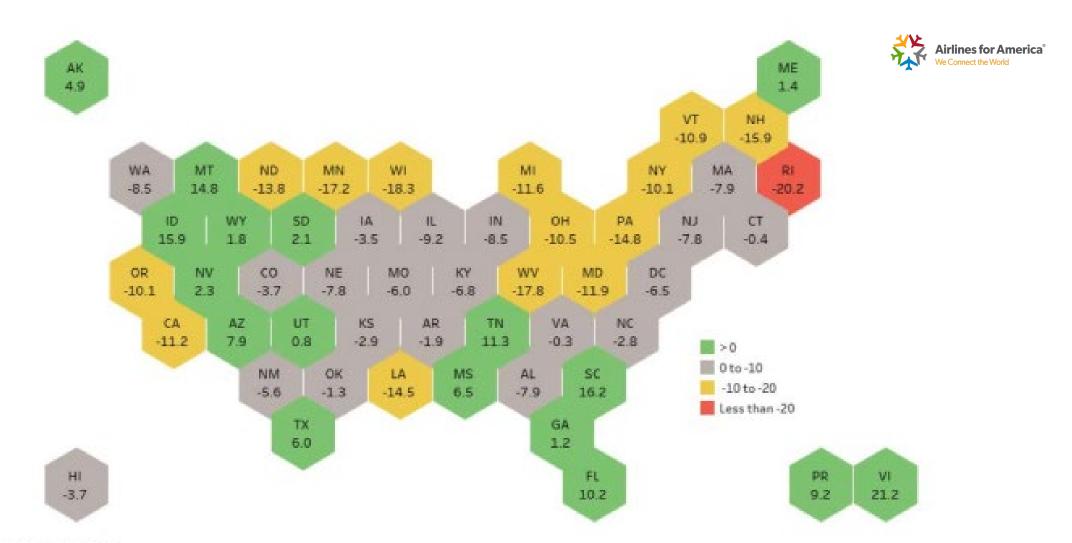
On a CPI basis, airfare remains comparatively inexpensive



Source: Bureau of Labor Statistics (CPI series CUSR0000SETG01 and CUUR0000SA0); for information on the BLS methodology for "airline fares," see https://www.bls.gov/cpi/factsheets/airline-fares.htm

### Passenger volume recovery

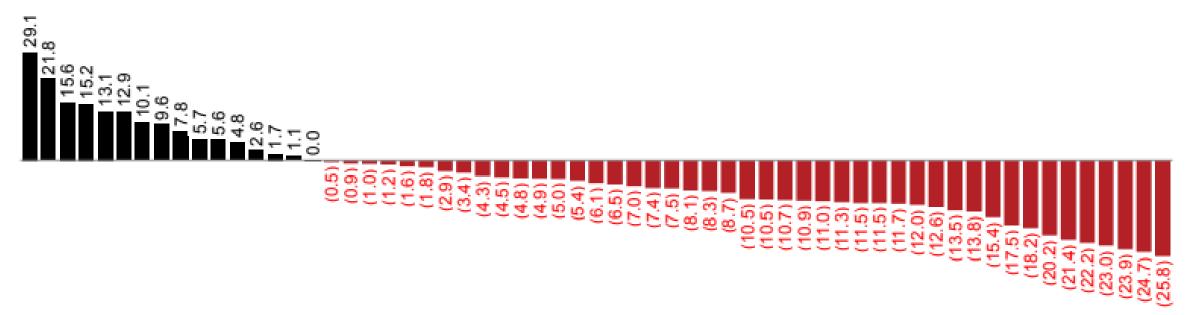
Only 17 US States & Territories have exceeded 2019 TSA Checkpoint Volume



# While small airports have been more impacted, many large/medium airports have yet to recover

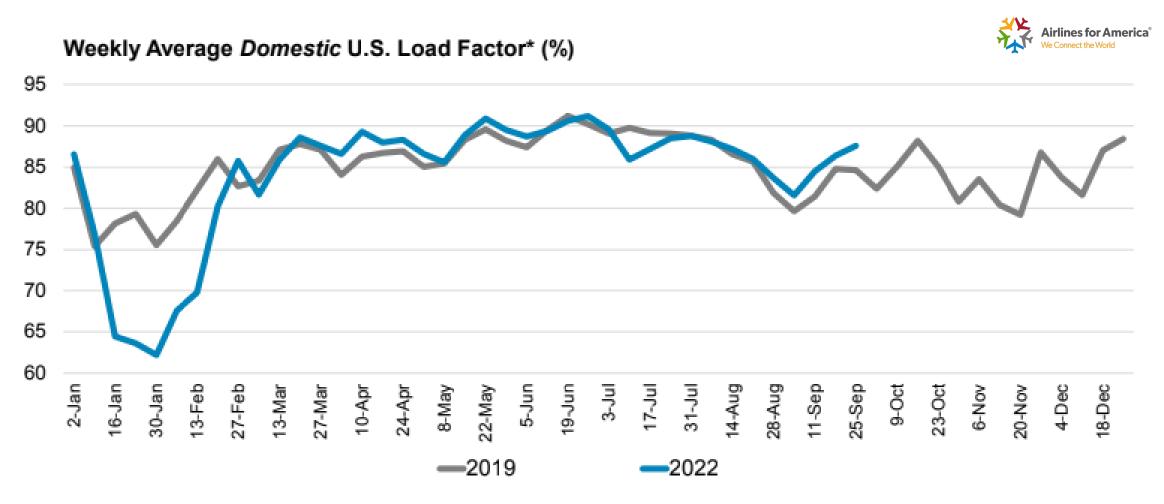
Change (%) in Systemwide Scheduled Seats: Oct-2022 vs. Oct-2019





### Load factor recovery

Percentage of seats filled by paying passengers has returned to 2019 levels



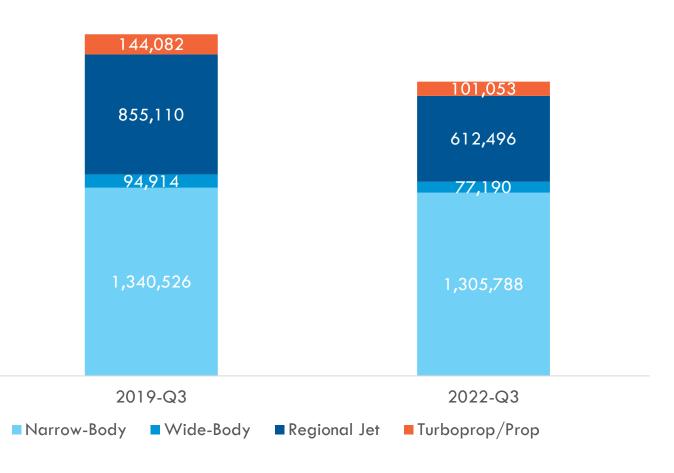
# Parked regional aircraft explain lack of supply

Represented 41% of U.S. departures in 2019

Q3 2022 departures down
 14% vs Q3 2019

- Change by fleet type:
  - Narrowbody: -2.6%
  - Widebody: -18.7%
  - Regional Jet: -28.4%
  - Turboprops/props: -29.9%





## Business travel recovery

Business travel recovery continues to lag personal/leisure travel

#### Change (%) vs. 2019 in Corporate-Segment Weekly Tickets Sold\* by U.S. Travel Agencies

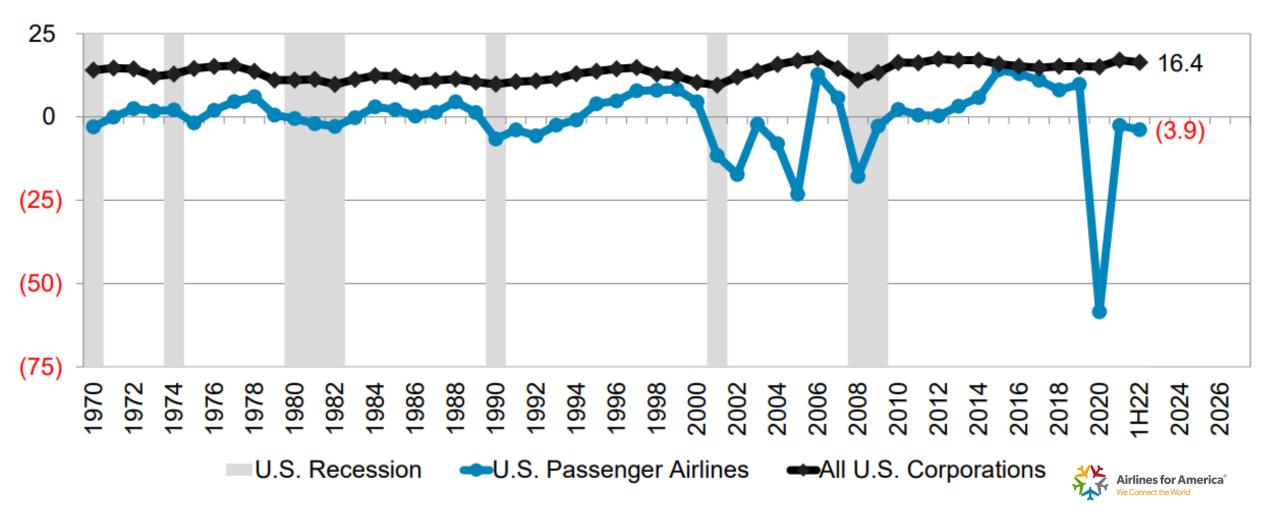


Air Carrier Financials & Business Evolution



# Airline margins typically lag other industries

Even during successful 2014-2019, margins below U.S. aggregate

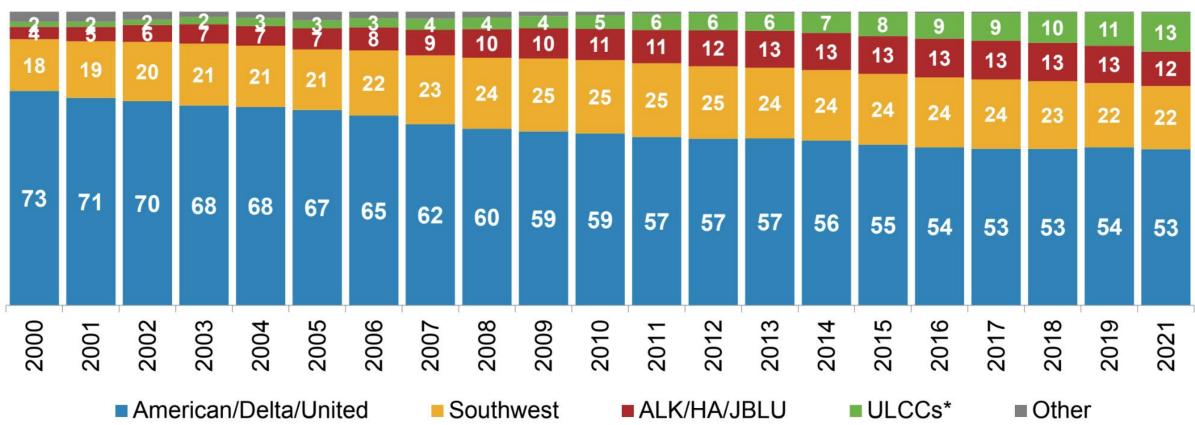


## Growth of the ULCC market

Low operating costs have driven ULCC growth

#### Share (%) of U.S. Domestic O&D Passengers by Airline Business Model



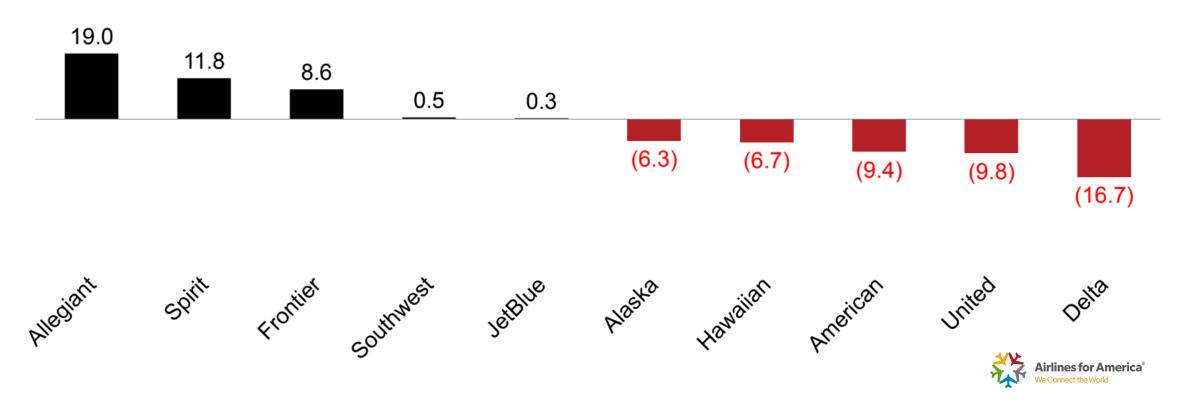


\*Source: A4A analysis of U.S. airline bank data

# Post-COVID capacity shift

ULCCs have filled gaps left by network carrier capacity cuts

Change (%) in Systemwide Scheduled Available Seat Miles: 3Q 2022 vs. 3Q 2019

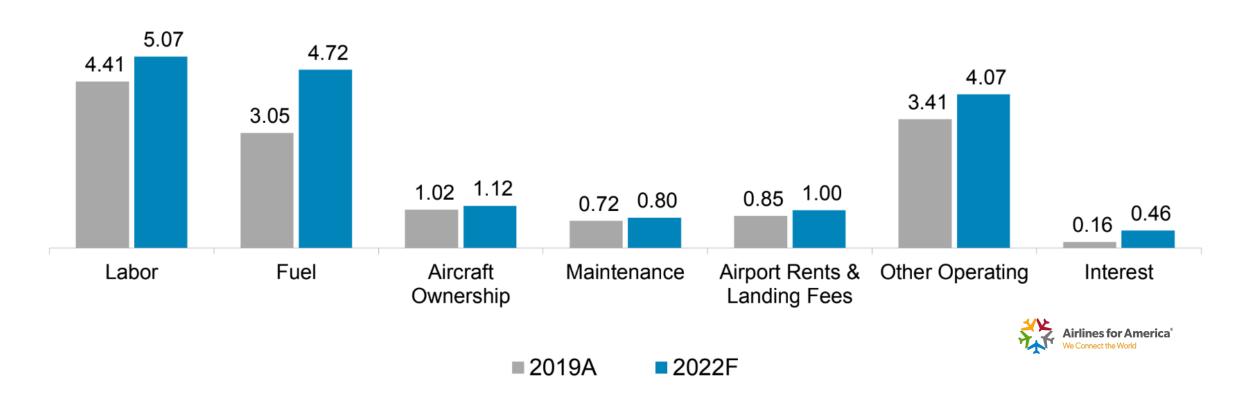


Source: Diio by Cirium published schedules (August 12, 2022) for selected marketing airlines (i.e., on a consolidated basis)

# Increasing costs curtailing recovery

Limited supply and rising airline costs driving up break even fares

#### U.S. Passenger Airlines: Cost (in Cents) per Available Seat Mile

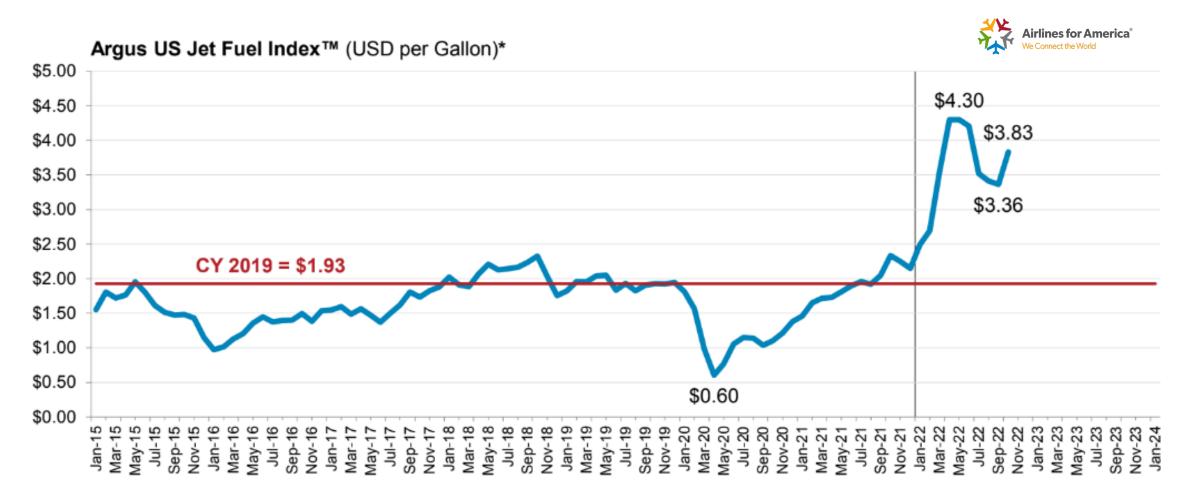


Source: A4A, Wolfe Research and filings of Alaska, Allegiant, American, Delta, Hawaiian, JetBlue, Southwest, Spirit and United

\*Source: A4A analysis of U.S. airline bank data

# Rising jet fuel prices + 77% since 2019

Increasing demand caused a surge in prices, limiting network growth



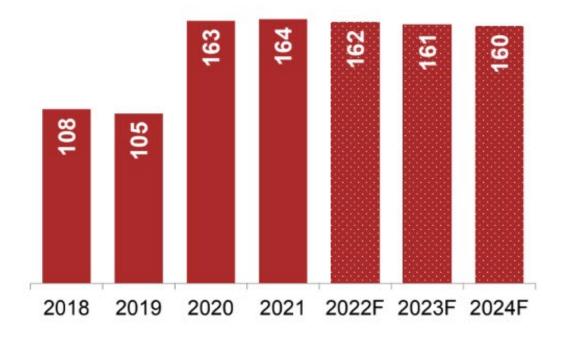
Sources: Argus Media as noted at https://www.airlines.org/dataset/argus-us-jet-fuel-index/

<sup>\*</sup> Argus daily simple-average jet-fuel price for Chicago, Houston, Los Angeles and New York

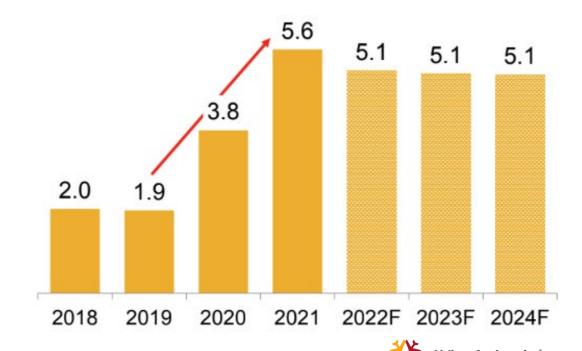
### Air carrier debt

### Debts incurred during the pandemic will limit future growth

#### Year-End Total Debt (\$ Billions)

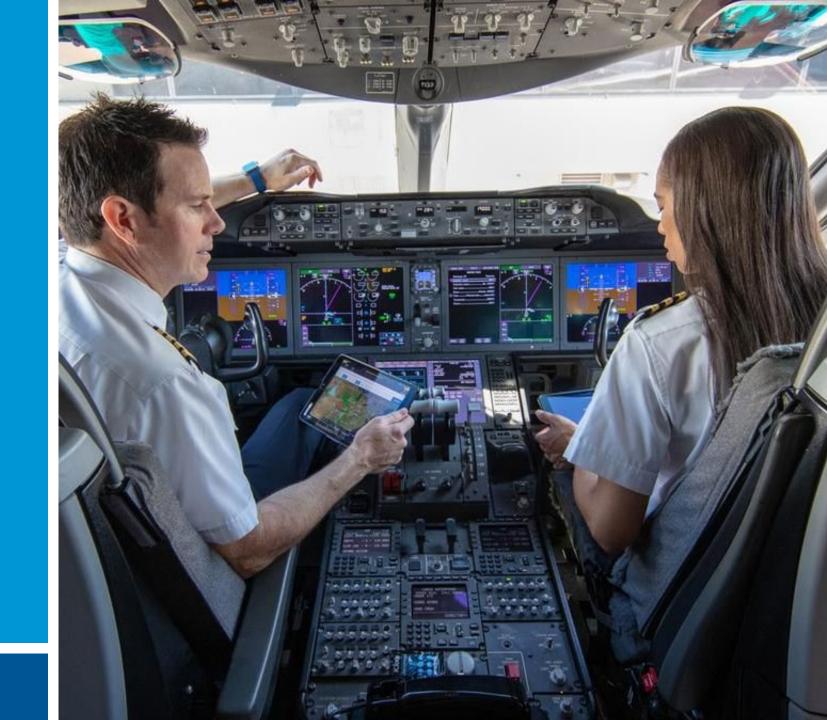


#### Interest Expense, Net (\$ Billions)



Source: A4A, equity analysts and filings of Alaska, Allegiant, American, Delta, Hawaiian, JetBlue, Southwest, Spirit and United

The U.S. Pilot Shortage



# Airline pilot career progression

Civilian pilot training is expensive

- Students spend \$60-\$100K for flight ratings over 1-2 year period
- Can become flight instructor to gain hours
   & experience
- New pilots typically serve in low wage regional or cargo F/O positions
- Ultimate goal is to be hired by a mainline operator

#### **Typical Civilian Pilot Career Progression**

Flight Student	1-2 years
Flight Instructor	2 years
Regional F/O	2-4 years
Regional CPT	2-4 years
Mainline F/O	7-15 years
Mainline CPT	To age 65

## Colgan 3407

### Crash of regional turboprop uncovered major industry safety issues

- As demand returned post 9/11, regional airlines cut flight time requirements to meet pilot demand
- Typical new hire pilots earned less than \$20K
- 2009 crash of Colgan 3407 killed 49 onboard and one on the ground
- Investigation found history of checkride failures for Captain and F/O commuting from Seattle to Newark due to inability to afford rent



## Airline Safety & FAA Extension Act of 2010

How 1,500-hour rule is driving force behind the pilot shortage

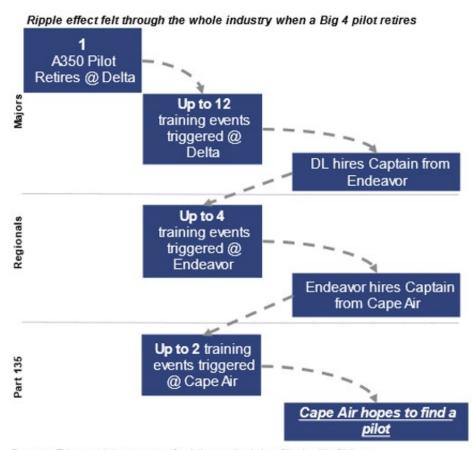
- Backed by the Colgan 3407 families,
   Congress passed substantial pilot training reforms in 2010
- U.S. airline pilots now require 1,500 hours of total flight time, or less under specific training conditions
- The "1,500-hour rule" reduced the pipeline of future pilots who were increasingly discouraged from the career



# COVID effects on the pilot shortage

Early retirements have led large carriers to poach regional crews

- During pandemic legacy carriers offered early retirement for its senior pilots
  - Ex. 2,200 of Delta's 17K total pilots accepted
- Demand has led mainlines to poach regional pilots
- Industry response has been to increase starting regional airline pay to between \$80-\$90K
- Flight training funding and the time required to spool up new pilots remain an impediment
- Proposed "age 67" rule a short-term benefit



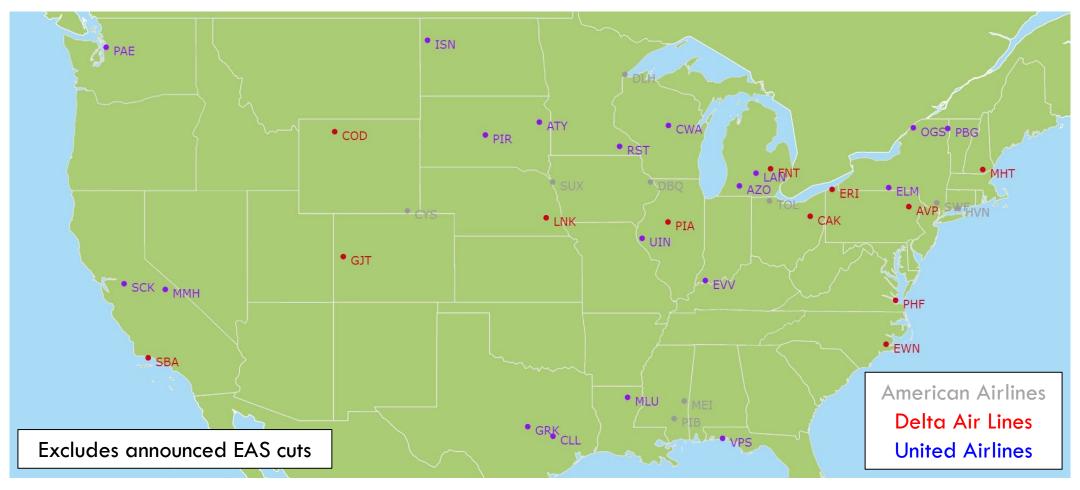
Source: Primary data sources & airline schedules filed with Cirium

Source: National Air Carrier Association via Allegiant

# Impact of fleet & financials on networks

Legacy carriers cut 42 markets served in 2019 from their Q4 schedules

Dropped Legacy Markets (>30 departures): Q4 2022 vs Q4 2019



# The Importance of Avelo



### ULCCs see opportunities from contraction

New players and existing ULCCs will backfill some orphaned routes

- ULCC carriers such as Spirit and Frontier presented with strategic opportunity to fly abandoned mainline routes
- New carriers such as Avelo and Breeze, unburdened by COVID debts, find themselves in an advantageous position

Avelo to Offer Nonstop Service to Florida from Newport News-Williamsburg Airport this Fall

By WYDaily Staff July 26, 2022

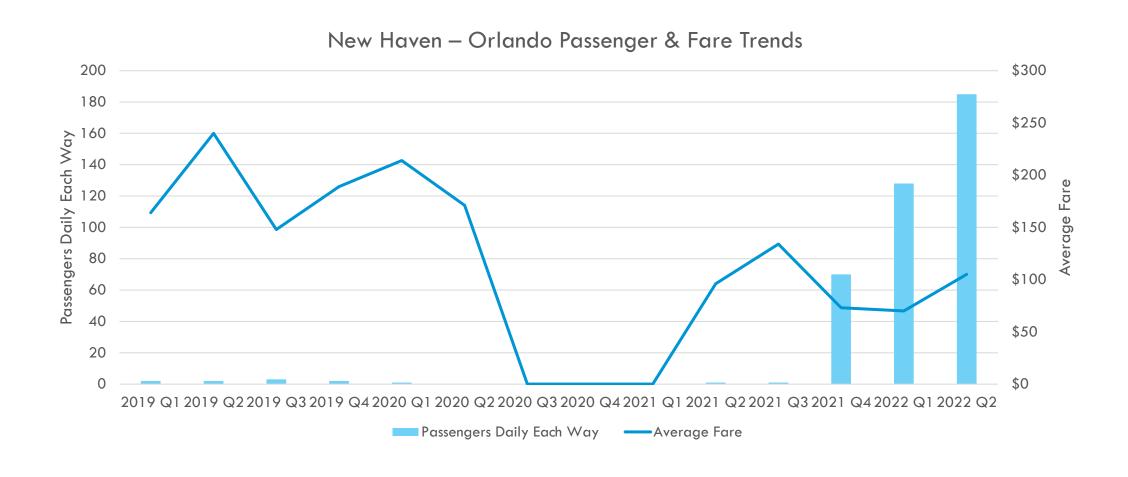


(Avelo Airlines)

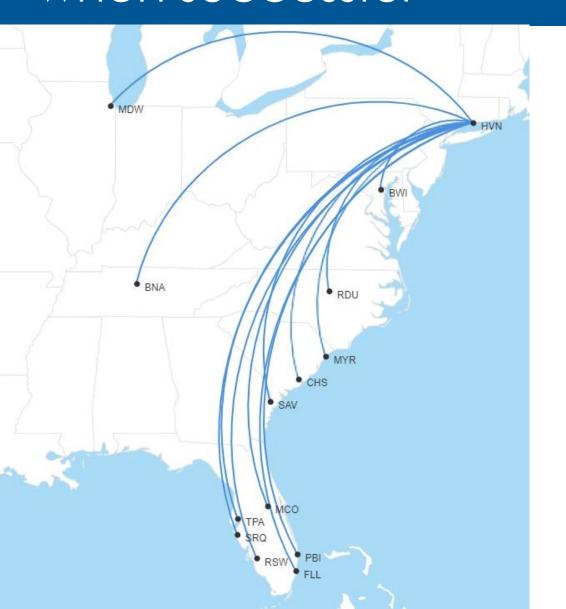
NEWPORT NEWS — Avelo Airlines announced Tuesday it will begin nonstop service to Orlando and Fort Lauderdale from the Newport News-Williamsburg Airport (PHF) this fall.

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## Avelo already has proven its ability to grow a market



## And they have shown the ability to grow quickly when successful



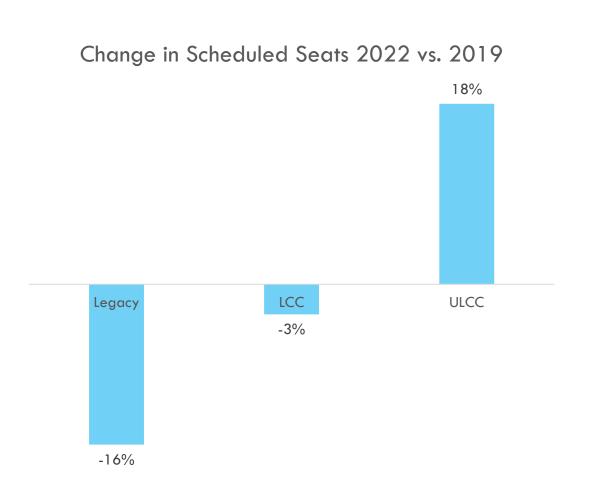
- November '21 Service to FLL/MCO/RSW/TPA
- December '21 Service to PBI begins
- January '22 Service to SRQ begins
- May '22 Service to BNA/CHS/MYR/SAV/RDU/BWI/MDW begins



# Avelo and other ULCCs are PHF's best opportunities in the near future

As discussed, network carriers are burdened by large challenges:

- Higher costs, driven by labor & fuel
- Lower revenues due to lack of business travel
- Shrinking regional fleet due to poorer aircraft economics & pilot shortage



# The airport and community must support Avelo for PHF to continue to grow

#### If Avelo is successful:

- Additional routes & more low fares are likely to come
- Other carriers are likely to be attracted by the success

If Avelo is not successful:

- They will reallocate their resources to other markets
- Other carriers will doubt their ability to be successful at PHF



### In conclusion

- The air service growth seen in the years prior to the pandemic will be stymied by staffing and fleet challenges
- Many airports will continue to see cuts to traditional service – particularly small airports
- Airports are competing for fewer flights
- We must do everything we can to ensure Avelo is successful at PHF







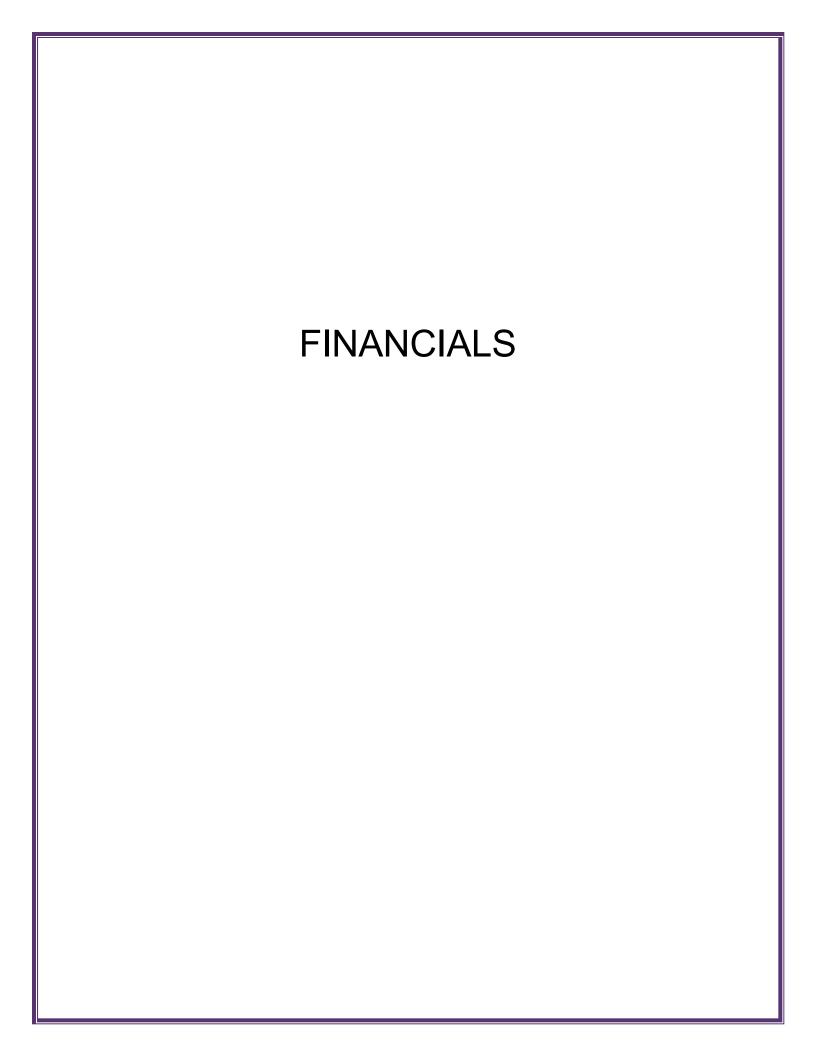
October 19, 2022











#### PENINSULA AIRPORT COMMISSION OCTOBER 2022 OPERATING INCOME STATEMENT

DESCRIPTION	OCT 2022 ACTUAL	OCT 2022 BUDGET		YTD ACTUAL	YTD BUDGET		ANNUAL BUDGET		PRIOR YR ACTUAL	
REVENUE										
Airline Fees	42,641	55,017	77.5%	179,886	226,273	79.5%	672,032	26.8%	619,644	29.0%
Fixed Based Operators	47,050	48,996	96.0%	188,373	198,798	94.8%	593,311	31.7%	533,896	35.3%
Property Rental	94,827	94,061	100.8%	401,839	397,133	101.2%	1,149,785	34.9%	1,563,252	25.7%
Rental Cars	234,952	155,113	151.5%	764,174	660,683	115.7%	1,937,986	39.4%	1,948,834	39.2%
Parking Lot	61,436	70,965	86.6%	274,111	284,870	96.2%	853,512	32.1%	815,823	33.6%
Restaurant Income	36,538	32,885	111.1%	125,921	140,171	89.8%	411,056	30.6%	341,169	36.9%
TOTAL REVENUE	517,444	457,037	113.2%	1,934,304	1,907,928	101.4%	5,617,682	34.4%	5,822,618	33.2%
EXPENSES										
Labor and Benefits	358,868	358,671	100.1%	1,407,178	1,434,684	98.1%	4,304,073	32.7%	4,300,036	32.7%
Marketing & Advertising	43,351	63,177	68.6%	176,210	252,708	69.7%	758,911	23.2%	647,857	27.2%
Office & Administration	90,853	70,523	128.8%	411,623	339,756	121.2%	821,674	50.1%	758,936	54.2%
Utilities	50,494	47,187	107.0%	235,490	188,748	124.8%	677,486	34.8%	646,068	36.4%
Repairs & Maintenance	190,879	48,977	389.7%	394,006	195,908	201.1%	588,618	66.9%	751,540	52.4%
Restaurant Expense	40,488	29,402	137.7%	151,370	125,075	121.0%	367,136	41.2%	361,674	41.9%
Bond Debt	19,205	15,838	121.3%	78,001	63,352	123.1%	190,052	41.0%	246,068	31.7%
TOTAL OPERATING EXPENDITURES	794,138	633,775	125.3%	2,853,878	2,600,231	109.8%	7,707,950	37.0%	7,712,179	22.1%
NET INCOME	(276,694)	(176,738)	156.6%	(919,574)	(692,303)	132.8%	(2,090,268)	44.0%	(1,889,561)	22.1%
OTHER ITEMS										
Trailer Park	(129,180)	(80,000)	161.5%	(309,456)	270,000	-114.6%	(500,000)	61.9%	(361,014)	
Expense Subsidy	(120,100)	268,489	0.0%	643,165	643,166	100.0%	689,688	93.3%	4,184,276	
Sale of Land		200,409	0.076	4,219,249	-	100.070	-	30.070	302,520	
NET AFTER OTHER	(405,874)	11,751		3,633,384	220,863		(1,900,580)		2,236,221	

#### **BALANCE SHEET**

	Total
Cash - Unrestricted	5,307,562
Cash - Restricted	14,065,792
Other Current Assets	243,080
Fixed Assets (Net of Depreciation)	78,124,972
TOTAL ASSETS	97,741,406
Current Liabilities	760,665
Long Term Notes Payable - Restricted	664,328
Long Term Notes Payable - Unrestricted	5,078,202
OPEB	8,852,056
TOTAL LIABILITIES	15,355,251
Net Capital Beginning	55,620,985
Capital Contributions	23,131,786
YTD Earnings Current Year	3,633,384
TOTAL LIABILITIES AND CAPITAL	97,741,406

AIR SERVICE REPORT	

### Monthly Air Service Report Summary October 2022

- Load factors:
  - o 82.7% for American
  - 89.5% for Charters
  - o 48.9% for Avelo
  - o 73.7% Overall
- Flight Ops (landings & take offs)
  - 0 3176

FY23 Actual PAX (7/1/22 – 6/30/23)		FY23 Budgeted PAX 7/1/22 – 6/30/23			<u>tual PAX</u> . – 6/30/22)	FY21 Actual PAX (7/1/20 – 6/30/21)		
Jul:	17,738	Jul:	15,830	Jul:	21,586	Jul:	12,409	
Aug:	16,853	Aug:	15,208	Aug:	18,582	Aug:	9,589	
Sep:	15,198	Sep:	16,055	Sep:	16,210	Sep:	8,384	
Oct:	16,161	Oct:	18,812	Oct:	19,044	Oct:	11,463	
Nov:		Nov:	18,921	Nov:	16,375	Nov:	10,113	
Dec:		Dec:	19,552	Dec:	15,846	Dec:	10,201	
Jan:		Jan:	19,552	Jan:	10,538	Jan:	6,929	
Feb:		Feb:	17,660	Feb:	11,864	Feb:	6,775	
Mar:		Mar:	18,812	Mar:	16,810	Mar:	9,116	
Apr:		Apr:	22,902	Apr:	15,896	Apr:	12,840	
May:		May:	22,817	May:	12,719	May:	11,744	
Jun:		Jun:	22,902	Jun:	13,702	Jun:	20,408	

Total: 65,950 PAX Total: 229,024 PAX Total: 166,770 PAX Total: 129,971 PAX

RESOLUTION(S)

#### PENINSULA AIRPORT COMMISSION RESOLUTION 22-018

### REGARDING AWARDING CONTRACT FOR AIRPORT PROPERTY RECLAMATION

**WHEREAS**, the Peninsula Airport Commission (the "Commission") is a political subdivision of the Commonwealth of Virginia, created pursuant to Chapter 22 of the Acts of the General Assembly of the Commonwealth of Virginia of 1946, as amended, and owns and operates Newport News - Williamsburg International Airport (the "Airport");

**WHEREAS**, the Commission ceased operations of the Patrick Henry Mobile Home Park on November 5, 2022, leaving approximately 55 uninhabitable mobile home park units on airport property; and

**WHEREAS**, the uninhabitable mobile homes and other abandoned property pose a health and life safety risk; and

WHEREAS, the Commission has made it customary to expediently eliminate such uninhabitable units from airport property to reduce the risk of vagrancy, injury, or worse outcomes for anyone (including trespassers) encountering uninhabitable units and abandoned property; and

WHEREAS, the Commission has received quotes for land reclamation from two (2) qualified vendors acting under paragraph 3.6 (Emergency Procedures) of the Commission's Procurement Policy Manual and is acting in accordance with Virginia Public Procurement Act, the Commission has considered the proposals that it has received and has conducted negotiations with selected offerors deemed fully qualified and best suited among those submitting proposals; and

WHEREAS, the Commissioners of the Peninsula Airport Commission, after mature deliberation and upon the recommendations of Staff, deem it prudent and desirable to award the engagement for airport land reclamation services to SPADES RENOVATION, LLC, "Vendor," which, in the opinion of the Commissioners of the Commission, has made the best proposal.

**NOW, THEREFORE,** BE IT RESOLVED THE BOARD OF COMMISSTONERS OF THE PENINSULA AIRPORT COMMISSION THAT:

- (1) The Executive Director of the Commission is hereby authorized and directed to enter into an engagement agreement with such contract to be upon such terms and conditions as specified in the vendor quote of November 21, 2022, at \$3,500 per unit, not to exceed \$192,500 and as further negotiated upon such further terms and conditions as the Executive Director, upon the advice of counsel to the Commission, may deem necessary and appropriate.
  - (2) This resolution shall take effect immediately.