

From: Cooper, Michael
Sent: Monday, June 5, 2023 1:05 PM
To: Michels, Tom
CC: Cooper, Michael
Subject: Glad to have assisted/ Re: DCA Perimeter Rule - ORF Support

Glad to have assisted, Tom. They're good folks there @ ORF. I'm grateful for their expressions of support.
Regards,
-MC

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From: Michels, Tom <[REDACTED]>
Sent: Monday, June 5, 2023 12:59:07 PM
To: Cooper, Michael <Michael.Cooper@MWAA.com>
Subject: FW: DCA Perimeter Rule - ORF Support

Mike-
Just wanted to let you know that ORF will be sending a support letter – and Steve attributed his about face to your excellent advocacy. Just wanted to let you know. Well done sir!

Tom Michels
Director. Government Affairs

United | 815 Connecticut Ave. NW. Suite 500 | Washington. DC | 20006
[REDACTED] | [REDACTED]
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From: Steven C. Sterling <[REDACTED]>
Sent: Monday, June 5, 2023 12:50 PM
To: Michels, Tom <[REDACTED]>
Subject: RE: DCA Perimeter Rule - ORF Support

Will do Tom. We are preparing to send it today.

Steve

Steve Sterling
Executive Vice President / Chief of Staff

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2200 Norview Avenue
Norfolk, VA 23518
o: [REDACTED]
e: [REDACTED]

STRONGER TOGETHER. LET'S FLY

From: Michels, Tom <[REDACTED]>
Sent: Monday, June 5, 2023 9:40 AM
To: Steven C. Sterling <[REDACTED]>

Cc: Acosta, Mike <[REDACTED]>
Subject: RE: DCA Perimeter Rule - ORF Support

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Steve-

I forgot to make one crucial ask – if ORF is willing to send a letter of support in advance of the Senate Commerce Committee mark-up, would you mind sending us a PDF of the letter? Thanks so much.

Tom Michels
Director, Government Affairs

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[REDACTED] | [REDACTED]
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From: Michels, Tom
Sent: Thursday, June 1, 2023 4:30 PM
To: Steven C. Sterling <[REDACTED]>
Cc: Acosta, Mike <[REDACTED]>
Subject: RE: DCA Perimeter Rule - ORF Support

Steve,

Thanks so much for taking the time to speak with me. As discussed I have attached for your review and modification, a sample letter that would be sent to the House and Senate Committees as well as to your Virginia Senators and Rep. Ben Cline. I also attached two documents you may find helpful: (1) a one-pager with basic facts about the issue, and (2) a memo that the FAA released yesterday, which describes the likely impact of adding more flights at DCA.

If you are able to send a letter, I would recommend sending as a pdf on your letterhead to the following contacts:

Senate Commerce Chair Cantwell: [REDACTED]

Senate Commerce Ranking Member Cruz: [REDACTED]

T&I Chair Sam Graves: [REDACTED]

T&I Ranking Member Rick Larsen: [REDACTED]

Representative Ben Cline: [REDACTED]

Please let me know if you have any questions, or if there is anything I can do to support. Thanks so much!

Tom

Tom Michels
Director, Government Affairs

United | 815 Connecticut Ave. NW, Suite 500 | Washington, DC | 20006
[REDACTED] | [REDACTED]
united.com

From: Steven C. Sterling <[REDACTED]>
Sent: Thursday, June 1, 2023 3:53 PM
To: Michels, Tom <[REDACTED]>
Subject: RE: DCA Perimeter Rule - ORF Support

Call me after 4.

Thanks

Steve Sterling
Executive Vice President / Chief of Staff

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e: [REDACTED]

STRONGER TOGETHER. LET'S FLY

From: Michels, Tom <[REDACTED]>
Sent: Thursday, June 1, 2023 3:24 PM
To: Steven C. Sterling <[REDACTED]>
Subject: Re: DCA Perimeter Rule - ORF Support

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Yes sir - I'm free after 4pm today or happy to discuss tomorrow. Tomorrow I have time at 9am or after 3pm.

Tom Michels
United Airlines
[REDACTED]

From: Steven C. Sterling <[REDACTED]>
Sent: Thursday, June 1, 2023 3:18:16 PM
To: Michels, Tom <[REDACTED]>
Subject: RE: DCA Perimeter Rule - ORF Support

Tom,

Please let me know if you have any time today or tomorrow to discuss.

Thanks
Steve

Steve Sterling
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Norfolk, VA 23518

O: [REDACTED]
E: [REDACTED]

STRONGER TOGETHER. LET'S FLY

From: Michels, Tom <[REDACTED]>
Sent: Thursday, May 25, 2023 1:57 PM
To: Steven C. Sterling <[REDACTED]>
Cc: Acosta, Mike <[REDACTED]> Cooper, Michael (Michael.Cooper@MWAA.com)
<michael.cooper@mwaa.com>
Subject: DCA Perimeter Rule - ORF Support

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Steven,

It is my understanding that you had the chance to engage with our friends at MWAA at the Virginia Airport Operators Council meeting this week. And I thought it might be prudent to ask once more if we could touch base on the DCA Perimeter Rule issue. If it's helpful, I have attached a brief updated one-pager about the issue itself, a draft letter to the relevant Congressional Committees for your consideration, and a packet of information about the new coalition we are forming.

Please let me know if you have a few minutes to connect in the next few days. Alternatively, you are welcome to call me anytime on my mobile at [REDACTED]

Best regards,
Tom

Tom Michels
Director, Government Affairs

United | 815 Connecticut Ave. NW, Suite 500 | Washington, DC | 20006
[REDACTED] | [REDACTED]
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From: Michels, Tom
Sent: Thursday, May 18, 2023 3:25 PM
To: Steven C. Sterling <[REDACTED]>
Cc: Acosta, Mike <[REDACTED]>
Subject: RE: [EXTERNAL] ORF UA Amendment 3

Hi Steve,

Mike Acosta passed along your note – would it be possible for you to discuss this quickly with me today or tomorrow? This is a truly critical issue for United, and I just want to ensure that we have the chance to paint the full picture of what is at stake. Grateful for any time you could spare. We could set up some time to discuss via Teams, or you could simply call my mobile when you are free. [REDACTED]

Thanks so much for considering,
Tom

Tom Michels

Director, Government Affairs

United | 815 Connecticut Ave. NW, Suite 500 | Washington, DC | 20006

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From: Acosta, Mike <[REDACTED]>
Sent: Tuesday, May 16, 2023 2:43 PM
To: Michels, Tom <[REDACTED]>
Subject: FW: [EXTERNAL] ORF UA Amendment 3

From: Acosta, Mike <[REDACTED]>
Sent: Tuesday, May 16, 2023 8:33 AM
To: Steven C. Sterling <[REDACTED]>
Cc: Acosta, Mike <[REDACTED]>
Subject: Re: [EXTERNAL] ORF UA Amendment 3

Hi Steve,

Hope you are well. I appreciate you reviewing this ask with Mark and responding so quickly. I will update our Government Affairs team with your response.

I will talk to you on Thursday at the next lease meeting.

Thanks,
Mike

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From: Steven C. Sterling <[REDACTED]>
Sent: Monday, May 15, 2023 4:15 PM
To: Acosta, Mike <[REDACTED]>
Subject: RE: [EXTERNAL] ORF UA Amendment 3

Mike,

In discussing this with Mark, we have decided not to endorse this stance. We currently do have direct service to DCA. We feel that ORF's impact is neutral or perhaps positive if the DCA connection expands opportunities for ORF-DCA and beyond. We also need to be prepared for other airlines asking us to support the expansion of the rule. Therefore, we intend to take a neutral stance.

Thanks
Steve

Steve Sterling, C.M.
Executive Vice President & Chief of Staff

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o: [REDACTED]
e: [REDACTED]

From: Acosta, Mike <[REDACTED]>
Sent: Tuesday, May 9, 2023 3:25 PM
To: Steven C. Sterling <[REDACTED]>
Cc: Acosta, Mike <[REDACTED]>
Subject: RE: [EXTERNAL] ORF UA Amendment 3

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Hi Steve,

Hope all is well. I checked with Tech Ops and the ORF Tech Ops project has been reprioritized and is currently targeting sometime in 2024. There are multiple factors being taken into consideration in the overall Tech Ops strategy and unfortunately ORF will need to be delayed. I will update you once we have more clarity on the ORF timeline.

Appreciate all your support with this project.

Thanks,
Mike

From: Steven C. Sterling <[REDACTED]>
Sent: Tuesday, May 9, 2023 8:46 AM
To: Acosta, Mike <[REDACTED]>
Subject: RE: [EXTERNAL] ORF UA Amendment 3

Mike,

Can you please
progress being
executed?

Thanks
Steve

Steve Sterling, C.M.
Executive Vice President & Chief of Staff

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o: [REDACTED]
e: [REDACTED]

From: Steven C. Sterling
Sent: Wednesday, March 15, 2023 11:43 AM

To: Acosta, Mike <[REDACTED]>
Subject: RE: [EXTERNAL] ORF UA Amendment 3

Thanks Mike!

Steve Sterling, C.M.
Executive Vice President & Chief of Staff

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o: [REDACTED]
e: [REDACTED]

From: Acosta, Mike <[REDACTED]>
Sent: Wednesday, March 15, 2023 10:04 AM
To: Steven C. Sterling <[REDACTED]>
Cc: Acosta, Mike <[REDACTED]>
Subject: RE: [EXTERNAL] ORF UA Amendment 3

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Thanks Steve,

I will route this amendment for approval. I also think the lease negotiations are progressing well.

Mike

From: Steven C. Sterling <[REDACTED]>
Sent: Monday, March 13, 2023 2:56 PM
To: Acosta, Mike <[REDACTED]>

and know that the content is safe.

Mike

Attached is a proposed ULA amendment to add the enclosed and unenclosed space to support the maintenance operation. On the exhibit, we've labeled UA spaces as "Ex" for existing and "New" for additional space acquired under this amendment. Please let me know if you have any changes to be made. Otherwise, please have it signed, attested and emailed back to me. I'll have it executed on our side and send you a copy. Also, I've made the Amendment effective April 1. Is that good with you?

Thanks
Steve

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o:

e: