



AGENDA

Greenville-Spartanburg Airport Commission Regular Meeting
Greenville-Spartanburg International Airport Board Room
Monday, January 8, 2018
9:00 a.m.

*** NOTE TO ALL PUBLIC ATTENDEES:**

The public may speak on any item on the agenda. There are request cards located outside the public seating area. These cards must be completed and presented to the Recording Secretary prior to the item being heard. Your comments will be addressed prior to the Airport Commission's discussion and you will have 5 minutes to address the Airport Commission. Thank you for your attention.

I. CALL TO ORDER:

II. CONSENT AGENDA:

- A. Approval of the Greenville-Spartanburg Airport Commission November 20, 2017 Regular Meeting Minutes ([document](#))

III. PRESENTATIONS:

- A. GSP Succession Planning Process Overview ([document](#))
- B. GSP Cargo Apron and Cargo Facility Project Update ([document](#))

IV. OLD BUSINESS: None

V. NEW BUSINESS: None

VI. PRESIDENT/CEO REPORT:

- A. Aviation Industry Update
- B. Lyft, Inc. at GSP
- C. 139 Certification Program Update
- D. FAA to Conduct AFTIL Study

VII. INFORMATION SECTION:

(Staff presentations will not be made on these items. Staff will be available to address any questions the Commission may have.)

- A. November 2017 – Traffic Report ([document](#))
- B. November 2017 – Financial Report ([document](#))
- C. December 2017 – Development/Project Status Report ([document](#))
- D. December 2017 – Communications Status Report ([document](#))
- E. December 2017 – Commercial Business and Properties Report ([document](#))
- F. December 2017 – OSHA Reportable Injury Report ([document](#))
- G. Industry Presentation(s)/Article(s) of Interest ([document](#))
- H. Potential Items for the Next Regular Scheduled Commission Meeting:
 - Proposed Enterprise Resource Planning (ERP) Implementation

VIII. COMMISSION MEMBER REPORTS:

IX. EXECUTIVE SESSION:

The Airport Commission may hold an Executive Session for the purpose of receiving legal advice on various matters.

X. ADJOURNMENT

This agenda of the Greenville-Spartanburg Airport Commission is provided as a matter of convenience to the public. It is not the official agenda. Although every effort is made to provide complete and accurate information to this agenda, The Airport Commission does not warrant or guarantee its accuracy or completeness for any purpose. The agenda is subject to change before or at the Airport Commission meeting.

GREENVILLE-SPARTANBURG AIRPORT COMMISSION

MINUTES

November 20, 2017

The Greenville-Spartanburg Airport Commission met on November 20, 2017 at 9:00 a.m. in the Greenville-Spartanburg District Office Board Room located at 500 Aviation Parkway Greer, South Carolina 29651. The public and media were given proper notice of this meeting, under applicable law. This was a regular, non-emergency meeting.

MEMBERS PRESENT: Minor Shaw, Hank Ramella, Bill Barnet, Doug Smith, Leland Burch, and Valerie Miller

MEMBERS NOT PRESENT: None

STAFF AND LEGAL COUNSEL PRESENT: David Edwards, President/CEO; Kevin Howell, Vice President Operations/COO; Basil Dosunmu, Senior Vice President/CFO; Scott Carr, Vice President Commercial Business and Properties (Environs Area Administrator); Rosylin Weston, Vice President Communications; Marsha Madore, Human Resources Director; Bobby Welborn, Chief of Police; Alan Sistare, Fire Chief; Betty O. Temple (conference call), WBD; Dane Slaughter; Facilities Director; Stefanie Hyder, Executive Assistant/Recording Secretary

GUESTS PRESENT: Jack Murrin, Retired GSP Vice President/CFO; Nancy Murrin; John Mafera, McFarland Johnson; Zach Nelson, McFarland Johnson; Morgan Arndt, WBD; Ernie Kovach, ABM; Matt Wells, Delta; Jim Fair, Greer Today; Ken Holt, Holt Consulting; Dennis Wiehl, Mead & Hunt

CALL TO ORDER: Chair Minor Shaw called the meeting to order at 9:15 a.m.

CONSENT AGENDA: A motion was made, seconded, and unanimous vote received to approve each of the following items:

- A.** The regular meeting minutes from the September 11, 2017 Commission Meeting.
- B.** The Greenville-Spartanburg Audit Committee October 16, 2017 Audit Committee Meeting Minutes.
- C.** The Environs Planning Commission reappointment for Greenville County.
- D.** The Retirement Resolution for Mr. Jack G. Murrin read aloud by Mr. David Edwards.

PRESENTATIONS:

A. Terminal Concessions and Parking Program Update

Mr. Scott Carr, VP Commercial Business and Properties, showed a video of the recently completed \$127M terminal renovation program including new restaurants and shops such as The Kitchen By Wolfgang Puck, Baskin Robbins, Chick-Fil-A, Dunkin Donuts, Thomas Creek

Grill, RJ Rockers Flight Room, Flatwood Grill, King of Pops and DC-3. New retail shops include four new Hudson News stores, a Tech-on-the-Go, Upstate Marketplace, Palmetto Distillery, Best Buy Express, Benefit Cosmetics, Fuel Rod, massage chairs by IVS, foot massagers, as well as three new ATM's by TD Bank. Mr. Carr presented various metrics for several of the new shops and restaurants and highlighted certain successes and opportunities for growth.

Mr. Carr provided an overview of the Centralized Receiving and Distribution Facility developed earlier this year to streamline logistics and more efficiently handle concessionaire goods and products needing to be delivered to, stored, and/or returned from the terminal building.

Mr. Carr updated the Commission on the airport's parking program. Currently, GSP has approximately 5,000 parking spaces available, but with the completion of the Overflow Parking Lot project/Cell Phone Lot expansion, GSP will have approximately 5,400 spaces available. Parking occupancy rates have grown over the past three years. Overall, GSP parking lots average about 81% full. On weekdays, GSP parking lots are about 95% full.

GSP began offering valet parking services on May 1, 2017 under an agreement through AmeriPark. The usage of such services continues to be strong each month. The Commissioners inquired about extra valet parking if needed.

In Fiscal 2015, parking gross revenue was \$9.3M. Last year, parking revenue was \$10.6M. Year-to-date, revenue is \$11.6M and is expected to exceed \$13M by fiscal year end.

Park Assist is a camera based system that will identify open parking spaces in Parking Garage A and B. This program is expected to come online during the first quarter of 2018.

In an effort to make GSP the airport of choice, Staff recently negotiated a corporate parking program with The Cliffs Communities offering the ability for Cliffs members to make parking reservations on the sky lots of Parking Garage A and B. The only expense to GSP for providing such service is signage. Commissioners inquired about assessing the value of such programs. Commissioners also discussed the status of opening The Kitchen by Wolfgang Puck to non-travelers.

B. Human Resources Department - Employee Survey Results and Action Items

Mrs. Marsha Madore, Human Resources Director, provided a brief presentation that recapped the District Employee Engagement Survey results, activities, and action items.

During the fall of 2016, Staff conducted an employee survey. The survey consisted of fifteen positive statements that Staff could rate on a scale of 1-5 with 1 being the lowest and 5 being the highest. The participation rate was strong at 87%. Mrs. Madore discussed the top five and bottom five performing areas with the Commission.

In response to the survey, Human Resources personnel met with employees department by department in focus groups to address concerns and discuss employee-driven initiatives. As a result of these meetings, Staff created the GSP Leadership Association, consisting of tri-annual dinner meetings with a keynote speaker on topics related to the District's business. The Executive Team committed to scheduling informal department visits. New hire announcements will now be included in GSP's internal publication called *Word on Wednesday (W.O.W.)* created by Mrs. Rosylin Weston, Vice President Communications. Additionally, Town Hall meetings were held to communicate to Staff these new action items and how to better balance contracts and communication with Tenants. In response to career advancement opportunities, The Airport Leadership Development Program (ALDP), a rotational cross-training program, is currently being developed and should be open for application in January 2018. Moreover, a safety team will be created with a member from each department so Staff can develop and encourage a strong sense of teamwork and cooperation between departments. Furthermore, channels of communication will be improved through the publishing of events in the W.O.W. and the new employee web portal. Lastly, in an effort to retain highly qualified employees, Human Resources will provide total compensation statements to new hires, Staff created an employee referral program, and ALDP participants will be mentors for new hires.

Commissioners inquired about GSP's tuition reimbursement program and recommended their participation in the GSP Leadership Association.

OLD BUSINESS: None

NEW BUSINESS:

A. Approval of Parking Management Services Agreement

Mr. Scott Carr, VP Commercial Business and Properties, presented the parking management services agreement to the Commission for approval. The District has been under contract for parking management services with ABM Parking Services, Inc. since 2009. Their current agreement is set to expire on January 31, 2018. The District has had an agreement with AmeriPark for valet parking services since May 1, 2017, which will expire on April 30, 2018.

Staff prepared a Request for Proposals (RFP) for parking management services that included valet parking and shuttle bus operations to the economy and future overflow lot. Six proposals were received on September 29, 2017. Proposals were received from ABM Parking Services, AmeriPark, LAZ Fly Airport Parking, Park 'N Fly, Republic Parking System, and SP+ Airport Services.

The Selection Committee, comprised of Staff from Commercial Business and Properties and Finance, reviewed the six proposals and ranked them in accordance with the evaluation criteria outlined in the RFP. The evaluation criteria included company qualifications and experience, management and operations plan, equipment, staffing, frequent parker program and other revenue generating ideas, financial submission and financial capability.

Based on the evaluation criteria, the four companies that were short-listed were ABM Parking Services, AmeriPark, LAZ Fly Airport Parking, and Republic Parking System.

Interviews and presentations were held on November 6, 2017. The Selection Committee's recommended final rankings were #1) LAZ Fly Airport Parking, #2) AmeriPark, #3) ABM Parking Services, and #4) Republic Parking System. Mr. Carr stated that Staff reached out to other airports for references. LAZ operates at both large and small airports.

Commissioners inquired about ratings, rankings, the current valet parking service, start date, and different options regarding shuttle services. There may be a discussion in the future regarding capital project options for the economy parking lot and/or rate increases to offset the cost of shuttle bus services. The new contract is anticipated to take effect February 1, 2018

There was a motion to approve the final rankings for parking management services and to authorize the President/CEO to execute all necessary documents. The motion was seconded and unanimously approved.

B. Approval of Lease Agreement for Sprint/ Airgate PCS, Inc.

Mr. Scott Carr, VP Commercial Business and Properties, presented the lease agreement for Sprint/Airgate PCS, Inc. (Sprint) to the Commission for approval. Sprint has had a cell phone tower on Parking Garage A since 2005. The original agreement was amended in 2008 and again in 2012. That current agreement is set to expire on November 30, 2018.

The District has negotiated new lease terms with Sprint to include a base term of five years beginning December 1, 2018 and two additional five-year options, with a lease rate of \$45,604.00 for the first year, adjusted annually by three percent through the base term and subsequent two option terms. The lessee is responsible for all maintenance and utilities with no additional cost to the District.

There was a motion to approve the lease agreement terms as outlined and to authorize the President/CEO to execute all necessary documents. The motion was seconded and unanimously approved.

C. Approval of Lease Agreement For AT&T Mobility, Inc.

Mr. Scott Carr, VP Commercial Business and Properties, presented the lease agreement for AT&T Mobility, Inc. (AT&T) to the Commission for approval. AT&T has had a cell phone tower on Parking Garage A since 2003. The original agreement was amended in 2008 and again in 2013. That current agreement is set to expire on January 31, 2018.

The District has negotiated new lease terms with AT&T to include a base term of five years beginning February 1, 2018 and two additional five-year options, with a lease rate of \$45,604.00 for the first year, adjusted annually by three percent through the base term and subsequent two option terms. The lessee is responsible for all improvements, maintenance and utilities with no additional cost to the District.

There was a motion to approve the lease agreement terms as outlined and to authorize the President/CEO to execute all necessary documents. The motion was seconded and unanimously approved.

D. Approval of Salary Level Adjustment Recommendations and Associated Fiscal Year 2017-2018 Budget Adjustment

Mrs. Marsha Madore, Human Resources Director, presented the salary level adjustment recommendations to the Commission for approval. The District conducts a salary survey every three years. For over a year, there has been increased pressure to conduct the survey early due to increased salaries across the country and in our region, coming out of the recession, and the tight labor market. The District conducted the salary survey a couple of months early because of difficulty in hiring. In the past, recommended salary increases were merged with the Budget and then implemented in the month of July. This year, the salary survey was completed in August of 2017 and the District requested a budget adjustment mid-year.

The District partnered with Asheville, Columbia and Charleston airports and invited 28 similarly sized southeast airports to participate. The District used the ACI Salary Survey, a report from small to mid-airports in the southeast and Midwest, and local data from Upstate Salary Survey that included about 150 business participants for the municipalities, police, fire, facilities and other common positions. The District also used online surveys such as Robert Half for IT, SHRM for Human Resources, and Payscale to look at every position. In particular, the District has faced difficulty in hiring and retention of employees in the following areas: Grounds (landscape and airfield), Police, Fire, Operations, and IT.

Staff identified three salary adjustment options for consideration. Option one increased only the salaries currently below the minimum of the new range to range minimums with an annual financial impact of \$132,018 and a budget increase of \$66,009. Option two increased salaries currently below the minimum of the new range to the respective range minimums and increased all other salaries by a weighted proportion with the percentage of increase for that range. The annual financial impact was \$356,158 and a budget increase of \$178,074. Option three increased salaries currently below the minimum of the new range to the respective range minimums and increased all other salaries by the percentage of increase to the range. The annual financial impact of Option 3 was \$622,959 and a budget increase of \$311,480.

Staff recommended Option 2, effective January 1, 2018, to increase salaries by the weighted amount and to increase salaries currently below the minimum of the range to the respective minimum.

Commissioners inquired about the partnerships we have with the other airports involved in this survey, as well as the importance of raising the bar and remaining competitive. Commissioners also noted that these figures do not include benefits.

There was a motion to approve the salary level adjustments and Option 2 as outlined, approve a budget amendment increase for the Fiscal Year 2017/2018 budget, and authorize the President/CEO to execute the planned increases effective January 1, 2018.

E. Approval of the Emergency Hangars Roof Replacement Project at 2100 and 2102 GSP Drive

Mr. Kevin Howell, VP/COO, presented the emergency hangars replacement project to the Commission for approval. The District has been dealing with multiple roof leaks in the aircraft hangars located at 2100 (PSA MRO) and 2102 (Hangar #1) GSP Drive since the District took over the operations and maintenance of the buildings from Stevens Aviation. Mr. Howell shared pictures that indicated that the roof systems are well beyond their useful life. Based on a former consultants' building assessment of both roofs and rating each as "Good," the District did not budget for this project.

The District has spent over \$1M in repairs for the PSA MRO Facility at 2100 GSP Drive and has approximately \$1.4M budgeted for interior improvements at 2102 GSP Drive.

The District hired an architect to conduct a roof assessment and help develop a budget. The estimated cost to replace both roofs is \$1.6M. This amount included construction costs, engineering costs, contingency money, etc.

The District budgeted for the current Fiscal Year \$1,050,000 to improve the taxiway connector between the Terminal Apron and the PSA Hangar. At this time, the pavement is in good condition and Staff recommends the reallocation of this \$1,050,000 plus an additional \$550,000 to fully fund the \$1.6M emergency roof replacement project.

The Commissioners inquired about the original assessment of the roofs, bids and funding which Mr. Howell responded to. Mr. Howell will keep the Commissioners updated on the status of the project.

There was a motion to approve the emergency hangars roof replacement project, approve the reallocation of funds, approve a budget amendment to the FY2017/2018 budget, and to authorize the President/CEO to execute all necessary documents. The motion was seconded and unanimously approved.

PRESIDENT/ CEO REPORT:

Aviation Industry Update:

Not a lot has been happening recently related to FAA reauthorization because of the air traffic control privatization discussions. The industry has seen some language in tax bills being proposed at both the House and Senate that affects private activity bonds that would have an impact on airports, but not so much GSP. Such bonds would no longer be tax exempt, making them less attractive from an investor's standpoint. On the TSA side, the industry heard early rumblings about the LEO reimbursement and language in bills that cut the LEO reimbursement received today through DHS and TSA. This amounts to approximately \$100,000/year in the District's budget. There is activity in DC, however, to

defend both of these programs as key programs to remain in place for financial viability for airports.

NBAA-BACE Conference & Exhibition:

The National Business Aviation Association meeting was held in Las Vegas. Several members of the GSP Team attended and helped staff the 20x20 GSP Booth. Floor activity was relatively quiet and slow, but GSP Staff engaged in conversation and shared opportunities at GSP with fellow exhibitors and visitors.

Meeting with jetBlue:

Mr. David Edwards, President/CEO, met with jetBlue corporate executives in mid-October to discuss service out of GSP (Boston, JFK, Ft. Lauderdale, and Orlando). It was a productive meeting; however, GSP appears to be less of a priority for jetBlue compared to last year. In particular with Boston, jetBlue is focused on originating traffic from Boston. We have a 60% origination here at GSP versus a 40% origination out of Boston. Mr. Edwards connected with the Air Service Director at Boston Logan airport and will continue to have ongoing dialogue with him.

ACI-NA Public Relations Campaign-Small Airports Award:

Mr. David Edwards, President/CEO, recognized Mrs. Rosylin Weston, Vice President Communications, and her team for recently competing and being awarded First Place for the *ACI-NA Excellence in Airport Marketing, Communications, and Customer Service Award Public Relations Campaign - Small Airports*. The focus of this campaign was the wrapping up of WINGSPAN, the benefits of WINGSPAN, and what GSP accomplished as a result of that engagement.

Skanska Moss Contract:

Mr. David Edwards, President/CEO, stated that the Skanska Moss construction contract is officially closed. Originally, the District was holding \$1,500,000, but released \$250,000 prior to the final meeting with the Principals and Executives of both Skanska and Moss. At the meeting, the District identified issues regarding construction quality and negotiated back \$375,000 out of the remaining \$1.25M to finish some of the work and repairs that Skanska Moss was unwilling to complete. There are two items that were determined to be unacceptable to the Staff which Skanska Moss will correct.

Executive Staff Retreat:

The Executive Team attended a Staff Retreat in mid-November. Prior to the retreat, the Team completed DiSC Training assessments. During the retreat, Staff worked through exercises and discussed the results of the DiSC assessments as well as *The 5 Behaviors of a Cohesive Team*. Mrs. Marsha Madore, Human Resources Director, will continue to lead the follow-up efforts and Staff will likely continue follow-on training with the facilitator on a bi-monthly or quarterly basis for the first year. In addition, Dr. Steve Van Beek also attended the retreat to review the strategic business plan and discuss modifications. The Senior Team is scheduled to meet with Dr. Van Beek on November 29, 2017 to discuss updates which Staff will in turn bring back to the Commission for review and adoption at the January 2018 Commission meeting.

INFORMATION SECTION: No reports

COMMISSIONER'S REPORT:

Mr. Leland Burch attended the Tryon International Equestrian Center Saturday Night Lights Grand Prix event for the close-out of the season on October 28, 2017 on behalf of GSP and commented on the positive feedback received regarding GSP from multiple attendees.

Mr. Leland Burch attended the ACI-NA Annual Conference in Fort Worth, TX and commented on concerns related to airport privatization (selling airports to private investors and using proceeds to pay for other public expenditures), mandatory interlining, and remote/virtual control towers. Mr. Burch also attended a Crisis Management Workshop which he found extremely informative.

Mr. Hank Ramella also attended the ACI-NA Annual Conference in Fort Worth, TX and his interest was the Business Information Technology (BIT) group and how far the industry is progressing in retina recognition rather than just facial recognition.

PUBLIC COMMENT:

Mrs. Minor Shaw invited Mr. Matt Wells of Delta Airlines to address the Commission on his concerns regarding airline employee parking.

EXECUTIVE SESSION:

There being no further business, a motion was made, seconded, and carried to go into Executive Session for the purpose of receiving legal advice and the discussion of a potential economic development project.

At approximately 11:59 a.m., public session resumed with no action being taken in Executive Session.

OPEN SESSION:

Mr. Scott Carr provided the Commission with an overview of a potential lease for Tract B located along State Route 80 for a business development/economic development opportunity. Staff requested the ability to negotiate with a proposed tenant for an approximately 50-acre tract of land on Tract B with a base term of 30 years, two option terms of 10 years each, 8% cap rate, and a per acre valuation of \$79,557. Based on the 8% cap rate, the first year per acre valuation would be \$6,365 or approximately \$320,000 annually. There would be a lease rate escalation annually based on CPI and reappraisals. Contract security would be 50% of annual rental fees. There are no improvements being proposed by the District. The lessee improvements would include roadway and utility infrastructure, as well as the construction of a facility approximately 500,000-700,000SF including associated parking and other infrastructure. Maintenance would be the responsibility of the lessee as well as utility costs. Insurance would be required by the lessee. All taxes and assessments would be the responsibility of the lessee. The lessee

would have to obtain written approval by the District to sublet the lease and the lessee would have to obtain written approval to sign the lease agreement.

There was a motion to approve the lease terms as outlined and to authorize the President/CEO to execute a lease agreement with a proposed tenant. The motion was seconded and unanimously approved.

A motion was made, seconded, and carried to go back into Executive Session to discuss the status of claims with legal counsel related to Michael Baker and their design efforts associated with the Wingspan project.

ADJOURNMENT:

At approximately 12:19 p.m., public session resumed with no action being taken in the second Executive Session.

The meeting was adjourned at 12:21 p.m. The next meeting is scheduled for January 8, 2018 at 9:00 a.m.

SIGNATURE OF PREPARER:

Stefanie Hyder



MEMORANDUM

TO: Members of the Airport Commission

FROM: David Edwards, President/CEO

DATE: January 8, 2018

ITEM DESCRIPTION - Presentation Item A

GSP Succession Planning Process Overview

BACKGROUND

In November 2014, the Greenville-Spartanburg Airport Commission (Commission) adopted a 6-year Strategic Business Plan for the Greenville-Spartanburg Airport District (District). As a part of the 6-year Strategic Business Plan, annual performance metrics were adopted to ensure that the Commission and Staff were able to measure the performance of the District on an ongoing basis as well. Succession planning has become one of the industry's leading topics of discussion.

As follow-up to the GSP Executive Staff Retreat in November 2017, Dr. Steve Van Beek of Steer Davies Gleave (SDG) will discuss industry succession planning and update the Commission on his work with GSP.

A brief presentation will be provided by Mrs. Marsha Madore, Human Resources Director, reviewing GSP's approach to succession planning and updating the Commission on the District's view of this issue.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Kevin E. Howell, Senior Vice President/COO

DATE: January 8, 2018

ITEM DESCRIPTION - Presentation Item B

GSP Cargo Apron and Cargo Facility Project Update

SUMMARY

Work has progressed over the past several months with WK Dickson completing construction plans and specifications for the new cargo apron, as well as Staff issuing a Request for Proposals (RFP) solicitation for private development of the new cargo facility. A presentation will be provided to the Commission at the January 8th meeting providing an update on the new cargo apron and proposed cargo facility.



MEMORANDUM

TO: Members of the Airport Commission

FROM: David Edwards, President/CEO

DATE: January 8, 2018

ITEM DESCRIPTION – Information Section Item A

November 2017 - Traffic Report

SUMMARY

For November 2017, passenger traffic was strong at **9.1%** over the same month in 2016. Cargo numbers for November 2017 were up at **49.8%**. Passenger load factors were strong at an average of **82.7%**.

A comparison of the North America National Passenger Traffic Growth Averages for 2017 to GSP's Passenger Traffic Growth is depicted below:

Month	2017		
	GSP	National Average	Difference
Jan	0.30%	3.10%	-2.80%
Feb	-3.40%	0.30%	-3.70%
Mar	4.70%	3.40%	1.30%
April	2.20%	3.70%	-1.50%
May	6.00%	2.30%	3.70%
June	8.90%	2.70%	6.20%
July	8.50%	3.70%	4.80%
August	8.60%	4.80%	3.80%
September	-2.60%	-2.20%	-0.40%
October	14.10%	Not Available to Date	
November	9.10%	Not Available to Date	
December			
Average	5.13%	2.42%	1.27%



Attached are copies of the detailed traffic report for November 2017.

Providing a look forward into the service levels for February 2018 is a schedule comparison for the month vs the same month last year, including flights and seats by airline and non-stop markets served. GSP flights are up at 8.8%, and seats are up at 8.5%.

Schedule Weekly Summary Report for nonstop Passenger (Air - All) flights from GSP to for travel February 2018 vs. February 2017											
All flights, seats, and ASMs given are per week.											
Travel Period				Feb 2018		Feb 2017		Diff		Percent Diff	
Mkt AI	Orig	Dest	Miles	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats
AA	GSP	CLT	76	52	3,366	51	3,395	1	(29)	2.0%	(0.9%)
AA	GSP	DCA	396	20	1,247	19	1,028	1	219	5.3%	21.3%
AA	GSP	DFW	862	17	1,996	20	1,520	(3)	476	(15.0%)	31.3%
AA	GSP	ORD	577	14	882	0	0	14	882		
AA	GSP	PHL	514	18	900	14	700	4	200	28.6%	28.6%
DL	GSP	ATL	153	50	6,456	52	6,385	(2)	71	(3.8%)	1.1%
DL	GSP	DTW	508	19	1,291	19	1,314	0	(23)	0.0%	(1.8%)
DL	GSP	LGA	610	7	525	9	684	(2)	(159)	(22.2%)	(23.2%)
G4	GSP	FLL	620	2	354	2	354	0	0	0.0%	0.0%
G4	GSP	PGD	550	0	0	2	354	(2)	(354)	(100.0%)	(100.0%)
G4	GSP	PIE	482	2	354	2	332	0	22	0.0%	6.6%
G4	GSP	SFB	426	2	343	2	332	0	11	0.0%	3.3%
UA	GSP	EWR	594	20	1,086	13	650	7	436	53.8%	67.1%
UA	GSP	IAD	383	13	650	10	448	3	202	30.0%	45.1%
UA	GSP	IAH	838	7	350	7	350	0	0	0.0%	0.0%
UA	GSP	ORD	577	21	1,128	18	1,082	3	46	16.7%	4.3%
WN	GSP	ATL	153	19	2,717	20	2,860	(1)	(143)	(5.0%)	(5.0%)
TOTAL				283	23,645	260	21,788	23	1,857	8.8%	8.5%

Monthly Traffic Report Greenville-Spartanburg International Airport

November 2017



Category	Nov 2017	Nov 2016	Percentage Change	*CYTD-2017	*CYTD-2016	Percentage Change	*MOV12-2017	*MOV12-2016	Percentage Change
Passenger Traffic									
Enplaned	97,966	89,426	9.5%	982,895	933,237	5.3%	1,064,143	1,014,873	4.9%
Deplaned	<u>96,813</u>	<u>89,028</u>	8.7%	<u>970,096</u>	<u>919,114</u>	5.5%	<u>1,047,544</u>	<u>996,939</u>	5.1%
Total	194,779	178,454	9.1%	1,952,991	1,852,351	5.4%	2,111,687	2,011,812	5.0%
Cargo Traffic (Pounds)									
Express and Mail									
Enplaned	1,075,371	919,237	17.0%	10,332,995	8,210,694	25.8%	11,451,467	8,211,657	39.5%
Deplaned	<u>1,336,998</u>	<u>905,891</u>	47.6%	<u>9,768,628</u>	<u>6,568,679</u>	48.7%	<u>10,879,517</u>	<u>6,569,418</u>	65.6%
Subtotal	2,412,369	1,825,128	32.2%	20,101,623	14,779,373	36.0%	22,330,984	14,781,075	51.1%
Freight									
Enplaned	3,018,510	2,022,974	49.2%	27,891,249	21,525,856	29.6%	30,873,001	24,685,598	25.1%
Deplaned	<u>4,463,128</u>	<u>2,756,298</u>	61.9%	<u>38,983,566</u>	<u>23,157,175</u>	68.3%	<u>42,257,357</u>	<u>25,715,054</u>	64.3%
Subtotal	7,481,638	4,779,272	56.5%	66,874,815	44,683,031	49.7%	73,130,358	50,400,652	45.1%
Total	9,894,007	6,604,400	49.8%	86,976,665	59,463,353	46.3%	95,461,569	65,182,676	46.5%

*CYTD = Calendar Year to Date and *Mov12 = Moving Twelve Months.

Monthly Traffic Report

Greenville-Spartanburg International Airport

November 2017



Category	Nov 2017	Nov 2016	Percentage Change	*CYTD-2017	*CYTD-2016	Percentage Change	*MOV12-2017	*MOV12-2016	Percentage Change
Aircraft Operations									
Airlines	1,930	1,577	22.4%	19,242	15,860	21.3%	20,720	16,978	22.0%
Commuter /Air Taxi	<u>1,122</u>	<u>1,275</u>	-12.0%	12,824	15,722	-18.4%	14,172	17,520	-19.1%
Subtotal	<u>3,052</u>	<u>2,852</u>	7.0%	<u>32,066</u>	<u>31,582</u>	1.5%	<u>34,892</u>	<u>34,498</u>	1.1%
General Aviation	694	823	-15.7%	7,800	8,144	-4.2%	8,425	8,746	-3.7%
Military	<u>162</u>	<u>122</u>	32.8%	<u>1,784</u>	<u>1,678</u>	6.3%	<u>1,978</u>	<u>1,764</u>	12.1%
Subtotal	<u>856</u>	<u>945</u>	-9.4%	<u>9,584</u>	<u>9,822</u>	-2.4%	<u>10,403</u>	<u>10,510</u>	-1.0%
Total	3,908	3,797	2.9%	41,650	41,404	0.6%	45,295	45,008	0.6%
Fuel Gallons									
100LL	4,452	3,199	39.2%	33,599	26,830	25.2%	37,019	29,692	24.7%
Jet A (GA)	70,401	54,794	28.5%	930,755	642,162	44.9%	987,840	689,044	43.4%
Subtotal	<u>74,853</u>	<u>57,993</u>	29.1%	<u>964,354</u>	<u>668,992</u>	44.2%	<u>1,024,859</u>	<u>718,736</u>	42.6%
Jet A (A/L)	<u>1,223,514</u>	<u>934,924</u>	30.9%	<u>11,350,400</u>	<u>8,783,254</u>	29.2%	<u>12,414,367</u>	<u>9,675,746</u>	28.3%
Total	1,298,367	992,917	30.8%	12,314,754	9,452,246	30.3%	13,439,226	10,394,482	29.3%

*CYTD = Calendar Year to Date and *Mov12 = Moving Twelve Months.

Scheduled Airline Enplanements, Seats, and Load Factors

Greenville-Spartanburg International Airport



November 2017

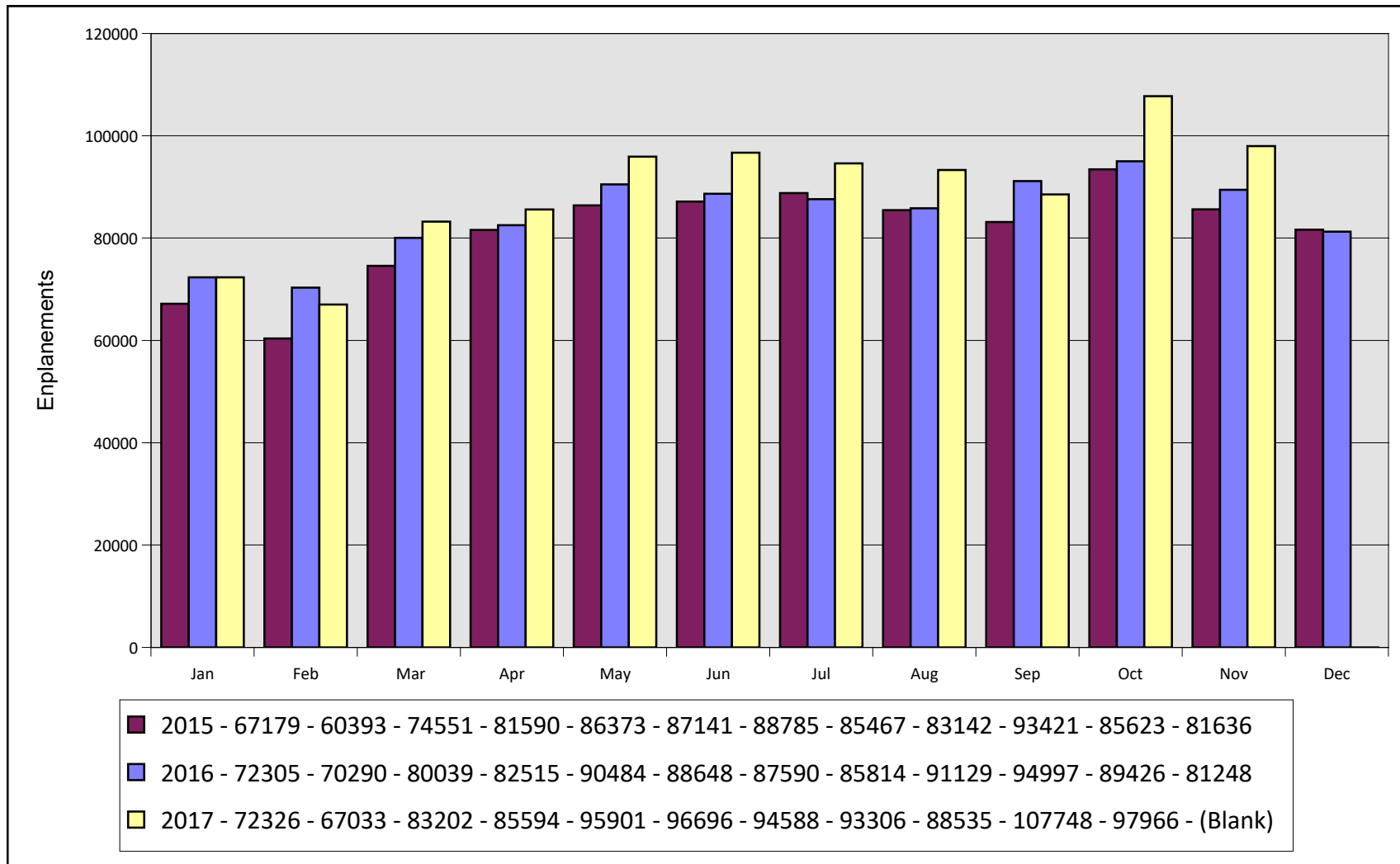
	Nov 2017	Nov 2016	Percentage Change	*CYTD-2017	*CYTD-2016	Percentage Change
Allegiant Air						
Enplanements	6,470	6,172	4.8%	61,942	63,692	-2.7%
Seats	7,829	8,840	-11.4%	75,961	79,549	-4.5%
Load Factor	82.6%	69.8%	18.4%	81.5%	80.1%	1.8%
American Airlines						
Enplanements	28,471	23,188	22.8%	294,696	255,643	15.3%
Seats	36,564	28,679	27.5%	369,475	313,262	17.9%
Load Factor	77.9%	80.9%	-3.7%	79.8%	81.6%	-2.3%
Delta Air Lines						
Enplanements	36,464	34,115	6.9%	369,643	344,403	7.3%
Seats	42,111	39,198	7.4%	420,598	396,414	6.1%
Load Factor	86.6%	87.0%	-0.5%	87.9%	86.9%	1.2%
Southwest Airlines						
Enplanements	9,711	9,304	4.4%	101,235	107,154	-5.5%
Seats	12,298	12,225	0.6%	135,763	161,625	-16.0%
Load Factor	79.0%	76.1%	3.8%	74.6%	66.3%	12.5%

Tuesday, December 26, 2017

*CTYD = Calendar Year to Date and *Mov12 = Moving Twelve Months.

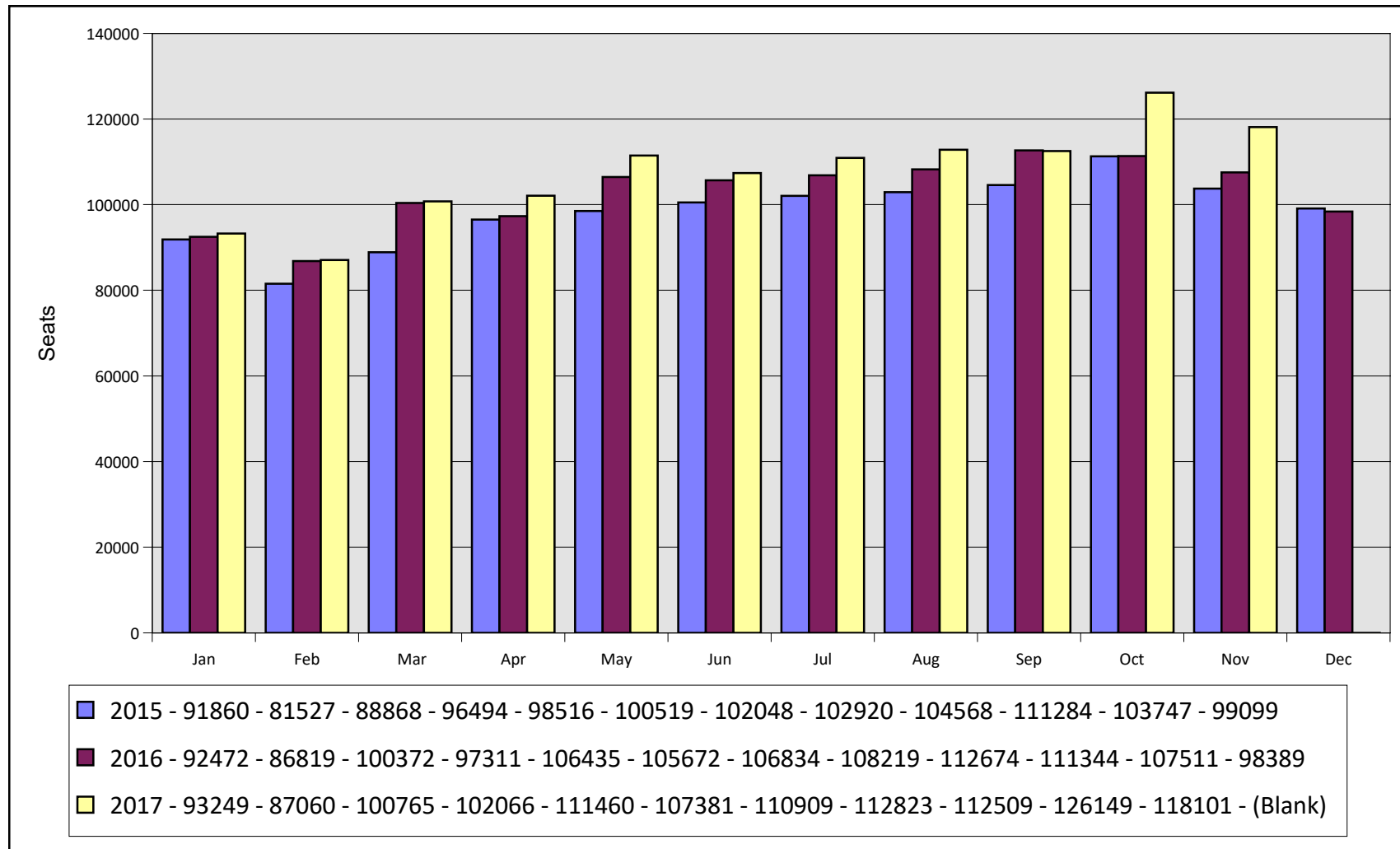
	Nov 2017	Nov 2016	Percentage Change	*CYTD-2017	*CYTD-2016	Percentage Change
United Airlines						
Enplanements	16,570	16,167	2.5%	152,298	157,217	-3.1%
Seats	19,299	18,569	3.9%	180,675	181,831	-0.6%
Load Factor	85.9%	87.1%	-1.4%	84.3%	86.5%	-2.5%
Totals						
Enplanements	97,686	88,946	9.8%	979,814	928,109	5.6%
Seats	118,101	107,511	9.9%	1,182,472	1,132,681	4.4%
Load Factor	82.7%	82.7%	0.0%	82.9%	81.9%	1.1%

Monthly Enplanements By Year Greenville-Spartanburg International Airport

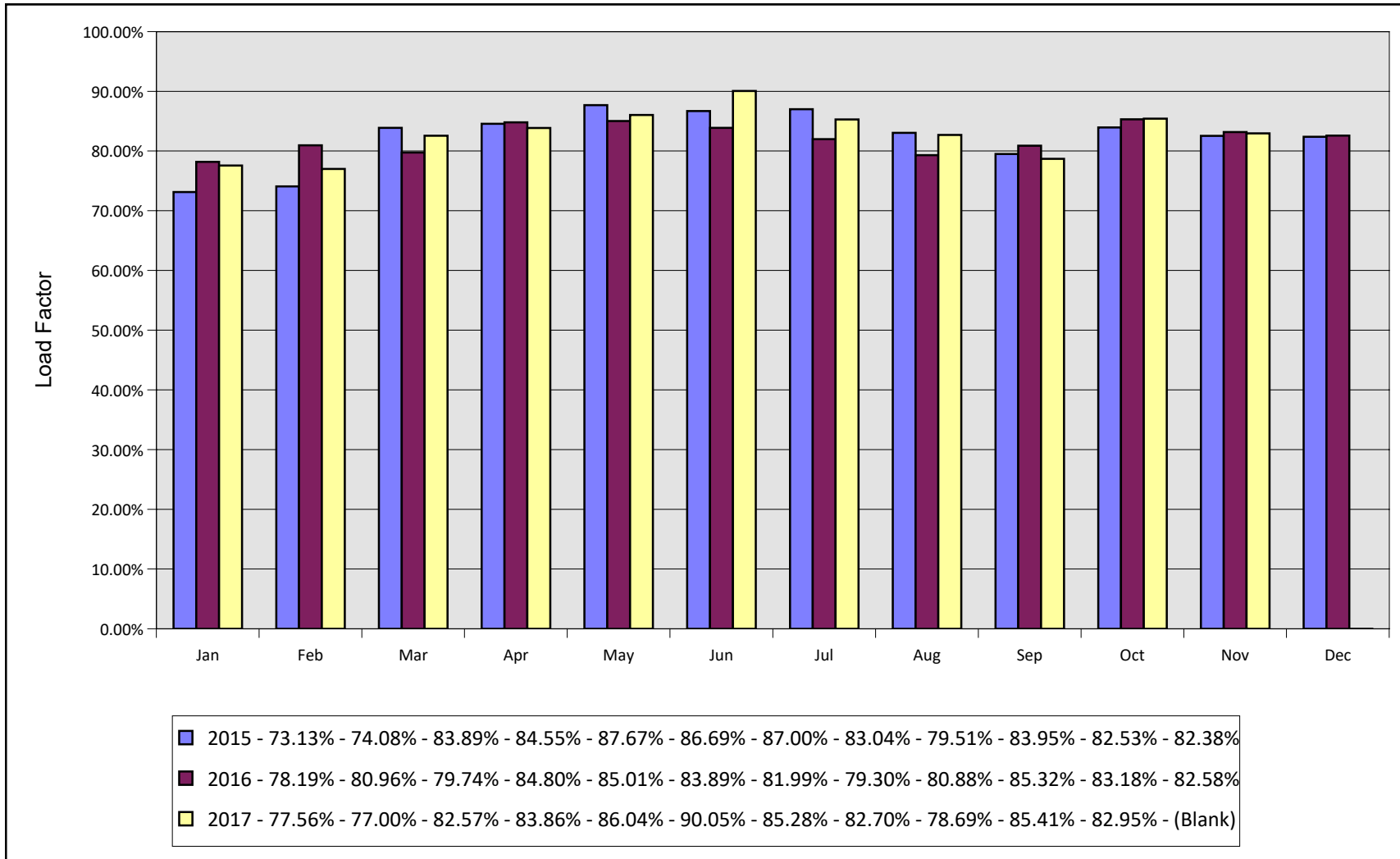


Monthly Seats By Year

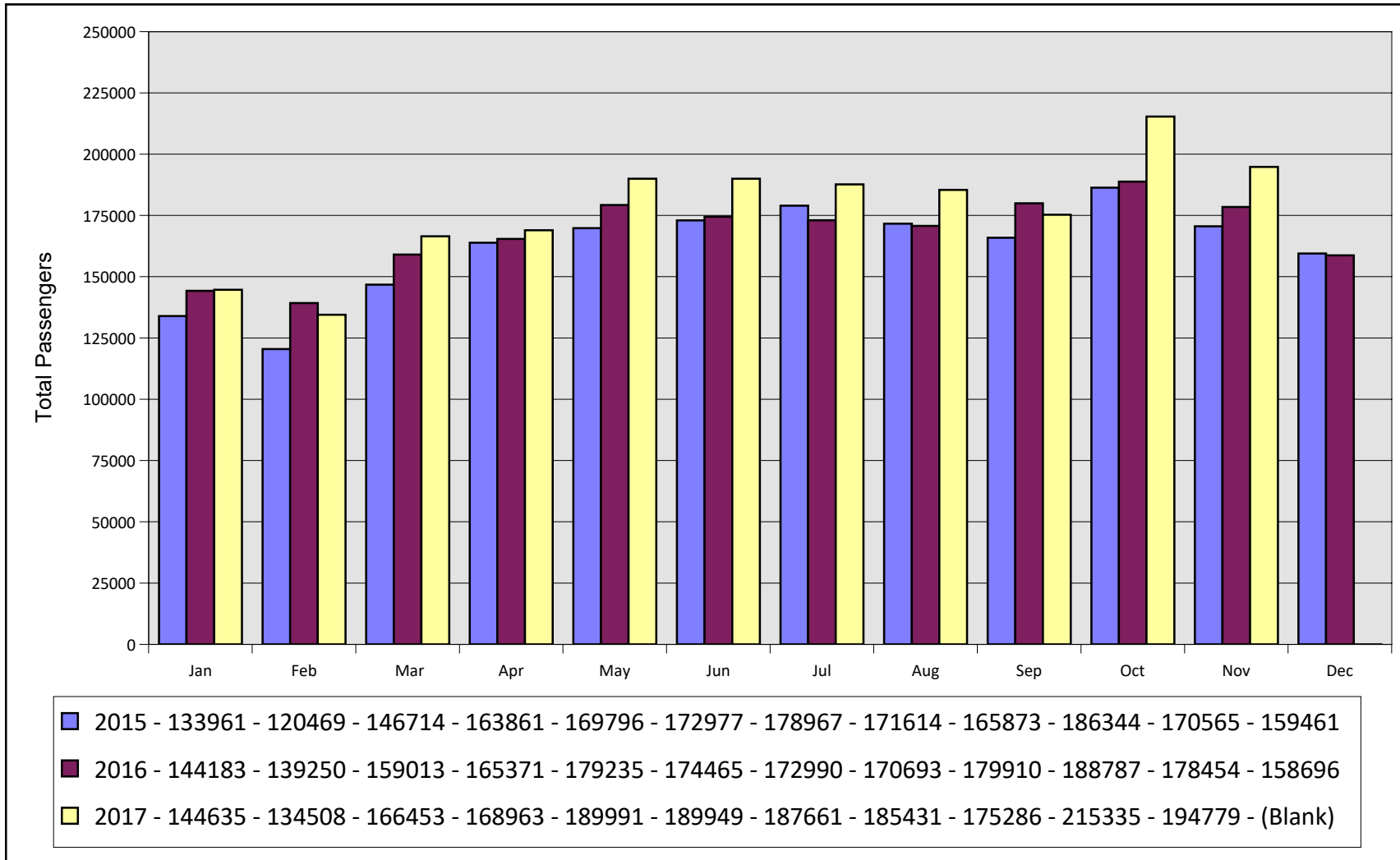
Greenville-Spartanburg International Airport



Monthly Load Factors By Year Greenville-Spartanburg International Airport



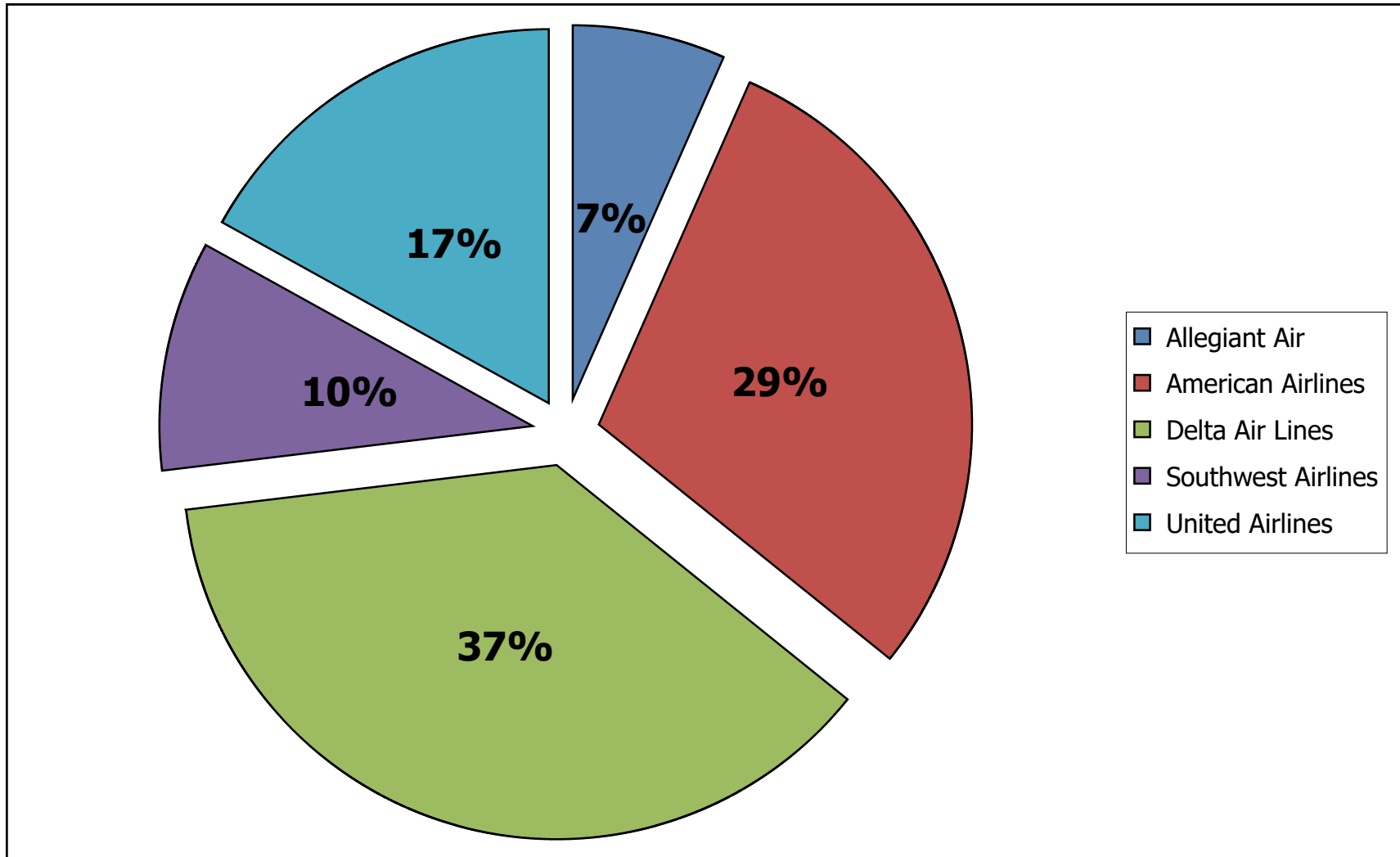
Total Monthly Passengers By Year Greenville-Spartanburg International Airport



Scheduled Airline Market Shares (Enplanements) Greenville-Spartanburg International Airport



Report Period From November 2017 Through November 2017



Airline Flight Completions Greenville-Spartanburg International Airport



November 2017

Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
Aeronaves	4	0	0	0	0	0	100.0%
Air Atlanta Icelandic	13	0	0	0	0	0	100.0%
AirNet II	2	0	0	0	0	0	100.0%
Allegiant Air	44	0	0	0	0	0	100.0%
Alliance Air Charter	2	0	0	0	0	0	100.0%
American Airlines	509	0	2	3	2	7	98.6%
Ameristar Jet Charter	3	0	0	0	0	0	100.0%

Tuesday, December 26, 2017

Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
Antonov Airlines	1	0	0	0	0	0	100.0%
Aztec World	1	0	0	0	0	0	100.0%
B+F Aviation	3	0	0	0	0	0	100.0%
Berry Aviation	4	0	0	0	0	0	100.0%
Castle Aviation	1	0	0	0	0	0	0.0%
Delta Air Lines	370	0	0	0	0	0	100.3%
Elite Airways	2	0	0	0	0	0	100.0%
Federal Express	47	0	0	0	0	0	100.0%
Freight Runners Express	3	0	0	0	0	0	100.0%

Tuesday, December 26, 2017

Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
GTA Air	1	0	0	0	0	0	100.0%
IFL Group	2	0	0	0	0	0	100.0%
Kalitta Charters II	2	0	0	0	0	0	100.0%
Kolo Canyons Air Service	1	0	0	0	0	0	100.0%
McNeely Charter Service	7	0	0	0	0	0	100.0%
Midwest Air Link	1	0	0	0	0	0	100.0%
National Air Cargo Airlines	1	0	0	0	0	0	100.0%
Northern Air Cargo	1	0	0	0	0	0	100.0%
PAK West Airlines	1	0	0	0	0	0	100.0%

Tuesday, December 26, 2017

Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
Priority Air Cargo	12	0	0	0	0	0	100.0%
Royal Air Freight	16	0	0	0	0	0	100.0%
Southwest Airlines	86	0	0	0	0	0	100.0%
Sun Country Airlines	2	0	0	0	0	0	100.0%
TSM	4	0	0	0	0	0	100.0%
United Airlines	344	0	0	0	2	2	99.4%
UPS	48	0	0	0	0	0	100.0%
Total	1,538	0	2	3	4	9	99.4%

Tuesday, December 26, 2017



MEMORANDUM

TO: Members of the Airport Commission

FROM: Basil Dosunmu, Senior VP of Administration & Finance/CFO

DATE: January 8, 2018

ITEM DESCRIPTION – Information Section Item B

November 2017 - Financial Report

SUMMARY

Attached is a copy of the detailed financial report for November 2017.

Operating Income was up by **2.89%** when compared to the budget for Year-to-Date November 2017. Operating Expenses were down by **12.14%** when compared to the budgeted amount for the period. Net operating income was up by **27.40%** when compared to the budget through November 2017. For the period ending November 2017, which represents five (5) months of the fiscal year, a total of about **\$7.58 million** has been returned to the bottom line in operating income.

Please recognize that this is a preliminary report, unaudited, and only represents *five months* of activity resulting in variances from budget which can be quite volatile.

November 30, 2017 FINANCIAL STATEMENT PACKAGE

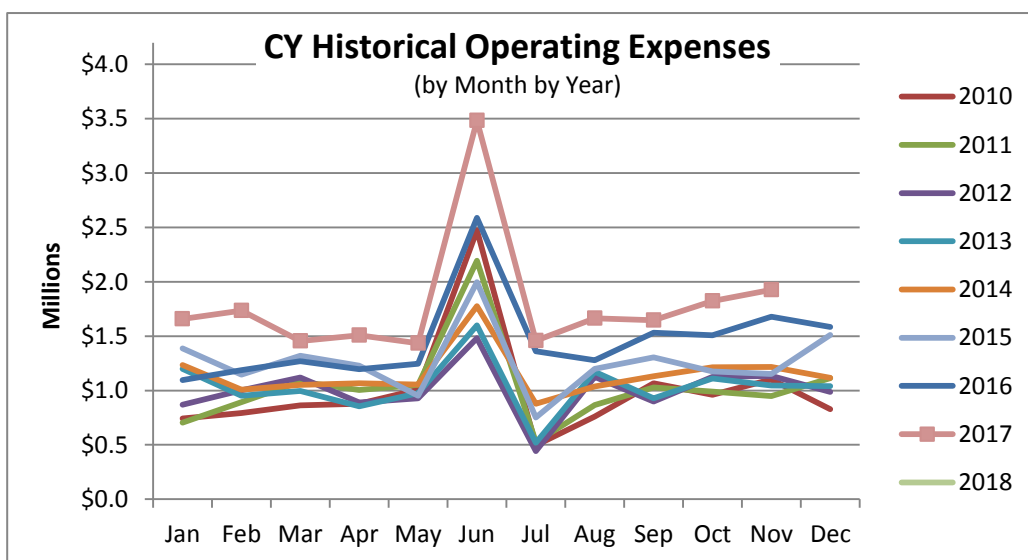
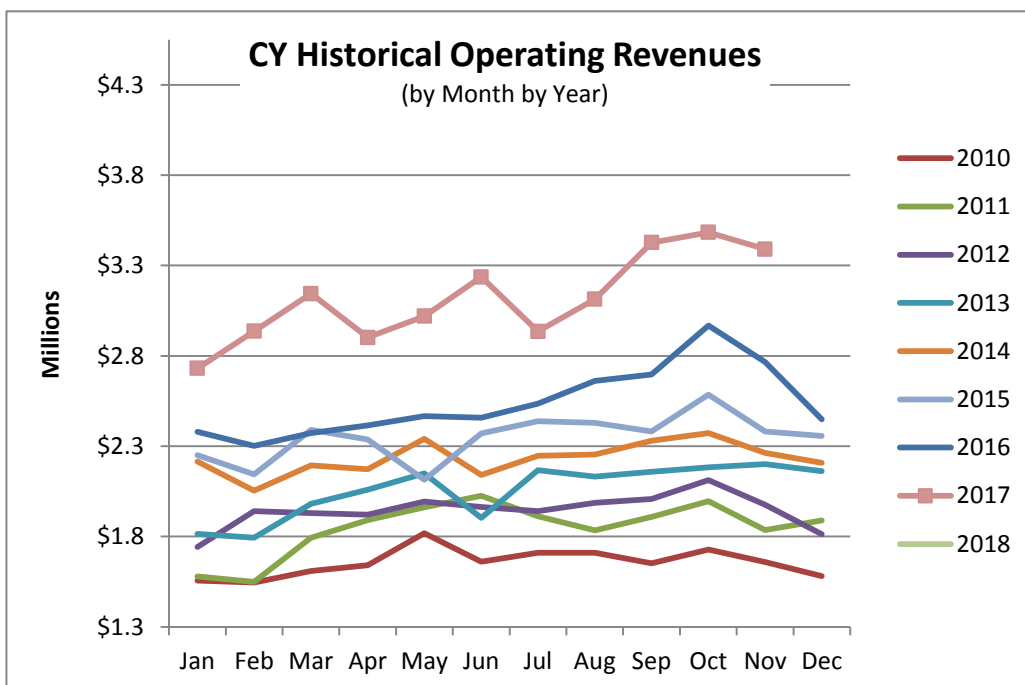
GREENVILLE SPARTANBURG AIRPORT DISTRICT
STATEMENT OF NET POSITION

	Current Month Current FY <u>11/30/2017</u>	Current Month Prior FY <u>11/30/2016</u>
Assets		
Cash Accounts	11,165,526.96	8,881,250.27
Investments-Airport	4,995,936.10	9,998,133.30
Bond Trustee Assets	198,046.53	197,363.67
Accounts Receivable	100,883.75	208,915.39
Less: Reserve for Doubtful Accts	-	
Net Accounts Receivable	<u>100,883.75</u>	<u>208,915.39</u>
Inventory	355,978.40	168,471.20
Prepaid Insurance	352,715.44	298,410.44
Notes Receivable-RAC District Funds	1,486,385.48	1,721,180.31
Property, Plant & Equipment (PP&E)	384,245,418.05	353,295,213.65
Less: Accumulated Depreciation	(141,287,519.50)	(129,585,246.02)
Net PP&E	<u>242,957,898.55</u>	<u>223,709,967.63</u>
TOTAL ASSETS	<u>261,613,371.21</u>	<u>245,183,692.21</u>
PLUS: Deferred Outflows of Resources		
Deferred Pension	2,329,681.54	972,466.85
TOTAL DEFERRED OUTFLOWS OF RESOURCES	<u>2,329,681.54</u>	<u>972,466.85</u>
LESS: Liabilities		
Accounts Payable	1,627,050.69	1,098,460.54
TD Bank LOC	2,164,358.00	2,164,358.00
Revenue Bonds Payable	1,666,032.08	2,015,693.77
SCRS Pension Liability	12,214,294.00	10,446,431.00
Benefit Liability	881,124.04	827,112.61
TOTAL LIABILITIES	<u>18,552,858.81</u>	<u>16,552,055.92</u>
LESS: Deferred Inflows of Resources		
Deferred Revenues	1,509,678.48	1,753,447.31
TOTAL DEFERRED INFLOWS OF RESOURCES	<u>1,509,678.48</u>	<u>1,753,447.31</u>
NET POSITION		
Invested in Capital Assets, net of Related Debt	237,687,155.07	217,864,429.32
Restricted:		
A/P - Capital Projects - Restricted	152,014.45	141,669.90
Contract Facility Charge	2,133,384.96	2,092,536.96
Total Restricted:	<u>2,285,399.41</u>	<u>2,234,206.86</u>
Unrestricted	3,907,960.98	7,752,019.65
TOTAL NET POSITION	<u>243,880,515.46</u>	<u>227,850,655.83</u>

GREENVILLE SPARTANBURG AIRPORT DISTRICT
PROFIT and LOSS STATEMENT

<----- FISCAL YEAR TO DATE ----->				
	November 30, 2017 Actual	November 30, 2017 Budget	Actual - Budget	% Change
INCOME				
Landing Area:				
Landing Fees	1,137,372.71	1,046,490.85	90,881.86	8.68%
Aircraft Parking Fees	143,897.36	156,965.10	(13,067.74)	-8.33%
Subtotal Landing Area	1,281,270.07	1,203,455.95	77,814.12	6.47%
Space & Ground Rentals	4,159,213.06	4,347,405.00	(188,191.94)	-4.33%
Auto Parking	5,251,270.44	5,500,401.80	(249,131.36)	-4.53%
Commercial Ground Transportation	43,475.55	60,416.65	(16,941.10)	-28.04%
Concessions:				
Advertising	137,298.32	125,000.00	12,298.32	9.84%
Food & Beverage	237,743.29	208,266.65	29,476.64	14.15%
Rental Car	1,642,570.75	1,305,105.30	337,465.45	25.86%
Retail	266,113.69	235,125.00	30,988.69	13.18%
Subtotal Concessions	2,283,726.05	1,873,496.95	410,229.10	21.90%
Expense Reimbursements	627,198.04	628,466.40	(1,268.36)	-0.20%
Other Income	866,973.57	851,888.15	15,085.42	1.77%
Gross Profit on Fuel Sales	1,587,545.82	1,182,819.55	404,726.27	34.22%
Total Operating Income	16,100,672.60	15,648,350.45	452,322.15	2.89%
EXPENSES				
Salary & Benefits	4,888,108.39	5,035,173.10	(147,064.71)	-2.92%
Professional Services	114,716.84	264,579.55	(149,862.71)	-56.64%
Promotional Activities	167,907.45	663,854.10	(495,946.65)	-74.71%
Administrative	370,261.47	519,094.10	(148,832.63)	-28.67%
Insurance	227,008.35	227,008.35	-	0.00%
Contractual Services	1,335,291.12	1,470,863.65	(135,572.53)	-9.22%
Rentals & Leases	55,284.02	65,087.50	(9,803.48)	-15.06%
Repairs & Maintenance	301,987.67	264,295.40	37,692.27	14.26%
Supplies & Equipment	343,337.27	493,526.75	(150,189.48)	-30.43%
Utilities	716,758.31	694,976.35	21,781.96	3.13%
Total Operating Expenses	8,520,660.89	9,698,458.85	(1,177,797.96)	-12.14%
NET OPERATING INCOME	7,580,011.71	5,949,891.60	1,630,120.11	27.40%

GREENVILLE SPARTANBURG AIRPORT DISTRICT
REVENUES AND EXPENSES TREND GRAPHS



November 30, 2017

YTD ACTUAL VS YTD BUDGET FOOTNOTES

(a)	Landing Fees	OVER BUDGET	\$90,881.86	- Actual passenger weights 532M (508M budgeted); Actual Cargo weights 128M (119M budgeted)
(b)	Space & Ground Rentals	UNDER BUDGET	\$188,191.94	Blended effects of the following: - Common use space old methodology not budgeted 59K (billed in arrears) - OHM/Hudson are using more of the undconditioned space and less of the conditioned space (higher rate) than budgeted 31K - Did not anticipate that Senator would need to rent space and therefore did not budget (21K fytd) - The new per turn methodology records space in arrears 120K; July financials were based upon June landings, so the per turn revenue isn't reflected until August 2017 and after - Bradford Logistic : Budgeted 65K per month but only billing 24K per month total to Hudson and OHM (41K per month under budget). Billing was effective August 1st rather than July as budgeted. - American S. Cargo under budget 38K due to using wrong (higher) sq footage in budget - UPS did not occupy new space until Sept 30K fytd - PSA office and hangar rent not included in the budget in error 159K fytd - Project Ziggy (BMW) budgeted 20K and ProTrans budgeted 27K - space not ready for occupancy - FBO hangar rent is below budget due to Miliken space budgeted but the hangar is not ready for occupancy yet 46K. - FBO Facility fees not budgeted 64K fytd (when planes fly in and don't buy gas)
(c)	Auto Parking	UNDER BUDGET	\$249,131.36	- Budgeted an 18% increase over calendar year 2016 at \$13.2M; currently trending at \$12.7M
(d)	Rental Car	OVER BUDGET	\$337,465.45	- Increase in traffic
(e)	Gross Profit on Fuel Sales	OVER BUDGET	\$404,726.27	- Increase in sales and decrease in cost of goods sold
(f)	Salary & Benefits	UNDER BUDGET	\$147,064.71	- Several departments are not fully staffed (Facilities, AvSrv, etc) - Approximately 16 vacant positions
(g)	Professional Services	UNDER BUDGET	\$149,862.71	- Consulting 96K under budget - Legal 51K under budget
(h)	Promotional Activities	UNDER BUDGET	\$495,946.65	- Advertising expense 242K under budget - General marketing expenses 153K under budget - Sponsorships expenses 89K under budget
(i)	Administrative	UNDER BUDGET	\$148,832.63	- Travel/Training 128K under budget - Dues & Subscriptions 18K under budget

November 30, 2017

YTD ACTUAL VS YTD BUDGET FOOTNOTES

(j)	Contractual Services	UNDER BUDGET	\$135,572.53	<ul style="list-style-type: none">- Parking Management agreement expenses 14K under budget- Janitorial Services 106K under budget (some budgeted services have not occurred yet)- Elevator & Escalator 41K over budget, large annual contract paid in September- Nursery & Landscaping 15K under budget- Telephone Equipment 18K under budget- Plants 18K under budget
(l)	Supplies & Equipment	UNDER BUDGET	\$150,189.48	<ul style="list-style-type: none">- Computer Software - IT budgeted for Office 365 not yet purchased 42K- Computer-Equip/Supplies 84K under budget- Nursery & Landscaping 25K under budget- Snow Removal 24K under budget- Heat & Air 16K under budget- Painting 32K over budget

Note: Please recognize that this is a preliminary report, unaudited, and only represents five months of activity, resulting in variances which can be quite volatile.

Greenville-Spartanburg Airport District
November 30, 2017

	Issue Date	Maturity Date	Interest Rate	Cost Basis or BOY FMV	Par	EOM FMV	FMV Adj
US Treasury							
UST T-Bill 4-wk	11/16/2017	12/14/2017	1.060%	4,995,936.10	5,000,000.00	4,995,936.10	-
							-
Subtotal-UST				4,995,936.10	5,000,000.00	\$ 4,995,936.10	-

US Treasury Investment Types		T-Bill	T-Note	T-Bond	Fed Ag
Negotiable Debt Obligation		Yes	Yes	Yes	Yes
Backed by Gov Full Faith/Credit		Yes	Yes	Yes	No
Maturity		< 1 yr	1-7 yrs	7+ yrs	1-5 yrs
Coupon-Bearing		No	Yes	Yes	Yes
Interest is paid		at Maturity	Semi-Ann	Semi-Ann	Semi-Ann
State & Local Tax Exemption		Yes	Yes	Yes	Only FHLB (*)
(*) Note: Since GSP is a political subdivision of SC, we are tax-exempt from all taxes, including state and local.					

Weighted blended yield
= 1.0600%

GREENVILLE SPARTANBURG AIRPORT DISTRICT
Other Operating and Maintenance Reserve Funds

	FY \$ Amount Authorized	Estimated Cost	Date	\$ Amount Used YTD	
Emergency Repair/Replacement/Operations Fund	\$ 750,000				
Storm Drain Repair		\$ 10,575	8/5/2017	\$ 10,575	Barton Utilities-Repair storm drains between runways due to hail storm damage
Airfield Generator Transfer Switch		\$ 30,000	9/26/2017	\$ 14,297	Blanchard Machinery Co-ASCO Bypass isolation transfer switch
ARFF E3		\$ 80,000	10/3/2017	\$ 38,673	General Truck Parts
			10/24/2017	\$ 8,149	Oshkosh
			11/9/2017	\$ 3,759	Oshkosh
				\$ 50,581	
Chiller Rotor & Housing		\$ 25,000			(to be completed mid-Feb 2018)
2108 Hangar Deferred Maintenance		\$ 56,528			
		<u>\$ 202,103</u>		<u>\$ 75,452</u>	
				<u>\$ 674,548</u>	Remaining Reserve
Business Development Obligations/Incentives	\$ 600,000				
CO2 Testing Unit		\$ 6,970	7/13/2017	\$ 6,970	US Testing Equipment (6,970 also paid in FY17)
ParkAssist Out-of-Scope Electrical work		\$ 50,000			
2108 Hangar Tenant Improvements		\$ 175,445			
		<u>\$ 232,415</u>		<u>\$ 6,970</u>	
				<u>\$ 593,030</u>	Remaining Reserve

11/30/2017

Procurement / Capital Acquisitions

Project/Item Description	Date	Monthly \$ Amount
Capital Improvements:		
GLF / Apron Rehab III	11/9/2017	1,416,269
WK Dickson / Cargo Apron (design)	11/16/2017	111,707
LS3P Associates / PG C Design	11/28/2017	50,195
Momentum Construction	11/16/2017	72,358
Jonscot General Contractors / N Cargo UPS	11/9/2017	192,154
WK Dickson / ARFF Station design	11/16/2017	19,958
Equipment and Small Capital Outlays:		
Renewals and Replacements:		
Vic Bailey - Police SUV	11/9/2017	29,125
Harris Integrated Solutions / HVAC System Upgrade	11/9/2017	30,535
JA Piper Roofing / Broadway Lights Roof Improvement	11/16/2017	14,655
Professional Service Projects:		
Total Procurements/Capital Additions for the month		\$ 1,936,956



MEMORANDUM

TO: Members of the Airport Commission

FROM: Kevin Howell, Senior Vice President/COO

DATE: January 8, 2018

ITEM DESCRIPTION – Information Section Item C

December 2017 – Development/Project Status Report

SUMMARY

Consolidated Hangars Project:

Status – Construction Phase

Project Budget – \$14,773,565

Estimated Completion Date – Corporate Hangar January 2018; Bulk Hangar March 2018

The Consolidated Hangars Project was approved in May 2016 and includes construction of a new Corporate Hangar and a new Bulk Storage Hangar. The design is led by AVCON along with McMillan Pazdan Smith. Roebuck Buildings Co. is the general contractor for the project.

The Corporate Hangar is scheduled to be complete in January 2018, and the Bulk Hangar should be complete in March 2018.

Airport Master Plan:

Status – Planning Phase Underway

Project Budget – \$1,347,543

Estimated Completion Date – 12 to 18 months

McFarland Johnson is leading the GSP Airport Master Plan. Alternatives analysis workshops are planned for January 2018.



Parking Lots Project:

Status – Bidding Phase

Project Budget – \$2,850,000

Estimated Completion Date – TBD

This project includes the new Overflow Parking Lot and an expansion to the National/Alamo Rental Car Service Center Lot. The original planned Employee Lot expansion was removed from the project scope due to budget constraints. Staff is working on alternatives for a temporary expansion at the Employee Lot. Michael Baker International was the designer for this project. AVCON will be handling construction phase services. GLF is the contractor for the Overflow Lot and the Rental Car Service Center Lot. GLF began work on the Overflow Lot on December 11. Project schedule is 120 days but weather dependent.

ARFF Station Project:

Status – Design Phase

Project Budget – \$969,370 (design phase)

Estimated Completion Date – Construction documents to be completed in June 2018

This project includes the design and construction of a new ARFF station. Design is being led by WK Dickson and is supported by Leo Daly, DP3, and several other local design firms. The design team is transitioning from Schematic Design (SD) to Design Development (DD) phase.

Parking Garage C:

Status – Planning and Design Phase

Project Budget – \$40,000,000

Estimated Completion Date – TBD

This project includes the design and construction of a new combined public parking and rental car ready/return garage. Planning phase work continues.

New Cargo Apron:

Status – Design Phase

Project Budget – \$750,000 (planning & design phase)

Estimated Completion Date – February 2018



This project includes the design and construction of a new dedicated cargo apron with taxiway connector just south of the existing FedEx facility. The design phase, led by WK Dickson, is underway. The apron plans are currently about 90% complete. Bidding is planned for January.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Rosylin Weston, Vice President - Communications

DATE: January 8, 2018

ITEM DESCRIPTION – Information Section Item D

December 2017 – Communications Status Report

SUMMARY

News Stories Broadcast, Print and Online 12/ 01/ 17-12/ 31/ 17:

Aired on TV

- FOX Carolina – GSP Celebrates 1st Anniversary of International Cargo Flights
- WYFF – GSP and Senator International Celebrate 1 Year of International Cargo Service
- WYFF – GSP Prepares for Rush of Flights Ahead of Sugar Bowl

Print and Online

- Spartanburg Herald Journal – Pro Trans Opens New Logistics Facility Near BMW
- Upstate Business Journal – Senator International's Transatlantic Service Brings Growth to GSP
- Greenville News – Atlanta Outage Cancels Flights at GSP

Social Media 12/ 01/ 17-12/ 31/ 17:

GSPAirport.com

(01/ 01/ 17-12/ 31/ 17)

- 1,005,534 Sessions
- 747,770 were new users
- 2.28 Pages Per Session



- Average Session Duration – 1:43 minutes

Facebook

- 9,546 Followers -Total
- 9,747 Likes - Total
- 595,660 People Reached

Top Posts

- Senator International Transatlantic Service Brings Growth (3,240 People Reached)
- Good morning GSP Passengers With Scheduled Flights to ATL (1995 People Reached)

Customer Service Quarterly Research Results – Suggested Improvements

- Get a Starbucks
- Get more direct flights to Chicago (* This suggestion has been done/7 daily flights)
- Get more food options after security (* Wolfgang Puck has now opened)
- Offer a place to watch TV (CNN now available on the concourses)

Demographics of the Interviewees

- Number of round trips: 22% took between 5 and 9 trips annually; 23% took plus 10
- 39% live in the Greenville/Spartanburg area; 61% live outside of the area
- Gender: Male ~ 50%; Female ~ 50%

Customer Service Complaints Summary:

- The smoking area is too close to the exit doors.
- The baggage cart system will only accept quarters.
- Install a coffee vending machine in bag claim for use when the shops are closed.
- The Wi Fi signal in baggage claim is sometimes spotty.

Community Relations/ Special Events:

- Evergreen Sponsor – United Community Bank Ice On Main – Employee/Family Skate/Visit with Santa



- Sponsor – 129th Annual Meeting Greenville Chamber of Commerce (02/1/18)
- Sponsor – 80th Annual Meeting Greer Chamber of Commerce (02/15/18)



MEMORANDUM

TO: Members of the Airport Commission

FROM: Scott C. Carr, A.A.E., Vice President – Commercial Business and Properties

DATE: January 8, 2018

ITEM DESCRIPTION – Information Section Item E

December 2017 – Commercial Business and Properties Report

SUMMARY

Concessions Program Development – Grand Hall Phase:

Status – Construction of Palmetto Distillery has been completed with only punch list related items remaining. The store is anticipated to open in January 2018.

Project Budget – Tenant fit out costs are being covered by Hudson News Group and OHM Concessions Group, with no costs being borne by the Airport District.

Estimated Completion Date – January 31, 2018

AirIT – Paging Installation Project:

Status – Basic paging is fully functional throughout the terminal building. Still working on advance paging items such as automated boarding for the airlines and automated flight announcements.

Project Budget – \$471,683

Estimated Completion Date – January 31, 2018

The Airport District is transitioning to AirIT and IED's paging system. This will provide seamless integration with AirIT's other software programs in use at the airport (i.e. EASE, BIDS, FIDS, GIDS, etc.) and place them on the same software platform. This will allow the airport to provide automated flight information announcements and other customer service enhancements for the benefit of the traveling public.



Lyft – Transportation Network Company (TNC) Service:

Status – Completed. Service started on December 11, 2017.

Project Budget – All operational costs will be covered by the service provider.

Completion Date – December 2017

Lyft has started service in various communities throughout South Carolina. As part of that expansion, they are now offering service to and from the Airport.

FedEx – AT&T Network Based I P/ VPN Remote Access (ANI RA) Installation Project:

Status – Awaiting plans and specifications for review

Project Budget – All costs are being covered by FedEx.

Estimated Completion Date – To be determined

FedEx is requesting to install a backup cellular system for their local data network to provide redundancy in the event that their wired data connection is interrupted. This project will be engineered and installed on behalf of FedEx by AT&T.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Marsha Madore, Human Resources Director

DATE: January 8, 2018

ITEM DESCRIPTION – Information Section Item F

December 2017 – OSHA Reportable Injury Report

SUMMARY

Monthly Activity as of December 31, 2017

- 0 OSHA Reportable injuries

2017 Calendar Year-to-Date

- 4 OSHA Reportable Injuries

2 Year Historical Annual OSHA Report Submissions:

Calendar Year	Annual Average # Employees	Total Hours Worked by all Employees	# OSHA Reportable Work Related Injuries	# OSHA Reportable Work Related Illnesses	# Days away from Work
2016	133	243,191	6	0	2
2015	127	192,332	3	0	16

AIRLINES



Airline Bag Fees Reach New High, Marking Sixth Straight Quarter Above \$1 Billion

SOURCE: AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES (AAAE) DEC 11, 2017

With airlines collecting a record high \$1.2 billion in baggage fees in the third quarter of 2017, the American Association of Airport Executives (AAAE) once again called on the U.S. airline industry to drop their opposition to a pending bipartisan proposal in Congress to modernize a local airport user fee known as the Passenger Facility Charge (PFC) that finances the construction of new runways, terminals, gates and other airport improvements.

"Yes, Virginia, there is a Santa Claus and he just delivered a billion dollar bag fee present under the Christmas tree for the airlines. Wonder how much of that will be used to build infrastructure and how much will go straight to their bottom line?" asked Todd Hauptli, president and CEO of AAAE. He continued, "On the other hand, with an increase in the Passenger Facility Charge program, every nickel that airports receive will be used for the betterment of the aviation system and to increase competition throughout the country. Maybe that's why the airlines would rather see Congress give airports a lump of coal this Christmas."

According to data released today by the U.S. Department of Transportation's Bureau of Transportation Statistics, airlines collected more than \$1.2 billion in baggage fees during the third quarter of 2017, a new record and the sixth consecutive quarter that bag fees exceeded the billion-dollar threshold. Airlines collected another \$720 million in reservation change and cancellation fees during the third quarter, bringing ancillary fee collections to nearly \$2 billion over the three-month period.

At the same time the airlines are collecting record baggage fees from their customers, they continue to oppose a modest bipartisan proposal to update the federal cap on local PFCs to \$8.50 for originating passengers that was included in the annual funding bill for DOT (S. 1655). That measure, which is strongly supported by AAAE, was approved by the Senate Appropriations Committee July 27 on a unanimous 31-0 vote.

Bag and Ticket Fee Facts

- Airlines have collected more than \$3.4 billion in bag fees and nearly \$2.2 billion in reservation change and cancellation fees through the three quarters of 2017 – an average of more than \$20.5 million per day in combined ancillary fees.
- Airlines charged a record \$4.2 billion in bag fees and \$2.9 billion in ticket fees in 2016, an astounding \$7.1 billion total.
- Since 2008, airlines have charged flyers more than \$57.5 billion in bag and ticket change fees.
- Because bag fees are not taxed at the same 7.5 percent excise tax rate applied to base airline tickets, the Airport and Airway Trust Fund lost more than \$313 million in foregone revenue in 2016 alone. Since 2008, the \$32.4 billion in bag fees that are not taxed have cost the Trust Fund more than \$2.4 billion in lost revenue. Those are funds that could have otherwise been spent on needed airport and air traffic control upgrades.

PFC Facts

- While airlines raked in more than \$7 billion from bag and ticket fees last year, airports collectively received less than \$3.2 billion from the PFC in 2016.
- Airlines charged more bag and ticket fees in the first half of 2017 than airports collected via the PFC in all of 2016.
- The PFC is a user charge that must be justified locally, collected locally and used locally on projects approved by DOT to enhance safety, security, or capacity; reduce noise; or increase airline competition. Despite inaccurate airline claims, the PFC is not a tax and never goes to the federal Treasury, a fact that has been validated by the non-partisan Congressional Research Service.
- The federal cap on the PFC has not been adjusted since 2000. The last time the federal cap on local PFCs was increased, approximately 35 percent of Americans owned a cell phone and Facebook would not be founded for another four years.

AIRLINES



Airlines for America Applauds Tax Reforms

SOURCE: AIRLINES FOR AMERICA (A4A) DEC 21, 2017



Airlines for America™
We Connect the World

WASHINGTON, December 20, 2017 – Airlines for America (A4A), the industry trade organization for the leading U.S. airlines, today thanked House and Senate leaders for delivering comprehensive tax reform that will spur a new era of job growth and economic development.

U.S. airlines are vital to our nation's economy and have long advocated for taking action to reform the tax code in ways that ensure carriers are positioned to continue creating new jobs, investing in our product and further enhancing the travel experience for all airline customers.

"These historic reforms to our nation's tax code come as welcome news to the industry, the 700,000 workers we employ and the communities we serve," said A4A President and CEO Nicholas E. Calio. "We thank House and Senate leaders for their diligence in working to empower American businesses and U.S. airlines stand ready to continue leading the way toward a new era of job growth and economic development."

Calio noted that airlines generally pay taxes at the highest corporate rate and are capital intensive businesses which invest heavily in their employees, planes and equipment. The proposal's significant reduction in the corporate rate and its depreciation provisions offer the incentives to continue and accelerate the significant investments already underway throughout the industry.



AIRPORTS



Sacramento Airport Celebrates Opening of 8.9 Megawatt Solar Facility

SOURCE: SACRAMENTO COUNTY DEPARTMENT OF AIRPORTS DEC 15, 2017



Photo credit: Borrego Solar

Sacramento International Airport officials and community representatives on Dec. 14, celebrated the opening of a new solar facility which is expected to provide more than 30 percent of the airport's electricity. It is the largest on-airport solar facility in California

The airport had no costs for construction. The capital investment was provided by NRG, which financed construction by Borrego Solar. NRG owns and operates the facility and will sell electricity to Sacramento International Airport at a reduced rate under a Power Purchase Agreement (PPA).

Projected cost savings from the project are an average of \$850,000 annually throughout the 25-year term of the agreement.

The 7.9 megawatt solar farm consists of a 15-acre east site on Aviation Drive and a 20-acre site north of the runway. The facility is comprised of more than 23,000 LG solar panels mounted on NEXTracker racking that tracks the sun's path from east to west over the course of the day, maximizing efficiency and energy production.

The electricity generated by the facility is enough to power 1,600 homes a year.

Solar arrays have been producing energy since Nov. 30. Today's event, taking place on a crisp, sunny Sacramento morning, was a celebration of months of hard work and collaboration.

"This is an exciting development for the Sacramento International Airport. By partnering with a private company, we have a source of clean, renewable energy that will save money and furthers our commitment to sustainable practices," said John Wheat, Director of Airports for the Sacramento County Department of Airports. "It's truly a win-win scenario."

"Over 10 million travelers fly in and out of Sacramento Airport each year who will now be able to see the value of solar at work and witness the airport's commitment to clean, reliable, renewable energy," said Kevin Prince, Sr. Director of Business Development, NRG Renewables. "The airport and county had the vision to embrace solar technology. With this system now operational, we can offset one-third of the airport's annual load and, on certain days like today, offset the entire electricity needs of the airport."

Borrego Solar Systems, a leading national developer, designer, installer and operator of commercial solar and energy storage systems developed and built the arrays.

"By adopting solar, Sacramento Airport has not only made a prudent financial decision, but has also taken action to reduce its environmental impact. The solar energy produced over the life of the system will offset nearly 289,000 metric tons of harmful carbon dioxide equivalents – this is the same amount that would be offset by taking nearly 62,000 cars off the road," said Jackie Pitera, a senior member of Borrego Solar's project development team.

"I want to congratulate airport leadership on a successful project and working with our operations team and NRG to get a solar project up and running in just six months of construction."

AIRLINES

Delta CEO to Seek Repayment from Atlanta Airport Outage

KELLY YAMANOUCHI ON DEC 21, 2017

SOURCE: MCCLATCHY

Dec. 20--Delta Air Lines CEO Ed Bastian said he found it "shocking" that it took nearly 12 hours to get the power back on at Hartsfield-Jackson International Airport -- and he plans to seek compensation for the airline's lost revenue.

The stern comments from the head of Atlanta's largest airline signal that the crisis this week sparked discord between some of the Southeast's most powerful entities: Delta, Georgia Power, Hartsfield-Jackson Airport and the City of Atlanta.

"It was a very difficult experience. And it was shocking, candidly, that it took so long to get the power back on," he said. "I know they worked hard to deliver, but to be out of power for almost 12 hours is unbelievable."

During an exclusive interview with The Atlanta Journal-Constitution at a Delta 747 farewell event Tuesday evening, Bastian said: "We will certainly be seeking the opportunity to have a conversation, and then seek reimbursement.... I don't know whose responsibility it is between the airport and Georgia Power, but we're going to have conversations with both of them."

Bastian said the airline may have lost \$25 million to \$50 million of revenue as a result of the power outage that hit the world's busiest airport on Sunday. That doesn't include additional costs incurred by Delta, which canceled 1,400 flights and is reimbursing passengers for Sunday night hotel stays.

"We have a lot of people at the start of the business week that didn't take their trips" because of the outage, Bastian said.

A spokeswoman for Atlanta Mayor Kasim Reed's office responded: "We look forward to collaborating with our partners, including Delta Airlines, to address Sunday's outage and identify measures to prevent future incidents."

To be sure, many Delta passengers have also been frustrated at the impact on their lives of the flight cancellations, including extra expenses for meals, lost wages and missed events.

Amid criticism of the limited information that trickled out from the city and the airport as the power outage progressed into multiple hours on Sunday, Delta's chief also emphasized the importance of communication.

The airline has suffered through its own debacles leading to thousands of flight cancellations, including in the wake of a thunderstorm earlier this year and after a computer system outage last year.

"Having been there myself in a crisis, the most important thing is to stay visible, to let people know what you know, even if you don't have all the answers -- and to make certain you take responsibility," Bastian said. "We'll work aggressively on whatever fixes need to be installed to make sure it doesn't happen again."

During a meltdown of Delta's operation in April in the wake of a thunderstorm, the airline came under fire. Bastian was in Augusta for an event at the Masters Golf Tournament on the day of the storms, then flew to his Florida residence where he has a home office. Meanwhile, his chief operating officer Gil West handled the response in Atlanta and issued a statement apologizing to customers.

In the wake of this week's power outage, Bastian said he was concerned about the impact on the airline's passengers, employees and reputation. "Certainly the impact on our customers and our people and our brand was not good," Bastian said.

Bastian said the airline wasn't able to tell its customers how long it might take to get the power back on "other than what Georgia Power was telling us -- because we didn't have responsibility for it."

Delta, the dominant airline at Hartsfield-Jackson, is also pushing for more information about the cause of the incident, including what backups failed. Bastian said when he talked to Georgia Power the day after the power outage, "they still didn't have all the answers."

"I think we need to have a full postmortem as to what happened," Bastian said. "We haven't had the chance yet to sit down and fully understand what everyone could have done better."

Bastian said he plans to meet with Atlanta Mayor-elect Keisha Lance Bottoms on the matter soon after she takes office next month.

"Certainly we'll be looking to meet with our new mayor early in January to be able to take her through that discussion," he said.

Georgia Power CEO Paul Bowers committed to Delta to have a backup in place for the power system at the Atlanta airport by Friday, he added.

"I told Paul that we need to make certain that we learn from this, that we never experience this either here in Atlanta or any of the other big airports," Bastian said.

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AIRLINES

American Airlines Takes Steps to Address NAACP's Concerns

CONOR SHINE ON DEC 5, 2017

SOURCE: THE DALLAS MORNING NEWS

A month after the NAACP issued a national travel advisory warning black passengers about traveling with American Airlines, the carrier outlined steps Thursday that include companywide implicit bias training to address the concerns.

American Airlines listed four steps it plans to take after a Thursday meeting with the NAACP at its Fort Worth headquarters, the second meeting since the Baltimore-based civil rights organization raised concerns about the carrier's treatment of minority passengers.

Read more: <https://www.dallasnews.com/business/american-airlines/2017/11/30/american-airlines-plans-implicit-bias-training-improved-complaint-process-address-naacps-racial-discrimination-concerns>

AIRLINES

Regional Airline Association Calls on the Department of Transportation to Improve Aviation Safety, Support Pilot Career Path

SOURCE: REGIONAL AIRLINE ASSOCIATION (RAA) DEC 5, 2017

WASHINGTON – The Regional Airline Association (RAA), which represents 22 North American regional airlines, urged the Federal Aviation Administration to approve additional, safety-enhancing structured training pathways for Part 121 airline first officers. In comments addressed to the Department of Transportation on Nov. 31, RAA asked the FAA to modify 14 CFR 61.160 and use its existing authority to approve more pathways.

Since the First Officer Qualification (FOQ) Rule was implemented in 2013, empirical data has proven that structured training pathways, which are allowed under today's regulations but approved in limited circumstances, actually produce the most proficient pilots. Creating additional structured training pathways will continue to improve aviation safety while simultaneously increasing the supply of future pilots.

The U.S. currently faces a growing shortage of commercial airline pilots. Regulatory obstacles and high training costs are barring entry to the career during a period of unprecedented major airline hiring. With too few pilots to serve all of today's routes, the regional airline industry is contracting.

Regional airlines provide the only source of scheduled, commercial air service to two-thirds of U.S. airports. As the industry continues to contract, hundreds of U.S. communities already have lost air connectivity and frequency, and many communities have lost all air service. Without intervention, these impacts will worsen.

"Improving aviation safety and reopening the pilot career path are not mutually exclusive objectives," said RAA President Faye Malarkey Black. "We urge the FAA to review the available data and carefully evaluate additional pathways, approving them where they will enhance safety."

More information about the proposed modification can be found at "RAA Comments" filed with DOT at <http://ow.ly/UNVH30h1BGB> and "Pilot Workforce and Training Solutions" at <http://ow.ly/DONY30h1Bpy>.

About the RAA:

The Regional Airline Association (RAA) provides a unified voice of advocacy for North American regional airlines aimed at promoting a safe, reliable and robust regional airline industry. The RAA serves as an important support network connecting regional airlines, industry business partners and government regulators in bolstering the industry as well as promoting regional airline interests in a changing business and policy environment.



TECH & SECURITY

Transforming IT Infrastructure to Offer Best-in-Class Airport Services: A Look into Fraport AG

BY SEAN GRAHAM ON DEC 6, 2017

Device ID	Type	Port to use	Port to use in case	Language	Building	Floor	Room	Label
1001-0001	1001-0001	1001-0001	1001-0001	1001-0001	1001-0001	1001-0001	1001-0001	1001-0001
1001-0002	1001-0002	1001-0002	1001-0002	1001-0002	1001-0002	1001-0002	1001-0002	1001-0002
1001-0003	1001-0003	1001-0003	1001-0003	1001-0003	1001-0003	1001-0003	1001-0003	1001-0003
1001-0004	1001-0004	1001-0004	1001-0004	1001-0004	1001-0004	1001-0004	1001-0004	1001-0004
1001-0005	1001-0005	1001-0005	1001-0005	1001-0005	1001-0005	1001-0005	1001-0005	1001-0005
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1001-0017	1001-0017	1001-0017	1001-0017	1001-0017	1001-0017	1001-0017	1001-0017	1001-0017
1001-0018	1001-0018	1001-0018	1001-0018	1001-0018	1001-0018	1001-0018	1001-0018	1001-0018
1001-0019	1001-0019	1001-0019	1001-0019	1001-0019	1001-0019	1001-0019	1001-0019	1001-0019
1001-0020	1001-0020	1001-0020	1001-0020	1001-0020	1001-0020	1001-0020	1001-0020	1001-0020

Port Utilization Report

Photo credit: FNT

As airlines, retail customers and passengers all require high-quality, uninterrupted services – major international airports place high demands on network infrastructure and solutions for its around-the-clock operations. Although network infrastructure and IT services are mission-critical for maintaining a competitive edge, they involve increasing investments and substantial risks. Common challenges for airport businesses include the documentation and proper management of retail and consumer activities as well as the provisioning of the IT infrastructure needed for those services. To ensure operations consistently run smoothly and provide high availability at all times, network managers must optimize the management of all IT components from the network, to terminal devices, servers, storage, software, and applications within one central data model.

Fraport AG, operator of Frankfurt Airport, is a leader in the global airport business offering a full range of integrated airport management services. As Frankfurt Airport is the third largest airport in Europe, it has extensive IT infrastructure to ensure seamless flight operations behind the scenes. The large-scale infrastructure links structured cabling over 500 buildings with approximately 36,000 rooms.

Within the infrastructure, Fraport monitors 47,000 km of fiber optic cables, 157,000 junction boxes, 26,000 active LAN ports, 4,000 routers and managed switches, around 8,000 PCs, 16,000 telephones and faxes, plus 600 WLAN access points which supplies about 2,000 clients with wireless connectivity.

Beyond the sheer mass of equipment, the complexity of this IT environment requires that Fraport monitors and manages a variety of technologies such as a local area network (LAN), telephony and access control systems for fire and intrusion detectors, elevator emergency systems, surveillance cameras, monitors in terminals, and systems for baggage transportation and screening. As operations must run smoothly seven days a week – maximum availability is required.

To gain full transparency into their complex cable networks, Fraport needed a comprehensive, high-performance infrastructure management solution.

Fraport implemented FNT Command to gain complete visibility into every network asset and effectively manage Frankfurt Airport's IT, cable network and telecommunications infrastructure. Furthermore, airport IT operations utilizes the data to optimize resolution processes and predict interactions between networks, servers, workstations, and software management from both a technological and business viewpoint.

To ensure high availability, Fraport operates the data center information management solution on redundant systems for approximately 200 internal and external users. Since every user has access rights set according to their role, the system can automatically determine whether a planned procedure is possible and which passive and active components are required.

"FNT Command is the central memory of our communications infrastructure and manages approximately 400,000 connections and patches," said Klaus Schultz-Fademrecht, Senior Networks Manager of Fraport AG.

Since Fraport redundantly interfaced all critical systems and routing connections via different cable trays, their network of 26,000 LAN connections has successfully achieved availability of 99.999 percent. Other multi-layered benefits of the implemented IT infrastructure management solution have included transparent documentation and a reliable basis for planning across all systems.

"If, for example, an excavator severs a group of cables due to extensive construction, the systems will not be affected," said Schultz-Fademrecht. "However, in such a case, we need to quickly determine which cables and systems are affected. Now, an email is automatically generated which graphically displays the affected areas."

Additionally, Fraport benefits from more efficient debugging as the airport houses numerous walkable cable ducts. In the event of a cable malfunction, it is necessary to know immediately which cable tray a cable is located on, which building is affected, where the cable goes into the duct and where it comes out again. This transparency eliminates faults and sends the required information directly to external on-call personnel.

"Prior to FNT Command, I was forced to send personnel to the field to check whether we still had space in the cabinet, where the patch panel was located, what the internal structure of the cabinet was, or how the power supply and UPS were implemented," Schultz-Fademrecht said. "The direct retrieval of information saves us an enormous amount of expensive traveling time – especially as our personnel frequently had to pass security controls."

Overall, major international airports like Frankfurt need a comprehensive, end-to-end, integrated data model and central repository for the fast documentation and planning of their entire IT infrastructure. In addition to supporting IT assets, an integrated data model and server management ultimately optimizes IT processes and lower IT costs, thus transforming infrastructure to provide best-in-class service. This enables Fraport to proactively manage its airport operations and keep pace with the dynamic needs of its international customer base.

Sean Graham, General Manager of FNT Software's office in Parsippany, New Jersey, is responsible for operations in North America. FNT Software is a leading provider of integrated software solutions for IT management, cable infrastructure management and telecommunication infrastructure management worldwide. FNT Software has more than 500 customers in various sectors including 8 of the 10 largest airports in Germany.

