



AGENDA

Greenville-Spartanburg Airport Commission Regular Meeting
Greenville-Spartanburg International Airport Board Room
Monday, June 24, 2019
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 May 28, 2019 Regular Meeting Minutes ([document](#))

III. PRESENTATIONS:

- A. Annual Strategic Business Plan Update ([document](#))
- B. Proposed History Alcove in the Grand Hall ([document](#))

IV. OLD BUSINESS: None

V. NEW BUSINESS:

- A. Appointment of a Member to the Airport Environs Planning Commission ([document](#))
- B. Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport District Rules and Regulations ([document](#))
- C. Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport District Minimum Standards ([document](#))
- D. Approval of Roadway and Utilities Project ([document](#))

VI. PRESIDENT/CEO REPORT:

- A. 2019 Air Cargo Europe Exhibition Update
- B. 2019 ACI-NA Concessions Program Awards
- C. 2019 American Society of Landscape Architects Recognition Award – General Design – Airside Garden

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. April 2019 – Traffic Report ([document](#))
- B. April 2019 – Financial Report ([document](#))
- C. May 2019 – Development/Project Status Report ([document](#))
- D. May 2019 – Communications Status Report ([document](#))
- E. May 2019 – Commercial Business and Marketing Report ([document](#))
- F. May 2019 – OSHA Reportable Injury Report ([document](#))
- G. Industry Presentation(s)/Article(s) of Interest ([document](#))
- H. Potential Items for the Next Regular Scheduled Commission Meeting:
 - Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport District Administrative Policies and Procedures
 - Approval of Revisions to the Greenville-Spartanburg Airport Human Resources Policies and Procedures
 - Recognition of Airport Environs Planning Commission Member
 - Appointment of a Member to the Airport Environs Planning Commission
 - Final Rankings Air Service Development RFP
 - Final Rankings Shoe Shine Service RFP
 - Greenville-Spartanburg Airport Commission Meeting Dates/Times for Calendar Year 2020

VIII. COMMISSION MEMBER REPORTS:

IX. EXECUTIVE SESSION:

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

X. ADDITIONAL BUSINESS:

Proposed Approval of Employment Terms and Conditions for President/CEO



XI. 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

May 28, 2019

The Greenville-Spartanburg Airport Commission met on May 28, 2019 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, Leland Burch, Valerie Miller, and Doug Smith

MEMBERS NOT PRESENT: None

STAFF AND LEGAL COUNSEL PRESENT: David Edwards, President/CEO; Kevin Howell, Senior Vice President/COO; Basil Dosunmu, Senior Vice President-Administration and Finance/CFO; Scott Carr, Vice President Commercial Business and Communications (Enviros Area Administrator); Kristie Weatherly, Director of Finance; Bobby Welborn, Police Chief; Tony Lohrman, Fire Chief; Dudley Brown, Public Relations Manager; Betty O. Temple, WBD; Stefanie Hyder, Executive Assistant/Recording Secretary

GUESTS PRESENT: John Mafera, McFarland Johnson; Alex Chambers, Student

CALL TO ORDER: Chair Minor Shaw called the meeting to order at 9:08 a.m.

CONSENT AGENDA: A motion was made, seconded, and unanimous vote received to approve the Consent Agenda as follows:

- A.** The Greenville-Spartanburg Airport Commission March 25, 2019 Regular Meeting Minutes.
- B.** The Greenville-Spartanburg Airport Commission Audit Committee April 29, 2019 Meeting Minutes
- C.** Approval of Final Rankings for External Financial Audit Services

PRESENTATIONS:

- A.** Recognition of Mr. Basil Dosunmu - Leadership Greenville Class 45 Graduate - May 16, 2019

Mr. Edwards recognized Mr. Basil Dosunmu, Senior Vice President Administration and Finance/CFO, for his recent completion of the Leadership Greenville Class of 45 program approximately two weeks ago. The Commission extended their appreciation for Mr. Dosunmu's participation in that program.

Mr. Edwards noted the positive feedback from Greenville Chamber Staff and Mr. Dosunmu's involvement in both Leadership Greenville and the Chamber's Finance Committee.

B. Air Service Development – Passenger Leakage Statistics Update

As a follow-up to the request of the Commission, Mr. Scott Carr, Vice President, Commercial Business and Communications, presented a passenger leakage statistics update. The GSP primary catchment area has a population of 2.3 million. GSP is able to pull a significant amount of traffic throughout the GSP primary catchment area.

On the domestic side, in markets without GSP non-stop service, passengers utilize GSP 40% of the time. In markets with GSP non-stop service, passengers utilize GSP 50% of the time. GSP's domestic leakage is 46% to Charlotte followed by 31% to Atlanta. GSP's international leakage is 44% to Charlotte followed by 43% to Atlanta.

Mr. Carr reviewed the top 15 GSP domestic markets and compared the passengers daily each way (PDEW) from 2017 to 2018. Mr. Carr also reviewed the domestic markets by carrier. Mr. Carr then reviewed the top 15 unserved domestic markets including Boston, LA Basin, and the Bay Area.

The Commission inquired about the timing of the study to which Mr. Carr responded that the study captured second half of Calendar Year 2018. Mr. Edwards also noted the data lag in the information that comes from DOT.

Mr. Carr provided an overview of the top 15 GSP international markets noting a decrease in leakage in nine of those markets. Mr. Carr reviewed the international markets by carrier.

The Commission inquired about data regarding international markets as well as sources of data to which Mr. Carr responded.

Mr. Edwards commented on the leakage map. In the future, Staff would like to provide another update with more of a condensed primary catchment area versus an expanded catchment area. The leakage study conducted in 2009 and 2012 provided more of a condensed catchment area than what was reviewed today. The Commission asked about Asheville capture of the market to which Mr. Edwards responded.

OLD BUSINESS: None

NEW BUSINESS:

A. Approval of Fiscal Year 2019-2020 Airport District Budget

Mr. Basil Dosunmu, Senior Vice President Administration and Finance/CFO, presented to the Commission the FY 2019-2020 Airport District Budget.

Mr. Dosunmu presented financial history and general statistics. Between 1963 and 2018, GSP has experienced an average annual growth rate of 4.9%. Enplanements in FY 2018 were 1.1 million. In FY 2019, enplanements are trending at 1,228,500. In FY 2020, the forecast for enplanements is 1,253,000.

Mr. Dosunmu discussed the proposed FY 2019/2020 O&M Budget. The operating revenue budget is expected to increase to \$48,892,500, a \$8.1M or a 19.9% increase over FYE 6-30-2019. Factors contributing to the increase include space and ground rentals, auto parking, concessions, other income, and fuel sales.

The operating expenses budget is expected to increase to \$30,703,600, a \$3.3M or a 12.1% increase over FYE 6-30-2019. Factors contributing to the increase include personnel and benefit costs to include a performance pay program, professional services, administrative expenses, and contractual services.

The projected net operating income for FY 2019/2020 is \$18.2M compared to FY 2018/2019 budget of \$13.4M.

Mr. Dosunmu provided the rates and charges overview. For FY 2019/2020, the cost per enplaned passenger (CPE) is projected at \$6.54. The terminal building rental rate per square foot for FY 2020 is \$40.86 and the landing fee per 1,000 pounds is \$1.49. The Commission inquired about CPE costs and expenses related to Southwest and United Airlines to which Mr. Dosunmu and Mr. Edwards responded. The driving force for the increase in revenue is the increase in the numbers of turns rather than the cost per turn.

Mr. Dosunmu highlighted the O&M budget assumptions in the proposed FY 2019/2020 budget. Assumptions include passenger enplanements of 1,253,000, an increase in terminal maintenance costs, an increase in FBO operations, an expansion of Senator and associated long haul cargo operations, recruitment of personnel, an increase in space to support air cargo operations, implementation of a performance pay program, and an increase in the Economy Parking rate from \$6/day to \$7/day. Mr. Dosunmu noted that there has been no change in investment policy but continues see an uptake in yield with an average this year of 1.9%. The last assumption is the implementation of \$4.50 passenger facility charge program.

Mr. Dosunmu reviewed sources of revenue as well as operating expenses by category and then presented the proposed FY 2019/2020 Capital Budget. Capital projects approved in prior fiscal years and carried forward into FYE 6-30-2020 total \$44,671,834. The new proposed capital budget, including capital improvements, equipment and small capital outlays, renewal and replacement and professional service projects, is \$27,034,150. The Commission inquired about the list of capital budget items to which Mr. Edwards responded.

Mr. Dosunmu stated that the Other O&M Reserve Funds provisional budget includes \$750,000 for emergency repair/replacement/operations funds and \$1,000,000 for business development/agreement obligations and incentives.

Mr. Dosunmu reviewed the Land Development and Cerulean Profit and Loss (P&L) statements.

Mr. Dosunmu concluded the budget presentation with discussion related to the FY 2019/2020 budget/investment plan, the historical and projected investment plan, the Line of Credit, and the 5-year fund balance financial forecast.

The Commission inquired about income and expenses associated with the third parking garage to which both Mr. Dosunmu and Mr. Edwards responded. The Commission further inquired about the landscape plan, Valet Parking, performance bonus program metrics, and the passenger facility charge program to which Mr. Edwards, Mr. Howell, and Mr. Dosunmu responded.

There was a motion to resolve to adopt the Fiscal Year 2019/2020 Budget. The motion was seconded and unanimously approved.

B. Approval to Implement a Passenger Facility Charge (PFC) Program

Mr. Basil Dosunmu, Senior Vice President Administration and Finance/CFO, presented to the Commission the approval to implement a Passenger Facility Charge (PFC) program.

At the Commission meeting held on November 19, 2018, the Commission adopted the final Greenville-Spartanburg International Airport (GSP) Master Plan presented by McFarland Johnson. The Airport Master Plan includes projects and associated costs for Phase I (0-5 years - \$153.6 million). The Airport Master Plan assumed PFC funding for airport infrastructure improvement projects. In five years, \$20.4 million in non-operating revenues will be generated from the PFC program if it is implemented at a \$4.50 level. Airports use these fees to fund FAA-approved projects that enhance safety, security, and capacity at the airport.

Staff has identified projects totaling \$52,254,994 over the next five years of which \$20,378,025 would be PFC eligible.

Mr. Dosunmu indicated that the Airport District would be responsible to notify air carriers that operate at GSP the Intent to Impose and Use PFC, issue a public notice of GSP Intent to Impose and Use PFC, and consult with the air carriers the Intent to Impose and Use PFC revenue and review the listing of projects.

There was a motion to (1) approve the implementation of a Passenger Facility Charge (PFC) Program at a \$4.50 level; and (2) authorize the President/CEO to execute all necessary documents. The motion was seconded and unanimously approved.

In response to the Commission's request to keep them informed of the process, Mr. Edwards anticipates implementation of the program by January 2020.

C. Approval of a Budget Amendment for the Cargo Apron Project

Mr. Kevin Howell, Senior Vice President/COO, presented the budget amendment for the cargo apron project.

The Cargo Apron Project designed by WK Dickson and currently under construction with McCarthy Improvement (MCI) includes the construction of a new cargo apron and associated connector taxiway to serve the new Air Cargo facility currently under construction by Haskell.

The original construction phase budget for the project of \$16,636,704.48 was approved on March 19, 2018. A budget amendment was later approved on September 10, 2018 increasing the construction phase budget by \$1,610,145.32.

The current approved project budget is \$18,246,849.80 and is partially funded with a combination of AIP entitlement and discretionary funds under two AIP grant agreements totaling \$17,531,885. The current District share is \$714,964.80. The Commission inquired about the additional project costs to which Mr. Howell responded.

Based on the mediation settlement, extended CA/RPR services and projections of various quantity overruns and remaining additional project costs including rock excavation, etc., the project team estimates \$1,194,620 of costs over the currently approved construction phase budget. A 5% contingency brings the necessary budget amendment to an increase of \$1,250,000.00.

The cost overruns and extended CA/RPR services are considered AIP eligible and the District will be applying for a grant amendment to cover 90% of these costs upon close out of the cargo apron project. If the additional costs are covered at 90% with AIP funds, the District's share would be approximately \$125,000.

There was a motion to (1) approve a project budget increase of \$1,250,000 for the Cargo Apron Project; and (2) authorize the President/CEO to execute all necessary documents. The motion was seconded and unanimously approved.

PRESIDENT/CEO REPORT:

Aviation Industry Update:

The Passenger Facility Charge (PFC) continues to remain a topic of discussion.

Airlines continue to be profitable. Discussions related to the grounding of the 737 Max's and their impacts are ongoing. GSP has not experienced any direct impacts.

State Legislative Issues Update:

The Guide Dog/Emotional Support Animal (ESA) Bill passed through the Legislature this year and was signed by the Governor. This provides the District the ability to set regulations as it relates to guide dogs as well as Emotional Support Animals in the airport terminal. The District had support from both Senator Talley and Senator Campbell on the Bill. The Bill does impose civil penalties related to violations of the Bill's provisions.

Additionally, Mr. Edwards drafted a Bill seeking changes to the alcohol laws to address the sale of alcohol in the terminal facilities. While the Bill was not introduced this past legislative session, Senator Campbell has indicated that he will prefile the Bill in the fall for next session.

New Air Traffic Control Tower Update:

Mr. Edwards, Mr. Howell, and Mr. Kossover were in New Jersey last week attending a three-day session with the FAA regarding site locations for a new air traffic control tower. Three preferred sites were determined. GSP Air Traffic Control Tower Staff were also at the meeting. A cost-benefit analysis on those three sites will be conducted. The FAA has scheduled AFTIL 2 for the first week in November.

TSA Certificate of Appreciation:

Mr. Edwards noted that the Airport District received a Certificate of Appreciation from TSA for the District's efforts during the government closure.

Concessions Awards:

At the last Commission meeting, Mr. Scott Carr briefed the Commission on the District's recent concessions awards. Mr. Edwards noted that he will be traveling to an ACI Conference in Scottsdale in a couple of weeks to accept another award on behalf of GSP Airport District.

COMMISSIONER'S REPORT:

In response to Mr. Barnet, Mr. Edwards stated that he addressed the Victor Hill Road closure email and responded on behalf of the Chair. Mr. Carr indicated that Staff is waiting on a traffic study and for the City of Greer to schedule the hearings.

Four GSP Commissioners attended the ACI-NA/AAAE Airport Board and Commissioner's Conference in San Francisco May 6-8, 2019. Mr. Burch commented on PFC legislation and FAA land management. Mrs. Miller commented on the PFC as well.

EXECUTIVE SESSION:

There being no further business, a motion was made, seconded, and carried to go into Executive Session at 10:47 a.m. for the purpose of discussing a contractual matter.

ADJOURNMENT:

At approximately 12:22 p.m., public session resumed with no action being taken in Executive Session.

The meeting was adjourned at approximately 12:23. The next meeting is scheduled for June 24, 2019 at 9:00 a.m.

SIGNATURE OF PREPARER:

Stefanie Hyder



MEMORANDUM

TO: Members of the Airport Commission

FROM: David Edwards, President/CEO

DATE: June 24, 2019

ITEM DESCRIPTION – Presentation Item A

Annual Strategic Business Plan Update

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.

Dr. Steve Van Beek from SDG will provide a presentation to the Commission recapping the performance results for Fiscal Year 2018-2019 and updating the performance measures for Fiscal Year 2019-2020. Dr. Van Beek will also provide a general update on the current status of the aviation industry.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Scott C. Carr, A.A.E., Vice President – Commercial Business & Communications

DATE: June 24, 2019

ITEM DESCRIPTION – PRESENTATION ITEM B

Proposed History Alcove in the Grand Hall

BACKGROUND

Through the completion of the Wingspan terminal building renovation project, the Grand Hall has two approximately 400 square foot alcoves located at the north and south ends of this public space.

As a part of the design process for Wingspan, the Airport Commission had identified the northern alcove for an exhibit area outlining the rich history of the Airport. This is located adjacent to the MAG Escape Lounge.

Airport District Staff has contracted with Jack Porter of Greenville to develop schematic design of this history exhibit. Staff will present various design concepts that have been developed for the alcove.

The intent of this presentation is to gain feedback and ultimately direction from the Airport Commission so that Staff can work with Jack Porter to finalize a single design concept.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Scott C. Carr, A.A.E., Vice President – Commercial Business & Communications

DATE: June 24, 2019

ITEM DESCRIPTION – New Business Item A

Appointment of a Member to the Airport Environs Planning Commission

BACKGROUND

The Airport Environs Planning Commission is made up of nine Board Members, two from Spartanburg County, two from Greenville County, two from the City of Greer, two appointed from the Airport Commission, and one from the Town of Duncan. Members are appointed for two-year terms.

ISSUES

The Airport Commission is responsible for appointing two Board Members to the Airport Environs Planning Commission. Of these two appointments, one member is required to be from Greenville County and the other member from Spartanburg County.

Historically, one of these two members has been a member of the Airport Commission. At the Airport Commission meeting on May 8, 2017, Mr. Hank Ramella, who resides in Spartanburg County, was reappointed for another two-year term.

His term, however, is set to expire on June 30, 2019. Therefore, the Airport Commission needs to reappoint Mr. Ramella to the Airport Environs Planning Commission.

ALTERNATIVES

The Airport Commission could decide to appoint another individual from Spartanburg County to the Airport Environs Planning Commission.



FISCAL IMPACT

None

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission resolve to reappoint Mr. Hank Ramella to the Airport Environs Planning Commission.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Kevin Howell, Senior VP/COO

DATE: June 24, 2019

ITEM DESCRIPTION - New Business Item B

Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport District Rules and Regulations

BACKGROUND

South Carolina Code of Laws, Title 55 – Aeronautics, Chapter 11, Article 3 created the Greenville-Spartanburg Airport District (District) and empowers the District to create and enforce certain rules and regulations. The purpose of the Greenville-Spartanburg International Airport (GSP) Rules and Regulations document (Rules and Regs) is to establish guidelines for the safe and efficient operation of the Airport and associated property owned by the District.

ISSUES

From time to time, Staff reviews and recommends changes to the Rules and Regs to address new issues, update facility changes, maintain compliance with applicable laws and regulations and to clarify policy.

The current Rules and Regs have been reviewed by District Executives and appropriate Directors/Managers to secure input for the proposed revisions.

Attached are the following documents:

- A summary matrix of the proposed substantive changes by Section #.
- A redlined copy of each Section with substantive changes.
- A clean copy of each Section with substantive changes.

In addition, minor grammatical revisions have been made to various Sections, which are not included, as they do not represent a substantive change in the intent of the Rules



and Regulations.

ALTERNATIVES

No alternatives are recommended at this time.

FISCAL IMPACT

There is no direct financial impact from the recommended changes.

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission resolve to readopt the Greenville-Spartanburg Airport District Rules and Regulations with the proposed substantive revisions as outlined in the attached documents.

Attachments

Greenville-Spartanburg Airport District
Rules and Regulations
Change Summary Matrix
June 24, 2019

Section	Subject	Comments
1	Definitions	<ul style="list-style-type: none"> Additional definitions related to Service Animals and Emotional Support Animals
2	General Information	<ul style="list-style-type: none"> Clarified violations of the Rules and Regulations may result in citations triable in Magistrate Court
3	Commercial Activity	<ul style="list-style-type: none"> Clarifications of intent for certificated part 121 air carriers to provide prior notification and required documents Added stormwater and oil pollution prevention requirements Added fire prevention and inspection requirements
4	Designated & Restricted Areas	<ul style="list-style-type: none"> Changes related to new cargo apron and new designations Updated weight limit restrictions and pavement classification numbers
5	Aircraft Operations	<ul style="list-style-type: none"> Updates related to unmanned aircraft systems (UAS) based on current FAA regulations and guidance Clarified engine run up coordination with airport operations Changes related to taxiing and tugging aircraft based on FAA regulations Modified "reasonable" to "applicable" fees for FBO based on changes related to District owned/operated FBO
6	Movement & Non-Movement Area Operations	<ul style="list-style-type: none"> Updates to authorized driver and authorized vehicle requirement Added right of way for fueling trucks
7	Motor Vehicle & Traffic Rules	<ul style="list-style-type: none"> Added rules related to the Cell Phone Parking Lot
9	Conduct of the Public	<ul style="list-style-type: none"> Additions and clarifications related to firearms Added ability to confiscate firearms as allowed by state laws Clarifications on sale of alcoholic beverages Addition of rules related to smoking and the use of smokeless tobacco Addition of rules related to service animals and animals not recognized by ADA

Rules and Regulations

Section 1 – Definitions

Electronic Cigarette – A device containing a nicotine-based or other liquid that is vaporized and inhaled, simulating the experience of smoking tobacco.

Emotional Support Animal – Animals that provide comfort or emotional support but are not trained to work or perform tasks.

Employee Parking Lot – The designated area where employees of the District; tenants; the Federal Aviation Administration; and all those permitted by the President/CEO, or his designee, may leave their vehicles while at the Airport for the purposes of employment on the Airport.

Federal Aviation Regulations (FAR's) – Rules prescribed by the Federal Aviation Administration (FAA) governing all aviation activities in the United States.

Foreign Object Debris (FOD) – Any object, live or not, located in an inappropriate location in the airport environment that has the capacity to injure airport or airline personnel and damage aircraft.

Fuel Storage Area – Any area designated by the District, where aviation fuel, automobile fuel, jet fuel, or any other type of fuel may be stored.

Greenville-Spartanburg Airport District (District) – Areas within the counties of Greenville and Spartanburg constituted as an airport district and political subdivision of the State of South Carolina.

Greenville-Spartanburg International Airport (GSP) - Areas of land or water that are used or intended to be used for the landing and takeoff of aircraft, and includes its buildings, facilities, and land holdings.

Loading Zone – Any area reserved for the exclusive use of vehicles while actually engaged in loading or unloading freight, mail, baggage and supplies.

Movement Area – The runways, taxiways and other areas of the Airport that are used for taxiing, takeoff and landing of aircraft, exclusive of loading ramps and aircraft parking areas controlled by the ATCT.

Non-Movement Area – Taxiways and apron (ramp) areas not under control of the Air Traffic Control Tower.

Non-Tenant Business – A business granted permission via a Non-Tenant Agreement to operate at the Airport but does not have a concession contract or lease granting the privilege of having offices or other facilities at the Airport from which to conduct business, unless specified in the individual non-tenant agreement.

Rules and Regulations

Section 1 – Definitions

Passenger Loading Zone – Areas reserved for the exclusive use of vehicles while actually engaged in loading or unloading passengers and baggage.

Permission – The right or ability granted by the President/CEO, or their designee. Permission, whenever required by these rules and regulations, shall always mean written permission, unless the obtaining of written permission would not be practical.

Person – Any individual, firm, partnership, co-partnership, corporation, trust, association or company (including any assignee, receiver, trustee, or similar representatives thereof) or the United States of America, any State or political subdivision thereof, any foreign government, or the United Nations.

Public Vehicular Parking Area – Any portion of the Airport designated and made available, temporarily or permanently, by the District for the public parking of vehicles.

Security Identification Display Area (SIDA) – The portion of an airport, specified in the Airport Security Program, in which security measures specified in Title 49 of the Code of Federal Regulations are carried out. This area includes the secured area and may include other areas of the Airport.

Service Animal - An animal as defined by ADA, that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Other species of animals, whether wild or domestic, trained or untrained, are not considered service animals. The prime deterrent effects of an animal's presence and the provision of emotional support, well-being, comfort, or companionship are not considered work or tasks under the definition of a service animal.

Shuttle – A motor vehicle that travels regularly between two places.

Skycap – Any person under contract with airlines serving the Airport to accept baggage curbside from departing passengers and assist those arriving, accepting gratuities for their services.

Taxicab – A vehicle operated for compensation, including any kind of donation, which receives passengers to be driven to another destination. This includes any for hire service summoned on any mobile or online application service or company.

Rules and Regulations

Section 2 – General Information

and in the Office of the Secretary of State in accordance with Chapter 23, Title 1.

The Commission is authorized to employ police officers commissioned by the Governor to enforce all laws and the rules and regulations authorized in this section, and these officers shall be authorized to issue summonses for violations in the manner authorized for state highway patrolmen. Violations of a law, a rule, or regulation of the Commission within the jurisdiction of the Circuit Court of Spartanburg shall be tried in that court. Violations not within the jurisdiction of that court shall be tried by any magistrate or other court of competent jurisdiction. A person who willfully or intentionally violates the rules and regulations of the Commission is guilty of a misdemeanor, and upon conviction, must be fined not more than two hundred dollars, or as otherwise provided by law, or be imprisoned for not more than thirty days.

2.4 Liability

The District, its agents or employees assumes no responsibility or liability for loss, injury or damage to persons or property on the Airport or using Airport facilities, by reason of fire, theft, vandalism, wind, flood, earthquake or collision damage, nor does it assume any liability by reason of injury to persons or property while using the facilities of the District.

2.5 Penalties

Violations of the Rules and Regulations may result in a citation triable in Magistrate Court.

Rules and Regulations

Section 3 – Commercial Activity

3.10 Use or Occupancy of Airport Operations Area (AOA)

No person shall use or occupy an Airport operations area unless the activity is in conjunction with: servicing of tenants, concessionaires, airlines, activities associated with airlines, governmental agencies, or a purpose connected with the maintenance and operation of the Airport.

3.11 Authority to Deny Use

The President/CEO or their designee may deny the use of the Airport to any aircraft, ~~or~~ pilot or personnel violating District or FAA regulations, whether the violation occurred at this Airport or another.

3.12 Use of Airport as Base

The basing and operation of personnel and company owned aircraft at the Airport will be by written agreement with the District or Fixed Base Operator. If such aircraft are used for hire or other commercial purposes all applicable permits and fees must be paid to the District.

3.13 ~~Supplemental~~ Certificated Part 121 Air Carrier

- a. Any ~~supplemental~~ certificated part 121 air carrier wishing to enplane or deplane passengers or cargo must notify the President/CEO, or their designee no less than 24 hours prior to arrival. Information required includes:

- (1) Company operating the flight
- (2) Type and registration number of aircraft
- (3) Estimated time of arrival and departure to and from GSP
- (4) Destination from GSP
- (5) Number of passengers and their organization
- (6) Insurance certificate

Unless a contract or lease with the District is in place, the current schedule of fees shall apply.

3.14 Ground Transportation

- a. No individual or entity, other than authorized concessionaires, may operate any taxicab, shuttle, courtesy vehicle, bus, personal vehicle, or rental car for the purpose of carrying passengers for hire from the Airport unless such operation is with the approval of the President/CEO, or their designee and under such terms and conditions as prescribed by the District.

Rules and Regulations

Section 3 – Commercial Activity

- b. All individuals, partnerships, LLC or corporations operating for hire and courtesy vehicle services must have a Non-Tenant Business Permit or be under contract with the District.
 - i. Operators of for hire and courtesy vehicles without a Non-Tenant Business Permit or contract from the District may unload passengers who made prior arrangements. Operators of these vehicles may not solicit business or load passengers even if prior arrangements were made.
 - ii. Operators with a Non-Tenant Business Permit may not cruise or solicit business from Airport property but may load passengers, if prior arrangements were made.
- c. All for hire vehicles must hold a Class C – Certificate of Public Conveyance and Necessity issued by the South Carolina Public Service Commission.
- d. All permittees shall abide by all federal and state laws as well as all Airport Rules and Regulations.
- e. Operators must be clearly identifiable to the public as employees of the non-tenant operator.
- f. Vehicles will park or stand in designated areas to wait for arriving passengers. Non-tenant vehicles may pull to the front curb to actively load/unload only.

3.15 Penalties

Violations of Section 3.14 may result in a citation triable in Magistrate Court and/or paying permit and pickup fees.

3.16 Stormwater and Oil Pollution Prevention

Any airport tenants, including air passenger or cargo companies, Fixed Based Operators (FBOs), and other parties who routinely perform industrial activities, to include servicing aircraft lavatories, on airport property must comply with the Airport District Stormwater Pollution Prevention Plan (SWPPP).

Any user and/or operator at the airport of facilities that could possibly discharge oil in harmful quantities must comply with the Airport District Spill Prevention Control and Countermeasure Plan (SPCC). All spills must be reported to the Airport Operations Center and cleaned-up by the agency responsible for creating the spill.

Rules and Regulations

Section 3 – Commercial Activity

3.167 Fire Prevention and Inspections

- a. The most recent edition of the International Building Codes adopted by the South Carolina Buildings Code Council, with revisions, is hereby adopted by the District for the purpose of:
 - i. Facilitating proper inspection activities relating to the construction and maintenance of buildings within the District and relating to public safety, health, and general welfare.
 - ii. Regulating and governing the safeguarding of life and property from fire and explosion hazards arising from storage, handling, and use of hazardous substances, material and devices, and from conditions hazardous to life or property.
- b. ~~e.~~ The most recent edition of the National Fire Protection Association (NFPA), with revisions, is hereby adopted by the District for the purpose of proper fire safety procedures relating to the protection of persons, aircraft, and property.

Rules and Regulations

Section 4 – Designated & Restricted Areas

Section 4 – Designated & Restricted Areas

4.1 Itinerant Ramp

The Itinerant Ramp is for the parking and storing of aircraft; servicing aircraft with fuel, lubricants, and other supplies; and making minor or emergency repairs to aircraft. [Use of the Itinerant Ramp shall be prior coordinated with Airport Operations.](#) A ramp use fee may be charged by the District.

4.2 Fixed Base Operator Ramp

The FBO Ramp is for the loading and unloading of passengers, cargo, and supplies to or from aircraft; servicing aircraft with fuel, lubricants, and supplies; and for the parking of equipment actively used in connection with such operations. [Use of the FBO Ramp shall be prior coordinated with the FBO.](#)

4.3 Passenger Ramp

The Passenger Ramp is for the loading and unloading of passengers, cargo, ~~mail~~, and supplies to and from aircraft; servicing aircraft with fuel, lubricants, and supplies; and for the parking of equipment actively used in connection with such operations. [The Passenger Ramp shall be prior coordinated with Airport Operations.](#)

4.4 ~~South-South~~ Cargo Ramp (L2)

The South Cargo Ramp is for the loading and unloading of passengers when a gate is not available, the unloading of commercial international passengers into the U.S. Customs – Federal Inspection Services facility unloading and loading cargo, servicing aircraft with fuel, lubricants, and supplies, and the temporary parking of diverted aircraft. [The South Cargo Ramp shall be prior coordinated with Airport Operations.](#)

4.5 Center Cargo Ramp (L8)

[The Center Cargo Ramp is for the loading and unloading of cargo, domestic and international, and occasional processing of passengers; servicing aircraft with fuel, lubricants, and supplies and the temporary parking of diverted aircraft. The Center Cargo Ramp shall be prior coordinated with Cerulean Commercial Aviation.](#)

4.6~~5-North~~ ~~North~~ Cargo Ramp (L9)

Rules and Regulations

Section 4 – Designated & Restricted Areas

~~The North~~ The North Cargo Ramp is for the loading and unloading of passengers and cargo, the inspection of private international aircraft and passengers entering into the U.S. Customs – Federal Inspection Services facility, servicing aircraft with fuel, lubricants, and supplies, and the temporary parking of diverted aircraft. The North Cargo Ramp shall be prior coordinated with Airport Operations.

4.6-7 Restricted Areas

- a. All areas of the Airport are restricted except those areas open to the public. No person shall enter upon a runway, taxiway, ramp, airline office, concourse, aircraft hangar, cargo facility, Air Traffic Control Tower, or through an aircraft boarding door except:
- (1) Authorized, badged employees of the Airport
 - (2) Authorized employees of the FAA, NTSB, or DHS
 - (3) Passengers enplaning or deplaning an aircraft, under appropriate supervision
 - (4) Escorted individuals with a need to be in a restricted area
 - (5) Emergency personnel responding to an emergency
 - (6) As a means of escape during an emergency

4.7-8 Airport Issued ID Media

Individuals possessing Airport issued ID media will remain in areas they are authorized as indicated by the card color issued to them. If an individual requires access to an area not allowed by their ID, they must be escorted by someone authorized to be in that area and possess an "E" on their ID. Individuals not in possession of their Airport issued ID media **CANNOT** be escorted for any reason.

4.8-9 Weight Limits

The following are ~~the ramp strengths weight bearing capabilities~~ at the Airport: waivers may be approved by the President/CEO or their designee:

Runway 04/22	Pavement Classification Number (PCN) 65 R/B/W/T
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Itinerant Ramp	60,000 pounds dual wheel load
FBO Ramp	60,000 pounds dual wheel load
Passenger Ramp	210,000 pounds dual wheel load
South <u>South</u> Cargo Ramp	753,000 pounds double dual tandem wheel load

Rules and Regulations

Section 4 – Designated & Restricted Areas

Center Cargo Ramp 1,092,000 pounds double dual tandem

North-North Cargo Ramp 753,000 pounds double dual tandem wheel load

4.9-10 Employee Parking

- a. The employee parking lot is for authorized, badged employees of the District and tenants. Use by others must be approved by the President/CEO, or their designee. Transient employees are not authorized to use the employee parking lot.
 - b. Entrance to the employee parking lot is by use of the employee's Airport issued ID media. Entry into the employee parking lot by any other means than the designated entrance is not allowed. The Airport may charge a fee for the use of the employee parking lot.
 - c. Vehicles parked in the employee parking lot must display the approved parking pass issued by the District. Vehicles not displaying the proper parking pass may be ticketed and/or towed at the owner's expense.
 - d. Vehicles must be parked in designated parking spaces only. Vehicles may only occupy one parking space.
- (1) Oversize vehicles and vehicles with trailers may use the employee lot provided there is sufficient space for other employees ~~at~~as determined by the District.

Rules and Regulations

Section 5 – Aircraft Operations

Section 5 – Aircraft Operations

5.1 Closing the Airport

If the conditions of the Airport become unsafe for landings or takeoffs, the President/CEO, or their designee will issue a NOTAM indicating the Airport is closed. The closure NOTAM will be cancelled when conditions allow.

5.2 Refusal of Clearance

The President/CEO, or their designee may delay or restrict the arrival or departure of any flight or other operation at the Airport believed to be a safety or security risk. Instruction to the aircraft will be through the Air Traffic Control Tower when it is open.

5.3 Conformance with FAA Regulations

All aircraft operations conducted at the Airport will conform to the rules and regulations of the FAA.

5.4 Negligent Operation of Aircraft

No person shall operate an aircraft from or on a public landing area, public ramp or apron area, public passenger ramp or apron area, public cargo ramp or apron area, or a public aircraft parking or storage area in a careless or negligent manner. Aircraft that are constructed, equipped or loaded that endanger or are likely to endanger persons or property shall not be operated.

5.5 Motorless, Ultra-Light, & Unmanned Aircraft Systems

- a. Landings and takeoffs by motorless or ultra-light aircraft must have the approval from the Air Traffic Control Tower.
- b. Unmanned aircraft systems (UAS), to include model aircraft, are prohibited from operating within 5 miles of ~~and around~~ the Airport, as specified by Federal Aviation Administration Regulations, without prior approval from FAA Headquarters, the Air Traffic Control Tower ~~and or~~ the President/CEO, or their designee.

Rules and Regulations

Section 5 – Aircraft Operations

5.6 Designated Unsafe Areas

Aircraft will not use any part of the Movement or Non-Movement areas deemed unsafe. These areas will be conspicuously marked and appropriate NOTAM's will be issued.

5.7 Aircraft Demonstrations

Experimental flights or ground demonstrations will not be conducted without the written consent of the President/CEO, or their designee.

5.8 Starting Aircraft Engines

Aircraft engines will only be started when competent authority is at the controls of the aircraft. Chocks will be placed in front of the wheels before starting the engine(s) unless the aircraft has sufficient parking brakes and they are applied. The immediate area around the aircraft will be checked by the aircraft operator for Foreign Object Debris (FOD) prior to engine start.

5.9 Aircraft Engine Run-Up

Aircraft engines may be run-up ~~on-at the North Cargo Ramp, FBO Ramp or other various airport~~ locations as approved by the President/CEO, or their designee. Personnel performing engine run-ups must ensure exhaust velocities are not directed in a manner that could cause personal injury or damage to equipment or facilities. Engines will not be run-up in hangars or when hangars, shops, office spaces, aircraft taxiing, taking off, or landing are in the path of the propeller or jet blast.

5.10 Taxiing and Tugging Aircraft

Aircraft will not be taxied on a movement or non-movement area unless a certified, qualified pilot or A&P mechanic authorized to operate the aircraft being taxied is at the controls. A&P mechanics must be qualified to drive at GSP or escorted by GSP Operations. Aircraft shall not taxi when the jet blast, prop-wash or rotor-wash may cause injury to persons or cause damage to property. Aircraft that cannot safely move under its own power without potentially causing injury or damage should be towed to a location where the operation of the aircraft will not cause injury or damage.

In the case of helicopters, only a certified, qualified helicopter pilot may be at the controls. Aircraft will be taxied only after ascertaining there is no danger of

Rules and Regulations

Section 5 – Aircraft Operations

collision with any person or object. This shall be accomplished by a visual inspection of the area and/or the use of wing walkers.

5.11 Taxiing Speed

Aircraft taxiing will be at safe and reasonable speeds with due regard for other aircraft, persons, and property.

5.12 Taxiing on Turf Areas

Aircraft will not taxi upon the turf areas of the Airport unless authorized by the Air Traffic Control Tower or the President/CEO, or their designee.

5.13 Parking Aircraft

Aircraft will only be parked in designated areas. Parking or standing on a runway or taxiway is prohibited unless directed to do so by the Air Traffic Control Tower. Airline operated aircraft will not park outside of agreed gates or areas without approval from the President/CEO, or their designee. Aircraft will not be permanently parked or stored on the Airport unless agreed upon with the Fixed Base Operator. The FBO may charge [applicable reasonable](#) fees for the parking and storage of aircraft.

5.14 Accident Reports

The operator of any civil aircraft, or any public aircraft shall immediately, and by the most expeditious means available, notify the District of any damage caused to an aircraft while on any portion of the Airport in accordance with Section 6 of the FAA Aviation Safety Reporting Program.

5.15 Disposal of Damaged Aircraft

The pilot or operator is responsible for the prompt removal of damaged or disabled aircraft. In the event the pilot or operator does not comply or is unable to remove such aircraft in a timely manner, the President/CEO, or their designee may have the aircraft removed at the pilot's/operator's expense without liability for damage that resulted from the removal.

5.16 Foreign Object Debris (FOD)

Airport tenants are responsible for developing a FOD self-inspection program for non-movement areas of the AOA that are leased for their operation. Leased

Rules and Regulations

Section 6 – Movement & Non-Movement Area Operations

Section 6 – Movement & Non-Movement Area Operations

6.1 Smoking and Open flames

Smoking is prohibited on or near any part of the movement and non-movement areas. Open flames are prohibited on or near any movement or non-movement area and any fuel storage area unless authorized by a hot work permit. Grills must be inspected by the Airport Fire Department annually and must be a minimum of 50ft from any structure.

6.2 Authorized Drivers – Movement Area

Operators of vehicles in the movement area must possess a valid U.S. Driver's License, complete and pass the non-movement area training and the movement area training prescribed by the Airport District. This includes aircraft not intended for flight, being operated by anyone (except pilots) taxiing or towing. An "AM" designator on airport issued ID media indicates the individual is authorized to operate a vehicle or aircraft not intended for flight in ~~the~~ both the movement and non-movement areas.

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6.3 Authorized Drivers - Non-Movement Area

Operators of vehicles in the non-movement area must possess a valid U.S. Driver's License and complete and pass the non-movement area training prescribed by the Airport District. This includes aircraft not intended for flight, being operated by anyone (except pilots) taxiing or towing. An "R" designator on airport issued ID media indicates the individual is authorized to operate a vehicle in the non-movement area.

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6.4 Authorized Vehicles – Movement Area

Only authorized vehicles are permitted in the movement area or runway safety area. This includes: Airport Operations, ARFF, Airport Police, Airport Facilities, FAA Facilities and National Weather Service. Drivers must have an "MA" drivers permit and be in contact with and have permission from the Air Traffic Control Tower before entering the movement area or runway safety area. Vehicles entering ~~the Movement Area~~ must be in sound mechanical order, have 2 working headlights, at least one working tail light and have amber, red or blue flashing lights visible from 360 degrees. Vehicles and/or pedestrians ~~entering the movement area~~ must also be equipped with a two-way radio and be in continuous contact with the Air Traffic Control Tower when open or announcing presence on the Common Traffic Advisory Frequency (CTAF) when the Tower is closed. ~~Vehicles in the movement area must have their company logo, in a~~

Rules and Regulations

Section 6 – Movement & Non-Movement Area Operations

~~minimum of 4" lettering, affixed to both sides of the vehicle either by permanent lettering or magnetic placard.~~

6.5 Authorized Vehicles – Non-Movement Area

Only authorized vehicles and equipment are permitted in the non-movement area. Vehicles must be in sound mechanical order and have 2 working headlights and at least 1 working tail light. Vehicles leaving the non-movement area and returning must have a current AOA inspection decal affixed to the lower left corner of the windshield. Vehicles in the non-movement area must have their company logo, in a minimum of 4" lettering, affixed to both sides of the vehicle either by permanent lettering or magnetic placard. Vehicles with State or Federal Government license plates are exempt from the placard rule.

6.6 Escorts – Movement Area

Vehicles and/or operators not authorized in the movement area must be escorted at all times. Those providing the escort must have an "E" on their airport issued ID media and if escorting a vehicle must have an "A" driver's permit. Permission to enter the movement area must also be granted by the Air Traffic Control Tower.

6.7 Escorts – Non-Movement Area

Vehicles and/or operators not authorized in the non-movement area must be escorted at all times. Those providing the escort must have an "E" on their airport issued ID media and if escorting a vehicle must have either an "R" or "A" driver's permit.

6.8 Speed Limit

Vehicles in the non-movement area will not be operated in excess of 30 miles per hour. Vehicles operating within 50 ft. of an aircraft will not exceed 10 miles per hour. Vehicle operators shall reduce their speed when the pavement is wet, icy or during periods of low visibility.

6.9 Right of Way

Rules and Regulations

Section 6 – Movement & Non-Movement Area Operations

Vehicles will always give way to aircraft pushing back, preparing to taxi or taxiing. Ground vehicles must give way to emergency vehicles responding to an emergency and to fuel trucks at all times.

6.10 Emergency Vehicles

- a. Operators of emergency vehicles in the non-movement area must give way to aircraft taxiing and must ensure crews pushing an aircraft see the emergency vehicle and stop before proceeding.
- b. Operators of emergency vehicles entering the Movement Area must have clearance from the Air Traffic Control Tower or ensure the Movement Area is closed to aircraft before proceeding.

6.11 Ground Equipment

Ground vehicles may pull no more than 4 pieces of equipment. During periods of snow and/or ice vehicles may pull no more than 2 pieces of equipment.

6.12 Operation of Vehicles and Ground Equipment

Vehicles and ground equipment shall not be operated in a movement or non-movement area in a careless or negligent manner; or while the driver is under the influence of an intoxicating liquor, any narcotic, habit-forming drug, or medication with a warning indicating the operation of machinery should not be attempted, or if such vehicle is so constructed, equipped or loaded as to endanger persons or property.

6.13 Violation Penalties – Movement Area

Violations in the movement area can range from driver re-training, fines, suspension of driver privileges to revocation of airport issued ID media depending on the severity of the violation. Severity is determined by the President/CEO or their designee. Violations within the movement area become a permanent part of an individual's airport issued ID media record.

6.14 Violation Penalties – Non-Movement Area

Violations in the non-movement area can range from driver re-training, fines, suspension of driver privileges to revocation of airport issued ID media depending on the severity of the violation. Severity is determined by the President/CEO or their designee. Violations within the non-movement area

Rules and Regulations

Section 7 – Motor Vehicle & Traffic Rules

Section 7 – Motor Vehicle & Traffic Rules

7.1 Authorized to Operate Vehicles

Motor vehicles shall not be operated in or upon a public vehicular parking area or public airport roadway unless (1) the driver possess a valid driver's license to operate such vehicle on the highways of this State and (2) such vehicle is registered in accordance with the provisions of the laws of this State.

7.2 Compliance with Lawful Order, Signal or Direction

All traffic in or upon a public airport roadway, a public vehicular parking area, fuel storage area, movement or non-movement area of the Airport must, at all times, comply with any lawful order of law enforcement or signal or direction from any authorized representative of the -District.

7.3 Operation of Motor Vehicles/ATV's

- a. Vehicles shall not be operated in or upon a public airport roadway, a public vehicular parking area, fuel storage area, or movement or non-movement area of the Airport in a careless or negligent -manner or at a speed or in a manner which endangers or is likely to endanger persons or property.
- b. Dirt bikes and ~~All~~all-terrain vehicles such as three-wheelers and four-wheelers are not permitted to be used on any part of the District's property unless authorized by the President/CEO, or their designee.

7.4 Parking

- a. Operators of motor vehicles shall not stop or park a vehicle:
 - (1) On any roadway or crosswalk causing a hindrance to the flow of traffic.
 - (2) Within a bus stop, safety zone or taxi/shuttle zone, unless authorized to do so.
 - (3) Within 15 feet of a fire hydrant.
 - (4) In a fire lane.
 - (5) In any parking lot or other designated parking area except upon payment of a parking fee or contract with the Airport District.
 - (6) In a designated handicapped parking space unless a valid handicapped placard or license plate is properly displayed.
 - (7) In any parking space designated reserved unless prior authorization is given.

Rules and Regulations

Section 7 – Motor Vehicle & Traffic Rules

b. Passenger pick-up and drop-off:

- (1) Passenger pick-up and drop-off areas in front of the terminal are for active loading and unloading of passengers only.
- (2) Vehicles left unattended in front of the terminal may be ticketed and/or towed at the owner's expense.

c. Parking lots and garages:

- (1) The speed limit within any parking lot or garage is 10 M.P.H.
- (2) Vehicles must be parked in designated parking spaces only.
- (3) Oversize vehicles and vehicles with trailers requiring more than one space may be charged for the use of additional spaces.
- (4) If a specific parking lot is full, other lots may be used at the posted rate for that particular lot (Example: If the economy lot is full, the daily parking lot may be used at the daily lot rate).

d. Cell phone parking lot:

- (1) The cell phone parking lot is for individuals waiting on arriving passengers.
- (2) Parking is limited to a maximum of 30 minutes.
- (3) Drivers must remain with their vehicles.
- (4) Vehicles left unattended are subject to ticketing and towing at the owner's expense.
- (5) Transportation network companies are prohibited from waiting for ride share requests in this area.

~~d~~e. Unauthorized vehicles parked in restricted or reserved areas may be ticketed and/or towed at the owner's expense. These areas include, but are not limited to:

- (1) Airport District office parking.
- (2) Rental car parking areas.
- (3) Prearranged reserved public parking.
- (4) Taxicab/shuttle waiting areas.
- (5) Employee parking areas.
- (6) Fixed Base Operator parking areas.
- (7) North cargo parking.
- (8) South cargo parking.
- (9) Cell Phone lot
- (910) Access gates.

7.5 Authority to Hold Vehicles

Rules and Regulations

Section 7 – Motor Vehicle & Traffic Rules

The President/CEO, or their designee has the authority to hold vehicles parked in vehicular parking areas operated by or for the District for non-payment of parking fees.

7.6 Authority to Remove Vehicles

The President/CEO, or their designee may remove or cause to be removed any vehicle which is disabled, abandoned, parked in violation of state law, federal law, federal regulation, or which presents a hindrance to the operation of the Airport or any tenant of the Airport at the owner's expense and without liability for any damage that may result. Vehicles left unattended in a passenger loading/unloading zone will be ticketed and/or towed in accordance with federal regulations.

7.7 Abandoned Vehicles

Vehicles left in any parking lot for more than 90 days ~~will~~may be considered abandoned and may be sold at public auction unless the owner notifies the District or parking authority.

7.8 Emergency Vehicles

Operators of emergency vehicles have the same authority and must comply with South Carolina Code of Laws Section 56-5-760.

7.9 Yielding to Emergency Vehicles

Vehicles and pedestrians must yield to emergency vehicles when displaying red and white, blue, red and blue, or amber flashing lights and giving an audible signal/siren. This applies to the public areas as well as the movement and non-movement areas.

7.10 State Law

The Laws of the State of South Carolina are applicable to vehicular and pedestrian traffic on the highways, streets, roads, crosswalks, sidewalks, parking facilities, terminal areas and all other areas of the District. Violations involving traffic and criminal statutes will be enforced by the Airport Police while parking violations may be enforced by the Airport Police or other personnel authorized by the President/CEO, or their designee.

Rules and Regulations

Section 9 – Conduct of the Public

Section 9 – Conduct of the Public

9.1 Firearms

- a. No person, except for sworn law enforcement, authorized armed security ~~or~~ members of the United States Armed Forces on official duty, or operations personnel utilizing Airport District owned firearms for wildlife management shall carry a firearm within District facilities; ~~concealed or otherwise:~~
 - ~~a. (1)~~ in any building owned or operated by the District or
 - ~~b. (2)~~ in checked baggage or through a passenger screening checkpoint, unless:
 - ~~(1) a.~~ the firearm is properly packaged, unloaded and declared, according to 49 CFR 1544.203, for transportation in checked baggage or
 - ~~(2) b.-~~ the individual is authorized by 49 CFR 1544.219, to carry in the aircraft cabin.
- b. In addition to the penalties provided by state law, the firearm involved in the violation of this section may be confiscated. The firearm must be delivered to the Chief of Police of the District. The confiscated firearm may be used within the agency, transferred to another law enforcement agency for the lawful use of that agency, traded with a retail dealer licensed to sell firearms in this state for a firearm or any other equipment approved by the agency, or destroyed. Firearms will not be disposed of in any manner until the results of any legal proceeding in which it may be involved are final. Records must be kept of all confiscated firearms received.

9.2 Explosives & Hazardous Materials

- a. It is unlawful for a person to manufacture, cause to be manufactured, or possess any object or article which is designed to cause damage by fire or any other means to person or property either by ignition, detonation, or other means. (SC Code of Laws 16-23-480).
- b. Fireworks shall not be:
 - (1) discharged on any property owned by the District
 - (2) carried in any check bag or through a passenger screening checkpoint
 - (3) carried aboard any aircraft unless approved by the airline and the US Department of Transportation.

Rules and Regulations

Section 9 – Conduct of the Public

- c. Hazardous materials:
 - (1) must be properly labeled and stored in areas designated for such materials
 - (2) may not be transported aboard an aircraft unless the provisions of Title 49 part 175 are met.

9.3 Alcoholic Beverages

- a. The sale of alcoholic beverages is limited to approved tenants of the District. Approved tenants must also possess the required state licenses.
- b. ~~Alcoholic beverages~~ Alcoholic Beverages may only be sold between the hours as ascribed by SC State Law by the District, which may not be in conflict with SC State Law of 10:00 am and 2:00 am Monday through Saturday and 12:00 pm and 2:00 am on Sunday. These times will be published to all approved tenants by the GSP Police Department.
- c. Alcoholic beverages may only be consumed in the area of purchase.

9.4 Malicious Damage

No person shall destroy, deface, injure or disturb any building, equipment, sign, marker, landscape, publicly or privately owned.

9.5 Loitering

No person shall remain on any part of the Airport or in any building on the Airport property without reason to be there or remain in any area or building on Airport property after being asked to leave.

9.6 Littering

Trash, papers, cigarettes, gum, refuse or other unwanted materials will be disposed of in receptacles provided for that purpose.

9.7 Drug Paraphernalia

It shall be unlawful for a person to possess Drug Paraphernalia. Drug Paraphernalia means all equipment, products, and materials of any kind which are used, intended for use, or designed for use in planting, propagating, cultivating, growing, harvesting, manufacturing, compounding, converting, producing, processing, preparing, testing, analyzing, packaging, repackaging, storing, containing, concealing, injecting, ingesting, inhaling, or otherwise introducing into the human body a controlled substance. This includes, but is not limited to:

Rules and Regulations

Section 9 – Conduct of the Public

- b. into any fuel storage area;
- c. within 50 ft. of a fuel truck;
- d. within the AOA; or
- e. anywhere smoking is prohibited by signage.

9.9 Lost and Found

The Airport Customer Service Counter will serve as the official ~~location-custodian~~ for any Airport Lost & Found property. All items turned in to customer service will be logged and stored in a secure location.

- a. Items will be held for 30 days before being disposed of
- b. Disposal of items will be in accordance with District Executive Directive # 4

9.10 Animals

a. Animals entering the terminal, passenger boarding areas, cargo facilities or aircraft ramp must be confined to airline approved pet carries except:

- i. ~~a(1).~~ _____ animals recognized by the American's with Disabilities Act as Service Animals;
- ~~b. animals meeting the requirements under the Air Carrier Access Act to travel in the cabin as Service Animals;~~
- ii. ~~e(2).~~ _____ animals being trained by certified trainers to become Service Animals;
- iii. ~~e(3).~~ _____ animals used by law enforcement for the detection of contraband, explosives or apprehension of individuals.

b. Animals not recognized by the ADA but meeting the requirements under the Air Carrier Access Act to travel in the cabin of aircraft as Service Animals must remain in airline approved pet carriers or carried until boarding the aircraft or immediately after deplaning. Large animals that cannot be carried must be on a non-retractable leash and under control of the owner at all times. Owners are responsible for cleaning-up all messes created by their animal.

9.11 Baggage Carts

Rules and Regulations

Section 1 – Definitions

Electronic Cigarette – A device containing a nicotine-based or other liquid that is vaporized and inhaled, simulating the experience of smoking tobacco.

Emotional Support Animal – Animals that provide comfort or emotional support but are not trained to work or perform tasks.

Employee Parking Lot – The designated area where employees of the District; tenants; the Federal Aviation Administration; and all those permitted by the President/CEO, or his designee, may leave their vehicles while at the Airport for the purposes of employment on the Airport.

Federal Aviation Regulations (FAR's) – Rules prescribed by the Federal Aviation Administration (FAA) governing all aviation activities in the United States.

Foreign Object Debris (FOD) – Any object, live or not, located in an inappropriate location in the airport environment that has the capacity to injure airport or airline personnel and damage aircraft.

Fuel Storage Area – Any area designated by the District, where aviation fuel, automobile fuel, jet fuel, or any other type of fuel may be stored.

Greenville-Spartanburg Airport District (District) – Areas within the counties of Greenville and Spartanburg constituted as an airport district and political subdivision of the State of South Carolina.

Greenville-Spartanburg International Airport (GSP) - Areas of land or water that are used or intended to be used for the landing and takeoff of aircraft, and includes its buildings, facilities, and land holdings.

Loading Zone – Any area reserved for the exclusive use of vehicles while actually engaged in loading or unloading freight, mail, baggage and supplies.

Movement Area – The runways, taxiways and other areas of the Airport that are used for taxiing, takeoff and landing of aircraft, exclusive of loading ramps and aircraft parking areas controlled by the ATCT.

Non-Movement Area – Taxiways and apron (ramp) areas not under control of the Air Traffic Control Tower.

Non-Tenant Business – A business granted permission via a Non-Tenant Agreement to operate at the Airport but does not have a concession contract or lease granting the privilege of having offices or other facilities at the Airport from which to conduct business, unless specified in the individual non-tenant agreement.

Rules and Regulations

Section 1 – Definitions

Passenger Loading Zone – Areas reserved for the exclusive use of vehicles while actually engaged in loading or unloading passengers and baggage.

Permission – The right or ability granted by the President/CEO, or their designee. Permission, whenever required by these rules and regulations, shall always mean written permission, unless the obtaining of written permission would not be practical.

Person – Any individual, firm, partnership, co-partnership, corporation, trust, association or company (including any assignee, receiver, trustee, or similar representatives thereof) or the United States of America, any State or political subdivision thereof, any foreign government, or the United Nations.

Public Vehicular Parking Area – Any portion of the Airport designated and made available, temporarily or permanently, by the District for the public parking of vehicles.

Security Identification Display Area (SIDA) – The portion of an airport, specified in the Airport Security Program, in which security measures specified in Title 49 of the Code of Federal Regulations are carried out. This area includes the secured area and may include other areas of the Airport.

Service Animal - An animal as defined by ADA, that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Other species of animals, whether wild or domestic, trained or untrained, are not considered service animals. The prime deterrent effects of an animal's presence and the provision of emotional support, well-being, comfort, or companionship are not considered work or tasks under the definition of a service animal.

Shuttle – A motor vehicle that travels regularly between two places.

Skycap – Any person under contract with airlines serving the Airport to accept baggage curbside from departing passengers and assist those arriving, accepting gratuities for their services.

Taxicab – A vehicle operated for compensation, including any kind of donation, which receives passengers to be driven to another destination. This includes any for hire service summoned on any mobile or online application service or company.

Rules and Regulations

Section 2 – General Information

and in the Office of the Secretary of State in accordance with Chapter 23, Title 1.

The Commission is authorized to employ police officers commissioned by the Governor to enforce all laws and the rules and regulations authorized in this section, and these officers shall be authorized to issue summonses for violations in the manner authorized for state highway patrolmen. Violations of a law, a rule, or regulation of the Commission within the jurisdiction of the Circuit Court of Spartanburg shall be tried in that court. Violations not within the jurisdiction of that court shall be tried by any magistrate or other court of competent jurisdiction. A person who willfully or intentionally violates the rules and regulations of the Commission is guilty of a misdemeanor, and upon conviction, must be fined not more than two hundred dollars, or as otherwise provided by law, or be imprisoned for not more than thirty days.

2.4 Liability

The District, its agents or employees assumes no responsibility or liability for loss, injury or damage to persons or property on the Airport or using Airport facilities, by reason of fire, theft, vandalism, wind, flood, earthquake or collision damage, nor does it assume any liability by reason of injury to persons or property while using the facilities of the District.

2.5 Penalties

Violations of the Rules and Regulations may result in a citation triable in Magistrate Court.

Rules and Regulations

Section 3 – Commercial Activity

3.10 Use or Occupancy of Airport Operations Area (AOA)

No person shall use or occupy an Airport operations area unless the activity is in conjunction with: servicing of tenants, concessionaires, airlines, activities associated with airlines, governmental agencies, or a purpose connected with the maintenance and operation of the Airport.

3.11 Authority to Deny Use

The President/CEO or their designee may deny the use of the Airport to any aircraft, pilot or personnel violating District or FAA regulations, whether the violation occurred at this Airport or another.

3.12 Use of Airport as Base

The basing and operation of personnel and company owned aircraft at the Airport will be by written agreement with the District or Fixed Base Operator. If such aircraft are used for hire or other commercial purposes all applicable permits and fees must be paid to the District.

3.13 Certificated Part 121 Air Carrier

- a. Any certificated part 121 air carrier wishing to enplane or deplane passengers or cargo must notify the President/CEO, or their designee no less than 24 hours prior to arrival. Information required includes:

- (1) Company operating the flight
- (2) Type and registration number of aircraft
- (3) Estimated time of arrival and departure to and from GSP
- (4) Destination from GSP
- (5) Number of passengers and their organization
- (6) Insurance certificate

Unless a contract or lease with the District is in place, the current schedule of fees shall apply.

3.14 Ground Transportation

- a. No individual or entity, other than authorized concessionaires, may operate any taxicab, shuttle, courtesy vehicle, bus, personal vehicle, or rental car for the purpose of carrying passengers for hire from the Airport unless such operation is with the approval of the President/CEO, or their designee and under such terms and conditions as prescribed by the District.

Rules and Regulations

Section 3 – Commercial Activity

- b. All individuals, partnerships, LLC or corporations operating for hire and courtesy vehicle services must have a Non-Tenant Business Permit or be under contract with the District.
 - i. Operators of for hire and courtesy vehicles without a Non-Tenant Business Permit or contract from the District may unload passengers who made prior arrangements. Operators of these vehicles may not solicit business or load passengers even if prior arrangements were made.
 - ii. Operators with a Non-Tenant Business Permit may not cruise or solicit business from Airport property but may load passengers, if prior arrangements were made.
- c. All for hire vehicles must hold a Class C – Certificate of Public Conveyance and Necessity issued by the South Carolina Public Service Commission.
- d. All permittees shall abide by all federal and state laws as well as all Airport Rules and Regulations.
- e. Operators must be clearly identifiable to the public as employees of the non-tenant operator.
- f. Vehicles will park or stand in designated areas to wait for arriving passengers. Non-tenant vehicles may pull to the front curb to actively load/unload only.

3.15 Penalties

Violations of Section 3.14 may result in a citation triable in Magistrate Court and/or paying permit and pickup fees.

3.16 Stormwater and Oil Pollution Prevention

Any airport tenants, including air passenger or cargo companies, Fixed Based Operators (FBOs), and other parties who routinely perform industrial activities, to include servicing aircraft lavatories, on airport property must comply with the Airport District Stormwater Pollution Prevention Plan (SWPPP).

Any user and/or operator at the airport of facilities that could possibly discharge oil in harmful quantities must comply with the Airport District Spill Prevention Control and Countermeasure Plan (SPCC). All spills must be reported to the Airport Operations Center and cleaned-up by the agency responsible for creating the spill.

Rules and Regulations
Section 3 – Commercial Activity

3.17 Fire Prevention and Inspections

- a. The most recent edition of the International Building Codes adopted by the South Carolina Buildings Code Council, with revisions, is hereby adopted by the District for the purpose of:
 - i. Facilitating proper inspection activities relating to the construction and maintenance of buildings within the District and relating to public safety, health, and general welfare.
 - ii. Regulating and governing the safeguarding of life and property from fire and explosion hazards arising from storage, handling, and use of hazardous substances, material and devices, and from conditions hazardous to life or property.
- b. The most recent edition of the National Fire Protection Association (NFPA), with revisions, is hereby adopted by the District for the purpose of proper fire safety procedures relating to the protection of persons, aircraft, and property.

Rules and Regulations

Section 4 – Designated & Restricted Areas

Section 4 – Designated & Restricted Areas

4.1 Itinerant Ramp

The Itinerant Ramp is for the parking and storing of aircraft; servicing aircraft with fuel, lubricants, and other supplies; and making minor or emergency repairs to aircraft. Use of the Itinerant Ramp shall be prior coordinated with Airport Operations. A ramp use fee may be charged by the District.

4.2 Fixed Base Operator Ramp

The FBO Ramp is for the loading and unloading of passengers, cargo, and supplies to or from aircraft; servicing aircraft with fuel, lubricants, and supplies; and for the parking of equipment actively used in connection with such operations. Use of the FBO Ramp shall be prior coordinated with the FBO.

4.3 Passenger Ramp

The Passenger Ramp is for the loading and unloading of passengers, cargo, and supplies to and from aircraft; servicing aircraft with fuel, lubricants, and supplies; and for the parking of equipment actively used in connection with such operations. The Passenger Ramp shall be prior coordinated with Airport Operations.

4.4 South Cargo Ramp (L2)

The South Cargo Ramp is for the loading and unloading of passengers when a gate is not available, the unloading of commercial international passengers into the U.S. Customs – Federal Inspection Services facility unloading and loading cargo, servicing aircraft with fuel, lubricants, and supplies, and the temporary parking of diverted aircraft. The South Cargo Ramp shall be prior coordinated with Airport Operations.

4.5 Center Cargo Ramp (L8)

The Center Cargo Ramp is for the loading and unloading of cargo, domestic and international, and occasional processing of passengers; servicing aircraft with fuel, lubricants, and supplies and the temporary parking of diverted aircraft. The Center Cargo Ramp shall be prior coordinated with Cerulean Commercial Aviation.

4.6 North Cargo Ramp (L9)

Rules and Regulations

Section 4 – Designated & Restricted Areas

The North Cargo Ramp is for the loading and unloading of passengers and cargo, the inspection of private international aircraft and passengers entering into the U.S. Customs – Federal Inspection Services facility, servicing aircraft with fuel, lubricants, and supplies, and the temporary parking of diverted aircraft. The North Cargo Ramp shall be prior coordinated with Airport Operations.

4.7 Restricted Areas

- a. All areas of the Airport are restricted except those areas open to the public. No person shall enter upon a runway, taxiway, ramp, airline office, concourse, aircraft hangar, cargo facility, Air Traffic Control Tower, or through an aircraft boarding door except:
- (1) Authorized, badged employees of the Airport
 - (2) Authorized employees of the FAA, NTSB, or DHS
 - (3) Passengers enplaning or deplaning an aircraft, under appropriate supervision
 - (4) Escorted individuals with a need to be in a restricted area
 - (5) Emergency personnel responding to an emergency
 - (6) As a means of escape during an emergency

4.8 Airport Issued ID Media

Individuals possessing Airport issued ID media will remain in areas they are authorized as indicated by the card color issued to them. If an individual requires access to an area not allowed by their ID, they must be escorted by someone authorized to be in that area and possess an "E" on their ID. Individuals not in possession of their Airport issued ID media **CANNOT** be escorted for any reason.

4.9 Weight Limits

The following are weight bearing capabilities at the Airport; waivers may be approved by the President/CEO or their designee:

Runway 04/22	Pavement Classification Number (PCN) 65 R/B/W/T
Itinerant Ramp	60,000 pounds dual wheel load
FBO Ramp	60,000 pounds dual wheel load
Passenger Ramp	210,000 pounds dual wheel load
South Cargo Ramp	753,000 pounds double dual tandem wheel load
Center Cargo Ramp	1,092,000 pounds double dual tandem
North Cargo Ramp	753,000 pounds double dual tandem wheel load

Rules and Regulations

Section 4 – Designated & Restricted Areas

4.10 Employee Parking

- a. The employee parking lot is for authorized, badged employees of the District and tenants. Use by others must be approved by the President/CEO, or their designee. Transient employees are not authorized to use the employee parking lot.
- b. Entrance to the employee parking lot is by use of the employee's Airport issued ID media. Entry into the employee parking lot by any other means than the designated entrance is not allowed. The Airport may charge a fee for the use of the employee parking lot.
- c. Vehicles parked in the employee parking lot must display the approved parking pass issued by the District. Vehicles not displaying the proper parking pass may be ticketed and/or towed at the owner's expense.
- d. Vehicles must be parked in designated parking spaces only. Vehicles may only occupy one parking space.
 - (1) Oversize vehicles and vehicles with trailers may use the employee lot provided there is sufficient space for other employees as determined by the District.

Section 5 – Aircraft Operations

5.1 Closing the Airport

If the conditions of the Airport become unsafe for landings or takeoffs, the President/CEO, or their designee will issue a NOTAM indicating the Airport is closed. The closure NOTAM will be cancelled when conditions allow.

5.2 Refusal of Clearance

The President/CEO, or their designee may delay or restrict the arrival or departure of any flight or other operation at the Airport believed to be a safety or security risk. Instruction to the aircraft will be through the Air Traffic Control Tower when it is open.

5.3 Conformance with FAA Regulations

All aircraft operations conducted at the Airport will conform to the rules and regulations of the FAA.

5.4 Negligent Operation of Aircraft

No person shall operate an aircraft from or on a public landing area, public ramp or apron area, public passenger ramp or apron area, public cargo ramp or apron area, or a public aircraft parking or storage area in a careless or negligent manner. Aircraft that are constructed, equipped or loaded that endanger or are likely to endanger persons or property shall not be operated.

5.5 Motorless, Ultra-Light, & Unmanned Aircraft Systems

- a. Landings and takeoffs by motorless or ultra-light aircraft must have the approval from the Air Traffic Control Tower.
- b. Unmanned aircraft systems (UAS), to include model aircraft, are prohibited from operating within 5 miles of the Airport, as specified by Federal Aviation Administration Regulations, without prior approval from FAA Headquarters, the Air Traffic Control Tower or the President/CEO, or their designee.

Rules and Regulations

Section 5 – Aircraft Operations

5.6 Designated Unsafe Areas

Aircraft will not use any part of the Movement or Non-Movement areas deemed unsafe. These areas will be conspicuously marked and appropriate NOTAM's will be issued.

5.7 Aircraft Demonstrations

Experimental flights or ground demonstrations will not be conducted without the written consent of the President/CEO, or their designee.

5.8 Starting Aircraft Engines

Aircraft engines will only be started when competent authority is at the controls of the aircraft. Chocks will be placed in front of the wheels before starting the engine(s) unless the aircraft has sufficient parking brakes and they are applied. The immediate area around the aircraft will be checked by the aircraft operator for Foreign Object Debris (FOD) prior to engine start.

5.9 Aircraft Engine Run-Up

Aircraft engines may be run-up at various airport locations as approved by the President/CEO, or their designee. Personnel performing engine run-ups must ensure exhaust velocities are not directed in a manner that could cause personal injury or damage to equipment or facilities. Engines will not be run-up in hangars or when hangars, shops, office spaces, aircraft taxiing, taking off, or landing are in the path of the propeller or jet blast.

5.10 Taxiing and Tugging Aircraft

Aircraft will not be taxied on a movement or non-movement area unless a certified, qualified pilot or A&P mechanic authorized to operate the aircraft being taxied is at the controls. A&P mechanics must be qualified to drive at GSP or escorted by GSP Operations. Aircraft shall not taxi when the jet blast, prop-wash or rotor-wash may cause injury to persons or cause damage to property. Aircraft that cannot safely move under its own power without potentially causing injury or damage should be towed to a location where the operation of the aircraft will not cause injury or damage.

In the case of helicopters, only a certified, qualified helicopter pilot may be at the controls. Aircraft will be taxied only after ascertaining there is no danger of collision with any person or object. This shall be accomplished by a visual inspection of the area and/or the use of wing walkers.

Rules and Regulations

Section 5 – Aircraft Operations

5.11 Taxiing Speed

Aircraft taxiing will be at safe and reasonable speeds with due regard for other aircraft, persons, and property.

5.12 Taxiing on Turf Areas

Aircraft will not taxi upon the turf areas of the Airport unless authorized by the Air Traffic Control Tower or the President/CEO, or their designee.

5.13 Parking Aircraft

Aircraft will only be parked in designated areas. Parking or standing on a runway or taxiway is prohibited unless directed to do so by the Air Traffic Control Tower. Airline operated aircraft will not park outside of agreed gates or areas without approval from the President/CEO, or their designee. Aircraft will not be permanently parked or stored on the Airport unless agreed upon with the Fixed Base Operator. The FBO may charge applicable fees for the parking and storage of aircraft.

5.14 Accident Reports

The operator of any civil aircraft, or any public aircraft shall immediately, and by the most expeditious means available, notify the District of any damage caused to an aircraft while on any portion of the Airport in accordance with Section 6 of the FAA Aviation Safety Reporting Program.

5.15 Disposal of Damaged Aircraft

The pilot or operator is responsible for the prompt removal of damaged or disabled aircraft. In the event the pilot or operator does not comply or is unable to remove such aircraft in a timely manner, the President/CEO, or their designee may have the aircraft removed at the pilot's/operator's expense without liability for damage that resulted from the removal.

5.16 Foreign Object Debris (FOD)

Airport tenants are responsible for developing a FOD self-inspection program for non-movement areas of the AOA that are leased for their operation. Leased areas must be regularly inspected to detect and promptly remove hazards associated with FOD.

Rules and Regulations

Section 6 – Movement & Non-Movement Area Operations

Section 6 – Movement & Non-Movement Area Operations

6.1 Smoking and Open flames

Smoking is prohibited on or near any part of the movement and non-movement areas. Open flames are prohibited on or near any movement or non-movement area and any fuel storage area unless authorized by a hot work permit. Grills must be inspected by the Airport Fire Department annually and must be a minimum of 50ft from any structure.

6.2 Authorized Drivers – Movement Area

Operators of vehicles in the movement area must possess a valid U.S. Driver's License, complete and pass the non-movement area training and the movement area training prescribed by the Airport District. This includes aircraft not intended for flight, being operated by anyone (except pilots) taxiing or towing. An "M" designator on airport issued ID media indicates the individual is authorized to operate a vehicle or aircraft not intended for flight in both the movement and non-movement areas.

6.3 Authorized Drivers - Non-Movement Area

Operators of vehicles in the non-movement area must possess a valid U.S. Driver's License and complete and pass the non-movement area training prescribed by the Airport District. This includes aircraft not intended for flight, being operated by anyone (except pilots) taxiing or towing. An "R" designator on airport issued ID media indicates the individual is authorized to operate a vehicle in the non-movement area.

6.4 Authorized Vehicles – Movement Area

Only authorized vehicles are permitted in the movement area or runway safety area. This includes: Airport Operations, ARFF, Airport Police, Airport Facilities, FAA Facilities and National Weather Service. Drivers must have an "M" drivers permit and be in contact with and have permission from the Air Traffic Control Tower before entering the movement area or runway safety area. Vehicles entering must be in sound mechanical order, have 2 working headlights, at least one working tail light and have amber, red or blue flashing lights visible from 360 degrees. Vehicles and/or pedestrians must also be equipped with a two-way radio and be in continuous contact with the Air Traffic Control Tower when open or announcing presence on the Common Traffic Advisory Frequency (CTAF) when the Tower is closed.

Rules and Regulations

Section 6 – Movement & Non-Movement Area Operations

6.5 Authorized Vehicles – Non-Movement Area

Only authorized vehicles and equipment are permitted in the non-movement area. Vehicles must be in sound mechanical order and have 2 working headlights and at least 1 working tail light. Vehicles leaving the non-movement area and returning must have a current AOA inspection decal affixed to the lower left corner of the windshield. Vehicles in the non-movement area must have their company logo, in a minimum of 4" lettering, affixed to both sides of the vehicle either by permanent lettering or magnetic placard. Vehicles with State or Federal Government license plates are exempt from the placard rule.

6.6 Escorts – Movement Area

Vehicles and/or operators not authorized in the movement area must be escorted at all times. Those providing the escort must have an "E" on their airport issued ID media and if escorting a vehicle must have an "A" driver's permit. Permission to enter the movement area must also be granted by the Air Traffic Control Tower.

6.7 Escorts – Non-Movement Area

Vehicles and/or operators not authorized in the non-movement area must be escorted at all times. Those providing the escort must have an "E" on their airport issued ID media and if escorting a vehicle must have either an "R" or "A" driver's permit.

6.8 Speed Limit

Vehicles in the non-movement area will not be operated in excess of 30 miles per hour. Vehicles operating within 50 ft. of an aircraft will not exceed 10 miles per hour. Vehicle operators shall reduce their speed when the pavement is wet, icy or during periods of low visibility.

6.9 Right of Way

Vehicles will always give way to aircraft pushing back, preparing to taxi or taxiing. Ground vehicles must give way to emergency vehicles responding to an emergency and to fuel trucks at all times.

6.10 Emergency Vehicles

- a. Operators of emergency vehicles in the non-movement area must give way to aircraft taxiing and must ensure crews pushing an aircraft see the emergency vehicle and stop before proceeding.

Rules and Regulations

Section 6 – Movement & Non-Movement Area Operations

- b. Operators of emergency vehicles entering the Movement Area must have clearance from the Air Traffic Control Tower or ensure the Movement Area is closed to aircraft before proceeding.

6.11 Ground Equipment

Ground vehicles may pull no more than 4 pieces of equipment. During periods of snow and/or ice vehicles may pull no more than 2 pieces of equipment.

6.12 Operation of Vehicles and Ground Equipment

Vehicles and ground equipment shall not be operated in a movement or non-movement area in a careless or negligent manner; or while the driver is under the influence of an intoxicating liquor, any narcotic, habit-forming drug, or medication with a warning indicating the operation of machinery should not be attempted, or if such vehicle is so constructed, equipped or loaded as to endanger persons or property.

6.13 Violation Penalties – Movement Area

Violations in the movement area can range from driver re-training, fines, suspension of driver privileges to revocation of airport issued ID media depending on the severity of the violation. Severity is determined by the President/CEO or their designee. Violations within the movement area become a permanent part of an individual's airport issued ID media record.

6.14 Violation Penalties – Non-Movement Area

Violations in the non-movement area can range from driver re-training, fines, suspension of driver privileges to revocation of airport issued ID media depending on the severity of the violation. Severity is determined by the President/CEO or their designee. Violations within the non-movement area remain on an individual's airport issued ID media record for 365 days from the incident date.

Rules and Regulations

Section 7 – Motor Vehicle & Traffic Rules

Section 7 – Motor Vehicle & Traffic Rules

7.1 Authorized to Operate Vehicles

Motor vehicles shall not be operated in or upon a public vehicular parking area or public airport roadway unless (1) the driver possess a valid driver's license to operate such vehicle on the highways of this State and (2) such vehicle is registered in accordance with the provisions of the laws of this State.

7.2 Compliance with Lawful Order, Signal or Direction

All traffic in or upon a public airport roadway, a public vehicular parking area, fuel storage area, movement or non-movement area of the Airport must, at all times, comply with any lawful order of law enforcement or signal or direction from any authorized representative of the District.

7.3 Operation of Motor Vehicles/ATV's

- a. Vehicles shall not be operated in or upon a public airport roadway, a public vehicular parking area, fuel storage area, or movement or non-movement area of the Airport in a careless or negligent manner or at a speed or in a manner which endangers or is likely to endanger persons or property.
- b. Dirt bikes and all-terrain vehicles such as three-wheelers and four-wheelers are not permitted to be used on any part of the District's property unless authorized by the President/CEO, or their designee.

7.4 Parking

- a. Operators of motor vehicles shall not stop or park a vehicle:
 - (1) On any roadway or crosswalk causing a hindrance to the flow of traffic.
 - (2) Within a bus stop, safety zone or taxi/shuttle zone, unless authorized to do so.
 - (3) Within 15 feet of a fire hydrant.
 - (4) In a fire lane.
 - (5) In any parking lot or other designated parking area except upon payment of a parking fee or contract with the Airport District.
 - (6) In a designated handicapped parking space unless a valid handicapped placard or license plate is properly displayed.
 - (7) In any parking space designated reserved unless prior authorization is given.

Rules and Regulations

Section 7 – Motor Vehicle & Traffic Rules

b. Passenger pick-up and drop-off:

- (1) Passenger pick-up and drop-off areas in front of the terminal are for active loading and unloading of passengers only.
- (2) Vehicles left unattended in front of the terminal may be ticketed and/or towed at the owner's expense.

c. Parking lots and garages:

- (1) The speed limit within any parking lot or garage is 10 M.P.H.
- (2) Vehicles must be parked in designated parking spaces only.
- (3) Oversize vehicles and vehicles with trailers requiring more than one space may be charged for the use of additional spaces.
- (4) If a specific parking lot is full, other lots may be used at the posted rate for that particular lot (Example: If the economy lot is full, the daily parking lot may be used at the daily lot rate).

d. Cell phone parking lot:

- (1) The cell phone parking lot is for individuals waiting on arriving passengers.
- (2) Parking is limited to a maximum of 30 minutes.
- (3) Drivers must remain with their vehicles.
- (4) Vehicles left unattended are subject to ticketing and towing at the owner's expense.
- (5) Transportation network companies are prohibited from waiting for ride share requests in this area.

e. Unauthorized vehicles parked in restricted or reserved areas may be ticketed and/or towed at the owner's expense. These areas include, but are not limited to:

- (1) Airport District office parking.
- (2) Rental car parking areas.
- (3) Prearranged reserved public parking.
- (4) Taxicab/shuttle waiting areas.
- (5) Employee parking areas.
- (6) Fixed Base Operator parking areas.
- (7) North cargo parking.
- (8) South cargo parking.
- (9) Cell Phone lot
- (10) Access gates.

7.5 Authority to Hold Vehicles

Rules and Regulations

Section 7 – Motor Vehicle & Traffic Rules

The President/CEO, or their designee has the authority to hold vehicles parked in vehicular parking areas operated by or for the District for non-payment of parking fees.

7.6 Authority to Remove Vehicles

The President/CEO, or their designee may remove or cause to be removed any vehicle which is disabled, abandoned, parked in violation of state law, federal law, federal regulation, or which presents a hindrance to the operation of the Airport or any tenant of the Airport at the owner's expense and without liability for any damage that may result. Vehicles left unattended in a passenger loading/unloading zone will be ticketed and/or towed in accordance with federal regulations.

7.7 Abandoned Vehicles

Vehicles left in any parking lot for more than 90 days may be considered abandoned and may be sold at public auction unless the owner notifies the District or parking authority.

7.8 Emergency Vehicles

Operators of emergency vehicles have the same authority and must comply with South Carolina Code of Laws Section 56-5-760.

7.9 Yielding to Emergency Vehicles

Vehicles and pedestrians must yield to emergency vehicles when displaying red and white, blue, red and blue, or amber flashing lights and giving an audible signal/siren. This applies to the public areas as well as the movement and non-movement areas.

7.10 State Law

The Laws of the State of South Carolina are applicable to vehicular and pedestrian traffic on the highways, streets, roads, crosswalks, sidewalks, parking facilities, terminal areas and all other areas of the District. Violations involving traffic and criminal statutes will be enforced by the Airport Police while parking violations may be enforced by the Airport Police or other personnel authorized by the President/CEO, or their designee.

Rules and Regulations

Section 9 – Conduct of the Public

Section 9 – Conduct of the Public

9.1 Firearms

- a. No person, except for sworn law enforcement, authorized armed security members of the United States Armed Forces on official duty, or operations personnel utilizing Airport District owned firearms for wildlife management shall carry a firearm within District facilities:
 - (1) in any building owned or operated by the District or
 - (2) in checked baggage or through a passenger screening checkpoint, unless:
 - a. the firearm is properly packaged, unloaded and declared, according to 49 CFR 1544.203, for transportation in checked baggage or
 - b. the individual is authorized by 49 CFR 1544.219, to carry in the aircraft cabin.
- b. In addition to the penalties provided by state law, the firearm involved in the violation of this section may be confiscated. The firearm must be delivered to the Chief of Police of the District. The confiscated firearm may be used within the agency, transferred to another law enforcement agency for the lawful use of that agency, traded with a retail dealer licensed to sell firearms in this state for a firearm or any other equipment approved by the agency, or destroyed. Firearms will not be disposed of in any manner until the results of any legal proceeding in which it may be involved are final. Records must be kept of all confiscated firearms received.

9.2 Explosives & Hazardous Materials

- a. It is unlawful for a person to manufacture, cause to be manufactured, or possess any object or article which is designed to cause damage by fire or any other means to person or property either by ignition, detonation, or other means. (SC Code of Laws 16-23-480).
- b. Fireworks shall not be:
 - (1) discharged on any property owned by the District
 - (2) carried in any check bag or through a passenger screening checkpoint
 - (3) carried aboard any aircraft unless approved by the airline and the US Department of Transportation.
- c. Hazardous materials:
 - (1) must be properly labeled and stored in areas designated for such materials

Rules and Regulations

Section 9 – Conduct of the Public

(2) may not be transported aboard an aircraft unless the provisions of Title 49 part 175 are met.

9.3 Alcoholic Beverages

- a. The sale of alcoholic beverages is limited to approved tenants of the District. Approved tenants must also possess the required state licenses.
- b. Alcoholic Beverages may only be sold between the hours as ascribed by the District, which may not be in conflict with SC State Law. These times will be published to all approved tenants.
- c. Alcoholic beverages may only be consumed in the area of purchase.

9.4 Malicious Damage

No person shall destroy, deface, injure or disturb any building, equipment, sign, marker, landscape, publicly or privately owned.

9.5 Loitering

No person shall remain on any part of the Airport or in any building on the Airport property without reason to be there or remain in any area or building on Airport property after being asked to leave.

9.6 Littering

Trash, papers, cigarettes, gum, refuse or other unwanted materials will be disposed of in receptacles provided for that purpose.

9.7 Drug Paraphernalia

It shall be unlawful for a person to possess Drug Paraphernalia. Drug Paraphernalia means all equipment, products, and materials of any kind which are used, intended for use, or designed for use in planting, propagating, cultivating, growing, harvesting, manufacturing, compounding, converting, producing, processing, preparing, testing, analyzing, packaging, repackaging, storing, containing, concealing, injecting, ingesting, inhaling, or otherwise introducing into the human body a controlled substance. This includes, but is not limited to:

- a. Kits used, intended for use, or designed for use in planting, propagating, cultivating, growing, or harvesting of any species of plant which is a controlled substance or from which a controlled substance can be derived.

Rules and Regulations

Section 9 – Conduct of the Public

- d. within the AOA; or
- e. anywhere smoking is prohibited by signage.

9.9 Lost and Found

The Airport Customer Service Counter will serve as the official custodian for any Airport Lost & Found property. All items turned in to customer service will be logged and stored in a secure location.

- a. Items will be held for 30 days before being disposed of
- b. Disposal of items will be in accordance with District Executive Directive # 4

9.10 Animals

- a. Animals entering the terminal, passenger boarding areas, cargo facilities or aircraft ramp must be confined to airline approved pet carriers except:
 - i. animals recognized by the American's with Disabilities Act as Service Animals;
 - ii. animals being trained by certified trainers to become Service Animals;
 - iii. animals used by law enforcement for the detection of contraband, explosives or apprehension of individuals.
- b. Animals not recognized by the ADA but meeting the requirements under the Air Carrier Access Act to travel in the cabin of aircraft as Service Animals must remain in airline approved pet carriers or carried until boarding the aircraft or immediately after deplaning. Large animals that cannot be carried must be on a non-retractable leash and under control of the owner at all times. Owners are responsible for cleaning-up all messes created by their animal.

9.11 Baggage Carts

With the exception of skycaps working for a tenant operator, baggage carts, whether rented or privately owned, are not to be used for hire. All baggage carts used inside the Airport Fixed Based Operator facility or terminal building are required to have pneumatic wheels.

9.12 Model Aircraft



MEMORANDUM

TO: Members of the Airport Commission

FROM: Scott C. Carr, A.A.E., Vice President – Commercial Business & Communications

DATE: June 24, 2019

ITEM DESCRIPTION - New Business Item C

Approval of Revisions to and Readoption of the Greenville-Spartanburg Airport District Minimum Standards

BACKGROUND

The purpose of the Greenville-Spartanburg Airport District ("District") Minimum Standards is to establish the minimum threshold entry requirements for those wishing to provide commercial aeronautical services to the public and to ensure that those who have undertaken to provide commodities and services are not exposed to unfair or irresponsible competition. The Airport Commission last adopted changes to the District's Minimum Standards on September 8, 2016.

ISSUES

From time to time, Staff reviews and recommends changes to the Minimum Standards to address new commercial aeronautical services within the industry, update the minimum threshold entry requirements for new entrants wishing to provide services on the airport, and/or maintain compliance with all applicable laws and regulations.

Attached are the following documents:

- A summary matrix of the proposed substantive changes by Section #.
- A redlined copy of each Section with substantive changes.
- A clean copy of each Section with substantive changes.

In addition, minor grammatical revisions have been made to various Sections, which are not included, as they do not represent a substantive change in the intent of the Minimum Standards.



ALTERNATIVES

The alternative is to not make the recommended Minimum Standards changes. This alternative is not recommended.

FISCAL IMPACT

There is no direct financial impact from the recommended changes.

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission resolve to adopt the Greenville-Spartanburg Airport District Administrative Minimum Standards as presented.

Attachments

Greenville-Spartanburg Airport District
Minimum Standards
Change Summary Matrix
June 24, 2019

Section	Subject	Comments
1	Preamble & Policy	<ul style="list-style-type: none"> Inserted verbiage to address specific entities exempt from the Minimum Standards.
2	Definitions	<ul style="list-style-type: none"> Updated Paragraph 2.6 to reflect the District's exclusive rights under FAA regulations to operate the FBO.
3	Minimum Standards for all SASO's	<ul style="list-style-type: none"> Changes made for contextual accuracy.
6	Aircraft Sales	<ul style="list-style-type: none"> Updated hours of operation.
7	Aircraft Airframe, Engine and Accessory, Maintenance and Repair	<ul style="list-style-type: none"> Updated hours of operation.
8	Aircraft Lease and Rental	<ul style="list-style-type: none"> Updated hours of operation.
9	Flight Training	<ul style="list-style-type: none"> Updated hours of operation.
10	Avionics, Instruments or Propeller Repair Stations	<ul style="list-style-type: none"> Updated hours of operation.
11	Aircraft Charter and/or Air Taxi	<ul style="list-style-type: none"> Updated hours of operation.
13	Specialized Commercial Flying Services	<ul style="list-style-type: none"> Updated hours of operation.
17	Commercial Air Carrier Line Maintenance Services	<ul style="list-style-type: none"> Former FBO section moved to Section 19. Reduced the square footage requirements from 1,000 square feet to 500 square feet.
18	Commercial All Cargo Aircraft Ground Handling Services	<ul style="list-style-type: none"> New section to address new entrants wishing to provide these services at the Airport.
19	Fixed Base Operation (FBO)	<ul style="list-style-type: none"> Updated to reflect the District's exclusive rights under FAA regulations to operate the FBO.

Appendix 2	Fixed Base Operator – Minimum Insurance Standards	<ul style="list-style-type: none"> Deleted to reflect the District utilizing its exclusive rights under FAA regulations to operate the FBO.
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Section 1 - Preamble and Policy

These Minimum Standards for Commercial Aeronautical Service Providers ("Minimum Standards") have been formulated and adopted by the Greenville-Spartanburg Airport ~~Commission~~District (the "~~Commission~~District") for the Greenville-Spartanburg International Airport, hereinafter referred to as "Airport". This supersedes all previous documents of its kind, and was officially adopted on ~~November 6, 2006~~ June 24, 2019.

These Minimum Standards are intended to be the minimum threshold entry requirements for those wishing to provide commercial aeronautical services to the public and to ~~insure~~ensure that those who have undertaken to provide commodities and services as approved are not exposed to unfair or irresponsible competition. -

These Minimum Standards were developed taking into consideration the aviation role of the Airport, facilities that currently exist at the Airport, services being offered at the Airport, and the future development planned for the Airport, and to promote fair competition. The uniform application of these Minimum Standards, containing the minimum levels of service that must be offered by the prospective service provider, protects the established aeronautical activity and Airport patrons and enhances the public interest by both encouraging growth of business at the Airport and discouraging substandard operations.

These standards were developed in accordance with the Federal Aviation Administration ("FAA") Advisory Circular 150-5190-5 ~~change 17~~, dated ~~June 2002~~ August 28, 2006. The Airport will annually review and regularly update this document as necessary as required by activities on the Airport or as regulations are changed. Any existing commercial aeronautical service provider currently under a fully executed and approved lease will not be required to meet the standards until at such time that the service provider's lease with the Airport is modified, renewed, or a change in the service provider's ownership of 51 percent or more occurs.

These Minimum Standards shall apply to all Commercial Aeronautical Service Providers, with the exceptions noted below. These Minimum Standards do not apply to:

- The District itself;
- Certificated air carriers providing scheduled passenger and/or cargo service operating under a separate lease and/or agreement with the Airport;
- Non-aeronautical commercial service providers such as restaurants, rental cars, concessions, taxis, Airport shuttles, etc., located on or otherwise serving the Airport;

- Non-

~~SECTION B~~ commercial Airport tenants, including private aircraft owners and operators operating under 14 CFR Part 91, except as noted below;

- Aircraft operators and service providers that are not based at the Airport but that use the Airport on a transient or itinerant basis and comply with all other applicable rules, regulations, and procedures of the District.
-

(4) — Permit — administrative approval issued by the ~~Commission~~District to a person or company to conduct a commercial aeronautical activity, and provide such services, to based and transient aircraft, only from facilities and locations where such services are authorized.

(5) — Person — an individual, corporation, firm, partnership, association, organization, and any other group acting as an entity, to conduct business on the Airport. Person includes a trustee, receiver, assignee or similar representative.

~~(6) — FBO Leased Premises — shall mean, collectively, the entire site located on Airport property leased by the Commission to an FBO.~~

~~F. — Services~~

2.6 - Services

(1) — Avionics Sales and Maintenance — the commercial operation of providing for the repair and service, or installation of aircraft radios, instruments and accessories. ~~Such operation may include the sale of new or used aircraft radios, instruments and accessories.~~

(2) — Fixed Base Operator ~~(“FBO”) — a full service commercial operator who is authorized to engage in”) — the primary activity of providing Aircraft Fuel and must~~ District has elected to utilize its Exclusive Right as permitted by FAA to provide this service(s) at the following secondary activities: Airport.

- ~~(a) — Aircraft Line Services;~~
- ~~(b) — Aircraft Maintenance;~~
- ~~(c) — Aircraft storage hangars;~~
- ~~(d) — Passenger, Crew, and Aircraft ground services, including pilot supplies, support and amenities;~~
- ~~(e) — Flight briefing capabilities including weather;~~
- ~~(f) — UNICOM;~~
- ~~(g) — Courtesy Vehicle, access to limousine services and rental cars; and~~
- ~~(h) — Aircraft Charter or Air Taxi.~~

(3) — Flight Training — the commercial operation of instructing pilots in dual and solo flight, in fixed or rotary wing aircraft, and related ground school instruction as necessary to complete a FAA written pilot’s examination and flight check ride for various categories of pilots licenses and ratings. Flight Training shall also include any portion of a flight between two or more airports or other destinations where the primary purpose is to increase or maintain pilot or crew member proficiency.

(4) — Flying Club — a non-commercial and nonprofit entity organized for the

SECTION c3 - Minimum Standards for Specialized Aviation Service Operations (SASOs):

The following shall apply to all prospective aeronautical service providers wishing to become a SASO at the Airport.-

- (1)——Leases shall be for a term to be mutually agreed upon between the parties with due consideration for the financial investment and the need to amortize improvements to the leasehold.
- (2)——A person shall have such business background and shall have demonstrated his/her business capability to the satisfaction of, and in such manner as to meet with the approval of the ~~Commission~~District.
- (3)——Any prospective entity seeking to conduct Commercial Aeronautical Activity at the Airport should demonstrate in writing and notarized financial detail that they have adequate resources to realize the business objectives agreed to by the ~~Commission~~District and the applicant.
- (4)——The prospective SASO, as defined, shall have its premises open and services available from 98:00 a.m. to 5:00 p.m. at least five (5) days a week unless otherwise indicated or approved by the ~~Commission~~.District. The schedule may be reduced during major holidays, as approved by the ~~Commission~~District.
- (5)——All prospective SASOs shall demonstrate to the ~~Commission's~~District's satisfaction evidence of its ability to acquire insurance coverage as stipulated for each particular type of operation. A SASO should make its own analysis to determine if more is needed.- However, such policies of insurance shall be maintained in full force and effect during all terms of existing Leases, Agreements or business license or renewals or extensions thereof with a 30-calendar day notice of cancellation to the Airport.- Such policies shall not be less than the amounts listed in APPENDIX 1; however, in all cases, must meet the statutory requirements of applicable governmental agencies and be approved in writing by the ~~Commission~~District.
- (6)——Each SASO shall have in its employ, and on duty during required operating hours, trained personnel in such numbers as are required to meet the Minimum Standards in an efficient manner for each aeronautical service being performed.-
- (7)——SASOs shall not engage in any Commercial Aeronautical Activity or service on the Airport premises without first obtaining a Lease, Permit, or Agreement from the ~~Commission~~District in accordance with specifications established by the ~~Commission~~.District. All persons conducting Commercial Aeronautical Activities at the Airport shall, as a condition of conducting such activities, required to comply with the provisions contained in the minimum standards adopted by the ~~Commission~~District as modified from time to time, unless any such provisions are expressly waived or modified by

the ~~Commission~~District in writing. -The mere omission of any particular minimum standard in a Lease, license, permit, or Agreement shall not constitute a waiver or modification of the Minimum Standards unless the document expressly states that the ~~Commission~~District waives application of that standard.

(8) —SASOs shall not engage in any Commercial Aeronautical Activity not specifically authorized by the ~~Commission~~District.

(9) —SASOs shall follow all security regulations and requirements established by the Federal government, State government, local government and the ~~Commission~~District. In addition, the ~~Commission~~District reserves the right to require that principal officers of a SASO, regardless of level of involvement in the actual operation of the SASO, and any employee of the SASO with direct, unescorted access to any building, aircraft parking apron, taxiway, runway, or any other facility inside the secured perimeter fence or facility providing access to the airfield at the Airport submit to a criminal history records check ~~(“CHRC”)~~, including fingerprinting, at the expense of the SASO. -The ~~Commission~~District may suspend the authority of a SASO to conduct business at the Airport if the results of the CHRC indicate that the individual poses a threat to the Airport, local community, State or nation.

(10) —Commercial Aeronautical Activities not addressed in these Minimum Standards will be addressed by the ~~Commission~~District on a case-by-case basis in the SASO’s written Lease, license, permit or Agreement.

(11) —The ~~Commission~~District may waive or modify any portion of these Minimum Standards for the benefit of a governmental agency performing non-profit public services, fire protection, or emergency response operations or when it is determined that such waiver is in the best interest of the public and will not result in unjust discrimination against other Commercial Operators at the Airport.

(12) —The ~~Commission~~District as a matter of policy does not allow any “through-the-fence” operations. -The ~~Commission~~District intends to maintain the position of no “through-the-fence” operations in the future.

(13) —The ~~Executive Director~~President/CEO, or his/her designee, with the approval of the ~~Commission~~District, may make revisions and amendments to these Minimum Standards when business conditions at the Airport require and when necessary to comply with FAA, TSA, or other governmental regulations.-

(14) —The ~~Commission~~District has established these Minimum Standards for the Airport with the intent of providing fair and reasonable rules to govern the conduct of Commercial Aeronautical Activity on the Airport. -It is the intent of the ~~Commission~~District to provide consistent, uniform, and fair enforcement of these Minimum Standards to accomplish the ~~Commission’s~~District’s goals and promote

successful commercial business operations at the Airport. -The ~~Executive~~
~~Director~~President/CEO is responsible for and is hereby empowered to enforce these
Minimum Standards.-

~~SECTION D~~(15) In the event of a direct conflict between these Minimum Standards and any Agreement entered into prior to the Effective Date, the Agreement shall govern to the extent of such conflict. The Minimum Standards are not intended to alter or change rights of any party under any Agreement in effect prior to the Effective Date of these Minimum Standards.

Section 6 - Aircraft Sales

Statement of Concept

New Aircraft Sales: An aircraft sales SASO engages in the sale of new aircraft through franchises or licensed dealerships (if required by local, county or State authority) or distributorship (either on a retail or wholesale basis) of an aircraft manufacturer or used aircraft; and provides such repair, services, and parts as necessary to meet any guarantee or warranty on aircraft sold.

Used Aircraft Sales: Many entities engage in the purchasing and selling of used aircraft. This is accomplished through various methods including matching potential purchasers with an aircraft (brokering), assisting a customer in the purchase or sale of an aircraft, or purchasing used aircraft and marketing them to potential purchasers. In many cases these SASOs also provide such repair, services, and parts as necessary to support the operation of aircraft sold. Some of the requirements may not be appropriate to the sale of used aircraft because of each aircraft's unique history.

Minimum Standards

Minimum Standards

(1)——A SASO engaging in this activity shall provide necessary and satisfactory arrangements for repair and servicing of aircraft, but only for the duration of any sales guarantee or warranty period. The SASO shall provide an adequate inventory of spare parts for the type of new aircraft for which sales privileges are granted. The SASO who is in the business of selling new aircraft shall have available a representative example of the product.

(2)——A SASO shall have in his employ, on duty during business hours, trained personnel in such numbers as are required to meet the Minimum Standards set forth in an efficient manner. The SASO shall also maintain, during all business hours, a responsible person in charge to supervise the operations in the leased area with the authorization to represent and act for and on behalf of the SASO, and to provide check ride pilots for aircraft sold.

(a)——SASO shall operate the service in a minimum of five hundred (500) square feet of office space on the Airport and have immediate access to customer lounge, public telephones, and restrooms. Operator must lease or sublease a minimum tie down area to accommodate at least two (2) of the largest of the aircraft authorized for sale. If the operator leases hangar space for the storage of sale aircraft this provision is waived.

(b)——Employ and have on duty at least one (1) qualified aircraft salesperson and access to a demonstration pilot that has a current commercial pilot certificate with appropriate aircraft type ratings.-

(c) — Keep premises open and services available a minimum of ~~eight (8)~~ nine (9) hours daily, five (5) days a week. _____

SECTION 7 - Aircraft Airframe, Engine and Accessory Maintenance and Repair

Statement of Concept

An aircraft airframe, engine and accessory maintenance and repair SASO provides one or a combination of airframe, engine and accessory overhauls and repair services on aircraft up to annual inspections. This SASO may include all types of piston and turbine aircraft, business Jet aircraft and helicopters. This category shall also include the sale of aircraft parts and accessories.

Minimum Standards

Minimum Standards

(1) — The SASO shall provide sufficient equipment, supplies, manuals and availability of parts equivalent to that required for certification by the FAA.

(2) — The SASO shall have in its employ, and on duty during the appropriate business hours, trained personnel in such numbers as are required to meet the Minimum Standards set forth in this category of services in an efficient manner, but never less than one person currently certificated by the FAA with ratings appropriate to the work being performed and who holds an airframe and power plant rating and is an inspector authorized by the FAA.

(a) — Operate the service from a minimum of twelve thousand (12,000) square feet of ventilated hangar and shop space on the Airport and have immediate access to customer lounge, public telephones, and restrooms.

(b) — Employ and have on-duty a minimum of two (2) FAA certified technicians who possess an airframe, power plant, or aircraft inspector rating, or the maintenance facility must be certified under 14 CFR Part 145.

(c) — Keep premises open and services available a minimum of ~~eight (8)~~ nine (9) hours daily, five (5) days a week. A technician shall also be available on-call twenty-four (24) hours a day, seven (7) days a week for emergency purposes only. If more than one (1) maintenance facility is located on Airport the on-call responsibility may be rotated on a mutually agreeable schedule as approved by the District.

(d) — Provide equipment, supplies and parts required for aircraft airframe, power plant, inspection, tire, battery, oxygen, and other routine aircraft maintenance functions.

(e) — Provide a waste oil receptacle within the immediate vicinity of the

hangar(s). -This receptacle shall be capable of holding a minimum of fifty (50) gallons, have secondary containment protection and be emptied at regular intervals and be in compliance with all regulatory requirements as now or hereafter amended.

Section 8 - Aircraft Lease and Rental

Statement of Concept

An Aircraft lease and rental SASO engages in the rental or lease of Aircraft to the public.

Minimum Standards

Minimum Standards

Aircraft:

(1)——_The SASO shall have available for rental, either owned or under written lease, two (2) certificated and currently airworthy aircraft, one (1) of which must be a four-place aircraft, and one (1) of which must be equipped for and capable of flight under ~~instrument flight rules~~ Instrument Flight Rules ("IFR").

(a)——_SASO shall operate the service in a minimum five hundred (500) square feet of office space on the Airport and have immediate access to customer lounge, public telephones, and restrooms. Arrange for or lease ramp or hangar space for Aircraft available for lease or rental.

(b)——_Employ and have on duty at least two (2) persons having a current commercial pilot certificate with appropriate ratings, including instructor rating.

(c)——_Keep premises open and services available a minimum of ~~eight (8)~~ nine (9) hours daily, ~~six (6)~~ seven (7) days a week.

Section 9 - Flight Training

Statement of Concept

A flight training SASO engages in instructing pilots in dual and solo flight training, in fixed and/or rotary wing aircraft, and provides such related ground school instruction as is necessary and preparatory to taking a written examination and flight check ride for the category or categories of pilots' licenses and ratings involved.

Minimum Standards

Minimum Standards

(1)——_The SASO shall have available for use in flight training, either owned or under written lease to SASO, properly certificated aircraft, one (1) of which must be a four—place aircraft, and one (1) of which must be equipped for and capable of use in IFR conditions.

(2)——_The SASO shall have, on a full—time basis, at least two flight instructors who have been properly certificated by the FAA to provide the type of training offered.

(a)——_SASO shall operate the service from a minimum of five hundred (500) square feet of classroom and office space on the Airport and have immediate access to customer lounge, public telephones, and restrooms.

(b)——_A minimum of one certified flight instructor shall be on duty during business hours and one shall be available on call.

(c)——_Flight training operations shall include mock-ups, pictures, slides, filmstrips, movies, videotapes, or other training aides necessary to provide proper and effective ground school instruction. All materials shall meet FAA requirements for the training offered.

(d)——_Keep premises open and services available a minimum of ~~eight (8)~~nine (9) hours daily, ~~six (6)~~seven (7) days a week.

Section 10 - Avionics, Instruments or Propeller Repair Station

Statement of Concept

An avionics, instrument, or propeller repair station SASO engages in the business of and provides a shop for the sales and repair of aircraft avionics, propellers, instruments, and accessories for General Aviation Aircraft. This category may include the sale of new or used aircraft avionics, propellers, instruments, and accessories. The SASO shall hold the appropriate repair station certificates issued by FAA for the types of equipment it plans to service and/or install.

Minimum Standards

Minimum Standards

(1) — The SASO shall have in its employ and on duty during the appropriate business hours trained personnel in such numbers as are required to meet the Minimum Standards set forth in this category in an efficient manner but never less than one person who is a FAA rated radio, instrument or propeller repairman.-

(a) — SASO shall operate the service from a minimum of five thousand (5,000) square feet of ventilated hangar and shop space on the Airport and have immediate access to customer lounge, public telephones, and restrooms.

(b) — Employ and have on-duty during business hours a minimum of two (2) persons, at least one (1) of which shall be an FAA certified radio, instrument or propeller technician.

(c) — Keep premises open and services available a minimum of ~~eight (8)~~ nine (9) hours daily, five (5) days a week.-

(d) — Provide equipment, supplies and parts required for avionics work.-

Section 11 - Aircraft Charter and/or Air Taxi

Statement of Concept

An unscheduled or scheduled Air Charter or Air Taxi SASO engages in the business of providing air transportation (persons or property) to the general public for hire, on an unscheduled or scheduled basis under the Federal Aviation Regulations set forth in the Code of Federal Regulations CFR 14 Part 135.

Minimum Standards

Minimum Standards

(1)——The SASO shall provide, either owned or under written lease to the SASO, not less than one (1) certified and airworthy single engine, four—place aircraft and one multi—engine aircraft, both of which must be certificated for IFR operations.—Such SASO shall have and display a current FAR Part 135 Certificate.

(2)——The SASO shall have in his employ and on duty during the appropriate business hours trained personnel in such numbers as are required to meet the Minimum Standards set forth in this category in an efficient manner but never less than two (2) persons who are FAA certified commercial pilots and otherwise appropriately rated to permit the flight activity offered by SASO. —This SASO shall operate from the following type facilities:

(a)——SASO shall operate the service from a minimum of five hundred (500) square feet of office space on the Airport and have immediate access to customer lounge, public telephones, and restrooms.

(b)——Keep premises open and services available a minimum of ~~eight (8)~~nine (9) hours daily, five (5) days a week.—

~~SECTION M—Specialized Commercial Flying Services~~

SECTION 13 - Specialized Commercial Flying Services

Statement of Concept

A specialized commercial flying services SASO engages in air transportation for hire for the purpose of providing the use of aircraft for the following activities:

- (a) ~~—~~ Non ~~—~~ stop sightseeing flights that begin and end at the same airport.
- (b) ~~—~~ Aerial photography or survey.
- (c) ~~—~~ Power line or pipe line patrol.
- (d) ~~—~~ Aircraft management.
- (e) ~~—~~ Any other operations specifically excluded from Part 135 of the Federal Aviation Regulations.

~~Minimum Standards~~

Minimum ~~(1)~~ Standards

(1) The SASO shall lease from the Airport or ~~at the~~ FBO a building sufficient to accommodate all activities and operations proposed by the SASO but not less than the level stated below. The minimum, areas in each instance shall be subject to the approval of the ~~Commission~~ District. All SASOs shall demonstrate that they have the availability of aircraft suitably equipped for the particular type of operation they intend to perform.

(2) ~~—~~ The SASO shall base at the Airport not less than one certified and airworthy Aircraft meeting all Federal and State requirements and regulations with respect to the type of operation to be performed.

(3) ~~—~~ The ~~Commission~~ District shall set the minimum insurance requirements as they pertain to the particular type of operation to be performed on a case by case basis. ~~The minimum requirements shall be applicable to all operations of a similar nature.~~ All SASOs will, however, be required to maintain the Aircraft Liability Coverage as set forth for all SASOs included in Appendix 1 hereto.

(4) ~~—~~ The SASO shall have in his employ, and on duty during appropriate business hours, trained personnel in such numbers as may be required to meet the Minimum Standards herein, set forth in an efficient manner including at least one FAA rated pilot for the Aircraft to be used and type of operation to be performed.

(5) — The SASO must provide, by means of an office or a telephone, a point of contact for the public — desiring to use the SASO's services.

(a) — Operate the service from a minimum of five hundred (500) square feet of office space on the Airport and have immediate access to customer lounge, public telephones, and restrooms.

(b) — Keep premises open and services available a minimum of ~~eight (8)~~ nine (9) hours daily, five (5) days a week.

Section 17

Statement of Concept

~~An FBO is a full service Commercial Operator who is authorized to engage in the sale of products, services, and facilities to Aircraft operators. Only FBOs shall be permitted to provide commercial Aircraft Fueling services and operate retail Aircraft Fueling facilities at the Airport; and are required to provide the following services at a minimum:~~

- ~~(a) — Aircraft Fueling which shall include Jet Fuel, AvGas, and Aircraft lubricants~~
- ~~(b) — Aircraft Line Services~~
- ~~(c) — Aircraft Maintenance~~
- ~~(d) — Aircraft storage hangars~~
- ~~(e) — Passenger, Crew, and Aircraft ground services, including pilot supplies, support and amenities~~
- ~~(f) — UNICOM (as permitted by FCC 87.213)~~
- ~~(g) — Flight briefing capabilities including weather~~
- ~~(h) — Courtesy Vehicle, access to limousine services and rental cars~~
- ~~(i) — Air Charter or Air Taxi~~

~~In addition, optional services as approved by the Commission, which may include, but are not limited to: Flight Training, Aircraft Rental, Aircraft Sales, Management Operations, and Avionics Sales and Maintenance.~~

~~FBOs may subcontract or use third party operators to provide any of the required FBO services, or optional services, with the exception of Aircraft Fueling and Aircraft Line Services, which services must be provided directly by FBO and its "Employees." Subcontractors and third party operators shall meet all Minimum Standards applicable to such services when performed by an FBO and operate from the primary FBO Leased Premises.~~

~~Each FBO shall conduct its business and activities on and from the FBO Leased Premises in a safe and professional manner consistent with the degree of care and skill exercised by experienced FBOs providing comparable products, services, and activities from similar airports in like markets.~~

Minimum Standards

(1) — Aircraft Design Group Serviceability

~~Each FBO shall provide the personnel, equipment, and facilities required to service all types of General Aviation Aircraft normally frequenting the Airport. The Airport Reference Code (ARC) to be supported is category ARC C-III, which includes aircraft up to an approach speed of 140 knots and wingspans of 78 feet.~~

~~(2) FBO Leased Premises Size~~

~~Minimum FBO Leased Premises Requirements~~

Buildings & Leasehold	Minimum Size
Total FBO Leased Premises	10 acres (Contiguous Land)
FBO Terminal	4,000 square feet
Maintenance Hangar	12,000 square feet
Maintenance Hangar Offices	1,500 square feet
Aircraft Storage Hangar	12,000 square feet
Aircraft Storage Hangar Offices	1,500 square feet
FBO Apron (adjacent to FBO Leased Premises)	20,000 square feet
Fuel Storage Area	25,000 square feet

~~Each FBO shall lease from the Commission a minimum of ten (10) acres of Contiguous Land. Each FBO shall lease or construct, on the FBO Leased Premises, a public use terminal building with a minimum of four thousand (4,000) square feet of floor space for customer lobby, office, pilot's lounge, flight planning and weather briefing area, and public rest rooms.~~

~~Each FBO shall provide customer and employee parking as required by the Airport Commission as now or hereafter amended, or as required by other applicable laws or ordinances.~~

~~Each FBO shall lease from the Commission sufficient Airport property for its Aircraft operating area ("FBO Apron"), independent of any building area, vehicle parking area, and an "Aircraft Fuel Storage Area". This paved FBO Apron area shall be a minimum of twenty thousand (20,000) square feet and adequate to support all the activities of the FBO and all approved subtenants and shall be constructed to engineering standards for the current Airport design Aircraft as defined in the existing Airport Master Plan.~~

~~(3) FBO Hours of Operation~~

~~Each FBO is required to be open for business and provide Aircraft Fueling and Aircraft Line Services a minimum of 24 hours per day, seven (7) days per week, except as otherwise approved in writing by the Commission.~~

~~Airframe and Power Plant Maintenance must be open not less than five (5) days per week, eight (8) hours per day. Service hours for optional FBO services are listed in their specific categories.~~

~~(4) Staffing and Employee Qualifications~~

~~During the required hours of operation, each FBO shall employ and have on duty sufficient staff to meet the Minimum Standards for each Commercial Aeronautical Activity provided. However, multiple responsibilities may be assigned to Employees where feasible. Each FBO shall have at least two (2) Employees on duty at all times during hours of operation. The FBO will provide to the Airport a current written statement of the names, addresses, telephone numbers and other necessary contact information for all personnel responsible for the operation and management of the FBO. In addition, the Commission shall be provided a point-of-contact with phone numbers for emergency situations.~~

~~All FBO Aircraft Fuel handling personnel shall be trained in the safe and proper handling, dispensing, and storage of Aircraft Fuel. Acceptable training shall be NATA Safety 1st or an equivalent training program.~~

~~(5) — Insurance Requirements —~~

~~Each FBO shall maintain the types and amounts of insurance required by the Commission. Except as otherwise required by the Commission, each FBO shall at all times maintain, at a minimum, the types of insurance in the amounts set forth in Appendix 2.~~

~~(6) — FBOs shall not engage in any Commercial Aeronautical Activity or service on the Airport premises without first obtaining a Lease, Permit or Agreement from the Commission in accordance with specifications established by the Commission. All persons conducting Commercial Aeronautical Activities at the Airport shall, as a condition of conducting such activities, required to comply with the provisions contained in the minimum standards adopted by the Commission as modified from time to time, unless any such provisions are expressly waived or modified by the Commission in writing. The mere omission of any particular minimum standard in a Lease, license, permit or Agreement shall not constitute a waiver or modification of the Minimum Standards unless the document expressly states that the Commission waives application of that standard.~~

~~(7) — FBOs shall not engage in any Commercial Aeronautical Activity not specifically authorized by the Commission.~~

~~(8) — FBOs shall follow all security regulations and requirements established by the Federal government, State government, local government and the Commission. In addition, the Commission reserves the right to require that principal officers of an FBO, regardless of level of involvement in the actual operation of the FBO, and any employee of the FBO with direct, unescorted access to any building, aircraft parking apron, taxiway, runway, or any other facility inside the secured perimeter fence or facility providing access to the airfield at the Airport submit to a criminal history records check (CHRC), including fingerprinting, at the expense of the FBO. The Commission may suspend the authority of an FBO to conduct business at the Airport if the results of the CHRC indicate that the individual poses a threat to the Airport, local community, State or nation.~~

~~(9) — Commercial Aeronautical Activities not addressed in these Minimum Standards will be addressed by the Commission on a case-by-case basis in the FBO's written Lease, license, permit or Agreement.~~

~~(10) — The Commission may waive or modify any portion of these Minimum Standards for the benefit of a governmental agency performing non-profit public services, fire protection, or emergency response operations or when it is determined that such waiver is in the best interest of the public and will not result in unjust discrimination against other Commercial Operators at the Airport.~~

~~(11) — The Commission as a matter of policy does not allow any “through the fence”. The Commission intends to maintain the position of no “through the fence” operations in the future.~~

~~(12) — The Executive Director, or his/her designee, with the approval of the Commission, may make revisions and amendments to these Minimum Standards when business conditions at the Airport require and when necessary to comply with FAA, TSA or other governmental regulations.~~

~~(13) — The Commission has established these Minimum Standards for the Airport with the intent of providing fair and reasonable rules to govern the conduct of Commercial Aeronautical Activity on the Airport. It is the intent of the Commission to provide consistent, uniform, and fair enforcement of these Minimum Standards to accomplish the Commission’s goals and promote successful commercial business operations at the Airport. The Executive Director is responsible for and is hereby empowered to enforce these Minimum Standards.~~

~~(14) — Required FBO Services~~

~~Each FBO shall be required to provide, at a minimum, the following services at the Airport:~~

~~(a) — Aircraft Fuel~~

- ~~(1) — Each FBO must provide the sale and into plane delivery of common and recognized brands of Aircraft Fuels, lubricants and other aviation petroleum products. Each FBO shall provide, store, and dispense 100LL/Avgas and Jet A Aircraft Fuel. All equipment used for the storage and/or dispensing of Aircraft Fuel must meet all applicable Federal, State, local laws, rules and regulations. The location of the Aircraft Fuel Storage Area shall be in conformance with the Airport’s Master Plan and approved by the Commission.~~
- ~~(2) — Each FBO shall manage/and provide a stationary Aircraft Fuel Storage Area encompassing a minimum of twenty five thousand (25,000) square feet, with safety features, and filtration systems to ensure Aircraft Fuel quality. Each FBO shall ensure that all Aircraft Fuel is delivered clean, bright, pure and free of microscopic organisms, water, or other contaminants. Ensuring the quality of the Aircraft Fuel is the sole responsibility of the FBO. Fuel storage are must have proper signage to identity hazards and no smoking.~~
- ~~(3) — One 100LL AvGas fuel storage area tank with a minimum of twenty thousand (20,000) gallon capacity, two Jet A fuel storage area tanks with a minimum of twenty thousand (20,000) gallon capacity each, and the FBO shall also provide adequate mobile or stationary dispensing equipment and two (2) or more personnel on duty 24 hours per day, seven (7) days a week, to serve the Airport’s Aircraft Fuel demand. Filter equipped Aircraft Fuel dispensers with separate~~

~~dispensing pumps and meter systems for each grade of Aircraft Fuel shall be provided. All metering devices must be inspected, checked and certified annually by appropriate local and State agencies. Aircraft Fuel storage facility tanks shall meet all applicable Federal, State and local laws, and the Rules and Regulations.~~

- ~~1. Each FBO shall, at its own expense, maintain the Aircraft Fuel Storage Area, all improvements thereon, and all appurtenances thereto, in a presentable condition consistent with good business practices and in accordance with the appropriate rules, regulations and requirements at the time of construction and any mandated upgrades.~~
- ~~(5) Each FBO shall provide two operating and fully functional Aircraft fueling trucks containing a minimum capacity of five thousand (5,000) gallons for Jet A and seven hundred fifty (750) gallons for 100LL fuel. Each Aircraft fueling vehicle shall be equipped with metering devices that meet all applicable Federal, State, local laws, rules and regulations. One Aircraft fueling vehicle dispensing Jet A Aircraft Fuel shall have over the wing and single point servicing capability and one truck shall be capable of dispensing 100LL fuel.~~
- ~~(6) Each FBO shall operate an Aircraft Fuel Storage Area designed in accordance with all Environmental Protection Agency (EPA) and the State of South Carolina regulations including proper Aircraft Fuel spill prevention features and containment capabilities. In addition, each FBO shall provide a current copy of their Aircraft Fuel spill prevention, countermeasures, and control plan (SPCCC) to the Commission thirty (30) days prior to commencing operations. Aircraft Fuel inventories will be monitored in accordance with current EPA standards and inventory details will be provided to the Airport when requested including total of gallons delivered by type and date.~~
- ~~(7) Each FBO shall conduct the lawful, sanitary, and timely handling and disposal of all solid waste, regulated waste, and other materials including, but not limited to, sump Aircraft Fuel, used oil, solvents, and other regulated waste. The piling and storage of crates, boxes, barrels, containers, refuse, and surplus property is not permitted upon the FBO Leased Premises.~~
- ~~(8) The FBO shall develop and maintain Standard Operating Procedures (SOP) for Aircraft Fuel and ground handling operations and shall ensure compliance with standards set forth in FAA Advisory Circular 00-34, Aircraft Ground Handling and Servicing, as now or hereafter amended. The SOP shall address bonding and fire protection, public protection, control of access to the Aircraft Fuel storage facility, and marking and labeling of Aircraft Fuel storage tanks and Aircraft Fuel dispensing equipment, and shall be submitted to the Commission prior to the FBO commencing Fueling activities.~~
- ~~(9) Additionally, each FBO shall comply with the FAA Advisory Circular 150/5230-4, Aircraft Fuel Storage, Handling, and Dispensing on Airports, Airport Rules and~~

~~Regulations, and all other applicable Federal, State and local laws related to Aircraft Fuel handling, dispensing, sale and storage. Each FBO shall obtain all applicable Aircraft Fueling certifications and permits, and receive periodic refresher training as required. The Commission and/or the FAA may periodically conduct inspections of the FBO activities and facilities to ensure compliance with all applicable laws and regulations, and these Minimum Standards.~~

-
- ~~(10) Each FBO shall provide an adequate supply of properly located, type, size and operable fire extinguishers and other safety equipment. All fire extinguisher certifications must be current. fire extinguishers shall be maintained within all hangars, on FBO Apron areas, at Aircraft Fuel Storage Area, and on all ground handling and Aircraft Fueling Vehicles as required by applicable State and local fire codes for the type of operations conducted.~~
- ~~(11) Each FBO shall provide monthly Aircraft Fuel inventory reconciliation reports to the Commission listing the total amounts of Aircraft Fuel delivered to and dispensed from the Aircraft Fuel Storage Area.~~

~~(b) — Aircraft Line Services~~

~~Each FBO shall provide necessary equipment, supplies, and trained personnel for FBO Apron assistance, towing, parking, and tiedowns, within the FBO Leased Premises. Equipment shall be sufficient to facilitate the handling of Aircraft up to and including corporate jets as defined by FAA Category ARC C-III. Minimum equipment shall consist of two (2) tugs, one (1) ground power unit, one lavatory cart, one universal tow bar, and one tow bar with changeable heads for turbine aircraft.~~

~~Recognizing that General Aviation Aircraft removal is the responsibility of the Aircraft Owner/operator, the FBO shall be prepared to lend assistance within thirty (30) minutes upon request in order to maintain the operational readiness of the Airport. The FBO shall prepare an Aircraft removal plan and have the equipment available that is necessary to remove General Aviation Aircraft normally frequenting the Airport within thirty (30) minutes following the incident or accident.~~

~~Each FBO shall provide passenger, crew, and Aircraft ground services, support and amenities; the following services and concessions shall be inside the FBO terminal building located within the FBO Leased Premises:~~

- ~~(1) — Customer service counter stocked with basic pilots supplies;~~
- ~~(2) — Public lounge and waiting area;~~
- ~~(3) — Flight planning work area with Flight Service Station and weather service communication links;~~
- ~~(4) — Public telephones;~~
- ~~(5) — Crew car;~~
- ~~(6) — Snack food and beverage machines; and~~
- ~~(7) — Local ground transportation contacts.~~

~~(c) — Airframe and Power Plant Maintenance~~

~~Each FBO or sublessee of FBO engaging in Airframe and Power Plant Maintenance shall:-~~

- ~~(1) — Operate the service from a minimum twelve thousand (12,000) square feet of ventilated hangar and shop space and have immediate access to customer lounge, public telephones, and restrooms.~~
- ~~(2) — Have an additional one thousand five hundred (1,500) square feet for management, record keeping and reception areas.~~

~~(3) — Employ and have on-duty a minimum of two (2) FAA-certified technicians who possess an airframe, power plant, or Aircraft inspector rating as specified in 14 CFR Part 65, as now or hereafter amended, or the maintenance facility shall be certified under and satisfy all the requirements as specified in 14 CFR Part 145, as now or hereafter amended.~~

~~(4) — Keep premises open and services available a minimum of eight (8) hours daily, five (5) days a week. A technician shall also be available twenty-four (24) hours a day, seven (7) days a week on-call for emergencies, with a response time of not more than one (1) hours. If more than one (1) Airframe and Power Plant Maintenance facility is located on the Airport, this responsibility may be rotated on a mutually agreeable rotating on-call schedule.~~

~~(5) — Provide equipment, supplies and parts required for Aircraft airframe, power plant, inspection, tire, battery, oxygen, and other routine Aircraft maintenance functions appropriate for the type of Aircraft serviced.~~

~~(d) — Aircraft Storage Hangars~~

~~Each FBO or sublessee of FBO engaging in Aircraft storage hangar activities shall:~~

- ~~(1) — Lease the necessary amount of land to accommodate the proper quantity and required size of hangars. The minimum land area shall be at the sole discretion of the Commission and shall be dependent upon the number and size of hangars proposed.~~
- ~~(2) — Each Aircraft hangar must be a minimum of (12,000) square feet with one thousand five hundred square feet (1,500) of office, and storage area.~~
- ~~(3) — Provide contact name and phone numbers, hangar availability, and rental rates known to prospective customers via posted informational sign inside each FBO terminal.~~
- ~~(4) — Provide a listing of all Aircraft stored within the FBO's or sublessee's hangar facilities to the Commission semi-annually.~~
- ~~(5) — Ensure that hangar tenants only perform preventive Aircraft maintenance within the hangar on their own Aircraft to the extent permitted in 14 CFR Part 43, as now or hereafter amended. Painting, welding, and any type of Hazardous Material storage shall not be permitted within Aircraft hangars unless authorized specifically by the Commission in writing. The piling and storage of crates, boxes, barrels, containers, refuse, and surplus property shall not be permitted.~~
- ~~(6) — Provide a waste oil receptacle within the immediate vicinity of the hangar(s). This receptacle shall be capable of holding a minimum of fifty (50) gallons, have secondary containment protection and be emptied at regular intervals and be in compliance with all regulatory requirements as now or hereafter amended.~~

~~(e) Optional FBO Services~~

~~Each FBO may provide Aeronautical Activities at the Airport in addition to the required FBO services with the consent of the Commission, which may include, but are not necessarily limited to, the services listed below. Any FBO providing optional FBO services, either directly or through a sublessee or subcontractor, shall comply with the standards set forth in this Section, in addition to all other applicable Minimum Standards.~~

Type of Activity	Minimum Office Space	Minimum Hangar Space
Flight Training	500	Not required
Air Charter, Air Taxi or Aircraft Management Operations	500	Not required
Aircraft Rental	500	Not required
Avionics Sales and Maintenance	500	5,000

~~(f) Flight Training~~

~~Each FBO or sublessee of an FBO engaging in Flight Training Services shall:~~

- ~~(1) Operate the service from a minimum of five hundred (500) square feet of classroom and office space within the FBO Leased Premises, and have immediate access to customer lounge, public telephones, and restrooms.~~
- ~~(2) Employ and make available at least one (1) or more FAA certified flight instructors as necessary to meet the Flight Training demand and schedule requirements.~~
- ~~(3) Own or lease one (1) or more airworthy Aircraft necessary to meet the Flight Training demand and schedule requirements. Aircraft may be fixed or rotary wing.~~
- ~~(4) Flight Training operations shall include adequate mock-ups, pictures, slides, filmstrips, movies, videotapes, or other training aides necessary to provide proper and effective ground school instruction.~~

~~(g) Air Charter, Air Taxi and Aircraft Management Operations~~

~~Each FBO or sublessee of FBO engaging in Air Charter, Air Taxi or Aircraft Management Operations shall:~~

- ~~(1) Operate the service from not less than five hundred (500) square feet of office space within the FBO Leased Premises and have immediate access to customer lounge, public telephones, and restrooms.~~

- ~~(2) — Employ and make available at least two (2) employees who hold current FAA commercial pilot certificates and current Class I or II medical certificates and ratings appropriate for each Aircraft listed on its operating certificate. In addition, all flight personnel shall be properly rated for the Aircraft operated.~~
- ~~(3) — Have dispatch capability within four (4) hours of a customer request.~~
- ~~(4) — Be open and services available five (5) days per week, eight (8) hours per day.~~
- ~~(5) — Own or lease or manage at least two (2) certified and continuously airworthy instrument qualified multi-engine Aircraft.~~
- ~~(6) — Have and display in the public office, a current 14 CFR Part 135 Air Taxi Certificate or provisional FAR Part 135 Certificate, in addition to, the Aircraft identification page from the operating specifications manual of each Aircraft listed on the certificate.~~
- ~~(7) — Have and display in the public office a current copy of 14 CFR Part 133 for rotorcraft operations detailing the external loading requirements.~~
- ~~(8) — Aircraft Management activities must be operated in accordance with the provision as specified in 14 CFR Part 91 as now or hereafter amended.~~

~~(h) — Aircraft Rental~~

~~———— Each FBO or sublessee of FBO engaging in Aircraft Rental services shall:~~

- ~~(1) — Operate the service in a minimum of five hundred (500) square feet of office space within the FBO Leased Premises and have immediate access to customer lounge, public telephones, and restrooms.~~
- ~~(2) — Employ and have on duty at least one (1) employee having a current commercial pilot certificate with appropriate ratings, including instructor rating.~~
- ~~(3) — Keep the premises open and services available a minimum of eight (8) hours per day, six (6) days a week.~~
- ~~(4) — Have available for rental or use in Flight Training, either owned or leased and under exclusive control of Commercial Operator, a minimum of two (2) certified and airworthy Aircraft.~~

~~———— (i) — Avionics Sales and Maintenance~~

~~———— Each FBO or sublessee of FBO engaging in Avionics Sales and Maintenance shall:~~

- ~~(1) — Operate the service in a minimum of five thousand (5000) square feet of space for operations, bench testing and administration within the FBO Leased Premises have immediate access to customer lounge, public telephones, and restrooms.~~

- ~~(2) Have an additional five hundred (500) square feet of ventilated hangar and shop space to work on Aircraft.~~
- ~~(3) Employ and have on duty at least one (1) trained and FAA certified technician.~~
- ~~(4) Keep premises open and services available a minimum of eight (8) hours a day, five (5) days a week.~~
- ~~(5) Hold the appropriate FAA repair station certificates for the types of Equipment serviced and/or installed.~~

SECTION R - Commercial Air Carrier Line Maintenance Services

Statement of Concept

A Commercial Air Carrier Line Maintenance Services SASO engages in line maintenance on scheduled or unscheduled air carrier aircraft operating at the Airport.

Minimum Standards

- (1) —The SASO shall operate the service from a minimum of ~~one thousand (1,000)~~five hundred (500) square feet of space on the Airport.
- (2) —The SASO shall provide not less than one (1) qualified and certified employee on duty either at the Airport or on call in accordance with the hours of operation.
- (3) —The SASO shall have all of the necessary equipment and tools to work on commercial aircraft scheduled to the Airport.
- (4) —The SASO shall have on-airport personnel from the hours 4:30 a.m. ~~-to midnight~~daily, and be able to respond within 30 minutes of a call to the airport between the hours of midnight and 4:30 a.m. daily.

APPENDIX 1

Section 18 - Commercial All Cargo Aircraft Ground Handling Services

Statement of Concept

A Commercial All Cargo Aircraft Ground Handling Services SASO engages in commercial cargo ground handling services on scheduled or unscheduled cargo aircraft operating at the Airport.

Minimum Standards

(1) The SASO shall operate the service from a minimum of forty thousand (40,000) square feet of warehouse space and three thousand (3,000) square feet of office on the Airport.

(2) The SASO shall provide sufficient trained staffing at the Airport during the hours of operation with following certifications:

- DG Cat 6
- ISAGO or airline training
- ACMR

(3) The SASO shall have all of the necessary equipment and tools to service commercial cargo aircraft scheduled to the Airport, excluding into-plane delivery of fuel that will be provided by the FBO. However, at a minimum, the SASO shall have the following equipment on-airport:

- (2) 75,000 lb. DBP pushback tractors
- (5) 5,000 lb. DBP tow tractors
- (50) PMC/PAG compatible cargo dollies
- (10) PGA/PRA compatible cargo dollies
- (2) baggage carts
- (50) PMC/PAG static racks
- Dolly height transfer deck system with landside roller bed loading/unloading capability
- Widebody aircraft belt loaders
- (2) loaders capable of servicing main and lower decks of a widebody freighter aircraft
- (2) 2-ton forklifts
- (1) 5-ton forklifts
- (1) 10-ton forklifts
- 7.5-ton 10' cargo pancake scale
- (1) 15-ton 20' cargo pancake scale
- Dual plug 120 KVA GPU

- 270 PPM ASU
- A/C cart
- (1) lavatory cart
- Potable water cart
- (2) de-icing trucks
- Widebody aircraft crew stairs
- Narrow body aircraft crew stairs
- B-747 tailstand
- B-747 towbars
- B-737 towbars
- B-777/767 towbars
- B-727 towbar
- MD-11/DC-10 towbar
- A-330/340 towbar

(4) The SASO shall have on-airport warehouse personnel from the hours 6:00 a.m. to 10:00 p.m. daily and provide ramp service hours 24 hours per day.

Section 19 – Fixed Base Operator (FBO)

District has elected to utilize its Exclusive Right as permitted by FAA to provide this service(s) at the Airport.

APPENDIX

Appendix 2 **FIXED BASE OPERATOR MINIMUM INSURANCE STANDARDS** **GSP AIRPORT**

WORKERS' COMPENSATION:

- _____ Coverage A: _____ Statutory coverage in the State of South Carolina
- _____ Coverage B: _____ Employers Liability: _____
 - _____ Bodily Injury by Accident _____ \$1,000,000 each accident
 - _____ Bodily Injury by Disease \$1,000,000 policy limit
 - _____ Bodily Injury by Disease \$1,000,000 each employee
- _____ Other States: _____ All States endorsement except State Fund states.
- _____ Voluntary Compensation Endorsement: _____ Coverage to apply in the State of Hire.
- _____ Policy should include a Waiver of Subrogation in favor of Commission and Airport

AIRPORT LIABILITY:

- _____ Combined Single Limit:
- _____ Products-Completed Operations Aggregate Limit _____ \$25,000,000
- _____ Personal Injury & Advertising Injury Aggregate Limit _____ \$25,000,000
- _____ Incidental Malpractice Liability Aggregate Limit _____ \$25,000,000
- _____ Each Occurrence Limit _____ \$25,000,000
- _____ Fire Damage Liability Any One Fire _____ \$ 100,000
- _____ Medical Expense Limit Any One Person _____ \$ 5,000
- _____ Hangarkeepers Limit Any One Aircraft _____ \$25,000,000
- _____ Hangarkeepers Limit Any One Occurrence _____ \$25,000,000
- _____ General and Contractual Liability for Lease Agreement _____ \$25,000,000
- _____ Host Liquor Liability _____ \$25,000,000

Maximum Deductibles to be negotiated

The FBO shall provide the Commission with a certificate of insurance annually. All insurance policies shall contain indemnification and hold harmless language that covers the Commission, Airport and its employees, as additional insured with respect to liability arising from activities performed by or on behalf of the FBO.

Note: _____ Endorsement to define the Indemnity Agreement in the lease as an INSURED CONTRACT under the terms of the policy.

AIRCRAFT LIABILITY:

- _____ Combined Single Limit _____

Covering all aircraft used in the FBO's business \$10,000,000

~~Non- Owned Aircraft Liability Ground~~ \$10,000,000

~~Non- owned Aircraft Liability Flight (if applicable)~~ \$10,000,000

The Commission, its employees, agents, Board of Commissioners and the Airport shall be endorsed as additional insureds with regard to liability coverage.

AIRCRAFT HULL:

Policy should include a Waiver of Subrogation in favor of GSP

AUTOMOBILE:

Combined Single Limit \$5,000,000

Hired and Non-Owned Liability coverage \$5,000,000

Symbol 1 providing liability coverage for "Any Vehicle"

Policy should include a Wavier of Subrogation in favor of GSP for Physical Damage coverage

Comprehensive and Collision

The Commission, its employees, agents, Board of Commissioners and the Airport shall be endorsed as additional insureds with regard to liability coverage.

PROPERTY INSURANCE:

Special Form Coverage in the amount of the Replacement Cost of the building.

Coverage to be on a Replacement Cost basis.

Agreed Amount Endorsement deleting co-insurance requirement.

Business Interruption/Extra Expense Coverage as required to guarantee the uninterrupted payment of rental fees.

Airport as named Insured ~~As Their Interests May Appear.~~

~~ENVIRONMENTAL IMPAIRMENT LIABILITY:~~

~~———— Coverage and limits to be negotiated.~~

~~Evidence of all required coverage to be furnished in the form of a Certificate of Insurance with 30 notice of cancellation or material reduction in coverage in favor of GSP.~~

~~All underwriters to have a Best's rating of A VIII or higher.~~

APPENDIX 3

Minimum Requirements for a Business Plan:

1. ——— List all services that are proposed to be offered.
2. Details on the amount of land desired to lease.
3. Building space that will be constructed or leased.
4. Number of aircraft that will be provided.
5. Equipment and special tooling to be provided.
6. Number of persons to be employed.
7. Short resume for each of the owners and financial backers.
8. Short resume of the manager of the business (if different from "7" above) including this person's experience and background in managing a business of this nature.
9. Periods (days and hours) of proposed operation.
10. Amounts and types of insurance coverage to be maintained (see requirements in Minimum Standards).
11. Evidence of the projections for the first year and the succeeding four (4) years.
12. Methods to be used to attract new business (advertising and incentives).
13. Amenities to be provided to attract business.
14. Plans for physical expansion, if business should warrant such expansion.

Section 1 – Preamble and Policy

These Minimum Standards for Commercial Aeronautical Service Providers ("Minimum Standards") have been formulated and adopted by the Greenville-Spartanburg Airport District (the "District") for the Greenville-Spartanburg International Airport, hereinafter referred to as "Airport". This supersedes all previous documents of its kind and was officially adopted on June 24, 2019.

These Minimum Standards are intended to be the minimum threshold entry requirements for those wishing to provide commercial aeronautical services to the public and to ensure that those who have undertaken to provide commodities and services as approved are not exposed to unfair or irresponsible competition.

These Minimum Standards were developed taking into consideration the aviation role of the Airport, facilities that currently exist at the Airport, services being offered at the Airport, and the future development planned for the Airport, and to promote fair competition. The uniform application of these Minimum Standards, containing the minimum levels of service that must be offered by the prospective service provider, protects the established aeronautical activity and Airport patrons and enhances the public interest by both encouraging growth of business at the Airport and discouraging substandard operations.

These standards were developed in accordance with the Federal Aviation Administration ("FAA") Advisory Circular 150/5190-7, dated August 28, 2006. The Airport will annually review and regularly update this document as necessary as required by activities on the Airport or as regulations are changed. Any existing commercial aeronautical service provider currently under a fully executed and approved lease will not be required to meet the standards until at such time that the service provider's lease with the Airport is modified, renewed, or a change in the service provider's ownership of 51 percent or more occurs.

These Minimum Standards shall apply to all Commercial Aeronautical Service Providers, with the exceptions noted below. These Minimum Standards do not apply to:

- The District itself;
- Certificated air carriers providing scheduled passenger and/or cargo service operating under a separate lease and/or agreement with the Airport;

- Non-aeronautical commercial service providers such as restaurants, rental cars, concessions, taxis, Airport shuttles, etc., located on or otherwise serving the Airport;
- Non-commercial Airport tenants, including private aircraft owners and operators operating under 14 CFR Part 91, except as noted below;
- Aircraft operators and service providers that are not based at the Airport but that use the Airport on a transient or itinerant basis and comply with all other applicable rules, regulations, and procedures of the District.

In 1996, all references to the FARs were changed to "14 CFR" (Title 14 of the Code of Federal Regulations).

(5) State - the State of South Carolina.

(6) TSA - The Transportation Security Agency.

2.4 – Fueling

(1) Aircraft Fueling Vehicle - any vehicle used by the FBO for the transportation, delivery and dispensing of Aircraft Fuel.

(2) Fueling or Fuel Handling - the transportation, sale, delivery, dispensing, storage, or draining of fuel or fuel waste products to or from aircraft, vehicles, or equipment.

(3) Fuel Storage Area - any portion of the Airport designated temporarily or permanently by the District as an area in which aviation or motor vehicle gasoline or any other type of fuel or fuel additive may be stored or loaded.

(4) Self-Service Fueling - the commercial operation of an unmanned stationary fuel tank and dispensing equipment for general use via a card reader. This includes the operations of anyone utilizing this type of equipment to provide fuel for sale or reuse.

2.5 – Lease and Agreements

(1) Lease - the written contract between the District and an Operator ("Lessee") specifying the terms and conditions under which an Operator may occupy and operate from certain Airport facilities and/or property.

(2) Sublease - A written agreement, approved by the District, stating the terms and conditions under which a third-party Operator leases space from a Lessee ("Sublessee") for the purpose of providing aeronautical services at the Airport.

(3) Agreement - the written agreement between the District and an Operator specifying the terms and conditions under which the Operator may conduct commercial aviation activities. Such Agreement will recite the terms and conditions under which the activity will be conducted at the Airport including, but not limited to, term of the Agreement; rents, fees, and charges to be paid; and the right and obligations of the respective parties.

(4) Permit - administrative approval issued by the District to a person or company to conduct a commercial aeronautical activity, and provide such services, to based

and transient aircraft, only from facilities and locations where such services are authorized.

(5) Person - an individual, corporation, firm, partnership, association, organization, and any other group acting as an entity, to conduct business on the Airport. Person includes a trustee, receiver, assignee or similar representative.

2.6 – Services

(1) Avionics Sales and Maintenance - the commercial operation of providing for the repair and service, or installation of aircraft radios, instruments and accessories. Such operation may include the sale of new or used aircraft radios, instruments and accessories.

(2) Fixed Base Operator ("FBO") - the District has elected to utilize its Exclusive Right as permitted by FAA to provide this service(s) at the Airport.

(3) Flight Training – the commercial operation of instructing pilots in dual and solo flight, in fixed or rotary wing aircraft, and related ground school instruction as necessary to complete a FAA written pilot's examination and flight check ride for various categories of pilots licenses and ratings. Flight Training shall also include any portion of a flight between two or more airports or other destinations where the primary purpose is to increase or maintain pilot or crew member proficiency.

(4) Flying Club – a non-commercial and nonprofit entity organized for the purpose of providing its members with any number of aircraft for their personal use and enjoyment. Aircraft must be vested in the name of the flying club owners on a pro-rata share, and the club may not derive greater revenue from the use of the aircraft than the cost to operate, maintain, and replace the aircraft.

(5) Preventive Aircraft Maintenance – maintenance that is not considered a major aircraft alteration or repair and does not involve complex assembly operations as listed in 14 CFR Part 43, except for Item 22 in the Regulation. Item 22 involves the replacement of prefabricated fuel lines, and shall, for purposes of these regulations, be considered a major aircraft repair.

(6) Self-Service – aircraft refueling, repair, preventive maintenance, towing, adjustment, cleaning, and general services performed by an aircraft owner or his/her employees on his/her aircraft with resources supplied by the aircraft owner.

(7) Specialized Aviation Service Operations ("SASO") - a commercial aeronautical business that is authorized to offer a single or limited service according to established Minimum Standards. Examples of a SASO include, but are not limited to, the following commercial aeronautical activities: Flight Training, Airframe and

SECTION 3 – Minimum Standards for Specialized Aviation Service Operations (SASOs)

The following shall apply to all prospective aeronautical service providers wishing to become a SASO at the Airport.

(1) Leases shall be for a term to be mutually agreed upon between the parties with due consideration for the financial investment and the need to amortize improvements to the leasehold.

(2) A person shall have such business background and shall have demonstrated his/her business capability to the satisfaction of, and in such manner as to meet with the approval of the District.

(3) Any prospective entity seeking to conduct Commercial Aeronautical Activity at the Airport should demonstrate in writing and notarized financial detail that they have adequate resources to realize the business objectives agreed to by the District and the applicant.

(4) The prospective SASO, as defined, shall have its premises open and services available from 8:00 a.m. to 5:00 p.m. at least five (5) days a week unless otherwise indicated or approved by the District. The schedule may be reduced during major holidays, as approved by the District.

(5) All prospective SASOs shall demonstrate to the District's satisfaction evidence of its ability to acquire insurance coverage as stipulated for each particular type of operation. A SASO should make its own analysis to determine if more is needed. However, such policies of insurance shall be maintained in full force and effect during all terms of existing Leases, Agreements or business license or renewals or extensions thereof with a 30-calendar day notice of cancellation to the Airport. Such policies shall not be less than the amounts listed in APPENDIX 1; however, in all cases, must meet the statutory requirements of applicable governmental agencies and be approved in writing by the District.

(6) Each SASO shall have in its employ, and on duty during required operating hours, trained personnel in such numbers as are required to meet the Minimum Standards in an efficient manner for each aeronautical service being performed.

(7) SASOs shall not engage in any Commercial Aeronautical Activity or service on the Airport premises without first obtaining a Lease, Permit, or Agreement from the District in accordance with specifications established by the District. All persons conducting Commercial Aeronautical Activities at the Airport shall, as a condition of conducting such activities, required to comply with the provisions contained in the minimum standards adopted by the District as modified from time to time, unless

any such provisions are expressly waived or modified by the District in writing. The mere omission of any particular minimum standard in a Lease, license, permit, or Agreement shall not constitute a waiver or modification of the Minimum Standards unless the document expressly states that the District waives application of that standard.

(8) SASOs shall not engage in any Commercial Aeronautical Activity not specifically authorized by the District.

(9) SASOs shall follow all security regulations and requirements established by the Federal government, State government, local government and the District. In addition, the District reserves the right to require that principal officers of a SASO, regardless of level of involvement in the actual operation of the SASO, and any employee of the SASO with direct, unescorted access to any building, aircraft parking apron, taxiway, runway, or any other facility inside the secured perimeter fence or facility providing access to the airfield at the Airport submit to a criminal history records check ("CHRC"), including fingerprinting, at the expense of the SASO. The District may suspend the authority of a SASO to conduct business at the Airport if the results of the CHRC indicate that the individual poses a threat to the Airport, local community, State or nation.

(10) Commercial Aeronautical Activities not addressed in these Minimum Standards will be addressed by the District on a case-by-case basis in the SASO's written Lease, license, permit or Agreement.

(11) The District may waive or modify any portion of these Minimum Standards for the benefit of a governmental agency performing non-profit public services, fire protection, or emergency response operations or when it is determined that such waiver is in the best interest of the public and will not result in unjust discrimination against other Commercial Operators at the Airport.

(12) The District as a matter of policy does not allow any "through-the-fence" operations. The District intends to maintain the position of no "through-the-fence" operations in the future.

(13) The President/CEO, or his/her designee, with the approval of the District, may make revisions and amendments to these Minimum Standards when business conditions at the Airport require and when necessary to comply with FAA, TSA, or other governmental regulations.

(14) The District has established these Minimum Standards for the Airport with the intent of providing fair and reasonable rules to govern the conduct of Commercial Aeronautical Activity on the Airport. It is the intent of the District to provide consistent, uniform, and fair enforcement of these Minimum Standards to

accomplish the District's goals and promote successful commercial business operations at the Airport. The President/CEO is responsible for and is hereby empowered to enforce these Minimum Standards.

(15) In the event of a direct conflict between these Minimum Standards and any Agreement entered into prior to the Effective Date, the Agreement shall govern to the extent of such conflict. The Minimum Standards are not intended to alter or change rights of any party under any Agreement in effect prior to the Effective Date of these Minimum Standards.

Section 6 – Aircraft Sales

Statement of Concept

New Aircraft Sales: An aircraft sales SASO engages in the sale of new aircraft through franchises or licensed dealerships (if required by local, county or State authority) or distributorship (either on a retail or wholesale basis) of an aircraft manufacturer or used aircraft; and provides such repair, services, and parts as necessary to meet any guarantee or warranty on aircraft sold.

Used Aircraft Sales: Many entities engage in the purchasing and selling of used aircraft. This is accomplished through various methods including matching potential purchasers with an aircraft (brokering), assisting a customer in the purchase or sale of an aircraft, or purchasing used aircraft and marketing them to potential purchasers. In many cases these SASOs also provide such repair, services, and parts as necessary to support the operation of aircraft sold. Some of the requirements may not be appropriate to the sale of used aircraft because of each aircraft's unique history.

Minimum Standards

(1) A SASO engaging in this activity shall provide necessary and satisfactory arrangements for repair and servicing of aircraft, but only for the duration of any sales guarantee or warranty period. The SASO shall provide an adequate inventory of spare parts for the type of new aircraft for which sales privileges are granted. The SASO who is in the business of selling new aircraft shall have available a representative example of the product.

(2) A SASO shall have in his employ, on duty during business hours, trained personnel in such numbers as are required to meet the Minimum Standards set forth in an efficient manner. The SASO shall also maintain, during all business hours, a responsible person in charge to supervise the operations in the leased area with the authorization to represent and act for and on behalf of the SASO, and to provide check ride pilots for aircraft sold.

(a) SASO shall operate the service in a minimum of five hundred (500) square feet of office space on the Airport and have immediate access to customer lounge, public telephones, and restrooms. Operator must lease or sublease a minimum tie down area to accommodate at least two (2) of the largest of the aircraft authorized for sale. If the operator leases hangar space for the storage of sale aircraft this provision is waived.

(b) Employ and have on duty at least one (1) qualified aircraft salesperson and access to a demonstration pilot that has a current commercial pilot certificate with appropriate aircraft type ratings.

(c) Keep premises open and services available a minimum of nine (9) hours daily, five (5) days a week.

Section 7 – Aircraft Airframe, Engine and Accessory Maintenance and Repair

Statement of Concept

An aircraft airframe, engine and accessory maintenance and repair SASO provides one or a combination of airframe, engine and accessory overhauls and repair services on aircraft up to annual inspections. This SASO may include all types of piston and turbine aircraft, business Jet aircraft and helicopters. This category shall also include the sale of aircraft parts and accessories.

Minimum Standards

(1) The SASO shall provide sufficient equipment, supplies, manuals and availability of parts equivalent to that required for certification by the FAA.

(2) The SASO shall have in its employ, and on duty during the appropriate business hours, trained personnel in such numbers as are required to meet the Minimum Standards set forth in this category of services in an efficient manner, but never less than one person currently certificated by the FAA with ratings appropriate to the work being performed and who holds an airframe and power plant rating and is an inspector authorized by the FAA.

(a) Operate the service from a minimum of twelve thousand (12,000) square feet of ventilated hangar and shop space on the Airport and have immediate access to customer lounge, public telephones, and restrooms.

(b) Employ and have on-duty a minimum of two (2) FAA certified technicians who possess an airframe, power plant, or aircraft inspector rating, or the maintenance facility must be certified under 14 CFR Part 145.

(c) Keep premises open and services available a minimum of nine (9) hours daily, five (5) days a week. A technician shall also be available on-call twenty-four (24) hours a day, seven (7) days a week for emergency purposes only. If more than one (1) maintenance facility is located on Airport the on-call responsibility may be rotated on a mutually agreeable schedule as approved by the District.

(d) Provide equipment, supplies and parts required for aircraft airframe, power plant, inspection, tire, battery, oxygen, and other routine aircraft maintenance functions.

(e) Provide a waste oil receptacle within the immediate vicinity of the hangar(s). This receptacle shall be capable of holding a minimum of fifty

(50) gallons, have secondary containment protection and be emptied at regular intervals and be in compliance with all regulatory requirements as now or hereafter amended.

Section 8 – Aircraft Lease and Rental

Statement of Concept

An Aircraft lease and rental SASO engages in the rental or lease of Aircraft to the public.

Minimum Standards

Aircraft:

(1) The SASO shall have available for rental, either owned or under written lease, two (2) certificated and currently airworthy aircraft, one (1) of which must be a four-place aircraft, and one (1) of which must be equipped for and capable of flight under Instrument Flight Rules ("IFR").

(a) SASO shall operate the service in a minimum five hundred (500) square feet of office space on the Airport and have immediate access to customer lounge, public telephones, and restrooms. Arrange for or lease ramp or hangar space for Aircraft available for lease or rental.

(b) Employ and have on duty at least two (2) persons having a current commercial pilot certificate with appropriate ratings, including instructor rating.

(c) Keep premises open and services available a minimum of nine (9) hours daily, seven (7) days a week.

Section 9 – Flight Training

Statement of Concept

A flight training SASO engages in instructing pilots in dual and solo flight training, in fixed and/or rotary wing aircraft, and provides such related ground school instruction as is necessary and preparatory to taking a written examination and flight check ride for the category or categories of pilots' licenses and ratings involved.

Minimum Standards

(1) The SASO shall have available for use in flight training, either owned or under written lease to SASO, properly certificated aircraft, one (1) of which must be a four-place aircraft, and one (1) of which must be equipped for and capable of use in IFR conditions.

(2) The SASO shall have, on a full-time basis, at least two flight instructors who have been properly certificated by the FAA to provide the type of training offered.

(a) SASO shall operate the service from a minimum of five hundred (500) square feet of classroom and office space on the Airport and have immediate access to customer lounge, public telephones, and restrooms.

(b) A minimum of one certified flight instructor shall be on duty during business hours and one shall be available on call.

(c) Flight training operations shall include mock-ups, pictures, slides, filmstrips, movies, videotapes, or other training aides necessary to provide proper and effective ground school instruction. All materials shall meet FAA requirements for the training offered.

(d) Keep premises open and services available a minimum of nine (9) hours daily, seven (7) days a week.

Section 10 – Avionics, Instruments or Propeller Repair Station

Statement of Concept

An avionics, instrument, or propeller repair station SASO engages in the business of and provides a shop for the sales and repair of aircraft avionics, propellers, instruments, and accessories for General Aviation Aircraft. This category may include the sale of new or used aircraft avionics, propellers, instruments, and accessories. The SASO shall hold the appropriate repair station certificates issued by FAA for the types of equipment it plans to service and/or install.

Minimum Standards

(1) The SASO shall have in its employ and on duty during the appropriate business hours trained personnel in such numbers as are required to meet the Minimum Standards set forth in this category in an efficient manner but never less than one person who is a FAA rated radio, instrument or propeller repairman.

(a) SASO shall operate the service from a minimum of five thousand (5,000) square feet of ventilated hangar and shop space on the Airport and have immediate access to customer lounge, public telephones, and restrooms.

(b) Employ and have on-duty during business hours a minimum of two (2) persons, at least one (1) of which shall be an FAA certified radio, instrument or propeller technician.

(c) Keep premises open and services available a minimum of nine (9) hours daily, five (5) days a week.

(d) Provide equipment, supplies and parts required for avionics work.

Section 11 – Aircraft Charter and/or Air Taxi

Statement of Concept

An unscheduled or scheduled Air Charter or Air Taxi SASO engages in the business of providing air transportation (persons or property) to the general public for hire, on an unscheduled or scheduled basis under the Federal Aviation Regulations set forth in the Code of Federal Regulations CFR 14 Part 135.

Minimum Standards

(1) The SASO shall provide, either owned or under written lease to the SASO, not less than one (1) certified and airworthy single engine, four-place aircraft and one multi-engine aircraft, both of which must be certificated for IFR operations. Such SASO shall have and display a current FAR Part 135 Certificate.

(2) The SASO shall have in his employ and on duty during the appropriate business hours trained personnel in such numbers as are required to meet the Minimum Standards set forth in this category in an efficient manner but never less than two (2) persons who are FAA certified commercial pilots and otherwise appropriately rated to permit the flight activity offered by SASO. This SASO shall operate from the following type facilities:

(a) SASO shall operate the service from a minimum of five hundred (500) square feet of office space on the Airport and have immediate access to customer lounge, public telephones, and restrooms.

(b) Keep premises open and services available a minimum of nine (9) hours daily, five (5) days a week.

SECTION 13 – Specialized Commercial Flying Services

Statement of Concept

A specialized commercial flying services SASO engages in air transportation for hire for the purpose of providing the use of aircraft for the following activities:

- (a) Non-stop sightseeing flights that begin and end at the same airport.
- (b) Aerial photography or survey.
- (c) Power line or pipe line patrol.
- (d) Aircraft management.
- (e) Any other operations specifically excluded from Part 135 of the Federal Aviation Regulations.

Minimum Standards

(1) The SASO shall lease from the Airport or the FBO a building sufficient to accommodate all activities and operations proposed by the SASO but not less than the level stated below. The minimum areas in each instance shall be subject to the approval of the District. All SASOs shall demonstrate that they have the availability of aircraft suitably equipped for the particular type of operation they intend to perform.

(2) The SASO shall base at the Airport not less than one certified and airworthy Aircraft meeting all Federal and State requirements and regulations with respect to the type of operation to be performed.

(3) The District shall set the minimum insurance requirements as they pertain to the particular type of operation to be performed on a case by case basis. The minimum requirements shall be applicable to all operations of a similar nature. All SASOs will, however, be required to maintain the Aircraft Liability Coverage as set forth for all SASOs included in Appendix 1 hereto.

(4) The SASO shall have in his employ, and on duty during appropriate business hours, trained personnel in such numbers as may be required to meet the Minimum Standards herein, set forth in an efficient manner including at least one FAA rated pilot for the Aircraft to be used and type of operation to be performed.

(5) The SASO must provide, by means of an office or a telephone, a point of contact for the public desiring to use the SASO's services.

(a) Operate the service from a minimum of five hundred (500) square feet of office space on the Airport and have immediate access to customer lounge, public telephones, and restrooms.

(b) Keep premises open and services available a minimum of nine (9) hours daily, five (5) days a week.

Section 17 – Commercial Air Carrier Line Maintenance Services

Statement of Concept

A Commercial Air Carrier Line Maintenance Services SASO engages in line maintenance on scheduled or unscheduled air carrier aircraft operating at the Airport.

Minimum Standards

- (1) The SASO shall operate the service from a minimum of five hundred (500) square feet of space on the Airport.
- (2) The SASO shall provide not less than one (1) qualified and certified employee on duty either at the Airport or on call in accordance with the hours of operation.
- (3) The SASO shall have all of the necessary equipment and tools to work on commercial aircraft scheduled to the Airport.
- (4) The SASO shall have on-airport personnel from the hours 4:30 a.m. to midnight daily, and be able to respond within 30 minutes of a call to the airport between the hours of midnight and 4:30 a.m. daily.

Section 18 – Commercial All Cargo Aircraft Ground Handling Services

Statement of Concept

A Commercial All Cargo Aircraft Ground Handling Services SASO engages in commercial cargo ground handling services on scheduled or unscheduled cargo aircraft operating at the Airport.

Minimum Standards

(1) The SASO shall operate the service from a minimum of forty thousand (40,000) square feet of warehouse space and three thousand (3,000) square feet of office on the Airport.

(2) The SASO shall provide sufficient trained staffing at the Airport during the hours of operation with following certifications:

- DG Cat 6
- ISAGO or airline training
- ACMR

(3) The SASO shall have all of the necessary equipment and tools to service commercial cargo aircraft scheduled to the Airport, excluding into-plane delivery of fuel that will be provided by the FBO. However, at a minimum, the SASO shall have the following equipment on-airport:

- (2) 75,000 lb. DBP pushback tractors
- (5) 5,000 lb. DBP tow tractors
- (50) PMC/PAG compatible cargo dollies
- (10) PGA/PRA compatible cargo dollies
- (2) baggage carts
- (50) PMC/PAG static racks
- Dolly height transfer deck system with landside roller bed loading/unloading capability
- Widebody aircraft belt loaders
- (2) loaders capable of servicing main and lower decks of a widebody all cargo aircraft
- (2) 2-ton forklifts
- (1) 5-ton forklifts
- (1) 10-ton forklifts
- 7.5-ton 10' cargo pancake scale
- (1) 15-ton 20' cargo pancake scale
- Dual plug 120 KVA GPU
- 270 PPM ASU

- A/C cart
- (1) lavatory cart
- Potable water cart
- (2) de-icing trucks
- Widebody aircraft crew stairs
- Narrow body aircraft crew stairs
- B-747 tailstand
- B-747 towbars
- B-737 towbars
- B-777/767 towbars
- B-727 towbar
- MD-11/DC-10 towbar
- A-330/340 towbar

(4) The SASO shall have on-airport warehouse personnel from the hours 6:00 a.m. to 10:00 p.m. daily and provide ramp service hours 24 hours per day.

Section 19 – Fixed Base Operator (FBO)

District has elected to utilize its Exclusive Right as permitted by FAA to provide this service(s) at the Airport.

Appendix 2

Minimum Requirements for a Business Plan:

1. List all services that are proposed to be offered.
2. Details on the amount of land desired to lease.
3. Building space that will be constructed or leased.
4. Number of aircraft that will be provided.
5. Equipment and special tooling to be provided.
6. Number of persons to be employed.
7. Short resume for each of the owners and financial backers.
8. Short resume of the manager of the business (if different from "7" above) including this person's experience and background in managing a business of this nature.
9. Periods (days and hours) of proposed operation.
10. Amounts and types of insurance coverage to be maintained (see requirements in Minimum Standards).
11. Evidence of the projections for the first year and the succeeding four (4) years.
12. Methods to be used to attract new business (advertising and incentives).
13. Amenities to be provided to attract business.
14. Plans for physical expansion, if business should warrant such expansion.



MEMORANDUM

TO: Members of the Airport Commission

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

DATE: June 24, 2019

ITEM DESCRIPTION - New Business Item D

Approval of Roadway and Utilities Project

BACKGROUND

Parking capacity has become a critical issue for the airport. The District is already underway on a comprehensive surface parking expansion program to address public economy parking and employee parking. The District is also in the design phase on the third parking deck with combined public parking and a consolidated rental car facility (CONRAC) with ready/return parking and a quick turn-around (QTA) facility.

ISSUES

While the Commission has only approved a budget for the design phase of the third parking deck/CONRAC facility, it will be imperative the District make further expansion for close-in/premium parking. Additional close-in/premium parking could be provided through the third parking deck currently under design or by expanding the existing Daily Surface Lot to the north.

Prior to beginning the third parking deck or an expansion of the Daily Surface Lot to the north, there are several existing utilities and a roadway that will require relocation. Staff has worked with the parking deck design team to expedite the required engineering and prepare a separate construction documents package for this work. By advancing this work ahead it will allow either the third parking deck or an expansion of the Daily Surface Parking Lot to start sooner and ultimately provide an earlier completion date in either case.

The proposed Roadway and Utilities Project is consistent with the Master Plan and the ultimate Terminal-2 expansion and prepares the site north of the existing Parking Deck B for the third parking deck or a surface lot expansion to the north.

ALTERNATIVES

The Commission may elect to not approve proceeding with the Roadway and Utilities Project at this time.

FISCAL IMPACT

The Commission previously approved a \$5,000,000 budget for the design phase of the third parking deck/CONRAC facility. To date, approximately \$3,300,000 of that budget has been allocated to current contracts for design and engineering of the third deck/CONRAC facility, structural precast concrete and related components.

Staff proposes reallocating the remaining approximate \$1,700,000 from the design budget and authorizing an additional \$1,000,000 in new budgeted funds to advance the proposed Roadway and Utilities Project. Staff also proposes adding the roadway and utilities scope of work to the design assist (DA) contract with Rodgers Builders, currently under contract for the Surface Parking Program. In addition to the efficiency of similar scope with civil/site work, grading, roadway, utilities, paving, etc., Rodgers has agreed to accept the additional work within the same timeline without any additional general conditions. Rodgers would bid the scope of work similar to the Surface Parking Program and the only additional expenses would be their DA contractor fee of 3% and minimal site requirements. Staff estimates this delivery method will save the District \$400,000-\$500,000 and provide the opportunity for an earlier completion date to expand the airport's premium parking offerings.

RECOMMENDED ACTION

It is respectfully requested that the Airport Commission resolve to (1) approve the Roadways and Utilities Project; (2) authorize the reallocation of the remaining third parking deck/CONRAC facility design phase budget to the Roadways and Utilities Project; (3) authorize an additional \$1,000,000 in new budget funds for the Roadways and Utilities Project; (4) authorize Staff to add the Roadway and Utilities scope of work to the Surface Parking Program DA contract and (5) authorize the President/CEO to execute all necessary documents.



MEMORANDUM

TO: Members of the Airport Commission

FROM: David Edwards, President/CEO

DATE: June 24, 2019

ITEM DESCRIPTION – Information Section Item A

April 2019 - Traffic Report

SUMMARY

For April 2019, passenger traffic was strong with a **13.4%** increase over the same month in 2018. Cargo numbers for April 2019 were down slightly at **3.4%** for the same period. Passenger load factors were down at an average of **80%**.

A comparison of the North America National Passenger Traffic Growth Averages for 2019 to GSP's Passenger Traffic Growth is depicted below:

	2019		
Month	GSP	National Average	Difference
Jan	16.80%	4.20%	12.60%
Feb	15.80%	2.40%	13.40%
Mar	15.50%	4.60%	10.90%
April	13.40%	Not Available to Date	
May			
June			
July			
August			
September			
October			
November			
December			
Average	15.38%	3.73%	11.64%

Attached are copies of the detailed traffic report for April 2019.

Providing a look forward into the service levels for **July 2019** 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 15.5%, and seats are up at 19.7%.

Schedule Weekly Summary Report for nonstop Passenger (Air - All) flights from GSP to for travel July 2019 vs. July 2018											
All flights, seats, and ASMs given are per week.											
Travel Period				Jul 2019		Jul 2018		Diff		Percent Diff	
Mkt AI	Orig	Dest	Miles	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats
AA	GSP	CLT	76	62	4,481	53	3,521	9	960	17.0%	27.3%
AA	GSP	DCA	396	19	1,040	18	978	1	62	5.6%	6.3%
AA	GSP	DFW	862	20	2,696	14	2,240	6	456	42.9%	20.4%
AA	GSP	MIA	638	14	700	0	0	14	700		
AA	GSP	ORD	577	19	1,220	20	1,120	(1)	100	(5.0%)	8.9%
AA	GSP	PHL	514	21	1,427	20	1,260	1	167	5.0%	13.3%
DL	GSP	ATL	153	59	7,787	54	7,076	5	711	9.3%	10.0%
DL	GSP	DTW	508	20	1,758	20	1,574	0	184	0.0%	11.7%
DL	GSP	LGA	610	18	1,368	19	1,444	(1)	(76)	(5.3%)	(5.3%)
F9	GSP	DEN	1,278	4	744	0	0	4	744		
F9	GSP	LAS	1,851	2	372	0	0	2	372		
F9	GSP	MCO	449	2	372	0	0	2	372		
G4	GSP	FLL	620	3	531	2	354	1	177	50.0%	50.0%
G4	GSP	PIE	482	3	468	3	510	0	(42)	0.0%	(8.2%)
G4	GSP	SFB	426	3	468	3	531	0	(63)	0.0%	(11.9%)
UA	GSP	DEN	1,278	7	532	0	0	7	532		
UA	GSP	EWR	594	21	1,102	20	1,000	1	102	5.0%	10.2%
UA	GSP	IAD	383	21	1,050	21	1,050	0	0	0.0%	0.0%
UA	GSP	IAH	838	14	1,022	14	980	0	42	0.0%	4.3%
UA	GSP	ORD	577	21	1,050	22	1,100	(1)	(50)	(4.5%)	(4.5%)
WN	GSP	ATL	153	20	2,860	20	2,860	0	0	0.0%	0.0%
TOTAL				373	33,048	323	27,598	50	5,450	15.5%	19.7%

Attachment

Monthly Traffic Report Greenville-Spartanburg International Airport

April 2019



Category	Apr 2019	Apr 2018	Percentage Change	*CYTD-2019	*CYTD-2018	Percentage Change	*MOV12-2019	*MOV12-2018	Percentage Change
Passenger Traffic									
Enplaned	104,473	91,712	13.9%	383,207	332,480	15.3%	1,217,183	1,098,833	10.8%
Deplaned	<u>103,066</u>	<u>91,300</u>	12.9%	<u>380,809</u>	<u>330,207</u>	15.3%	<u>1,202,130</u>	<u>1,080,180</u>	11.3%
Total	207,539	183,012	13.4%	764,016	662,687	15.3%	2,419,313	2,179,013	11.0%
Cargo Traffic (Pounds)									
Express and Mail									
Enplaned	1,092,309	841,108	29.9%	3,631,965	3,501,915	3.7%	11,358,572	12,106,990	-6.2%
Deplaned	<u>953,812</u>	<u>842,273</u>	13.2%	<u>3,401,674</u>	<u>3,635,471</u>	-6.4%	<u>11,303,154</u>	<u>12,131,250</u>	-6.8%
Subtotal	2,046,121	1,683,381	21.5%	7,033,639	7,137,386	-1.5%	22,661,726	24,238,240	-6.5%
Freight									
Enplaned	2,643,959	2,982,932	-11.4%	11,303,973	10,726,973	5.4%	38,026,943	33,224,630	14.5%
Deplaned	<u>4,554,720</u>	<u>4,900,913</u>	-7.1%	<u>19,592,858</u>	<u>19,754,801</u>	-0.8%	<u>58,599,239</u>	<u>50,419,195</u>	16.2%
Subtotal	7,198,679	7,883,845	-8.7%	30,896,831	30,481,774	1.4%	96,626,182	83,643,825	15.5%
Total	9,244,800	9,567,226	-3.4%	37,930,470	37,619,160	0.8%	119,287,908	107,882,065	10.6%

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

Monthly Traffic Report Greenville-Spartanburg International Airport

April 2019



Category	Apr 2019	Apr 2018	Percentage Change	*CYTD-2019	*CYTD-2018	Percentage Change	*MOV12-2019	*MOV12-2018	Percentage Change
Aircraft Operations									
Airlines	2,170	1,858	16.8%	8,519	6,927	23.0%	25,741	21,604	19.1%
Commuter /Air Taxi	<u>1,199</u>	<u>1,136</u>	5.5%	4,160	4,399	-5.4%	12,837	14,516	-11.6%
Subtotal	<u>3,369</u>	<u>2,994</u>	12.5%	<u>12,679</u>	<u>11,326</u>	11.9%	<u>38,578</u>	<u>36,120</u>	6.8%
General Aviation	810	917	-11.7%	2,996	2,945	1.7%	10,328	8,726	18.4%
Military	<u>114</u>	<u>263</u>	-56.7%	<u>696</u>	<u>788</u>	-11.7%	<u>2,472</u>	<u>2,056</u>	20.2%
Subtotal	<u>924</u>	<u>1,180</u>	-21.7%	<u>3,692</u>	<u>3,733</u>	-1.1%	<u>12,800</u>	<u>10,782</u>	18.7%
Total	4,293	4,174	2.9%	16,371	15,059	8.7%	51,378	46,902	9.5%
Fuel Gallons									
100LL	3,104	6,017	-48.4%	8,627	12,915	-33.2%	31,095	39,801	-21.9%
Jet A (GA)	112,772	125,221	-9.9%	460,678	379,273	21.5%	1,517,973	1,082,465	40.2%
Subtotal	<u>115,876</u>	<u>131,238</u>	-11.7%	<u>469,305</u>	<u>392,188</u>	19.7%	<u>1,549,068</u>	<u>1,122,266</u>	38.0%
Jet A (A/L)	<u>1,507,829</u>	<u>1,402,408</u>	7.5%	<u>5,792,782</u>	<u>5,102,211</u>	13.5%	<u>18,295,576</u>	<u>14,389,391</u>	27.1%
Total	1,623,705	1,533,646	5.9%	6,262,087	5,494,399	14.0%	19,844,644	15,511,657	27.9%

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

Scheduled Airline Enplanements, Seats, and Load Factors

Greenville-Spartanburg International Airport



April 2019

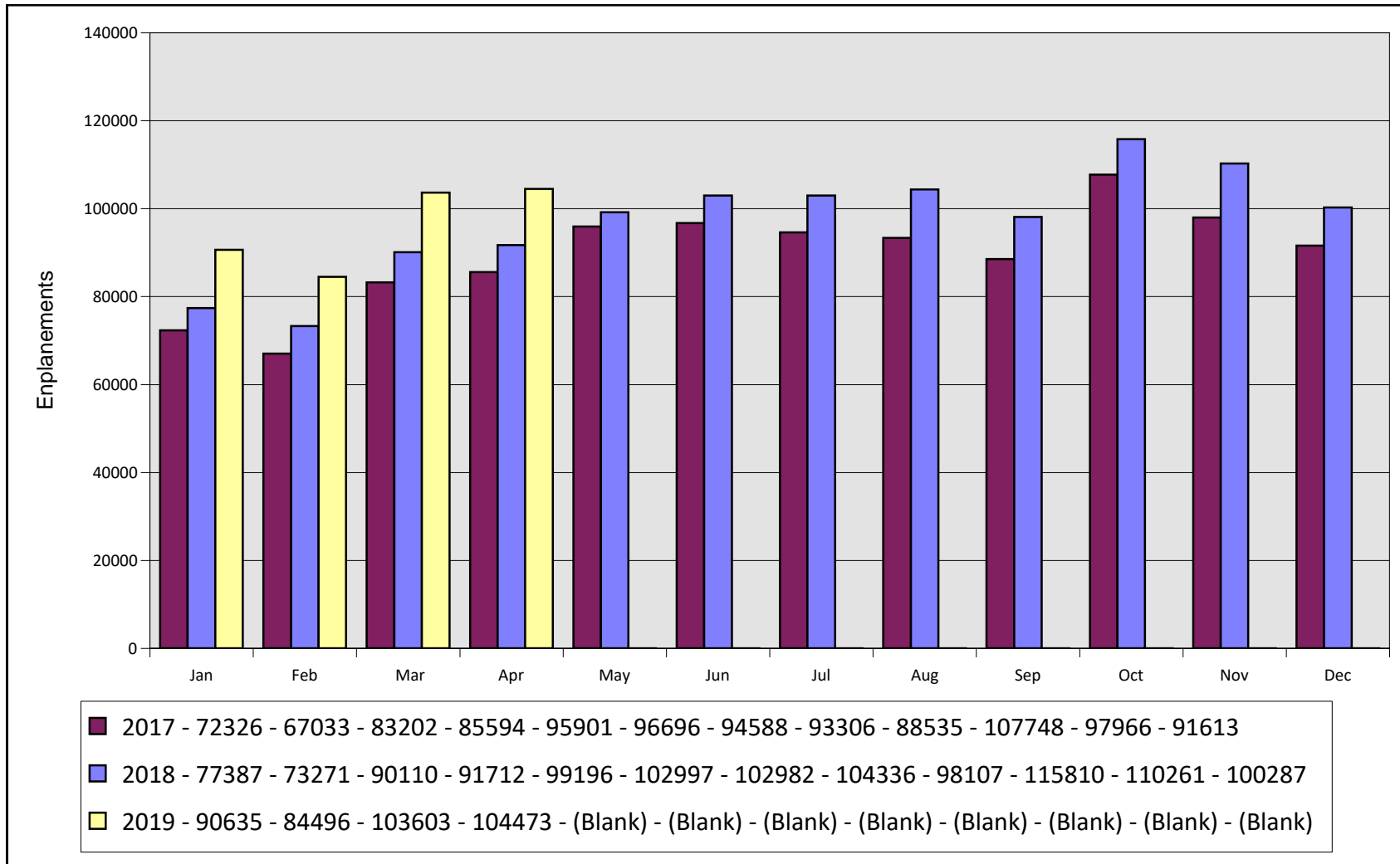
	Apr 2019	Apr 2018	Percentage Change	*CYTD-2019	*CYTD-2018	Percentage Change
Allegiant Air						
Enplanements	4,714	4,285	10.0%	15,644	16,554	-5.5%
Seats	6,309	5,298	19.1%	21,381	21,036	1.6%
Load Factor	74.7%	80.9%	-7.6%	73.2%	78.7%	-7.0%
American Airlines						
Enplanements	33,203	30,689	8.2%	125,430	110,432	13.6%
Seats	43,052	39,055	10.2%	173,005	145,602	18.8%
Load Factor	77.1%	78.6%	-1.9%	72.5%	75.8%	-4.4%
Delta Air Lines						
Enplanements	39,167	32,255	21.4%	139,578	122,042	14.4%
Seats	45,517	36,353	25.2%	175,770	144,378	21.7%
Load Factor	86.0%	88.7%	-3.0%	79.4%	84.5%	-6.1%
Frontier Airlines						
Enplanements	2,545	0	#Div/0!	9,664	0	#Div/0!
Seats	3,348	0	#Div/0!	13,446	0	#Div/0!
Load Factor	76.0%	#Num!	#Type!	71.9%	#Num!	#Type!

Tuesday, May 21, 2019

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

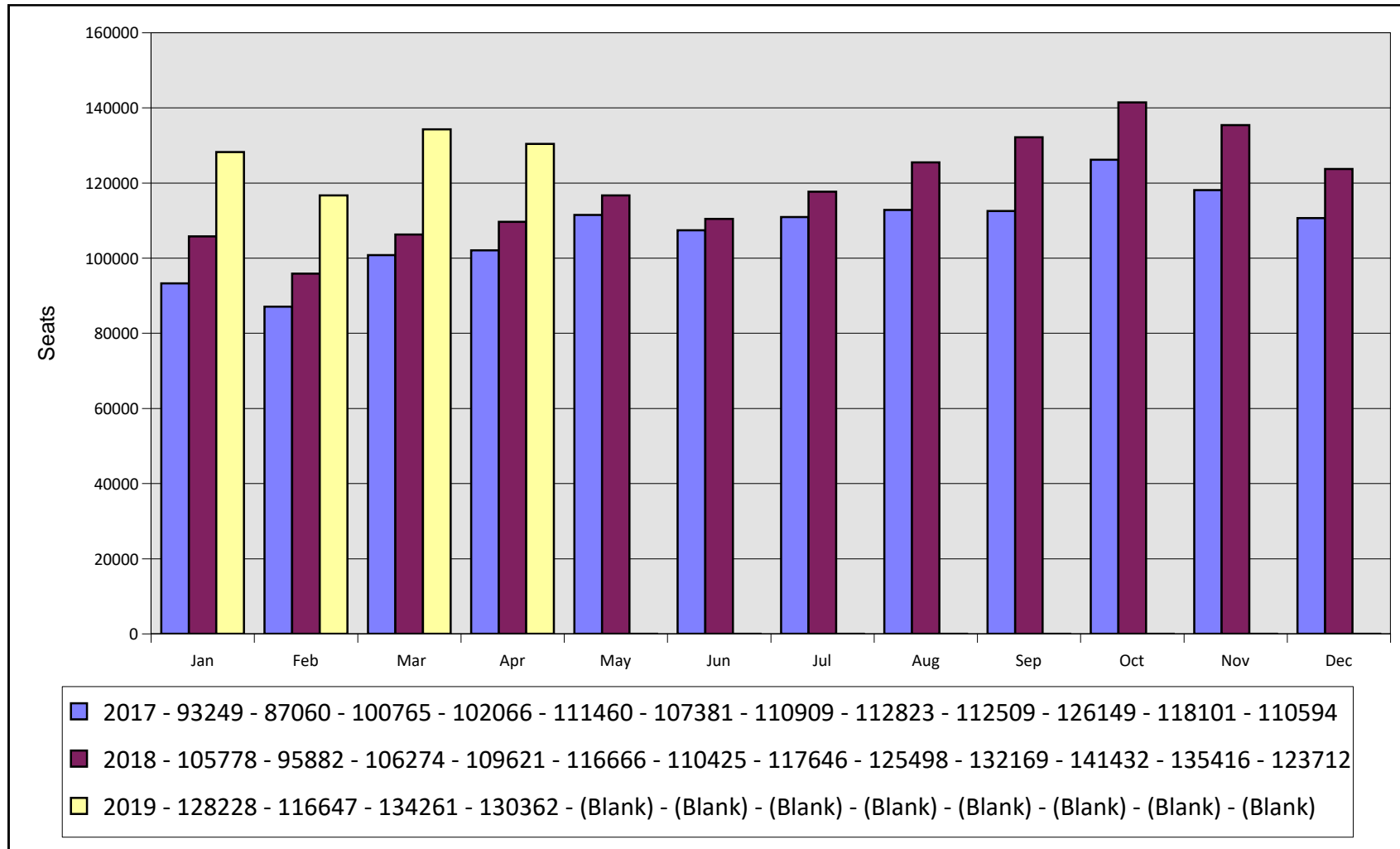
	Apr 2019	Apr 2018	Percentage Change	*CYTD-2019	*CYTD-2018	Percentage Change
Southwest Airlines						
Enplanements	8,666	9,933	-12.8%	32,428	34,181	-5.1%
Seats	12,744	12,219	4.3%	49,068	48,541	1.1%
Load Factor	68.0%	81.3%	-16.3%	66.1%	70.4%	-6.1%
United Airlines						
Enplanements	15,943	14,137	12.8%	58,647	47,731	22.9%
Seats	19,392	16,696	16.1%	75,354	57,998	29.9%
Load Factor	82.2%	84.7%	-2.9%	77.8%	82.3%	-5.4%
Totals						
Enplanements	104,238	91,299	14.2%	381,391	330,940	15.2%
Seats	130,362	109,621	18.9%	508,024	417,555	21.7%
Load Factor	80.0%	83.3%	-4.0%	75.1%	79.3%	-5.3%

Monthly Enplanements By Year Greenville-Spartanburg International Airport



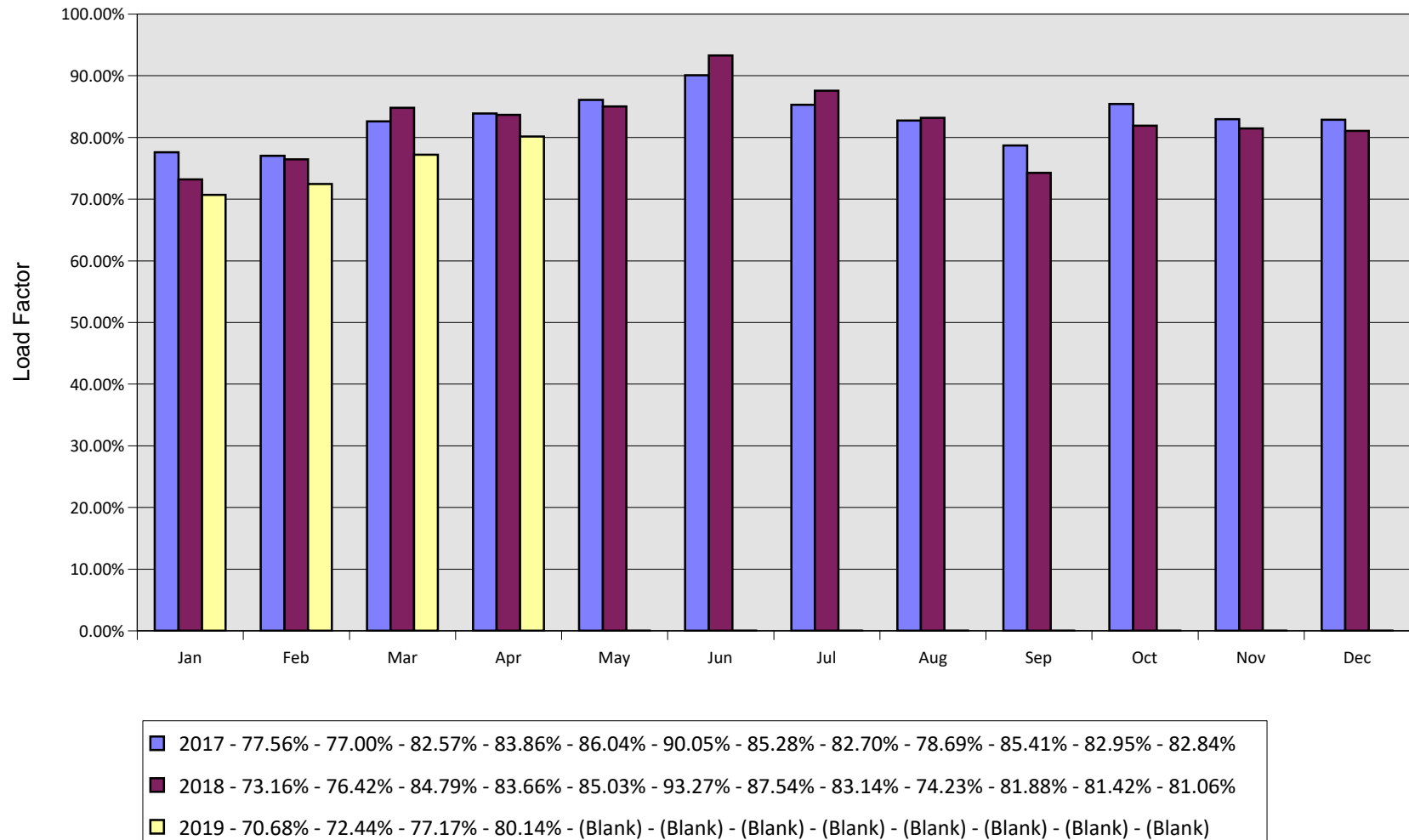
Monthly Seats By Year

Greenville-Spartanburg International Airport

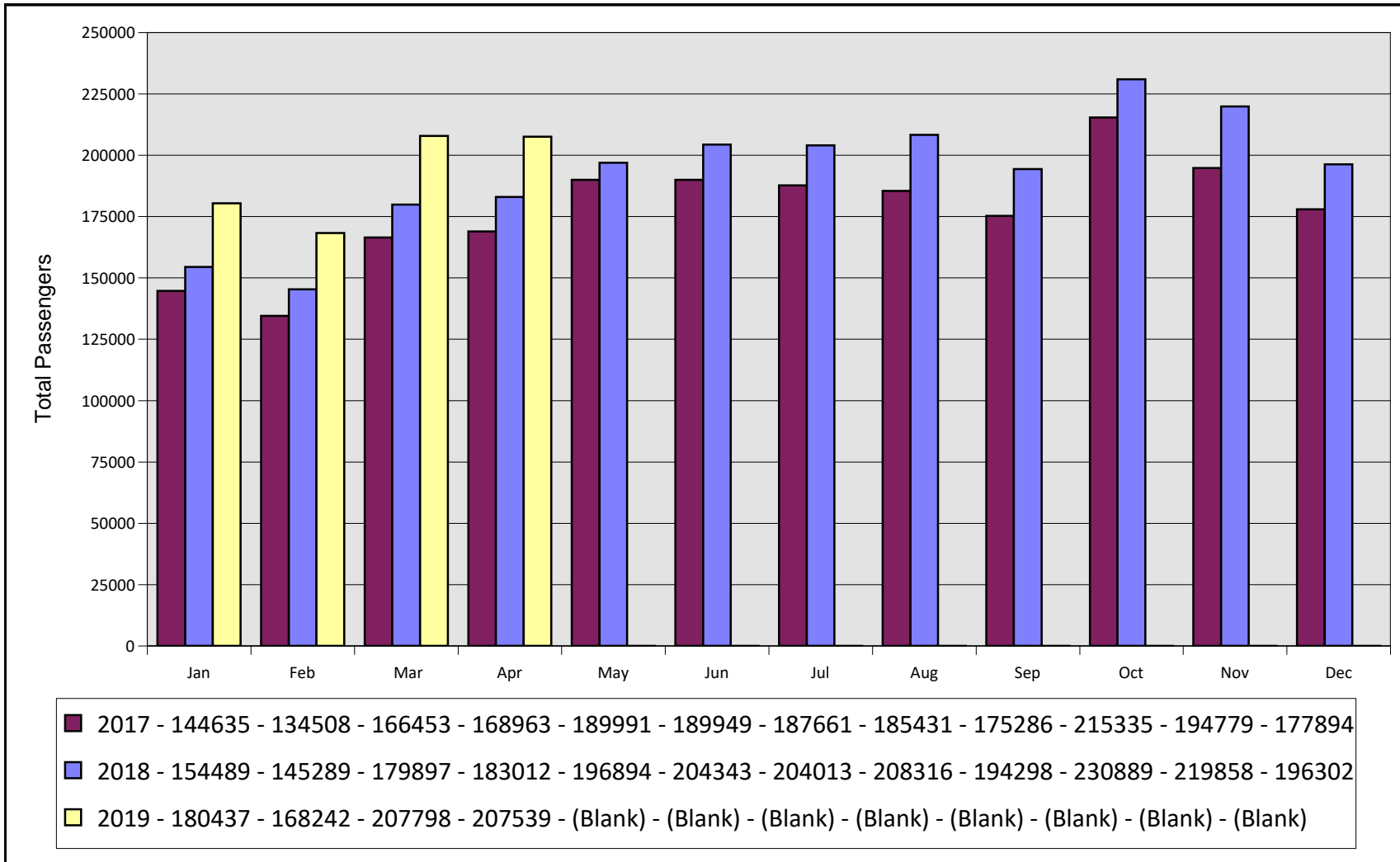


Monthly Load Factors By Year

Greenville-Spartanburg International Airport

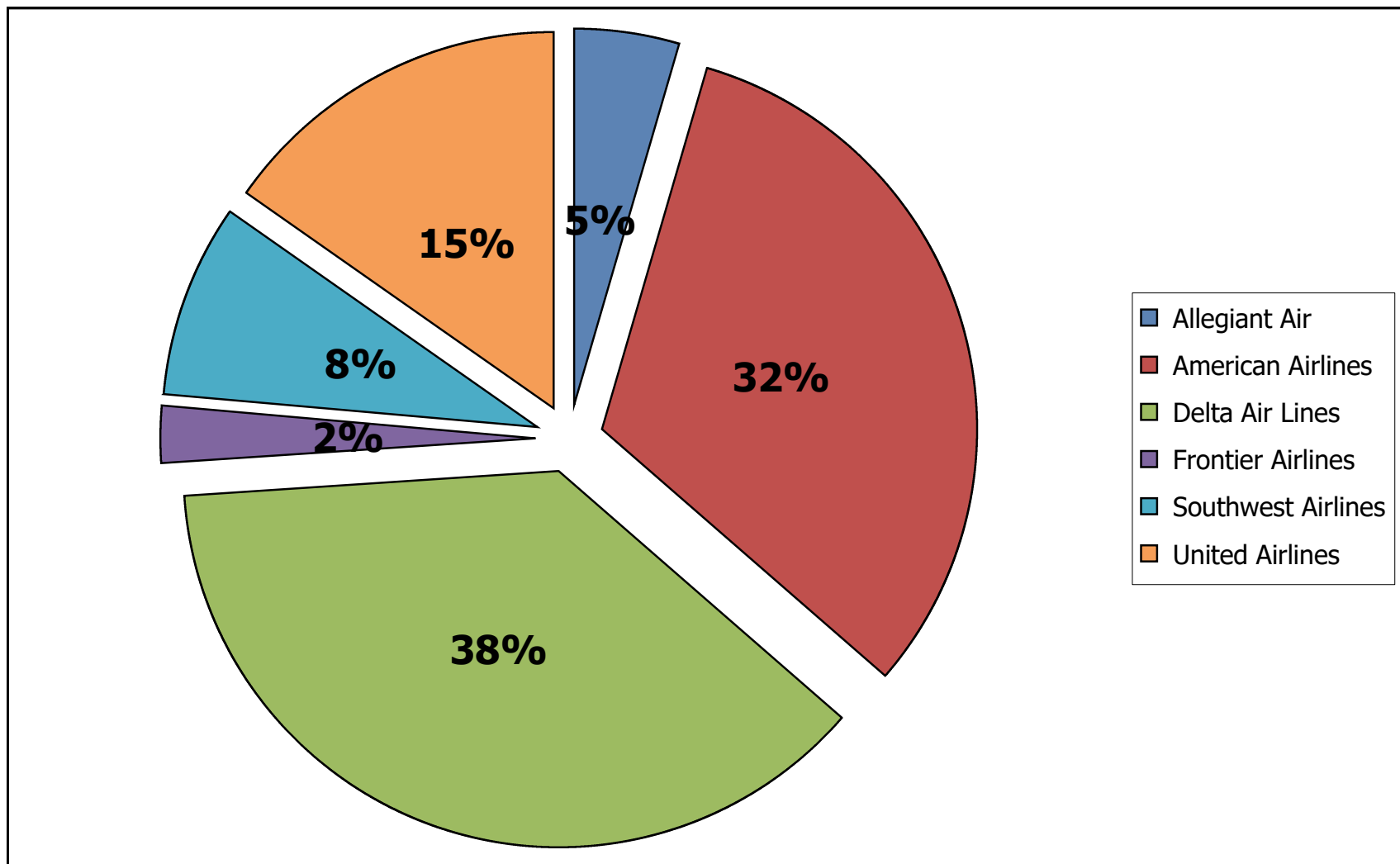


Total Monthly Passengers By Year Greenville-Spartanburg International Airport



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

Report Period From April 2019 Through April 2019



Airline Flight Completions

Greenville-Spartanburg International Airport

April 2019



Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
21 Air Cargo LLC (21GA)	1	0	0	0	0	0	100.0%
Aeronaves TSM	10	0	0	0	0	0	100.0%
Air Atlanta Icelandic	20	0	0	0	0	0	100.0%
Allegiant Air	36	0	0	0	0	0	100.0%
Alliance Air Charter	3	0	0	0	0	0	100.0%
American Airlines	610	0	3	11	2	16	98.2%
Amerijet Int'l	1	0	0	0	0	0	100.0%

Wednesday, May 22, 2019

Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
Ameristar Jet Charter	4	0	0	0	0	0	100.0%
Berry Aviation	9	0	0	0	0	0	100.0%
Delta Air Lines	378	0	0	0	0	0	100.5%
Federal Express	38	0	0	0	0	0	100.0%
Frontier Airlines	19	0	1	0	0	1	94.7%
IFL Group	8	0	0	0	0	0	100.0%
Kalitta Charters II	6	0	0	0	0	0	100.0%
Kolo Canyons Air Service	3	0	0	0	0	0	100.0%
McNeely Charter Service	2	0	0	0	0	0	100.0%

Wednesday, May 22, 2019

Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
Miami Air	1	0	0	0	0	0	100.0%
Mountain Air Car	18	0	0	0	0	0	100.0%
PAK West Airlines/Sierra We	1	0	0	0	0	0	100.0%
Priority Air Cargo	2	0	0	0	0	0	100.0%
Royal Air Freight	4	0	0	0	0	0	100.0%
Southwest Airlines	88	0	0	0	0	0	100.0%
Sun Country Airlines	2	0	0	0	0	0	100.0%
Swift Air, LLC	2	0	0	0	0	0	100.0%
United Airlines	352	0	5	3	0	8	98.3%

Wednesday, May 22, 2019

Airline	Scheduled Flights	Field	Cancellations Due To			Total Cancellations	Percentage of Completed Flights
			Mechanical	Weather	Other		
UPS	35	0	0	0	0	0	100.0%
Total	1,653	0	9	14	2	25	98.5%



MEMORANDUM

TO: Members of the Airport Commission

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

DATE: June 24, 2019

ITEM DESCRIPTION – Information Section Item B

April 2019 - Financial Report

SUMMARY

Attached is a copy of the detailed financial report for April 2019.

Operating Income was up by **15.11%** when compared to the budget for Year-to-Date April 2019. Operating Expenses were down by **5.43%** when compared to the budgeted amount for the period. Net operating income was up by **57.29%** when compared to the budget through April 2019. For the period ending April 2019, which represents ten (10) months of the fiscal year, a total of about **\$17.50 million** has been returned to the bottom line in operating income.

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

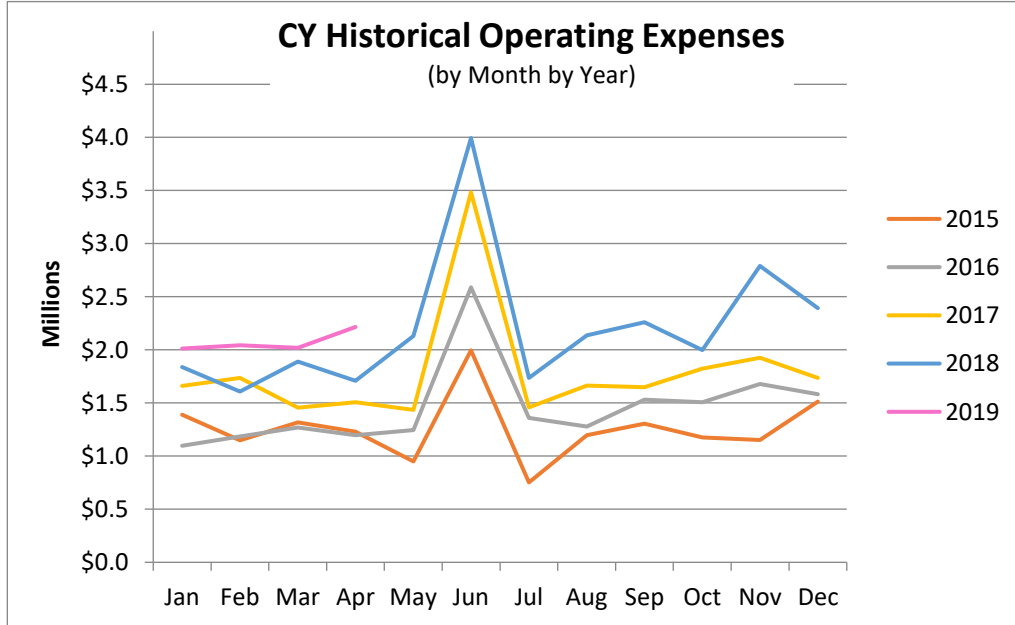
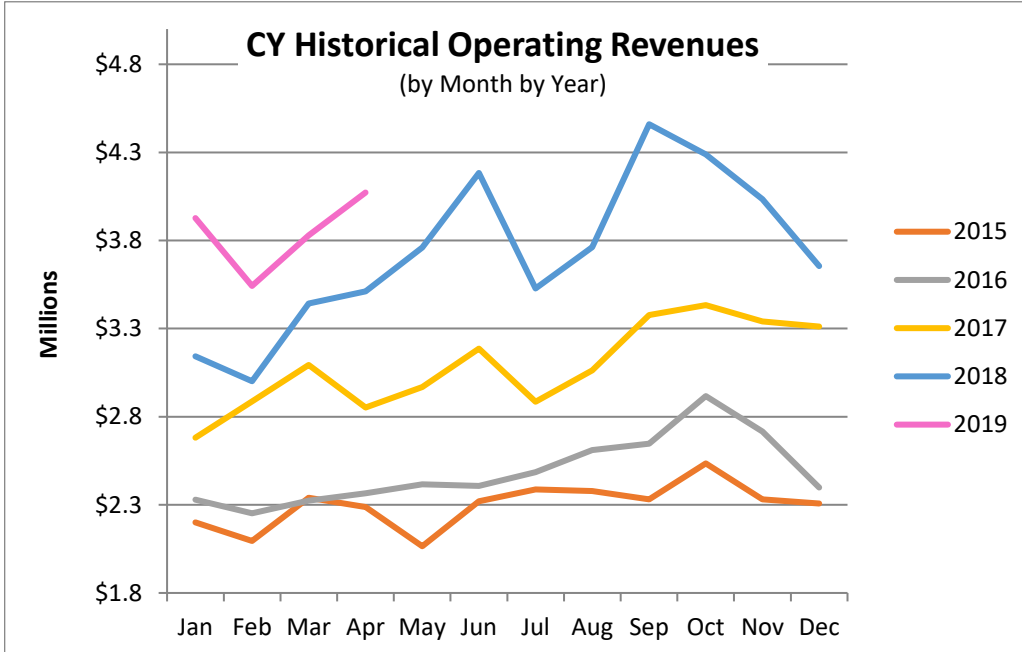
Attachment

April 30, 2019 FINANCIAL STATEMENT PACKAGE

GREENVILLE SPARTANBURG AIRPORT DISTRICT
STATEMENT OF NET POSITION

	Current Month Current FY 4/30/2019	Current Month Prior FY 4/30/2018
Assets		
Cash Accounts	21,280,569.91	17,307,453.74
Investments-Airport	15,157,519.80	4,993,661.10
Bond Trustee Assets	353,566.54	396,164.88
Accounts Receivable	1,483,984.52	198,914.10
Less: Reserve for Doubtful Accts	-	-
Net Accounts Receivable	<u>1,483,984.52</u>	<u>198,914.10</u>
Inventory	605,777.57	379,533.66
Prepaid Insurance	271,954.70	321,011.09
Notes Receivable-RAC District Funds	1,132,227.05	1,385,485.88
Property, Plant & Equipment (PP&E)	419,057,013.79	392,135,864.36
Less: Accumulated Depreciation	(158,401,261.91)	(146,766,425.70)
Net PP&E	<u>260,655,751.88</u>	<u>245,369,438.66</u>
TOTAL ASSETS	<u>300,941,351.97</u>	<u>270,351,663.11</u>
PLUS: Deferred Outflows of Resources		
Deferred Pension	4,794,092.39	2,329,681.54
TOTAL DEFERRED OUTFLOWS OF RESOURCES	<u>4,794,092.39</u>	<u>2,329,681.54</u>
LESS: Liabilities		
Accounts Payable	3,148,791.65	1,674,380.34
TD Bank LOC	-	7,194,369.00
Revenue Bonds Payable	1,283,524.46	1,712,067.08
TD Bank LT Debt	15,361,010.00	-
SCRS Pension Liability	15,243,794.00	12,214,294.00
Benefit Liability	1,334,855.35	881,124.04
TOTAL LIABILITIES	<u>36,371,975.46</u>	<u>23,676,234.46</u>
LESS: Deferred Inflows of Resources		
Deferred Revenues	1,147,403.05	1,408,778.88
TOTAL DEFERRED INFLOWS OF RESOURCES	<u>1,147,403.05</u>	<u>1,408,778.88</u>
NET POSITION		
Invested in Capital Assets, net of Related Debt	242,907,514.83	235,169,583.78
Restricted:		
A/P - Capital Projects - Restricted	325,042.08	304,097.80
Contract Facility Charge	2,131,384.96	2,134,388.96
Total Restricted:	<u>2,456,427.04</u>	<u>2,438,486.76</u>
Unrestricted	22,852,123.98	9,988,260.77
TOTAL NET POSITION	<u>268,216,065.85</u>	<u>247,596,331.31</u>

GREENVILLE SPARTANBURG AIRPORT DISTRICT
REVENUES AND EXPENSES TREND GRAPHS



GREENVILLE SPARTANBURG AIRPORT DISTRICT
PROFIT and LOSS STATEMENT

<----- FISCAL YEAR TO DATE ----->				
	April 30, 2019 Actual	April 30, 2019 Budget	Actual - Budget	% Change
INCOME				
Landing Area:				
Landing Fees	2,461,575.33	2,337,730.80	123,844.53	5.30% (a)
Aircraft Parking Fees	358,658.60	244,811.90	113,846.70	46.50% (b)
Subtotal Landing Area	2,820,233.93	2,582,542.70	237,691.23	9.20%
Space & Ground Rentals	9,684,741.94	9,106,554.60	578,187.34	6.35% (c)
Auto Parking	12,137,986.83	10,613,263.70	1,524,723.13	14.37% (d)
Commercial Ground Transportation	331,882.95	258,333.30	73,549.65	28.47% (e)
Concessions:				
Advertising	270,095.00	291,666.70	(21,571.70)	-7.40%
Food & Beverage	652,935.14	540,601.20	112,333.94	20.78% (f)
Rental Car	3,212,215.52	2,617,210.60	595,004.92	22.73% (g)
Retail	585,561.78	438,456.70	147,105.08	33.55% (h)
Subtotal Concessions	4,720,807.44	3,887,935.20	832,872.24	21.42%
Expense Reimbursements	1,708,754.51	1,380,399.00	328,355.51	23.79% (i)
Other Income	3,230,040.25	2,604,436.00	625,604.25	24.02% (j)
Gross Profit on Fuel Sales	4,465,102.60	3,534,282.80	930,819.80	26.34% (k)
Total Operating Income	39,099,550.45	33,967,747.30	5,131,803.15	15.11%
EXPENSES				
Salary & Benefits	11,272,134.16	11,733,920.20	(461,786.04)	-3.94% (l)
Professional Services	608,994.13	438,420.80	170,573.33	38.91% (m)
Promotional Activities	878,566.03	1,272,204.20	(393,638.17)	-30.94% (n)
Administrative	1,063,845.79	1,249,356.80	(185,511.01)	-14.85% (o)
Insurance	565,875.50	565,875.50	-	0.00%
Contractual Services	3,609,671.47	3,596,279.85	13,391.62	0.37%
Rentals & Leases	196,688.96	432,908.30	(236,219.34)	-54.57% (p)
Repairs & Maintenance	771,738.49	687,398.00	84,340.49	12.27% (q)
Supplies & Equipment	1,066,302.17	1,277,676.60	(211,374.43)	-16.54% (r)
Utilities	1,570,049.38	1,590,457.90	(20,408.52)	-1.28%
Total Operating Expenses	21,603,866.08	22,844,498.15	(1,240,632.07)	-5.43%
NET OPERATING INCOME	17,495,684.37	11,123,249.15	6,372,435.22	57.29%

April 30, 2019

YTD ACTUAL VS YTD BUDGET FOOTNOTES - SUMMARY

(a)	Landing Fees	OVER BUDGET	\$123,844.53	- Actual passenger weights 1,181M (1,136M budgeted); - Actual Cargo weights 350M (301M budgeted)
(b)	Aircraft Parking Fees	OVER BUDGET	\$113,846.70	- Airline parking 19.6K over budget - Cargo parking 49K over budget - FBO parking 13.5K over budget - Commercial Aviation parking 31.5K over budget
(c)	Space & Ground Rentals	OVER BUDGET	\$578,187.34	Blended effects of the following: - Per-turn fees over budget 374K - Senator rent not included in the budget 90K - Bradford Logistic : Budgeted 60K per month but only billing 24K per month total to Hudson and OHM (36K per month under budget). - American S. Cargo under budget 77K due to using higher sf in budget - New cargo building rentals under budget 100K, construction not complete. - PSA office and hangar rent not included in the budget 326K - FBO hanger rent over budget 45K (new rentals) - BMW Phase III and Cam Fees 113K not budgeted, new lease started May 2018 - OHM/Hudson are using more of the unconditioned space and less of the conditioned space (higher rate) than budgeted 67K - TSA Holding Over on contract 80K over budget - Jetstar Aviation 64K not budgeted, new lease started March 2018 - FBO facility fees over budget 80K - Greer CPW over budget 14K
(d)	Auto Parking	OVER BUDGET	\$1,524,723.13	- Budgeted a 2% increase over our FY18 trend; traffic is trending higher. In addition, a parking rate increase went into effect 10/1/2018.
(e)	Commercial Ground Transportation	OVER BUDGET	\$73,549.65	- Continued trend of increasing usage of TNCs (Uber/Lyft)
(f)	Food & Beverage	OVER BUDGET	\$112,333.94	- OHM concessions higher than budgeted: traffic is trending higher than anticipated
(g)	Rental Car	OVER BUDGET	\$595,004.92	- Concessions for all RACs are over budget, especially National & Enterprise - traffic trending higher than anticipated
(h)	Retail	OVER BUDGET	\$147,105.08	- Traffic trending higher than anticipated
(i)	Expense Reimbursements	OVER BUDGET	\$328,355.51	- Security reimbursements 105K due to budgeting very little from TSA (in anticipation of the LEO reimbursement program ending but it has not) - Unbudgeted STS revenues received 101K - Water utilities for RACs are more expensive than budgeted 99K, resulting in an increase in utility expense reimbursements

April 30, 2019

YTD ACTUAL VS YTD BUDGET FOOTNOTES - SUMMARY

(j)	Other Income	OVER BUDGET	\$625,604.25	<ul style="list-style-type: none"> - Ground handling fees-AvServ over budget 365K - A/C Ground handling 15K over budget - A/C Deicing & Sales (22K) under budget - Non Tenant Revenue 16K over budget - Warehouse Fees 123K over budget - Lease Income 23K over budget - GSE Lease/Usage 21K over budget - Cargo Ops 55K over budget - "Gov deals" sales not budgeted 13K
(k)	Gross Profit on Fuel Sales	OVER BUDGET	\$930,819.80	<ul style="list-style-type: none"> - Throughput Fees over budget 76K - Jet A Into-Plane Fees over budget 558K - Jet A Retail over budget 298K - Retail AvGas sales over budget 20K - Jet A COGS over budget (22K)
(l)	Salary & Benefits	UNDER BUDGET	\$461,786.04	- 220 employees are budgeted vs 202 employed as of April 30th.
(m)	Professional Services	OVER BUDGET	\$170,573.33	<ul style="list-style-type: none"> - Consulting 95K over budget (AFCO settlement) - Legal 94K over budget - Engineering/Design 19K under budget
(n)	Promotional Activities	UNDER BUDGET	\$393,638.17	<ul style="list-style-type: none"> - Advertising expense 248K under budget - General marketing expenses 33K under budget - Sponsorships expenses 107K under budget
(o)	Administrative	UNDER BUDGET	\$185,511.01	- Travel/Training 185K under budget
(p)	Rentals & Leases	UNDER BUDGET	\$236,219.34	<ul style="list-style-type: none"> - Equipment 20K under budget (AvServ) - Buildings 208K budgeted but will not be used due to dissolution of the AFCO partnership
(q)	Repairs & Maintenance	OVER BUDGET	\$84,340.49	<ul style="list-style-type: none"> - Heating & Air 42K under budget - Building 29K under budget - Equipment 27K over budget - Security System 16K under budget - Project Unanticipated 150K over budget (GSP Vault Replacement 147K)

April 30, 2019

YTD ACTUAL VS YTD BUDGET FOOTNOTES - SUMMARY

(r)	Supplies & Equipment	UNDER BUDGET	\$211,374.43	<ul style="list-style-type: none">- Auto 47K under budget- Nursery & Landscaping 52K under budget- Tires 35K under budget- Painting 15K under budget- Computer-Equip/Supplies 29K under budget- Computer Software 17K under budget- Equipment 14K under budget- Heat & Air 15K under budget- Lamps 38K over budget- Paper 24K under budget
-----	---------------------------------	--------------	---------------------	--

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

GREENVILLE SPARTANBURG AIRPORT DISTRICT
Other Operating and Maintenance Reserve Funds

		<u>FY \$ Amount Authorized</u>	<u>Estimated Cost</u>	<u>Date</u>	<u>\$ Amount Used YTD</u>	
Emergency Repair/Replacement/Operations Fund		\$ 750,000				
2018	Waterfall Feature Repair		\$ 200,000	1/31/2019	\$ 146,835	Gregory Fountains
				4/22/2019	\$ 20,765	Gregory Electric
2018	LPI Equipment		\$ 25,000	2/25/2019	\$ 26,000	Barton Utilities Inc.
			\$ 225,000		\$ 193,600	
Uncommitted Balance		\$ 525,000				
Business Development Obligations/Incentives		\$ 600,000				
2019	Escape Lounge		\$ 210,000	9/29/2018	\$ 101,474	Infinity Marketing
2019	AFCO Reimbursement of Expenses		\$ 90,000	9/13/2018	\$ 90,000	AFCO
	due to termination of agreement					
			\$ 300,000		\$ 191,474	
Uncommitted Balance		\$ 300,000				

Greenville-Spartanburg Airport District
April 30, 2019

	Initial Purchase	Maturity Date	Interest Rate	Cost Basis or BOY FMV	Par	EOM FMV	FMV Adj
US Treasury							
Note	9/10/2018*	6/30/2019	1.625%	1,392,744.00	1,400,000.00	1,398,068.00	5,324.00
Note	9/10/2018*	9/30/2019	1.375%	1,385,974.00	1,400,000.00	1,393,602.00	7,628.00
Note	9/10/2018*	10/31/2019	1.250%	1,332,625.50	1,350,000.00	1,342,035.00	9,409.50
Note	9/10/2018*	12/31/2019	1.625%	1,335,894.72	1,350,000.00	1,342,413.00	6,518.28
Note	9/24/2018*	2/15/2020	3.625%	1,367,278.56	1,350,000.00	1,362,285.00	(4,993.56)
Note	9/24/2018*	3/31/2020	2.250%	1,344,178.16	1,350,000.00	1,348,204.50	4,026.34
Note	9/24/2018*	6/30/2020	2.500%	1,346,072.21	1,350,000.00	1,351,849.50	5,777.29
Note	9/24/2018*	8/31/2020	1.375%	1,318,195.00	1,350,000.00	1,332,652.50	14,457.50
Note	9/24/2018*	9/30/2020	1.375%	1,318,658.56	1,350,000.00	1,332,072.00	13,413.44
Note	1/28/2019	12/31/2020	2.375%	1,346,287.50	1,350,000.00	1,351,377.00	5,089.50
Subtotal-UST				13,487,908.21	13,600,000.00	\$ 13,554,558.50	66,650.29
Money Market Fund Balance (matured UST)						\$ 1,602,961.30	
Total Investment Balance						\$ 15,157,519.80	

* These notes were initially purchased in 9/2018 with a par of \$1M. In 1/2019, additional notes were purchased from the same issuances.

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 =
1.9343%

4/30/2019

Procurement / Capital Acquisitions

Project/Item Description	Date	Monthly \$ Amount
Capital Improvements:		
WK Dickson / Cargo Apron	4/22/2019	35,609
McCarthy Improvement Co. / Cargo Apron	4/22/2019	264,532
McCarthy Improvement Co. / Cargo Apron	4/30/2019	908,655
LS3P Associates / Parking Garage	4/22/2019	132,518
The Haskell Co / Air Cargo Facility	4/23/2019	1,008,230
WK Dickson / Curbside Drop Off	4/22/2019	11,228
Roebuck Wholesale Nursery / Curbside Drop Off	4/22/2019	40,648
McFarland Johnson / Surface Parking Planning	4/30/2019	125,676
Equipment and Small Capital Outlays:		
Aero Specialties / GSE Equipment	4/30/2019	11,161
TLD America/ Transporter	4/15/2019	70,356
Renewals and Replacements:		
Vic Bailey Ford / Truck for Machin	4/22/2019	74,075
C&C Boiler Sales / Replace Burners	4/10/2019	30,904
Professional Service Projects:		
Think.IT / ERP	4/10/2019	19,630
McFarland Johnson / Master Plan	4/22/2019	80,943
Total Procurements/Capital Additions for the month		\$ 2,814,164



MEMORANDUM

TO: Members of the Airport Commission

FROM: Kevin Howell, Senior Vice President/COO

DATE: June 24, 2019

ITEM DESCRIPTION – Information Section Item C

May 2019 – Development/Project Status Report

SUMMARY

Parking Garage C & CONRAC Facility:

Status – Design Phase
Project Budget – \$40,000,000
Estimated Completion Date – 2022

This project includes the design and construction of a new combined public parking and rental car ready/return garage. The design team is led by LS3P. The design team is currently working on site design including roadway modifications and underground utilities. Staff is finalizing the agreement with Metromont Corporation for precast design/build services as approved at the March Commission meeting. Construction of the parking garage is expected to start late summer 2020. As previously discussed, the overall parking garage design schedule and construction timeline will be determined by the Public Surface and Employee Parking Lots Program.

New Cargo Apron:

Status – Construction Phase
Project Budget – \$19,496,850
Estimated Completion Date – September 2019

This project includes the design and construction of a new dedicated cargo apron with taxiway connector just south of the existing FedEx facility. The engineer of record for the cargo apron project is WK Dickson (WKD). The general contractor is McCarthy

Improvement Company. The contractor is currently working on underground storm drainage, utilities, and concrete paving. The taxiway connector to Taxiway L is substantially complete. The contractor remains behind schedule on the balance of work due to inclement weather over the past couple of months.

Air Cargo Facility Phase 1:

Status – Construction Phase

Project Budget – \$14,000,000

Estimated Completion Date – July 2019

This project includes the new 110,000 SF air cargo facility. Fifty percent (50%) of the new building will be leased by Senator International, and the balance of the building will be used by Cerulean Aviation. The design/build contractor is Haskell. Haskell is currently working on the interior office build out.

2102 GSP Drive Hangar Renovation Project:

Status – Design Phase

Project Budget – \$3,675,000

Estimated Completion Date – Spring 2020

This project includes the renovation of the hangar located at 2102 GSP Drive, adjacent to the FBO Terminal. The hangar was in a serious state of disrepair after being transitioned from Stevens Aviation to GSP/Cerulean Aviation. The interior hangar ceiling was repainted and the fire alarm system was replaced.

Additional renovation items include demo and renovation of the tenant office suites, restroom upgrades, upgrade/replacement of the electrical system and HVAC equipment, new tool room/shop space for corporate flight departments, circulation space, stairs and egress accommodations, exterior paint, doors and hardware replacement, and integration to the GSP campus access control and CCTV systems. Project design is led by DP3, architecture teaming member under the WKD on-call agreement. Stakeholder meetings have been held with the current hangar tenants and field verification is underway. The project is scheduled for bidding this summer.



Surface Parking Lot Expansion Program:

Status – Design Phase

Project Budget – \$16,700,000

Estimated Completion Date – Summer 2020

The Parking Garage C and CONRAC Facility Project will impact the existing Daily Surface Parking Lot and the Employee Parking Lot. Due to continued passenger growth, public parking capacity is already strained on a near daily basis. Based upon the planning and programming presented in January 2019, the Surface Parking Expansion Program was approved with a budget of \$16,700,000.

This program includes a new 1,500 stall parking lot for public economy parking with associated access road and a roundabout on Aviation Parkway. The program also includes a new approximately 600 stall Employee Parking Lot and TNC Staging Area on GSP Drive.

Project planning was completed by McFarland Johnson. Kimley-Horn is leading the design and engineering work. Rodgers Builders, Inc. is under contract as the Design-Assist contractor for the project. Civil design is underway, and the team is working towards submitting the project for permitting in June.

Aircraft Rescue and Firefighting (ARFF) Station:

Status – Bidding Phase

Project Budget – \$11,750,000

Estimated Completion Date – TBD

This project includes construction of a new ARFF station to be located adjacent to the PSA Hangar at 2100 GSP Drive. Design and engineering were delivered under the WK Dickson on-call contract. Architectural design was led by Leo-Daly supported by DP3 and other sub consultants. Four contractors were pre-qualified for bidding. Proposals are to be received on June 14. Award will be pending a final AIP grant offer from the FAA.

FBO Expansion:

Status – Planning and Programming Phase

Project Budget – \$50,000

Estimated Completion Date – TBD

This project includes planning and programming for the expansion and renovation of the FBO facility. Planning is led by McFarland Johnson. After the planning phase is complete, a design contract will be executed with a current on-call consulting/design firm.

Facilities Department Building Expansion:

Status – Planning and Programming Phase

Project Budget – \$50,000

Estimated Completion Date – TBD

This project includes planning and programming for the expansion and renovation of the Facilities Department, including administrative, shop and storage buildings. Planning is led by McFarland Johnson. After the planning phase is complete, a design contract will be executed with a current on-call consulting/design firm.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Dudley Brown, Public Relations Manager
Kimberly Davis, Customer Service and Community Relations Manager

DATE: June 24, 2019

ITEM DESCRIPTION – Information Section Item D

May 2019 – Communications Status Report

SUMMARY

News Stories ~ Broadcast, Print and Online 5/01/19-5/31/19:

REAL ID

WYFF: [GSP offers Real ID sign-up](#)

WHNS: [GSP's helps people switch their licenses to REAL IDs](#)

Wings for All

WYFF: ["Wings for All" airport rehearsal helps children with special needs ease travel stress](#)

WHNS: Story is not online

Greenville 360: ["Wings for All" at GSP Airport](#)

Southwest's Baltimore service

WSPA: [Southwest announces new nonstop flights to BWI from GSP](#)

Greenville News: [GSP adds 20th nonstop destination as passenger growth continues](#)

Herald-Journal: [Southwest Airlines adding nonstop service to Baltimore from GSP](#)

GSA Business: [GSP adding nonstop Southwest flights to Baltimore](#)

Greer Today: [Southwest returns to GSP with non-stop service to Baltimore](#)

Greenville Business Magazine: [Southwest at GSP announces new nonstop service to Baltimore](#)

Greenville CEO: [GSP adding nonstop flights to Baltimore by Southwest](#)

WHNS: [Nonstop flights from GSP to Baltimore coming this November](#)

106.3 FM WORD: [GSP to add flights](#)

Baltimore Business Journal: [Southwest reboots BWI to Greenville-Spartanburg route](#)
AviationPros.com: [Southwest announces new nonstop service to Baltimore](#)
Greenville Today:

News Notes

Weather

- 90° | Partly Cloudy | 10% chance of rain

WaterCooler

- Furman University's [athletic director Mike Buddie](#) has left the university to accept the same role at **Army West Point**. Buddie served as the AD for Furman since July 2015. Buddie is recognized for his role in Furman's multi-year apparel deal with Nike + Greenville's successful bid for the 2017 NCAA Men's Basketball Tournament. (Greenville News)

Number

- **4,600**. The [number of children in state care](#), according to the ACLU of S.C. – many of whom never become a part of a family unit. A same-sex couple in Greenville has announced they are suing the State Department of Social Services + Gov. Henry McMaster's office in response to the **religious exemption** granted to **Miracle Hill Ministries** in Greenville – which allows the organization to **exclude prospective foster parents** based on religious beliefs and sexual orientation. (Greenville News)

Announced

- **Starting Nov. 3**, Southwest Airlines will feature [nonstop flights](#) between **Greenville-Spartanburg International Airport (GSP)** + **Baltimore/Washington International Thurgood Marshall Airport (BWI)**. Within the past year, GSP has announced **new nonstop service to six cities** by four different airlines. ✈️ (WSPA) ✈️
- **Prisma Health** has announced [their new CEO: Mark S. O'Halla](#). O'Halla has worked as the CEO of McLaren Health Care in Michigan since 2014, and has **more than 30 years of experience** as a health care executive. He is scheduled to start with Prisma Health in August. (The State)

Upstate Alliance:



Upstate SC Alliance
Saturday at 1:14 PM · 🌐

With the addition of service to Baltimore-Washington International Airport, **Greenville-Spartanburg International Airport** will have 20 nonstop destinations. The additions come as GSP records its 19th consecutive month of passenger growth, and on the heels of its all-time passenger record of 2.3 million passengers in 2018. <https://bit.ly/2JOSp6J>



GREENVILLEONLINE.COM
Baltimore becomes GSP's 20th nonstop destination as Upstate SC air travel grows

👍 You and 12 others 2 Shares

Anderson Chamber of Commerce:



Anderson Area Chamber of Commerce
Thursday at 1:00 PM · 🌐



Greenville-Spartanburg International Airport
Posted by Tiffany Cherry
Thursday at 1:00 PM · 🌐

New daily nonstop service to Baltimore with **Southwest Airlines** beginning November 3.

Announcing New Daily Nonstop Service to Baltimore!



BEGINNING NOVEMBER 3, 2019

Southwest | **GSP** INTERNATIONAL AIRPORT
ROGER MILLIKEN FIELD

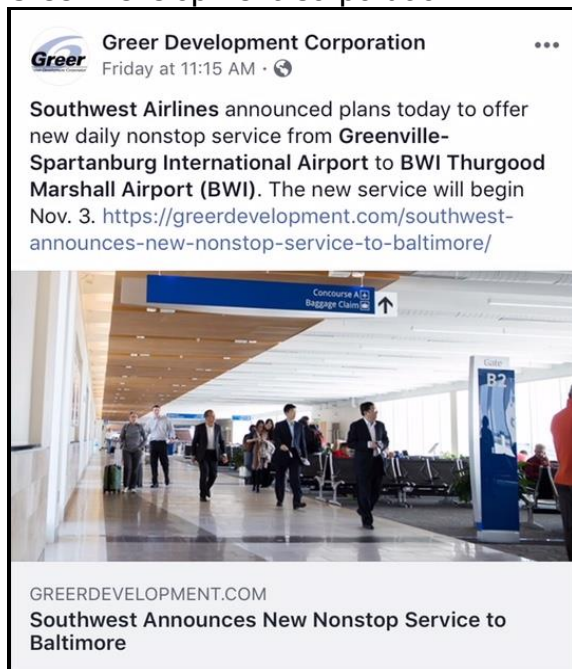
👍❤️ 5 1 Share

👍 Like 💬 Comment ➦ Share

Greer Chamber of Commerce:



Greer Development Corporation:



May 30 Runway Closure

WSPA: [GSP International Airport main runway reopens](#)

WYFF: [GSP back to normal operations after mechanical problems leaves plane stuck on taxiway](#)

WHNS: [Spokesman: GSP's main runway reopened after Delta jet's brakes lock up](#)

The State: [Plane stuck on runway at SC airport stops all flights, official says](#)

106.3 WORD FM: [Stuck plane at GSP](#)

Social Media 5/01/19-5/31/19:

GSPAirport.com

- Sessions – 106,058
- New Users – 72,681
- Page/Session – 1.74
- Average Session Duration – 1:37

Facebook

The month's most popular Facebook post promoted Southwest's new service to Baltimore. It reached more than 4,400 people.

Twitter

Tweets promoting the May REAL ID event had the most impressions during the month.

Instagram

A photo of Alfred, GSP's K-9 officer, received the most engagement on Instagram during the month.

My GSP newsletter

The My GSP newsletter continues to have an above average open rate after May's newsletter was distributed to more than 9,000 people.

Community Relations/Special Events:

- GSP hosted its third REAL ID event in May. The S.C. Department of Motor Vehicles' Shark Deployment Team processed 156 REAL ID licenses.
- The Wings for All event that took place here at GSP in May was a huge success. Many families shared they were grateful for the airport rehearsal and now feel they are better prepared for travel because of this experience.



- GSP was the feature sponsor for the Community Stage at the Greer Family Fun Fest in May. A lucky attendee won a \$500 Frontier travel voucher and free parking for a week.
- Summer Camp Season 2019 is here. Our first group of campers arrived June 1.
- GSP will sponsor Fall for Greenville Oct. 11-13.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Scott C. Carr, A.A.E., Vice President – Commercial Business & Communications

DATE: June 24, 2019

ITEM DESCRIPTION – Information Section Item E

May 2019 – Commercial Business and Marketing Report

SUMMARY

Bon Secours Wellness Arena Rebranding:

Status – A new agreement is still being negotiated.

Project Budget – \$15,000

Estimated Completion Date – July 31, 2019

The Airport District has an advertising/marketing agreement with the Bon Secours Wellness Arena. As a part of that agreement, we have the branding rights to the ticket office. The current branding is now over four years old and in need of a refresh.

GSP360 – Land Development Program Video:

Status – Currently searching for a new company to complete this project.

Project Budget – \$5,000

Estimated Completion Date – TBD

The Airport District is developing a video to highlight the GSP360 land development program. The video will be used for business development purposes with prospective tenants.

Frontier Denver (DEN) Advertising/Marketing Campaign:

Status – Campaign is presently running on billboards, radio, television, and social media

Project Budget – \$75,000

Estimated Completion Date – July 31, 2019

Frontier announced two additional weekly flights to DEN for a total of four that began on May 3, 2019. The Airport District put together a marketing plan to support the additional flights to help ensure that they are successful.

United Denver (DEN) Advertising/Marketing Campaign:

Status – Campaign is presently running on billboards, radio, television, and social media

Project Budget – \$85,000

Estimated Completion Date – July 31, 2019

United announced new service to DEN in February 2019. The daily flight begins on June 7, 2019 and is being operated on E-175 aircraft with 76 seats including a first-class cabin with 12 seats. The Airport District has put together a marketing plan to support this new service to help ensure that it is successful from the first flight.

Southwest Baltimore (BWI) Advertising/Marketing Campaign:

Status – Currently developing a marketing and media plan for roll out in September 2019.

Project Budget – TBD

Estimated Completion Date – December 31, 2019

Southwest announced new service to BWI in May 2019. The daily flight begins on November 3, 2019 and is being operated on Boeing 737-700 aircraft with 143 seats. The Airport District is putting together a marketing plan to support this new service to help ensure that it is successful from the first flight.

ACI – Jumpstart Conference:

Status – Met with eight airlines and had several very productive discussions.

Air Service Development Budget – \$5,000

Completion Date – June 5, 2019

ACI's Jumpstart Conference is an air service development conference where airports have an opportunity to meet directly with various airlines to discuss current and proposed air service from GSP. This year's conference was held in Nashville, TN from June 2-5, 2019.

To the Sky - Art at the Airport Book:

Status – A contract has been executed with Crawford Strategies and the layout of the additional pages is currently underway.

Project Budget – \$4,400 (Does not including printing costs. Printing will be quoted once the revised book is completed.)

Estimated Completion Date – June 30, 2019

The Airport District developed a book entitled “To the Sky” that highlighted all the commissioned artwork, at the time, located inside the terminal building. Since it was first printed, several new pieces of artwork have been installed. This update will incorporate all of the recent additions into the book.

Art Program – Baggage Claim Mural:

Status – Contract signed and fabrication underway

Project Budget – \$82,500

Estimated Completion Date – August 31, 2019

The Airport District is working with the artist on the completion of the remaining section of the mural. It is located in baggage claim above the three baggage carousels and is entitled “Weaving the World.”

CNN Airport Network – GSP Award Winning Concessions Program Segment:

Status – Draft television segments received on June 5, 2019 and currently under review for comments

Project Budget – All costs are being covered by Warner Media.

Estimated Completion Date – June 30, 2019

CNN Airport Network airs feature stories on different airports in addition to news, weather, travel destination information, and live sporting events. They filmed a segment at the airport on the award-winning concessions program. This segment will highlight the airside garden, The Kitchen by Wolfgang Puck, Palmetto Distillery with their local moonshine, and other aspects of the concessions program. This segment will air in all airports nationwide that have CNN Airport Network which currently totals 57.

CNN Airport Network & Cartoon Network Streaming:

Status – Project Completed.

Project Budget – All costs are being covered by Warner Media.

Completion Date – May 31, 2019

The Airport District partnered with Warner Media who currently provides the six CNN Airport Network live television locations at the gates on both Concourse A and B to provide the same content on personal devices via streaming over the airport's Wi-Fi network. In addition, Cartoon Network was added as a streaming option for our younger travelers. GSP is the first airport in the country to offer these two live television streaming options to the traveling public.

Mystery Shopping Program:

Status – Contract signed and mystery shopping being scheduled

Project Budget – \$20,000

Estimated Completion Date – June 30, 2019

The Airport District is in the process of launching a mystery shopping program with a national company to "shop" various passenger experience services at the terminal building. These include all food, beverage, and retail concessions, the customer service counter, as well as parking facilities and ground transportation services. In addition, they will provide feedback on the TSA security screening process, restrooms, police department assistance, etc. This will provide staff with baseline information as well as subsequent monthly third-party feedback to gauge improvement of identified areas. This will assist the Airport District with ensuring that we're the airport of choice for Upstate travelers.

Passenger Intercept Survey Program:

Status – Awaiting an agreement for review

Project Budget – \$15,000

Estimated Completion Date – To be determined

The Airport District is in the process of relaunching passenger intercept surveys at the terminal building. This will provide staff with quarterly third-party feedback and assist the Airport District with identifying areas of improvement to the passenger experience to ensure that we're the airport of choice for Upstate travelers.

Passenger Comment Card:

Status – Project Completed

Project Budget – \$2,500

Completion Date – May 31, 2019

The Airport District developed a comment card to receive and track feedback from our passengers. The comment card can either be dropped in one of several collection boxes strategically located around the terminal building or mailed back to us at no charge to the passenger.

Children's Play Area Alcove Project:

Status – The Airport District has partnered with Plus-Plus USA out of Greenville for the development of a children's play area in the alcove in the Grand Hall. Drafting of a five-year agreement is complete and is under internal review prior to being sent to Plus-Plus USA.

Project Budget – All costs should be covered by Plus-Plus USA

Estimated Completion Date – December 31, 2019

Through the terminal building renovation project, two alcoves were developed in the Grand Hall. Based on past direction from the Airport Commission, one will be for a children's play area and another will be for an airport history alcove. The children's play area alcove will be located on the Concourse A side of the Grand Hall.

History Alcove Project – Phase #1:

Status – A kick-off meeting was held on May 23, 2019. Various schematic design concepts are due back from the consultant for review on June 14, 2019.

Project Budget – Schematic design phase is \$18,000

Estimated Completion Date – August 31, 2019

Through the terminal building renovation project, two alcoves were developed in the Grand Hall. Based on past direction from the Airport Commission, one will be for a children's play area and another will be for an airport history alcove. The history alcove will be located on the Concourse B side of the Grand Hall.

Federal Aviation Administration (FAA) – AT&T Network Fiber Extension Project:

Status – Revised construction drawings were submitted for review by AT&T on June 4, 2019. A utility access permit is being drafted by the Airport District for AT&T to review and sign to facilitate the project based on the revised drawings.

Project Budget – All costs are being covered by AT&T.

Estimated Completion Date – To be determined

FAA needs additional bandwidth at the Air Traffic Control Tower (ATCT). This project will extend AT&T's fiber network from the National Weather Service along GSP Drive, and then adjacent to the current employee parking lot up to the FAA ATCT leasehold.

FedEx – AT&T Network Fiber Extension Project:

Status – Awaiting revised construction drawings for review from AT&T based on Airport District comments.

Project Budget – All costs are being covered by AT&T.

Estimated Completion Date – To be determined

FedEx was requesting to install a backup cellular system for their local data network to provide redundancy if their wired data connection is interrupted. This project was cancelled and has been replaced by a fiber installation project that will extend fiber from SR 101 down Gateway Drive to the FedEx leasehold.

T-Mobile Signal Strength & Data Transfer Speed Enhancement Project:

Status – T-Mobile is rescheduling an onsite visit to take signal strength and data transfer speed measurements throughout the terminal building and both parking garages.

Project Budget – All costs are being covered by T-Mobile.

Estimated Completion Date – To be determined

T-Mobile has received customer service complaints regarding their signal strength for their wireless customers while at the airport. They are presently evaluating the current signal strength. Subsequently they will evaluate options to determine the best corrective action to boost that signal strength and data transfer speeds around the airport campus.

National Business Aviation Association (NBAA) Conference:

Status – Staff has selected our booth location through the annual lottery and is now preparing to exhibit at the conference.

Business Development Budget – \$25,000

Completion Date – October 25, 2019

NBAA is a business development and exhibiting opportunity for the Airport District to showcase our GSP360 land development program as well as Cerulean Aviation. This year's conference is in Las Vegas, NV and runs from October 22-24, 2019.

Vino Volo – Market Bar:

Status – Construction documents have been completed and are under concurrent review by the Airport District and Spartanburg County.

Project Budget – All costs are being covered by Vino Volo.

Estimated Completion Date – Summer 2019

Vino Volo selected the airport as it's first location for a new market bar concept. The concept includes its traditional Vino Volo bar as well as the addition of a market with local items for sale. There will also be a selection of grab and go food and beverage items available in the market too.

The Kitchen by Wolfgang Puck – Concessions Revenue Enhancement Project:

Status – Results of the program have been positive and continue to be evaluated on a monthly basis.

Project Budget – All costs are being covered by OHM.

Completion Date – June 30, 2019

The Airport District partnered with OHM Concessions Group (OHM) and Wolfgang Puck to offer a special menu offering that includes a choice of salad as well as one of two entrees for \$14. This lower price point offers price conscious customers an opportunity to enjoy the restaurant while still receiving a magnificent meal.

R.J. Rockers Brewery - GSP Branded Beer – Concessions Revenue Enhancement Project:

Status – R.J. Rockers is working on printing bottle labels and finalizing marketing materials.

Project Budget – All beer and marketing development costs are being covered by R.J. Rockers Brewery. The Airport District will cover terminal building advertising and announcement of the new beer through our public relations channels.

Estimated Completion Date – July 31, 2019

Google Street & Terminal Mapping Project:

Status – Google has already been onsite to map the interior public spaces of the terminal building as well as the local streets surrounding the airport. Staff is awaiting Google to upload all the images to their server and make them available for public use. Some images

were uploaded that include the terminal building's airside garden and several roadways around the airport campus in early March 2019.

Project Budget – All costs are being covered by Google.

Estimated Completion Date – To be determined

Google has an interior mapping program for public facilities as well as a street view mapping program. To assist users of the airport by providing a 360-degree view of public areas of the airport, Google has selected GSP for inclusion into both programs. Once complete, you will be able to see views of the inside of the terminal building and the streets leading up to it when you utilize Google Maps.

Tract B – Panattoni Development Company Project:

Status – Currently under construction and approximately 80% complete

Project Budget – All costs are being covered by Panattoni Development Company.

Estimated Completion Date – July 1, 2019

Presently, Panattoni Development Company is constructing a ±567,630 square foot office and warehouse facility on Tract B. The leasehold site consists of ±40.32 acres. This facility will initially be subleased to BMW for the first 10 years of the initial 30-year lease term.

Victor Avenue Extension – Roadway Abandonment Project:

Status –The Airport District has completed a traffic study and it is presently under review by the City of Greer.

Project Budget – \$15,000 for a required roadway boundary survey and traffic study

Estimated Completion Date – To be determined

The Airport District is requesting the City of Greer abandon a section of Victor Avenue Extension between McElrath Road and J. Verne Smith Parkway. This will facilitate a future economic development project on Tract B that will create new jobs in the community as well as provide an additional user of the South Carolina Inland Port.



MEMORANDUM

TO: Members of the Airport Commission

FROM: Ashley Bruton, Director of Human Resources

DATE: June 24, 2019

ITEM DESCRIPTION – Information Section Item F

May 2019 – OSHA Reportable Injury Report

SUMMARY

Monthly Activity as of May 31, 2019

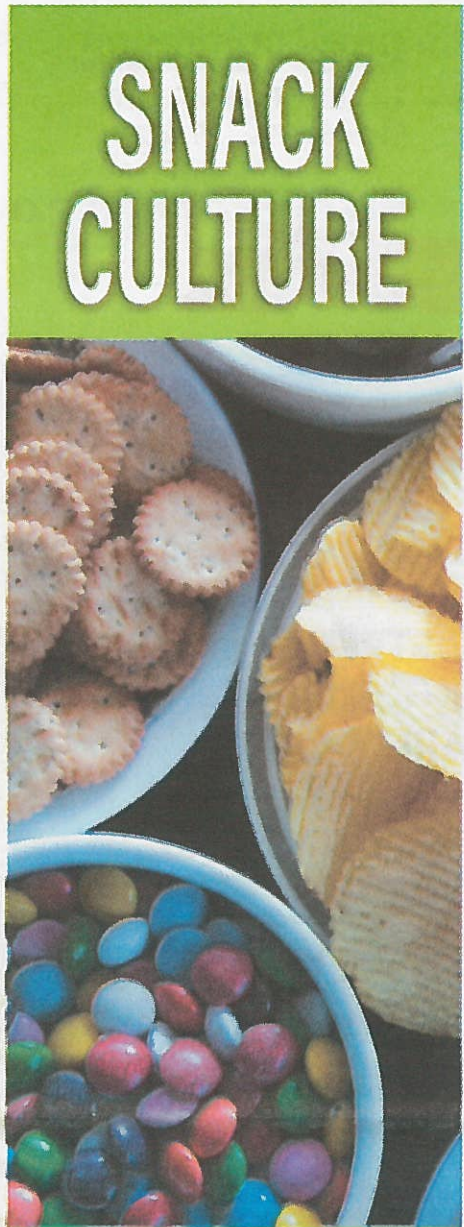
- 0 OSHA Reportable Injury

2019 Calendar Year-to-Date

- 5 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
2018	195	379,203	12	0	112
2017	188	241,716	4	0	12



SNACK CULTURE

68%

of employees say they have purchased snacks and beverages that they first discovered through their office's snack program.

63%

of employees said the same of visiting new restaurants that first catered a meal to their office.

35%

of companies provided office meals to encourage team building in 2018, suggesting the growing role of food in the workplace culture.



The most popular office snacks in 2018 were bananas.



Travelers to GSP have discovered a favorite place to eat in the local version of The Kitchen by Wolfgang Puck. (Photos/Provided)

USA Today readers name a GSP restaurant one of the best

Staff Report
gsanews@scbiznews.com

The Kitchen by Wolfgang Puck at Greenville-Spartanburg International Airport is considered one of the best airport restaurants in the country by USA Today readers.

The restaurant finished second place in two contests that were part of USA Today's 10 Best Readers' Choice Awards for 2019. It finished second in the "Best Airport Sitdown Dining" and "Best Airport Grab-And-Go" categories, according to a GSP news release.

"This recognition is exciting because customers took time to vote and obviously see GSP's The Kitchen at Wolfgang Puck as providing a quality dining experience no matter if it's at a table in the restaurant or grabbing a sandwich or salad while on the run," Scott Carr, GSP's vice president of commercial business and communications, said in a news release.

The Kitchen by Wolfgang Puck is located in GSP's Grand Hall immediately after the security checkpoint. Diners can

"Developing The Kitchen by Wolfgang Puck at GSP was a special project and we're pleased to know that it's a customer favorite that's earned a spot on such a distinguished list."

Vince Modica
executive vice president, Wolfgang Puck Worldwide

view the airport's airside garden, which has fountains, statues, trees, flowers and views of the airfield with the Blue Ridge Mountains in the distance. The restaurant's menu has hand-cut steaks, red snapper, pizza cooked in a brick oven and specialty cocktails. Grab-and-go options include a variety of sandwiches, salads and parfaits.

GSP's The Kitchen by Wolfgang Puck opened in 2017. Other airports with the

concept include Calgary, Cancun, Dubai, Singapore and Washington, D.C.'s Dulles International Airport.

"First, having partners such as the Greenville-Spartanburg Airport District and OHM, who have been great stewards of our brand, made it possible to be nominated for this special award," Vince Modica, executive vice president of license business for Wolfgang Puck Worldwide Inc., said in the news release. "Developing The Kitchen by Wolfgang Puck at GSP was a special project and we're pleased to know that it's a customer favorite that's earned a spot on such a distinguished list." OHM Concession Group manages the concessions program at GSP.

"A lot of people, including many who are behind the scenes, contribute to the experience that diners enjoy in any restaurant," Milan Patel, OHM's president and CEO, said in the release. "Every employee at GSP's The Kitchen at Wolfgang Puck should be proud of their contributions and the role they've played in making the restaurant highly regarded."

Spartanburg Downtown Memorial Enhances Facilities With Runway Extension & Other Improvements

BY KEN WYSOCKY



FACTS&FIGURES

Projects: Runway Expansion; Public Park; Terminal Renovation

Location: Spartanburg (SC) Memorial Downtown Airport

Est. Annual Operations: 33,000

Runway Cost: \$30 million

Runway Funding: 90% FAA; 5% state; 5% city

New Runway Length: 5,852 ft.
(650-ft. extension)

Construction: 2016 to late 2018

Runway Closure: 4 months in 2018

Engineering/Project Management: W. K. Dickson

Instrument Landing System: Thales Group

PAPI Lights: NBP Corp.

Terminal Renovation Cost: \$4.4 million

Renovation Funding: City of Spartanburg

Airport Park Cost: \$975,000

Park Funding: City of Spartanburg

Key Benefits: Increased safety; new capabilities for larger corporate aircraft; ability to accept overflow traffic from other regional airports as business activity increases; expected revenue increases



South Carolina's historic Spartanburg Downtown Memorial Airport (SPA) has undergone an extreme makeover of sorts in the last seven years to enhance its economic development role and help it better compete with neighboring airports. The multi-project effort was capped by a \$30 million runway rehabilitation and extension that opened in October 2018.

Other major improvements at the city-owned general aviation airport include a new navigation system and runway lights,

added during the recent runway extension; a city-funded playground and park, completed last spring; and renovation of the airport's 81-year-old Art Deco terminal building, coupled with a reconfigured and expanded parking lot. The \$4.4 million terminal project, completed in 2011 and also funded by the city, included two new units of T hangars.

"The runway and the terminal were in pretty bad shape," recalls Terry Connorton, SPA director since December 2017. But recent improvements help position the growing



PHOTO: ROSS DRONE PHOTOGRAPHY

airport to better serve a business boom in Upstate South Carolina, home to major companies like BMW Manufacturing Corp., GE Power, Michelin North America, Lowes, Home Depot and Milliken & Co.

"There's a lot of Upstate growth right now," Connorton explains. "The city of Spartanburg also has been undergoing dramatic growth for the last several years. There are more people and businesses moving east, toward us, so we're starting to pick up a lot of overflow



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The city provided funds for a public park at the airport.

air traffic—planes that typically go to GSP (Greenville-Spartanburg International Airport).

"We're right in the crosshairs of I-26 and I-85, so our expansion helps us take advantage of all this economic growth. We're in a good location to take on more business."

The airport's series of landside and airside improvements are designed to help it compete with other regional airports. Aside from GSP, the city-owned airport vies for traffic with five other general aviation facilities: Greenville Downtown Airport, Donaldson

Center Airport and three small county airports. About 80% of SPA's operations are business related, while recreational traffic accounts for most of the remainder.

Currently, SPA handles nearly 33,000 operations annually and is estimated to generate \$41.8 million annual impact on the local economy.

Accommodating Larger Planes

The \$30 million runway project, which involved resurfacing the airport's sole runway and extending it by 650 feet, represents the most significant improvement. The FAA paid 90% of the cost; the state and city chipped in 5% each.

Now 5,852 feet long with a new navigation system, Runway 5-23 makes the airport more attractive to companies with larger corporate jets, such as Gulfstream 550s—a boon to business prospects. "A lot of planes still can get in and out on shorter runways; but to do so, they can't carry as much fuel," Connorton explains. "So with the longer runway, business jets can fly longer distances without having to stop. They don't want to stop and refuel because it costs money and time."

The runway project was executed in three phases. Phase one started in 2016 and was completed in mid-2017. It centered on

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moving 1.7 million cubic yards of soil and filling in a small pond that sat in the path of the runway extension.

Phase two started in mid 2018 and focused on resurfacing the existing runway and building the extension. "We had considered closing just half of the runway down, but decided to rip off the Band-Aid, bite the bullet and close it completely to get it done faster," Connorton remarks.

The closure was supposed to last two months, ending in August, with all air traffic diverted to other local airports in the meantime. But the closure instead lasted into four months, courtesy of Hurricane Florence in September and Hurricane Michael in October. "It rained a lot...so we ended up with an Olympic-size swimming pool—a 6,000-foot-long ditch filled with water," Connorton recalls. "As a result, we spent a lot of time digging drainage ditches."

The runway opened in late October. During the phase of the project, crews installed a new navigation system (precision approach path indicator, or PAPI, lights) at each end of the runway. The airport is also installing an upgraded instrument landing system, scheduled for completion later this year.

Playground & Park

While the runway project provides improvements for customers, a \$975,000 park funded by the city is helping raise public awareness about the airport.

Built on property vacated by the Civil Air Patrol, the seven-acre park features two playground areas with aviation-themed equipment, a multipurpose athletic field, a splash pad, fitness equipment, two pavilion shelters, picnic tables, restrooms facilities and a paved walking path.

"It's a very popular place," Connorton reports. "It brings a lot of people over (to the city's west side), and they realize there's actually an airport here. A lot of people see airplanes around here, but they think they're going to Greenville-Spartanburg, even though they're actually landing here. It's a real shot in the arm for the airport in terms of people coming out and realizing there's an airport here."

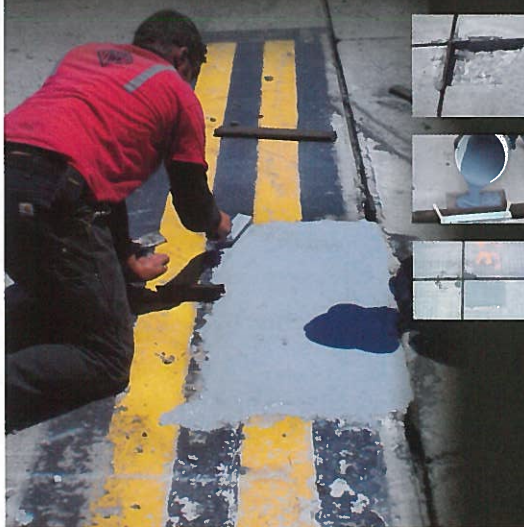
Visitors may not realize it, but the playground and adjoining pathways are positioned to replicate the airport's original layout in 1927. "From up above, you can see

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The park's sidewalks and pathways replicate the original airfield layout from 1927.



PHOTO: ROSS DRONE PHOTOGRAPHY

how the original runways were laid out," Connorton says. "There's a tall slide that stands where the control tower was, plus the swings are airplanes and the walkways feature runway markings."

The new aviation-themed park helps fulfill one of Connorton's goals: making sure the general public understands SPA's rich history. For example, Charles Lindbergh visited the airport in 1927, during a nationwide tour following his historic solo flight across the Atlantic Ocean. At the time, SPA was the state's first and only commercial airport. In 1931, Amelia Earhart became another famous fly-in visitor; and the airport provided the state's first airmail service.

Cultivating Goodwill


The park helps achieve another of Connorton's ongoing goals: improving community outreach. Toward that end, he established the

Spartanburg Aviation Community Program, which gives local schools the opportunity to use the airport as a classroom. "It enables local educators to see if any students might be interested in pursuing aviation careers," says Connorton. "And the park helps promote that, because people who go there can see planes landing and taking off."

The program exposes students to a variety of aviation careers. They can attend an educational class sponsored by the Civil Air Patrol, use a flight simulator, attend a session about glider flight, see how planes are refueled and serviced, work on an airplane with an aviation mechanic and take a short plane ride to another local airport for lunch.

"You can't put a monetary value on it, but for a local airport to survive, you have to have goodwill from the city and its residents," he explains. "Otherwise, they think the airport is just for rich people...they only focus on the noise and don't see its greater value. And the park plays a small role in that."

Connorton also teaches free ground school classes on weekends for young people and visits local schools to talk about aviation. Doing so, he hopes to create some goodwill beyond existing airplane owners and pilots.

"When people can see the value of an airport and how it supports the city by bringing in business and creating jobs, it all adds up," he explains. "They need to understand that airports create a ripple effect in terms of economic impact. The airport employs workers that refuel aircraft. Visitors fly here and rent cars, stay in hotels, rent conference rooms and eat meals at restaurants. The airport creates a huge impact, and we want to keep playing a vital role in the area's economic growth." 

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CNS takes aim at US airport cargo congestion

CNS president Michael White says congestion at major hubs can be solved only with the help of the whole airport community. **Damian Brett reports**

The problem of airport cargo congestion is faced at many major hubs, but trying to tackle the issue can seem like a daunting task with so many different players involved.

However, ignoring the issue and hoping it will go away on its own is no solution.

One group setting out on the path to address the problem in its home market, along with a multitude of partners, is IATA's US arm, Cargo Network Services (CNS).

The Miami-based organisation offers settlement services but also lobbies the US government on behalf of the air cargo industry. CNS president Michael White — a 45-year veteran of the industry — tells *Air Cargo News* that airport congestion is the number one issue it is focusing on at the moment, although security tops the longer term list of ongoing concerns.

Major US hubs

White says that several airports in the US suffer from congestion, naming JFK, Chicago O'Hare, Los Angeles, San Francisco and Seattle as some of the hubs most affected by the issue.

He says the congestion issues have built up over a number of years, with the predicament exacerbated by the use of aircraft with larger cargo capacities flying to more destinations.

"The problem is that there is a lot of volume. The Boeing 787s and the A350s have a very good cargo capacity, even on the long-haul stretches. For example, Singapore's flight to San Francisco can still get as much as six tonnes onboard," White explains.

"With all those aircraft, we have got so many new routes coming into the market. If you take a look at United [Airlines] into China, they are directly going to cities like Guangzhou and Xian — we have not seen that before.

"They are not going through the old hubs of Narita and Hong Kong as much as they used to."

He says that port authorities are usually the airport landlords in the US, renting out cargo facilities to third-



Michael White, CNS

party handlers. As a result, cargo infrastructure development often falls between the gaps as airports spend money on developing passenger facilities and handlers are not interested in investing in something they do not own.

Other issues that are having an impact on cargo congestion are related to scheduling, labour shortages, operational issues and the impact of weather conditions.

White says that to try and tackle the issue CNS will begin by looking at JFK before moving on to other airports, with Chicago O'Hare likely to be second in line.

He says the problems faced by each airport tend to be different so there is unlikely to be a single answer that will solve congestion across the country.

White explains the type of issues that CNS and its members will look at: "Everyone comes in after the weekend and wants to pick up their cargo first

thing. What can we do about that?"

"How can we use electronic data better and be able to make reservation times or schedule trucks, like you see in Amsterdam.

"Let's identify the issues, do some measurements, see what information we can gather and have a plan of what is causing these issues.

"We are not going to solve the problems this year but at least we can identify what some of those issues are and then begin tackling them — you can't tackle the whole thing at once."

White says part of the challenge will be to educate local government on the important role cargo plays in the community.

Secondary hubs

Passenger airlines, such as IAG and Lufthansa, are spreading their wings to a larger number of airports in the US while freighter operators, integrators and e-commerce companies are

exploring the use of secondary airports, and this has helped take some of the pressure off the main hubs.

However, White says there will always be demand at the country's major airports because that is where the passenger services go.

"The planes are going to go to those main cities where the passenger demand is, but the freighters do give you that little bit of flexibility," he says.

CNS and its members will meet following the organisation's annual conference this month to review and lay out their plan to tackle the issue — what they can and can't focus on.

They will then meet again in September after gathering data and present what they have learned so far. Meanwhile, focus groups will also be set up.

He adds that CNS cannot solve the issue of congestion on its own and needs the whole airport community, along with organisations such as IATA and the Airfreight Forwarders Association, to work together.

"We want to meet with the port authorities to get their fill on what they think and understand what they will or won't do. It's an important part as they are the airport owners," says White.

"We need to get our voice in, explain what [air cargo] means to the community and what that value is."

White would also like to see the security fee paid by passengers to be ring fenced for aviation security projects, rather than going into a central government pot.

He says that the money could be used to invest in security technology that speeds up the processing of cargo through airports.

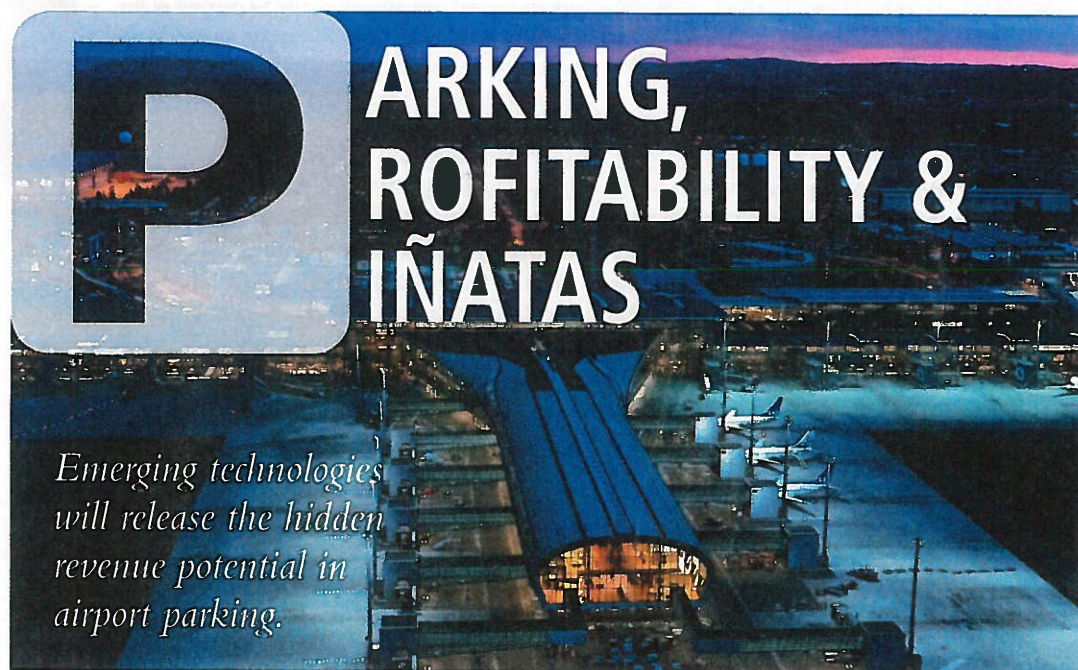
Outside of airport congestion, CNS is also pushing for a review of the Known Shipper requirements that are now almost 25 years old.

Other issues that the air cargo industry in the US is facing up to are the transport of lithium batteries, improperly declared dangerous goods and how to utilise technology and data to improve the flow of cargo, he says.



PARKING

AUTHOR Guy Barnes



Oslo Airport is implementing a dynamic pricing strategy for their 20,000 parking spaces.

AVINOR

LIKE MOST children, my two boys love candy. Before my eldest son's recent birthday party, my wife and I prepared a piñata and left it unattended in the living room. The boys were intrigued by the colorful papier-mâché donkey, but much to our amusement, they had no idea what goodies lay within. This blissful ignorance meant the container remained largely undisturbed until the moment of the event.

My area of expertise is revenue management, and it wasn't long before a connection to the piñata had formed in my mind. For the uninitiated, revenue management is the science

of understanding the demand for a perishable product and determining the optimal pricing decision, at any given moment, to deliver maximum revenue.

In the early part of my career that meant enabling hotels to sell every room at the best possible price. Hotel owners and managers cracked open the proverbial piñata decades ago and they understand that selling those rooms at optimal prices will unleash the sweetest returns for their business. The hotel industry was an early adopter of revenue management and they have perfected those technologies and processes ever since.

As I look at the business of

airports, I see quite a different picture. Historically, airports have relied heavily on the revenue from their airline partners and in recent years, retail space has grown in commercial significance. In many cases, however, parking has been viewed similarly to how my boys saw the birthday piñata — just sitting there, with few appreciating the real potential within. It has largely remained a consistent but unexceptional money maker — fundamentally the means to get travelers to their flights, and little more.

For airports, parking is the untouched piñata and the opportunity to grow new revenue from parking is immediate, significant and critical.

Why Revenue Management?

A parking spot, like a hotel room, is a perishable asset. If the price is too high, the parking spot isn't filled and it doesn't generate any revenue. If it's filled at a discounted price when the consumer is willing to pay more, the business misses out on additional

ABOUT THE AUTHOR



GUY BARNES

Guy Barnes is the Head of Global Sales, Parking at IDEAS Revenue Solutions. Barnes has a 25-year history of building successful long-term partnerships with some of the world's leading enterprise hotel groups, working with clients at every stage of their revenue journey. Today he is focused on driving commercial growth for airports through pricing and analytical solutions for their parking businesses.

revenue. If the parking spot isn't sold that day, it cannot be sold again.

Despite this price sensitivity, most airports still use static price tiers or a one-size-fits-all approach to their parking pricing, leaving considerable revenue on the table. To be fair, many airports have recognized the shortcomings of this business practice but lack the resources, guidance and technology to kickstart the necessary shift. We all know change is hard, but it's also essential to our survival, and I believe it was Albert Einstein who once said, "in the middle of difficulty lies opportunity."

Join the Disruption

The way consumers shop, book and pay has rapidly evolved. Consumers have grown to expect to be able to shop for products online or in the palm of their hand. And we take for granted that in other industries reservations can be made in advance. You wouldn't, for instance, arrive at the airport without a ticket or travel to a destination with your fingers crossed that you could find a place to sleep once you got there.

Most people wouldn't even consider it and yet we don't always give travelers the opportunity to guarantee a parking spot at their preferred terminal parking facility or give them the opportunity to get a better price by booking early.

Pre-booking parking systems are being increasingly adopted in airports worldwide. Reservation systems not only give busy travelers peace of mind but also provide data airports can use to understand and stimulate demand.

Trailblazing airports around the globe now use their parking data and predictive analytics to grow non-aeronautical revenue by being able to determine product and price availability based on the arrival and duration of stay of travelers. These trendsetters embrace the disruption in technology and mobility by applying demand-based, dynamic pricing to pre-booked parking with significant, year-over-year revenue growth.

Overcome Misplaced Fears

Some may worry fluctuating price points may deter potential parking business but

we see across industries consumers accept pricing that shifts based on supply and demand. The ever-changing price of airline tickets, hotel rooms and even surge pricing in the Uber app have created a landscape in which consumers expect pricing to vary and are willing to pay for premium products based on convenience and value.

But this doesn't mean swinging a bat blindfolded, wildly attacking the parking prize, like with my piñata. Airport parking pricing strategies should include a data-derived rate spectrum with a minimum floor and a maximum ceiling. That ceiling is typically your published drive-up rate, with discounted rates used as a means to optimize occupancy and revenues across multiple lots and to stimulate demand. And there's no fear of cannibalizing drive-up business with the use of a good revenue optimization tool to manage these data-driven strategies.

Enact a Cultural Shift

Revenue management is a business culture, not just a pricing technique. In order to be effective, it has to be

IDEaS Enables Raleigh-Durham International Airport to Transform Its Parking Business

With passenger numbers exceeding 12.8 million in 2018, Raleigh-Durham International Airport (RDU) is the primary anchor for the popular Research Triangle destination of North Carolina. As the next step in its Parking Transformation Program, the Raleigh-Durham Airport Authority has partnered with IDEaS Revenue Solutions, the global leader in revenue management, to create a better parking experience and optimize space utilization.

The partnership aims to enhance RDU guests' parking experience and returns from the airport's 18,830 parking spaces — the largest source of revenue for the airport. IDEaS Car Park Revenue Management System (RMS) is a cloud-based forecasting and pricing solution that uses advanced SAS analytics, artificial intelligence and deep machine-learning to deliver optimal demand-based, dynamic

pricing decisions fueled by a 365-day future view of parking demand.

Focus on passenger experience — RDU aims to further transform its customers' parking experience by changing the dialogue around parking to one of added value, ease and economy. IDEaS Car Park RMS is a complement to the ParkRDU parking reservation system it soft-launched in mid-2018 and will enable RDU to sell the right product, to the right customer, at the right price, at the right time.

Airport parking in a sharing economy — It's no secret one of the biggest challenges facing airport parking — including at RDU — is competition. To effectively compete, RDU aims to address the experience, convenience and value of parking over other modes of transportation. It is seeking to be competitively affordable for ParkRDU consumers.

A partner they can trust — Mindful of potential pitfalls when implementing new technology, RDU identified IDEaS Revenue Solutions as the right business partner because of its 30 years of revenue management experience — including an extensive list of airport parking clients — its industry-leading analytics and robust dynamic pricing tools, and its integrations with RDU's other parking suppliers.

Michael Landguth, president and CEO of Raleigh-Durham Airport Authority, said, "IDEaS has the technology and expertise necessary to help us make informed decisions, shaping more effective marketing strategies, sales programs and overall airport parking revenue management. We are fortunate to have a renowned data-analytics partner right here in the Research Triangle."

adopted and embraced at every level of the organization. Cooperation from leadership, finance, IT, operations, and marketing are all necessary for continued success. And technology alone does not guarantee revenue growth—partnering with an experienced revenue management solution provider will provide the right foundation for success.

For several years now, Auckland Airport, the largest and busiest in New Zealand, has leveraged sophisticated revenue management technology and dynamic pricing strategies to enhance their parking operation. They recently reported an 8.3 percent parking revenue uplift in 2018 compared to the year prior. Increased passenger

numbers help but they attribute much of this continued growth to their refined revenue management practices and ongoing technology partnership.

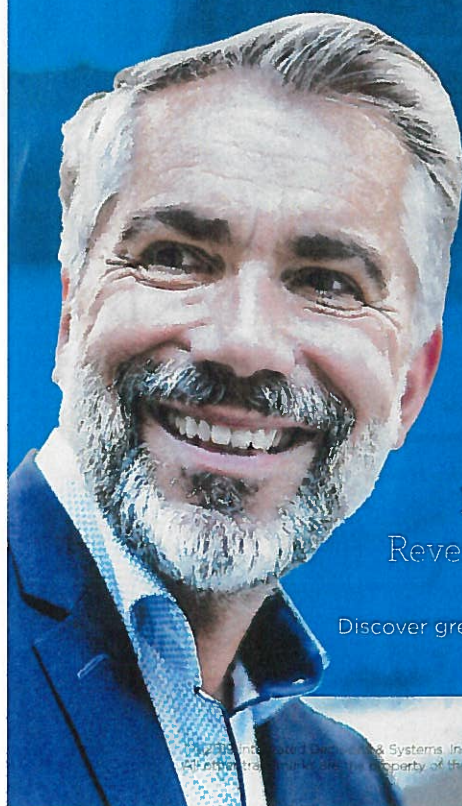
Remove the Blindfold

Big data, artificial intelligence and deep machine learning aren't just overused buzzwords — they're the keys to taking a calculated blow to the parking piñata and also knowing how much candy is

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Use Technology to Compete With Rideshare Services

Edmonton is using technology to entice more travelers to choose parking over TNCs by making a better traveler experience.

AUTHORS BRETT BAIN, STEPHEN PRATI

It's no secret that rideshare services have cut deeply into airports' parking revenues. Airports across the U.S. and Canada are losing millions of dollars every year as flyers turn to TNC operators rather than drive themselves to airports. This represents a significant financial hit for airports because parking is so important to the bottom line. In fact, for many airports the only larger source of revenue is gate fees.

Most airports have sought ways to combat the loss of parking fees since the arrival of ridesharing services. Most attempts, though, have met with limited success. However, at Edmonton International Airport, we think we've found a solution.

To some extent, the challenge facing Edmonton International and other Canadian airports is more pressing than at our counterparts in the U.S. Unlike many American airports, Canadian airports aren't government funded. As a result, we rely even more heavily on non-aeronautical revenue, particularly parking. We have always competed with off-airport parking facilities, but with the advent of ridesharing services, we found ourselves competing for shares of a smaller pie. In short, fewer people were driving themselves to the airport and that was hitting our bottom line.

Edmonton International Airport has 13,500 parking stalls and serves 8.1 million customers a year. Several years ago, we established Jetset, a unique airport brand designed to directly compete with off airport parking products. At present, Jetset operates in Edmonton, Vancouver and Saskatoon. When Uber arrived last spring, the airport turned to the Jetset brand to compete with these rideshare services. As many airports across the U.S. and Canada had already experienced, these services presented significant challenges.

inside and even where it will fall. Thanks to advances in automated analytics technology, sophisticated tools are now available that remove the guesswork from forecasting and pricing, instead applying empirical science to derive data-driven pricing decisions.

Historical data from online reservation systems and parking access and revenue control systems can be used to identify regular patterns of

buying behavior based on time of day, day of week and seasonality. Predictive analytics tools take this several steps further, ensuring historical transactions, competitor rates and forecast parameters such as price sensitivity, probability to purchase, length of stay and uncertainty influence the demand forecast and

demand-based pricing decisions.

Revenue management is the way to finally crack the parking piñata wide open for airports. And for commercial teams willing to invest in their culture, fund their future and implement systems in line with current consumer behaviors and expectations, the prize is very sweet indeed. ▀

FIGHTING FIRE WITH FIRE

The answer was to make it more convenient (and thus more attractive) to drive to the airport and park with us, rather than getting a ride from a rideshare service, friend or relative. Fortunately, the solution was already at hand in our pre-booking platform. Our solution was to provide consumers with a selection of parking products at a competitive price through our online booking resource and provide a more convenient travel experience than those of the TNCs.

The pre-booking process begins at home or at the office, before the traveler leaves for the airport. When travelers reserve a space, they enter their payment information to an existing account or are prompted to create a new one. During the pre-booking process travelers are offered special promotions, such as discounted parking, special deals at restaurants and stores located in the terminal, and even faster wifi within the terminal. Travelers are also given opportunities to purchase additional services, such as premium and valet parking, and access to special lounges in which to wait for their flights. Once travelers are in the system, they are much more likely to be repeat customers because the process is so quick and easy.

One way the airport encourages travelers to reserve parking in advance is by offering significant discounts for pre-booking parking. In fact, there are more than 40 different price points offered through the pre-booking platform, and the platform is able to quickly respond to competitor price changes through promotional codes.

All travelers who reserve in advance are also given access to Edmonton Airports rewards program, powered by Chantry Parkspace which provides additional discounts, offers, and benefits — and which, further increases the likelihood of their becoming repeat customers. The loyalty program has 150,000 members, each one of whom can be contacted directly with deal offers. For instance, the airport often uses the program to offer drawings for \$500 gift cards and other valuable prizes. Another recent promotion revolved around chances to win tickets to the Grey Cup (the CFL's championship game and the league's equivalent of the Super Bowl).

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WASHINGTON WATCH

AUTHOR Kevin Burke, ACI-NA President & CEO

America's Airports are Terminally Challenged

WITH A new Congress now underway, America's airports have a new and real opportunity to address their significant infrastructure needs. If one thing is certain in Washington, DC, there is bipartisan interest in moving an infrastructure package.

Airports Council International – North America (ACI-NA) and our partners in advocating for infrastructure investment in airports have wasted no time in taking to Capitol Hill to share the challenges airport are facing in meeting the demands of the future. While we are making the case on behalf of the airports, policymakers continually tell me that they want to hear directly from airports across the country how modernizing the way we fund airport infrastructure would benefit air travelers and local communities.

In a hearing before the House Transportation and Infrastructure Committee in March, executives from Cincinnati/Northern Kentucky International Airport, Spokane International Airport, and Tampa International Airport made a clear and compelling case about how America's airports are in dire need of improvements in order to keep up with passenger and cargo growth.

In fact, a recent ACI-NA study found that America's airports require more than

\$128 billion – or \$25.6 billion annually – in infrastructure upgrades by 2023. This reflects a more than 28 percent increase since 2017, and an 80 percent increase since 2013. More than 56 percent of airport needs are inside aging terminals.

During her testimony, Cincinnati/Northern Kentucky International Airport's Chief Executive Officer and ACI-NA Chair Candace McGraw told Congress that America's airports are running out of time to make investments in their outdated and aging terminals.

And she is right as America's airports lack the necessary funding resources to modernize and expand their infrastructure. The \$25.6 billion in average annual funding needs for U.S. airports is significantly higher than the funding available through the existing system. Larry Krauter, Chief Executive Officer of Spokane International Airport, argued to members of Congress that this status quo is not working for airports of all sizes.

The good news is there is a solution. We can rebuild America's airports without raising taxes or adding to deficit spending by modernizing the federal cap on the Passenger Facility Charge (PFC). Created by Congress in 1990, the PFC is a local user fee that goes directly to local projects to repair aging facilities, improve aviation safety and enhance the passenger experience. This local user fee enables airports to be able to fund new terminals, gates and security checkpoints – just to name a few. But, the current federal cap on the PFC has been in place since 2000.



Modestly adjusting the federal cap on local PFCs would allow airports to take control of their own investment decisions and become more financially self-sufficient. After all, each airport is in the best position to determine what its future holds in terms of competition, traffic, and capacity. Joe Lopano, the Chief Executive Officer of the Tampa International Airport, echoed this when he urged Congress update the funding options to let the local communities make decisions about how to best address the individual needs of their airports.

There is no denying that America's airports are a fundamental component of our nation's transportation infrastructure. In 2017, 1.7 billion passengers and 31.7 million metric tons of cargo traveled through U.S. airports. However, the sad reality is that our airports are falling further behind in their effort to upgrade their facilities and improve the overall passenger experience.

While these airport representatives made great progress in illustrating the need for modernizing the way we fund airport infrastructure before Congress, we need your help. I challenge you to reach out to your members of Congress about the needs of your airport in order to meet the demands of future with safe and efficient facilities.

The time to act is now. ▀

ABOUT THE AUTHOR

KEVIN M. BURKE

Kevin M. Burke, is President and CEO of Airports Council International – North America.



AIRLINE COFFERS GROW

2018 Proves To Be Another Profitable Year

BY CAROL WARD

The strong economy and surge in traveler numbers are translating into profitability for U.S. airlines which, until a decade ago, struggled to register consistent profits. The industry's profitable 2018 marked the sixth consecutive year that carriers collectively registered after-tax profit.

U.S. scheduled passenger airlines reported after-tax net profit of \$11.8 billion in 2018, according to the U.S. Department of Transportation's Bureau of Transportation Statistics. The revenue was down from \$15.3 billion in 2017 and far below the nearly \$25 billion in profit recorded in 2015.

The decline in profitability in 2018, compared to 2017, was due to a drop in net income from domestic operations. The U.S. carriers collectively registered after-tax domestic net income of \$8.6 billion, down from \$13.2 billion in 2017. After-tax income from international operations came in at \$4.4 billion in 2018, up from \$3.6 billion the previous year, according to BTS.

Operating Revenues

Total operating revenues for U.S. airlines came in at \$187.5 billion in 2018. Of that, about \$139 billion came from airfares, which accounted for 74.2 percent of total operating revenue.

Fuel costs were lower than in recent years at \$34.5 billion, or 20.3 percent of total operating expenses. Labor costs edged higher to \$56.1 billion, accounting for 33 percent of total operating expenses.

Airlines continued to enhance profitability through baggage fees, which

came in at \$4.9 billion, and reservation change fees, which resulted in \$2.7 billion added to airline coffers. Both those figures are record highs for the industry, according to the American Association of Airport Executives (AAAE).

AAAE again called on Congress to update the U.S. tax code and the federal cap on local airport user fees to reflect the airlines' increased focus on bag fees and ancillary revenue and spur needed investments in the nation's airports.

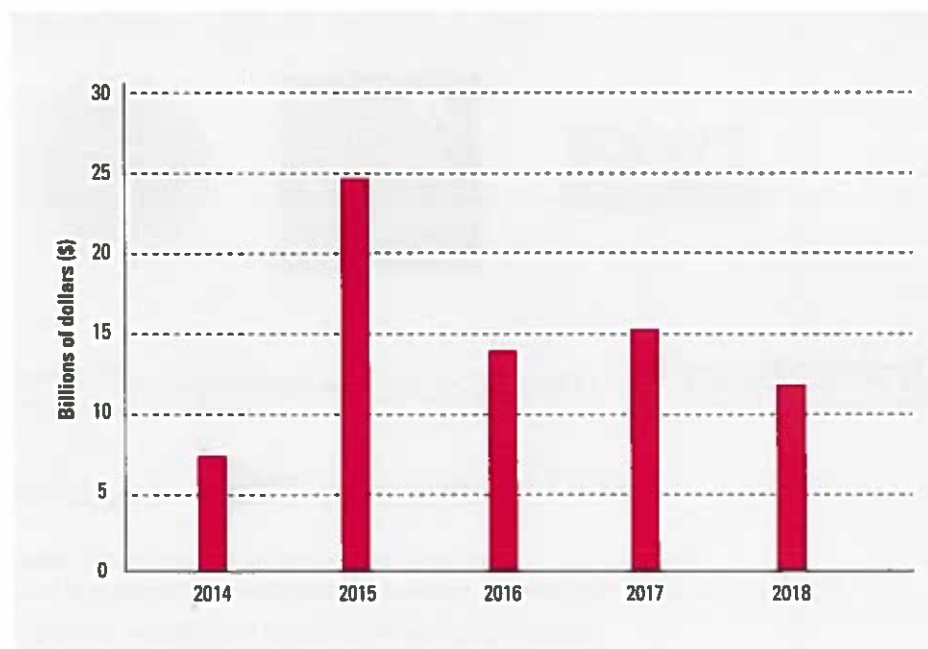
"While airlines pile up record fee collections from passengers for so-called 'optional' services like taking a bag for a

trip, they vigorously fight modest proposals that would upgrade airports and other aviation infrastructure," said AAAE president and CEO Todd Hauptli.

Hauptli urged Congress to increase the cap on the Passenger Facility Charge (PFC). "We can't meet today's needs, let alone tomorrow's, while maintaining a system that fails to take into account changed airline business practices and an airport financing model last updated decades ago," he says.

PFCs help finance the construction of new runways, terminals, gates and other airport improvements. ■

Annual Net Income - U.S. Commercial Airlines



Source: U.S. Department of Aviation, Bureau of Transportation Statistics

AI intersects with biometrics for smarter processing

The combination of artificial intelligence and biometric identity management brings up abundant opportunities – but particular challenges must also be addressed

Marisa Garcia
Copenhagen

01/04/2019

B iometrics are advancing in everyday use, including as an identity token in the air transport industry. More of the electronic devices that we rely on for productivity and entertainment use biometric scans to authorise access, and the ‘selfie’ culture encourages people to share images on social media, which can be converted to biometric tokens.

Google has been investing heavily in artificial intelligence (AI) for various applications. It is the top acquirer of AI start-ups ahead of Apple and Facebook, with 14 companies bought by the end of 2018. Although AI can be used to solve any number of complex problems using an unlimited range of data, advances in computer vision and image search have the greatest implications for the future of biometric identity. The acquisition in 2013 of deep learning and neural network start-up DNNresearch from the computer science department at the University of Toronto and the acquisition of two Oxford University spin-offs in 2014, helped Google to advance its computer vision, image recognition, and image search capabilities.

Google is not the only company working in this field: other notable computer vision programmes under way include Yandex (Russia) and Baidu (China). Anthony Chapman, director of global product management and strategy information management services at Collins Aerospace, believes that Google might have an edge.

“Technology providers who do facial matching are doing it against Facebook and all of those pictures that are on record, but Google are getting more into data integration,” he said.

Integrating data would allow Google to identify important contexts sooner. Potential applications include flagging online activity that may be relevant to travel clearance, predicting passenger behaviour, or

identifying problematic associations.

“Look at what they’re doing with Google Flights, where they claim to know when an airline will be delayed before the airline knows,” Chapman said.

In fact, a Google patent approved in 2018 (patent number 10031927), and first filed in 2014, specifically mentioned the use of facial imaging to gather context from individuals based on their online activity, including activity on social networks.

“After receiving the visual query with one or more facial images, the system identifies images that potentially match the respective facial image in accordance with visual similarity criteria,” Google stated in its patent documents. “Then one or more persons associated with the potential images are identified. For each identified person, person-specific data comprising metrics of social connectivity to the requester are retrieved from a plurality of applications such

Transborder single-token travel will become common within a decade

as communications applications, social networking applications, calendar applications, and collaborative applications. An ordered list of persons is then generated by ranking the identified persons in accordance with at least metrics of visual similarity between the respective facial image and the potential image matches and with the social connection metrics.”

The patent also includes generating a plurality of contextual data. “The search results corresponding to the respective visual identifier include one or more of name, handle, contact information, account information, address information, current location of a related mobile device associated with the

person whose face is contained in the selectable sub-portion, other images of the person whose face is contained in the selectable sub-portion, and potential image matches for the person’s face.”

The prospect of finding an individual immediately through “current location of a related mobile device” may be particularly useful for aviation security, but Chapman believes that the sensitivity of biometric data will become an issue for airports.

“There are data privacy laws [which allow that] you can use it for security purposes. But can you use it for general tracking?” he mused.

EU General Data Protection Regulation (GDPR) rules protect personal data, including images. In the US, the National Institute of Standards and Technology (NIST) continues to refine its ANSI/NIST-ITL Standard to deal with issues of data security and other complications such as biometric token spoofing. For its part, Google acknowledged in its patent that individuals in some markets may need to actively opt in to be included in searches.

More than a token effort

In July 2017, during the Farnborough International Airshow, IER and Malaysia Airports Holdings Berhad (MAHB) announced a collaboration to design a new “enhanced passenger journey” with self-service automation that relies on single-token biometric identity. It is expected to allow MAHB to analyse passenger movements at the airport, “which could potentially result in joint intellectual property to serve the airport community”.

Chapman believes that transborder single-token travel will become common within a decade, based on a trusted framework for sharing identity data. The adoption of single-token passenger identity is likely to be driven by mutual recognition by governments of different national tokens, but many questions remained unanswered at this stage. “When you share data across borders, what do you share? Do you share the biometric and all of the passport data, or do

you share a token that refers back to where you first stored that [biometric information]? Then, the destination country trusts the original country that the token met their requirements,” he said.

The International Air Transport Association (IATA) may have the answer to this question with its One ID programme. The airline industry body forecasts that global airline passenger traffic will double from 4.1 billion in 2017 to 8.2 billion by 2037, so speedy processing of passengers at check-in and through checkpoints will become essential.

Anne Carnall, programme manager for future airports at IATA, regards the One ID identity token program as an integral part of the seamless end-to-end journey.

“Of course we need to provide this while we continually improve security and process efficiency,” she said. “Inherent in the [IATA] passenger vision is greater integration between the commercial aspects [that is, the placing of an order] and the operational processes [for example, verification of identity and real-time passenger communications].”

“In offering passengers more choice and control of their journey in a dynamic manner, we must have the means to account not just that a service was requested, but deliver it and track that this happened. This blurs the lines between operational and commercial data.”

One ID could be used to manage baggage-handling processes, as a useful way of blurring the lines. “We are keeping in mind that solutions developed for passenger identity may be transferable and useful for baggage identity,” Carnall said. “So your bag could have a kind of ‘biometric’ identity too. Passengers will be reassured about where their belongings are. This will have a profound impact on passenger behaviour and the uptake of emerging baggage service offerings such as home collection and delivery.”

Guido Peetermans, head of passenger security at IATA, believes that a focus on One ID will be vital to the automation of Advance Passenger Information (API), visa verification, and border control processes, as well as numerous seamless journey applications. The challenge is for governments to embrace the advances.

“This vision and benefits for the industry will only be realised if there is trust and collaboration amongst the different stakeholders and partnership amongst public and private sector,” Peetermans said. “IATA is keen to see this vision realised, as already the industry is moving into this direction. We see more and



Work in progress: a construction worker walks past facial recognition screens at the entrance to Beijing Daxing International Airport. Passenger biometrics could revolutionise airport processes, especially when combined with artificial intelligence.

more initiatives around the world involving various stakeholders and there is a strong urgency to make sure different initiatives are deployed in a harmonised way, allowing interoperability amongst them. This will ensure a seamless process for the passengers but as well for the industry.”

A plethora of trials and pilot schemes are under way to explore biometrics and identity management solutions at airports, but these are mostly conducted in isolation. None span the end-to-end passenger journey from booking to arrival at the destination airport. Airports have also adopted different processes and technologies.

Some examples of biometric-enabled seamless travel programmes include the Happy Flow process in Aruba, powered by Vision-Box; the biometric gates at Singapore Changi T4 in the Fast And Seamless Travel (FAST) initiative, enabled by IDEMIA; various US Customs and Border Protection biometrics projects and programmes, such as the fully biometric Delta terminal at Atlanta Hartsfield-Jackson; and planned implementations at international airports serving Bangalore, Schiphol, Heathrow, Dubai, Sydney, and other world cities.

For airports and airlines, the priority is to harmonise the processes and protocols for single-token identity. “There is a need for harmonisation and interoperability. This is the main objective of IATA One ID – starting with industry guidance, and evolving towards formal recommended practices and standards,” Peetermans said. “To this end, a

One ID Advisory Group has been established comprising leading governments, airlines, airports, and partner organisations such as ACI [Airports Council International] and WTTC [World Travel and Tourism Council], as well as a broad Task Force that has started to produce the first set of guidance materials, including operational and process considerations, technology considerations, legal and governance considerations, and cost/benefit considerations.”

Commercial applications of AI for identity verification, which uses biometric data that we willingly supply day-to-day, may ultimately tear down the barriers to progress of travel initiatives such as One ID, and help the aviation industry to establish a working framework for global biometric data exchange.

For now, passengers appear more inclined to embrace biometric automation rather than worry about its privacy implications. The SITA Passenger IT Insights Report 2019 found that 44% of passengers had their identity verified automatically in 2018, up from 21% in 2017.

“Those who sailed through self-scanning gates reported the greatest satisfaction – 3.85% higher than those who had their ID checked by a human agent,” the report stated. “Passengers are ready for more. In fact, 59% are very willing to use their mobiles for ID verification along the journey, with a further 33% open to the idea. With nine out of 10 passengers potentially welcoming this service, airlines and airports can be confident that their investments will pay off.” ■

Charter brokers warn of uncertainties



Magma Aviation B747-400F

Potential trade wars, economic downturns and fierce competition seem to have done little to dampen the optimistic outlook of charter brokers, **writes Mike Bryant**

These are challenging days for air cargo charter brokers, who are now facing a market defined by instability.

Actual and potential trade wars, economic downturns and Brexit are just some of the factors that are influencing their thinking and their planning.

But that is not to say they are not confident in their future, and are not expecting to build further on some solid foundations.

Chapman Freeborn is one of the big globally active charter brokers to be building on what was a good year for them in 2018.

According to group cargo operations director Pierre van der Stichele, the charter broker as a whole did "much better than expected", while its

cargo business also did "very, very well".

Commercial charter business was good, with automotive being a particular highlight, while the broker was also called in to help procure capacity in the wake of a number of humanitarian disasters, such as the tsunami/earthquake in the Philippines at the end of the year, as well as its ongoing relief operations in Africa and elsewhere.

Chapman Freeborn is "glad to help" with the rapid response that is required in the wake of such disasters, van der Stichele says.

There was less government/military charter capacity required last year, he confirms, but overall 2018 was a big success for the Chapman Freeborn cargo business.

But, returning to those uncertain-

ties, this year, Brexit has been a big priority.

By the start of this year, the uncertainty surrounding the possibility of a 'hard' Brexit had led Chapman Freeborn to secure the capacity of two freighters on standby for the end of March and into April, just in case Brexit was to happen as was originally scheduled for March 29 and lead to a capacity crunch.

Securing capacity

The capacity of two freighters — an AN-12 and an ATR-72 — were secured to operate on a Maastricht-Birmingham route, able to make two rotations a day if required for two different clients: one in the automotive business, one in pharma.

By the beginning of 2019, the broker was receiving more and more

enquiries from freight forwarders regarding what might happen in March with various forms of Brexit, although of course no definitive answers could be given.

Chapman Freeborn nevertheless moved quickly to secure capacity in the wake of that uncertainty.

Another cause of some uncertainty has been the decision by freighter operator Volga-Dnepr Group to end its relationship with charter brokers and instead deal directly with those seeking to book such capacity directly.

How that situation develops remains unclear, but it has affected brokers and any such trend across the industry would be a cause for concern.

But there is plenty of good reason

→ **Continues on page 18**

→ **Continues from page 16**

for optimism by Chapman Freeborn and other brokers. In this particular charter broker's case, one possible model for expansion has been tried and tested in Italy and in Canada.

In both those markets, Chapman Freeborn is working with a partner to represent its interests there: in Italy, it has been working with Air Nautic for more than a year now, while in Canada it has worked with GTA since November 2018.

These relationships have worked well and offer a good way for a charter broker such as Chapman Freeborn to 'test the water' in a new market.

Chapman Freeborn has also built on its unique relationship with a cargo carrier. It is the majority shareholder in Magma Aviation.

The Gatwick-based freighter operator flies three wet-leased B747s on scheduled routes to the US, Mexico, Johannesburg and elsewhere in Africa, much of the freighters' maindeck capacity filled with automotive cargo.

As well as these scheduled services, it also offers charter capacity not only to Chapman Freeborn but to all other brokers on a purely competitive basis



'We have seen particular growth in government flying, as well as increased activity in the aerospace sector'

Mike Hill, Air Partner

— Chapman Freeborn does not receive preferential rates.

Organic growth

Elsewhere, Mike Hill, director — group freight at charter broker Air Partner, says: "Our freight team enjoyed a very busy 2018, successfully delivering cargo assignments from a variety of new and existing customers."

And as well as pleasing financial

results, "we also enjoyed organic growth as a business in 2018, with an increase in clients to a record high. We have seen particular growth in government flying, as well as increased activity in the aerospace sector", he adds.

Supporting Air Partner's growing customer base was an expanded team in all four freight offices, "and we still have further recruitment drives taking place across our global

footprint", he points out. "We continue to look at possible new office locations."

Air Partner opened new offices in Houston and Singapore this year. The Houston office was identified by the charter broker as being of benefit to its airfreight division, especially given the region's oil and gas industry, while the new Singapore office will focus on freight and remarketing services.

With regard to the broker's future expansion: "We anticipate that it will be business as usual in 2019, with further organic growth," Hill says.

"In an [industry] like ours, we are careful about making predictions about the sectors and regions with the best potential, as we know that opportunities can arise at very short notice and forward visibility is always limited. The oil and gas sector, for example, is an attractive one, but is dependent on a volatile oil price.

"Most importantly, we remain neutral, working with freight forwarders to protect their position in the business and enable them to offer winning charter solutions within their service portfolio."

Competition remains fierce, and is another issue for brokers such as Air Partner to manage.

"A lot of charter companies have entered the market, especially in the last five years, so it is very crowded — particularly as some airlines and forwarders also offer charter services," Hill suggests.

"However, there is a difference between the new players and the established broker companies, who have large amounts of specialist experience."

So what can be done by one of those experienced players to hold off the new blood? "For every charter, there is always an element of risk involved, whether it be airport delays/failings or operational, technical or climatic issues.

"This is why the experienced broker has a 'Plan B' for every eventuality, and this is the main difference between those companies who have been in the market a long time and those forwarders or airlines who are dabbling."

Building on investment

Air Charter Service (ACS) — another of the big, globally active air cargo charter brokers that was formed in the UK — also had another good year in 2018.

Turnover and charter flight numbers were both up on 2017 across the group, while ACS's cargo division saw increased turnover and margins.

"Given that 2017 had been such a good year, to grow yet further last year was extremely pleasing," says global cargo director Dan Morgan-Evans.

There were less one-off humanitarian events last year to be handled, which shows that underlying growth

EXPANSION

The Charter Store reports 'best year ever'

Of course, there are plenty of cargo charter brokers based outside of the UK, and many of these are also doing very well.

For privately owned, US-based charter broker The Charter Store, last year was the "best 12 months in our 11-year history", says managing director and part-owner Harry Steiner (pictured).

"We handled many more charters and experienced close to 50% growth in sales revenue compared to 2017," he adds.

The Fort Lauderdale, Florida-based cargo and passenger charter broker saw particularly high growth in the automobile sector, an area of the business in which it had invested heavily in the prior three years in terms of personnel, infrastructure and technology.

The Charter Store opened a new office in Guadalajara, Mexico, in the latter part of 2017 and that also proved to be a major contributor to the broker's success last year, Steiner recalls.

"This office provides operations and sales support for our US charter brokerage team and has given us a big advantage over most competitors in terms of



capabilities and communication with Mexican customers and air and ground providers."

It all bodes well for a successful 2019, he suggests.

"Since we have now built a solid foundation on the operations side like few other competitors have, we are now adding personnel for sales and business development for future growth and the best use of our strong operational base," Steiner states.

On the subject of aircraft availability when it comes to

cargo charters, Steiner says:

"While over the past two years, the availability of large airplanes was 'scarce to non-existent', it seems like there may be more availability in the market this year. This will help us with the widebody international charters once again.

"We do expect a little slowdown in the US and international economies but we are hoping to make it up with a gain in market shares throughout certain industry verticals."



'Given that 2017 had been such a good year, to grow yet further last year was extremely pleasing'

Dan Morgan-Evans, ACS

in the cargo division was extremely strong, he points out.

The automotive sector was once again strong, but growth was steady pretty much across all industries and across all offices, Morgan-Evans recalls.

And, with 21 offices now chartering cargo capacity for customers, any temporary weakness in any one market can be compensated elsewhere across the wide-ranging ACS network.

The figure of 20 offices was reached in February this year, with the opening of a new Atlanta office

offering cargo charters, adding to ACS's pre-existing presence in the southeastern US at Miami.

And a total of 21 offices offering cargo charters was reached the next month when ACS opened the doors at its new Shanghai office; this will support the work of its Beijing office.

These new bases further add to growth in staff numbers within ACS's cargo division last year. Growth in business is expected from that investment across 2019 and going forward from there, says Morgan-Evans.

Of course, there are those factors

previously mentioned to contend with, he agrees, pointing to uncertainty in the market because of issues such as Brexit and the German economy looking like it might be going into a decline, while Trump's policies in the US are affecting free trade and so international cargo flows.

Nevertheless, Morgan-Evans is expecting another good year of growth for ACS's cargo business.

Evolving market

The cargo charter business is changing. Chapman Freeborn's van der Stichele points in particular to the limited amount of dedicated freighter capacity now available for charter.

So much capacity is now taken up by scheduled cargo movements as well as by new e-commerce players, while there is not the multitude of dedicated air cargo charter airlines that there was not so many years ago. Moreover, there are few of the older freighters now flying that used to be so popular for charter movements.

So, says van der Stichele, brokers like Chapman Freeborn have to be both flexible and imaginative in how they operate and how they secure the capacity required by their clients.

They might use a mix of scheduled and charter capacity, for example, or they might need to be very creative with the routings they turn to for capacity.

acn



ACS opened a new office in Atlanta Georgia in February

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Move Over Mardi Gras, New Orleans Int'l is Opening a New Terminal

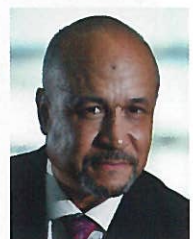
BY JODI RICHARDS

Not that New Orleans *needs* a reason to party, but the opening of the new terminal at Louis Armstrong New Orleans International (MSY) will surely merit some hearty celebrations. After nearly four years of construction and four delays of the opening date, the new 35-gate facility is scheduled to open this fall. But before the music plays and confetti flies, the airport has to make the move to its new home on the north side of the airfield.

A new 972,000-square-foot, three-concourse terminal is the star piece of MSY's \$1.029 billion capital program. A new apron and additional aircraft parking positions round out the investment, as well as enabling projects such as relocating the airfield lighting vault and FAA navigational aids, constructing a stormwater pump station and building a new airport roadway system.

Expressing it in decidedly local terms, the amount of concrete poured for the terminal project alone is equivalent to almost 174 million bowls of gumbo.

The need for a new terminal was multi-faceted, explains Kevin Dolliole, director of aviation. With portions dating back to the 1950s, the current building is a "patchwork of improvements over time, with facilities and infrastructure from different eras all connected together." Evolving security requirements and operational needs have made it inefficient, and the aging infrastructure is costly to maintain and operate, he explains.



KEVIN DOLLIOLE



"We have a lot of space in the facility, but much of it is in the wrong place," notes Jordan Taylor, aviation principal at LEO A DALY, which participated in the programming, planning and site analysis. Concessions are heavily concentrated pre-security, holdrooms are undersized and three separate security checkpoints are inefficient for processing passengers and TSA staffing.



JORDAN TAYLOR

But that's all changing.

LEO A DALY conducted an analysis of the options to meet MSY's growing demand and the needs of the aging facility in 2011. At that time, the options included renovation in place, construction to the west of the current terminal, a new terminal built on the north side of the airfield, and what Taylor calls a "do nothing" approach.

Renovation was considered but proved to be less feasible due to the state and condition of the current facilities. In April 2013, the New Orleans Aviation Board

FACTS&FIGURES

Project: New Terminal & Other Capital Upgrades

Location: Louis Armstrong New Orleans Int'l Airport

Cost: \$1.029 billion

Groundbreaking: Jan. 2016

Grand Opening: Fall 2019

Project Manager: Burns & McDonnell

Structural Engineer: Walter P. Moore

Design Team: Pelli Clark Pelli, Manning Architects; Crescent City Aviation Team (joint venture of LEO A DALY & Atkins North America Inc.)

Architects of Record: Atkins North America; LEO A DALY; EStudio

Operational Readiness & Transition Services: Chrysalis Aviation Solutions

Contractor: Hunt-Gibbs-Boh-Metro Joint Venture

Passenger Boarding Bridges: JBT

Passenger Boarding Bridge Procurement & Installation: AERO Group

Aircraft Parking Layouts: AERO Group

Highlights: Consolidated security checkpoint; 40 post-security concessions; common-use technology; inline baggage screening; new parking facilities

announced that a new terminal on the north side was the best option. The selected parcel was a relatively clean greenfield site that could easily tie into the existing runway/taxiway system, explains Taylor.

While a new apron was necessary to connect the northside development to the existing pavement, one of the main advantages to the strategy is that MSY will have a brand new terminal without the added expense of constructing new runways and taxiways.

Moreover, a greenfield site means that the majority of construction occurs outside the secure area—a significant logistics benefit. "It was very nice to be able to fence off the construction site and have construction done non-AOA [airport operations area]," says Chris Spann, project manager at Burns & McDonnell.

That's not to say the project was a breeze. Preparing the former swampland for construction involved considerable work. As part of a nine-month surcharge program, crews imported about 8 feet of sand to consolidate the soil and push out water before construction. To ensure further stability, the buildings are constructed on more than 5,000 100-foot piles. "Even the light poles are all on piles because the soil is so unique to this area," notes Spann.



CHRIS SPANN

Welcome to N'awlins

The new terminal was designed by Pelli Clark Pelli, Manning Architects and the Crescent City Aviation Team (a joint venture of LEO A DALY and Atkins North America). The team's primary objectives were operational functionality and creating an architecturally unique facility that reflects the region.

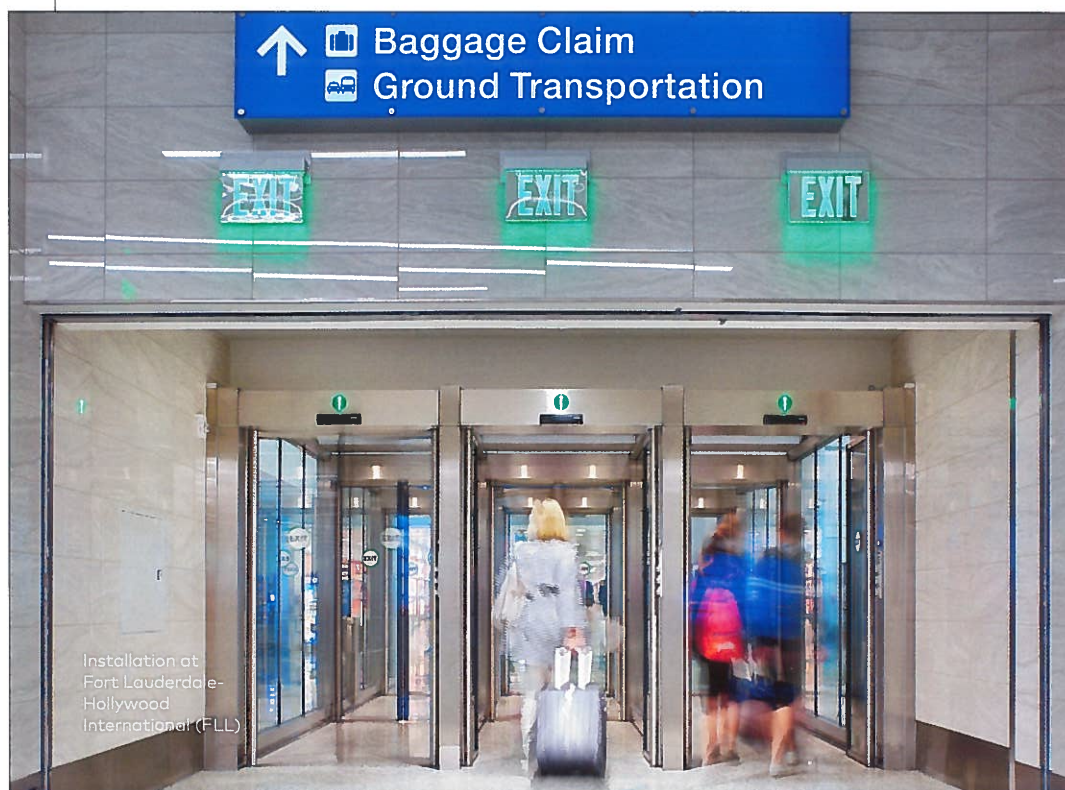
As soon as visitors arrive, the sights, sounds and smells of The Big Easy will greet them, says Dolliole. In the arrivals area, an atrium that connects all three levels of the terminal features a round bandstand surrounded with live greenery called the Jazz Garden. In true French Quarter fashion, local performers will provide live music to entertain travelers. "No matter where you are in the terminal, you will hear music," he notes.

Beyond paying homage to the city's iconic food and music, the new design went a step further by incorporating some of the city's more subliminal features.

"A well-known cultural quirk about New Orleans is that it has its own directional compass," explains Daniel Taylor, the Atkins senior architect who lead the design team after the conceptual design was complete.



DANIEL TAYLOR



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"Traditional references such as north, south, east and west are replaced by lakeside, riverside, downtown and uptown. This is because the shape of the city resembles a curve (hence another New Orleans' nickname, The Crescent City), which makes traditional directions difficult to use. Streets bend and turn ever so gently that you can lose your sense of direction easily, creating a general geographic disorientation that locals have come to accept."

The design of MSY's central atrium subtly conveys this feeling by having several elements, such as skylights, that are purposely not in perfect symmetry. "This gives the sense of mystery and allure that visitors feel while walking the city's streets; but the overall interior design of the terminal with its volumetric simplicity makes wayfinding intuitive," notes Taylor. "The terminal's central atrium and the positioning of stairs and elevators allow passengers to naturally flow to the security checkpoint, concourses or baggage claim."

Another characteristic that terminal designers sought to emulate is the region's unique foggy aesthetic. In winter, sepia-like

FOD*BOSS - FOD GONE



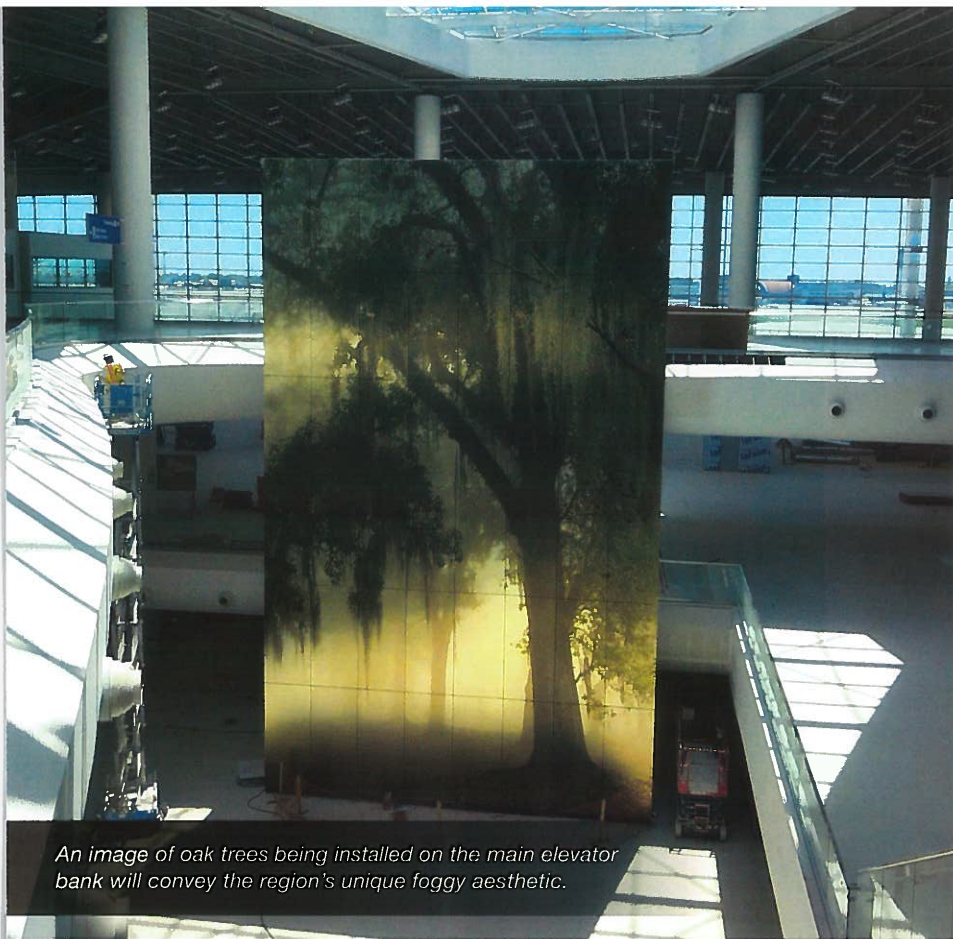
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An image of oak trees being installed on the main elevator bank will convey the region's unique foggy aesthetic.

tones are created when sunlight hits morning fog as it rolls through thermal inversions, where cold air is trapped by a layer of warmer air. To recreate this quintessential Louisiana look, a massive glass-sealed image of oak trees captured by a local photographer graces the terminal's main elevator. "Printed on transparent sheets and layered on top of a silver backing, the image has a three-dimensional look that reflects light in a similar way the sun fills a foggy New Orleans morning," says Taylor.

Addressing Limitations

"There are a number of improvements built into the new facility we couldn't achieve here [in the existing terminal]," says Dolliole. For instance, physical constraints in the current facility do not allow the three separate security checkpoints to process passengers in an efficient manner or allow for expansion, which causes frequent backups. Additionally, once travelers clear the checkpoint, they cannot move to other airside concourses.

The new terminal features a consolidated security checkpoint designed to accommodate up to 17

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PROJECTS

14000
GATES

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lanes of TSA equipment. Once screened, travelers will have access to the entire airside area, with a larger variety of concessions options.

"Our concessions program is not properly located in this facility," Dolliole says of the current terminal. Post-9/11 security requirements inspire passengers to spend more time airside. However, the old terminal does not have the physical capacity to adjust to that change. "This situation is remedied in the new facility, where the bulk of the concessions program is airside," he relates. The new lineup includes local favorites like Café Du Monde, Emeril, Fleurty Girl and MOPHO.

Where the old terminal is disjointed, dark and crowded, the new terminal is designed to be connected, light and airy. Passengers will pass through the consolidated security checkpoint and enter a sky-lit, voluminous hall with the choices of only left or right to simplify wayfinding.

On the concourses, plenty of seating and open viewpoints to the airfield encourage travelers to relax, notes Jordan Taylor of LEO A DALY.

Designing an aesthetically pleasing structure that can withstand Category 5 hurricane-strength winds was a special challenge. A substantial glass curtainwall, rated to withstand wind speeds up to 150 mph, brings in light and creates visual connections that make the terminal more inviting and friendly, Taylor explains.

Energy-efficient mechanical systems are expected to save the airport about 12% annually. The use of stratification ventilation, which only heats the bottom 10 to 12 feet of a large volume area, is a key example.

Radiant floors in the post-security area were installed below the large skylights and adjacent to the 55-foot glass curtainwall to address solar heat gain. When cooling is needed, tubes in the floor pump chilled water underneath to cool the floor and provide an efficient, higher level of interior climate comfort.

Improving Flow

The existing terminal is prone to congestion on the main curb because arriving and departing passengers compete for space. Traffic approaching the new terminal will use both sides of the building, a flow pattern designed to optimize traffic depending on the type of vehicle and its purpose. "We'll get more efficiencies in our on-airport roadway system by the four-way split of traffic approaching the facility," Dolliole explains.

Curbside check-in belts will further improve the flow of passengers and baggage, and a new inline screening system was added to make subsequent baggage handling more efficient as well. Common-use technology is built into the new facility for some airline partners.

Traditional signage inside the terminal and dynamic signage in the new parking facilities will make wayfinding easier for passengers, Dolliole notes.

A short-term garage with 2,190 spaces includes a walkway from the fourth floor to the ticketing/check-in area on the third level of the new terminal. Across from the arrivals area on the east

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Reconfigured airfield with six parallel runways allows more landings and takeoffs.

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Photo: Courtesy of Chicago Department of Transportation




O'Hare Modernization Program
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side of the facility, a new long-term garage with 2,750 parking spaces is being constructed. A surface lot with 685 spaces is a short walk from the terminal, while the garage that currently provides long-term parking at the existing terminal will transition into a 2,438-space economy garage with shuttle service.

Airside, the new terminal has 35 gates: six in Concourse A, 14 in Concourse B and 15 in Concourse C. A double taxi lane between concourses B and C allows planes to move in and out without blocking the other concourses, which is a problem at the existing terminal. The airfield also will have nine full-size remain overnight positions.

Significant Growth

For the last three years, MSY has experienced record growth, with 13.1 million passengers in 2018, a 9.3% increase over 2017, which was also a record year of 12 million passengers, a 7% increase over 2016.

The new terminal is designed to better handle growing traffic, with flexibility to expand on the west end and, to a lesser extent, to the east. "It was the thought process early on that we couldn't construct something on that side of the airfield that would be constrained just to those gates," explains Dolliole. "We had to have a good ability to grow the facility."

That ability has already proved critical. "No sooner did we get a shovel in the ground and the airlines said 'We need more gates,'" Jordan Taylor reports. Because expansion was already figured into plans devised with Building Information Modeling, the design team was able to react to the change more efficiently. In addition, Border Protection Services changed its operating procedure to have passengers collect their baggage before processing through Immigration, which required a modification to the Federal Inspection Station layout.

The current layout allows for the addition of another six-gate concourse, and there is space in the footprint for the expansion of baggage claim.

BIM's Role

Building Information Modeling (BIM) was critical to the design of the project and provided numerous benefits, relates Andrew Graham, associate architect with LEO A DALY.

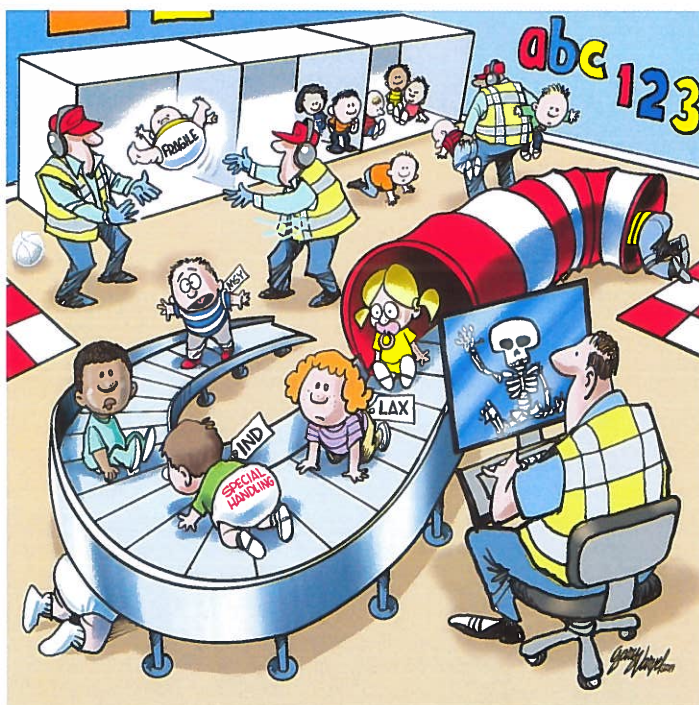


ANDREW GRAHAM

In particular, it facilitated the management of a large and complex team of partners. The terminal project alone involved 34 different digital models, each representing a different member of the consultant team combined with a different building system. "We are able to use the digital technology to work through the coordination of systems and help us as we get the different pieces of the building to fit together," Graham relates.

The first step was developing a project execution plan for how the team would produce the design through construction documents, then through delivery to the contractor and ultimately for use during construction. "This plan lays out how the entire design team will work in a digital

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environment and sets up a plan for 3-D modeling for the project," he explains.

From the structural design to the framing of the roof, BIM was integral, allowing for a more efficient design and construction, adds Graham. Coordinating digitally continues through the fabrication and construction processes, as contractors and subcontractors reference the 3-D models to build out the terminal.

BIM also allowed the team to save time in the design and production of construction documents because changes automatically adjust and recalculate affected systems. In contrast, changes in a CAD-based system or 2-D documents would have likely meant starting over completely. "That helped a lot with the structural design, led by Walter P. Moore, in optimizing this building and project," says Graham.

"We really relied on these digital systems to help with how we carried out the design and how we made sure everything was working," he adds.

BIM also allowed for flow analysis to ensure efficiencies as travelers move throughout the building, as well as wind speed analysis and testing of the structural system to make sure the new terminal can withstand a Category 5 hurricane. Using computational fluid dynamic modeling, fire protection engineers were able to determine that smoke control and fire protection systems worked appropriately and were optimized for the facility.

Everybody Ready?

With construction nearing completion, one major task still looms large: planning and completing the move from the existing terminal to the new. To make the process go as smoothly as possible, MSY hired Chrysalis Global Aviation for operational readiness and transition (ORAT) services.

"There are 18 to 24 months of planning going into that overnight move," Dolliole advises.

Chrysalis Managing Partner Suzanne Phelps and her team are taking a full inventory of the airport to prepare. "They work through the process and coordinate every aspect of the move," says Dolliole.



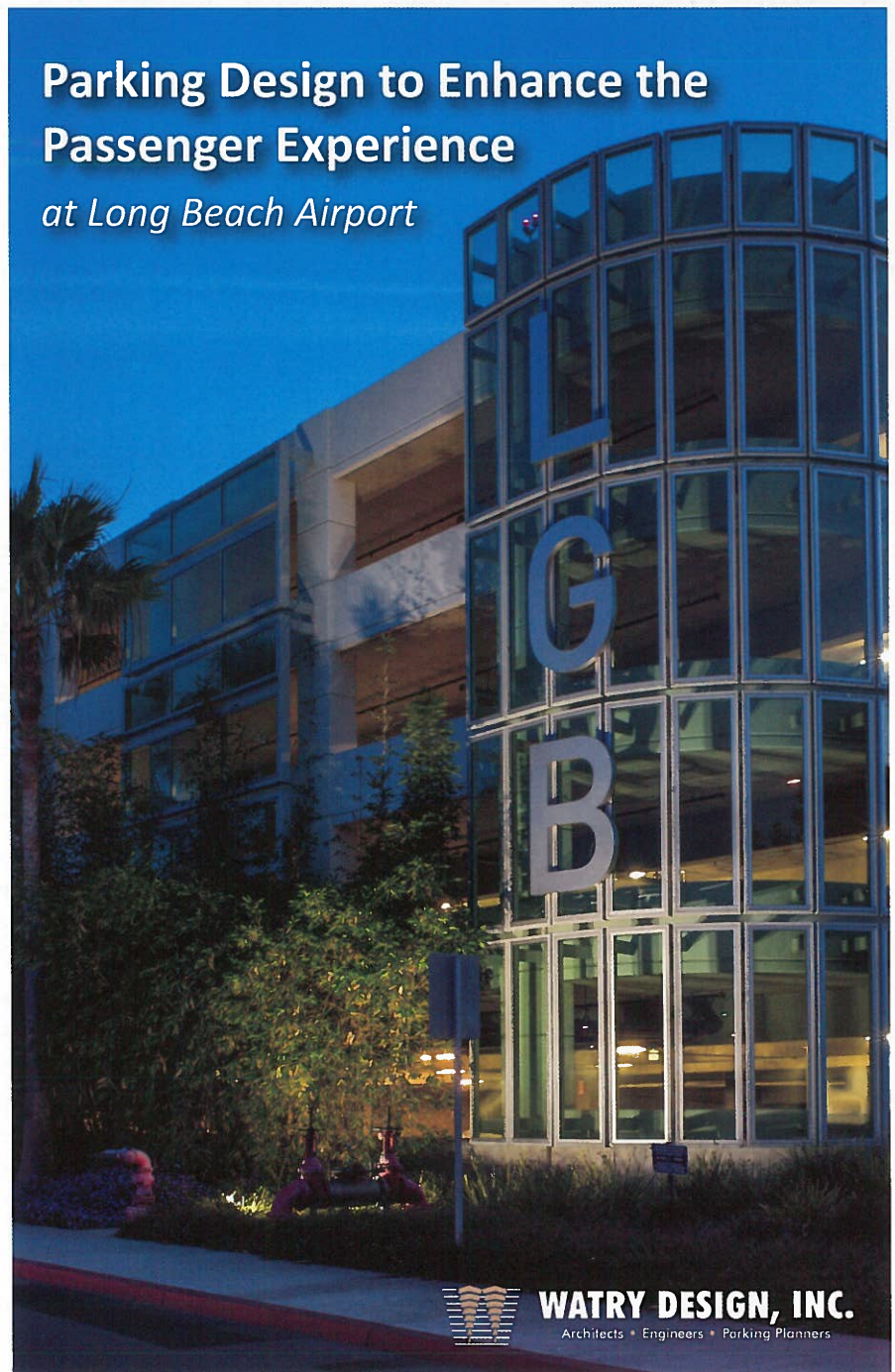
SUZANNE PHELPS

Designers made ample use of natural light.



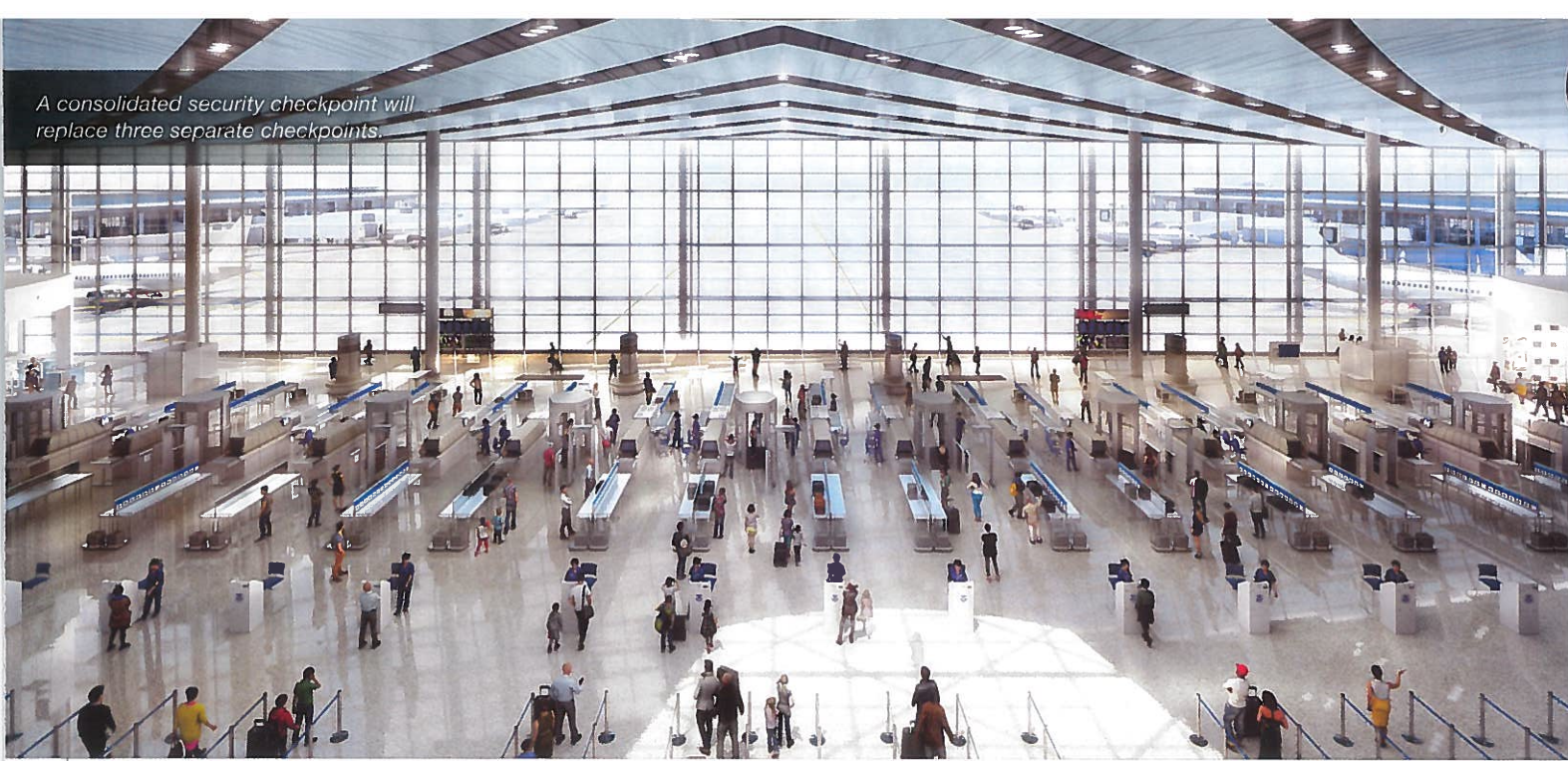
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A consolidated security checkpoint will replace three separate checkpoints.



In essence, an ORAT consultant addresses all activities beyond construction that need to occur to ensure that the airport is prepared to operate in its new environment, Phelps explains. “We assess the changes that will have to occur, and we implement supporting activities.”

Beyond moving equipment and people, Chrysalis is responsible for training, documentation, trials/simulations and tenant orientation/engagement. It is also tasked with ensuring that the new facilities meet tenants’ needs.

Specific duties include passenger simulations, compiling an exhaustive inventory of tenant spaces, establishing a phased move plan and supervising the contracted moving company.

The first step of tackling a project of this magnitude is taking an inventory of stakeholders, relates Phelps. “We need to figure out who is either impacting or impacted by this project,” she explains. The list of entities and groups that need to be ready for MSY’s opening day is long: airlines, service providers, airport staff, rental car agencies, ground transportation providers, TSA, CBP, FAA, and the traveling public.

“There are often policy changes that have to be made to support the new environment,” Phelps notes. Chrysalis documents processes and procedures, prepares tenant manuals and ensures that employees are trained on the operation and maintenance of new equipment. For example, if the new facility has stainless steel finishes where the old one does not, the cleaning staff may need new supplies.

An ORAT newsletter for all airport stakeholders and tenants is published regularly to provide updates on the project and move. “We’re a clearinghouse, a liaison between the program and the staff and tenants,” Phelps summarizes. “We are problem-solvers, troubleshooters.”

The month before the move will focus on trials and simulations, as well as orientation and training. Weeks prior to the move, most equipment and supplies will be in place in the new terminal. “We will keep just what is needed to get through those last few weeks

here,” Dolliole explains. “It’s not like we’re pushing everything overnight. A lot of it is pre-staged.”

The ORAT team encourages setting up as much as possible before the move to reduce stress and give personnel the opportunity to “play house” before the new terminal is officially activated. The night of the move is reserved for mission-critical items only.

“The first day, they need to be serving passengers, not looking for pencils,” emphasizes Phelps.

Literally, the biggest items to move will be aircraft, which will end operations at the old facility and then be positioned at the new terminal for operations the following morning.

When the doors open, the ORAT team will be at the ready to provide support and address issues that invariably arise. Chrysalis will also manage additional move activities. “You can only absorb so much in advance,” explains Phelps. “Once you’re actually operating or maintaining the equipment, then you know what your real questions are and you’re at a point where you can soak up more knowledge.”

A move like this is an opportunity for a “reset,” she adds. “Imagine the morale boost if you can spend your time keeping the facility pristine instead of walking around with a roll of duct tape in one hand and a magic marker in the other.”

Dolliole says contracting an ORAT company is critical for a move of this scale. “Chrysalis has touched a full move of this nature before, and they come in armed with that knowledge.”

Case in point: Chrysalis managed the recent LAX terminal swap, which relocated 55 airlines and service providers during three overnight moves. Leveraging the company’s experience allowed MSY to stay focused on its primary missions, notes Phelps.

“Operations staff, airlines and all the stakeholders already have full-time jobs, and you should not dilute those resources,” she advises. “We look across the entire organization and make sure nothing gets missed.” ✈️

STREET PILES 400?

Wages, Labor Contracts, Other Costs
Pushing Airport Pricing Changes

BY ANDREW TELLIOHN



Last year, as minimum wage legislation in Arizona wound through the lawmaking process and two concessionaires were going through labor negotiations with unions, one of those operators approached staff at **Phoenix Sky Harbor International Airport (PHX)** about reconsidering its street-plus-10 percent pricing policy.

The company was asking for an increase of five percentage points, to street-plus-15. Staff countered with a 2.5 percentage point increase. But the airport is run by the city of Phoenix and a subcommittee on aviation and transportation decided to recommend a different alternative to the city council: eliminating the cap on pricing altogether in favor of letting the market set prices.

When the city council passed the action in December 2018 and the new policy went into effect earlier this year, PHX became just the latest airport to revisit and revise its pricing policy. AXN surveyed the 30 largest airports in the U.S. and four similarly sized airports in Canada. Of those, 31 shared information. More than one-third of them have reviewed their current policy within the past few years, are in the process of doing so or are constantly monitoring trends to gauge customer response to their pricing standards.

While **Portland International Airport (PDX)** officials say are unlikely to change from their strict street pricing policy anytime soon and **Salt Lake International Airport (SLC)**, whose director was previously at PDX, will adopt street pricing when its new terminal opens, many airports are considering changes. Most that have altered their policies as labor and development costs have increased have given operators more leeway in setting prices.

Right: Portland International has long been a believer that charging passengers the same in the airport as on the street will get them to spend more on food and retail.

Let The Market Decide

PHX's new policy employs a market-driven approach. "In a market environment, our passengers will determine whether or not [concessionaires'] pricing levels are too high or if they are in line with what they expect to pay," says Charlene Reynolds, assistant aviation director at PHX.

Reynolds says city council members, during discussions, indicated that if the city began hearing passenger complaints about feeling gouged, the council would revisit the issue.

Tyler Maheu, a special projects administrator, says it's too early to determine whether the change has made an impact. It just went into effect in mid-February, so PHX staff only have a couple months of data. Complicating such measurements is the addition of new concessions in Terminal 3.

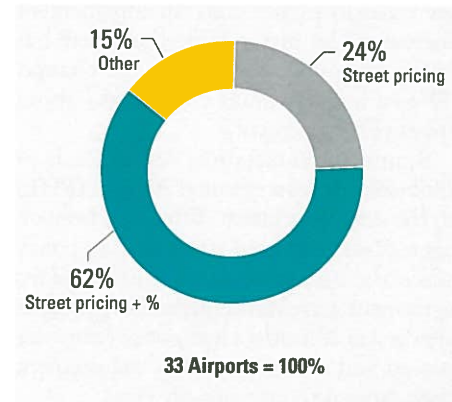
"There's just not enough there for us to be able to statistically say that there has been an increase or decrease," he says. "It will be very difficult to tell even in the next few years if the pricing changes are having any significant effect." The previous street-plus-10 policy had been in place since 2015.

PHX was not alone in making a change. **Vancouver International Airport (YVR)** has traditionally supported street pricing and that currently applies to most contracts, says Craig Langkaas, concession leasing assistant with the Vancouver Airport Authority. That's changing a bit, however. The airport is assessing different options and approaching pricing from a "value



Airport*1 Concessions Pricing Policies

*Includes U.S. large hub airports and similarly sized Canadian airports.



1. Toronto Pearson International Airport (YYZ) and Daniel K. Inouy International Airport (HNL) not included.

Note: Since San Francisco International Airport (SFO) appears in the street pricing (Retail) and street pricing+ 10% (F&B), the overall distribution is over 100%.

Source: Airport Experience Insights

for experience" perspective, considering choice, quality, ambience and the authenticity of the product or service.

The airport authority wants to implement extended support of its Sea Island partners in order to attract and retain workers. "We are taking this approach to better support commercial operations, extensive and improved opening hours," Langkaas says. "But also to support our business partners in a very competitive workforce market."

Allowing More Leeway

While it isn't letting the market determine pricing, **San Diego International Airport (SAN)** has changed its policy twice since 2012. During a concessions overhaul that year, the airport switched to street-plus-10 percent, which was more concrete than the previous "reasonable pricing," says Jim DeCock, manager of terminal concessions and revenue management.

In July 2017, operators cited labor costs, minimum wage and other costs in going to the airport board seeking an increase to street-plus-15 percent. A few months later the board passed that, effective January 2018.

DeCock says it's difficult to measure the impact of the change but adds that in 2018 enplanements were up 8.3 percent and concession sales were up 11.8 percent.

"That's following our trend that our sales are typically higher than our enplanement increases," he says, adding that there has been little public outcry from the change. "We've had minimal complaints about street-plus-15 percent."

Similar circumstances led officials at **Philadelphia International Airport (PHL)** to the same conclusion. What had been an aggressively enforced street pricing policy since the airport entered a concessions agreement with **Marketplace Development** changed in 2016 after a living wage ordinance passed and a labor harmony requirement both drove up concessionaire costs.

James Tyrrell, chief revenue officer at PHL, says the cost of operating at airports already was expensive with buildouts and aggressive rents. So, the new requirements forced a change.

"The margins were getting cut pretty thin," he says. "We felt it was necessary to move away a little bit in street pricing. We took a look at what the initial costs were in terms of those two provisions. That's how we came up with the 10 percent number. It probably is not an exact science but we thought it was relatively close."

And it was well received by the vendors. Though not required to, several operators negotiated living wages with employees in advance of the expiration of their contracts, a requirement of being able to add the 10 percentage points to prices. As of now, Tyrrell says, more than 80 percent of



merchant employees are either receiving a living wage or working under requirements of a collectively bargained contract.

"Most of our merchants are not necessarily opposed to the requirement for the living wage because a happy employee is a good employee," Tyrrell says. "They appreciated the ability to get the additional revenue to support the additional cost."

Tyrrell adds that the airport always looks for ways to strengthen relationships with its merchants. He cited a recent pouring rights agreement entered into with **PepsiCo** as popular, especially with local merchants, for reducing their cost of goods.

"We always look for ways to strengthen our merchants' mission," he says. "We understand the challenges of operating in the airport."

Above: After operators sought an increase in caps, the Phoenix city council chose to waive street pricing and let the market dictate what they could charge for food and retail.

Flexibility Going Away

In the wake of the city of SeaTac becoming the first in the country to require a \$15 minimum wage in 2014, the Port of Seattle Commission amended its street pricing policy to allow operators at **Seattle-Tacoma International Airport (SEA)** to gradually adjust to the change by meeting certain guidelines.

Right: Labor, rent and other costs increased enough at PHL that airport officials agreed to move from strict street pricing to street-plus-10 for operators in compliance with certain policies.



Concessions Pricing Policies At Large Hub Airports*

* Includes U.S. large hub airports and similarly sized Canadian airports.

Airport	Street Pricing	Street Pricing + %	Other
Hartsfield-Jackson Atlanta International Airport (ATL)	—	Street Pricing + 10%	—
Los Angeles International Airport (LAX)	—	Street Pricing + 18%	—
O'Hare International Airport (ORD)	Street Pricing (T1,2 and 3)	Street Pricing + 10% (T5)	—
Dallas/Fort Worth International Airport (DFW)	—	Street Pricing + 10%	—
Denver International Airport (DEN) ⁴	—	Street Pricing + 10% ⁴	—
John F. Kennedy International Airport (JFK) ⁴	Street Pricing	—	—
San Francisco International Airport (SFO)	Street Pricing (Retail)	Street Pricing + 10% (F&B)	—
McCarran International Airport (LAS) ³	—	—	Comments ³
Seattle-Tacoma International Airport (SEA) ²	—	Street Pricing + 2.5% ²	—
Charlotte Douglas International Airport (CLT)	—	—	"Reasonable" Prices
Newark Liberty International Airport (EWR) ⁴	Street Pricing	—	—
Orlando International Airport (MCO)	—	—	"Reasonable" Prices
Phoenix Sky Harbor International Airport (PHX)	—	—	No Parameters
Miami International Airport (MIA) ⁴	—	Street Pricing + 10% ⁴	—
George Bush Intercontinental Airport (IAH)	—	Street Pricing + 10%	—
Boston Logan International Airport (BOS)	Street Pricing	—	—
Minneapolis-Saint Paul International Airport (MSP)	—	Street Pricing + 10%	—
Detroit Metropolitan Wayne County Airport (DTW)	—	Street Pricing + 10%	—
Fort Lauderdale-Hollywood International Airport (FLL)	—	Street Pricing + 10%	—
LaGuardia Airport (LGA) ⁴	Street Pricing	—	—
Philadelphia International Airport (PHL) ⁵	—	Street Pricing+ 10% ⁵	—
Baltimore/Washington International Airport (BWI)	—	—	"Reasonable" Prices
Salt Lake City International Airport (SLC) ²	—	Up to Street Pricing+ 10% ²	—
Daniel K. Inouye International Airport (HNL)	—	—	—
Ronald Reagan Washington National Airport (DCA)	—	Street Pricing+ 10%	—
San Diego International Airport (SAN)	—	Street Pricing+ 15%	—
Dulles International Airport (IAD)	—	Street Pricing+ 10%	—
Chicago Midway International Airport (MDW)	—	Street Pricing+ 10%	—
Tampa International Airport (TPA)	—	Street Pricing+ 10%	—
Portland International Airport (PDX)	Street Pricing	—	—
Montreal-Pierre Elliott Trudeau International Airport (YUL)	—	Street Pricing+ 10%	—
Calgary International Airport (YYC) ⁶	—	Street Pricing+ 10% ⁶	—
Vancouver International Airport (YVR) ^{4,6}	Street Pricing ^{4,6}	—	—

1. Toronto Pearson International Airport (YYZ) and Daniel K. Inouye International Airport (HNL) not included.

2. Will revert to street pricing in 2020.

3. F&B establishments within resorts along the Las Vegas Strip used as comparable peers for pricing. For retail, stores submit pricing for approval. National brands offer street pricing. Others use the Las Vegas Strip for comparable pricing.

4. Policy under review.

5. +10% allowed when conditions are met.

6. With some exceptions.

Source: Airport Experience Insights

Those guidelines included paying minimum wage to all employees as set forth in the ordinance, paying sick and safe time to all employees at the rate of one hour for every 40 worked, providing health care insurance to full-time employees consistent with the requirements of the Affordable Care Act and complying with requests from the Port for verification of wages paid.

Those who were in compliance with those requirements in 2015 could increase their pricing to street-plus-10-percent, says spokesman Perry Cooper. That increase then dropped by 2.5 percentage points each year, with street pricing ultimately returning in 2020.

While Cooper declined to speculate as to the future of the airport's street pricing

policy, he did say such items are constantly under observation.

"Discussions are always ongoing for the best ways to achieve the goals of customer service and experience at Sea-Tac Airport," he says.

A Strict Approach

One of the early adaptors and adherents to a strict street pricing policy was PDX, and the airport plans to maintain that strategy going forward, says Shane Andreasen, acting director of PDX terminal business & properties.

Andreasen says the airport's sales-per-enplaned-passenger continues to rank toward the top among peer airports every

year, which he attributes to a largely local program, the absence of sales tax in Oregon and the idea that travelers know they will not be overcharged at PDX.

"Street pricing is one of the pillars of our concessions program and has been since the 1980s, and maybe even before," he says. "It's one of the fundamental values of the program that we think generates a lot additional revenue because folks know about it and know they are not being gouged while they are here at the airport."

Andreasen acknowledges the challenges associated with wages and finding good employees in a time of low unemployment. PDX differs from some airports, however, in that it does not bid rent. Nor does it set a common area maintenance, or

Right: When the new terminal at Salt Lake City International opens in 2020, street pricing will be required for all concessions.



CAM. And it sets marketing fees at a flat \$1,500 per year, rather than charging a percentage. Only in recent years, he adds, did the airport start charging for utilities and storage.

Participation remains strong from both large and small concessionaires hoping to do business at PDX. “We take the approach that we’re only successful if they

are,” Andreasen says, adding that “Street pricing is here to stay for a very long time. It’s probably one of those things we won’t change.”

Bill Wyatt, executive director at Salt Lake City International Airport (SLC), joined the airport in 2017, just as the concessions team was discussing the pricing strategy for its new terminal, which

is scheduled to open in late 2020. He was fresh off finishing a 16-year term directing the Port of Portland, which operates PDX.

While discussions were underway before he arrived, he acknowledges that the street pricing dictum is now set well within his DNA. He strongly believes that as SLC’s new terminal opens, its operators will be able to thrive in keeping with that strategy. Wyatt acknowledges the challenges of operating in airports and, potentially, the risk associated with a strict street pricing policy. But he’s seen it work before.

“It’s not a good feeling to buy a bottle of water for \$5 when it’s \$2.50 downtown,” says Wyatt. “We’re taking a bit of a bet that while the unit price may be a bit lower, that we’ll sell more units, because if people feel they are not going to get gouged they are going to shop. That’s the experience I had in Portland and I think it’s going to be the experience we’re going to have here.”

He points out that early indications are good. When the concessions program was under solicitation, street pricing requirements were included and bidding was intense.

“It was very competitive,” Wyatt says. “No major player failed to participate.” ■

Range Of Pricing Policies At Large Airports*¹ In North America

*Includes U.S. large hub airports and similarly sized Canadian airports.

“Reasonable” pricing or no parameters	Street pricing +18%	Street pricing +15%	Street pricing +10%	Street pricing +2.5%	Street pricing
<ul style="list-style-type: none"> • LAS³ • CLT • PHX • MCO • BWI 	<ul style="list-style-type: none"> • LAX 	<ul style="list-style-type: none"> • SAN 	<ul style="list-style-type: none"> • ATL • MIA⁴ • IAH • DTW • FLL • PHL⁵ • DCA • SLC² • IAD • MDW • TPA • YUL • MSP • ORD (TS) • DFW • DEN 4 • SFO(F&B) • YYC⁶ 	<ul style="list-style-type: none"> • SEA² 	<ul style="list-style-type: none"> • ORD (T1, 2 and 3) • BOS • PDX • YVR⁴ • JFK⁴ • EWR⁴ • LGA⁴ • SFO (Retail)

1. Toronto Pearson International Airport (YYZ) and Daniel K. Inouye International Airport (HNL) not included. 2. Will revert to street pricing in 2020. 3. F&B establishments within resorts along the Las Vegas Strip used as comparable peers for pricing. For retail, stores submit pricing for approval. National brands offer street pricing. Others use the Las Vegas Strip for comparable pricing. 4. Policy under review. 5. +10% allowed when conditions are met. 6. With some exceptions.

Source: Airport Experience Insights

AX Analyst Arjun Balasaundaram contributed to this report.