

GREENVILLE SPARTANBURG AIRPORT DISTRICT  
**STRATEGIC BUSINESS PLAN 2014 – 2020**



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***“THINK GSP FIRST”***

*IT IS YOUR HOMETOWN AIRPORT*

## 1. STRATEGIC BUSINESS PLAN - INTRODUCTION

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**MINOR SHAW, CHAIRPERSON**

*Greenville-Spartanburg  
Airport Commission*

### STRATEGY AND FUTURE

On behalf of the members of the Greenville-Spartanburg Airport Commission, I am delighted to present GSP's Strategic Business Plan for 2014-2020, which was adopted on November 24, 2014. For over half a century, the Greenville-Spartanburg International Airport has provided the citizens of, and visitors to, Upstate South Carolina with convenient and safe access to the nation's aviation system. Today as we serve a variety of users, including commercial airlines, private pilots, shippers of goods and others, we are proud to function as a vital economic catalyst to our region.

Our plan outlines the foundations of our strategy, including our Vision, Mission and Core Values as well as our Strategic Goals that together represent our priorities as we prepare for this century's second decade. We also identify performance measures for each goal, allowing each of us to monitor GSP's continuing progress. I'm proud to say that our efforts have been comprehensive, examining industry trends, GSP's place in today's aviation industry and the needs of each of you, our users — the GSP community and the greater region.

As you read the plan, I believe you will appreciate the significance of our effort and obtain a greater understanding of our role and the excellent leadership provided by the President/CEO, our entire executive team and staff.

I ask that you provide us with your feedback so we can incorporate your thoughts in our ongoing efforts at managerial and operating excellence.

## 2. STRATEGIC BUSINESS PLAN – A KEY PLANNING TOOL

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**DAVID N. EDWARDS, JR., A.A.E., PRESIDENT / CEO**

*Greenville-Spartanburg  
Airport District*

### **BUSINESS APPROACH**

The Greenville-Spartanburg International Airport (GSP), similar to many of the nation's top 100 commercial service airports, is a non-profit organization that operates without taxpayer subsidy. We use a variety of commercial business practices to operate, invest and meet our public goals. The Greenville-Spartanburg Airport District (District) is a political subdivision created under the laws of the State of South Carolina. The District is charged with the on-going capital improvement and administration of GSP.

The vision of the District is to serve as a global transportation hub and an economic catalyst by providing best-in-class infrastructure and services. Our mission is to advance the region's economic prosperity by providing a safe, convenient, user-friendly and cost competitive air transportation system connecting the Upstate with the nation and world.

We rely on short, medium and long-term plans to fulfill our mission and to realize our vision in a purposeful way. While our Wingspan project is today's most conspicuous project and is on-schedule for our 2016 opening—our long-term approach is best captured in the 2003 Master Plan, where there is a 20-year horizon that continues to shape our ongoing development activity. This master plan is supplemented by two other foundation documents: the 2010 Terminal Development Plan and the 2013 Land Use Plan. Each plan provides further guidance to GSP's development.

The District typically executes its infrastructure planning through the development of five-year capital plans. These capital plans provide medium-term direction and maintain the momentum to meet our larger development goals.

This 2014-2020 Strategic Business Plan is our latest key management framework that maps out a set of specific strategies that will help guide the District in successfully delivering core aviation services that are necessary for the region's economic growth and prosperity. It also provides a framework for our annual business plan that provides more specific short-term organizational direction.

As a non-for-profit organization operating in the public interest, our operations reflect our core values, ensuring that our business position is both strong in the present and sustainable in the future. Therefore, our Strategic Business Plan considers what we do and how we do it -- how we operate, learn and interact with our key constituencies.

Overall, our strategy is intended to ensure effective, flexible and resilient processes as we move forward, using a cycle of continuous self-assessment, course correction and short and medium-term milestones over the course of our long-term plan. In the summer of 2015, look for our annual update on our performance and any other changes in approach to respond to this dynamic and existing industry. I welcome your feedback.

### 3. STRATEGIC BUSINESS PLAN – STRATEGIC FOUNDATIONS

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#### MISSION AND VISION

Our mission and vision provide the foundation for our six-year strategic business plan. Since GSP was built over a half-century ago, we have enjoyed consistent leadership and commitment to these foundations. For each strategic business plan, these foundations are operationalized through our strategic goals.

**GSP'S MISSION:**

To advance the economic prosperity of the region by providing a safe, convenient, user-friendly and cost competitive air transportation system connecting the region with the nation and world.

**GSP'S VISION:**

Serve as the region's global transportation hub and economic catalyst by providing best-in-class infrastructure and service.

#### CORE VALUES

We are especially proud of GSP's core values, which speak to the "GSP way." Our core values express how we conduct our day-to-day business and provide a consistent set of expectations for all of us who work at the airport.

**SAFETY & SECURITY:**

We embrace them as our priority

**EXCELLENCE:**

We are committed to ensuring excellence in all we do

**INNOVATION:**

We embrace innovative solutions and are always ready for change

**INTEGRITY:**

We are dedicated to honest and ethical practices

**ACCOUNTABILITY:**

We accept responsibility for our actions

**TEAMWORK:**

We think and act like one team, bonded by mutual trust and respect

## 4. STRATEGIC BUSINESS PLAN - PLANNING CONTEXT

### BUSINESS POSITION

The Greenville-Spartanburg Airport operates within a dynamic, interdependent, networked and global aviation industry. The industry has undergone a number of changes over the last two decades that continue to reverberate through airlines, airports, general aviation and the customers and industries that depend on them. Strategic business planning must be an ongoing affair; one in which the Airport Commission, senior executives and our staff continually review our results, analyze the current industry, policy and economic challenges and reset our priorities.

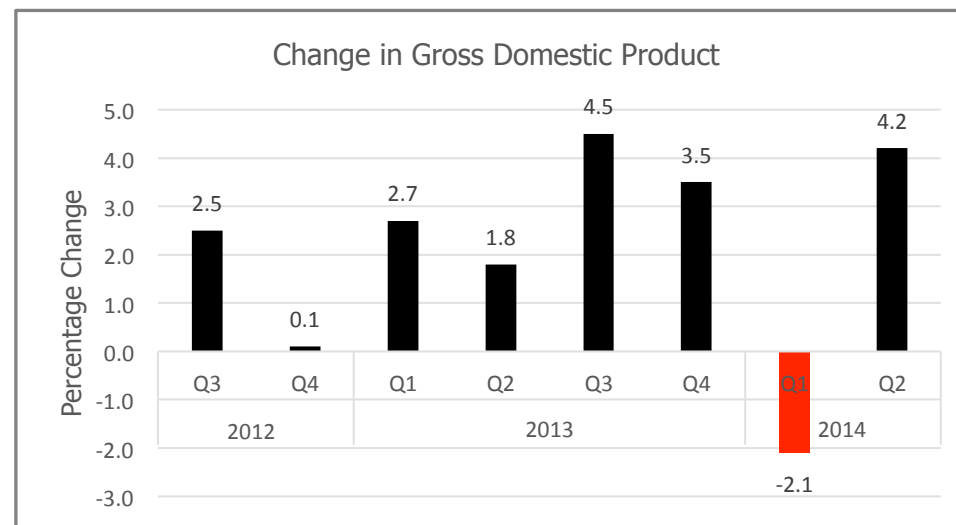
Over the course of 2013 and 2014, we identified the global industry's "megatrends" and connected them with our national and regional realities, which helped us to better understand our challenges.

We also benchmarked GSP with airports of similar size, mission and traffic from around the nation, enabling us to obtain yet additional perspectives on issues such as airline service, airport finances, customer service, and security.

The following are the major areas we discussed during the strategic business planning process.

### THE ECONOMY

The entire aviation industry is dependent on the strength, and perceived strength, of the economy. Simply put, when the economy is growing there is more demand for airline travel and the shipment of goods by air. In recent quarters, as shown below, the U.S. economy has generally been growing, although it has yet to grow at historic



levels, especially after a recession as severe as the one the nation experienced between 2007 and 2009. Nevertheless, our regional economy has recently been growing in several key areas as reported by the U.S. Federal Reserve's Beige Book (August 2014). These include business activity generally as well as manufacturing and real estate (including distribution centers)--two industry sectors that have important impacts on GSP's planning and operations (as we shall see). For travel and tourism, the Federal Reserve reports that our region's customers are "being conservative in their discretionary spending" but that bookings for "business and reunion events" are sources of strength. This means that there is a continued upside and, as consumers feel more confident about the economy and their place in it, they will travel more.

Federal fiscal policy, however, continues to be a drag on the U.S. aviation industry. The federal budget deficit in 2014 stands at over \$580 billion, which places pressure on government spending, including that for aviation. While the Airport Improvement Program (AIP), which helps provide capital support for airports, relies on monies collected from passengers and shippers, much of the Federal Aviation Administration's (FAA) air traffic control responsibilities are funded by general government revenues (taxpayers). Continued economic growth and budget reforms in Washington are keys to solving the nation's fiscal policy and also stabilizing aviation system investments.

Fuel has played a key role in the cost of providing aviation services in the past and it will continue to do so in the future. The stability or volatility of fuel costs will directly influence the growth of aviation both domestically and internationally.

## COMMERCIAL AIRLINES

Along with industries such as financial services and real estate, U.S. passenger and cargo airlines suffered severely during the recession, after what had already been the toughest decade in aviation's almost century-old existence. As a result of bankruptcies, mergers and restructurings, today three legacy network airlines (Delta, American and United) and Southwest Airlines cumulatively constitute over 85% of seat capacity in the U.S. airline industry. For airports such as GSP, this means there are fewer airline hubs that serve the city as historic markets such as Pittsburgh, Kansas City, Memphis and Cincinnati have experienced dramatic reductions in air service and, with it, greatly reduced connections to smaller airport markets ("spokes") such as GSP.

Countering that, two of the more robust airline hubs continue to be Atlanta (serving Delta) and Charlotte (serving American) each offering over six GSP connections a day to aviation markets around the world. For an airport such as GSP with six airlines that in recent years have offered non-stop services to between 15 and 20 markets, these connections offer a convenient link to passengers and shippers in our 10-county service area.

Since its entry into the GSP market in 2011, Southwest Airlines has brought new non-stop destinations and competition to our market, countering national trends that have typically led to reductions of air service in markets similar to the size of GSP. The success story of bringing Southwest to GSP typifies the strong relationship we have with local business and community leaders who rallied behind the effort. Future air service development efforts will require collaboration as well.

As we monitor industry developments we will look to provide a balanced set of passenger air service offerings that includes non-stop and connecting services on network and low cost airlines.

Critical to many of GSP customers, such as BMW and Milliken, are not only passenger airlines but available options for shipping goods by air. Whether it is an imported good to support a local manufacturing line or an exported product destined for an international market, air cargo services at GSP play an important role for local businesses. As these businesses grow, it offers the potential for increasing services, both domestic and international.

We are also ever mindful of safety and security issues that directly impact our commercial airline partners. We are proud of our safety record both on the airfield and beyond and will remain vigilant about incorporating safety considerations into all of our infrastructure and operations. Security remains a top-line priority both for airlines and airports. This year's unfortunate developments with the downing of a Malaysian Airlines' flight and the shooter at Los Angeles International Airport remind us that the aviation industry is a target for those who seek to harm our way of life.

## GENERAL AVIATION

Approximately a quarter of GSP's operations come from general aviation aircraft. Similar to commercial airlines, recent years have been challenging to manufacturers, owners and pilots of private aircraft. Fuel prices, which have threatened the balance sheets of commercial passenger and cargo airlines, have damaged general aviation, especially small businesses that rely on the industry (e.g., agriculture) as well as recreational pilots who have to fly a certain number of hours in order to remain current and proficient to fly legally and safely.

One of our top priorities at GSP is to ensure that we provide outstanding customer service to all of our users, including general aviation.

## LAND USE / INTERMODAL / ECONOMIC DEVELOPMENT

One of GSP's principal advantages is its location and, compared with many other land-locked airports in metropolitan areas, its ability to grow the aeronautical side of the airport and develop property both on the airport and adjacent to it. *GSP's 360: Beyond The Runway* initiative seeks to leverage these advantages and build upon important business facilities such as the U.S. manufacturing headquarters of BMW (located in Greer). GSP's proximity to other headquarter facilities such as Michelin (located in Greenville) and Milliken & Company (located in Spartanburg) support the region's focus as a business center.

In 2013, the South Carolina Inland Port opened on property directly adjoining the airport, providing intermodal access for shippers whether using truck, train, port and/or airport infrastructure. Proximity to transportation infrastructure reduces logistics costs for businesses and creates an incentive for distribution centers, other manufacturers and related businesses to locate at, or near, the airport. This creates a virtuous cycle with great potential regional benefits as demonstrated in the GSP 360 graphic.

The GSP 360 Land Use Master Plan identified nine tracts that together offer a number of development options--from aviation options contiguous to the runway, to tracts that run along Interstate 85. We mapped out these tracts strategically to ensure that they were compatible with the aeronautical needs of the airport, including a possible future parallel runway, and fully leverage the tracts' value that are adjacent to the airport. This ensures that we are also maximizing the generation of revenues toward our goals of keeping the airport self-sustaining and contributing to the region's economic development.



## **GSP'S UNIQUE GOVERNANCE MODEL**

Inventorizing and analyzing all of the industry and policy megatrends and placing them through a GSP planning filter was critical to identifying the set of strategic goals we have for the 2014 - 2020 time period. While as a public entity our bottom-line is service, we strive to utilize commercial means to fund both our current operations as well as our future investments. By doing so we are able to be self-sustaining, which allows public resources to be used for those services that cannot recover their costs and permits South Carolina to retain its attractive business climate which redounds to the benefit of us all.

One of those most frequently misunderstood characteristics of airports is also what makes GSP, and other commercial service airports in the U.S., unique: we recover our costs from the airport's variety of users and do not rely on local taxpayer support. Even though we can recover our costs, we are mindful that by keeping our costs competitive we provide an incentive to attract commercial airlines and the private pilots to use our facilities.

Reinforcing this uniqueness of airports, GSP is fortunate to have a state-of-the-art governance model. Thanks to the far-sighted leadership of previous Commissions and individuals such as Roger Milliken, GSP was among the leaders in recognizing the benefits of becoming a "single-purpose airport authority." This means that our Airport Commission is dedicated to overseeing the airport—it does not have collateral responsibilities (e.g., to manage hospitals, transit agencies) as many municipally run airports do. For many city councils or boards that manage multiple municipal functions, there is often confusion over distinguishing between a "general fund" agency that relies on taxpayer subsidies and a commercial airport that does not and recovers its costs. Because airports use commercial means to meet their public goals, they typically require more business-like procurement, personnel and budgeting systems—the very kind GSP is fortunate to have. In some locales, in contrast, there is pressure to treat all of the local agencies the same thereby constraining airport leadership.

The counties of Spartanburg and Greenville are ultimately responsible for the airport and have carefully selected Commission members that understand that the Commission and the executive team are stewards of a public facility that brings great benefits to their counties and the surrounding region. Over the years, local citizens have benefitted greatly from the governance model and culture as the airport has brought not only air service, the ostensible purpose behind all airports, but direct and indirect economic benefits to the greater region.

As we will see with the strategic goals, our governance model and GSP's commercial ethos provide the foundations for our work. Accordingly, we also include performance measures so that the Commission and our stakeholders can see how well we are doing and enable us to re-prioritize and make mid-course corrections when necessary over the six-year period the plan.

## 5. STRATEGIC BUSINESS PLAN - STRATEGIC GOALS

Setting and adjusting our strategic approach in the settings of today's dynamic global aviation industry and our fast-moving regional economy is an ongoing challenge we take very seriously. As change occurs, we will make adjustments to our strategic goals. Looking out in late-2014, our goals include the following:

### a. SAFETY AND SECURITY - Provide safe and secure infrastructure for users, employees and tenants:

Safety is GSP's first strategic goal. Handling tens of thousands of aviation operations per year necessarily involves risk. Whenever large construction projects, such as Wingspan, are required to improve facilities and bring higher levels of customer service, we take on additional risk that must be factored into our management's commitment to safety.

Security is both our responsibility and that of the Transportation Security Administration (TSA) requiring that our Airport Security Plan carefully coordinates our operations, those of our tenants, and TSA's responsibilities.

### b. ECONOMIC DEVELOPMENT - Act as a leading source of economic development for Greenville and Spartanburg counties and the greater Upstate Region:



GSP, like other airports, can be significant contributors to local economic development. Our 2012 economic impact study detailed our total economic impact to be 9,528 jobs, \$170 million in income generation and \$817 million in total economic output. We also contributed \$113 million in tax revenues to local, state and federal governments.

The foundation of our economic value is our commercial air service, offering passengers and shippers convenient and affordable transportation, and our facilities offering access to private pilots, businesses that rely on convenient airport access and airport related development opportunities.

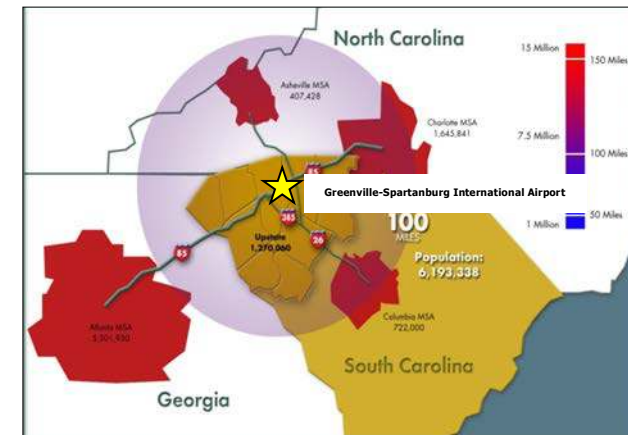
Since our economic impact survey was conducted in 2012, we have built on our unique economic position, building on our cluster of businesses that rely on convenient and cost-effective transportation. These businesses – including BMW, Michelin and Milliken & Co. – have key headquarter and manufacturing facilities close or even adjacent to our runways and airport property. This "airport economic zone" serves our local and wider regions as an important economic catalyst to our citizens and businesses.

### c. AIR SERVICE - Attract and maintain competitive air service enabling GSP to be the region's “Airport of Choice”:

With airline consolidation, cost-cutting and the gradual elimination of 30- and 50-seat aircraft from airline fleets, the goal of attracting and maintaining air service is as challenging as it has ever been. While our long-term growth since our opening in 1962 has been robust at nearly 5% per year, recent trends with the national economy and in the airline industry make this a near impossibility to replicate for the foreseeable future.

In fact, the FAA predicts that capacity growth as measured by available seats will grow only at an annual rate of 2.1% for their forecast period (2014 and 2034). Because of the growth in international travel and the consolidation of traffic into airport gateways, capacity growth at smaller airports, such as GSP, is likely to be below that 2.1%.

This means that in addition to seeking new non-stop air service to today's underserved GSP markets (such as Boston), we are striving to maintain the air service we have today. In order to do either, we must aggressively compete with other communities and airports for new and existing service. While we have numerous advantages, including our location in the fast growing 10-county Upstate South Carolina region, we have several airports nearby that are drawing from portions of our service area (just as we draw from their service areas) thereby reducing demand for GSP.



INFORMATION ON SURROUNDING REGIONAL AIRPORTS					
City	Highway Miles	Driving Time	Highway	FAA Hub Size	2012 Rank
Charlotte	69	1.26	Interstate 85	Large	8
Columbia	92	1.45	Interstate 26	Small	118
Asheville	63	1.05	Interstate 26	None	146
Atlanta	173	2.45	Interstate 85	Large	1

Source: FAA: [http://www.faa.gov/airports/planning\\_capacity/passenger\\_allcargo\\_stats/passenger/](http://www.faa.gov/airports/planning_capacity/passenger_allcargo_stats/passenger/)

For this comparison, we stand as the #88 U.S. airport in terms of passenger traffic. Situated about half-way between Atlanta and Charlotte, GSP is certainly in a competitive service area, one that offers passengers numerous convenient travel options. Advantages we have for this competition include easy access; low-priced and available parking; and expanded amenities and concessions part of our soon-to-be completed Wingspan project.

We have begun a significant air service development campaign where we will work with local businesses and community leaders to implement strategies to maintain and expand our air service. Already we have seen the community come together to bring Southwest Airlines to GSP in 2011, which over the last five years has resulted in the greatest percentage traffic growth (35%) of any comparable airport in the region. Building on that success, we hope to improve both the number of our domestic non-stop markets and target non-stop international service in the years to come. Ultimately for GSP to be successful the community must view it as their responsibility to support GSP.



#### **d. FINANCIAL MANAGEMENT - Increase and diversify aeronautical and non-aeronautical revenues ensure GSP's financial sustainability:**



Since the opening of GSP over 50 years ago, our leadership has utilized commercial business practices to invest and operate our facility. We have recognized that the airline industry's cyclical nature, which at times can be significantly magnified at a small hub airport such as ours, requires a conservative financial approach.

Practically speaking this means we minimize the use of debt to pay for capital investments and instead – as we did for the Wingspan project – utilize our accumulated cash balance to fund investments. Unlike many airports around the nation, we are not betting on future growth or the presence of any one airline to repay the money we have borrowed; rather at GSP we are investing dollars that we have already collected from those who use our facilities.

Using this management approach drives GSP to be more self-sufficient and weather the inevitable changes in the airline industry. We also currently do not impose a passenger facility charge (PFC), which most of our industry counterparts use as a primary source of funding infrastructure. Without a PFC, airlines are able to recover more of the airfares and serve GSP more profitably, thereby incentivizing their continuing presence and future growth.

**e. ECONOMIC OPPORTUNITY - Serve as a source of job creation and economic opportunity by encouraging business with local firms:**

GSP's principal economic impact occurs because of the facilities we make available to our users, enabling the transportation of people and goods both to and from the airport and onward to points around the nation and the world.

We recognize, however, that GSP itself buys goods and services in support of our mission and that we are a part of the communities we serve: our three partner jurisdictions -- Greer, Greenville and Spartanburg, and the entirety of the Upstate region.

Our goal is always to make our local businesses and workers our business partners and create opportunity whenever we ourselves are a buyer of goods and services. Toward that end, we conduct outreach sessions and ensure our procurement announcements get wide circulation on our website and beyond.

**f. CUSTOMER SERVICE - Provide unparalleled access and superior customer service to our users:**

GSP management and staff work hard every day to be the region's airport of choice. Our users include passengers, incoming visitors, those meeting and greeting flyers, general aviation users (itinerant and GSP-based), and shippers (who offer and/or receive goods transported by air).



Service begins with a facility that highlights the best of our community—a gateway to our surrounding communities. It continues with easy access whether traveling by car or shuttle to a nearby hotel. It includes a full-service fixed based operator, providing a variety of services to our private pilots. And it includes the South Carolina Inland Port, extending the Port of Charleston all the way to Greer, the home of the airport.

Many of the benefits of Wingspan are already on display and more will be rolled out between now and 2016. These include easier and intuitive wayfinding; improved curbside access; conveniently located doors, escalators and elevators; more efficient security checkpoints;

local concessions brought into our public and airside areas; and many others.

We carefully track feedback from our users and incorporate the insights into our business planning. One of the most common recommendations our users have for us is to expand our air service with more destinations, lower fares, and greater choices. Rest assured, that is something we are working on aggressively each and every day.

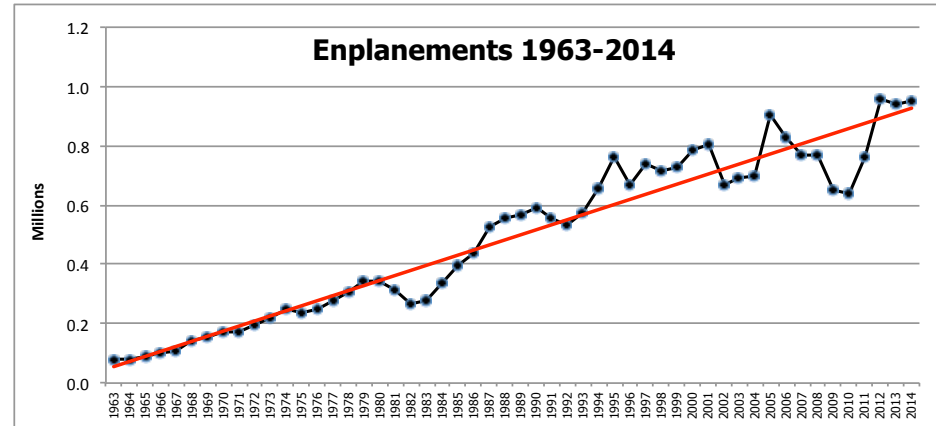


## 6. STRATEGIC BUSINESS PLAN – OPERATIONAL FORECASTS

### PASSENGERS

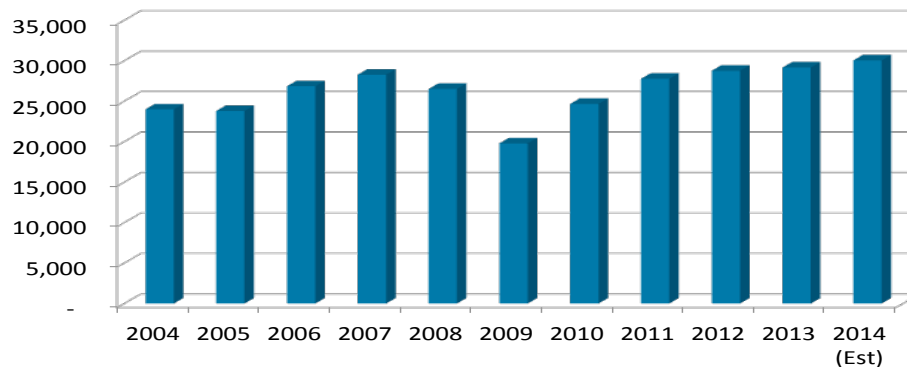
The passenger forecast is a major driver that flows through nearly all elements of the Strategic Business Plan. Passenger growth assumptions are a major revenue driver of GSP and impact both operating and capital expenditures. Passenger assumptions play a key role in determining the appropriate rates and fees, and significantly influence the timing of capital projects.

The forecast through to 2020 uses both GSP Terminal Plan forecasts and the Federal Aviation Administration forecasts. Progress against the forecast is monitored on an ongoing basis. To the right is the historical passenger growth pattern of GSP.



### CARGO

**Calendar Years 2004-2014  
(Total Cargo in Tons)**



The cargo forecast is becoming an increasingly significant driver in GSP's future plans and therefore the Strategic Business Plan. Cargo assumptions also play a key role in determining the timing of capital projects. As the manufacturing business and e-commerce continues to grow in the Upstate, GSP will respond by delivering the required level of cargo air service for businesses to grow and thrive. To the left is a snapshot of cargo activity at GSP over the last eleven years.

## 7. STRATEGIC BUSINESS PLAN - FINANCE AND AUDIT

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### FINANCIAL STRATEGY

GSP's financial plan aligns its revenues, expenses and capital investments to support the airport's overall strategic goals.

### CAPITAL PLAN

Airports are capital intensive operations as evidenced by the approximately \$282 million (before depreciation) in fixed capital assets on GSP's balance sheet. The capital plan over the next six years is linked to the organization's master plan, terminal development plan and land use master plan, which all consider the overall infrastructure looking forward over a 20-year time horizon.

### NET INCOME

Net Income (earnings before taxes, depreciation and amortization) is expected to grow over the course of the plan. This expected increase will be driven by the projected passenger increases and planned land development.

### REVENUES

GSP's revenues fall into the following five categories:

- Aeronautical revenue (landing, terminal rents, and terminal bridge fees, shared-use terminal equipment, etc.)
- Passenger-related non-aeronautical revenue (concessions, parking and ground transportation, etc.)
- Non-passenger-related non-aeronautical revenue (real estate, advertising, etc.)
- Police, security and utilities (cost recovery)
- Investments

#### ***Aeronautical Revenue***

Aeronautical revenue, represented by aircraft landing fees, terminal fees, loading bridge fees and fees for shared-use terminal equipment, represents GSP's second-largest revenue stream. Aeronautical revenue is primarily driven by the number of aircraft movements as well as the size (gauge and number of seats) of aircraft. Revenue per enplaned passenger tends to grow more slowly in this area as aircraft movements tend to increase at a slower pace than passenger volume.

***Non-Aeronautical Revenue (Passenger-Related)***

Passenger-related non-aeronautical revenue is GSP's single largest revenue stream. Major components of this revenue stream include parking, car rental, ground transportation and terminal concessions.

It is expected that specific revenue increases will occur with the concession improvements associated with the terminal improvement program. It will also require other innovations such as parking and concessions loyalty programs.

***Non-Aeronautical Revenue (Non-Aviation)***

In addition to non-aeronautical revenue tied directly to passenger volumes, GSP also has multiple streams of non-aviation-related revenue. These include commercial real estate development, land leases, terminal space rentals and sales of services (passenger and cargo services, etc.).

Over the course of the next seven years, GSP plans to continue growing its non-aeronautical business sector in order to diversify revenue streams and make the airport more resilient to ups and downs in the regional economy and in the airline and travel industries.

**EXPENSES**

Airports are highly capital-intensive operations, which typically incur proportionally high levels of interest and amortization expenses. The completion of GSP's Terminal Improvement Program in 2016 will add much-needed capacity to the airport, and will be paid for in cash and grants resulting in minimal to no increased costs to users of the airport.

***Detailed Operating Expenses***

With a view to prioritizing air service development, GSP plans to continue to reduce the cost per enplanement. Air service development and passenger demand-focused marketing initiatives are expected to peak in 2016-2018, with significant funds allocated to maintaining and securing new domestic routes.

Following 2014, expenses are expected to increase concurrently with the inflation rate, plus any identified initiatives.

**AUDIT, COMPLIANCE AND ACCOUNTABILITY**

The GSP Board of Commissioners, CEO, and management of Greenville-Spartanburg International Airport District (GSP) work diligently on many different levels with outside regulatory authorities (federal and state), the FAA, our auditors, contractors, consultants, municipalities, and other interested parties to promote accountability, integrity, transparency, and openness to our public constituency, our regulatory authorities, our employees, tenants, and staff that work at the Airport, and to the traveling public and users who utilize our Airport. Compliance with state and federal laws, as well as with our own policies and procedures help us to ensure the efficient and effective use of public resources, a safe environment to travel and work in, and a safeguarding of our public assets.

## GREENVILLE-SPARTANBURG AIRPORT DISTRICT

### 8. COMMISSION MEMBERS

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**MINOR SHAW**

*Chairperson*



**HANK RAMELLA**

*Vice Chairperson*



**LELAND BURCH**



**VALERIE MILLER**



**BILL BARNET**



**DOUG SMITH**

## GREENVILLE-SPARTANBURG AIRPORT DISTRICT

### 9. EXECUTIVE MANAGEMENT STAFF

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**President/CEO**  
*David N. Edwards, Jr.*



**Vice President/COO**  
*Kevin Howell*



**Vice President – Administration  
& Finance/CFO**  
*Jack Murrin*



**Vice President – Communications**  
*Rosylin Weston*



**Director of Properties &  
Development**  
*Scott Carr*



**Senior Exec Ass't/DBE Liaison**  
*Wanda Jones*

## ***“THINK GSP FIRST”***



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[www.gspairport.com](http://www.gspairport.com)

**Adopted by the Greenville-Spartanburg Airport Commission on November 24, 2014**