

GREENVILLE-SPARTANBURG AIRPORT DISTRICT

STRATEGIC BUSINESS PLAN

FISCAL YEARS 2026 - 2030



Vision for the Future

The Greenville-Spartanburg Airport District's Strategic Plan outlines our priorities and reinforces our commitment to delivering best-in-class service and infrastructure to our passengers, business partners, employees, and the Upstate South Carolina community.

Since opening in 1962, Greenville-Spartanburg International Airport (GSP) has grown into a key regional asset, serving millions of passengers and supporting the economic vitality of the region. GSP is consistently recognized for its convenience, cleanliness, and superior customer experience. These acknowledgements are possible through strategic foresight, operational excellence, and a strong commitment to outstanding service.

Our vision, set by the District's Board of Commissioners and Leadership team, guides the mission and our five focus areas through 2030:

- Building on strong financial performance
- Strengthening safety and security continuously
- Delivering superior customer service experiences
- Attracting, developing, and retaining top talent
- Strengthening the District's role in Upstate leadership







Chair's Message

Minor Shaw | Chair

It is my pleasure to present the Greenville-Spartanburg Airport District's Strategic Business Plan for 2026–2030.

This plan reflects our continued commitment to exceptional service, operational excellence, and the long-term vitality of the region. Developed in collaboration with the Greenville-Spartanburg Airport Commission, our President and CEO, and the GSP Executive Leadership Team, this plan outlines our strategic direction for the next five years.

We are dedicated to operating from a position of financial strength that ensures that the airport can invest in infrastructure, support new air service, and remain successful in changing times. We will uphold our deep commitment to safety and security for all who work in or travel through our airport and we will keep customer experience at the center of our operations to deliver a travel journey that exceeds the expectations of travelers.

We know that a high-performing airport depends on great people. That's why attracting, developing, and retaining top talent remains a priority. And we will continue to lead beyond our gates, helping to drive economic growth and enhance quality of life across the Upstate. Our plan will guide our organization and set a clear path that will drive our progress.

Since its founding, GSP has served as a regional gateway - connecting people, strengthening commerce, and enhancing quality of life in the region. During my service as Chair, I have been delighted to watch the community and airport grow and prosper. By achieving the objectives in this plan, we will advance the GSP and build a stronger future for the region.

As always, please provide us with your feedback so we can incorporate your thoughts in our ongoing efforts to provide a Better Airport Experience.



President/CEO's Message

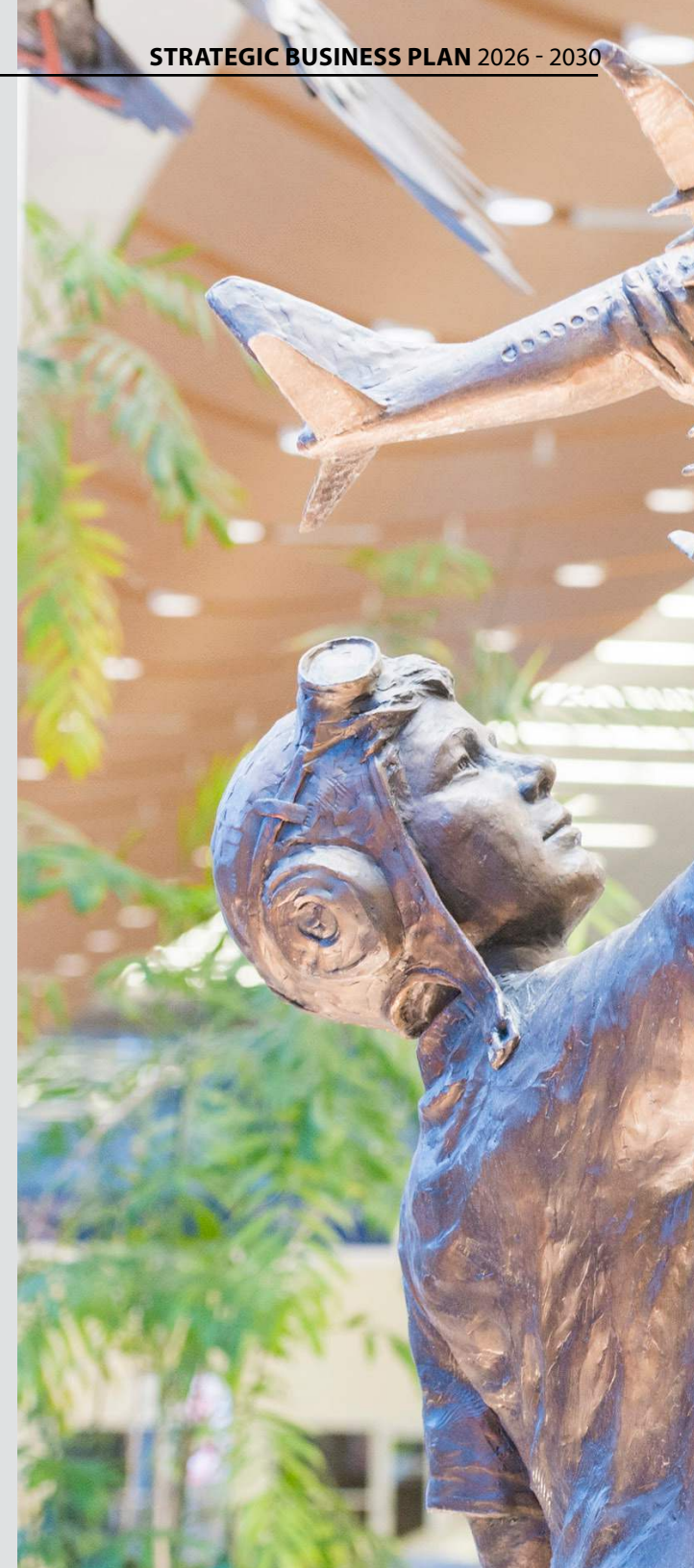
David Edwards | President & CEO

At Greenville-Spartanburg International Airport, our focus is clear: deliver high levels of service, maintain operational excellence, and support the economic growth of the Upstate. This Strategic Business Plan serves as our roadmap for the next five years, guiding how we manage resources, invest in infrastructure, and anticipate the evolving needs of our users.

We've built a strong foundation through thoughtful planning, disciplined financial management, and a commitment to our customer's needs. This approach has allowed us to grow sustainably, deliver best-in-class services, and remain responsive to the needs of our community. As a self-sustaining organization, we reinvest every dollar earned back into the airport to support operations, capital improvements, and long-term resiliency.

The goals outlined in this plan reflect our mission and position the District to meet the future with confidence. Whether it's enhancing safety and security, developing our people, or improving facilities for passengers and partners, our priorities are aligned with the needs of those we serve.

We invite you to explore how this plan will guide the District's growth, operations, and performance through 2030.





GSP Executive Leadership Team

The Greenville-Spartanburg Airport District's Executive Team leads with a clear vision for the future. Guided by the Airport District's core values of safety & security, excellence, innovation, teamwork, integrity, accountability, and a servant's attitude, the team drives operational excellence and adapts to the evolving needs of the aviation industry. The team draws on their years of experience in the airport industry and across disciplines to lead a talented staff toward shared strategic goals. Through thoughtful planning and strategic leadership, the District's leaders are working to shape the airport of tomorrow while delivering a best-in-class experience for travelers, tenants, and the community today.



David Edwards
President/CEO



Kevin Howell
*Executive VP/Chief
Operating Officer*



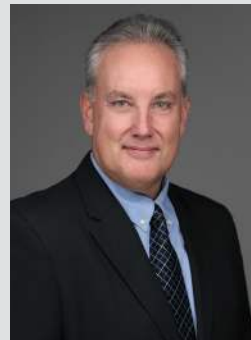
Deven Judd
*VP/Chief
Commercial Officer*



Kelly Dawsey
*VP/Chief Human
Resources Officer*



Thomas Brooks
*VP/Chief
Financial Officer*



Tom Tyra
*VP/Chief Marketing
& Communications
Officer*



Zach Salvato
*VP/Chief
Information Officer*



**Casey Jo
Cooperman**
Executive Assistant

GSP Airport Commission

The District's six Commission members are appointed by the Governor of South Carolina. Three of the members are chosen from Spartanburg County upon the recommendation of a majority of the members of the Spartanburg County Legislative Delegation. Three members are chosen from Greenville County upon the recommendation of a majority of the members of the Greenville County Legislative Delegation. The term of office for Commissioners is six years.

The District is an independent governing authority; the Commission's sole responsibility is to provide financial and long-term planning oversight of GSP. The District is a self-sustaining enterprise for its operational and maintenance expenses. The District does receive some federal and state grants for certain capital improvements and special projects at GSP.

Greenville Commissioners



Minor Shaw
Chair



Leland Burch



Valerie Miller

Spartanburg Commissioners



Doug Smith
Vice Chair



**Hunter
Cuthbertson**



Jay Beeson



Mission, Vision & Values

Our Mission:

Connecting Upstate South Carolina with the World. We begin each day fully committed to finding new ways to achieve our 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.

Our Vision:

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

Our Values:

1. **Safety and Security:** We embrace them as our priority.
2. **Innovation:** We embrace innovative solutions and are always ready for change.
3. **Accountability:** We accept responsibility for our actions.
4. **Integrity:** We are dedicated to honest and ethical practices.
5. **Servant Attitude:** We are dedicated to putting others before self.
6. **Teamwork:** We think and act like one team, bonded by mutual trust and respect.
7. **Excellence:** We are committed to ensuring excellence in all we do.



Strategic Goals

1

Building on Strong Financial Performance

The District has a strong financial base thanks to conservative management, revenue diversification, and innovation. We will strengthen our position through increased efficiency and improved effectiveness of each business unit.

2

Strengthening Safety and Security Continuously

Safety and security will remain the District's top priority. We will strengthen our programs through the implementation of new technology, expanded training, and enhanced coordination across teams.

3

Delivering Superior Customer Service Experiences

The District is dedicated to providing our customers with exceptional airport experiences. We will monitor performance along the customer journey, strengthen operational resilience, and position the airport with best-in-class services and amenities.

4

Attracting, Developing, and Retaining Talent

The District is committed to investing in its people and strengthening its position as an employer of choice. We will improve recruitment and retention, expand leadership development, and support a culture of continuous improvement.

5

Strengthening the District's Role in Upstate Leadership

The District will extend its reach in the Upstate through its partnerships and actions. We will advance the economic prosperity of the region by expanding air service (passenger, cargo, and general aviation) and demonstrating leadership in economic development, logistics, and community outreach.





#1: Building on Strong Financial Performance

The District's ability to remain financially strong is essential to the airport's long-term success. Through disciplined management and a focus on revenue diversification, the airport continues to operate efficiently and make responsible investments. Over the next five years, financial performance will remain a core priority, with emphasis on improving the effectiveness of each business unit, maintaining a strong credit profile, and cascading financial metrics across the organization. The following initiatives, actions, and metrics outline how the District will monitor performance, increase revenues, manage expenses, and support financial sustainability across the organization.

Context: The District has a strong financial base thanks to conservative management, revenue diversification, and innovation.

Initiatives:

- Maintain financial sustainability
- Improve performance of each business unit

Actions & Metrics:

- Maintain and/or reduce proportion of airline revenues to total revenues
- Increase non-aeronautical revenues
- Control operational expenditures
- Maintain and/or improve credit ratings
- Cascade financial metrics through organization



#2: Strengthening Safety and Security Continuously

Safety and security are fundamental to GSP's operations and reputation. The airport must proactively manage risks, adapt to new challenges, and ensure the safety and security of passengers, employees, and facilities. Over the next five years, the District will strengthen its approach through the full implementation of its Safety Management System, expanded training, and enhanced coordination across teams. Attention to cybersecurity, workforce screening, and new technologies will also play a key role. The following initiatives, actions, and metrics reflect a comprehensive strategy to maintain safe operations and public confidence.

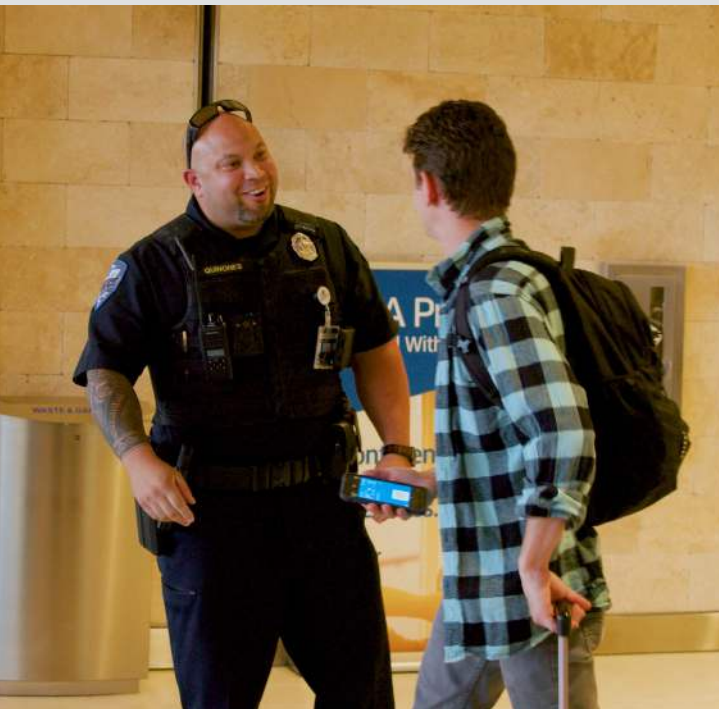
Context: Safety and Security will remain the District's top priority. We will strengthen our programs for the betterment of our users.

Initiatives:

- Implement safety management system (SMS) and training
- Strengthen public safety and security
- Enhance cybersecurity protection
- Implement airport worker screening

Actions & Metrics:

- Complete implementation of SMS, proactively identifying, and rectifying hazards
- Expand patrols in security-sensitive areas
- Implement NIST's 2.0 cybersecurity framework and improve the District's cyber test results
- Explore innovation with autonomous systems



#3: Delivering Superior Customer Service Experiences

At the District, we recognize that delivering a truly exceptional customer experience requires continuous improvement. To meet evolving passenger demand, we will take a more data-informed, responsive approach to customer service by using feedback, benchmarking, and making operational improvements to exceed customer expectations. This focus includes maintaining a clean, efficient environment across all touchpoints, reducing wait times, and ensuring the airport remains reliable even in times of disruption. The following initiatives and actions will help the District create more tailored experiences for both passengers and partners, strengthen operational resilience, and position the airport to remain a top-rated facility among its peers.

Context: While the District is an award-winning airport, there is more to do to create memorable customer experiences and improve our wide-range of services.

Initiatives:

- Build operational resilience
- Use customer information and data to provide tailored customer experiences
- Improve customer experiences at all GSP touchpoints

Actions & Metrics:

- The District should appear “opening day fresh” in appearance and operation
- Benchmark GSP to medium hubs for our ASQ and Airport Next ratings
- Create surveys/measures for cargo and fuel offerings
- Reduce passenger and baggage processing times
- Seek 100% backup power, evaluating ROI of microgrids, and other strategies



#4: Attracting, Developing, and Retaining Top Talent

In a competitive labor market, the District's ability to attract, retain, and grow talent is key to maintaining high levels of performance and service. As workforce needs change, the airport is committed to investing in its people and strengthening its position as an employer of choice. Over the next five years, the District will focus on improving recruitment and retention strategies, expanding recognition and leadership development programs, and supporting a culture of continuous improvement. Initiatives will be guided by employee feedback, succession planning efforts, and alignment with workforce trends. The following actions and metrics reflect the District's commitment to building a strong, inclusive team that is prepared to meet the airport's current and future needs.

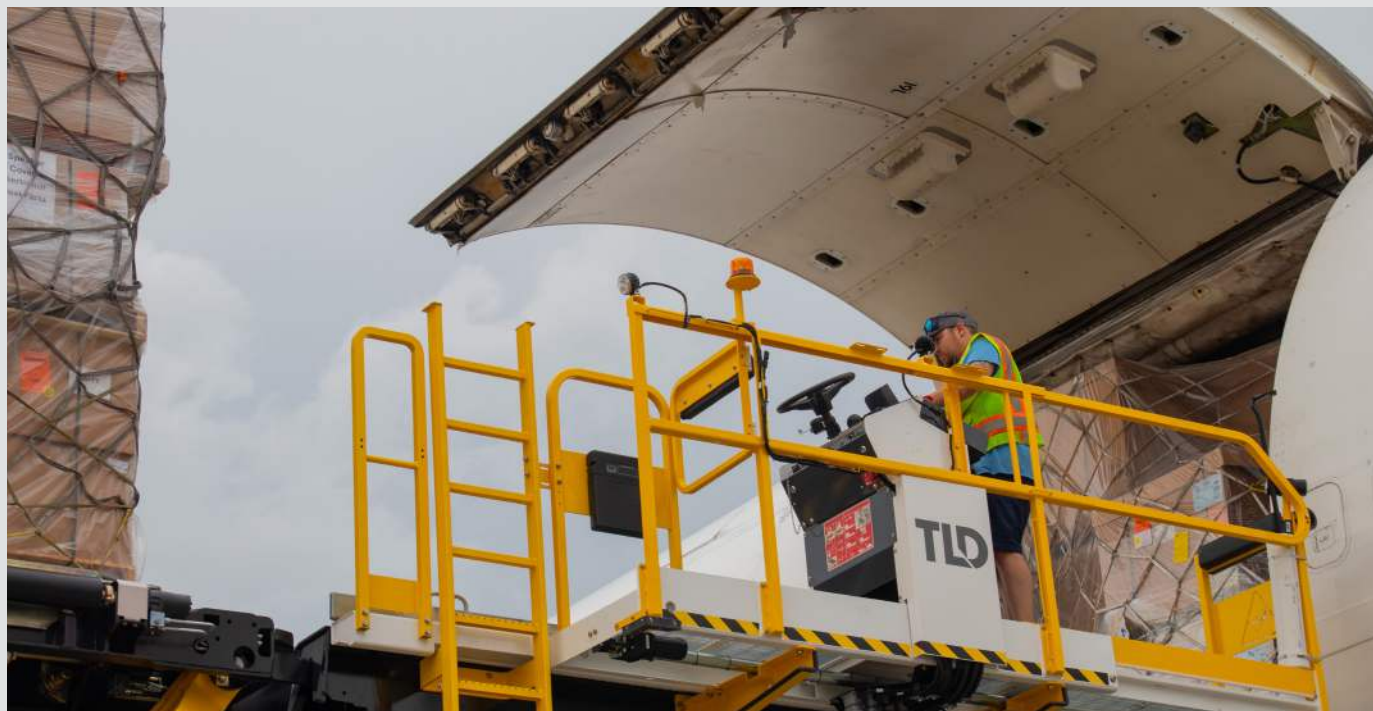
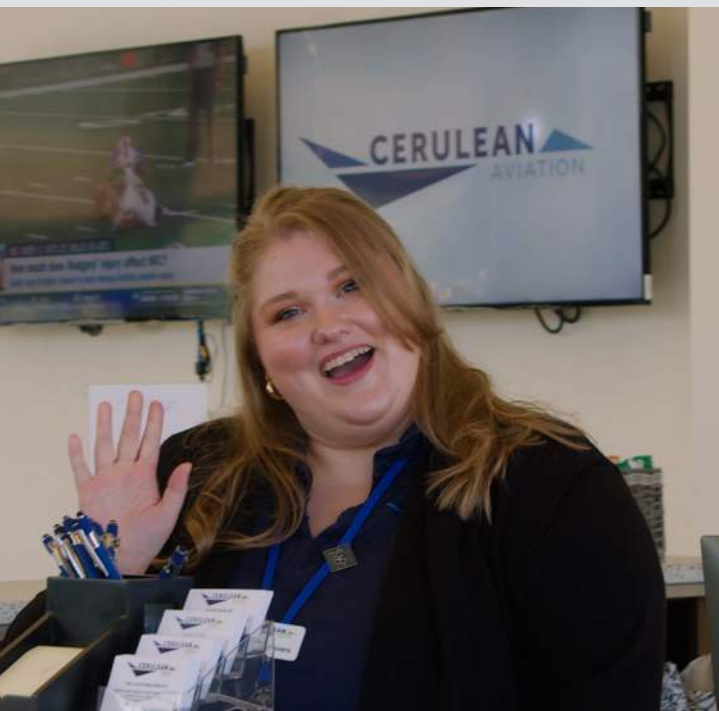
Context: In the Upstate's tight labor market, our people must remain a differentiator for the District.

Initiatives:

- Advance and innovate processes for employee hiring and retention
- Refine employee reward and recognition system
- Develop leadership capabilities
- Enable transformation and continuous improvement

Actions & Metrics:

- Continue succession planning and implementation
- Professional development training completed by all District leaders
- Diversify our workforce
- Innovate hiring, retention, and reward programs
- Evaluate GSP jobs/roles to ensure they are *Fit for the Future*
- Improve on items rated in the South Carolina "Best Places to Work" survey



#5: Strengthening the District's Role in Upstate Leadership

As the region continues to grow, the District is committed to strengthening its role as a leader in economic development, logistics, and community partnership. The airport's ability to connect the Upstate to the world through both passenger and cargo services positions the District as an economic driver for the area. Over the next five years, we will engage the local community, build relationships with key business and freight partners, and support diverse local enterprises. The airport will also invest in community leadership opportunities for its employees and increase visibility throughout the community. These efforts will reinforce our commitment to being a transportation hub and a thoughtful and trusted partner in the region.

Context: The District endeavors to extend its reach into the Upstate through its partnerships and actions.

Initiatives:

- Develop and maintain air service (passenger and cargo)
- Serve the upstate region as an economic catalyst and logistics hub
- Support development of local and diverse businesses
- Strengthen community partnerships

Actions & Metrics:

- Reduce passenger leakage rate to competing air service markets
- Encourage expansion of the region as a leisure destination
- Establish relations with top freight forwarders in the Southeast
- Identify and develop new business partnerships
- Provide opportunities for District employees to serve in community leadership positions
- Build local/diverse talent through partnerships with schools, awareness of career opportunities, and enhanced community relationships



GSP Then & Now



Flight Metrics

↑ 44%	Nonstop Destinations	↑ 10%	Passengers	↑ 9%	Cargo Volume
2019	2024	2019	2024	2019	2024
18	26	2.61	2.88	57,309	62,340
cities	cities	million	million	tons	tons



Impact Metrics

↑ 61%	Economic Impact	↑ 64%	Jobs	↑ 0.2%	Customer Satisfaction
2018	2024	2018	2024	2020	2024
\$2.9	\$4.67	14,817	24,309	92.4%	92.6%
billion	billion	jobs	jobs		



Financial Metrics

↑ 73%	Operating Income*	↑ 78%	Operating Revenue	↑ 79%	Operating Expenses*
FY 2020	FY 2025 Budget	FY 2020	FY 2025 Budget	FY 2020	FY 2025 Budget
\$11.3	\$19.6	\$40.6	\$72.2	\$29.3	\$52.6
million	million	million	million	million	million

Fiscal Year runs July to June

*excluding depreciation



gspairport.com



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