



SOUTH CAROLINA AERONAUTICS COMMISSION

ACCOUNTABILITY REPORT

FISCAL YEAR 2011-2012

Agency: South Carolina Aeronautics Commission
Submitted: Monday, September 17, 2012
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SECTION I EXECUTIVE SUMMARY

- **Mission & Values**

The South Carolina Aeronautics Commission (SCAC) oversees the safety and development of the state's public use airports and provides safe air transportation for state government, legislators, constitutional officers, and business prospects. The Commissioners, leadership, and staff of SCAC are committed to the mission of this agency and strive to enhance the quality of life and insure aviation safety for all South Carolinians.

Mission Statement: Fostering air commerce by overseeing the safety and development of the state's public use airports and providing safe, reliable air transportation for state government and business prospects.

- **Major Achievements**

- Administered and financially participated in 27 state funded Capital Improvement Projects (CIP's) grants totaling \$1,224,310. Twenty-two of the CIP's qualified for 95 percent federal funding receiving \$21,817,679 in federal funds. The remaining five CIP's received 60 percent funding from SCAC and were matched with 40 percent funding from the airport owner. All CIP's met their project planning budgets.
- For the past two years, SCAC has administered seven state sponsored federally funded fencing projects at various airports in South Carolina. SCAC administers the project development from design to construction, including associated engineering management. The Federal Aviation Administration (FAA) granted \$3,082,618 for 95 percent of the project development costs including construction. All but two of the seven projects are underway or completed at this time.
- Two additional federal grants were issued to SCAC in FY 2011/12. One to update the state system plan study for land use, zoning and approach control report for all South Carolina airports in the National Plan of Integrated Airport System (NPIAS) and to acquire land for airfield development (two parcels for 32 acres at Allendale County Airport in Allendale, South Carolina in the amount of \$346,927. A second to install perimeter security fencing at Kershaw County Airport in the amount of \$413,302. Both of these projects are underway.
- Published 2012 Aeronautical Charts and South Carolina Airport Directory and Pilot's Guides and distributed them at no charge to airports and individuals upon requests.
- Inspected all 60 general aviation public use airports to insure they maintain state and FAA safety standards.
- Provided professional, cost effective, and safe air transportation for the Governor, Constitutional Officers, state agencies, educational institutions, and business prospects.

- SCAC completed a redesign of the current website www.scaeronautics.com. This included a complete overhaul of the current user interface and it added a new interactive GIS mapping application that allows the end user to access all airport information, electrical study data, pavement study data, aerial photography, topography maps, and airport diagrams.
 - Rewrote and updated SC Code of Laws-Title 55 and presented the code to 2012 General Assembly. The General Assembly passed Title 55 and Governor Haley signed it June 18, 2012.
- **Key Strategic Goals**
 - Create Strategic Plan for aviation infrastructure development and to promote and enhance continuing aviation education programs such as summer camp for high school students, aviation art and industry support service
 - Pursue Memorandums of Understanding with other state agencies for use of SCAC aircraft
 - Continue to pursue state sponsorships of FAA state apportionment funds
 - Conduct an airport land use inventory of surrounding airport properties to determine height restriction and land use controls
 - Hold the second annual summer aviation science camp for high school students
- **Key Strategic Challenges**
 - Minimum funding allocation for past three years
 - Funding issues have limited the ability to hire and/or replace staff due to attrition
 - Seventy percent of staff are eligible for retirement
- **How the Accountability Report Improves Organizational Performance**
 - Involvement by individual staff creates self-evaluation of goals and achievements
 - Allows for evaluation of agency's accomplishments and failures especially in areas of achievement of agency's stated goals
 - Provides format for review to make improvements to processes and procedures, which will give better customer service and agency efficiency

SECTION II ORGANIZATIONAL PROFILE

1. Main Product & Services

SCAC consists of a staff of ten full-time employees including one contract employee, four part-time contract pilots and one part-time employee, and a seven member Commission that provides policy guidance and oversight. The Commission will expand to eight members when the new seventh district appoints their first member to the Commission in 2013.

SCAC has two departments: Flight Operations and Airport Development who report to the program manager and the program manager and finance/office manager report to the executive director. The executive director reports to the Commission. SCAC maintains two state aircraft utilized for state business. Flight Operations provides safe, reliable, and cost effective air transportation with timely response to assist in achieving the division's mission and goals by providing air transportation to the Governor, constitutional officers, state agencies, educational institutions, and other state leaders on state business and to business prospects. To date, SCAC has flown over 78 years and approximately 91,400 hours without an accident. Chief pilot attends flight training annually for recertification and employs qualified contract pilots. The chief pilot has fifteen years of experience and 5,700 flight hours.

The King Air 350 can comfortably seat up to nine passengers and cruise at 340 miles per hour. All locations in South Carolina can be reached from Columbia in 40 minutes or less. The King Air C90 can comfortably seat up to seven passengers. Flights on these aircraft provide travel flexibility and mobility with access to locations not served by commercial airlines, utilization of private airtime to prepare for meetings and hold private conferences, indirect cost savings by efficient use of time and no overnight expenses, hassle free boarding with no long lines and cost savings especially when three or more persons are traveling. Flights on the King Airs are scheduled on a first come/first serve basis. The cost is \$1,250 per hour for the King Air 350 and \$850 per hour for the King Air C90.

Aircraft Maintenance provides regular maintenance as well as any other maintenance needs for the King Air 350 and the King Air C90 aircraft. In addition, Aircraft Maintenance provides maintenance for the DNR's three aircraft and the Civil Air Patrol (CAP) aircraft at a rate of \$55 per hour and fuel for state owned aircraft. The Chief mechanic holds an FAA Airframe & Powerplant License, FAA Inspectors Authorization, and Beechcraft Master Mechanics Certification. Both mechanics take retraining annually for recertification.

The administrative office consists of the executive director, program manager and the finance/office manager. The executive director serves at the pleasure of the Commission. The executive director works with the Commission and the State Budget & Control Board (B&CB) to establish budgets and control costs for SCAC.

The executive director works with the FAA, airport sponsors, customers, legislators, community leaders and regulatory agencies regarding grants; security and development of the state airports system.

The program manager serves as second-in-command of SCAC as well as direct report for Flight and Airport Development. As second-in-command to the director, he works closely with the director to control the budget and oversee daily operations and costs. He works closely with employees in all areas to support the mission of SCAC. The program manager works with the staff to ensure all duties are performed in a timely and accurate manner and that excellent customer service is given at all times. The program manager is responsible for all special projects and programs at SCAC such as the Aviation Education Summer Camp. He also serves as liaison to the South Carolina Aviation Association (SCAA).

The finance/office manager provides administrative support to the executive director, the program manager, the Commission, Flight and Airport Development; takes minutes of the Commission meetings as recording secretary and ensures that postings of the Commission meetings are made at least 24 hours prior to the meetings for the media and the public and posts the approved minutes on the SCAC website following each meeting. These postings are to meet freedom of information requirements. The finance/office manager is trained on the South Carolina Enterprise Information System (SCEIS) for accounts payable, accounts receivable, grants management, human resources, and receives and records all incoming checks for SCAC. In addition, invoices are prepared and submitted for payment. Administrative labor charges are prepared for submittal against FAA grants along with preparing SCEIS reports as needed and necessary for grants reconcilements. Encumbrance reports, accounts receivable aging reports and other reports are prepared as needed to maintain balanced financial records. The finance/office manager also functions as administrative and human resources manager for SCAC. The finance/office manager attends ongoing SCEIS training courses throughout the year.

The administrative office maintains the budget and provides administrative support to the Commission, Airport Development, and Flight Operations

Airport Planning, Engineering and Maintenance

Airport Development is responsible for the administration of the state aviation fund and the oversight and development of the 60 public use airports. Airport Development and the executive director work closely with the FAA Southern Regional Airport District Office (ADO) to administer millions of dollars of federal grants each year. The airport development staff enhances its productivity and management efficiency using computerized automated tools and software programs. One of these products is the *South Carolina Comprehensive Aviation Information Reporting System (SC-CAIRS)*; which received the 2001 National Association of State Aviation Officials (NASAO), "Most Innovative State Program Award". Using

"off-the-shelf" software, and an array of airport development applications, SC-CAIRS can assist airport management in planning and engineering the state-wide aviation network. SC-CAIRS has been greatly enhanced in FY11/12 with additional new software applications and interactive programs for sponsors and users. SCAC also partners with other state agencies using memorandums-of-agreement, such as the University of South Carolina, Department of Transportation, the State Emergency Preparedness Division, State Fire Academy, Department of Corrections, the National Disaster Medical Center (NDMC)/Federal Coordinating Center, and the Department of Natural Resources (DNR) to enhance aviation support services in South Carolina. Airport Development provides the airport inspection program, the airport capital improvement programs for state and federal grants, aviation planning, design engineering services, airport pavement maintenance and airfield marking programs, which include varmint and vegetation control programs.

The Airport Development services include the airport safety inspection program; the airport capital improvement programs for state and federal grants; limited airport maintenance assistance and airport planning services to assist airport owners in airport standards, codes and regulations. The staff provides advice to airport owners, operators and aviation consultants regarding federal, state and local minimum airport design standards, environmental requirements and operational fundamentals. These are essential to the maintenance of a safe and efficient state aviation system.

Airport Safety Inspections – These inspections are conducted to comply with federal requirements. The inspections cover two main areas – airport activity and airport safety particularly with regard to ensuring the approaches to the airport are safe according to established criteria.

Airport Capital Improvement Programs – Assistance is provided to the airports in the state for the planning and design of facility improvements. Construction plans and planning documents are reviewed with respect to approved airport planning, facilities, geometrics and design guidelines. Working closely with the FAA, needed airport improvements are categorized and prioritized to optimize the potential of receiving federal grant funding. Some of these projects, primarily small projects at low activity airports, are developed by the staff of the SCAC for bidding and construction. Assuring that the state matching share is provided to all eligible airport improvement projects including projects with no federal funding is a service provided in this category.

Airport Maintenance - Provides limited non-construction airport pavement maintenance (crack-sealing and pavement rejuvenation), airfield marking programs, fire ant control, pavement vegetation control, fence-line treatment, and weed/grass control programs. On an annual basis, the Airport Development staff attends training and conferences offered by the state and the FAA to maintain certifications and expertise.

Statewide Aviation System Planning – System planning generally involves looking at general or specific areas relating to the operation of the airports and fulfillment of national, state and local objectives/goals for the airport development and the role of the airport from local and statewide viewpoints. In the past, statewide studies of airfield pavement conditions, statewide aviation system studies, economic impact, aerial airport and approach mapping studies have been some of the planning efforts undertaken by the agency. Currently underway is an inventory of local controls to assure safe approaches and public safety around airports.

SCAC owns and maintains 28 automated weather observations systems (AWOS) and fifteen ground communication systems (GCOs) that are under maintenance contracts administered by SCAC.

2. Key Customers

Key External Customers	State Agencies	Gov's Office	General Assembly	Local Gov County/Muni	Gen Aviation Airports	Commercial Service Airports	Aviation Associations
I. FLIGHT OPERATIONS	X	X	X				
Flight Maintenance	X						
II. AIRPORT DEVELOPMENT							
Safety Inspections State Sponsored						X	
FAA Grants						X	
State Capital Improvement Grants						X	X
Airfield Maintenance Programs				X			
Airport Planning				X		X	X
Airport Zoning & Land Use Control				X		X	X
SC Aeronautical Charts & Pilots Guides	X			X		X	X
Airport Engineering				X		X	X

3. Key Stakeholders

The Commission was established in 2004 to assist the Secretary of Commerce (the Secretary) in the operation of and to oversee the Aeronautics Division and to insure that no purchase or sale of any SCAC asset be made without the approval of the Commission and the Secretary. The Commission consists of one commissioner from each of the six congressional districts and one at-large member appointed by the Governor. With the 2009 census completion, the Commission will expand since the state will add another district and will become a Commission of eight. The at-large member serves as Chairman. The executive director of SCAC is nominated by the Commission, appointed by the Governor, and reports to the Commission.

South Carolina Aeronautics Commission



Delphin A. Gantt, Jr., Chairman
At-Large Appointed by Governor



Robert E. Walker
District 4

VACANT

District 1



Barry G. Avent
District 5



Frank W. Young, M. D.
District 2



Dennis L. Dabney, CPA
Secretary & District 6



Ira E. "Bud" Coward II
Vice-Chair & District 3



Paul G. Werts
Executive Director

4. Key Suppliers & Partners

- Key partners in aviation are the FAA and the FAA-Atlanta District Office (ADO) for grant awards and grants administration with requirements for adherence to all FAA standards and regulations associated with said grants.
- FAA Flight Procedures administers survey data for procedure development, survey data consists of obstacle information, ground control points and plan-metrics for establishing charts.
- FAA Columbia Flight Standards District Office for pilot and aircraft airworthy data and education promotion service.
- National aviation associations such as the National Association of State Aviation Officials (NASAO), the National Business Aviation Association (NBAA), and the Aircraft Owners and Pilots Association (AOPA) are organizations SCAC works closely with in regard to national legislation, flight safety, and general aviation industry updates and trends.
- State partners in aviation are airport advisory committees, municipal and county airport commissions and members, SCAA, the Army National Guard/Adjutant General's Office, the Celebrate Freedom Foundation (CFF), South Carolina Wing CAP, South Carolina Aviation Safety Council (SCASC), and other aviation program members.
- SCAC is closely associated with SCAA in that the Commission awards a grant each year to benefit aviation education programs, airport safety and maintenance programs, and the Palmetto Aviation Quarterly Newsletter. The FY 11/12 grant was in the amount of \$82,000.
- The SCAA sponsors a state conference for networking and training that has an approximate attendance of 350.
- The SCAC has partnered with the SCAA to support the South Carolina Aviation Hall of Fame since it was established in 1991. The Aviation Hall of Fame recognizes those that exemplify leadership in the aviation community or those that have pioneered and made significant contributions to the development, advancement, or promotion of aviation. These recipients are either aviators in South Carolina or have close ties to the aviation community in the state. The SCAC provides a grant each year to the SCAA earmarked for the Aviation Hall of Fame. In FY 11/12 the grant for the Aviation Hall of Fame was \$1,000.
- SCAC has a Memorandum of Agreement (MOA) with the South Carolina Department of Health and Environmental Control, Region 3 (DHEC). This agreement is for the purpose of providing facilities for use by the Strategic National Stockpile (SNS) program in South Carolina.
- SCAC has a MOA with Moncrieff Army Community Hospital, National Disaster Medical Services (NDMS) Federal Coordinating Center as a patient reception area. The NDMS includes supplemental medical services deployable to a disaster site; a patient evacuation system; and per-identified, volunteer, non-federal hospitals to provide definitive medical care. SCAC is identified as a Patient

Reception Area for this function. Mock exercise events have been held at the SCAC facility for the last three years.

- SCAC has a service agreement with the University of South Carolina (USC), University Technology Services for data processing services. This contract pricing is based on a personnel services hourly rate of \$75 per hour not to exceed \$30,000 for information technology programming and website maintenance.
- SCAC has an agreement for services with the B&CB, Division of State Information Technology for network service support at a cost of approximately \$53,620.
- SCAC has a four year agreement with Ontario Investments for Dell desktop support in the amount of \$4,600, annually.
- SCAC partners with the Office of the Governor as a member of the South Carolina Emergency Response Team along with other personnel and agencies that comprise the South Carolina Emergency Operations Plan (SCEOP). The SCEOP provides for the deployment of state assets either by a specific state agency in isolated incidents or through the plan's Emergency Support Functions (ESFs) concept of operations. SCAC is in charge of initiating Temporary Flight Restrictions (TFRs) and coordinating the assets under the control of SCAC into the TFR. This key role play in assisting the other members in the SCEOP is essential to the success of managing the state's aviation assets in the event of an emergency.
- SCAC leases a building located on its premises at 2601 Airport Boulevard, West Columbia, South Carolina to the South Carolina Army National Guard and space in its Quonset hangar for their airplane and equipment for a total annual rent of \$65,412 paid in monthly installments.
- SCAC has an Airport Inspection Services Contract with *Southern Illinois University Carbondale (SIUC)*, a body politic and corporation of the State of Illinois. The FAA provided a grant to GCR & Associate (GCR) for the collection of airport safety data for the Airport Master Record and SIUC and GCR entered into a contract in which SIUC agreed to process contracts with each individual state and states are required to inspect a certain percentage of its airports each year and SIUC is assisting in dispersing funds for such inspections. South Carolina is one of the states with such a contract that reimburses the state for inspections not to exceed nineteen airports and the state will be reimbursed in the amount of \$550 for each airport inspection. The total contract amount is \$10,450.
- SCAC has a Vegetation Management Control Contract with NaturChem in the amount of \$225,000.
- SCAC has established a three year Disadvantaged Business Enterprise (DBE) program with US Department of Transportation Civil Rights Division and a small business program.
- An airport land use inventory collection is being conducted of surrounding airport properties to determine if height restriction and land use controls are being implemented per federal and state regulations. A federal grant was established to assist county and city planning divisions in pursuit of developing maps,

researching land easements and deeds, and to evaluate if deed restrictions are exclusively written to control aviation hazards.

5. Operating Locations

SCAC is located at 2553 Airport Boulevard, West Columbia, South Carolina 29170 on the Columbia Metropolitan Airport campus. SCAC leases 16.97 acres from Columbia Metropolitan Airport Authority and the lease holding includes the hangar, the hangar/office, which is part of the main facility that houses the SCAC offices on the second floor. SCAC owns an administration building which is leased to the Air National Guard along with other smaller storage and maintenance buildings located on the property. SCAC also holds the lease on the CAP building located on 3.83 acres in Lexington County close to Columbia Metropolitan Airport.

6. Number of Employees by Category - (see #9-Organization Chart)

7. Regulatory Environment

- SCAC operates under the rules and regulations of the South Carolina Code of Laws, Title 55. SCAC is required to follow Rules and Regulations/Terms and Conditions as outlined in accepting airport improvement program grants outlined in the FAA grant agreements and FAA orders.
- SCAC issues grants to airport sponsors and each grant award outlines sponsor assurances pertaining to airport and aviation operational standards.
- SCAC airport inspections are performed to FAA standards and regulations. Documentation is forwarded to the FAA for grant assurance reinforcement action.
- Aircraft usage and operating cost of the King Air 350 and the King Air C90 are posted on the SCAC website under the Flight Department tab.
- Maintenance records on the King Air 350 and the King Air C90 are maintained in the office of the chief mechanic for review upon request by the FAA Flight Standards District Office.
- SCAC is located on the Columbia Metropolitan Airport and is subject to all Transportation Security Administration (TSA), Columbia Metropolitan Airport, and U.S. Department of Homeland Security rules and regulations governing national airport security.

8. Performance Improvement Systems

SCAC operates under the rules and regulations of the South Carolina Code of Laws, Title 55. A major rewrite and update of Title 55 was passed during the 2012 South Carolina General Assembly session, and it's signing into law by Governor Haley on June 18, 2012. Title 55 addresses statewide regulations concerning counties and municipalities and their responsibilities to maintain their airports to safety and zoning

standards. SCAC worked in partnership with the South Carolina Municipal Association and the South Carolina Association of Counties to accomplish acceptable federal regulated standards.

Continuing education is a key component to staff performance. Employees are well trained in their areas of expertise to ensure quality work throughout the organization. Therefore, staff members attend conferences and continuing education classes in their chosen fields on an annual basis. The executive director attends the FAA annual conference, the NASAO conference, and is the director of the Southern Region for NASAO. The financial manager attends SCEIS classes on a quarterly, semi-annual, and annual basis. The Airport Development staff attends FAA seminars on a variety of subjects pertaining to grants and airport administration; airport safety conferences; and other conferences and seminars in their field(s) to stay current on issues necessary to perform their jobs effectively and efficiently. The chief pilot and four part-time pilots for SCAC maintain FAA flight currency throughout the year as needed. The chief pilot attends an annual one week training course at the SimCom Training Center in Orlando, Florida. The SCAC aircraft mechanics are FAA certificated and possess IA certificates and both have recurring training on an annual basis.

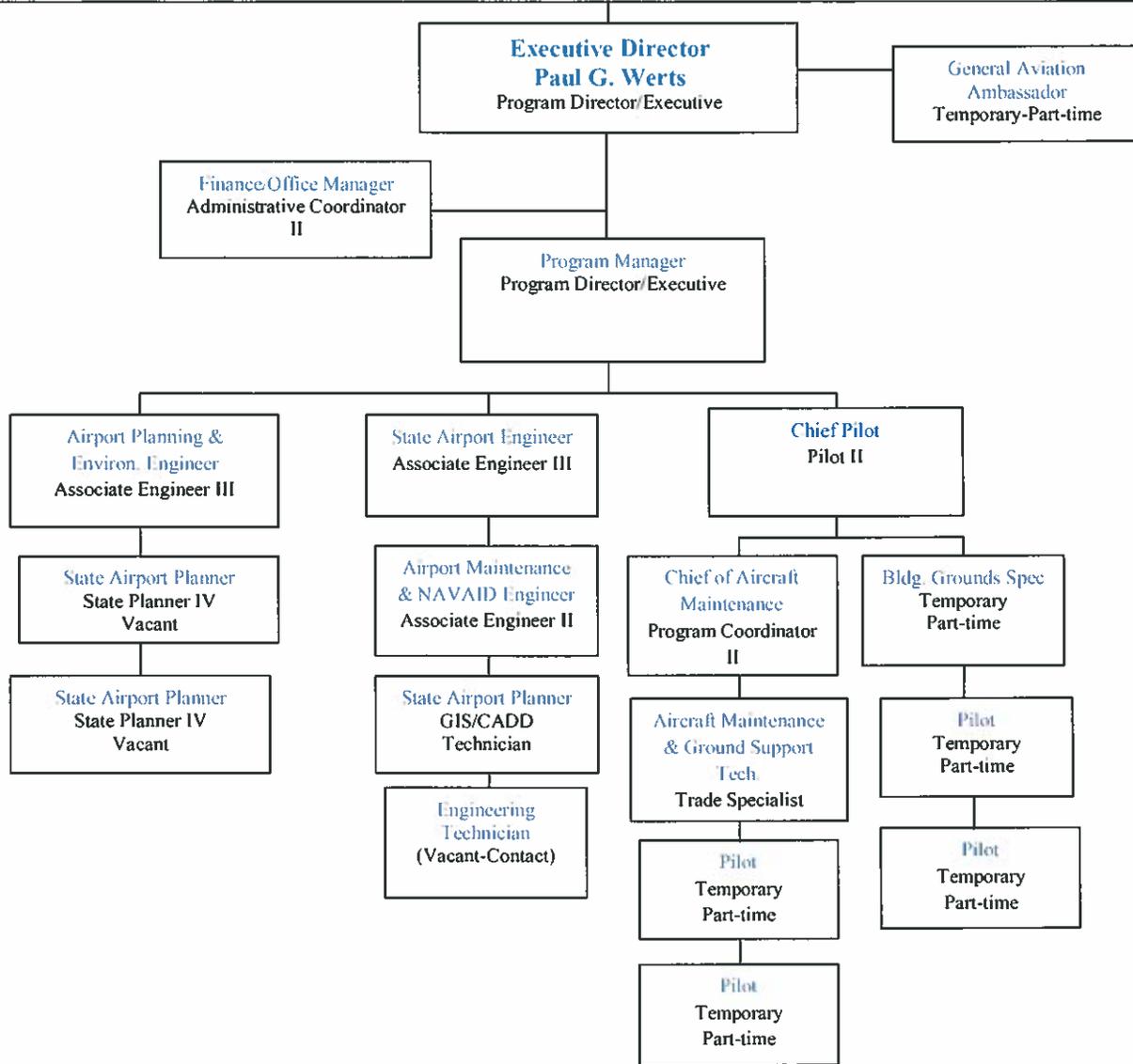
SCAC redesigned its current website www.scaeronautics.com. This included a complete overhaul of the current user interface and it added a new interactive Geographic Information System (GIS) mapping application allowing end users to access airport information, electrical study data, pavement study data, aerial photography, topography maps, and airport diagrams. In addition, SCAC meets all the Governmental Transparency Act proviso's by posting all required materials on its website within 24 hours of all flights and posting all Commission meeting dates at least 24 hours in advance.

Fees and fines and other operating expense disbursements are posted as required by state law.

SCAC also implemented a new internal GIS database. Ground Positioning System (GPS) devices loaded with GIS software track asset changes and locate new assets. The system will help SCAC to better manage the lifespan of current assets and allow more efficient decisions when it comes to capital improvement projects.

9. Organizational Structure

SOUTH CAROLINA AERONAUTICS COMMISSION
ORGANIZATIONAL CHART
 (2553 Airport Blvd., West Columbia, SC)



10.

Base Budget Expenditures and Appropriations

Major Budget Categories	10-11 Actual Expenditures		11-12 Actual Expenditures		12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Services	\$662,934	\$381,421	\$640,003	\$410,323	\$1,040,368	\$627,934
Other Operating	\$2,365,909	\$73,397	\$1,364,534	\$9	\$2,098,202	\$286,106
Special Items	\$0	\$0	\$0	\$0	\$0	\$0
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Debt Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$619,742	\$0	\$1,788,342	\$0	\$2,465,000	\$0
Fringe Benefits	\$180,732	\$115,493	\$184,470	\$131,457	\$284,826	\$177,421
Non-recurring	\$214,151	\$214,151	\$954,770	\$354,770	\$0	\$0
Total	\$4,043,468	\$784,462	\$5,932,119	\$896,559	\$5,888,396	\$1,091,461

Other Expenditures

Sources of Funds	10-11 Actual Expenditures	11-12 Actual Expenditures
Supplemental Bills	\$337,221	\$500,000
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

10. Major Programs

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures	FY 11-12 Budget Expenditures	Key Cross References for Financial Results*
I. Aeronautics	To assist state airports with development and grants and to support state aircraft with maintenance and flight operations.	State: 784,462.00 Federal: 730,910.00 Other: 2,528,096.00 Total: 4,043,468.00 % of Total Budget: 100%	State: 896,559.00 Federal: 1,926,667.00 Other: 3,108,893.00 Total: 5,932,119.00 % of Total Budget: 100%	

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	State:	0.00	State:	0.00
	Federal:	0.00	Federal:	0.00
	Other:	0.00	Other:	0.00
	Total:	0.00	Total:	0.00
	% of Total Budget:	0%	% of Total Budget:	0%

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

SECTION III

Category 1 – Senior Leadership, Governance, and Social Responsibility

Senior Leadership

The SCAC executive director has an open door policy and encourages open communication throughout the organization and with customers.

- Phone calls and emails are responded to within 24 hours.
- Staff members turn in time sheets weekly on their activities to track their time spent individually on FAA grant projects.
- Commission meetings are held monthly during the legislative session and every other month thereafter. The meeting date(s) and time are announced to the public and media at least 24 hours prior to the meetings. The executive director presents financial and budgetary reports to the Commission along with airport projects for approval for FAA and/or state grants – other items presented include the minutes of the prior meeting for approval, the Open Grants Report, Flight Operations Report and other reports deemed appropriate.
- The executive director sends weekly and/or daily emails if activities require an update to the Chairman and Commissioners on activities at SCAC.

Governance

SCAC is governed by the Code of Laws as presented in Title 55 and by portions of Budget Provisos Parts 80 and 60. Title 55 puts Aeronautics under the B&CB, 89.110 concerns accounting transparency, 89.140 allows budget flexibility, and 89.25 pertains to the use of aircraft. Other incidental Part 80's pertain to government administration indirectly related to SCAC. Part 68 provisos specifically address the budget regulations of SCAC. These provisos give governmental directions of accountability and management for direct and indirect operational control of SCAC.

SCAC is very cognizant of governance issues, and follows all rules and regulations outlined in the FAA rules and regulations as presented with all grant acceptances as previously outlined. SCAC is required to follow the laws as outlined in South Carolina Code of Laws, Title 55.

SCAC was part of the Legislative Audit Council Review of State Air Travel in February 2010: A Review of the Use of State Aircraft and the Purchase of Commercial Airline Tickets. The audit included the South Carolina Law Enforcement Division (SLED), and DNR. The audit findings were that SCAC

handled flight policies and procedures with reference to flight logs and manifest appropriately.

In order to meet Government Transparency Act requirements, SCAC posts the following items on its website www.scaeronautics.com on a continuing basis:

- Proviso 89.125 Revenue Data report
- Advertisements and Awards (when appropriate)
- Meeting dates for upcoming Commission meetings with time and location (also postings are placed on the B&CB site for meeting notices at a minimum of 24 hours prior to the meeting) along with a draft agenda of the upcoming meeting
- Listing of SCAC members with contact information
- SCAC minutes of meetings within three working days after approval
- Flight logs and flight manifests within 24 hours following the flight
- GIS interactive data bases
- Airport imagery
- Flight usage and costs records
- Airports System Plan (dynamic/interactive)
- South Carolina Airport Investment Financial Model (dynamic/interactive)
- South Carolina enplanements and deplanements for the six commercial service airports (passengers, mail, and freight)
- Operations data for major hub airports
- FAA grant history
- Airfield physical characteristics and strategic data
- Bank of America purchase card postings
- FY2012 SCAC revenues
- Accountability Report (current)
- Database of tower counts for major hub airports

Social Responsibility

SCAC serves as the primary liaison for Emergency Air Operation Services by way of coordinating air operation services associated within the South Carolina Air Branch (Air Branch). The Air Branch was formed to provide coordination of air assets and airspace during an emergency. The Air Branch is responsible for planning and managing all flight tasks in support of the State Emergency Operations Center (SEOC). Under a declared State of Emergency, the SEOC will be responsible for the overall response, but the performance of the Air Branch, and its effective allocation of air assets, will be critical to the overall success of the emergency response. Aircraft and aircrews are a critical component of the Air Branch mission. Thus, the Air Branch is composed of aviation personnel provided by the SCAC, military, law enforcement, executive branch aviation agencies, CAP, and the Department of Defense. With cooperation from all

agencies that operate state-owned aircraft, the Air Branch will match missions to specific agencies who are best suited for a particular mission. Each agency will retain full control of their aircraft and crews, but the Air Branch will coordinate access into any Temporary Flight Restrictions (TFRs) and assign missions to cooperating agencies as directed by SEOC Operations personnel in support of the emergency response. SCAC responsibilities include but are not limited to:

- Provide facility, working space, and equipment for Air Branch operations.
- Identify, train, and assign SCAC personnel to manage Air Branch operations, maintain contact with ESF-1, and prepare to execute missions during activation and staff Air Branch when activated.
- Maintain database of all aviation assets.
- Identify and maintain lists of all public and private airports, heliports and hospital helistop data to include location, elevation, navigation and communication aids, runways, aircraft size, and weight limitations, fuel availability, and owner/operator point of contact.
- Evaluate and coordinate requests for TFRs with the FAA.
- Manage the sourcing, scheduling, flight monitoring and post-flight reporting of all scheduled Air Branch missions.
- Act as liaison among aviation resource agencies.
- Coordinate/liasion with county and municipal government aircraft owners/operators for potential augmentation of Air Branch activities.
- Coordinate/liasion with county and municipal airport owners/operators for support of flight operations, aircraft parking and staging, loading/unloading, and fuel support.

Social Responsibility – Additional Items:

- On October 29, 2011, SCAC's King Air 350, made an appearance as a static display at the first annual SE Aviation Expo held at the Greenville Downtown Airport. The event was planned and implemented by the SCAA, and was held to showcase aviation products and services. The event also included educational sessions for people interested in aviation, certified pilots and mechanics, aviation safety, and provided an opportunity for the President of the AOPA to present an industry update to the attendees. Over 1,000 people attended and were exposed to exhibitors, static aircraft, and educational sessions. The expo also included aviation schools which were able to speak with prospective students about the industry and the job possibilities available in aviation.
- On May 24, 2012, SCAC in conjunction with Horry County Department of Airports held the Aircraft Maintenance Technicians Day event at the Pittsburgh Institute of Aeronautics facility Myrtle Beach International Airport Campus. Aircraft maintenance technicians from across South

Carolina came to Myrtle Beach on May 24th, the day set aside by the General Assembly to honor Charles Taylor, the first aircraft mechanic in powered flight. A local recipient was awarded the Charles Taylor Master Mechanic Award in recognition of a lifetime accomplishment as a master mechanic.

- SCAC hangar complex is used for aviation community events, such as honoring US veterans, aircraft static events and student education.
- The SCAC hangar is designated by Columbia Metropolitan Airport to be used for the Diversion and Pandemic Operation Plan. The plan calls for the SCAC facility to be used as a last resort for passengers if a pandemic diversion incident should become necessary. Columbia Metropolitan Airport would need to disembark all passengers and then screen them before they could be boarded on flights to depart the area after a diversion.
- SCAC provides at no charge, the *South Carolina Aeronautical Chart* and the *South Carolina Airport Directory and Pilot's Guide* to airports, sponsors, pilots, state and national aviation organizations, and other state aviation agencies. The charts and directories are printed for distribution annually.
- SCAC provides efficient and effective air transportation to state leaders both in an executive capacity and for emergencies.

Category 2 – Strategic Plan

SCAC is comprised of six commissioners representing each congressional district and an at-large member appointed by the Governor who serves as chairman. The Commission will be expanded to include a commissioner from the seventh district when that district delegation is established during the 2013 legislative session. SCAC is an extension of the B&CB, chartered with the promotion and fostering of air commerce, providing financial grant assistance, assisting in aviation flight safety, and providing air transportation services to state government officials.

SCAC staff makeup two departments: Administration/Airport Development and Flight Operations/Flight Maintenance. The administrative staff functions in crossover capacities in the flight and airport development areas to add strength to the organization. The B&CB provides internal operational support services, assisting in the financial and human resources areas. The SCAC staff has tremendous aviation experience due in part to the staff's intellectual abilities and on-the-job experience. Since SCAC consists of an array of statutory regulations and a broad area of aviation expertise, hiring trainees to learn programs and processes is extremely limited. Due to funding limitations, hiring professional personnel limits the organization tier system for staff to move up inside the organization. Below are listed new positions that need to be filled along with responsibilities within the positions and the organizational formatting for the department.

Administration

Finance and Grants Manager – Position requires a Business Associates degree in accounting and administration. Individual reports to the executive director and must possess knowledge of SCEIS, which includes all aspects of the operating system that enables both reporting and financial accountability. Must have capability of coordinating audits and be responsible for the inventory, and internal financial accounting. Responsible for financial accounts, grants, receivables, payables, and procurement services, contracts and materials management and purchasing card policies and procedures.

Airport Development

State Airport Engineer- (Currently a contract employee to become a full time position in FY12/13) – This individual is a licensed registered professional engineer with the State of South Carolina. Reports to the aviation program manager concerning airport development issues and must have the knowledge to develop airport plans, specifications, and contract documents. Responsible for reviewing state financial assisted projects. Executes construction management and project inspection services, and oversees capital improvement projects both internal with the SCAC organization and external for state financial assisted projects provided to an airport sponsor.

State Senior Airport Planner –Accredited planner by the American Institute of Certified Planners. Responsible for implementing and monitoring airport land use controls. Responsible for developing, coordinating, and monitoring land use maps. Assist in obstacle evaluation, review and approve airport master plans and airport layout plans. Create such studies as directed by the state airport engineer.

Category 3 – Customer Focus

SCAC's key customers are the 54 general aviation airports and six commercial service airports in South Carolina. SCAC provides state and FAA grants for airport improvements, maintenance grants projects consisting of runway painting and marking, fire ant control, concrete or asphalt paving, asphalt rejuvenation, navigation equipment, and vegetation control. Other main customers are the aviation community in South Carolina who utilize our airports as customers and pilots. It is our job to be sure that our airports are safe for the flying public and the pilots who utilize them.

SCAC's state airport planner conducts an onsite airport safety inspection of all 54 general aviation airports on an annual basis. These inspections are updated in SC-CAIRS by the state airport planner; and letters outlining the finding of the inspection are sent to the airport sponsor with a copy to the FAA-ADO, the executive director, and the Commissioner for the district in which the airport is located.

Airport related information is depicted in the 2010 Airport System Plan and placed on our website www.scaeronautics.com. This interactive site has information on each of the state's public and private airports, airport GIS layouts of the airport corresponding statistics, diagrams, drawings, airport layout plan and contact information. Included in the system plan is a twenty year forecast of aviation activity of public use airports. A trend line forecast methodology is applied to each airport using existing data from the FAA, SCAC, and the individual airports. This methodology provides a macro-level analysis of the aviation activity that could reasonably be expected over the next twenty years. Data sources consist of using the enplanement and enplanement records; airport operations; based aircraft information; weather stations; FAA grant history records; airport IFR movement list; aircraft traffic counts; and other aviation related information needed by airport sponsors, the FAA, and other aviation professionals. This information is available through our website. SC-CAIRS is the internal system that is utilized to maintain all of the state aviation and airport information. Information on each airport includes an aerial photograph for procedure development; GIS/CAD layouts; statistics about runway length, width and strength, approach criteria, navigational lighting, and approach safety zones; an airport layout plan; and contact information. Airport information is updated on an ongoing basis – striving for accuracy and immediateness in delivery. The information in SC-CAIRS is utilized for the publication of the Aeronautical Chart and the South Carolina Airport Directory and Pilots Guide each year as well as to keep the information on the website up to date for our primary customers – airport sponsors and the aviation community.

Flight Operations furnishes transportation to the Governor, constitutional officers, and General Assembly members, members of state boards, commissions, and other state agencies and their invitees for official business only. No member of the General Assembly, no member of a state board, commission, or committee, and no state official shall use any aircraft of SCAC unless the member or official provides within twenty-four hours after the time of departure of the flight with the SCAC a sworn statement certifying and describing the official nature of his trip; and no member of the General Assembly, no member of a state board, commission or committee, and no state official shall be furnished air transportation by other than the SCAC, unless such agency prepares and maintains in its files a sworn statement from the highest ranking official of the agency certifying that the member's or state official's trip was in conjunction with the official business of the agency.

Flight Maintenance provides maintenance for DNR's three aircraft and this year added maintenance for the aircraft of CAP at a rate of \$55.00 per hour plus the cost of parts. Flight Maintenance has provided service on DNR aircraft for more than twenty years.

Airports System Plan

The South Carolina Airports System Plan (SCASP) was instituted to gain knowledge and understanding of the needs and requirements of South Carolina airports. The plan incorporates traditional aviation planning techniques that identify future air traffic demands and facility requirements to meet those demands. The strategic planning element allows SCAC to respond to changes in aviation and economic trends including emerging technologies, projected funding shortfalls, and shifting priorities. The SCASP provides a framework for developing economic impact projects in their local communities. The plan also offers long-range strategies to meet the future aviation needs of South Carolinians.

The goal of the SCASP is to provide guidelines for future system development and to satisfy aviation demands in a cost-effective feasible manner, while resolving aviation, environmental, and socio-economic issues of the state. The specific goals and objectives are:

- Inventory of the existing public use airport system
- Identification of each public use airport's role within the system
- Establish a system of project ranking in order of priority to support the allocation of limited state and federal funding
- Identification of system deficiencies
- Estimates of costs to implement the system
- Establishment of an easily updated plan

The South Carolina Economic Impact of Aviation outlines the strong relationship that exists between South Carolina's economy and aviation. The impact study quantifies the economic impacts and other benefits attributable to the state's airports and military airfields. The impact study states that aviation in South Carolina is:

- Essential to tourism
- Integral to everyone's quality of life
- Vital to business attraction and retention
- Important to local economic infrastructures
- Part of our national security system

SCAC will be utilizing these SCASP and the South Carolina Economic Impact of Aviation to assist with implementing a new FY 2012/13 Strategic Plan.

Category 4 – Measurements, Analysis, and Knowledge Management

The State System Plan incorporates a priority system that rates the airport projects according to specific criteria allowing for FAA and the SCAC to determine which projects should take priority as to need to assist with the grant approval process. As previously stated, the State System Plan is located on the SCAC website.

FAA and state grants are presented for approval to the Commission after being vetted by SCAC's executive director, program manager, and Airport Development staff before presentation to the Commission for approval. The executive director or program manager makes the presentation for approval for funding at the Commission meeting following submittal of the project request by the sponsor. Once grants are approved by the Commission, two original Grant Agreements, along with the grant assurances that adhere to the grant award are mailed for signature requesting one original mailed back to SCAC for the permanent files. Once an original executed grant agreement is on file, grant funds can be drawn with the proper documentation of expenditures. All documents for grants are kept on file at SCAC. In FY 11/12, all projects were underway with approved schedules.

All maintenance records and aircraft usage and costs records for the King Air 350 and King Air C90 are recorded by Aircraft Maintenance. The maintenance records are available for review by the FAA Flight Safety District Office and are inspected on an annual basis. The flight usage and cost records are posted on the SCAC website under the Flight Department heading. Both the mechanics attend annual training for currency.

The chief pilot and four part-time pilots for SCAC maintain their currencies throughout the year as required and the chief pilot attends a one week training course at the SimCom Training Center in Orlando, Florida, annually. The Flight Department for South Carolina has flown safely for over 78 years with no accidents.

The seven key members of the Airport Development workforce (executive director, program manager, finance manager, state airport engineer, associate airport engineer, airport maintenance & NAVAID engineer, and GIS/CAD Operator) as a group have worked in aviation for approximately 150 years. This group has the capacity to organize, engage, and manage all the elements needed to prepare an action plan to carry out the organization's mission and objectives in the creation of a viable strategic plan.

Airport Inspection Program

- Promotes and encourages airport safety through direct contact with airport management and through application of methods and techniques to improve safety conditions at airports.
- Accurately reports conditions at airports, bringing attention to unsafe conditions and motivating the airport management to correct deficiencies.
- Maintains a comprehensive agency airport data repository.
- Ensures that data is promulgated with a degree of accuracy and frequency consistent with the exercise of SCAC's responsibilities as outlined in FAA regulations and Title 55.
- Eliminates redundant collection and dissemination processes.
- Provides an efficient means for producing both recurring and one-time reports needed for management direction, program planning, and statistical analysis.
- Provides airport information to the public to satisfy their specific needs through aeronautical charts, airport directories, and the SCAC website.
- Airports are inspected annually and findings are provided to the airport sponsor, FAA-ADO, and entered into the SC CAIRS web system.

In all cases, airports are evaluated by the criteria set forth in FAA advisory circulars, which are maintained by the personnel of Airport Development. The specific guidelines for airport inspections are contained in FAA Order 5010.4, "Airport Safety Data Program," January 27, 1987 or any subsequent changes or revisions to this order.

Airport Planning Development and Approval Program

This program is designed to provide airport sponsors with insight, recommendations and approval of their efforts to develop planning, enhance safety, and to promote the growth of aviation, as well as to provide facilities with speedy and efficient movement of people and goods, and to promote the economic development for the well being and quality of life of citizens and visitors to their communities and South Carolina.

Category of Airports

- | | |
|-----------------|---|
| Public: | Any airport owned by a municipality, county, or authority and is open for use by the general public. This airport is eligible for state funds and must conform to FAA design standards and applicable requirements set forth by SCAC. |
| Private/Public: | Any airport owned by an individual or individuals, an estate, association, partnership, or corporation and is open for public use. This airport is not eligible for state funds; |

however, it is advised to conform to design standards as stated in FAA Advisory Circular 150/5300-13 and applicable requirements set forth by SCAC.

Private/Private: Any airport owned by an individual or individuals, an estate, association, partnership, or corporation and is not eligible for state funds. This airport is restricted to the owners use and their invited guests. Prior permission is needed to use this facility. It is advised that this airport conforms to design standards as stated in FAA Advisory Circular 150/5300-13 and applicable requirements set forth by SCAC. While not immune to inspection and continued design approval of the SCAC, this type of airport is considered to be of low priority in SCAC's area of responsibility.

Airport Zoning and Land Use Compatibility

All land surrounding public-owned airports in South Carolina, which are funded partially or wholly by the state, should be zoned by appropriate county, municipal, or regional authorities so as to conform to pertinent regulations of the FAA FAR Part 77, Objects Affecting Navigable Airspace, FAR Part 150, Airport Noise and Land Use Compatibility Planning. Regulations limit the height of objects around airports, land use within the 65 decimal noise level of the noise contour, and land uses in the runway protective zone, runway safety area, and runway object free area. Title 55 passed by the General Assembly and signed by the Governor on June 18, 2012 strengthens these zoning and land use regulations and will assist counties and municipalities in regulating these issues.

Airport Plan and Specification Submittal Process

Airport sponsors or their designee(s) submit accurate and detailed plans and specifications that have been produced or sponsored by a Registered Professional Engineer or Architect as required by the scope of the proposed airport improvement project. These plans and specifications must include an airport layout plan that will be approved and kept on file but submittal does not constitute any financial obligation by the state or SCAC.

The plans and specifications are submitted to SCAC for review. If all documentation is accurate and appropriate, the project is presented for funding request to the Commission for approval.

Process of Review and Acceptance of Construction Plans

All construction plans are reviewed for compliance with appropriate FAA design criteria. Any deviations or variations, if not previously approved are to be noted and cleared prior to acceptance. Acceptance of plans does not imply that the same is complete and accurate. Errors and/or omissions by the preparer of the plans are not the responsibility of SCAC.

Review of Specifications

Specifications shall be reviewed with respect to the following requirements:

- Adequacy of contract time
- Specification of non-standard or items not approved by the FAA
- Inclusion of all item specifications as compared to the bid items
- Affidavit of Non-Collusion
- Liquidated Damages to be assessed for contract time overruns resulting through the action(s) or inaction of the contractor
- Completeness of contract documents and adequacy of bid sheet

Acceptance of Plans and Specifications

After review, the sponsor shall be informed that either the plans or specifications have been accepted as adequate or will be accepted pending the resolution of exceptions and comments of SCAC and/or the FAA. Such exceptions and comments shall be in writing and in sufficient detail for full understanding of the corrective measures needed.

Provide Technical Assistance as Requested

SCAC will provide third party geotechnical testing services, and third party surveying assistance as requested by airport sponsors.

Category 5 – Workforce Focus

The SCAC workforce has served South Carolina's aviation community for many years. They attend seminars and training in their respective fields on an annual basis and maintain all professional licenses and certifications required to perform their duties. Continuing education is a key component to staff performance. Employees are well trained in their areas of expertise to ensure quality work performance throughout the organization. Staff members attend conferences, continuing education classes, work sessions, and seminars each year.

The executive director attends the FAA annual conference, the NASAO conference, and is the Director of the Southern Region for NASAO. The financial manager attends SCEIS classes on a quarterly, semi-annual, and annual basis. The Airport Development staff attends FAA seminars on a variety of subjects pertaining to grants and airport administration; airport safety conferences; and other conferences and seminars in their field(s) to stay current on issues necessary to perform their jobs effectively and efficiently.

The seven key members of the Airport Development workforce (executive director, program manager, finance manager, state airport engineer, associate airport engineer, airport maintenance & NAVAID engineer, and GIS/CAD Operator) as a group have over 150 years of cumulative experience in aviation engineering and planning. The main focus of Airport Development is to organize, engage, and manage all the elements needed to prepare an action plan to carry out the organization's mission and objectives in the creation of a viable strategic plan. In addition, they meet with key personnel at the state's 60 airports to assist them in planning their airport's needs.

In February of each year, the SCAA Annual Aviation Conference is held with an attendance of approximately 350 sponsors and members of the aviation community in attendance. The SCAC executive director gives an annual keynote address updating attendees on SCAC activities for the past year, and planned activities for the upcoming year. SCAC also has an exhibitor's booth at the conference. New annual aeronautical charts and airport directories are distributed along with other pertinent aviation information. Meetings are scheduled and held with FAA representatives and many airport sponsors to discuss upcoming airport projects around the state. SCAC maintains a corporate membership in SCAA, which permits all of the SCAC staff to be SCAA members. SCAC staff attends educational breakout sessions presented at the conference on various topics that impact the aviation community. In many cases, SCAC staffers are presenters for these breakout sessions due to their extensive airport and aviation knowledge. In February 2011, SCAC staff presented a session on the Statewide Electrical Study about the lessons learned from the study; where we go from here with the study, implementing system upgrades at some airports, and maintaining the information that was collected from the study.

SCAA also hold two other airport safety and aviation workshops during the year at which SCAC staff participates as both participants and as workshop leaders. These workshops are well attended by airport sponsors, pilots, and other aviation personnel.

The chief pilot and four part-time pilots for SCAC maintain their currencies throughout the year as required and the chief pilot attends a one week training course at the SimCom Training Center in Orlando, Florida, annually. The

primary focus is to support the flight needs of South Carolina government agencies and elected officials.

The chief mechanic holds an FAA Airframe & Powerplant License, FAA Inspectors Authorization, and Beechcraft Master Mechanics Certification. Both mechanics take retraining annually for recertification. SCAC maintenance provides service to the three DNR airplanes and has done so for the past twenty years. In the past year, they have also provided maintenance to CAP aircraft. The mechanics focus on maintaining the aircraft in a continuous safe, airworthy condition.

Category 6 – Process Management

- Determine and enforce safety compliance to FAA regulations and standards at South Carolina airports
- Oversee grant projects to ensure sponsors comply with the terms and conditions of accepting airport improvement program grants
- Administer FAA and state grant funding complying with appropriate financial standards
- Ensure all state and federal projects are completed on time and within budget

Category 7 – Results & Accomplishments

- Rewrote and updated SC Code of Laws-Title 55 and Governor Haley signed it into law June 18, 2012
- Administered and financially participated in twenty-two Capital Improvement Projects that qualified for 95 percent federal funding receiving \$21,817,679 in federal funds
- Administered and financially participated in 27 state funded Capital Improvement Projects grants totaling \$1,224,310
- Provided the *South Carolina Aeronautical Chart* and the *South Carolina Airport Directory and Pilot's Guide* to airports, sponsors, pilots, state and national aviation organizations, and other state aviation agencies
- Administering seven state sponsored federally funded fencing projects at various airports in South Carolina from design to construction, including associated engineering management in the amount of \$3,082,618
- Inspected all 60 general aviation public use airports to insure state and FAA safety standards were met
- Provided professional, cost effective, and safe air transportation for the Governor, Constitutional Officers, state agencies, educational institutions, and business prospects – SCAC has provided 78 years of accident free flight service