

Accountability Report Transmittal Form

Agency Name SC Aeronautics Commission

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SOUTH CAROLINA AERONAUTICS COMMISSION

ACCOUNTABILITY REPORT

FISCAL YEAR 2010-2011

Agency: South Carolina Aeronautics Commission

Submitted: September 15, 2011

Commission Chairman: Delphin A. Gantt, Jr.

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SECTION I EXECUTIVE SUMMARY

1. 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 safety for all South Carolinians.

2. Major Achievements

During the past year SCAC:

- Administered and financially participated in seventeen state funded Capital Improvement Projects (CIP) grants totaling \$560,368. Eleven of the CIP's qualified for 95 percent federal funding receiving \$14,480,839 in federal funds. The remaining six CIP's received 60 percent funding from SCAC and were matched with 40 percent funding from the airport owner. The seventeen CIP projects totaled \$18,517,047. All CIP's met their project planning and construction schedules.
- In 2010, SCAC embarked upon a state sponsored federally funded fencing project for seven selected airports. SCAC administers the project development from design to construction, including associated engineering management. Using staff resources, FAA granted \$3,082,618 for 95 percent of the project development cost including construction. Two of seven projects are underway with the remaining five under design.
- Two additional federal grants were issued to SCAC in 2010, a grant to conduct a statewide pavement analysis at seventeen selected airports and a grant to administer property acquisition at Bamberg County Airport. The goal of the pavement study is to evaluate structure conditions and determine the overall strength of selected pavement areas. A numerical index number will be determined to aid pilots in maximum usage of the pavement area. A pavement condition survey and a load capacity analysis is used to determine the life of the pavement given assumed values. FAA granted SCAC \$500,000 for the study. Bamberg County land acquisition is being administered by Bamberg County with SCAC providing maps, surveys, and engineering planning services to support the land acquisition project. This project is not meeting project schedules due to the death of the landowner.
- SCAC owns and maintains twenty-eight automated weather observations systems (AWOS) and fifteen ground communication systems (GCOs) that are under maintenance contracts administered by SCAC.
- SCAC made major achievements over the past year in updating the www.scaeronautics.com website. Two of the updates added a Surplus Material and Equipment tab and a News and Announcements section on the Home Page. Another addition was to place all flight logs and manifests on our website on the first and sixteenth of each month to give greater transparency of Aeronautics flights and records.
- Published 2011 Aeronautical Charts.
- Inspected all 54 general aviation 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.
- Provided vegetation control; crack-sealing of runways and taxiways; airfield pavement rejuvenation; and airfield painting and marking to general aviation airports. These services are provided through four contracts administered by SCAC totaling \$1.15 M.
- Rewrote and updated SC Code of Laws-Title 55 for presentation to 2011 General Assembly.

3. Key Strategic Goals

- Filing revisions and updates of South Carolina Code of Laws-Title 55 to the 2012 General Assembly for passage.
- Pursue change to Title 13 to procedurally restructure SCAC under State Budget & Control Board.
- Write 2012 SCAC Strategic Plan.
- Pursue Memorandums of Understanding with other state agencies for use of SCAC aircraft.
- Continue to pursue state sponsorship of FAA state apportionment funds.
- Conduct an airport land use inventory of surrounding airport properties to determine height restriction and land use controls.
- Sponsor a summer aviation and science camp for high school students in 2012.

4. Agency 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!

SCAC consists of a staff of nine employees including one contract employee, four part time employees, and a seven member commission that provides policy guidance and oversight. The Airport Development Department is responsible for the administration of the state aviation fund and the oversight and development of the 60 public use airports. The Airport Development Department 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, 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 FY10/11 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, State Emergency Preparedness Division, State Fire Academy, Department of Corrections, the National Disaster Medical Center/Federal Coordinating Center, and the Department of Natural Resources 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, airport pavement maintenance and airfield marking programs, in addition to fire ant control and weed/grass control programs.

The Flight Department maintains the King Air 350 and the King Air C90, which are utilized for State of South Carolina business. The Aircraft Maintenance Section, which is part of the Flight Department, provides regular maintenance needs for both of these aircraft. It provides maintenance for the Department of Natural Resources' (DNR) three aircraft and fuel services for state owned aircraft.

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

SECTION II ORGANIZATIONAL PROFILE

1. Main Product & Services

SCAC consists of nine employees including one contract employee and four part time employees in two departments: Flight and Aircraft Maintenance and Administration/Airport Development. All departments report to the executive director and the executive director reports to the Commission. SCAC maintains two state aircraft utilized for state business. The Flight Department 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 77 years and approximately 91,100 hours without an accident. In June 2010, the Flight Department received the *75 Year Achievement Award* from the National Business Aviation Association (NBAA) for safe flight operations. SCAC is one of only two organizations in NBAA to receive this award. Our chief pilot attends flight training annually for recertification and employs qualified contract pilots. Our chief pilot has fifteen years of experience and 5,400 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 when three or more persons are traveling. Flights on the King Airs are scheduled on a first come/first serve basis. The cost is \$1,100 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 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 Airport Development Department provides the airport inspection program, the airport capital improvement programs for state and federal grants, and airport pavement maintenance and airfield marking programs, the 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.

The administrative office consists of the executive director and the finance/office manager and controls the budget and provides administrative support to the Commission, Airport Development, and Flight Department. The executive director serves at the pleasure of the Commission. The director works with the Commission and the State Budget & Control Board (B&CB) to establish the budget 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 executive director works with the Flight Department to provide safe reliable air transportation for state government officials and business prospects and for aircraft maintenance; and oversees the SCAC facility operations.

The finance/office manager provides administrative support to the executive director, the Commission, airport development and flight department; 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 posting are to meet freedom of information requirements. Original minutes of Commission meetings are filed in the office. The finance/office manager is trained on the South Carolina Enterprise Information System (SCEIS) for accounts payable, accounts receivable, grants management and human resources, and receives and records all incoming checks for SCAC. In addition, the finance manager prepares invoices and submits them for payment and prepares administrative labor charges for submittal against FAA grants along with preparing SCEIS reports as needed and necessary for grants reconcilements, encumbrance reports, and accounts receivable aging reports and other reports as needed to maintain balanced financial records. The finance/office manager also functions as administrative and human resources manager for SCAC.

2. Key Customers

Key External Customers	State Agencies	Governors Office	General Assembly	Local Gov. County/Muni	Gen.Aviation Airports	Comm.Service Airports	Aviation Associations
FLIGHT DEPARTMENT	X	X	X				
Flight Maintenance	X						
AIRPORT DEVELOPMENT							
Safety Inspections					X		
State Sponsored							
FAA Grants					X		
State Capital Improvement Grants					X		X
Airfield Maintenance Programs					X		
Airport Planning & Engineering				X	X	X	
Airport Zoning & Land Use Control				X	X		
SC Aeronautical Charts	X			X	X	X	X
SC Airport Directory & Pilot's Guide	X	X	X	X	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 Aeronautics 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.

By order of the General Assembly on July 1, 2009, the SCAC and Division of Aeronautics moved under the B&CB.

South Carolina Aeronautics Commission



Chairman, Gregg A. Malphrus (Last Meeting 3/2011)
At-Large Appointed by Governor



Robert E. Walker
District 4



Vice-Chairman William M. "Bill" McKown (Last Meeting 7/2011)
District 1



Barry G. Avent
District 5



Secretary Raymond E. McKay, Jr., JD, CPA (Last Meeting 7/2011)
District 2



Dennis L. Dabney, CPA
District 6



Ira E. "Bud" Coward II
District 3



Paul G. Werts
Executive Director

South Carolina Aeronautics Commission



Chairman, Delphin A. Gantt, Jr. (First Meeting 6/2011)
At-Large Appointed by Governor



Robert E. Walker
District 4

Vacant

Vacant
District 1



Barry G. Avent
District 5

No Picture

Frank W. Young, M. D. (First Meeting 8/2011)
District 2



Dennis L. Dabney, CPA
Secretary & District 6



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



Paul G. Werts
Executive Director

4. Key Suppliers & Partners

- Key partners in aviation are the FAA and the FAA-ADO for grant awards and grants administration with requirements for adherence to all FAA standards and regulations associated with said grants and the FAA Columbia Flight Standards District Office.
- 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, South Carolina Aviation Association (SCAA), the Army National Guard/Adjutant General's Office, the Celebrate Freedom Foundation (CFF), South Carolina Wing-Civil Air Patrol (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, the Palmetto Aviation Quarterly Newsletter and the SCAA annual conference. The SCAA conference has a regular attendance of approximately 350 persons from around the southeast.
- SCAC has a Memorandum of Agreement 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 Memorandum of Agreement with Moncrieff Army Community Hospital 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 (PRA) for this function. Mock exercise events have been held at the SCAC facility for the last three years. In May 2011 a national earthquake event was held in the SCAC hangar by Moncrieff, FCC, and NDMS.
- SCAC has a Service Agreement with the University of South Carolina, 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 State Budget and Control Board, Division of State Information Technology for network service support at a cost of approximately \$45,176.
- SCAC has a four year Agreement with Ontario Investments for Dell desktop support in the amount of approximately \$4,500 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 SEOC 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 \$10,500.
- SCAC has a Vegetation Management Control Contract with NaturChem in the amount of \$300,000.
- SCAC has indefinite delivery contracts with three (3) suppliers: Pace Pavement Technologies, Inc.; Applied Polymeric, Inc.; and HASCO. All three of these suppliers were budgeted for \$300,000 each for airfield crack-sealing, painting and marking, and rejuvenating asphalt pavement surfaces.
- SCAC has a three year Disadvantaged Business Enterprise program contract with Ken Weeden & Associates for FAA project services in the amount of \$7,300.
- To conduct an airport land use inventory of surrounding airport properties to determine height restriction and land use controls is being implemented per federal and state regulations. A federal application has been submitted for FY11/12 funding in pursuit of developing maps, researching land easements and deeds at the courthouse and evaluate if deed restrictions are exclusively written to control aviation hazards. This will entail meeting with airport planning districts and holding public hears, as needed.

5. Operating Locations

SCAC is located at 2553 Airport Boulevard, West Columbia, South Carolina 29170 on the Columbia Metropolitan Airport Campus (Columbia Metro). SCAC leases 16.97 acres from Columbia Metro and the lease holding includes the Quonset Hangar, the Wilder Hangar which is part of the main facility that houses the SCAC offices on the second floor, the office building located at 2601 Aviation Boulevard, which SCAC leases to the Air National Guard along with space in the Quonset Hangar and several other smaller storage and maintenance buildings located on the property. SCAC also holds the lease on the Civil Air Patrol (CAP) building located on 3.83 acres in Lexington County close to Columbia Metro.

6. Number of Employee 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 grants 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 are documented with the FAA-ADO representative.
- Usage and costs are maintained on the King Air 350 and the King Air C90 and 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 Metro campus and is subject to all Transportation Security Administration (TSA), Columbia Metro, and U.S. Department of Homeland Security rules and regulations governing national airport security.

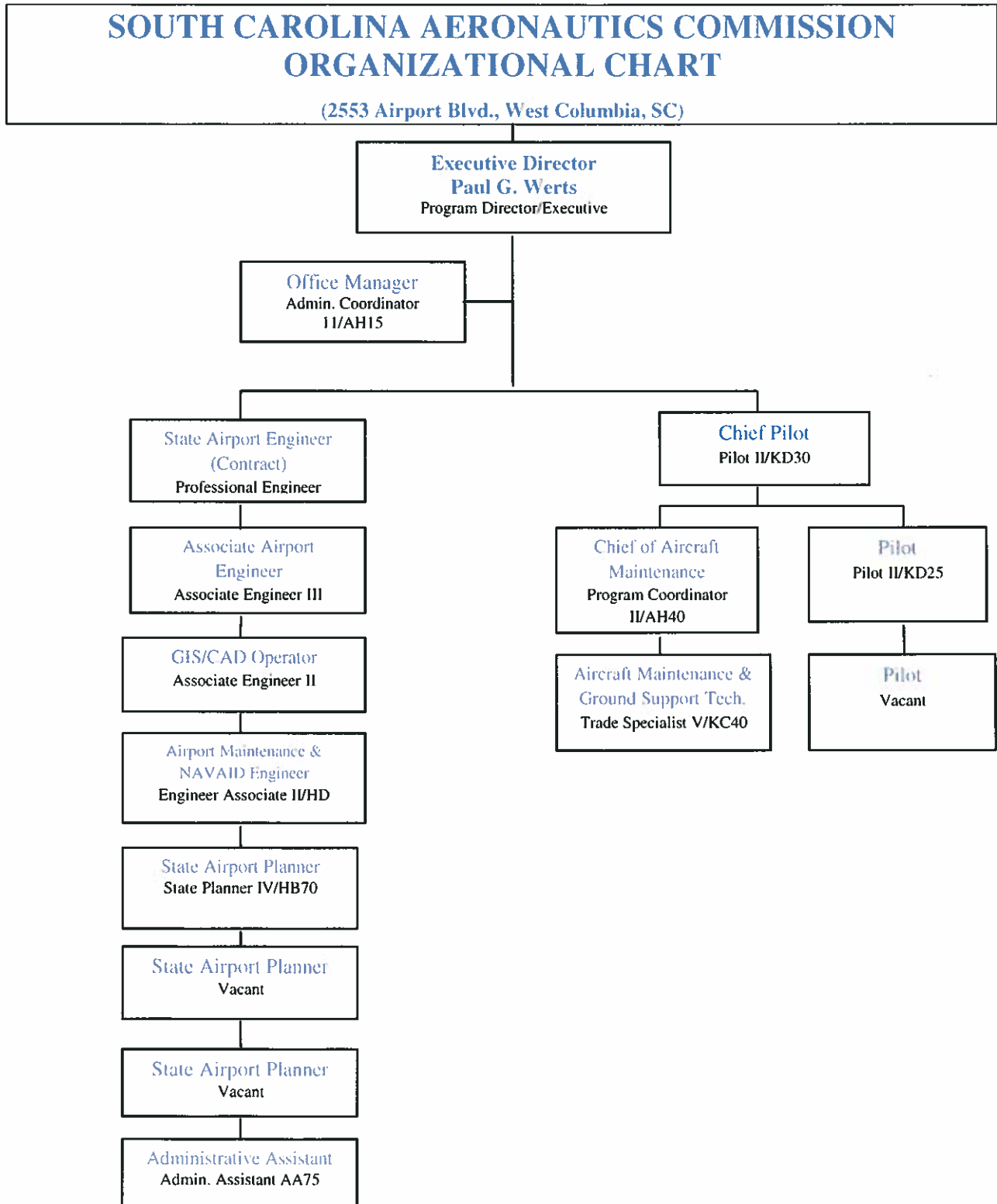
8. Performance Improvement Systems

SCAC operates under the rules and regulations of the South Carolina Code of Laws, Title 55. With the major rewrite and update of Title 55 presented to the South Carolina Legislature in January 2011 for passage, SCAC took a major step toward performance improvements in all areas of SCAC. In addition, Title 55 addresses statewide regulations concerning counties and municipalities and their responsibilities to maintain their airports to safety and zoning standards.

Continuing education is a key component to staff performance since keeping employees well trained in their areas of expertise insures 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 annually and the NASAO conference annually and is a member of the Financial Committee for NASAO. The financial manager attends SCEIS classes on a quarterly, semi-annual, and annual basis and attends an Accountability Report workshop annually. 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 three part time pilots for SCAC maintain FAA flight currency throughout the year as needed by attending a one week training course at the SimCon Training Center in Orlando, Florida, annually. The SCAC aircraft mechanics are FAA certificated and possess IA certificates. The chief mechanic has recurring training on an annual basis.

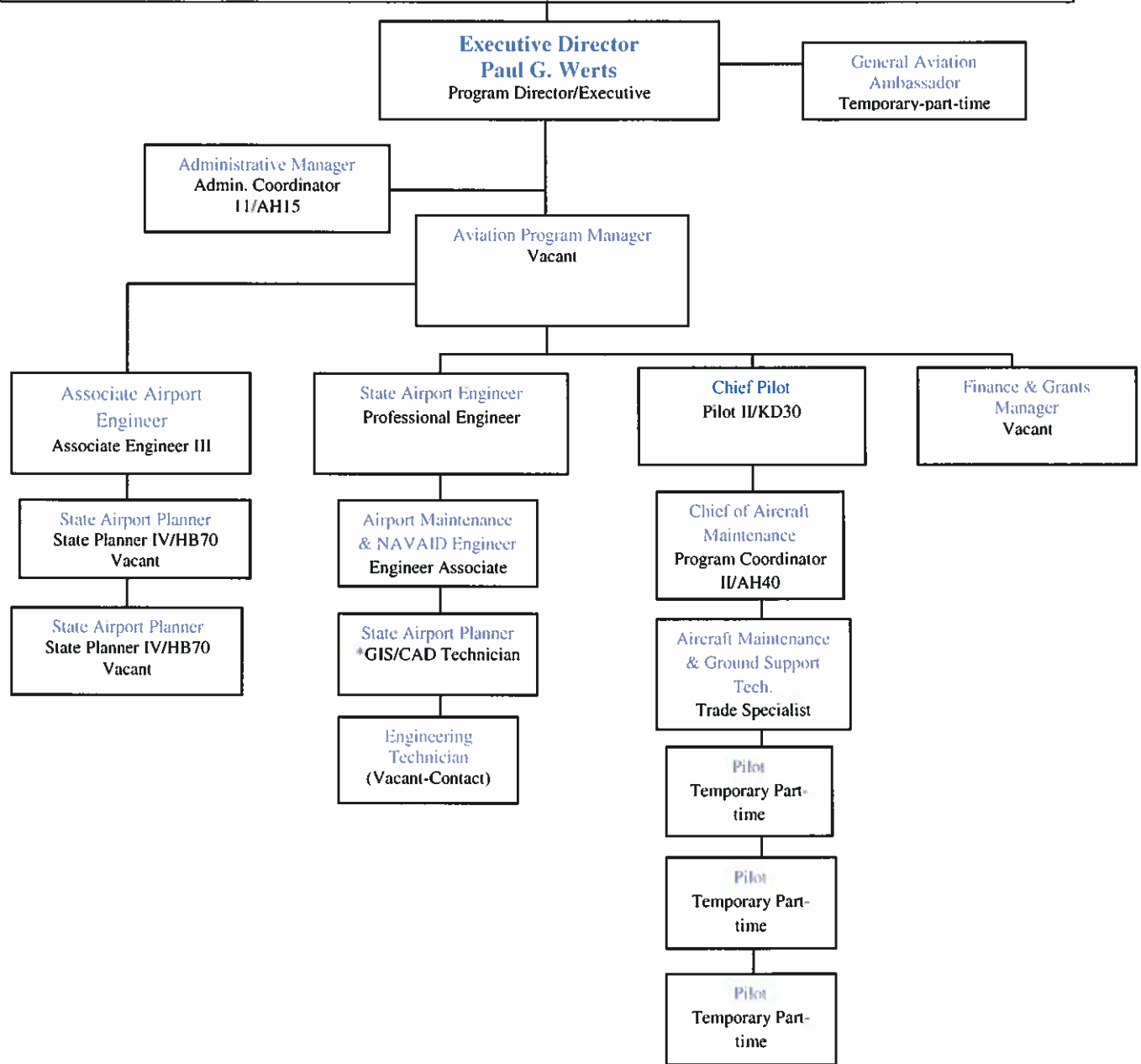
SCAC performance improvement systems also include its robust web expansion for its interactive website www.scaeronautics.com, which include major updates and additions to the website with additions of the SCAC Statewide Electrical Study; the Surplus Materials and Equipment; the Dynamic Airports System Plan; and a News & Announcements section to name a few. In addition, SCAC meets all the Freedom of Information proviso's by posting all required materials on its website in the timeframes specified.

9. Organization Structure



Organizational Structure as proposed by new Strategic Plan

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



*GIS/CAD Technician will have reporting responsibilities in Airport Engineering and Planning.

10.

Base Budget Expenditures and Appropriations

Major Budget Categories	09-10 Actual Expenditures		10-11 Actual Expenditures		11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Services	\$651,527	\$361,357	\$662,934	\$381,421	\$845,471	\$397,728
Other Operating	\$2,643,400	\$103,450	\$2,365,909	\$73,397	\$5,087,943	\$24,895
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	\$929,351	\$0	\$619,742	\$0	\$848,170	\$0
Fringe Benefits	\$188,723	\$104,798	\$180,732	\$115,493	\$226,517	\$113,470
Non-recurring	\$393,222	\$393,222	\$214,151	\$214,151	\$600,000	\$0
Total	\$4,806,223	\$962,827	\$4,043,468	\$784,462	\$7,608,101	\$536,093

Other Expenditures

Sources of Funds	09-10 Actual Expenditures	10-11 Actual Expenditures
Supplemental Bills	\$1,547,873	\$337,221
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

11. Major Programs

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures		FY 10-11 Budget Expenditures		Key Cross Ref. Fin. Result*
I. Aeronautics	To assist state airports with development and grants and to support state aircraft with maintenance and flight operations.	State:	962,827.00	State:	784,462.00	
		Federal:	1,349,831.00	Federal:	730,910.00	
		Other:	2,493,565.00	Other:	2,528,096.00	
		Total:	4,806,223.00	Total:	4,043,468.00	
		% of Total Budget:	100%	% 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.

- All phone calls and emails are responded to within 24 hours.
- Staff members turn in weekly reports and time sheets on their activities. A weekly report is created for submittal to the Commission Chairman and Commissioners every Monday afternoon and sent to them outlining the prior week's activities.
- Commission meetings are held monthly and the meeting date and time are announced to the public and media at least 24 hours prior to the meeting. The executive director presents financial and budget reports to the Commissioners 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 or daily emails if activities require an update to the Chairman and Commissioners on activities at SCAC.

Governance

SCAC is governed by portions of Budget Provisos Parts 80 and 60. Part 89.93 depicts moving Aeronautics to 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 Aeronautics. Part 68 provisos specifically address the budget regulations of Aeronautics. These provisos give governmental directions of accountability and management for direct and indirect operational control of Aeronautics.

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 for Aeronautics Title 55.

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

- *Are Appropriate Policies and Procedures in Place at the Division of Aeronautics?* Aeronautics was the only agency with flight logs and manifest forms (with sworn statements regarding the nature of trips and how the trips were official business), as required by law.
- *Does the Current Proviso Regarding the Use of State Aircraft Ensure Accountability and Transparency of the use of State Aircraft?* The proviso addressing the use of state aircraft could be improved by requiring manifest forms for passenger flights be maintained and posted online – excepting strictly law enforcement flights. SCAC is now posting all manifests on our website on a monthly basis.

- *Have the Required Flight Logs and Documentation Been Completed for flights on State-Owned Aircraft?* The Division of Aeronautics maintains flight logs and manifests for all flights on the state airplane.
- *Has the State-Owned Aircraft Been Used properly?* The LAC reviewed approximately 1,600 flight logs of the Division of Aeronautics, SLED, and DNR. The LAC determined that, overall; there were no significant problems with the use of state aircraft.

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

- Proviso 89.125 Revenue Data
- 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 24 hours prior to the meeting) along with a draft agenda of the upcoming meeting
- Listing of South Carolina Aeronautics Commission Members with Contact Information
- SCAC Minutes of Meetings
- Flight Logs and Flight Manifests (first and sixteenth of each month)
- GIS Interactive Data Bases
- Airport Imagery
- Flight Usage and Costs Records
- Airports System Plan (Dynamic/interactive)
- South Carolina Airport Investment Financial Model
- South Carolina Enplanements and Deplanements for the six (6) 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
- FY2011 Aeronautics Revenues
- Accountability Reports
- 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. The Air Branch is 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, Civil Air Patrol (CAP), and the Department of Defense (DOD). 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 POCs.
- 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/liaison with county and municipal government aircraft owners/operators for potential augmentation of Air Branch activities.
- Coordinate/liaison 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:

- SCAC partnered with SCAA in providing financial grant assistance of \$33,000 to promote aviation education and aviation safety programs by way of seminars and written publications.
- In May 2011, SCAC held the Aircraft Maintenance Technicians Day event at its facility. Aircraft maintenance technicians from across South Carolina came to SCAC on May 24th, the day set aside by the General Assembly to honor Charles Taylor, the first Aircraft Maintenance Technician by way of a Concurrent Resolution. Approximately 125 persons attended this event.
- The SCAC hangar is designated by Columbia Metro 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 Metro 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 are reprinted annually and the directories are reprinted every other year.
- Provides efficient and effective air transportation to state leaders both in an executive capacity and for emergencies.
- SCAC will sponsor a 2012 summer aviation and science camp, which will enable high school students with academic achievements in math and science the opportunity to participate in a program that exposes them to the aviation industry. Students will construct a wing, and discuss aerodynamics of flight, fly in a general aviation aircraft, receive instructional training on weather from the National Weather

Service, and learn air traffic flight procedures by visiting an air traffic tower. During the summer camp the students will receive leadership training.

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. 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 represents two department: Administration/Airport Development and Flight/Maintenance Departments. 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 operation 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. Like most state government agencies, employee dedication and longevity have created upcoming employee retirements, which will create an imbalance of inexperienced staff due in part to loss of institutional knowledge and job experience. This is more prevalent at SCAC due to employee age, whereby contractual service may not be an option during retirement. Seventy-five percent of the employees are over fifty years of age and qualify for state retirement. 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, hiring professional personnel limits the organization tier system for staff to move up inside the organization. SCAC has departmental limits due to federal regulations governing the industry and because SCAC does not own any airport assets. Below are listed current and new positions that need to be filled along with responsibilities within the positions and the organizational formatting for the department incorporating the new positions.

Executive Director – Appointed by the Commission - The executive director is responsible for overall management of state SCAC regulations (Title 55), state aviation policy, staff performance, and state aviation accountability. Directs staff to promote, evaluate, and enhance aviation in South Carolina both in airport infrastructure development and flight operations. Responsibilities include legislative matters, budgets, and coordinating state aviation programs and aviation policy with the Commission.

Executive Assistant to the Director and Commission – Assist the executive director and commission on business transactions. Serves as the SCAC office manager and assists all departments with executive assistant duties. The office manager is responsible for employee relations and resources. Responsibilities include all insurance policies, not limited to liability, workman's comp., risk insurance, and claims adjustments filings. Currently providing financial duties mandated by state financial responsibility and accountability known as the South Carolina Enterprise Information System (SCEIS). Duties include finance, procurement, and management of inter-agency financial transactions.

Finance and Grants Manager – (NEW POSITION) – 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 of services, to include vehicle logs, etc.

Aviation Program Manager – (NEW POSITION) – Position requires a Bachelors Degree in airport business administration management or aeronautical science. Individual reports to the executive director. Responsibilities shall include aviation education programs, aviation safety programs, economic impact reviews, and special services. Participates in airport development processes and will be responsible for maintaining capital improvement plan, putting together the aeronautical charts, pilots guide, and for providing information technology computer resources. The aviation program manager will also function as second in command. The aviation program manager will have an FAA private pilot certificate.

Airport Development

State Airport Engineer- (Currently a contract employee, becomes a full time position in 2012) – 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 Certified Planner. 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.

CAD/GIS Engineer – Holds a certificate in computer AID drafting and geographic information systems. Responsible for information technology software application both internal and external by using web based programming platforms and will be responsible for creating engineering and planning drawings under the direction of the state engineer and senior planner. Coordinates designs with engineer on state sponsored projects and performs GIS functions with senior planner.

Airport Maintenance and Electrical System Engineer - Associate degree in engineering responsible for airport maintenance programs both asphalt and concrete surfaces. Responsible for airfield electrical systems inventory and pavement management systems including associated geotechnical and performance pavement maintenance systems and will report to the state airport engineer.

Airport Inspector and Associate Planner – Associates degree in engineering. Responsible for airport safety inspections, airport system wide inventory, coordinating obstruction mapping, and surveying services needs for approach analysis and will report to the state aviation planner.

Flight Department

Chief Pilot/Part-time Pilots - one fulltime employee serving as the chief pilot and three part-time pilots. Chief pilot must be FAA type rated in a King Air 350. Currently, SCAC is flying 115 hours per year using one fulltime pilot. Once activity increases to 250 hours per year another 350 type rated pilot will be added to fulltime status. Part time pilots must be proficient in King Airs, approved by the chief pilot and SCAC's insurance provider. We will continue to use contract pilots and fly single-pilot operations except when the Governor flies. Governor's flights and King Air 350 operations will always be conducted with two pilots. The chief pilot serves as dispatch agent in transmitting flight information not

only to the user but to the public by internet media fulfilling governmental transparency as directed by state law.

Aircraft Maintenance – Two fulltime mechanics provide aircraft maintenance services on two SCAC aircraft, and on three DNR aircraft. These individuals provide in house aircraft maintenance services; inspections, annual inspections, engine maintenance and repair avionics, and airframe replacement, and line service that include aircraft fueling, aircraft cleaning, and launch preparation. The SCAC aircraft mechanics hold FAA Aircraft and Power-plant (A & P) certificates and inspection authorization (IA) certificates. They maintain a parts inventory and records of aircraft service logs. In addition, they provide hangar building maintenance and support to the SCAC facilities.

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 for runway painting and marking, fire ant control, runway paving and rejuvenation, ground base 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 our airports.

SCAC's state airport planner makes an onsite personal airport safety inspection of all 54 general aviation airports on an annual basis. These FAA 5010 inspections are updated in SC-CAIRS by the state airport planner; 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. A copy of the letter is attached to the FAA 5010 form and filed by airport in the office of the state airport planner.

For the benefit of our Airport Sponsors, the 2010 Airport System Plan has been placed on our website www.scaeronautics.com. This is an interactive site and has the information on each of the state's 60 airports and includes a GIS layout of the airport with all of the complete corresponding statistics, an airport layout plan and contact information. Also, included in the system plan is a twenty (20) year forecast of aviation activity for the 60 public use airports. A trend line forecast methodology is applied to each airport using existing data from the FAA, the 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 (20) years. We maintain the enplanement and deplanement records; maintain airport operations reports; the based planes information; weather stations throughout the state; FAA grant history records; and airport IFR movement list; database of tower 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 this state aviation and airport information. The information on each airport includes an aerial photograph; GIS/CAD layouts; statistics about runway length, width and strength, approaches, lighting, and protection 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 Aeronautics Chart and the South Carolina Airport Directory and Pilots Guide as well as to keep the information on the website up to date for our primary customers – airport sponsors and the aviation community.

The SCAC Flight Department furnishes transportation to the Governor, constitutional officers, members of the General Assembly, members of state boards, commissions, and agencies and their invitees for official business only; on the King Air 350 and King Air C90. 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 flies within forty-eight 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 the DNRs three aircraft 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 purpose of the twenty (20) year plan is to incorporate traditional aviation planning techniques that identify future air traffic demands and the facilities required to meet those demands. The strategic planning elements in the plan allow SCAC to respond to changing aviation and economic trends including emerging technologies, projected funding shortfalls, and shifting priorities. The SCASP provides a framework for investigating issues such as networking, economic impact of airports in their local communities and the state, and development of 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 SCASP has been added to the SCAC website – www.scaeronautics.com – as a dynamic/interactive site for customers to access - airport sponsors, the FAA, county and local officials, airport advisory committee members, airport commission members, and other members of the aviation community.

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 airfield. 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 the implement a new FY2011/12 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 approved after being vetted by SCAC’s executive director and airport development section before presentation to the Commission for approval. The executive director makes the presentation for approval of the grant at the monthly Commission meeting. Once grants are approved by the Commission, two (2) original Grant Agreements, which outline all grant assurances that adhere to the grant award are mailed for signature requesting one original be mailed back to SCAC for the permanent files. Once an original grant agreement is on file, grant funds can be drawn with the proper documentation of expenditures. All documents for these grants are kept on file at SCAC for a minimum of five (5) years. In FY10/11, all projects were underway with approved schedules.

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

The chief pilot and three part time pilots for SCAC maintain their currencies throughout the year as needed and they attend a one week training course at the SimCon Training Center in Orlando, Florida, annually. The Flight Department for South Carolina has flown safely for over 77 years with no accidents. There can be no better measurement for a flight department! SCAC is only one of two entities to receive a 75 year safe flight award from the NBAA.

The six key members of the Airport Development workforce (executive director, grants manager, state airport engineer, associate airport engineer, airport maintenance & NAVAID engineer, and GIS/CAD Operator) as a group have worked in aviation for a total of 147 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 are promulgated with a degree of accuracy and frequency consistent with the exercise of SCAC 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 the Airport Development Department. 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 in 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 city, county, town, or municipality and is open for use by the general public. This airport is eligible for state funds and must conform to design standards as stated in FAA Advisory Circular 150/5300-13 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 with pertinent regulations of the FAA FAR Part 77, Objects Affecting Navigable Airspace, FAR Part 150, Airport Noise Compatibility Planning, and Advisory Circular 150/5300-13, Airport Design (Change 11). These regulations limit the height of

objects around airports, land use within the 65 decibel noise level of the noise contour, and land uses in the runway protective zone, runway safety area, and runway object free area.

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 to the attention of the executive director for review. If all documentation is accurate and appropriate, the executive director will present the funding request to the Commission for approval.

Process of Review and Acceptance of Construction Plans

All construction plans are to be 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 the 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 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.