



AGENDA

Greater Asheville Regional Airport Authority Regular Meeting
Friday, May 8, 2026, 8:30 a.m.
Council Chambers at Fletcher Town Hall
300 Old Cane Creek Road, Fletcher, NC 28732

NOTICE TO THE PUBLIC: The Airport Authority welcomes comments from the public on any agenda item. Comments are received prior to the Board's discussion of the agenda item. Comments are limited to five minutes. If you wish to comment on an agenda item, please deliver a request card (available in the meeting room) to the Clerk to the Board prior to the agenda item being called by the Chair.

- I. CALL TO ORDER
- II. PRESENTATIONS: None
- III. FINANCIAL REPORT ([document](#))
- IV. CONSENT ITEMS:
 - A. Approval of the Greater Asheville Regional Airport Authority April 10, 2026 Regular Meeting Minutes ([document](#))
- V. OLD BUSINESS: None
- VI. NEW BUSINESS:
 - A. Approval of a Contract for Custodial Services with Flagship Aviation Services ([document](#))
- VII. PRESIDENT'S REPORT: None
- VIII. INFORMATION SECTION:

(Staff presentations will not be made on these items. Staff will be available to address questions from the Board.)

 - A. March 2026 Traffic Report ([document](#))
 - B. March 2026 Monthly Financial Report ([document](#))



- C. May 2026 Development/Project Status Report ([document](#))
- D. Potential Board Items for the Next Regular Meeting:
 - Resolution for Acceptance of Grants
- IX. PUBLIC AND TENANTS' COMMENTS
- X. CALL FOR NEXT MEETING: June 12, 2026
- XI. CLOSED SESSION
- XII. AUTHORITY MEMBER REPORTS:
 - A. Key Strategic Elements ([document](#))
- XIII. ADJOURNMENT

This agenda of the Greater Asheville Regional Airport Authority is provided as a matter of convenience to the public. It is not the official agenda. Although every effort is made to provide complete and accurate information in this agenda, the Greater Asheville Regional Airport Authority does not warrant or guarantee its accuracy or completeness for any purpose. The agenda is subject to change before and/or during the Board meeting.

**Asheville Regional Airport
Executive Summary
March-26**

AIRPORT ACTIVITY

	Month	Variance to Prior Year	Calendar Year to Date	Variance to Prior Year
Passenger Enplanements	82,126	3.0%	205,551	2.0%
Aircraft Operations				
Commercial	2,358	3.7%	6,034	4.2%
Scheduled Flights	1,053	7.0%		
Flight Cancellations	19			
Seats	112,899	12.8%	285,667	12.6%
Load Factor	72.7%	(8.6%)	72.0%	(9.4%)
General Aviation	3,944	18.7%	5,179	18.6%
Military	283	9.6%	393	4.2%

FINANCIAL RESULTS

	Month	Variance to Budget	Fiscal Year to Date	Variance to Budget
Operating Revenues	\$ 2,785,262	(3.9%)	\$ 27,477,278	4.8%
Operating Expenses	1,856,861	(1.4%)	15,104,465	(6.1%)
Net Operating Revenues before Depreciation	<u>\$ 928,401</u>		<u>\$ 12,372,813</u>	
Net Non-Operating Revenues	<u>\$ 8,147,071</u>		<u>\$ 7,607,311</u>	
Grants:				
Federal Grants	\$ 6,904,807		\$ 23,863,406	
NC Dept of Transportation Grants	2,382,412		15,126,803	
Total	<u>\$ 9,287,219</u>		<u>\$ 38,990,209</u>	

CASH

Restricted - PFC Revenue Account	\$ 25,978,712
Restricted - NCCMT (Debt Service Series 2016)	1,183,912
Restricted - Bond Series 2022A	164,645,094
Restricted - Bond Series 2023	2,330,071
Designated for O&M Reserve	19,730,628
Designated for Emergency Repair	598,347
Unrestricted, Undesignated	60,848,874
Total	<u>\$ 275,315,638</u>

RECEIVABLES PAST DUE

	Total	1-30 Days	31-60 Days	Over 60 Days
Advertising Customers	15,685	7,085	5,050	3,550
Allegiant Air	66,416	62,903	3,513	-
American	13,375	13,375	-	-
Avis	1,093	1,093	-	-
Destynation	6,054	-	130	5,924
Enterprise	5,926	5,270	-	656
JetBlue	4,357	4,357	-	-
Paradies	2,695	695	2,000	-
Unify	4,456	-	4,456	-
United	9,871	9,871	-	-
Total	<u>\$ 129,929</u>	<u>\$ 104,649</u>	<u>\$ 8,693</u>	<u>\$ 10,130</u>
% of Total Receivables	8.76%			

Note: Excludes balances paid subsequent to month-end.

REVENUE BONDS PAYABLE

	Original Amount	Current Balance
Parking Garage Revenue Bond, Series 2016A	\$ 15,750,000	\$ 7,940,000
Parking Garage Taxable Revenue Bond, Series 2016B	5,250,000	-
Terminal Revenue Bond, Series 2022A	185,000,000	185,000,000
Terminal Revenue Bond, Series 2023	175,000,000	175,000,000
	<u>\$ 381,000,000</u>	<u>\$ 367,940,000</u>

CAPITAL EXPENDITURES

Annual Budget	\$ 194,154,905
Year-to-Date Spending	\$ 46,657,332

**REGULAR MEETING
GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY
April 10, 2026**

The Greater Asheville Regional Airport Authority (“Authority”) met on Friday, April 10, 2026 at 8:30 a.m. in Council Chambers at the Fletcher Town Hall, 300 Old Cane Creek Road, Fletcher, NC 28732.

MEMBERS PRESENT: Brad Galbraith, Chair; Britt Lovin, Vice-Chair; Nathan Kennedy; Laura B. Leatherwood; and Gene O. Bell

MEMBERS ABSENT: Carl H. Ricker, Jr.; Susan Russo Klein

STAFF AND LEGAL COUNSEL PRESENT: Sabrina P. Rockoff, Authority Legal Counsel; Lew Bleiweis, President & CEO (“president”); Tina Kinsey, Chief Administrative Officer; Lexie Farmer, Chief Operations Officer; Amy Harris, Chief Financial Officer; John Coon, VP – Operations and Maintenance; Jared Merrill, VP – Planning; Samuel Sales, Chief of Public Safety; Angela Wagner, VP - Administration and Human Resources; Angie Daus, VP – Air Service and Corporate Communications; Kyle Montague, IT Systems Technician; and Ellen Heywood, Clerk to the Board

ALSO PRESENT: James Moose, AVCON; Amanda Sheridan, McFarland Johnson; John Mafera, McFarland Johnson; Jason Sandford, Asheville Hot Sheet; Raynetta C. Waters, Paradies Lagardere

CALL TO ORDER: The Chair called the meeting to order at 8:30 a.m.

ELECTION OF BOARD OFFICERS: Following nomination by the Chair, on behalf of the Nominating Committee, the Board unanimously elected Britt Lovin as Chair and Nathan Kennedy as Vice-Chair with their terms to be effective July 1, 2026.

PRESENTATIONS: None

FINANCIAL REPORT: The president delivered a review of enplanements, aircraft operations, and general aviation activity for the month of February. Amy Harris reported on the financial results for the month of February.

CONSENT ITEMS: The Chair stated that Consent Item C, Approval of the Greater Asheville Regional Airport Authority March 13, 2026 Closed Session Minutes, would be pulled from the agenda and reviewed at a future Board meeting.

A. Approval of the Greater Asheville Regional Airport Authority March 13, 2026 Regular Meeting Minutes:

B. Approval of Insurance Renewals:

Mr. Bell moved to approve Consent Items A and B. Dr. Leatherwood seconded the motion and it carried unanimously.

OLD BUSINESS:

A. Public Hearing and Final Adoption of the Authority's Amended Ordinance No. 201601-12 for Airline Rates, Fees and Charges for the Asheville Regional Airport: Amy Harris reminded the Board that a proposed preliminary Amended Schedule of Airline Rates, Fees and Charges for FY2026-2027 was presented to and approved by the Board at the March 13, 2026 Authority Board meeting and has been available for public inspection since. Ms. Harris stated that no comments have been received to date and that a public hearing is required before final adoption of the amended ordinance.

At 8:38 a.m. the Chair opened the floor to a public hearing. There being no comments, the Chair closed the floor to a public hearing at 8:39 a.m.

Mr. Lovin moved to adopt Amended Ordinance 201601-12 to implement the Schedule of Airline Rates, Fees and Charges for the Asheville Regional Airport for FY2026/2027. Mr. Kennedy seconded the motion and it carried unanimously:

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GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY

AMENDED ORDINANCE NO. 201601-12

**AN ORDINANCE TO IMPLEMENT A SCHEDULE OF AIRLINE RATES, FEES AND CHARGES
FOR THE ASHEVILLE REGIONAL AIRPORT.**

**IT IS HEREBY ENACTED AND ORDAINED BY THE GREATER ASHEVILLE REGIONAL AIRPORT
AUTHORITY AS FOLLOWS:**

Section 1. CITATION.

1.1 This Ordinance may be cited as the "**Airline Rates, Fees & Charges Ordinance**".

Section 2: FINDINGS.

2.1 The Greater Asheville Regional Airport Authority was created by Session Law 2012-121, which was ratified by the General Assembly of North Carolina on June 28, 2012.

2.2 Section 1.6(a)(7) of Session Law 2012-121 gives the Greater Asheville Regional Airport Authority the ability to, among other things: *"[m]ake all reasonable rules, regulations, and policies as it may from time to time deem to be necessary, beneficial or helpful for the proper maintenance, use, occupancy, operation, and/or control of any airport or airport facility owned, leased, subleased, or controlled by the Authority . . ."*

2.3 Section 1.6(a)(6) of Session Law 2012-121 gives the Greater Asheville Regional Airport Authority the authority to: *"[c]harge and collect fees, royalties, rents, and/or other charges, including fuel flowage fees for the use and/or occupancy of property owned, leased, subleased, or otherwise controlled and operated by the Authority or for services rendered in operation thereof."*

2.4 Section 1.6(a)(21) of Session Law 2012-121 gives the Greater Asheville Regional Airport Authority the ability to: *"[e]xercise all powers conferred by Chapter 63 of the General Statutes [of the State of North Carolina] or any successor Chapter or law."*

2.5 North Carolina General Statute Section 63-53(5) further gives the Greater Asheville Regional Airport Authority the authority: *"[t]o determine the charge or rental for the use of any properties under its control and the charges for any services or accommodations and the terms and conditions under which such properties may be used, provided that in all cases the public is not deprived of its rightful, equal, and uniform use of such property."*

2.6 The Greater Asheville Regional Airport Authority is obligated under federal law to maintain an airport user fee and rental structure that, given the conditions of the Airport makes the Airport as financially self-sustaining as possible.

2.7 The Greater Asheville Regional Airport Authority is further obligated under federal law to establish an airport user fee structure that is fair and reasonable to all users, and not unjustly discriminatory.

2.8 In or around Fall 2014, the Greater Asheville Regional Airport Authority contracted with an airport consulting firm, who conducted a comprehensive airline rate and charge study at the Airport, in accordance with the methodology stated in the Rates and Charges Policy promulgated by the Office of the Secretary of the Department of Transportation and by the FAA.

2.9 Since approximately February 2015, the Greater Asheville Regional Airport Authority has consulted with and made repeated, good faith efforts to reach an agreement regarding rates, fees and charges with the Airlines, and to resolve all disputes asserted by the Airlines, and after adequate and timely consultation with the Airlines and with the airport consulting firm, Greater Asheville Regional Airport Authority now desires to implement, by ordinance, the fair, reasonable and not unjustly discriminatory rates and charges structure as proposed by the airport consulting firm.

Section 3. PURPOSE AND SCOPE

3.1 The Greater Asheville Regional Airport Authority finds and determines that it is in the public interest to establish a schedule of Airline rates, fees and charges by ordinance.

3.2 This Airline Rates, Fees & Charges Ordinance shall be applicable to all Airlines utilizing the Asheville Regional Airport.

Section 4. EFFECTIVE DATE

4.1 The Airline Rates, Fees & Charges Ordinance shall take effect as of the 9th day of December, 2016.

Section 5. DEFINITIONS

5.1 "Affiliate" shall mean any airline or other entity designated in writing by Airline as an Affiliate that is operating under the same flight code designator and is: (1) a parent or subsidiary of Airline or is under the common ownership and control with Airline or (2) operates under essentially the same trade name as Airline at the Airport and uses essentially the same livery as Airline or (3) is a contracting ground handling company on behalf of Airline at the Airport.

5.2 "Airline(s)" shall mean each airline providing commercial passenger service to and from the Airport and using the Airport Terminal Building to enplane and deplane passengers or cargo service to and from the Airport.

5.3 [RESERVED]

5.4 "Airlines' Revenue Landed Weight" is for the applicable Fiscal Year the sum of the products determined by multiplying each Revenue Aircraft Arrival by each of the Airlines by the applicable Certified Maximum Gross Landed Weight of the aircraft making the Revenue Aircraft Arrival.

5.6 "Airport" is the Asheville Regional Airport as it presently exists and as it is hereafter modified or expanded.

5.7 "Airport Operating Requirement" for any Fiscal Year, consists of all of the following: (1) Operation and Maintenance Expenses; (2) O&M Reserve Requirement; (3) Depreciation; (4) Amortization; (5) Debt Service; (6) coverage required on any Bonds; (7) fund deposits required under any Bond Ordinance; (8) the net amount of any judgment or settlement arising out of or as a result of the ownership, operation or maintenance of the Airport payable by Authority during any Fiscal Year. This amount would include, but not be limited to, the amount of any such judgment or settlement arising out of or as a result of any claim, action, proceeding or suit alleging a taking of property or an interest in property without just

or adequate compensation, trespass, nuisance, property damage, personal injury or any other claim, action, proceeding or suit based upon or relative to the environmental impact resulting from the use of the Airport for the landing and taking off of aircraft; and (9) any and all other sums, amounts, charges or requirements of the Airport to be recovered, charged, set aside, expensed or accounted for during any Fiscal Year, or the Authority's accounting system.

5.8 "Amortization" is the amount determined by dividing the net cost of each Airport non-depreciating asset by an imputed estimated life for the asset as determined by the Authority.

5.9 "Assigned Space" means for each Airline, those areas and facilities in the Terminal Building and those areas adjacent to and outside the Terminal Building which are assigned to such Airline for its Preferential use.

5.10 "Authority" means the Greater Asheville Regional Airport Authority.

5.11 "Bond Ordinance" is any ordinance, resolution or indenture authorizing the issuance of Bonds for or on behalf of the Airport or Authority, including all amendments and supplements to such ordinances, resolutions and indentures.

5.12 "Bonds" are all debt obligations issued for or on behalf of the Airport or the Authority subsequent to July 1, 2009, except obligations issued by or on behalf of the Authority for a Special Facility.

5.13 "Capital Charge or Capital Charges" charges that include Amortization, Depreciation and Debt Service.

5.14 "Capital Outlay" is the sum of one hundred thousand dollars (\$100,000) or as otherwise determined by the Authority.

5.15 "Certified Maximum Gross Landed Weight" or "CMGLW" is, for any aircraft operated by any of the Airlines, the certified maximum gross landing weight in one thousand pound units of such aircraft as certified by the FAA and as listed in the airline's FAA approved "Flight Operations Manual".

5.16 "Debt Service" for any Fiscal Year is the principal, interest and other payments required for or on account of Bonds issued under any Bond Ordinance.

5.17 "Depreciation" is the amount which is the net cost of any Airport asset, except a non-depreciating asset, divided by its estimated useful life as determined by the Authority.

5.18 "Enplaned Passengers" are the originating and on-line or off-line transfer passengers of each of the Airlines serving the Airport enplaning at the Airport.

5.19 "Fiscal Year" is July 1st of any calendar year through June 30th of the next succeeding calendar year, or such other fiscal year as Authority may subsequently adopt for the Airport.

5.20 "Holdrooms" means the gate seating areas currently situated in the Airport Terminal Building, as they now exist or as they may hereafter be modified or expanded or constructed by Authority within or as part of the Terminal Building for use by Airline and the other Airlines for their Joint Use.

5.21 "Joint Use Formula" is, for any Fiscal Year, the formula used for prorating Terminal Building Rentals for Joint Use Space.

5.22 "Joint Use Space" means that common use space not assigned, which Airline uses on a joint use basis with other airline tenants.

5.23 "Landing Fees" are the airfield related charges calculated by multiplying the landing fee rate established in the Schedule of Rates, Fees and Charges for the applicable Fiscal Year by the applicable Certified Maximum Gross Landed Weight ("CMGLW") of Revenue Aircraft Arrivals.

5.24 "Operation and Maintenance Expenses" or "O&M Expenses" are, for any Fiscal Year, the total costs and expenses, incurred or accrued by the Authority for that Fiscal Year, in providing for the administration, operation, maintenance and management of the Airport, including, without limitation, the performance by Authority of any of its obligations related to the Airport.

5.25 "O&M Reserve Requirement" is the requirement adopted by the Authority that defines the amount of operating cash reserves to be available within the O&M Reserve Fund. The O&M Reserve Requirement may be revised from time to time and is currently set to equal at least six (6) months of the annual O&M Expenses budgeted for the current Fiscal Year.

5.26 "Passenger Facility Charge (PFC)" is the charge imposed by the Authority pursuant to 49 U.S.C. App. 513, as amended or supplemented from time to time, and 14 CFR Part 158, as amended or supplemented from time to time, or any other substantially similar charge lawfully levied by or on behalf of the Authority pursuant to or permitted by federal law.

5.27 "Preferential Use Space" means that Assigned Space for which Airline holds a preference as to use, and which may be used on a non-preferential basis by another airline or tenant.

5.28 "Rentable Space" is that space within the Airport Terminal Building which has been constructed or designated as rentable space by Authority, including such deletions therefrom and additions thereto as may occur from time-to-time.

5.29 "Revenue Aircraft Arrival" is an airline aircraft landing at Airport, excluding those returning to the Airport due to an emergency, and for which Landing Fees are charged by Authority.

5.30 "Special Facility" is any Airport facility acquired or constructed for the benefit or use of any person or persons, the costs of construction and acquisition of which are paid for (a) by the obligor under a Special Facility agreement, (b) from the proceeds of Special Facility bonds, or (c) both; provided, however, that Airport facilities built by an Airport tenant under a ground lease or any other agreement which by its terms is not indicated to be a Special Facility agreement shall not be considered a Special Facility under this definition.

5.31 "Schedule of Rates, Fees and Charges" is the schedule the rates, fees and charges due by Airline to the Authority and is reestablished each Fiscal Year.

5.32 "Terminal Building Rentals" are the Terminal Building rents calculated by multiplying the Terminal Building Rental Rate times the then-applicable square footage of the Assigned Space in question.

5.33 "Loading Bridge Fees" are the fees calculated by dividing the total Loading Bridge requirement, which currently includes Operating Expenses, Capital Outlay, Debt Service and Debt Service Coverage, by the total departures.

5.34 "Market Share Exempt Carrier" is any New Airline operating with less than 7% market share of total enplanements per month. The only fees applicable to a Market Share Exempt Carrier are Landing Fees and Per Turn Fees, unless the New Airline is leasing preferential space which would be included in separate rent. An Airline will cease to qualify as Market Share Exempt Carrier at the time that the Airline meets or exceeds 7% of market share of total enplanements per month for any six (6) of the immediately preceding twelve (12) months. Once Airline is no longer Market Share Exempt, the Airline will be responsible for all Terminal and Airfield related rates, fees and charges.

5.35 "New Airline(s)" shall mean any new airline providing new commercial passenger or cargo service to and from the Airport, using the Airport Terminal Building or cargo building to enplane and deplane passengers or cargo service to and from the Airport.

Section 6. RATE MAKING METHODOLOGY

6.1 Rates and charges shall be established annually based on the methodology set by the Authority below and in the Schedule of Rates and Charges referenced in Section 8 below.

6.2 Rates and charges shall be developed under a commercial compensatory rate making methodology.

6.3 Rates and charges shall be calculated and set at the beginning of each Fiscal Year.

6.4 Terminal Building Operating Requirement.

6.4.1 For purposes of this Ordinance, the Terminal Building Cost Center shall consist of the current Terminal Building, including the ticketing wing, the Holdrooms, baggage claim facilities, baggage make-up facilities, and passenger loading bridges/regional boarding ramps, as well as the areas immediately adjacent to the west side of the terminal building utilized for baggage tug drives and baggage tug storage, and all public areas, concession areas, and other leasable areas.

6.4.2 The Terminal Building Operating Requirement shall be calculated as specified in Sections 6.4.2.1 through 6.4.2.4 below:

6.4.2.1 By summing the elements of the Airport Operating Requirement allocated to the Terminal Building Cost Center. Currently, this includes O&M Expenses, O&M Reserve Requirement, net Depreciation, Amortization, Capital Outlay, and Debt Service.

6.4.2.2 By then reducing the total from Section 6.4.2.1 by non-airline revenue credits applied by the President & CEO. These revenue credits are reimbursements and offsets to base costs. This results in the Net Terminal Building Operating Requirement.

6.4.2.3 The Net Terminal Building Operating Requirement calculated in Section 6.4.2.2 is then divided by Rentable Space to obtain the Terminal Building Rental Rate.

6.4.2.4 Finally, each Airlines' share of cost is then derived by multiplying the Terminal Building Rental Rate by the Terminal Building Airlines' rented space (preferential use) and Airlines' share of Joint Use Space as determined by the Joint Use Formula.

6.4.3. Joint Use Space. Joint Use Space shall be classified as Baggage Make-Up, Baggage Claim and Gate Area. Airline's share of the Terminal Building Rentals for Baggage Make-Up and Baggage Claim Joint Use Space will be determined as follows: (1) eighty-five percent (85%) of the total rentals due shall be prorated among Airlines using Joint Use Space based upon Airline's share of Checked Bags, (2) fifteen percent (15%) of the total rentals due shall be prorated equally among the Airlines using Joint Use Space. Airline's share of the Terminal Building Rentals for Gate Area Joint Use Space will be determined as follows: (1) eighty-five percent (85%) of the total rentals due shall be prorated among Airlines using Joint Use Space based upon Airline's share of Enplaned Passengers, (2) fifteen percent (15%) of the total rentals due shall be prorated equally among the Airlines using Joint Use Space.

6.4.4 Per Turn Fee for Market Share Exempt Carriers. The Per Turn Fee for Market Share Exempt Carriers is calculated by dividing the Per Turn requirement by the total estimated departures.

6.5 Airfield Area Operating Requirement.

6.5.1 For purposes of this Ordinance, the Airfield Area Cost Center consists of those areas of land and Airport facilities which provide for the general support of air navigation, flight activity and other aviation requirements of the Airport. The airfield includes runways, taxiways, the terminal apron, aircraft service areas and those ramp areas not included in any other cost center, approach and clear zones, safety areas and infield areas, together with all associated landing navigational aids and Airport facilities, aviation controls, and other systems related to the airfield. It also includes areas of land acquired for buffer requirements for the landing areas of the Airport, all land acquired for Airport expansion until the land is used or dedicated to another cost center, and all Airport noise mitigation facilities or costs. The Airport's triturator facility, storage areas for airline glycol equipment and tanks, and any fueling facilities and equipment provided to serve the airlines on the terminal apron are also included in the airfield cost center.

6.5.2 The Airfield Area Operating Requirement shall be calculated as specified in Sections 6.5.2.1 through 6.5.2.4 below:

6.5.2.1 By summing the elements of the Airport Operating Requirement allocated to the Airfield Area Cost Center. Currently, this includes the O&M Expenses, O&M Reserve Requirement, net Depreciation, Amortization, Capital Outlay, and Debt Service.

6.5.2.2 By then reducing the total calculated in Section 6.5.2.1 above by non-airline revenue credits applied by the President & CEO. These revenue credits are reimbursements and offsets to base costs. This results in the Net Airfield Area Operating Requirement.

6.5.2.3 The Net Airfield Area Operating Requirement calculated in Section 6.5.2.2 is then divided by the estimated Certified Maximum Gross Landed Weight (CMGLW) of all Airlines' Revenue Aircraft Arrivals to determine the Airlines' Landing Fee rate.

6.5.2.4 The Airlines' Landing Fee rate is then multiplied by the estimated CMGLW of the Airlines.

6.5.3 All costs incurred by the Authority for mitigation or damages resulting from noise, environmental incidents or conditions, aircraft fueling, or other Airport aircraft-related conditions or activities will also be charged and allocated to the Airfield Area Operating Requirement.

6.5.4 [RESERVED]

6.5.5 Affiliate. Each Affiliate's operations shall be counted and recorded jointly with Airline's and shall be at the same rate.

6.5.6 [RESERVED]

6.5.7 Other Cost Centers. All other cost centers are not included as part of the Airlines' rates, charges and fees. Authority may apply revenues from the other cost centers to offset expenses at a time, and in an amount, based on the sole discretion of the President & CEO.

6.5.8 Unless otherwise provided herein, all rates, fees and charges are calculated as described in Schedule of Rates, Fees and Charges referenced in Section 8 below.

Section 7. RENTALS, FEES AND CHARGES

7.1 The Authority shall establish the Schedule of Rates, Fees and Charges at the beginning of each Fiscal Year.

7.2 Prior to the establishment of the Schedule of Rates, Fees and Charges each Fiscal Year, the Authority shall formally notify Airline in writing of the anticipated Schedule of Rates, Fees and Charges to be in effect for the upcoming Fiscal Year. Authority's notification to Airline shall include notice of the time and place of a meeting to present the Schedule of Rates, Fees and Charges, expenses and capital charges used in the calculation, and to answer questions of Airline. The anticipated Schedule of Rates, Fees and Charges shall be set forth and supported by a document prepared by the Authority.

7.3 So long as Airline has been notified per above, the implementation of the upcoming Schedule of Rentals and Charges will be effective on the first day of the Fiscal Year.

7.4 Each Airline operating at the Airport shall be responsible for paying those rates and charges itemized below in the amounts specified in the Schedule of Rates, Fees and Charges in Section 8 below:

7.4.1 Preferential Use Space - Each Airline shall pay the Authority for its use of the assigned, Preferential Use Space in the Terminal.

7.4.2 Joint Use Space – Each Airline shall pay the Authority its share of rentals on Joint Use Space used by Airline in common with other airline tenants.

7.4.3 Landing Fees –For its use of the airfield, apron and appurtenant facilities, Airline shall pay a landing fee for each and every aircraft landed by the Airline at the Airport except as otherwise noted herein.

7.4.4 Passenger Facility Charge. Airline shall comply with all of the applicable requirements contained in 14 CFR Part 158 and any amendments thereto. Airline shall pay the Authority the Passenger Facility Charge applicable to all of Airline’s revenue passengers enplaning at the Airport imposed by the Authority from time to time pursuant to applicable Federal law and regulations.

7.4.5 Other Fees and Charges. Airline shall also pay all miscellaneous charges assessed to and owed by Airline to the Authority including, but not limited to, the cost of utilities and services, employee parking fees, telecommunications charges, paging system fees, triturator fees, skycap services, preconditioned air and fixed ground power fees, security measures, such as key cards and identification badges and the like, common use fees and common equipment charges, and law enforcement fees (net of TSA reimbursement).

7.4.5.1 Such other fees and charges shall be detailed by the Authority in the Schedule of Rates, Fees and Charges.

Section 8. SCHEDULE OF RATES, FEES AND CHARGES

8.1 The Authority's 2026-2027 Schedule of Rates, Fees and Charges effective July 1, 2026 is attached hereto and incorporated herein by reference as Exhibit A.

Section 9. PAYMENT OF RENTALS, FEES AND CHARGES

9.1 Airlines shall pay for space rentals for Preferential Use Space and Joint Use Space, monthly, without invoice, demand, set-off, or deduction on or before the first (1st) day of each calendar month.

9.2 On or before the fifteenth (15th) day of each month, Airlines shall pay for their Landing Fees for the immediately preceding month.

9.3 Airlines shall report to the Authority on or before the fifteenth (15th) day of each month the Airlines actual operating activity for the prior month by submitting a written report. All such monthly reports shall be submitted on a standardized form provided by the Authority, such form shall act as the actual invoice.

9.4 Payment for all other fees and charges shall be invoiced by the Authority and shall be due upon receipt of the Authority’s invoice. Such payments shall be deemed delinquent if not received within thirty (30) calendar days of the date of such invoice.

9.5 Except as provided above, or if such payments or reporting is under dispute by Airline, Airline shall be in violation of this Ordinance if its payments and reporting information required above are not received by the Authority on or before the fifteenth (15th) day of the month in which they are due.

9.6 Security Deposit. If in the reasonable business discretion of the Authority, it is determined that the financial condition of Airline, at the beginning of air service at the Airport, or an incumbent Airline that has displayed an irregular payment history, then Airline may be required to submit a cash security deposit in

an amount not to exceed the equivalent of six (6) months estimated rentals, fees and charges.

9.6.1 In the event that the Authority determines a security deposit is required, the Airline shall deposit such sum with the Authority within thirty (30) days of being so notified by the Authority, and such sum shall be retained by Authority as security for the faithful performance of Airline's obligation hereunder.

9.6.2 The Authority shall have the right, but not the obligation, to apply said security deposit to the payment of any sum due to Authority which has not been paid in accordance with this Ordinance, including, but not limited to, reimbursement of any expenses incurred by Authority in curing any default of Airline, or to the cost of restoring the Assigned Space or its furnishings, fixtures or equipment to their original condition, reasonable wear and tear excepted.

9.6.3 In the event that all or any portion of the security deposit is so applied, the Airline shall promptly, upon demand by Authority, remit to Authority the amount of cash required to restore the security deposit to its original sum.

9.6.4 An Airline's failure to remit the amount of cash required to restore the security deposit in accordance with Section 9.6.3 above within ten (10) calendar days after its receipt of such demand shall constitute a breach of this Ordinance.

9.6.5 If said deposit shall not have been applied for any of the foregoing purposes, it shall be returned to Airline, without interest, within sixty (60) days of the Airline ceasing operation at the Airport. The Authority will not pay interest on any security deposit.

9.7 Airlines shall pay all rates, fees and charges established herein to the Authority monthly, without set-off, and except as specifically provided above, without invoice or demand therefore, in lawful money of the United States of America, by check payable to Authority delivered or mailed to the Authority or by wire transfer to the Authority.

9.8 All payments shall be considered completed upon receipt and deposit by Authority. Airline shall pay a penalty for late or delinquent payments not received by the Authority within thirty days of due date, at an 18% annum, or the amount allowed by law, on balance of the unpaid amount calculated from the date the amount is due until the close of business day upon which the delinquent payment is received by the Authority. The Authority, in its sole discretion shall have the authority to waive any late or delinquent fees.

Section 10. PENALTIES AND ENFORCEMENT

10.1 Unless otherwise specified herein, violation of any provision of this Airline Rates, Fees & Charges Ordinance shall be enforced in accordance with, and subject to the penalties specified in, this Section 10.

10.2 In addition to any civil or criminal penalties set out in this Section 10. or in any other Section or Subsection herein, this Airline Rates, Fees & Charges Ordinance may be enforced by an injunction, order of abatement, or other appropriate equitable remedy issuing from a court of competent jurisdiction.

10.3 This Airline Rates, Fees & Charges Ordinance may be enforced by one, all or a combination of the penalties and remedies authorized and prescribed in this Section 10, or elsewhere herein, except that any provision, the violation of which incurs a civil penalty, shall not be enforced by criminal penalties.

10.4 Except as otherwise specified herein, each day's continuing violation of any provision of the Airline Rates, Fees & Charges Ordinance is a separate and distinct offense.

10.5 A violation this Airline Rates, Fees & Charges Ordinance shall not be a misdemeanor or infraction under N.C. Gen. Stat. §14-4; however, civil penalties shall be assessed and civil citations issued for the administrative violation of any provision in accordance with Section 10.6 through 10.7 below.

10.6 The President & CEO shall authorize specific Authority personnel to enforce all administrative violations of this Airlines Rates, Fees & Charges Ordinance.

10.7 Upon any administrative violation of this Airline Rates, Fees & Charges Ordinance, personnel designated in accordance with Section 10.6 shall cause a civil citation to be issued to the violator.

10.7.1 All civil citations shall be hand-delivered to the violator or shall be mailed by first class mail addressed to the last known address of the violator. The violator shall be deemed to have been served upon hand-delivery or the mailing of the civil citation.

10.7.2 Unless otherwise expressly specified herein the civil penalty associated with each civil citation issued for an administrative violation of this Airline Rates, Fees & Charges Ordinance shall be as follows: By a fine of up to \$500.00.

10.8 Any person may submit, within ten (10) days of receipt of a civil violation, a written request that the President & CEO review the civil citation, in accordance with Sections 10.8.1.1 through 10.8.3 below.

10.8.1 A request to the President & CEO shall be in writing and shall be hand delivered to the Office of the President & CEO and must be signed for by and employee of the Authority, or shall be mailed to the President & CEO by certified mail, return receipt requested.

10.8.2 A request to the President & CEO must specify in detail all of the reasons why the civil citation should be modified or withdrawn and must provide a mailing address for the President & CEO to submit a response to the request.

10.8.3 Within ten (10) days of receipt of a request in accordance with Section 10.8.1, the President & CEO shall mail a written decision to the requesting party at the address provided.

10.8.4 Unless a written request for review in accordance with Section 10.8.1 above, civil penalties issued via civil citation for an administrative violation of any Section of this Airport Rates, Fees and Charges Ordinance shall be due and payable to the Authority within 30 days of receipt.

10.8.5 If a written request for review is appealed and the civil citation is not withdrawn, payment of the civil penalty shall be due and payable to the Authority within 30 days of issuance of the President & CEO's written decision to the violator.

10.8.6 Unless other provided, if the violator fails to respond to a citation within 30 days of issuance and pay the fine prescribed therein, the Authority may institute a civil action in the

nature of a debt in the appropriate division of the state general court of justice to collect the fine owed.

Section 11. SEVERABILITY

11.1 If any provision, clause, section, or provision of this the Airline Rates, Fees & Charges Ordinance shall be held by a court of competent jurisdiction to be invalid, illegal or unenforceable, such invalid, illegal or unenforceable provision shall be severed from the remainder of the Airline Rates, Fees & Charges Ordinance, and the remainder of shall be enforced and not be affected thereby.

Section 12. AMENDMENT.

12.1 The Authority reserves the right to amend the Airline Rates, Fees & Charges Ordinance, as well as the attached Schedule of Rates, Fees and Charges, at any time, by ordinance, after due notice and public hearing, in accordance with the Authority's Resolution No. __ establishing The Greater Asheville Regional Airport Authority's Policy and Procedure for the Adoption of Ordinances.

ADOPTED THIS the ___ day of _____, 2026, after due notice and a public hearing, by the Greater Asheville Regional Airport Authority.

**GREATER ASHEVILLE REGIONAL
AIRPORT AUTHORITY**

By: _____
Brad Galbraith, Chair

ATTEST:

Ellen M. Heywood, Clerk to the Board

Exhibit A

Greater Asheville Regional Airport Authority

2026 – 2027 Fiscal Year

Schedule of Rates, Fees and Charges

(Proposed)

Table 1

SUMMARY OF AIRLINE RATES, FEES, AND CHARGESAsheville Regional Airport
(For Fiscal Years Ending June 30)

	Charge Basis	Table Reference	2025	2026	2027
AIRLINE RATES, FEES, AND CHARGES					
Landing Fee Rate	per 1,000 lbs of CMGLW	Table 6	\$ 3.27	\$ 3.01	\$ 3.43
Terminal Building Rental Rate	per rented square feet	Table 7	\$ 148.09	\$ 191.06	\$ 229.20
Passenger Boarding Device Fee	per departure	Table 8	\$ 7.30	\$ 7.05	\$ 63.41
BHS Joint Use Fees (a)					
Per Bag (85% of BHS req't)	per checked bag	Table 9	\$ 1.63	\$ 2.50	\$ 3.30
Per Airline (15% of BHS req't)	per airline	Table 9	\$ 40,629	\$ 55,793	\$ 80,108
Gate Area Joint Use Fees (a)					
Per Passenger (85% of BHS req't)	per checked bag	Table 9	\$ 1.71	\$ 2.64	\$ 3.19
Per Airline (15% of BHS req't)	per airline	Table 9	\$ 103,788	\$ 133,905	\$ 160,633
Ticketing Use Fee (b)					
Passenger Security Screening Fee	per enplaned passenger	Table 11	\$ 1.01	\$ 1.55	\$ 1.78
Per Turn Fees (Exempt Carriers Only)					
Aircraft with 0-70 Seats		Table 12	\$ 589.00	\$ 723.00	\$ 967.00
Aircraft with 71-135 Seats		Table 12	\$ 680.00	\$ 834.00	\$ 1,116.00
Aircraft with 136 or More Seats		Table 12	\$ 793.00	\$ 973.00	\$ 1,302.00
AIRLINE PAYMENTS AND CALCULATION OF AVERAGE AIRLINE COST PER ENPLANED PASSENGER (CPE)					
Airfield Area Cost Center					
Landing Fees			\$ 4,774,996	\$ 3,954,791	\$ 4,705,824
Landing Fee Incentives			0	-	-
Deicing Chemicals			40,000	40,000	41,200
Total Airfield Area			\$ 4,814,996	\$ 3,994,791	\$ 4,747,024
Terminal Building Cost Center					
Preferential Use Rentals			1,191,044	1,806,710	1,932,405
Joint Use Charges					
Gate Area Joint Use Rentals			2,352,529	3,035,175	4,182,188
Bag Makeup Joint Use Rentals			1,083,437	1,397,824	2,106,514
Loading Bridge Fees			100,000	100,000	883,125
Per Turn Fees			0	0	82,337
Security Fees			1,393,130	1,787,906	1,997,715
Terminal Fee Incentives			0	-	-
Total Terminal Building			\$ 6,120,140	\$ 8,127,615	\$ 11,184,284
TOTAL AIRLINE REVENUES			\$ 10,935,136	\$ 12,122,406	\$ 15,931,308
Annual percent change				10.9%	31.4%
Enplaned Passengers			1,375,000	1,150,000	1,140,000
Annual percent change				-16.4%	-0.9%
AVERAGE AIRLINE CPE			\$ 7.95	\$ 10.54	\$ 13.97
Annual percent change				32.5%	32.6%

(a) Excludes Market Share Exempt Carriers, which pay equivalent charges through Per Turn Fees. Market Share Exempt Carriers have a monthly market share of enplaned passengers of 7% or less.

(b) Charged as a component of Per Turn Fees to Exempt Carriers only.

Note: Amounts may not add to totals shown due to rounding. CMGLW = Certified Maximum Gross Landed Weight.

Table 2

TERMINAL BUILDING SPACE PROGRAM

Asheville Regional Airport

(In Square Feet; For Fiscal Years Ending June 30)

	2025	2026	2027
PREFERENTIAL USE SPACE			
TOTAL AIRLINE RENTED SPACE	8,850	8,583	8,583
Vacant Space	1,997	2,264	2,264
TOTAL PREFERENTIAL USE SPACE	10,847	10,847	10,847
<i>Percent rented</i>	<i>81.6%</i>	<i>79.1%</i>	<i>79.1%</i>
JOINT USE SPACE			
Baggage Make-Up	3,192	3,192	3,192
Baggage Claim	4,124	4,124	4,124
Gates 1-3 Holdroom	8,517	8,517	8,517
Gates 4-7 Holdroom	6,751	6,751	6,751
Gates 4-7 Secure Enplanement Corridor	3,421	3,421	3,421
TOTAL JOINT USE SPACE	26,005	26,005	26,005
OTHER RENTABLE SPACE			
Concession	13,775	13,775	13,775
FAA Tower and Related Office	4,374	4,374	4,374
TSA Offices and Breakroom	1,933	1,933	1,933
TSA Passenger Security Screening	4,891	4,891	4,891
TSA Offices Adjacent to Screening	396	396	396
TOTAL OTHER RENTABLE SPACE	25,369	25,369	25,369
TOTAL RENTABLE SPACE	62,221	62,221	62,221
TOTAL AIRLINE RENTED SPACE	34,855	34,588	34,588
<i>Share of Rentable Space Rented by Airlines</i>	<i>56.0%</i>	<i>55.6%</i>	<i>55.6%</i>
PUBLIC AND OTHER SPACE			
Public and Other	45,628	45,628	45,628
TOTAL PUBLIC AND OTHER SPACE	45,628	45,628	45,628
TOTAL TERMINAL BUILDING USABLE SPACE	107,849	107,849	107,849

Note: Excludes nonusable (e.g., mechanical and electrical) space.

Table 3A

OPERATION AND MAINTENANCE (O&M) EXPENSES

Greater Asheville Regional Airport Authority
(For Fiscal Years Ending June 30)



	Budget 2025	Budget 2026	Budget 2027
BY CATEGORY			
Personnel Services	\$ 13,637,208	\$ 13,728,454	\$ 15,450,473
Professional Services	887,030	1,125,335	592,250
Other Contractual Services	4,069,987	5,019,638	6,675,945
Utilities	628,010	545,375	544,832
Insurance	480,000	772,318	882,153
Materials and Supplies	828,385	767,224	713,710
Repairs and Maintenance	562,000	574,500	413,500
Other Expenses	665,714	633,909	1,843,164
TOTAL	\$ 21,758,334	\$ 23,166,753	\$ 27,116,027
<i>Annual percent change</i>		6.5%	17.0%
BY DEPARTMENT			
Maintenance	\$ 6,634,846	\$ 6,875,949	\$ 8,120,301
Operations	-	1,943,465	2,138,540
Guest Services	327,349	427,370	447,618
Custodial	-	1,163,351	1,828,622
Information Technology	1,949,208	2,802,672	3,092,036
Public Safety	3,695,938	3,383,526	3,676,683
Shared Services	5,071,192	7,580,420	7,812,227
TOTAL	\$ 17,678,532	\$ 24,176,753	\$ 27,116,027
BY COST CENTER			
Airfield Area	\$ 5,571,814	\$ 5,815,618	\$ 10,436,498
Terminal Building	9,754,558	10,120,453	13,106,208
Parking and GT	3,553,914	4,269,721	3,356,675
General Aviation Area	2,064,126	2,153,837	-
Other Areas	813,922	807,124	216,646
TOTAL	\$ 21,758,334	\$ 23,166,753	\$ 27,116,027

Note: See Table 3B for detail of expense allocation to cost centers. Amounts may not add to totals shown due to rounding.

Table 3B

ALLOCATION OF OPERATION AND MAINTENANCE (O&M) EXPENSES

Greater Asheville Regional Airport Authority
(For Fiscal Years Ending June 30)



	2027	Allocation Percentages by Cost Center					
		Airfield Area	Terminal	Parking/Rdwys/GT	General Aviation	Other Areas	Shared Services
DEPARTMENTAL O&M ALLOCATION PERCENTAGES							
Maintenance Divisions							
Terminal Maintenance	\$ 944,615	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Maintenance - Personnel	2,597,778	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%
Airfield Maintenance	2,045,197	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rental Car Facilities Maintenance	150,997	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Landside Maintenance	2,381,714	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Other Maintenance	-	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Subtotal	\$ 8,120,301						
Operations Divisions							
Airfield Operations	\$ 351,359	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Operations - Personnel	1,787,181	60.0%	40.0%	0.0%	0.0%	0.0%	0.0%
Subtotal	\$ 2,138,540						
Guest Services	\$ 447,618	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Custodial	1,828,622	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Information Technology Divisions							
Information Technology - General	\$ 945,447	10.0%	60.0%	0.0%	0.0%	0.0%	30.0%
Information Technology - Personnel	1,603,812	10.0%	60.0%	0.0%	0.0%	0.0%	30.0%
Information Technology - Terminal	542,777	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Subtotal	\$ 3,092,036						
Public Safety Divisions							
Public Safety - General	\$ 58,215	30.0%	60.0%	5.0%	0.0%	5.0%	0.0%
Public Safety - Personnel	2,557,017	40.0%	60.0%	0.0%	0.0%	0.0%	0.0%
Aircraft Rescue and Fire Fighting (ARFF)	1,061,451	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Subtotal	\$ 3,676,683						
Shared Services Divisions							
Administration	\$ 1,550,885	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Planning	583,170	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Executive	1,991,974	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Finance	1,171,603	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Marketing	1,023,751	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Properties and Contractual Services	416,297	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Telecommunications	724,547	40.0%	60.0%	0.0%	0.0%	0.0%	0.0%
General/Unassigned	350,000	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Subtotal	\$ 7,812,227						
TOTAL	\$27,116,027						


ALLOCATION OF OPERATION AND MAINTENANCE (O&M) EXPENSES

 Greater Asheville Regional Airport Authority
 (For Fiscal Years Ending June 30)

	Allocation by Cost Center						
	2027	Airfield Area	Terminal	Parking/Rdwys/GT	General Aviation	Other Areas	Shared Services
O&M EXPENSES BY DEPARTMENT							
Maintenance Divisions							
Terminal Maintenance	\$ 944,615	\$ -	\$ 944,615	\$ -	\$ -	\$ -	\$ -
Maintenance - Personnel	2,597,778	1,298,889	1,298,889	-	-	-	-
Airfield Maintenance	2,045,197	2,045,197	-	-	-	-	-
Rental Car Facilities Maintenance	150,997	-	-	-	-	150,997	-
Landside Maintenance	2,381,714	-	-	2,381,714	-	-	-
Other Maintenance	-	-	-	-	-	-	-
Subtotal	\$ 8,120,301	\$ 3,344,086	\$ 2,243,504	\$ 2,381,714	\$ -	\$ 150,997	\$ -
Operations Divisions							
Airfield Operations	\$ 351,359	\$ 351,359	\$ -	\$ -	\$ -	\$ -	\$ -
Operations - Personnel	1,787,181	1,072,309	714,872	-	-	-	-
Subtotal	\$ 2,138,540	\$ 1,423,668	\$ 714,872	\$ -	\$ -	\$ -	\$ -
Guest Services	\$ 447,618	\$ -	\$ 447,618	\$ -	\$ -	\$ -	\$ -
Custodial	1,828,622	-	1,828,622	-	-	-	-
Information Technology Divisions							
Information Technology - General	\$ 945,447	\$ 94,545	\$ 567,268	\$ -	\$ -	\$ -	\$ 283,634
Information Technology - Personnel	1,603,812	160,381	962,287	-	-	-	481,144
Information Technology - Terminal	542,777	-	542,777	-	-	-	-
Subtotal	\$ 3,092,036	\$ 254,926	\$ 2,072,332	\$ -	\$ -	\$ -	\$ 764,778
Public Safety Divisions							
Public Safety - General	\$ 58,215	\$ 17,465	\$ 34,929	\$ 2,911	\$ -	\$ 2,911	\$ -
Public Safety - Personnel	2,557,017	1,022,807	1,534,210	-	-	-	-
Aircraft Rescue and Fire Fighting (ARFF)	1,061,451	1,061,451	-	-	-	-	-
Subtotal	\$ 3,676,683	\$ 2,101,722	\$ 1,569,139	\$ 2,911	\$ -	\$ 2,911	\$ -
Shared Services Divisions							
Administration	\$ 1,550,885	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,550,885
Executive	1,991,974	-	-	-	-	-	1,991,974
Finance	1,171,603	-	-	-	-	-	1,171,603
Marketing	1,023,751	-	-	-	-	-	1,023,751
Properties and Contractual Services	416,297	-	-	-	-	-	416,297
Telecommunications	724,547	289,819	434,728	-	-	-	-
Planning	583,170	-	-	-	-	-	583,170
General/Unassigned	350,000	-	-	-	-	-	350,000
Subtotal	\$ 7,812,227	\$ 289,819	\$ 434,728	\$ -	\$ -	\$ -	\$ 7,087,680
TOTAL	\$ 27,116,027	\$ 7,414,221	\$ 9,310,816	\$ 2,384,625	\$ -	\$ 153,908	\$ 7,852,458
<i>Percent of Direct</i>		38.5%	48.3%	12.4%	0.0%	0.8%	-100.0%
REALLOCATION OF SHARED SERVICES							
Shared Services (a)	\$ 7,852,458	\$ 3,022,278	\$ 3,795,392	\$ 972,051	\$ -	\$ 62,738	\$ (7,852,458)
TOTAL	\$ 27,116,027	\$ 10,436,498	\$ 13,106,208	\$ 3,356,675	\$ -	\$ 216,646	\$ -

(a) Shared Services expenses allocated to direct cost centers according to each cost center's pro rata share of direct O&M.

Note: Amounts may not add to totals shown due to rounding.

Table 4

DEBT SERVICE FUND DEPOSITS

Greater Asheville Regional Airport Authority
(For Fiscal Years Ending June 30)



	2025	2026	2027
OUTSTANDING BONDS			
Series 2016 Garage Bonds			
Principal	\$ 1,445,000	\$ 1,475,000	\$ 1,515,000
Interest	259,554	225,019	189,766
Net Series 2016 Debt Service	\$ 1,704,554	\$ 1,700,019	\$ 1,704,766
Series 2022A Terminal Expansion Project (TEP) Bonds			
Principal	\$ -	\$ -	\$ 3,550,000
Interest	9,838,763	9,838,763	9,838,763
Gross Series 2022A Debt Service	\$ 9,838,763	\$ 9,838,763	\$ 13,388,763
Less: Capitalized interest	(9,838,763)	-	-
Less: Amount paid from PFC Revenues	-	(5,976,168)	(10,635,870)
Less: Amount paid from NCAIP Grants	-	(3,862,595)	(2,752,893)
Net Series 2022A Debt Service	\$ -	\$ -	\$ -
Series 2023 Terminal Expansion Project (TEP) Bonds			
Principal	\$ -	\$ -	\$ 3,160,000
Interest	9,075,313	9,075,313	9,075,313
Gross Series 2023A Debt Service	\$ 9,075,313	\$ 9,075,313	\$ 12,235,313
Less: Capitalized interest	(9,075,313)	-	-
Less: Amount paid from PFC Revenues	-	-	-
Less: Amount paid from NCAIP Grants	-	(5,667,053)	(6,747,107)
Net Series 2023 Debt Service	\$ -	\$ 3,408,260	\$ 5,488,205
TOTAL OUTSTANDING BONDS			
Principal	\$ 1,445,000	\$ 1,475,000	\$ 8,225,000
Interest	19,173,629	19,139,094	19,103,841
Gross Debt Service	\$ 20,618,629	\$ 20,614,094	\$ 27,328,841
Less: Capitalized interest	(18,914,075)	-	-
Less: Amount paid from PFC Revenues	-	(5,976,168)	(10,635,870)
Less: Amount paid from NCAIP Grants	-	(9,529,647)	(9,500,000)
TOTAL OUTSTANDING BONDS	\$ 1,704,554	\$ 5,108,279	\$ 7,192,971
<i>Annual percent change</i>		199.7%	40.8%

Note: Amounts may not add to totals shown due to rounding.

Table 5

CAPITAL RECOVERY CHARGES
 Greater Asheville Regional Airport Authority
 (For Fiscal Years Ending June 30)



	2025	2026	2027
DEPRECIATION			
Depreciation	\$ 4,400,000	\$ 4,500,000	\$ 2,648,879
By Cost Center			
Airfield Area	\$ 616,000	\$ 630,000	\$ 1,435,668
Terminal Building	1,320,000	1,350,000	531,365
Parking and GT	1,452,000	1,485,000	532,974
General Aviation Area	704,000	720,000	113,937
Other Areas	308,000	315,000	34,935
Passenger Boarding Devices	-	-	-
TOTAL	\$ 4,400,000	\$ 4,500,000	\$ 2,648,879
<i>Annual percent change</i>		2.3%	-41.1%
AMORTIZATION			
Amortization	\$ 79,581	\$ 79,581	\$ 79,581
By Cost Center			
Airfield Area	\$ 79,581	\$ 79,581	\$ 79,581
Terminal Building	-	-	-
Parking and GT	-	-	-
General Aviation Area	-	-	-
Other Areas	-	-	-
Passenger Boarding Devices	-	-	-
TOTAL	\$ 79,581	\$ 79,581	\$ 79,581
<i>Annual percent change</i>		0.0%	0.0%
CAPITAL OUTLAY			
Capital Outlay	\$ 100,000	\$ 100,000	\$ 100,000
By Cost Center			
Airfield Area	\$ 50,000	\$ 50,000	\$ 50,000
Terminal Building	50,000	50,000	50,000
Parking and GT	-	-	-
General Aviation Area	-	-	-
Other Areas	-	-	-
Passenger Boarding Devices	-	-	-
TOTAL	\$ 100,000	\$ 100,000	\$ 100,000
<i>Annual percent change</i>		0.0%	0.0%
TOTAL CAPITAL RECOVERY CHARGES BY COST CENTER			
Airfield Area	\$ 745,581	\$ 759,581	\$ 1,565,249
Terminal Building	1,370,000	1,400,000	581,365
Parking and GT	1,452,000	1,485,000	532,974
General Aviation Area	704,000	720,000	113,937
Other Areas	308,000	315,000	34,935
Passenger Boarding Devices	-	-	-
TOTAL	\$ 4,579,581	\$ 4,679,581	\$ 2,828,460

Note: Amounts above exclude any grant or PFC-funded amounts. Capital recovery charges for Public Safety and Shared Services allocated to direct cost centers using O&M allocation percentages. Amounts may not add to totals shown due to rounding.

Table 6

CALCULATION OF NET REVENUE SHARING CREDIT

Greater Asheville Regional Airport Authority

(For Fiscal Years Ending June 30)



	2025	2026	2027
CALCULATION OF GROSS REVENUES			
Airline Revenues (Pre-Credit)			
Net Airfield Requirement (Pre-Credit)	\$ 6,825,539	\$ 6,542,101	\$ 12,207,762
Airline Term Requirement (Pre-Credit)	6,019,797	8,406,482	10,451,059
PDB Fees	100,000	100,000	887,500
Security Screening Fees	1,393,130	1,787,906	1,997,715
Per Turn Fees	0	0	85,355
Deicing Chemicals	40,000	40,000	41,200
Total Airline Revenues	\$ 14,378,466	\$ 16,876,489	\$ 25,670,591
Nonairline Revenues			
Parking and Ground Transportation	\$ 18,017,454	\$ 19,101,199	\$ 19,073,755
Terminal Concessions	1,254,250	1,140,250	1,851,450
Nonairline Terminal Rentals	303,291	286,864	82,502
FBO and General Aviation	1,450,550	1,441,461	1,539,455
Other Land and Bldg Rentals	695,322	165,365	3,816,409
Miscellaneous Revenues	500,000	1,800,000	2,194,402
CFCs Used to Pay Debt Service	852,277	850,009	1,278,575
Total Nonairline Revenues	\$ 23,073,144	\$ 24,785,148	\$ 29,836,548
GROSS REVENUES (PRE-CREDIT)	\$ 37,451,610	\$ 41,661,637	\$ 55,507,139
<i>Annual percent change</i>		11.2%	33.2%
CALCULATION OF NET REMAINING REVENUES TO SHARE			
Gross Revenues (Pre-Credit)	\$ 37,451,610	\$ 41,661,637	\$ 55,507,139
Less:			
Current (O&M) Expenses (a)	\$ (21,758,334)	\$ (23,166,753)	\$ (27,116,027)
Debt Service Fund Deposits (b)	(1,704,554)	(5,086,330)	(7,192,971)
O&M Reserve Deposit	(2,711,760)	(704,210)	(1,469,637)
Emergency Repair	(75,000)	(75,000)	(77,250)
Depreciation (c)	0	0	(2,648,879)
Amortization (c)	0	0	(79,581)
Capital Outlay (c)	(100,000)	(100,000)	(100,000)
NET REMAINING REVS TO SHARE	\$ 11,101,962	\$ 12,529,344	\$ 16,822,793

CALCULATION OF NET REVENUE SHARING CREDIT

Greater Asheville Regional Airport Authority

(For Fiscal Years Ending June 30)



	2025	2026	2027
DISTRIBUTION OF REVENUE SHARING CREDIT			
Net Remaining Revs to Share	\$ 11,101,962	\$ 12,529,344	\$ 16,822,793
Share of Net Remaining Revenues (Percentages)			
To Authority	74%	65%	40%
To Airlines	26%	35%	60%
Total	100%	100%	100%
Share of Net Remaining Revenues			
To Authority	\$ 8,193,248	\$ 8,144,074	\$ 6,729,117
To Airlines	2,908,714	4,385,270	10,093,676
Total	\$ 11,101,962	\$ 12,529,344	\$ 16,822,793
Cost Center Allocation Percentages			
Airfield Area	71%	59%	75%
Terminal	30%	41%	25%
Total	100%	100%	100%
Allocation to Cost Centers			
Airfield Area	\$ 2,050,643	\$ 2,587,310	\$ 7,570,257
Terminal	858,071	1,797,961	2,523,419
TOTAL AIRLINE REVENUE SHARING CREDIT	\$ 2,908,714	\$ 4,385,270	\$ 10,093,676

(a) See Table 3A.

(b) See Table 4. Net of CFCs.

(c) See Table 5.

Note: Amounts may not add to totals shown due to rounding.

Table 7

CALCULATION OF LANDING FEE RATE
 Greater Asheville Regional Airport Authority
 (For Fiscal Years Ending June 30)



	2025	2026	2027
CALCULATION OF GROSS AIRFIELD REQUIREMENT			
O&M Expenses (a)	\$ 5,571,814	\$ 5,815,618	\$ 10,436,498
Less: Deicing Chemicals	(40,000)	(40,000)	(41,200)
O&M Reserve Requirement	663,145	121,902	422,215
Debt Service (b)	-	-	-
Debt Service Coverage (@25%)	-	-	-
Depreciation (c)	616,000	630,000	1,435,668
Amortization (c)	79,581	79,581	79,581
Capital Outlay (c)	50,000	50,000	50,000
GROSS AIRFIELD REQUIREMENT	\$ 6,940,540	\$ 6,657,101	\$ 12,382,762
CALCULATION OF NET AIRFIELD REQUIREMENT			
Total Airfield Requirement	\$ 6,940,540	\$ 6,657,101	\$ 12,382,762
Less:			
Fuel Flowage Fees	(\$115,000)	(\$115,000)	(\$175,000)
Other Credits	-	-	-
NET AIRFIELD REQUIREMENT	\$ 6,825,540	\$ 6,542,101	\$ 12,207,762
<i>Annual percent change</i>		-4.2%	86.6%
CALCULATION OF LANDING FEE RATE			
Net Airfield Requirement	\$ 6,825,540	\$ 6,542,101	\$ 12,207,762
Airline Landed Weight (d)	1,458,421	1,316,000	1,351,461
Pre-Credit Landing Fee Rate	\$ 4.68	\$ 4.97	\$ 9.03
Revenue Sharing Credit (e)	\$ (2,050,643)	\$ (2,587,310)	\$ (7,570,257)
Adjusted Airfield Net Requirement	\$ 4,774,897	\$ 3,954,791	\$ 4,637,505
Airline Landed Weight (d)	1,458,421	1,316,000	1,351,461
AIRLINE LANDING FEE RATE	\$ 3.27	\$ 3.01	\$ 3.43

(a) See Table 3A.

(b) See Table 4.

(c) See Table 5.

(d) Originally budgeted amounts.

(e) See Table 6.

Note: Amounts may not add to totals shown due to rounding.

Table 8

CALCULATION OF TERMINAL RENTAL RATE
 Greater Asheville Regional Airport Authority
 (For Fiscal Years Ending June 30)



	2025	2026	2027
CALCULATION OF GROSS TERMINAL REQUIREMENT			
O&M Expenses (a)	\$ 9,754,558	\$ 10,120,453	\$ 13,106,208
O&M Reserve Requirement	1,131,206	182,947	856,573
Debt Service (b)	-	18,878,280	25,624,075
Less: PFCs Used to Pay DS (b)	-	(5,976,168)	(10,635,870)
Less: NCAIP Grants Used to Pay DS (b)	-	(8,643,276)	(9,500,000)
Debt Service Coverage (@25%)	-	1,064,709	1,372,051
Depreciation (c)	1,320,000	1,350,000	531,365
Amortization (c)	-	-	-
Capital Outlay (c)	50,000	50,000	50,000
GROSS TERMINAL REQUIREMENT	\$ 12,255,764	\$ 17,026,945	\$ 21,404,402
CALCULATION OF NET TERMINAL REQUIREMENT			
Gross Terminal Requirement	\$ 12,255,764	\$ 17,026,945	\$ 21,404,402
Less:			
Passenger Security Charges	\$ (1,393,130)	\$ (1,787,906)	\$ (1,704,209)
AirIT Landside Expenses	(16,463)	(16,463)	(16,463)
Pax Boarding Device Fees	(100,000)	(100,000)	(883,125)
NET TERMINAL REQUIREMENT	\$ 10,746,171	\$ 15,122,576	\$ 18,800,606
<i>Annual percent change</i>		40.7%	24.3%
CALCULATION OF TERMINAL RENTAL RATE			
Net Terminal Requirement	\$ 10,746,171	\$ 15,122,576	\$ 18,800,606
Rentable Space (sq ft) (d)	62,221	62,221	62,221
Pre-Credit Terminal Rental Rate	\$ 172.71	\$ 243.05	\$ 302.16
Airline Rented Space (d)	34,855	34,588	34,588
Airline Terminal Requirement	\$ 6,019,797	\$ 8,406,481	\$ 10,451,059
Airline Revenue Sharing Credit (e)	\$ (858,071)	\$ (1,797,961)	\$ (2,523,419)
Adjusted Airline Terminal Net Requirement	\$ 5,161,726	\$ 6,608,520	\$ 7,927,640
TERMINAL RENTAL RATE	\$ 148.09	\$ 191.06	\$ 229.20

(a) See Table 3A.

(b) See Table 4.

(c) See Table 5.

(d) See Table 2.

(e) See Table 6.

Note: Amounts may not add to totals shown due to rounding.

Table 9

CALCULATION OF PASSENGER BOARDING DEVICES USE FEE RATE

Greater Asheville Regional Airport Authority

(For Fiscal Years Ending June 30)



	2025	2026	2027
CALCULATION OF PBD REQUIREMENT			
O&M Expenses (a)	\$ 100,000	\$ 100,000	\$ 625,000
O&M Reserve Requirement	-	-	262,500
Debt Service (b)	-	-	-
Debt Service Coverage (@25%)	-	-	-
Depreciation (c)	-	-	-
Amortization (c)	-	-	-
Capital Outlay (c)	-	-	-
GROSS PBD REQUIREMENT	\$ 100,000	\$ 100,000	\$ 887,500
<i>Annual percent change</i>		0.0%	787.5%
CALCULATION OF PBD FEE RATE			
Gross PBD Requirement	\$ 100,000	\$ 100,000	\$ 887,500
Total Departures (d)	13,702	14,180	13,997
PBD USE FEE RATE	\$ 7.30	\$ 7.05	\$ 63.41
<i>Annual percent change</i>		-3.4%	799.1%

(a) See Table 3A.

(b) See Table 4.

(c) See Table 5.

(d) Originally budgeted amounts.

Note: Amounts may not add to totals shown due to rounding.

Table 10

CALCULATION OF JOINT USE CHARGES
 Greater Asheville Regional Airport Authority
 (For Fiscal Years Ending June 30)



	2025	2026	2027
CALCULATION OF BAGGAGE HANDLING SYSTEM (BHS) JOINT USE REQUIREMENT			
Terminal Rental Rate (a)	\$ 148.09	\$ 191.06	\$ 229.20
Joint Use BHS Space (b)			
Baggage Make-Up	3,192	3,192	3,192
Baggage Claim	4,124	4,124	4,124
Total Joint Use BHS Space	7,316	7,316	7,316
Space Requirement	\$ 1,083,437	\$ 1,397,824	\$ 1,676,842
Other Requirements			
Supplies - Bag Tags	\$ 0	\$ 90,000	\$ 92,700
Third Bag Carousel Cost (1/3)	0	0	366,667
Total Other Requirements	\$ 0	\$ 90,000	\$ 459,367
TOTAL BHS JOINT USE REQUIREMENT	\$ 1,083,437	\$ 1,487,824	\$ 2,136,209
<i>Annual percent change</i>		37.3%	43.6%
CALCULATION OF BAGGAGE HANDLING SYSTEM VARIABLE FEE PER BAG			
Total BHS Joint Use Requirement	\$ 1,083,437	\$ 1,487,824	\$ 2,136,209
Allocation to Per Bag Fee	85.0%	85.0%	85.0%
Per Bag Fee Requirement	\$ 920,921	\$ 1,264,650	\$ 1,815,778
Checked Bags (c)	565,071	505,560	550,479
BHS VARIABLE FEE PER BAG	\$ 1.63	\$ 2.50	\$ 3.30
<i>Annual percent change</i>		53.5%	31.9%
CALCULATION OF BAGGAGE HANDLING SYSTEM FIXED FEE PER AIRLINE			
Total BHS Joint Use Requirement	\$ 1,083,437	\$ 1,487,824	\$ 2,136,209
Allocation to Per Airline Fee	15.0%	15.0%	15.0%
Per Airline Fee Requirement	\$ 162,516	\$ 223,174	\$ 320,431
Number of Airlines (d)	4	4	4
BHS FIXED FEE PER AIRLINE	\$ 40,629	\$ 55,793	\$ 80,108
<i>Annual percent change</i>		37.3%	43.6%

CALCULATION OF JOINT USE CHARGES
 Greater Asheville Regional Airport Authority
 (For Fiscal Years Ending June 30)



	2025	2026	2027
CALCULATION OF GATE AREA JOINT USE REQUIREMENT			
Terminal Rental Rate (a)	\$ 148.09	\$ 191.06	\$ 229.20
Joint Use Gate Space (b)			
Gates 1-3 Holdroom	8,517	8,517	8,517
Gates 4-7 Holdroom	6,751	6,751	6,751
Gates 4-7 Secure Corridor	3,421	3,421	3,421
Total Joint Use Gate Space	18,689	18,689	18,689
TOTAL GATE AREA JOINT USE REQUIREMENT	\$ 2,767,681	\$ 3,570,794	\$ 4,283,557
<i>Annual percent change</i>		29.0%	20.0%
CALCULATION OF GATE AREA VARIABLE FEE PER ENPLANED PASSENGER			
Total Gate Area JU Req't	\$ 2,767,681	\$ 3,570,794	\$ 4,283,557
Allocation to Per Passenger Fee	85.0%	85.0%	85.0%
Per Pax Fee Requirement	\$ 2,352,528	\$ 3,035,175	\$ 3,641,023
Enplaned Passengers (c)	1,375,000	1,150,000	1,140,000
GATE AREA FEE PER PASSENGER	\$ 1.71	\$ 2.64	\$ 3.19
<i>Annual percent change</i>		54.3%	21.0%
CALCULATION OF BAGGAGE HANDLING SYSTEM FIXED FEE PER AIRLINE			
Total Gate Area JU Req't	\$ 2,767,681	\$ 3,570,794	\$ 4,283,557
Allocation to Per Airline Fee	15.0%	15.0%	15.0%
Per Airline Fee Requirement	\$ 415,152	\$ 535,619	\$ 642,534
Number of Airlines (d)	4	4	4
GATE AREA FEE PER AIRLINE	\$ 103,788	\$ 133,905	\$ 160,633
<i>Annual percent change</i>		29.0%	20.0%

(a) See Table 8.

(b) See Table 2.

(c) As originally budgeted.

(d) Excludes Market Share Exempt Carriers.

Note: Amounts may not add to totals shown due to rounding.

Table 11

CALCULATION OF TICKETING USE FEE RATE

Greater Asheville Regional Airport Authority

(For Fiscal Years Ending June 30)



	2025	2026	2027
CALCULATION OF TICKET COUNTER AND QUEUE SPACE REQUIREMENT			
Terminal Rental Rate (a)	\$ 148.09	\$ 191.06	\$ 229.20
Ticket Counter and Queue Space (b)			
Ticket Counter	1,731	1,731	1,731
Queue Space	2,865	2,865	2,865
Total Ticket Counter and Queue Space	4,596	4,596	4,596
Unassigned Ticketing Space Requirement	\$ 680,628	\$ 878,130	\$ 1,053,413
Other Requirements			
AirIT Landside Expenses	\$ 16,463	\$ 16,463	\$ 16,463
Total Other Requirements	\$ 16,463	\$ 16,463	\$ 16,463
TOTAL UNASSIGNED TICKETING REQUIREMENT	\$ 697,091	\$ 894,593	\$ 1,069,876
<i>Annual percent change</i>		28.3%	19.6%
CALCULATION OF TICKETING USE FEE			
Total Unassigned Ticketing Requirement	\$ 697,091	\$ 894,593	\$ 1,069,876
Enplaned Passengers (c)	1,375,000	1,150,000	1,140,000
TICKETING USE FEE PER EPAX	\$ 0.51	\$ 0.78	\$ 0.94
<i>Annual percent change</i>		53.4%	20.6%

(a) See Table 8.

(b) As originally budgeted.

Note: Amounts may not add to totals shown due to rounding. The Unassigned Ticketing Requirement is recovered as a component of the Per Turn Fee Requirement.

Table 12

CALCULATION OF PASSENGER SECURITY SCREENING FEE RATE

Greater Asheville Regional Airport Authority

(For Fiscal Years Ending June 30)

	2025	2026	2027
CALCULATION OF SECURITY-RELATED PERSONNEL COST PER HOUR			
Security-Related Personnel Cost	\$ 2,167,975	\$ 2,215,894	\$ 2,282,371
Annual Working Hours/Officer			
Total Hours	2,174	2,064	2,064
Less:			
Holiday (11 Days)	(198)	(187)	(187)
Vacation (12 Days)	(216)	(204)	(204)
Training (8 Hrs/Mo/Officer)	(144)	(136)	(136)
Sick Leave (9 Days)	(162)	(153)	(153)
Annual Working Hours/Officer	1,454	1,384	1,384
Officer Deployment Hours			
Total Working Hours	1,454	1,384	1,384
Less: Administrative Hours	(144)	(144)	(137)
Total Officer Deployment Hours	1,310	1,240	1,247
Number of Officers	20	19	19
Total Deployment Hours	26,192	23,568	23,697
SECURITY OFFICER COST/HOUR	\$ 82.77	\$ 94.02	\$ 96.32
<i>Annual percent change</i>		13.6%	2.4%

CALCULATION OF PASSENGER SECURITY SCREENING FEE RATE

Greater Asheville Regional Airport Authority

(For Fiscal Years Ending June 30)



	2025	2026	2027
CALCULATION OF SECURITY SCREENING REQUIREMENT			
Calculation of Personnel Requirement			
Security Officer Cost/Hour	\$ 82.77	\$ 94.02	\$ 96.32
Checkpoint Shift Hrs/Day	18	17	18
Daily Security Officer Cost	\$ 1,490	\$ 1,598	\$ 1,734
Personnel Requirement	\$ 543,815	\$ 583,412	\$ 632,793
Calculation of Security Screening Space Requirement			
Terminal Rental Rate (a)	\$ 148.09	\$ 191.06	\$ 229.20
Security Screening Space (sf) (b)	4,891	4,891	4,891
Security Screening Space Requirement	\$ 724,315	\$ 934,494	\$ 1,121,027
Other Requirements			
Contract Security - Exit Lane and Empl Screen	\$ 55,000	\$ 235,000	\$ 242,050
Supplies	70,000	35,000	36,050
Less: TSA LEO Reimbursement	-	-	-
Total Other Requirements	\$ 125,000	\$ 270,000	\$ 278,100
TOTAL SECURITY SCREENING REQUIREMENT	\$ 1,393,130	\$ 1,787,906	\$ 2,031,920
CALCULATION OF PASSENGER SECURITY SCREENING FEE RATE			
Total Security Screening Requirement	\$ 1,393,130	\$ 1,787,906	\$ 2,031,920
Enplaned Passengers (c)	1,375,000	1,150,000	1,140,000
PASSENGER SECURITY SCREENING FEE RATE	\$1.01	\$1.55	\$1.78
<i>Annual percent change</i>		53.4%	14.6%

(a) See Table 8.

(b) See Table 2.

(c) As originally budgeted.

Note: Amounts may not add to totals shown due to rounding.

Table 13

CALCULATION OF PER-TURN FEE RATE
For Market Share Exempt Carriers
 Greater Asheville Regional Airport Authority
 (For Fiscal Years Ending June 30)



	2025	2026	2027
CALCULATION OF AVERAGE PER TURN			
Calculation of Per-Turn Requirement			
BHS Joint Use Requirement (a)	\$ 1,213,437	\$ 1,487,824	\$ 2,136,209
Gate Area Joint Use Requirement (a)	2,767,681	3,570,794	4,283,557
Pax Boarding Device Requirement (b)	100,000	100,000	887,500
Unassigned Ticket Counter Requirement (c)	697,091	894,593	1,069,876
Security Screening Requirement (d)	1,393,130	1,787,906	1,997,715
Deicing Chemicals	40,000	40,000	41,200
Total Per-Turn Requirement	\$ 6,211,339	\$ 7,881,117	\$ 10,416,057
Total Departures (e)	13,702	14,180	13,997
AVERAGE COST PER TURN	\$ 453.32	\$ 555.79	\$ 744.16
<i>Annual percent change</i>		22.6%	33.9%
CALCULATION OF PER-TURN FEE RATES			
Average Cost per Turn	\$ 453.32	\$ 555.79	\$ 744.16
Per-Turn Fee Premiums by Aircraft Size			
Aircraft with 0-70 Seats	130%	130%	130%
Aircraft with 71-135 Seats	150%	150%	150%
Aircraft with 136 or More Seats	175%	175%	175%
PER TURN FEE RATES BY AIRCRAFT SIZE			
Aircraft with 0-70 Seats	\$ 589.00	\$ 723.00	\$ 967.00
Aircraft with 71-135 Seats	\$ 680.00	\$ 834.00	\$ 1,116.00
Aircraft with 136 or More Seats	\$ 793.00	\$ 973.00	\$ 1,302.00

Market Share Exempt Carriers are those airlines operating with less than 7% market share of total enplaned passengers per month.

- (a) See Table 10.
- (b) See Table 9.
- (c) See Table 11.
- (d) See Table 12.
- (e) Originally budgeted amounts.

Note: Amounts may not add to totals shown due to rounding.

B. Public Hearing and Final Adoption of the Authority's Fiscal Year 2026/2027

Budget: Amy Harris reported that the preliminary Fiscal Year 2026/2027 Budget was presented to and approved by the Board at the March 13, 2026 meeting. Mrs. Harris stated that the budget has remained available for public inspection and comment since that meeting with no comments being received to date.

Mrs. Harris stated that as requested by the Board during the budget discussion at the March 13th meeting, staff has begun a review of public parking rates to determine if inequities exist. Mrs. Harris further remarked that to avoid a delay in the approval of the FY26/27 Budget, there were no changes made to the parking rates. Staff will return to the Board with a recommendation for parking rate increases during the first quarter of the new fiscal year.

At 8:41 a.m. the Chair opened the floor to a public hearing. There being no comments, the Chair closed the floor to a public hearing at 8:42 a.m.

Mr. Lovin moved to adopt the Fiscal Year 2026/2027 Budget Ordinance. Dr. Leatherwood seconded the motion and it carried unanimously:

[INTENTIONALLY LEFT BLANK]

**GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY
2026-2027
BUDGET ORDINANCE**

BE IT ORDAINED by the Greater Asheville Regional Airport Authority that, pursuant to Section 159-13 of the General Statutes of North Carolina, the 2026-2027 Budget Ordinance of the Airport Authority is hereby set forth as follows:

Section 1. The following amounts are hereby appropriated for the operation of the Greater Asheville Regional Airport Authority for the fiscal year beginning July 1, 2026 and ending June 30, 2027 in accordance with the following schedules:

<u>EXPENDITURES</u>	
Administrative Department	\$ 2,244,603
Development Department	557,802
Executive Department	1,767,589
Finance Department	1,139,091
Guest Services Department	426,116
Information Technology Department	3,019,775
Marketing Department	1,003,711
Maintenance Department	7,621,813
Operations Department	2,055,411
Custodial Department	1,805,616
Properties & Contracts	398,151
Police Department	2,501,752
ARFF Department	1,016,378
Telecommunicators Department	691,323
Emergency Repair Costs	50,000
Reimbursable Costs	-
Carry-over Capital Expenditures from Prior FY	169,274,883
Capital Improvement	15,300,000
Equipment and Small Capital Outlay	499,500
Renewal and Replacement	843,500
Business Development	200,000
Debt Service	27,328,841
Contingency	100,000
Total Expenditures	\$ 239,845,855

Section 2. It is estimated that the following revenues will be available for the fiscal year beginning July 1, 2026 and ending June 30, 2027.

<u>REVENUES</u>	
Interest Income	\$ 2,000,000
Terminal	18,888,200
Airfield	4,705,824
General Aviation	1,539,454
Parking Lot/Roadway	14,305,000
Other	2,981,287
Reimbursable Costs	-
Bond Interest	1,000,000
Passenger Facility Charges	4,460,870
Customer Facility Charges	2,775,652
Federal Grants - AIP/BIL Funds	11,500,000
Tenant Reimbursement	1,048,955
Federal Grants - TSA Funds	-
NCDOT Grants	9,500,000
Transfer from GARAA Cash/Investments	165,140,613
Total Revenues	<u>\$ 239,845,855</u>

Section 3. The Budget Officer is hereby authorized to transfer appropriations as contained herein under the following conditions:

- a. He may transfer amounts between line item expenditures within a budget ordinance line item without limitation and without a report being required. These changes should not result in increased recurring obligations such as salaries.
- b. He may transfer amounts up to \$82,000 from contingency appropriations to other budget ordinance line items within the same fund. He must make an official report on such transfers at the next regular meeting of the board.
- c. He may approve any type of procurement up to \$82,000 (spending authority). This spending authority is to be adjusted annually using CPI index.

Section 4. This Budget Ordinance shall be entered in the minutes of the Greater Asheville Regional Airport Authority and within five (5) days after its adoption copies shall be filed with the Finance Officer, the Budget Officer and the Clerk to the Board of the Greater Asheville Regional Airport Authority as described in G.S. 159-13.

Section 5. This ordinance shall become effective on July 1, 2026.

Adopted this ____ day of April, 2026.

Brad Galbraith, Chair

Attested by:

Ellen Heywood, Clerk to the Board

NEW BUSINESS:

A. Approval of One-Month Extension to the Existing Custodial Provider, The Budd Group: John Coon informed the Board that a Request for Proposals for custodial services was issued and staff has begun reviewing the proposals received. It was staff's intention to bring a custodial contract to the Board in June. Mr. Coon stated that if The Budd Group, the airport's existing custodial provider, is not awarded the contract it will be necessary to overlap their contract with the contract for the new custodial service provider. The cost for a one-month extension with The Budd Group was \$74,209.50 and the extension will provide a continuity of services while steps are finalized with a new contractor. Mr. Coon further stated that, if necessary, a budget amendment would be brought to the Board at the June meeting.

Mr. Lovin moved to approve the one-month extension to The Budd Group's contract and authorize the President & CEO to execute the necessary documents. Dr. Leatherwood seconded the motion and it carried unanimously.

PRESIDENT'S REPORT: The president remarked that he had additional items to address that were not included on the agenda.

A. Discretionary Grant Requests: The president stated that while he and Mrs. Kinsey were meeting with legislators in Washington, DC in March, they were informed of some community grants available for capital projects. Staff has applied for two grants through Representative Edwards's office and Senator Tillis's office, each for \$2 million which would be utilized for a field drainage project currently underway.

B. TSA Worker Update: The president summarized the assistance provided to the airport's TSA workers who were recently working without pay and expressed his appreciation for the outpouring of help from the community.

C. Emergency Repair Report: As requested by the Board during the budget discussion at the March meeting, the president outlined the amounts withdrawn from the Emergency Repair Fund over the last six years. The President stated that based on the information provided, the \$650,000 included in each fiscal year's budget seemed to be an appropriate amount.

D. Fuel Shortages: The president provided a briefing concerning the effects of the increase in fuel prices in the aviation industry as well as shortages of jet fuel currently occurring in Europe.

E. Partner Experience: A flyer was available at the Board Members' seats for an experience occurring at the Biltmore Estate.

F. **Baggage Claim:** The president informed the Board that the new baggage claim area was scheduled to be operational on April 17th and that a media event would be held on April 16th.

INFORMATION SECTION: No comments

PUBLIC AND TENANTS COMMENTS: None

CALL FOR NEXT MEETING: The Chair stated that the next regular meeting of the Board on May 8, 2026 may not be necessary, but that notice would be given in the near future.

AUTHORITY MEMBER REPORTS: None

CLOSED SESSION: None

ADJOURNMENT: Mr. Kennedy moved to adjourn the meeting at 8:57 a.m. Mr. Lovin seconded the motion and it carried unanimously.

Respectfully submitted,

Ellen Heywood
Clerk to the Board

Approved:

Brad Galbraith
Chair



MEMORANDUM

TO: Members of the Airport Authority Board

FROM: John Coon A.A.E., Vice President of Operations and Maintenance

DATE: May 8, 2026

ITEM DESCRIPTION – New Business Item A

Approval of Contract for Custodial Services with Flagship Aviation Services

BACKGROUND

In late 2024, the Authority made the decision to transition from in-house custodial services to contract services. The Budd Group had assisted during Helene, building a relationship and demonstrating the work ethic needed to fulfil the custodial services. The Budd Group proposed a 1-year facility services agreement that the board approved In June of 2025.

In February of this year, the Authority issued a request for proposals (RFP) for Custodial Services with the intent of a contract start date of July 1, 2026. An in-person mandatory pre-proposal meeting was held on March 9, 2026, and proposals were due on March 23. Eleven (11) proposals were received by the due date.

A committee was established, comprised of GARAA staff from Custodial, Operations and Properties departments, as well as a representative from a peer airport. The committee evaluated the proposals based on the criteria outlined in the RFP which included cost, experience and personnel, proposed services, and other factors.

The two highest scoring proposals were selected to move forward to a second-round interview on April 9th. Based on the comprehensive evaluation process, the committee is recommending Flagship Aviation Services to provide custodial services for the Authority.

New Business Item A



ISSUES

None

ALTERNATIVES

The Board could decide not to approve the contract, resulting in the RFP process starting again, and requiring an extension of the existing contract.

FISCAL IMPACT

Year 1 of the contract will be \$1,375,151.28. Year 2 of the contract is estimated at \$1,887,886.21. Year 2's amount is based on the current terminal construction schedule and when additional facilities will be brought online, requiring additional staffing. Year 3 of the contract will be in the amount of \$2,073,485.76. Year 3's amount is based on all the facilities associated with the terminal project being online and all temporary facilities being removed. The total for the 3-year contract is estimated to be \$5,336,523.25.

In the recently approved budget, we estimated the first-year budget for the contract to be \$1,286,641.00. The proposals came in higher than estimated and with the proposed awarded contract to Flagship Aviation Services, we will need to amend the FY27 budget by \$88,510.28 to cover the additional expenditures.

With Board approval, each year's expense will be included in the budget year expenses will be incurred. The cost for Year 1 will utilize budgeted funds in FY27 and the cost for years 2 and 3 of the contract will be included in corresponding FY28 and FY29 budgets. If sufficient funds are not appropriated through the annual budgeting process, this contract will not be renewed either automatically or by mutual ratification and the Agreement shall terminate. The Authority shall not be obligated to make payments under the Agreement beyond the fiscal year for which funds have been appropriated.

RECOMMENDED ACTION

It is respectfully requested that the Greater Asheville Regional Airport Authority Board resolve to (1) approve the contract with Flagship Aviation Service; (2) authorize the President & CEO to execute the necessary documents, and (3) amend the FY26/27 budget by adopting the following budget ordinance amendment.



BE IT ORDAINED by the Greater Asheville Regional Airport Authority that the following amendment be made to the annual budget ordinance for the fiscal year ending June 30, 2027:

Section 1. To amend the appropriations as follows:

EXPENDITURES:

	<u>Decrease</u>	<u>Increase</u>
Custodial Contract	_____	\$88,510.28
Totals	_____	\$88,510.28

This will result in a net increase of \$88,510.28 in the appropriations. Revenues will be revised as follows:

REVENUES:

	<u>Decrease</u>	<u>Increase</u>
Transfer from GARAA Cash	_____	\$88,510.28
Totals	_____	\$88,510.28

Section 2. Copies of this budget amendment shall be furnished to the Clerk to the Greater Asheville Regional Airport Authority, and to the Budget Officer and to the Finance Officer for their direction.

Adopted this 8th day of May, 2026.

 Brad Galbraith, Chair

Attested by:

 Ellen Heywood, Clerk to the Board

Greater Asheville Regional Airport Authority - Scoring Sheet

Project Name: Custodial Services RFP

Date: 2-Apr-26

Score Sheet

		Lexie Farmer	Auston Lear	Kathy Price	Eric Scifres	Joe Suits	TOTAL
1	ABM	68	80	90	84	89	411
2	Assett Commercial Services	17	30	55	46	56	204
3	City Wide Facility Solutions	24	37	50	48	62	221
4	Flagship Aviation Services	80	85	95	86	94	440
5	GDI Services, Inc	40	57	80	75	70	322
6	Pritchard Industries	44	89	95	88	91	407
7	Service Management Systems	74.5	74	100	79	76	403.5
8	The Budd Group	61	51	85	74	90	361
9	Ubiquity Resource Group	13	49	60	81	64	267
10	UG2	66	67	65	77	68	343
11	Unifi	43	21	65	69	62	260

Greater Asheville Regional Airport Authority - Scoring Sheet

**Project Name: Custodial Services RFP - Round 2 Interviews/Presentation
Committee Member Rankings**

Date: 9-Apr-26

Ranking Sheet

		ABM	Flagship
1	Lexie Farmer	2	1
2	Kathy Price	2	1
3	Joe Suits	2	1
4	Eric Scifres	2	1
5	Auston Lear	2	1



DATE: March 23rd, 2026

Proposal to Greater Asheville Regional Airport Authority for Custodial Services at Asheville Regional Airport



Courtney Wright Williams
Senior VP, Business Development
817.999.9295 | cwright@flagshipinc.com

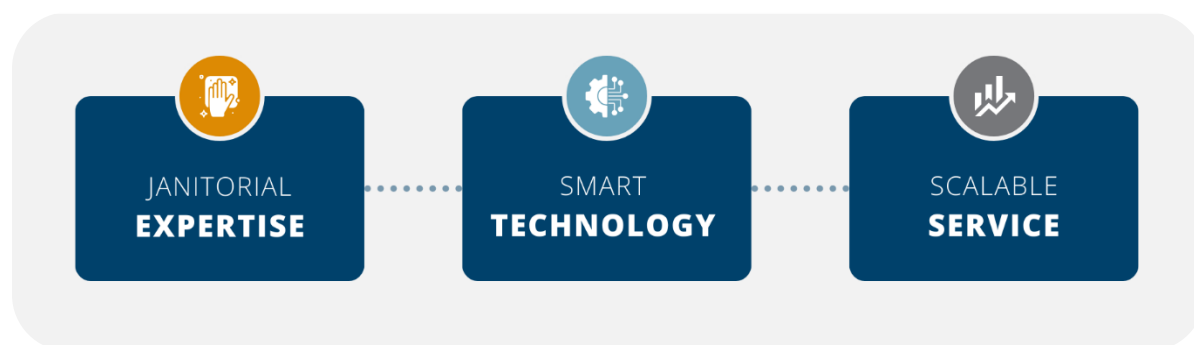
Greater Asheville Regional Airport Authority
ATTN: Haley Broadwell, Custodial RFP
61 Terminal Drive, Suite 1
Fletcher, NC 28732

Dear Haley,

Airports operate in a uniquely demanding environment where cleanliness, safety, and presentation are continuously on display and directly influence passenger perception. At Asheville Regional Airport (AVL), these expectations are further elevated by significant terminal expansion and increasing passenger growth. Flagship Facility Services brings deep aviation expertise and a disciplined operational approach designed to meet these demands, ensuring that both new and existing spaces are maintained to the highest standards every day.

Flagship Facility Services is pleased to submit this proposal to provide comprehensive custodial services for Asheville Regional Airport. We understand that AVL's recent expansion represents a significant investment in the airport's future, and our approach is designed to protect that investment by maintaining all facilities to the highest standards of cleanliness, preservation, and passenger presentation.

Flagship will approach this transition with respect and collaboration, working alongside AVL as an extension of your team. Our focus is on maintaining continuity, supporting existing strengths, and ensuring a smooth, thoughtful transition for passengers, staff, and stakeholders.



Flagship Facility Services is uniquely qualified to provide 24 hours per day, 7 days per week, 365 days per year janitorial services for Asheville Regional Airport based on our depth of airport experience and disciplined operational structure. For more than 35 years, Flagship has delivered custodial services in complex, high-traffic public environments with no change in ownership, demonstrating long-term stability and consistent leadership.

We currently support approximately 30 commercial airports across the United States, including large, medium, and small hub facilities as defined by the FAA. Aviation environments require continuous operations, rapid response, and consistent performance under constant public visibility. Our programs are structured to meet these demands, with staffing aligned to flight schedules, passenger flow, and peak activity periods to ensure consistent service across all areas of the airport.

Our approach integrates staffing, service delivery, technology, and quality assurance into a single operating model that supports AVL's operational goals while enhancing the passenger experience. Services are self-performed, strengthening accountability, improving response times, and ensuring consistency across all shifts. Dedicated on-site leadership is supported by defined supervisory structures, documented inspection protocols, and measurable quality control standards.

Technology is embedded in our service delivery through our proprietary Intuition™ platform powered by TRAX Analytics, which provides real-time visibility into operations. AVL leadership will have access to performance dashboards, inspection data, and service tracking tools that support transparency and accountability. This platform enables proactive issue resolution, faster response times, and consistent service standards across all areas of the airport. Flagship brings deep, hands-on experience with the TRAX platform, gained through years of internal use and collaboration with airport partners. That expertise means AVL can trust their smart restroom investment will be fully leveraged to enhance the passenger experience.

Security and regulatory compliance are integral to our aviation operations. All employees assigned to AVL will meet or exceed TSA requirements, and our teams are experienced in operating within both airside and landside environments. Workforce stability is also a key component of our approach, supported through local recruitment, structured training, and clear career pathways that promote retention and consistent service delivery.

Flagship's approach is directly aligned with AVL's priorities and designed to support the following key objectives:

- **Deliver a "Like-New" Passenger Environment That Enhances Customer Experience**

AVL's commitment to providing a clean, welcoming, and high-quality environment is central to the passenger experience. Flagship supports this objective through reliable, high-quality service delivery and expertise developed through decades of aviation experience. Our teams are trained to maintain facilities to a "like-new" standard, with a focus on high-visibility areas, proactive surface care, and consistent execution.

Through a future-focused approach, we not only maintain current conditions but proactively protect AVL's investment, ensuring that finishes, materials, and high-traffic areas remain in excellent condition over time.

- **Implement a Structured, Measurable, and Collaborative Service Program**

AVL's emphasis on a collaborative, systemized quality assurance program reflects the importance of transparency and accountability. Flagship delivers this through a program built on alignment with AVL's mission, working as an extension of your team.

Our quality assurance processes are structured, measurable, and transparent, supported by real-time data, routine inspections, and clear communication channels. This ensures AVL maintains full visibility into performance while fostering a collaborative environment focused on continuous improvement.

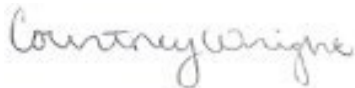
- **Provide Reliable, Efficient, and Transparent Operations**

AVL requires a partner capable of delivering consistent, responsive, and cost-effective operations in a dynamic, 24/7 environment. Flagship meets this need through scalable and flexible service delivery, ensuring that staffing and resources evolve alongside AVL's continued growth.

Our approach emphasizes efficient staffing models, self-performed services, and data-driven decision-making to maximize value while maintaining high standards. This results in transparent performance, predictable costs, and reliable service delivery across all areas of the airport.

Through proven aviation expertise, disciplined operations, and a collaborative, mission-aligned approach, Flagship Facility Services is committed to delivering consistent performance and long-term value for Asheville Regional Airport.

Sincerely,



Courtney Wright Williams
Senior VP, Business Development
817.999.9295 | cwright@flagshipinc.com

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CONTACT INFORMATION

3. Contact Information – Proposing company’s name including name, address, primary point of contact (POC), POC phone number and email address.

Proposing Company:

Flagship Aviation Services
405 S. Kimball Ave. Southlake, TX 76092

Primary Point of Contact:

Courtney Wright Williams | Senior VP, Business Development
817.999.9295
cwright@flagshipinc.com

EXPERIENCE AND QUALIFICATIONS

4. Experience and Qualifications – must provide the company's experience and that they demonstrate the qualifications as outlined in section XI, Qualifications of the Company. Each company with its submittal shall include three examples of recent projects within the U.S. where it provided products and/or services similar to those included in this RFP. The submittal shall include a reference/point of contact for each project included.

Flagship Facility Services was founded in 1988 and remains a privately held company, allowing us to maintain a strong customer-first approach and operational accountability. Our founder and CEO, David Pasek, remains actively involved in daily operations, ensuring the same entrepreneurial mindset and service focus that built Flagship's reputation continues today. This structure allows Flagship to remain agile and responsive while delivering consistent performance across complex, high-visibility environments.

Flagship is a national leader in janitorial and facility management, delivering high-quality, self-performed services across complex operating environments including airports, universities, life sciences facilities, and technology campuses. In aviation environments in particular, our teams understand the importance of maintaining facilities that represent significant public investment and serve as the primary gateway for travelers. Our approach focuses on protecting and preserving the condition of both established facilities and newly expanded spaces so they continue to operate at the highest standard for passengers, staff, and stakeholders.

Flagship provides custodial services at more airports than any other company in the aviation services industry. Airports present uniquely demanding cleaning environments, operating continuously with no closure windows and serving a highly visible customer base that actively shares feedback through social media and public forums. Flagship has provided aviation cleaning services for more than 30 years in both airside and landside environments and has developed airport-specific procedures designed for 24/7, 365-day operations.

As of this writing, Flagship services over 30 commercial airports across the United States, including large hub, medium hub and regional airports as defined by the FAA. These facilities represent a wide range of passenger volumes, geographies, and operational complexities. Flagship has extensive experience managing airport custodial programs ranging from 15-400 full-time equivalent employees for a single airport client. Our aviation programs are supported by experienced on-site leadership and regional oversight with deep familiarity in airport operations and a commitment to working in alignment with airport leadership to support operational goals and passenger experience.



Flagship delivers comprehensive custodial services across terminals, restrooms, gate hold rooms, baggage areas, concessions, lounges, and administrative spaces. Staffing and service delivery models are aligned with real-time airport operations, passenger flow patterns, and defined service-level KPIs, measured through documented inspections and performance monitoring systems. These programs are designed to adapt to fluctuating demand while supporting passenger experience, safety, and operational continuity.

Flagship maintains a formal quality assurance program that includes routine supervisory walkthroughs, documented inspections, KPI scorecards, and structured corrective action processes. Customer feedback and complaint tracking systems are actively monitored to ensure rapid resolution and continuous improvement. Adherence to site-specific cleaning procedures is measured, documented, and reinforced through ongoing training and periodic quality audits.

Flagship-supported airports consistently perform at a high level in passenger satisfaction metrics. Fifteen airports serviced by Flagship were recognized in the 2025 J.D. Power Airport Satisfaction Rankings, reflecting the effectiveness of our custodial programs in large, heavily trafficked airport environments and the role that consistently maintained facilities play in shaping the passenger experience.



Airport Janitorial Experience and Approach

Flagship has extensive experience delivering commercial janitorial services in large-scale, high-traffic, mission-critical environments, including approximately 30 commercial airports across North America. These facilities require continuous operations, strict regulatory compliance, and consistent service performance under highly visible conditions. Flagship's janitorial programs are designed specifically to meet these demands through proven operating methodologies, experienced leadership, and scalable service delivery models.

Across our aviation portfolio, Flagship provides comprehensive custodial services tailored to the unique needs of each facility. Our approach integrates workforce training, safety and security compliance, quality control, technology, and continuous improvement into a single, cohesive operating framework. This ensures that service delivery is reliable, measurable, and adaptable to fluctuating passenger volumes and operational conditions while maintaining the high standards expected in both existing terminal spaces and newly developed facilities.

Our janitorial services are delivered in both airside and landside environments and encompass terminals, restrooms, gate hold rooms, baggage areas, concessions, lounges, and administrative spaces. Staffing models are informed by facility usage patterns, passenger flow, and operational data, allowing resources to be aligned with demand rather than fixed schedules. This operational flexibility allows our teams to support both established areas of an airport campus and newly expanded facilities with the same level of consistency and care.

Technology and data play a central role in how Flagship executes and monitors janitorial services. Real-time task tracking and performance verification provide transparency and accountability while supporting rapid response to changing conditions. These capabilities are supported by a strong culture of safety, regulatory compliance, and continuous improvement developed through decades of airport operations.

Flagship approaches every airport partnership with the goal of operating as an extension of the airport's team. Our leadership and frontline staff work closely with airport management to align service delivery with operational priorities, ensuring that custodial programs support both day-to-day operations and long-term facility stewardship.

The following sections provide additional details on Flagship's janitorial service framework, including employee training and development, safety and security protocols, quality assurance processes, technology platforms, and methods for continuous improvement that ensure consistent, high-quality outcomes in large, heavily trafficked airport environments

REFERENCES

5. References – companies must provide at least three clients for whom you have provided substantially similar work to that requested under this RFP for a reference check. These references must include the name of the client, address, contact person, telephone number, and email address.

RDU – Raleigh-Durham International Airport

Client Name	Raleigh-Durham International Airport
Location	2400 John Brantley Blvd, Morrisville, NC 27560
Service Period	2022-Present
Scope of Services Provided	Provide janitorial services to entire airport including terrazzo floor care and use of TRAX smart restrooms
Size of Facility (sq ft)	1.2 million sq. feet
Number of Staff Assigned	165
Client Contact Name & Title	John Connell SVP Operations and Asset Management
Client Contact Email & Phone	john.connell@rdu.com 919-840-7856

SDF – Louisville Muhammad Ali International Airport

Client Name	Louisville Muhammad Ali International Airport
Location	600 Terminal Drive, Louisville, KY 40209
Service Period	2022-Present
Scope of Services Provided	Provide janitorial services to entire airport as well as outlying buildings
Size of Facility (sq ft)	150,156 sq. feet
Number of Staff Assigned	46
Client Contact Name & Title	Greg Bunten Director of Terminal Operations
Client Contact Email & Phone	greg.bunten@flylouisville.com 502.314.3158

PIE – St. Pete–Clearwater International Airport

Client Name	St. Pete–Clearwater International Airport
Location	14700 Terminal Blvd #221, Clearwater, FL 33762
Service Period	2024-Present
Scope of Services Provided	Provide janitorial services to entire airport
Size of Facility (sq ft)	180,000 sq. feet
Number of Staff Assigned	26
Client Contact Name & Title	Mark Sprague Deputy Director – Airport Operations and Facilities
Client Contact Email & Phone	msprague@fly2pie.com 727-453-7802

OPERATIONAL PLAN

6. Operational Plan - Provider should attach an operations plan, clearly marked, that includes information on specific services provided by the Provider as part of the work outlined within this RFP. This could include, without limitation and as applicable, equipment, utilization, day-to-day operations and schedule, preventive maintenance, inventory management, logistics, training plan, quality monitoring program, service schedule, implementation plan, or any other information related to how the Provider intends to operate in providing the Work to the Authority. Provide a statement of work that describes the tasks and processes that will be performed, the methodologies and techniques that will be used, and the personnel and non-personnel resources that will be applied to achieve the overall contract objectives and the functional results specified in the RFP. The statement of work will describe the work requirements proposed by the Provider to successfully meet the specified contract outcomes.

STATEMENT OF WORK

Flagship will provide a comprehensive custodial services program for AVL that is designed to support the airport's day-to-day operation, protect its facilities, and uphold the level of cleanliness and presentation expected in a modern passenger environment. Our work will be performed through an integrated service model that combines trained personnel, structured operating procedures, specialized floor care expertise, quality assurance oversight, and real-time technology.

The services performed under this program will be guided by a staffing and operational approach built specifically for airport environments. Rather than applying a one-size-fits-all cleaning model, Flagship will deploy labor and supervision according to the functional use of each space, the intensity of passenger traffic, the demands of flight activity, and the level of care required for different surfaces and public-facing areas. This will allow the program to remain responsive to both predictable daily needs and irregular conditions such as delays, surges, and changing passenger volumes.

Under this scope, Flagship will maintain public areas, restrooms, circulation spaces, gate areas, baggage claim, checkpoints, back-of-house locations, and other designated airport spaces through a combination of continuous cleaning, routine portering, scheduled detail work, and periodic deep cleaning. Particular emphasis will be placed on areas that most directly shape the passenger experience, including restrooms, terminal walkways, seating areas, and high-traffic touchpoints. The overall objective will be not only to keep the facility clean, but also to preserve finishes, protect high-value surfaces, and maintain an environment that reflects AVL's standards and long-term investment in the terminal.

Restroom care will be a central component of the program and will be supported by frequent inspection, active restocking, continuous attention during peak operating periods, and scheduled deep cleaning. Staffing will be aligned with flight schedules and passenger flow so that high-demand restrooms receive the level of support necessary to maintain cleanliness, supply availability, and overall presentation throughout the day and night. Deep cleaning methods, compact equipment, and passenger-conscious service practices will be used to maintain sanitation standards while minimizing disruption in active public spaces.

Flagship will also provide specialized floor care services to preserve and maintain the airport's flooring systems, including terrazzo and other hard surface finishes. These services will be performed using trained specialists, manufacturer-aligned methods, and industry-recognized standards to ensure floors are maintained for appearance, durability, and long-term asset protection. In addition to daily maintenance, the program will include periodic and restorative floor care activities as needed to sustain the overall condition and presentation of the facility.

All work will be supported by formal training and on-site leadership. Employees assigned to AVL will receive onboarding, site-specific instruction, safety training, and task-based operational training designed to prepare them for the demands of a 24/7 airport environment. Supervisors and managers will provide direct oversight, coaching, and performance management to ensure work is performed consistently and in accordance with established procedures. Specialized instruction will also be provided for high-traffic restroom service, floor care, safety compliance, equipment use, and public-facing interaction.

Flagship will manage service quality through a structured quality assurance program that is built into daily operations rather than applied only after problems arise. Inspections, performance reviews, and corrective actions will be conducted through a formal process designed to verify service execution, identify deficiencies early, and ensure timely resolution. This quality program will provide AVL with a clear and measurable framework for accountability, supported by routine oversight from site leadership and designated quality personnel.

Technology will be used as an operational tool to strengthen consistency, visibility, and responsiveness across the program. Through Flagship's Intuition™ platform powered by TRAX, daily work can be assigned, tracked, inspected, and reported in real time. This system supports digital task management, inspection scoring, work order routing, and performance reporting, allowing Flagship to validate service delivery while giving AVL access to meaningful operational data. The technology platform is intended to support both immediate execution and long-term continuous improvement by identifying trends, recurring issues, and opportunities to better align service levels with demand. Our Intuition platform will have the ability to tie into the airports TRAX system.

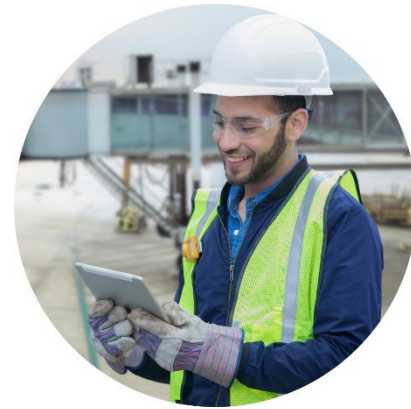
Communication with AVL will be ongoing and structured to support transparency and partnership. Flagship's on-site and regional leadership will maintain regular contact with designated airport representatives to review operational needs, address immediate concerns, coordinate around changes in activity, and share service performance information. Reporting will be provided on an agreed schedule and will be supported by performance data, inspection records, and work order tracking. Quarterly business reviews will serve as strategic checkpoints to evaluate results, review trends, and identify opportunities for refinement as AVL's operations continue to grow and evolve.

The services outlined in this Statement of Work are designed to deliver consistent, measurable outcomes across all areas of AVL's facilities. By aligning staffing, processes, and technology to actual operational demand, Flagship will ensure that cleanliness, responsiveness, and accountability remain constant, even in a dynamic airport environment. The result is a program that reduces variability, strengthens performance, and supports a high-quality passenger experience every day.

Project Approach: Data-Driven Strategy Built from Decades of Experience

Flagship arrives at every airport engagement with a structured operational framework refined across dozens of aviation environments. Our approach is informed by decades of experience delivering custodial services in complex, high-traffic airports operating 24 hours a day, 365 days a year.

AVL's recent terminal expansion represents a significant investment in the airport's future. Flagship's operational plan is designed to protect that investment by maintaining both the newly expanded terminal and existing facilities at the highest standards of cleanliness, preservation, and passenger presentation. Our program focuses not only on cleaning performance, but also on protecting flooring systems, fixtures, finishes, and public-facing environments that represent the airport's brand.



For this proposal, Flagship evaluated the RFP scope alongside operational data such as passenger traffic intensity, surface types, gate-to-restroom ratios, concession locations, and security checkpoint activity. Using these inputs, we developed a staffing and operational model designed to perform consistently in a high-demand, constantly moving airport environment.

The result is a scalable program that aligns labor, service delivery, technology, and quality assurance into a single integrated operating system capable of supporting AVL's current operations and future growth.

A Staffing Model That Moves with the Airport

We built AVL's staffing plan area by area, shift by shift, factoring in traffic intensity, floor type, restocking needs, and cleaning frequencies. Each building zone was assessed for functional use, passengers volume, and critical care points. From there, we scaled supervisory coverage and specialty support staff (floor care, night detail, overflow) to meet anticipated demand with flexibility.

The result is a program that covers every square foot but doesn't treat every square foot the same. This tailored model is benchmarked against comparable airports and includes the headroom needed to respond to fluctuations without sacrificing standards.

The Right People. The Right Tools. The Right System.

Flagship's custodial professionals understand the importance of performance in public-facing environments. Our Floor Care Specialists, for example, are IICRC- and CRI-trained, and operate to industry standards from the National Terrazzo and Mosaic Association.

Entry-level team members are mentored through in-house and vendor-led programs that blend technique, chemistry, and safety into practical daily execution.

Technology is integrated into the core of our operating model and daily service execution. Our proprietary Intuition™ platform generates daily task cards, displayed on tablets attached to janitorial carts and customized by zone and shift. These task cards outline all custodial, restocking, and disinfecting responsibilities in a clear, visual format. As tasks are completed, they're logged in real-time, allowing supervisors to review, verify, and inspect against performance targets.

A Living Program Driven by Data

Flagship's Intuition™ platform doesn't just track work: it drives improvement. Through real-time logging of inspections, completed tasks, work orders, and passengers feedback, we capture leading and lagging indicators that guide operational adjustments. That means we can identify issues in advance and correct them proactively.

It also means AVL leadership always has visibility into what's happening on the ground. From high-level summaries to shift-specific data, our reporting structure provides clarity, accountability, and proof of performance.

Purpose-Built for AVL's Environment

AVL is a growing, dynamic airport with high passengers expectations and ambitious growth goals. Our approach is built to handle that complexity with a flexible, responsive staffing model supported by training, tools, and technology.

This approach delivers measurable value to AVL by aligning labor, service levels, and oversight to actual demand, thus reducing inefficiencies while protecting quality in high-visibility spaces. The result is predictable performance, faster response to fluctuations, and fewer service failures during peak periods. Real-time data and transparent reporting provide leadership with confidence, accountability, and proof of performance, while flexible staffing and proactive issue identification minimize risk, control costs, and support long-term operational resilience as the facility continues to grow.

Ensuring Restroom Cleanliness

Flagship's restroom staffing and service plan is based on a detailed analysis of your scope, site tour, site maps, and our extensive experience at other airport sites. This plan is designed to maintain restrooms at the highest standards of cleanliness, ensuring a positive experience for passengers and visitors. By combining scheduled checks, strategic shift coverage, deep cleaning practices, and the use of advanced technology, we deliver a comprehensive approach to restroom care that prioritizes cleanliness, supply management, and responsiveness during peak traffic periods.

Key elements of the plan include:

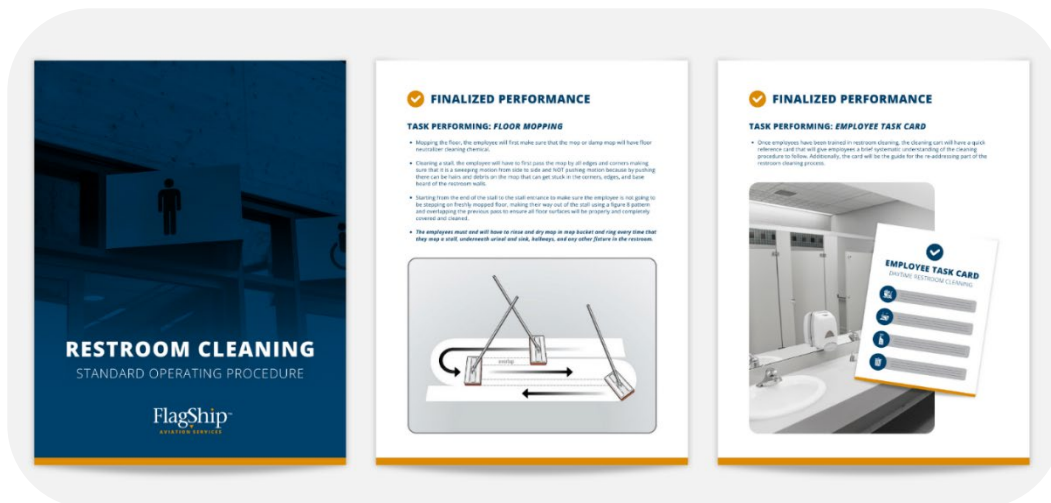
- ▶ **Scheduled Policing and Monitoring:** Restrooms will be inspected every 30 minutes to ensure cleanliness, restock supplies, and address immediate needs. Male and female attendants will service the men's and women's restrooms, respectively, to ensure efficient and appropriate coverage.
- ▶ **Shift Coverage and High-Traffic Location Deployment:** Restrooms are staffed across day shifts 1 and 2, as well as shift 3, with coverage strategically aligned to scheduled flight operations and irregular activities such as late arrivals. Staffing schedules are dynamically adjusted based on peak flight schedules, ensuring heavier coverage during surge periods, and flexible support during irregular arrival or delay events to maintain service availability and high cleanliness standards.
- ▶ **Deep Cleaning:** Each restroom undergoes a weekly deep cleaning using a Kaivac portable steam and wet vacuum system to thoroughly sanitize floors and fixtures. This advanced system, included in our pricing, ensures consistent and superior cleanliness.
- ▶ **Specialized Employee Training:** Employees are trained through our Ambassador Program, which focuses on empathy, communication skills, and strategies for interacting with the traveling public, including those in sensitive situations. Restroom attendants also receive targeted training on maintaining cleanliness in high-traffic areas without disrupting passengers' journeys.
- ▶ **Environmentally Friendly Chemicals:** We use low-odor, eco-friendly cleaning products that are effective at disinfecting while ensuring passenger comfort and safety. Strict dilution protocols minimize chemical exposure and prevent waste, particularly in high-traffic or enclosed spaces.

"Our dynamic team is always seeking ways to improve the customer experience at SJC. We're very proud of the range of improvements we have accomplished during the pandemic, and this new technology adds to a list of measures we've undertaken to promote the confidence our industry needs right now."

Judy Ross, Assistant
Director of Aviation

Restroom Cleaning SOP

Step	Task	Notes for Staff
1. Preparation	Put on PPE; stock cleaning cart; place wet floor or "Closed" signs	PPE: safety glasses, gloves, slip-resistant shoes. Ensure all tools, chemicals, and supplies are ready.
2. Initial Check & Sweep	Scan into system; sweep back to front; check fixtures	Look for damage, leaks, or malfunction; report immediately. Never push trash by hand.
3. Restock Supplies	Replenish consumables from back to front	Soap, paper, towels, toilet tissue, seat covers, sanitary bags, etc.
4. Dry Sanitation	Remove trash and sanitary bags; dust surfaces top to bottom	Clean partitions, dispensers, vents, ledges, and horizontal
5. Wet Sanitation	Clean glass and mirrors; disinfect sinks, counters, faucets, baby stations, partitions, toilets, and urinals	Use separate cloths or paper for each fixture. Spray onto cloth, not directly on surface.
6. Final Sweep & Inspection	Sweep floor edges and corners; check for missed spots	Address deficiencies before mopping.
7. Mop & Finish	Damp mop with neutral cleaner; rinse and dry mop; remove signs when dry	Use figure-8 motion, overlap passes, and ensure floors are completely dry before reopening



TERRAZZO FLOORING EXPERIENCE

Flagship utilizes the latest in equipment innovation and solutions based on each facility flooring types. Examples of some of this equipment include Karcher, Diamapro, Lavina and 3M for floor maintenance and polishing.

For damaged and cracked tiles, Flagship typically utilizes technician installers that are certified through International Certified Flooring Installers (CFI), this validates the installer is utilizing the most current processes and best-known practices related to installation and/or repair.

Orlando International Airport

We have more than 320 full-time employees at MCO and have been providing custodial services for 4.2 million square feet of space since December 2014, including a significant amount of terrazzo flooring. These terrazzo floors celebrate local attractions. The Wellness Garden, the Tech Garden, the Fun Garden, and the Space Garden. In 2019, we were renewed for another long-term contract.

Tampa International Airport

Flagship has been providing custodial services since October 2015, when we took over the airport's janitorial contract from a 35-year incumbent provider. We currently clean 1.1 million square feet of space throughout the airport's four concourses, including terrazzo floors called Renegade Vehicles, Florida Sun, Florida Constellations, Tampa Coast, and Sea Shadows.

San Diego International Airport

Flagship has served as SAN's custodial services provider since 1997. We currently maintain 215,000 square feet of terrazzo. The terrazzo pattern in the areas of the terminals known as Sunset Cove and the Rotundas, was inspired by the tide pools and boardwalks at Point Loma, a local beach in San Diego.

Harrisburg International Airport

Flagship recently completed a successful transition of janitorial services. We clean the entire airport, including more than 108,000 square feet of terrazzo floor, 3,000 linear feet of precast terrazzo base and 500 feet of precast treads and risers.

Flagship will deliver best-in-class services based on The National Terrazzo & Mosaic Association's standards for care and cleaning of terrazzo flooring, adapted to reflect the specific needs of AVL. We currently use it at Tampa, Phoenix Sky Harbor, Harrisburg International Airport, and Salt Lake City International Airport. . We also use it at more than 25 corporate campuses and high-end office buildings nationwide. Flagship

Flagship follows 3M's recommended procedures for the maintenance, protection, and restoration of terrazzo floors, including the use of Scotchgard™ Stone Floor Protector and 3M™ Trizact™ Diamond HX Discs, going in sequence: Red, Blue, then Purple.



Unglazed Ceramic (Quarry Tile)

Overview - Quarry tile provides an attractive floor that is durable and easy to maintain. These tiles are usually red in color and 6" x 6" in size with a 1/2" thickness. Quarry tile is often installed in foodservice areas.



General Characteristics - Quarry tile is made from a mixture of clays that are fired at high temperatures (approximately 2200 degrees).

Maintenance - Quarry tile can be finished with standard floor care products although this is not generally advised in foodservice or other wet areas. A non-skid traction enhancer can be applied to help produce a non-slip surface. For a high gloss appearance in non-wet areas, the tile can be sealed with a penetrating seal and then top-coated with a standard floor finish.

Glazed Ceramic

Overview - Glazed ceramic tile creates a durable surface that is easy to clean, resists stains and scratches, doesn't fade and is slip-resistant. However, the grouting may be subject to soil accumulation and staining.



General Characteristics - Identical to unglazed except a liquid glass is applied to the tile at very high temperatures. This creates a hard, non-porous surface.

Maintenance Characteristics: Glazed ceramic tile will NOT hold floor finish. The surface is too smooth for proper floor finish adhesion to occur. Sealing the grout with a permanent seal is preferred.

Brick Pavers

Overview - Similar to quarry tile but larger in size and thickness.



General Characteristics - Similar to quarry tile.

Maintenance - Similar to quarry tile.

Mexican Tile (Saltillo)

Overview - Saltillo tiles are natural clay tiles, hand-made in Mexico. Similar to terracotta tiles, Saltillo tiles are rustic in appearance. The beauty and character of each tile comes from variations in size, color and texture. It is extremely popular in Mexico and throughout the Southwestern United States.



General Characteristics - it is manufactured from unprocessed clay.

Maintenance - The high alkalinity and porous nature of this tile requires sealing and then top-coats of standard floor finish can be applied. Clean with a neutral detergent.

Concrete

Overview - Concrete is universally used for commercial building slabs. Most are covered with another flooring material such as tile, carpeting or wood. Concrete floors that are not covered with another material are gaining popularity in retail stores and other commercial buildings since it provides a low cost yet highly durable flooring surface. To prevent dust and powder residual, concrete is normally sealed. Retail applications are beginning to use a stain to enhance the appearance.



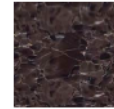
General Characteristics - It is made from Portland cement, stone aggregate, sand and water.

Maintenance - Concrete can be challenging to finish with acrylic-based coatings. High alkalinity, high moisture, grease and oils, and unknown curing compounds and sealants can make finishing difficult. Normally concrete is sealed with a polyurethane sealer. Once sealed, it can be top-coated with a standard floor finish.

Natural Stone Flooring

Marble

Overview - A beautiful floor surface that is not suited for large commercial areas or heavily trafficked areas due to its soft nature (scratches easily), high absorbency (stains easily) and acid sensitivity.



General Characteristics - Marble contains a combination of calcite and calcium carbonate.



Maintenance - Penetrating sealers perform best on marble. Acrylic-based finishes can be used as a top-coat, but do not allow the marble to "breathe". Marble should only be cleaned with neutral cleaner - avoid acid-based products, and high alkaline products.

Slate

Overview - Slate is a smooth, soft, natural stone available in a wide variety of textures, colors and sizes. It offers good durability and stain resistance due to its semi-porous nature.

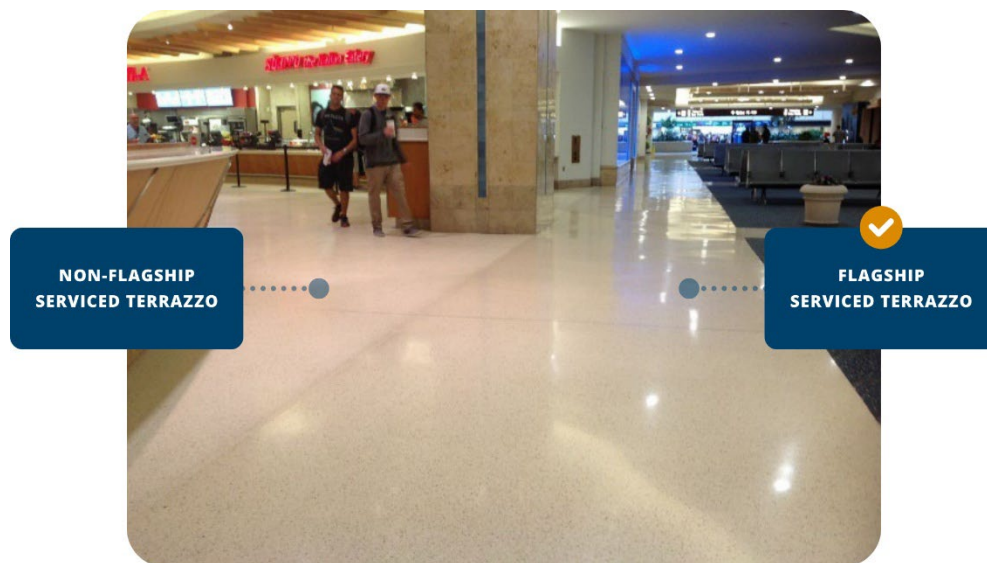


General Characteristics - Composed of shale and clay quartz.

Maintenance - Slate is generally not finished with acrylic-based or polymer floor finishes although, if used, they will usually adhere. Penetrating sealers can be used if desired and are often recommended for areas exposed to food and liquid spills. Clean with neutral detergent.

All Flagship employees complete a 4-5-hour onboarding session followed by 40 hours of site-specific training. This training covers location-specific procedures, potential hazards, equipment use, emergency protocols, and other unique site requirements. A detailed checklist ensures each employee fully understands the key elements before assuming their responsibilities.

Site supervisors also provide ongoing mentorship to each employee and offer spot corrections when they notice employees working inefficiently or engaged in potentially unsafe behaviors.

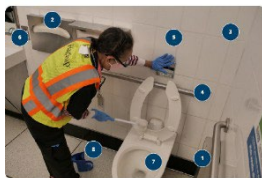


CLEANING PROCEDURES

Our airport cleaning procedures are built on hands-on experience operating in complex, 24/7 aviation environments. We have developed specific, task-based cleaning protocols for each functional area including terminals, checkpoints, gate areas, restrooms, baggage claim, and back-of-house spaces to address the unique traffic patterns, security requirements, and operational demands of each location.

Below you will find actual sections from Flagship training manuals detailing how to service the unique areas within an airport environment. Our teams follow clearly defined procedures, approved products, and structured quality controls to ensure consistent execution, regulatory compliance, and minimal disruption to airport operations.

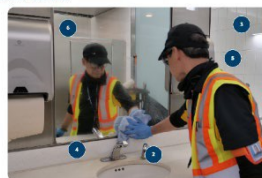
Ladies Restroom



Procedures:

1. Remove trash, replace liner
2. Stock dispenser soap, hand towels, moist towelet, moist, toilet paper, wax liners
3. High-dust walls, light, walls, partitions, no zones
4. Low-dust walls, fixtures, dispensers, door jams if applicable
5. Spot clean walls, partitions
6. Clean glass mirrors, cupboards, sinks, toilet fixture
7. Clean under toilet, around toilet and under the toilet
8. Sweep under toilet, sweep corners, mop floor with clean water, use red inserts dirty water separator
9. Make sure wall floor signs clean and in place with proper restroom ID
10. Inspect for quality

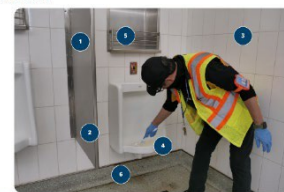
Restroom Wash Areas



Procedures:

1. Remove trash, replace liner
2. Stock dispenser soap, moist towelet, moist, towel, toilet paper, wax liners
3. High-dust walls, light, walls, partitions, no zones
4. Low-dust walls, fixtures, dispensers, door jams if applicable
5. Spot clean walls, partitions, hand soap
6. Clean glass mirrors, cupboards, sinks, publicly fixtures
7. Clean under sink, around sink and under the sink
8. Sweep under sink, sweep corners, mop floor with clean water, use red inserts dirty water separator
9. Make sure wall floor signs clean and in place with proper restroom ID
10. Inspect for quality

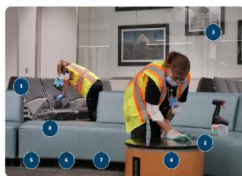
Mens' Urinals



Procedures:

1. High-dust walls, partitions, lights, grills, vents
2. Low-dust walls, partitions, fixtures horizontal, vertical
3. Spot clean walls, partitions
4. Clean inside urinal, around urinal and under the urinal
5. Public fixtures
6. Sweep under urinals, sweep corners, mop floor with clean water, use red inserts dirty water separator
7. Make sure wall floor signs clean and in place with proper restroom ID
8. Inspect for quality

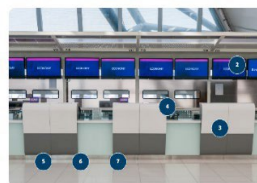
Seating Areas



Procedures:

1. Remove trash
2. Dust
3. Clean glass
4. Spot clean hard surfaces
5. Spot clean carpeted surfaces
6. Dust high-back floor vacuum carpeted floors
7. Damp mop hard floors
8. Put handrails back in place
9. Inspect for quality

Ticket Counters



Procedures:

1. Remove trash
2. High-dust counters, front feet
3. Low-dust counters after all luggage are finished
4. Clean counters
5. Public metal surfaces
6. Spot clean carpeted surfaces
7. Damp mop hard floor vacuum carpeted floors
8. Put handrails back in place
9. Inspect for quality

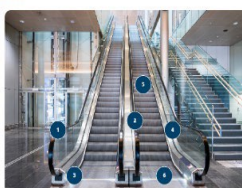
Elevators



Procedures:

1. Dust
2. Spot clean doors, walls & glass
3. Damp mop hard floor vacuum carpeted floor. Use key to shutdown elevator
4. Damp mop hard floor, place wet floor sign
5. Clean elevator tracks
6. Public any metal surfaces
7. Inspect for quality control

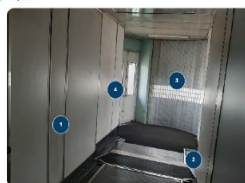
Escalators



Procedures:

1. Remove trash
2. Dust
3. Clean handrails
4. Spot clean wall boards and tick plates
5. Public metal surfaces
6. Clean stairs
7. Damp mop floor areas
8. Inspect for quality control

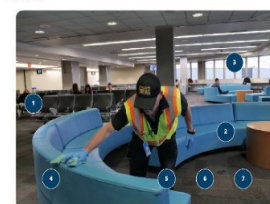
Jetway Areas



Procedures:

1. Remove trash
2. Dust
3. Spot clean
4. Clean glass and specialty surfaces
5. Vacuum carpeting, remove spots and gum
6. Damp mop hard floor
7. Damp mop hard floor
8. Inspect for quality control

Gate Areas



Procedures:

1. Remove litter from area, seats floor, under seats
2. Dust
3. Spot clean chairs and clean chair crosses
4. Clean glass and specialty surfaces
5. Vacuum carpeting
6. Inspect for quality control

CLEANING SCHEDULE

AVL's terminal requires continuous cleaning and daily portering, with a heavy emphasis on restroom service. Through Flagship's more than 25 years in aviation janitorial experience, we have developed best practices in cleanliness both for routine cleaning procedures as well as project work. Flagship has thorough scopes of work for each unique area of an airport, below are some examples:

Standard Procedures of Routine Cleaning

Procedure 1: Interior Public Areas Shift 1 and Shift 2 Duties: 7 Days Per Week

Checkpoints

- ▶ Empty trashcans that are 2/3 full, wipe down container tops and sides as needed
- ▶ Check floor for spills and clean as needed
- ▶ Sweep and spot vacuum carpet as needed
- ▶ Wipe down smudges on walls, doors, glass partitions and escalator/stair handrails
- ▶ Clean and polish stainless steel
- ▶ Sweep and spot clean escalators/stairs

Airline Ticketing Areas

- ▶ Police Ticket Counter areas for debris on floors
- ▶ Empty public/Airline trashcans that are 2/3 full, wipe down container top and sides as needed
- ▶ Police Ticket Counter areas and wipe down any spills or visible marks
- ▶ Wipe down chairs and public seating
- ▶ Wipe clean drinking fountains
- ▶ Wipe clean drinking fountains
- ▶ Spot clean glass
- ▶ Wipe clean columns
- ▶ Wipe down counters and windowsills
- ▶ Clean and polish stainless steel

Terminal Walkways

- ▶ Pick up debris on floor as needed and clean spills and remove scuffs
- ▶ Empty trashcans that are 2/3 full, wipe down container top and side as needed
- ▶ Spot clean smudges on doors, stainless steel, woodwork, and wall surfaces
- ▶ Spot clean public kiosk, displays and monitors
- ▶ Wipe clean drinking fountains
- ▶ Spot clean Glass
- ▶ Wipe clean telephone areas
- ▶ Wipe clean doors and frames
- ▶ Wipe clean columns
- ▶ Wipe down counters and windowsills
- ▶ Clean and polish stainless steel
- ▶ Wipe clean Automated External Defibrillator (AED)

Baggage Claim/ Baggage Offices

- ▶ Police floor in baggage area, pick up debris as needed, clean spills and remove scuffs
- ▶ Pick up debris on carousels, spot clean smudges, ensure area is tidy
- ▶ Empty trashcans that are 2/3 full, wipe down container top and sides as needed
- ▶ Wipe clean chairs as needed
- ▶ Wipe clean drinking fountains
- ▶ Spot clean smudges on doors, stainless steel, glass, woodwork, and wall surfaces

Gates Hold Room Areas

- ▶ Police gate seating area
- ▶ Pickup debris on seats, end tables, wipe off liquid or smudges as needed
- ▶ Pickup debris on carpets
- ▶ Sweep or spot vacuum carpets as needed
- ▶ Spot clean carpet with hand kit as needed
- ▶ Empty trashcans that are 2/3 full, wipe down container top and sides as needed
- ▶ Spot clean smudges on stainless steel, woodwork, and wall surfaces
- ▶ Wipe clean drinking fountains
- ▶ Spot clean glass
- ▶ Wipe clean doors and frames
- ▶ Wipe clean columns
- ▶ Wipe down counters and windowsills
- ▶ Clean and polish stainless steel
- ▶ Wipe clean Automated External Defibrillator (AED)

Procedure 2: Public Restrooms Areas 1st & 2nd Shift

- ▶ Police restroom, restock all dispensers and tidy as needed
- ▶ Check floor for spills and clean as needed
- ▶ Wipe down counters and sink areas with w/disinfectant using color-coded microfibers
- ▶ Wipe down dispensers
- ▶ Clean mirrors
- ▶ Using a flat mop with microfiber pad, Damp mop floors w/disinfectant
- ▶ Spot clean toilets and urinals as needed
- ▶ Empty trashcans that are 2/3 full, wipe down container tops and sides as needed
- ▶ Wipe down smudges on walls, doors, and partitions
- ▶ Unstop toilets using hand plunger as discovered or reported
- ▶ Report any broken items or emergencies to Airport Ops/Management

Procedure 3: Sidewalks & Patio Areas-All Shifts

- ▶ Police exterior concrete and pick up debris as needed
- ▶ Empty trashcans that are 2/3 full, wipe down container top and sides as needed
- ▶ Inspect and spot clean cigarette urns as needed, remove cigarette buds as needed
- ▶ Wipe down exterior seating surfaces

Procedure 4: Restrooms 3rd shift

- ▶ Remove all trash and place in specified dumpster, Replace liners as necessary
- ▶ Clean and polish all stainless-steel dispensers

- ▶ Stock all dispensers
- ▶ Clean and sanitize all fixtures, fittings, and toilet w/disinfectant
- ▶ Clean and polish mirrors
- ▶ Damp mop floors w/disinfectant
- ▶ Clean and polish stainless steel
- ▶ Clean and disinfect all partitions
- ▶ Remove cobwebs up to 10 feet
- ▶ Spot wash walls, partitions, and doors
- ▶ Clean and polish all door and floor tracks
- ▶ Flush floor drains with fresh water
- ▶ Using Kaivac Machine, detail wash tiles walls areas, floors partitions, sinks, toilets, and fixtures
- ▶ Clean vents
- ▶ Unstop toilets using hand plunger as discovered or reported
- ▶ Report any broken items or emergencies to Airport Ops/Management

Procedure 5: Elevators 3rd shift

- ▶ Elevator – Wet mop hard floor
- ▶ Elevator – Wipe down walls
- ▶ Elevator – Wipe down entrance door interior and exterior
- ▶ Elevator - Clean and polish stainless steel
- ▶ Sweep and mop hard surface
- ▶ Clean ceiling surfaces

Procedure 6: Public Areas 3rd Shift

- ▶ Remove cold material from ashtrays into a waste receptacle or waste bag
- ▶ Clean sand urns and strain sand; replace sand as needed and clean edges of sand urn
- ▶ Replace plastic liners which are torn or soiled and wash waste receptacles to remove any soil, inside and outside
- ▶ Police planters and spot clean as needed
- ▶ Dust all windowsills, ledges, and furniture tops, using a lightly treated cloth, dusting mitts, or small dust mop
- ▶ Dust artwork with dusting tool – use caution for sensitive artwork
- ▶ Clean smudges and soil from glass doors and windows, using a glass cleaner in a spray bottle and clean cloth
- ▶ Vacuum clean carpets and use the large carpet vacuum with beater for open areas and medium duty pile lifter
- ▶ Spot clean carpets to remove spots and stains using the manufacturer's approved process
- ▶ Dust mop terrazzo tile and resilient floors with a large width, dry dust mop
- ▶ Pick up soil from the floor with a dustpan. Vacuum dust mop head
- ▶ Clean tops of water fountains with a few drops of lotion-type cleaner
- ▶ Report items requiring mechanical repair to shift supervisor or crew leaders
- ▶ Spot clean finger marks and smudges on walls and doors and use detergent solution in a spray

Procedure 7: Concrete Stairways 3rd Shift

- ▶ Police to remove litter
- ▶ Sweep up dirt and debris and mop up any spills or stains
- ▶ Remove chewing gum with a putty knife
- ▶ Spot-clean doors. Use a broom to knock down any cobwebs
- ▶ Sweep with whisk broom or vacuum-clean treads with pack vacuum
- ▶ Wash handrails with clean cloth and detergent solution
- ▶ Spot-clean walls and risers
- ▶ Every two (2) Weeks or as necessary: Mop stair treads

Procedure 8: Offices/Conference Rooms

- ▶ Gather all waste place in specified dumpster
- ▶ Replace liners in waste baskets if necessary
- ▶ Properly arrange chairs in office
- ▶ Leave office doors as they were found, exterior doors to be secured
- ▶ Vacuum office areas
- ▶ Dust/damp mop VCT hard floor areas
- ▶ Dust all cleared work surfaces and low partitions
- ▶ Spot clean partitions glass
- ▶ Dust/wipe down conference room chairs and tables
- ▶ Clean and polish stainless steel
- ▶ Clean conference and meeting room carpet areas
- ▶ Mop tile floors
- ▶ Spray buffed mark, scuffed floors
- ▶ Remove recycled paper from offices/copier rooms
- ▶ Dust and spot clean vertical surfaces, signs, and ledges up to 8 ft
- ▶ Remove cobwebs to 10 feet
- ▶ Detail vacuum edges, under desk and around furniture
- ▶ Brush/vacuum upholstered chairs as needed
- ▶ Dust any vertical mini blinds

Procedure 9: Horizontal Surfaces

- ▶ Dust & Spray Clean All horizontal surfaces

Procedure 10: Light Fixtures 3rd Shift

- ▶ Dust & remove all dirt

Procedure 11: Stainless Steel 3rd Shift

- ▶ Clean all stainless-steel surfaces

Procedure 12: Trash & Ash Receptacles and Trash Removal

- ▶ Empty, clean, remove, dry & replace with new liners

Procedure 13: Janitorial Closets

- ▶ Clean ceiling & ceiling vents
- ▶ Clean doors
- ▶ Pick up and remove all trash
- ▶ Clean floors
- ▶ Dust light fixtures
- ▶ Clean all shelves & surfaces

Procedure 14: Escalators

- ▶ Clean stainless-steel side panels, handrails, platform, steps, baseboard & grooves
- ▶ Remove gum from treads
- ▶ Sweep & mop on/off plates
- ▶ Dust stainless steel

Procedure 15: Passenger Boarding Bridges

- ▶ Spot clean and wipe down smudges on walls
- ▶ Pick up debris on the floor
- ▶ Dust mop and Damp mop rubber jetway flooring
- ▶ Sweep and vacuum all carpeted jetway flooring
- ▶ Clean and polish all stainless steel
- ▶ clean doors/glass
- ▶ Wipe down walls
- ▶ Remove cobwebs up to 10 feet
- ▶ Clean jet bridge carpet using hot water extraction

QUALITY ASSURANCE THAT PROTECTS AVL'S BRAND

At an airport like AVL, cleanliness is more than a service standard; it's a public benchmark. When quality slips, passengers notice, their experience suffers, stakeholders escalate, and reputations are impacted.

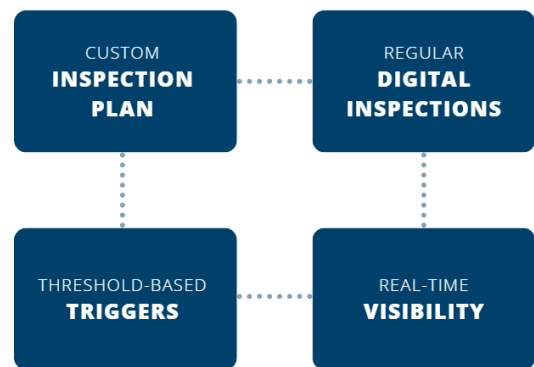
That's why Flagship's approach to Quality Assurance (QA) isn't reactive or routine. It's structured, measurable, and tightly integrated into how we run our janitorial operation from day one.

We don't wait for complaints or rely on passive checklists. Our QA program is engineered to detect service gaps before they become problems, backed by real-time digital tools, trained personnel, and a culture of accountability at every level.

Proactive, Programmatic Quality Management

Our QA program begins before the first shift and continues every day thereafter.

- ▶ **Custom Inspection Plan:** During the transition phase, Flagship works directly with AVL's facility leadership to design a detailed inspection cadence based on the contract scope, building layout, and employee or occupant traffic patterns.
- ▶ **Regular Digital Inspections:** Trained supervisors and a local quality assurance manager perform scheduled inspections using **Intuition™, our proprietary QA platform powered by TRAX Analytics.** Every inspection is logged, time- and geo-stamped, and measured against agreed-upon scoring criteria.
- ▶ **Threshold-Based Triggers:** Any missed threshold instantly generates a work order in Intuition™ for remediation and follow-up. Corrective actions are tracked and closed out with supporting documentation within agreed upon timelines.
- ▶ **Real-Time Visibility:** AVL stakeholders can log into the dashboard at any time to review performance trends, open/closed work orders, and inspection scores by area, shift, or period.



This structure eliminates guesswork and provides full transparency without creating additional administrative burden for leadership.

On-Site Leadership with Real Accountability

Flagships managers and supervisors walk the floor each shift to inspect and verify service quality across all areas..

In coordination with the project manager, site supervisors:

- ▶ Conduct pre-shift staff briefings tied to daily goals
- ▶ Spot-check service delivery during peak operational hours
- ▶ Review and resolve daily work order reports
- ▶ Maintain consistent contact with AVL's designated point of contact to report progress, flag anomalies, and coordinate around special events or changes in operations

Our managers aren't just checking boxes; they're actively directing the team to meet the performance standard expected in a world-class environment.

Performance Data That Drives Action

Intuition™ aggregates all inspection and work order data into weekly reporting that includes:

- ▶ Number of inspections performed
- ▶ Open vs. closed work orders
- ▶ Recurring issues and their resolution rate
- ▶ Time-to-close on remedial actions
- ▶ Photos and notes for audit traceability

This data is transformed into actionable insight, used to identify training needs, highlight top performers, and preempt performance slippage. It's also shared transparently with AVL leadership through real-time dashboard access and formal review cycles.

Quarterly Business Reviews That Move the Partnership Forward

Every quarter, Flagship leads structured business reviews with AVL site leadership to:

- ▶ Review performance data and inspection trends
- ▶ Address open concerns or persistent issues
- ▶ Share benchmarking and best practices from other Flagship accounts
- ▶ Present technology or process upgrade opportunities
- ▶ Align on any scope or schedule changes tied to facility expansion, construction projects, or seasonal fluctuations in occupancy

We treat these quarterly reviews as strategic checkpoints, not status updates, ensuring the program evolves alongside AVL's shifting priorities.

We know how much is riding on the performance of AVL's facility services. Flagship's QA program is built to **deliver not just consistent cleanliness, but confidence**: in our people, our performance, and our ability to protect AVL's public-facing standards without excuses or surprises.

Communication Plan

Transparency is one of Flagship's key values as a company because it helps us achieve continuous improvement in the services we provide. Our communication plan includes daily check-ins with internal customers and within Flagship's staff, combined with formal QC processes on a monthly and quarterly basis. The following is how we share information:

- ▶ Site leadership checks in daily with the assigned customer contacts to discuss any current issues or plan for any requests for additional service. Our supervisors always carry a smart phone, and we have a dedicated email address for AVL representatives to forward requests for service.
- ▶ As soon as we receive Notice to Proceed for this contract, we will provide phone numbers and email addresses for all key Flagship contacts so that AVL personnel can contact them as needed.
- ▶ Our regional operations manager holds a weekly meeting with selected AVL staff to share our progress on key items and find out what is happening so we can prepare for any significant challenges or address any potential issues.
- ▶ Our senior vice president of operations communicates daily via email or phone to check on open items, provide direction on any changes, or offer support as needed. He tours the facilities on a monthly basis with our team and reviews the areas for overall site cleanliness and compliance with our systems and procedures.
- ▶ Flagship compiles custom reports at weekly, monthly, or quarterly frequencies. Many different types of reports are available, including detailed inspection reports, lists of Flagship employees approved to work at your site, and many more.

FLAGSHIP INTUITION™

Flagship Aviation Services is a trailblazer in the utilization of smart restroom technologies throughout airports in North America. In 2019, Flagship entered into an enterprise partnership with TRAX Analytics. This partnership has led to the installation and implementation of smart restroom technologies in numerous airports that Flagship services. With extensive experience working within the TRAX platform, both internally and alongside our airport partners, Flagship is uniquely positioned to maximize AVL's investment in smart restrooms and deliver a meaningfully improved passenger experience.

A Centralized System for Real-Time Service Oversight

Flagship Intuition™ powered by TRAX Analytics is a proprietary quality control application engineered to bring structure, speed, and transparency to service operations in complex environments. Purpose-built for both small and large, high-traffic settings, Intuition™ consolidates quality control, work orders, inspection data, and performance metrics into a single mobile-enabled system. For AVL, this means total operational visibility without the need to increase supervisory staff or administrative load. Facility leaders at AVL can validate performance in real time, access on-demand reports, and make proactive decisions based on clear, defensible data.



Seamless Service Delivery

While many facilities still rely on paper checklists, disconnected reporting tools, or reactive service models that make it difficult to maintain consistent standards, Intuition™ eliminates these blind spots by capturing real-time, verifiable data on every aspect of service delivery. For AVL, this results in higher quality outcomes and faster issue resolution. Supervisors can identify deficiencies, trigger corrective actions immediately, and ensure accountability across teams, even in large or complex environments. The result is fewer surprises, stronger compliance, and better experiences for the passengers who use AVL's facilities every day.

Intuition™ Tools That Drive Consistent Outcomes

- ▶ **Clean:** Staff are assigned cleaning alerts or tasks through the Intuition™ platform which logs where the custodian has arrived, documents the time and date, and then enables the custodian to enter into the cleaning process.
- ▶ **Inspect:** After staff complete a cleaning tasks, site leaders and supervisors are notified and can deploy structured inspections across any zone, verifying employees' work using a completely customizable inspection system through Intuition™.
- ▶ **Throughput Counting & Cleaning Intelligence:** track real-time restroom usage and automatically trigger cleaning alerts, enabling data-driven cleaning, operational visibility, and long-term planning.
- ▶ **Work Order Management:** Cleaning alerts can be reported, routed, and resolved through one intuitive interface, ensuring no tasks are missed or delayed.

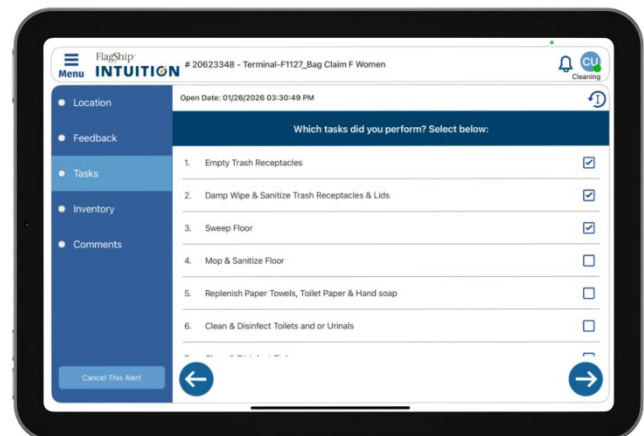
- ▶ **Periodic Task Scheduling:** Routine services and periodic cleanings are automatically scheduled, logged, and tracked.
- ▶ **Customizable Reports:** Inspectors and supervisors can customize both how cleaning tasks are evaluated and view a multitude of reports that can be customized for your specific needs.
- ▶ **Live Dashboards and KPIs:** Live dashboards allow leadership to access up-to-date insights into inspections, deficiencies, cleaning alerts, and more.
- ▶ **Hazard and Safety Inspections:** Every shift, supervisors perform a hazard check and a PPE, uniform, and compliance check, all tracked through Intuition™.

Clean: Task Completion and Operational Visibility

The *Clean* functionality requires janitorial staff to check off tasks throughout their shifts and allow supervisors to validate completion as well as provide feedback and images to custodial staff. The Intuition™ platform logs where the custodian has arrived, documents the time/date, and then enables the custodian to enter into the cleaning process. The cleaner can start the work once they are physically at the restroom.

Through *Clean*, AVL gains:

- ▶ **Digital proof of service**, showing exactly when and where work was completed
- ▶ **Ensured compliance** with cleaning procedures, required task frequencies, and contract SLAs, giving supervisors clear visibility into both process and performance.
- ▶ **Streamlined work orders** that reduce time wasted on paper work orders and improve efficiency
- ▶ **Real-time restroom feedback** that can be leveraged to inform operational decision-making



Inspect: Mobile Oversight and Quality Control

The *Inspect* functionality enables supervisors to conduct inspections directly through the same platform, customizing checklists and scoring criteria to match AVL's service priorities. After a cleaner has completed a task, the supervisor on duty will then receive an alert and will be asked if they would like to conduct a quality control check at the location. If the supervisor selects "yes", the supervisor will then be able to see the feedback and work completed by the custodian, rate the work, take any pictures or videos needed, and either accept or reject it. If they reject it, they can send the custodian back to the location through the mobile app.

Through *Inspect*, AVL gains:

- ▶ **Custom mobile inspections** that include photos, comments, and real-time scoring
- ▶ **Transparent tracking** of quality across all zones and shifts
- ▶ **Customizable reports** tied to KPIs and contract compliance
- ▶ **Clear documentation** for audits, SLAs, and stakeholder reporting

Element Image	Element Name	Rating	Comment With Attachment
	Flooring	N/A 0 1 2 3	
	Trash Receptacle	N/A 0 1 2 3	
	Vents, Ceiling	N/A 0 1 2 3	
	Blinds	N/A 0 1 2 3	
	Walls & Doors	N/A 0 1 2 3	
	Furniture, Tables & Seating, Wiped Clean	N/A 0 1 2 3	
	Windows & Ledges	N/A 0 1 2 3	
	Cabinets & Millwork	N/A 0 1 2 3	

Place inspection comments here

Complete Inspection Cancel

All aspects of inspector checklists can be tailored to AVL's needs, including inspection locations, evaluation areas and tasks, scoring scales (e.g., 1-3 or 1-5), and thresholds for triggering alerts. Inspectors can also take pictures and add attachments to individual ratings to ensure proof of service.

What This Means for AVL

Flagship Intuition™ goes beyond a management tool and serves as a measurable performance engine that provides AVL full visibility into service delivery without requiring additional layers of oversight. Every task is tracked from start to finish, giving AVL the confidence that nothing is missed, and every decision is backed by real-time data.

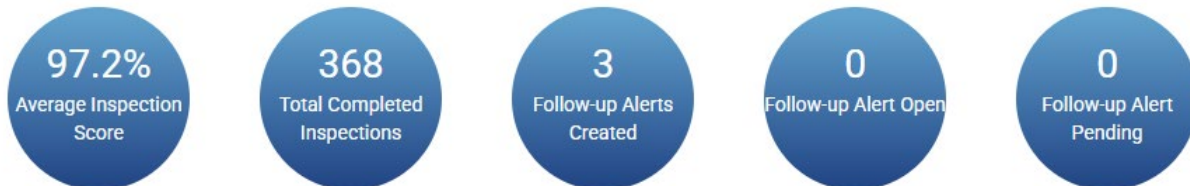
- ▶ **Consistent Standards, Even in Challenging Environments:** Threshold alerts and automated scoring systems ensure that service performance never slips. Whether managing public restrooms, common areas, production zones, administrative offices, or customer-facing environments, Intuition™ helps you maintain the same high standards across every zone.
- ▶ **Built-In Compliance and Performance Validation** Intuition™ generates a continuous, centralized record of inspections, work orders, and corrective actions, creating full visibility into service delivery. This real-time documentation ensures we remain aligned with contract requirements, consistently meet established KPIs, and validate SLA performance. When AVL needs to respond to internal reviews or audit requests, the data is already organized, documented, and ready to share.
- ▶ **Built for Growth and Flexibility:** As AVL expands its footprint or adjusts operations, Intuition™ adapts immediately. You can reconfigure schedules, reassign zones, and update protocols without losing valuable time or sacrificing coverage.

Reporting & Analytics Dashboards

Flagship Intuition™ offers robust reporting capabilities through an intuitive, user-friendly dashboard that provides real-time visibility into facility performance. Users can view a comprehensive range of data, including inspection scores, cleaning alerts, and operational trends. The dashboard can be customized to display results by month, week, day, or even time of day, allowing teams to identify patterns, uncover trends, and proactively adjust cleaning schedules based on actionable, data-driven insights.

All dashboard data can be easily exported in PNG format, making it simple to incorporate visuals into internal reports, external presentations, and Quarterly Business Reviews (QBRs). This ensures consistent, transparent communication with stakeholders and supports informed decision-making at every level.

Beyond client-facing reporting, our leadership and operations teams actively analyze this data internally to drive continuous improvement. We monitor both leading indicators such as inspection trends, response times, and recurring service requests, as well as lagging indicators including KPI attainment and SLA performance to identify opportunities for optimization. This proactive review enables us to refine cleaning frequencies, reallocate labor to high-traffic or high-priority areas, and adjust staffing models in real time. By using performance data to guide operational decisions, we



improve efficiency, reduce waste, and ensure resources are aligned with your facility's evolving needs, resulting in consistently high standards, measurable performance gains, and a more strategic approach to your operations.

Flexible Platform, Scalable Options

Every implementation of Flagship Intuition™ includes a robust core package with essential features such as inspections, work orders, scheduling, and reporting tools. For AVL, this means a solid foundation for consistent, accountable service delivery from day one.

To support more complex operational needs, we offer a range of additional smart restroom add-ons to the core Intuition™ platform that can be integrated into a single, unified contract. These scalable features are designed to build on the core Intuition™ platform and address more specialized challenges, allowing AVL to customize its technology suite based on goals, priorities, or future growth.

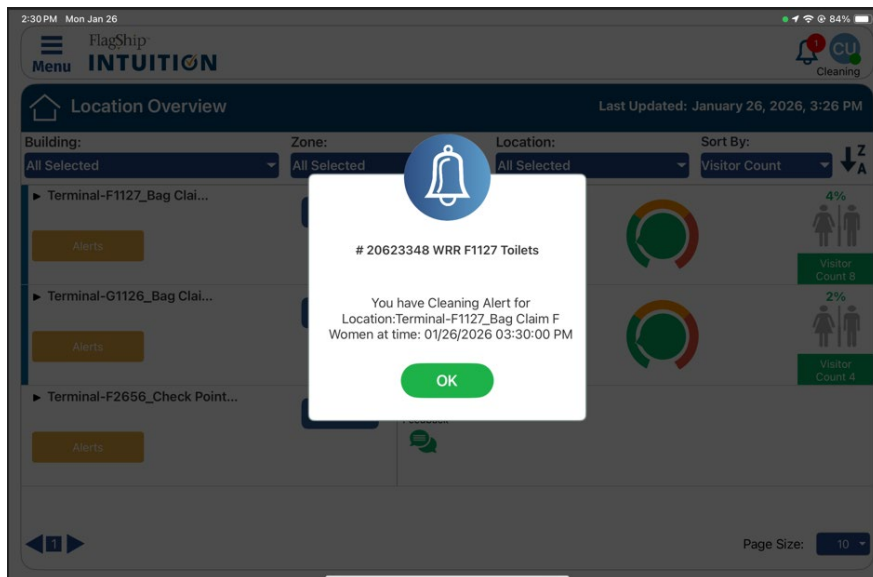
CLEANING ALERT PROCESS VIA INTUITION™

So, what does it actually look like when Flagship cleaners receive a Cleaning Alert through their iPad or mobile device?

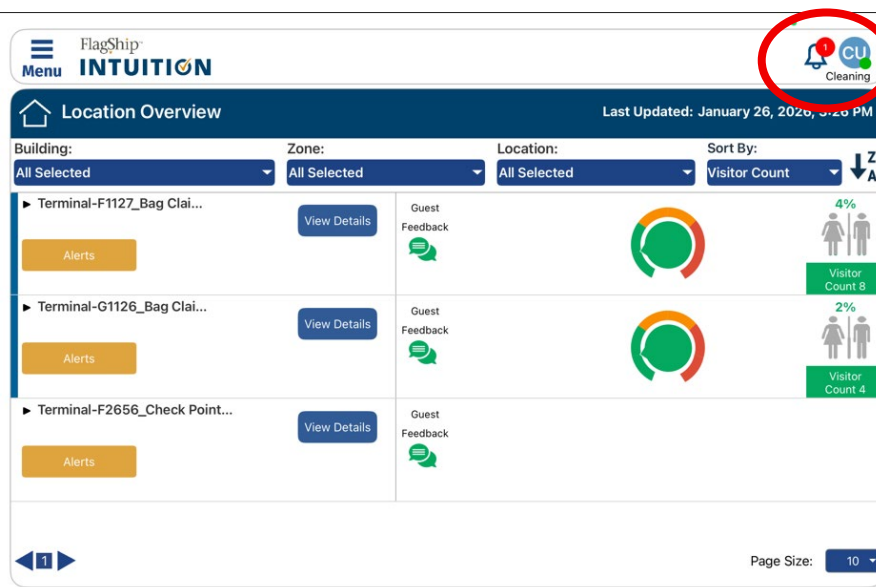
Alerts are created for cleaners by the following means through the Intuition™ App:

1. After a supervisor completes an inspection for a location to address an issue, OR
2. Direct assignment to a cleaner from location overview – who is closest to the issue?

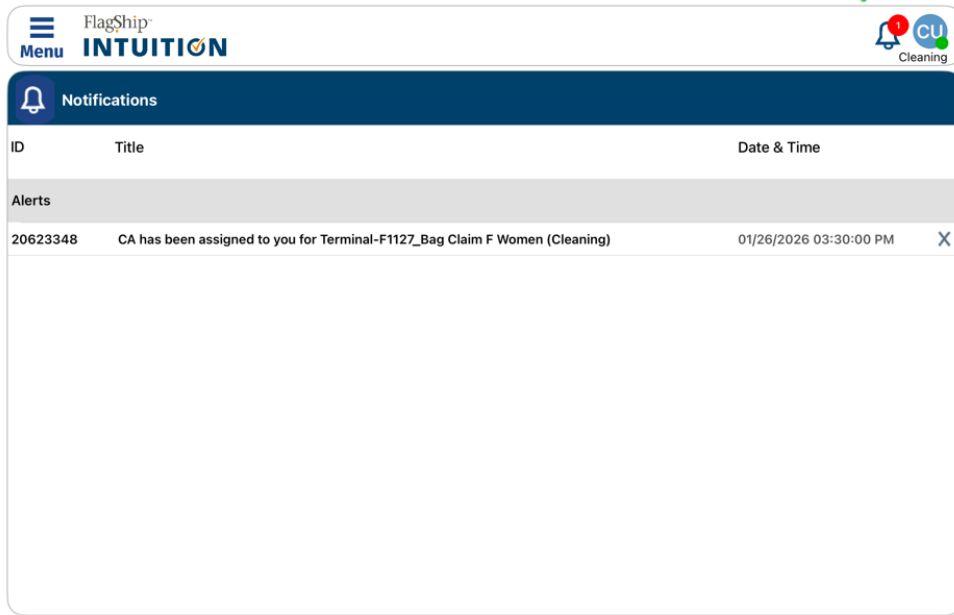
Below is how the Cleaner receives the Alert on their Location Overview home screen:



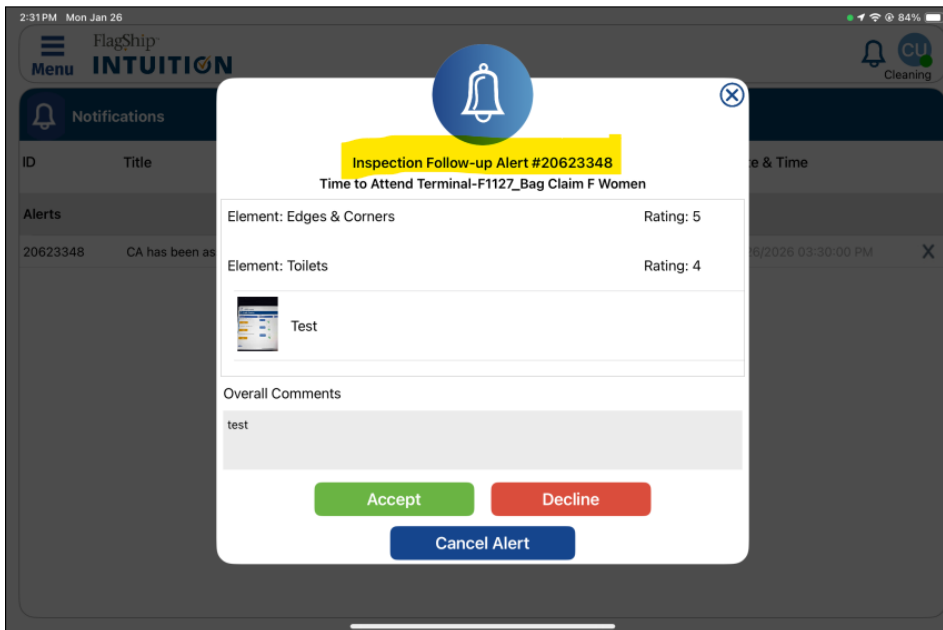
*Pop-up clearly visible of an **assigned alert** on cleaner's mobile device.*



Notification of alert is indicated on the cleaner's mobile device.



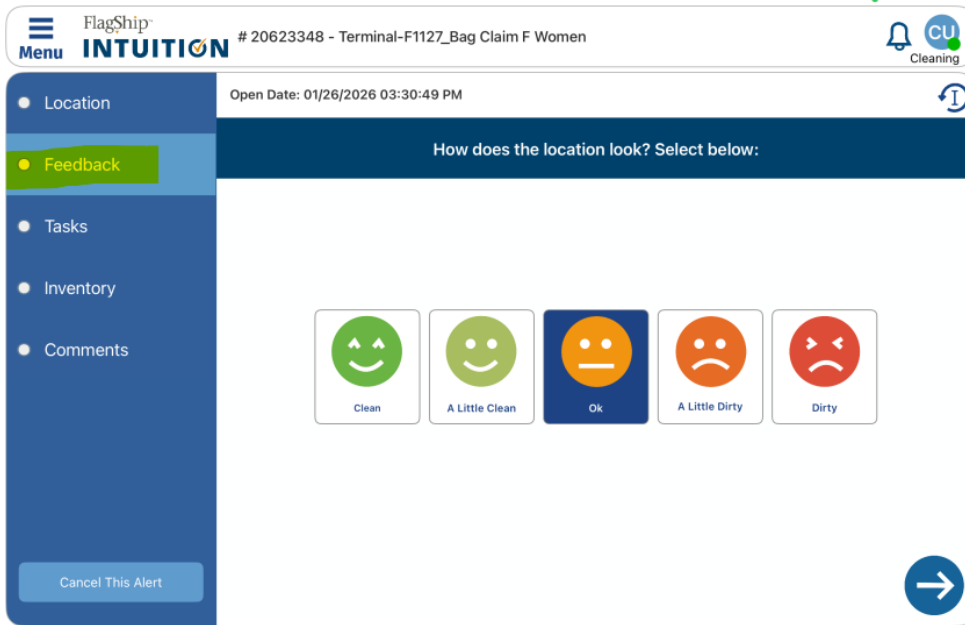
Notification Log indicates pending alerts. Once alert is selected you will get a pop-up with additional alert information.



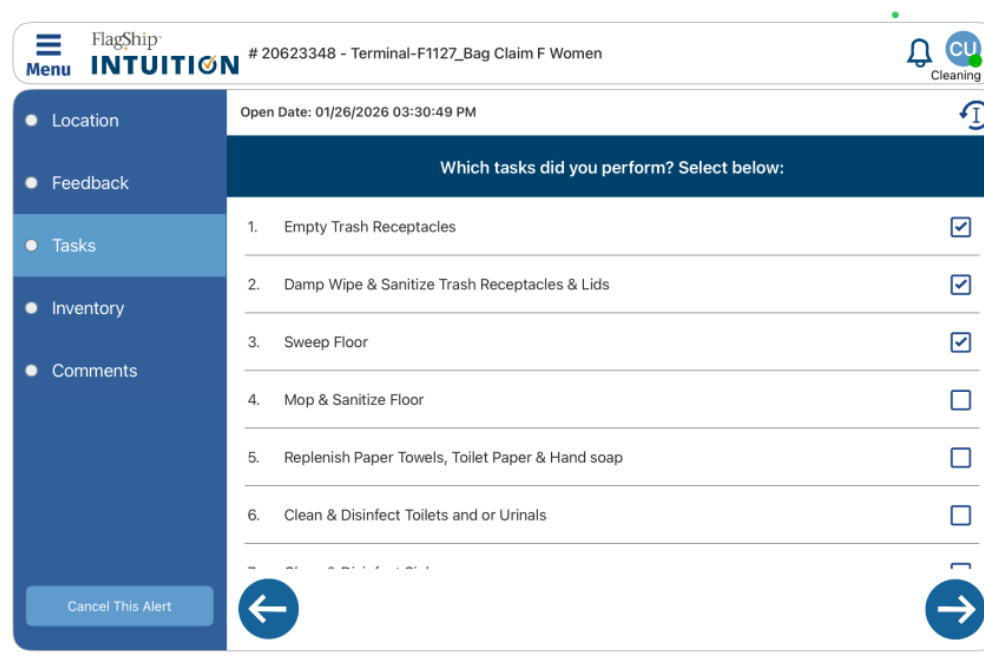
Follow up alert inspection to close out alert. Sample includes picture and comments on issue resolution as well as inspection ratings for all elements inspected.

Once accepted, the cleaner can proceed to complete the Alert with the steps below:

1. Select Pre-Clean Feedback option.



2. Select Tasks Completed.



3. Select Inventory Used

FlagShip Intuition # 20623348 - Terminal-F1127_Bag Claim F Women

Open Date: 01/26/2026 03:30:49 PM

How much of your inventory did you use? Enter number below:

1. Paper towels	-	2	+
2. Trash Bags	-	2	+
3. Toilet paper	-	0	+
4. Soap refill	-	1	+
5. Hand Sanitizer	-	0	+
6. Feminine Products	-	0	+

Cancel This Alert

4. Add any Comments and select complete

FlagShip Intuition # 20623348 - Terminal-F1127_Bag Claim F Women

Open Date: 01/26/2026 03:30:49 PM

Enter Comments below:

Add your comments here

Cancel This Alert

Complete

AVL Leadership and Flagship Management visibility - Alerts are tracked on the Alerts Log in the Menu in real-time.

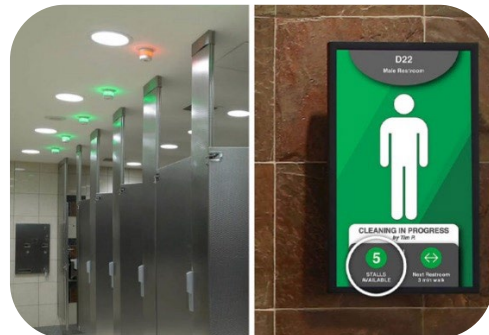
Alert #	Name	Status	Mode	Fulfilled By	Planned Start	Assignee
20624907	Alert - 2009 - LRR Gate A3 (HIA)	Complete	Full		01/26/2026 04:54 PM	Cleaner 2 Female
20624792	Alert - 1208 - MRR Ticketing HA(HIA)	Complete	Full		01/26/2026 04:42 PM	Cleaner 3 Male
20624772	Alert - 2050 - MRR Gate C3 (HIA)	Complete	Full		01/26/2026 04:39 PM	Cleaner 1 Male
20624482	Alert - 1315 - MRR Baggage Claim (HIA)	Complete	Full		01/26/2026 04:30 PM	Cleaner 3 Male
20624350	Alert - 2004 - MRR Gate A3 (HIA)	Complete	Full		01/26/2026 04:11 PM	Cleaner 1 Male
20624327	Alert - 2036 - LRR Perfectly PA (HIA)	Complete	Full		01/26/2026 04:09 PM	Cleaner 2 Female
20623889	Alert - 2038 - MRR Perfectly PA (HIA)	Complete	Full		01/26/2026 03:54 PM	Cleaner 1 Male
20623870	Alert - 2084 - LRR Gate B4 (HIA)	Complete	Full		01/26/2026 03:51 PM	Cleaner 2 Female
20623839	Alert - 2084 - LRR Gate B4 (HIA)	Complete	Full		01/26/2026 03:47 PM	Cleaner 2 Female
20623311	Alert - 101N - MMTF HA	Complete	Full		01/26/2026 03:28 PM	Cleaner 3 Male

SMARTRESTROOM ENHANCEMENTS TO THE INTUITION™ PLATFORM

To help AVL extend the value of its core Intuition™ deployment, Flagship offers a flexible suite of SmartRestroom features that can be customized to your needs and bundled into a single Intuition™ package. These tools are designed to support specialized operational goals, maximize data use, and create an improved experience for passengers. Every enhancement below integrates seamlessly with the existing Intuition™ ecosystem, allowing AVL to scale its program with clarity and confidence.

Restroom Stall Occupancy Monitoring

Restroom Stall Occupancy technology goes a long way in providing user satisfaction. A stall occupancy indicator can be placed on all restroom stalls so that your passengers are able to see quickly and confidently if someone is currently occupying that stall. When a stall is occupied, the light transitions from green to red, giving passengers a clear indication of restroom availability, streamlining queue lines, and eliminating the hassle of searching for an open stall. Extended occupancy could trigger wellness or security checks, while unutilized stalls may indicate maintenance issues requiring attention.



By leveraging this mapping capability and its data, Flagship can analyze stall usage patterns, facilitating informed decision-making and proactively addressing potential concerns. We use this data of leading and lagging indicators to help adjust our cleaners' coverage and frequencies to ensure we are meeting demand. This technology aligns with AVL's commitment to enhancing the overall experience and reflects Flagship's dedication to efficiency and innovation.

Digital Signage for Passengers

As an additional user experience enhancement, digital signage can display real-time occupancy and cleaning data in restrooms. Digital signs outside of each restroom can alert users of the number of stalls, both occupied and open, as well as the next closest restroom location, how far it is, and in which direction. Flagship can work with AVL to assess infrastructure requirements and ensure displays are properly connected to a secure local network. This signage can refresh key information in 4 to 12 seconds, providing an elevated experience for passengers and supporting more transparent operations.

Flight Data Integration

Flagship utilizes a flight data integration plan to ensure high traffic gates are monitored in real time. This involves notifying cleaners about the status of flights based on real-time flight updates. The process flow for flight data integration follows:

- ▶ Once the flight departs, the flight feed updates, and a cleaning alert is automatically triggered. This alert is sent to the cleaner nearest to that gate through Flagship Intuition™.
- ▶ Once the cleaner arrives at the gate, a beacon pings so that the data on that employee and the tasks being performed is captured in real time.
- ▶ The janitor then completes the cleaning process and leaves to move on to the next area.
- ▶ The beacon will close the proximity timer once the porter has left.

This technology is an added layer to our cleaners' normal frequencies of gate cleaning. By having the real time flight data, they can immediately get to that gate and prepare it for the next departing and/or arriving flight. This proactive model enhances operational readiness and creates a better first impression for new arrivals.

Flexible Enhancements that Drive Lasting Impact

These add-on integrations allow AVL to extend the power of the Intuition™ platform in ways that directly align with your goals. Each feature is available individually and can be added based on specific operational priorities or service needs. Whether AVL is looking to improve response times, enhance data visibility, or create a better experience for passengers, these optional tools provide targeted solutions with measurable results. This flexible model ensures that AVL can build a customized technology suite that supports continuous improvement and drives higher standards across every zone.

STANDARD TRAINING

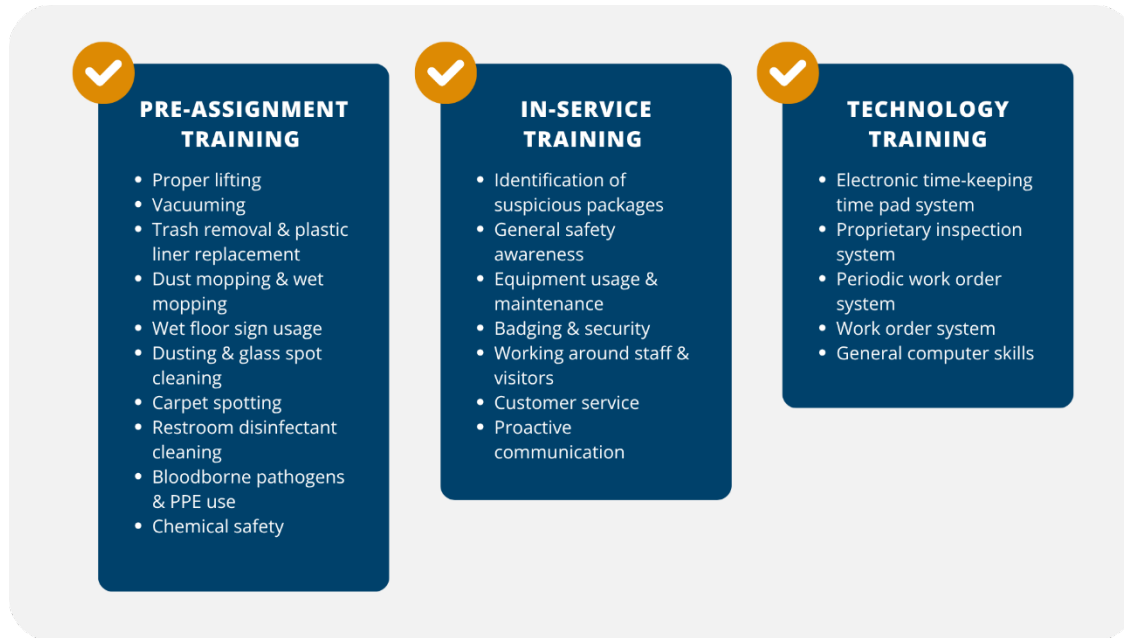
- ▶ **Employee Onboarding:** In-person meeting conducted immediately after hire where employees receive instruction on company policies, procedures, and benefits and complete required paperwork.
- ▶ **New Hire Training:** In-person and on-the-job training that covers daily tasks, site-specific procedures, emergency protocols, and best practices, with supervisors providing spot corrections as needed
- ▶ **Ongoing Employee Development:** Continuous training provided to reinforce key information and processes and adapt to evolving work demands; includes regular seminars on topics such as safe equipment and chemical use
- ▶ **Discrimination and Harassment Prevention Training:** Annual role- and location-based training that fosters a respectful and harassment-free workplace
- ▶ **Safety Training:** Training on injury prevention, safety protocols, and task hazard analyses delivered at hire with ongoing weekly safety reminders and monthly refresher courses throughout the year
- ▶ **Inclusion Training:** Monthly modules available through Flagship Academy to foster an inclusive culture, covering topics such as unconscious bias, cultural awareness, and inclusion best practices
- ▶ **Equipment Training (twice per year):** Hands-on training in proper equipment care and usage, delivered either by Flagship trainers or vendor partners where applicable
- ▶ **Vendor Training:** In-person demonstrations by vendors on safe and sustainable chemical use with Q&A opportunities
- ▶ **Bloodborne Pathogens Training:** Mandatory training during new hire orientation with annual refreshers, reinforced in the field by supervisors through proper PPE protocols



On-the-Job Training

On-the-Job (OTJ) Training is a critical component of Flagship's employee development program, designed to provide new hires with the site-specific knowledge and hands-on experience they need to succeed in their roles. This training focuses on familiarizing employees with their specific job tasks, the tools and equipment they are using, and the operational procedures unique to their assigned location. Supervisors lead employees through hands-on demonstrations, providing practical guidance and answering questions in real time.

By tailoring the training to the specific needs of the site and role, OTJ training ensures that employees gain a comprehensive understanding of their responsibilities, enabling them to perform their duties efficiently and confidently. This approach not only enhances job performance but also supports smooth integration into the team and workplace.



LEADERSHIP TRAINING

Flagship’s comprehensive leadership training program includes:

- ▶ **Blanchard Management Essentials:** Based on *The New One Minute Manager* by the Ken Blanchard Companies, this course covers foundational leadership techniques such as setting clear goals, delivering feedback, and navigating performance conversations.
- ▶ **Leading with the Flagship Values:** This internal training curriculum is focused on embedding our company values into everyday leadership.
- ▶ **Leader Communication Series:** This is a 10-part training focused on developing interpersonal communication skills.
- ▶ **Monthly Legal Updates:** All leaders participate in monthly legal refresher trainings through Flagship Academy, covering topics such as wage and meal compliance, pay practices, updates on new legislation, and state-specific regulatory requirements.
- ▶ **Safety at Flagship:** Leaders are trained to foster safe teams through dedicated monthly safety training sessions focused on proactive risk prevention and safe work practices.

SPECIALIZED TRAINING PROGRAMS

Employees may receive special training based on the area in which they're working. We have "Day in the Life" videos that present an overview of a typical day in that role. This provides an overview of our expectations and helps employees determine if they are suited for that position.

- ▶ **Advanced Specialist Training:** Facilities technicians receive role-specific instruction to ensure competency in each function they'll be performing.
- ▶ **Floor Care Training:** Floor care specialists are trained in advanced techniques such as carpet shampooing, hard surface scrubbing, and vinyl floor strip and wax to maintain high-quality appearance and durability.
- ▶ **cGMP Training:** Employees are trained in Current Good Manufacturing Practices to ensure cleaning procedures meet stringent quality and safety standards, including validation, documentation, equipment segregation, monitoring, and the use of approved cleaning agents.
- ▶ **Technology Training:** On-site training equips employees to effectively operate within the unique technological environment of each facility.
- ▶ **Safety and Ergonomics Training:** All team members are taught proper safety techniques and ergonomic practices to reduce workplace injuries and promote long-term well-being.

FLAGSHIP ACADEMY

Flagship Academy is our centralized, application-based training platform designed to streamline employee development and ensure compliance. Accessible via phone, tablet, or computer, the platform automatically assigns training based on job profile and location, making it easy for employees to stay on track with required coursework.



Supervisors can generate real-time reports to monitor training completion and ensure 100% compliance across their teams. Before beginning work, all new hires must complete their assigned training, including modules on safety, lock-out/tag-out procedures, and role-specific skill assessments. During transitions, equipment and chemical specialists provide enhanced training to ensure site readiness.

In addition to internal resources, Flagship Academy features an extensive eLearning library and partnerships with industry leaders such as TPC for Facilities Management and Rouxbe for Culinary Skills, giving employees access to expert-led content that supports long-term career growth.

SAFETY PROGRAM

Flagship's safety program fosters a culture of prevention by promoting safety awareness and open communication across all levels of the organization. The program takes a structured, proactive approach that includes:

- ▶ A formal documentation system to track ongoing training
- ▶ An annual training calendar
- ▶ Custom training modules for each site
- ▶ Job Safety Analyses that identify potential hazards and outline safe procedures for task completion
- ▶ Targeted training modules aligned with employees' specialty areas, supporting both safety and career advancement

Specific procedures include the following:

- ▶ **Frontline Staff Safety Training:** All frontline employees participate in periodic training sessions led by vendors, HR representatives, supervisors, operations managers, and other individuals with specific insight into techniques and equipment that can be used to lower the risk of injury.
- ▶ **Monthly Supervisors Safety Training:** All supervisors undergo monthly refresher training, led by the safety manager or HR representatives in their region. Attendance is verified by the Safety Department using sign-in sheets.
- ▶ **Statistical Analysis:** Flagship monitors each supervisor's safety record on a monthly basis and offers cash incentives to reward the consistent maintenance of a safe work environment. This approach motivates supervisors to proactively identify and address potential safety risks before they escalate.
- ▶ **Identification of At-Risk Employees:** Supervisors are required to report at-risk employees to our corporate safety manager and HR representatives on a monthly basis. Supervisors look for warning signs such as chronic complaining, poor attitude, or an inability to maintain their workspace. In many cases, these problems can be addressed by modifying the employee's work duties or through improved communication.



Home Safe. Everyone. Everyday. Our employees are our greatest asset. Every employee is considered a member of the Flagship family, and we take their safety and well-being seriously.

Our general training topics cover safety, cleaning skills, customer service skills, and security. We continually monitor critical factors such as training comprehension, task capability, employee satisfaction, and how we hire.

All frontline staff regularly undergo refresher training in avoiding exposure to bloodborne pathogens and hazardous materials. In those training sessions, employees are instructed to follow a series of protocols, such as the use of face masks, non-sterile disposable gloves, and EPA registered disinfectants.

Flagship's safety team ensures implementation of all our safety programs. During the transition, a safety team member is on-site to train staff and makes quarterly site visits to ensure our programs

are being completed by our on-site Human Resources staff and managers.

Safety does not just mean reduced accident rates or procedures that minimize the risk of slipping and falling. For employees and visitors to feel truly safe, it is essential that each member of our staff serve as an extra pair of eyes and ears if they see a suspicious package or notice an intruder.

SECURITY PLAN

7. Security Plan – Provider shall describe the Company’s Security, specifically, security procedures to include physical plant, electronic data, hard copy information, and employee security. Explain your point of accountability for all components of the security process, including how the company plans to comply with airport security requirements under TSA regulations. Describe the results of any third-party security audits completed within the last five (5) years.

Flagship Facility Services provides a structured and compliant security program based on more than 28 years of experience operating in regulated airport environments. Our approach addresses physical security, employee screening, access control, and information protection, with clear accountability at each level of the organization and full alignment with TSA regulations and airport-specific security programs. Flagship Facility Services does not have any third-party security audit results to disclose from the past five (5) years.

Governance, Compliance, and Accountability

Security oversight is managed through defined leadership roles at the regional and site levels, supported by a designated Security and Compliance Manager responsible for ensuring adherence to TSA requirements under 49 CFR Parts 1542 and 1540, as well as each airport’s Airport Security Program. Site managers and supervisors are accountable for daily enforcement, including badge compliance, access control, and adherence to established procedures. Regular audits, reporting, and documentation reviews support ongoing compliance and audit readiness.

Flagship ensures full compliance with 49 CFR Part 1542 through adherence to each airport’s security program, including access control, badging, secure area protection, and audit readiness. We also comply with 49 CFR Part 1540 by enforcing strict behavioral and operational standards. Employees are required to follow all TSA directives, screening protocols, and access procedures. Misuse of credentials, introduction of prohibited items, or unauthorized access is strictly prohibited. Supervisors enforce immediate correction of non-compliance and escalate violations as required. Employees are trained to report suspicious activity, security concerns, and vulnerabilities, and to fully cooperate with TSA personnel and airport security without interfering in operations.

Security compliance is a condition of employment. Violations may result in removal from the worksite, disciplinary action, or revocation of access privileges.

Access Control, Badging, and Secure Operations

Flagship operates in both landside and airside environments and follows all access control and operational requirements for secured areas, including SIDA, AOA, and sterile areas. All employees complete TSA-required background checks, Security Threat Assessments, and airport badging and training prior to being granted access. Employees are required to display valid identification at all times and immediately report lost or compromised badges.

Flagship maintains internal controls to ensure immediate badge deactivation upon employee separation or role change and conducts routine badge audits to confirm that only active personnel retain access.

We understand that an authorized signatory is required to initiate and oversee the badging process. Flagship will designate a trained signatory to serve as the primary liaison with the airport badging office. This individual will manage badging applications, renewals, and compliance documentation to ensure timely processing and uninterrupted staffing. We have experience managing all credential types, including Sterile, SIDA, AOA, AMA, and Customs Security Seals, as well as coordinating CBP background checks and training for personnel working in Federal Inspection Service areas.

Secure area protection is enforced through strict control of access points and adherence to escort procedures for non-badged individuals. Supervisors monitor secured areas to prevent unauthorized entry and address behaviors such as tailgating. Only authorized personnel and permitted vehicles are allowed in the AOA. Drivers are trained on airside rules, designated routes, and restricted areas, and vehicle access is coordinated in accordance with airport requirements. All work is planned and executed to minimize operational and security risk.

Personnel Security, Training, and Awareness

Employee screening is a core control within our program. All employees undergo background checks that meet or exceed TSA requirements, including a seven-year criminal history review, nationwide searches, and screening against the National Sex Offender Registry, OIG and GSA databases, and OFAC lists. Social Security Numbers are verified with fraud detection alerts.

Flagship also performs enhanced identity verification using document authentication technology and trained HR personnel. As an early adopter of E-Verify, we supplement standard employment eligibility checks with additional verification steps to reduce risk.

All employees receive site-specific security training aligned with TSA requirements and the airport's security program before working in secured areas. Training includes access control procedures, badge requirements, AOA and SIDA protocols, ramp safety, prohibited items awareness, and restricted area procedures.



Information Security and Incident Management

Flagship maintains strict controls over electronic data and hard copy information. Access is limited based on role, and sensitive information is securely stored, transmitted, and disposed of in accordance with established protocols.

All security incidents are immediately reported to airport authorities and TSA as required. Flagship conducts root cause analysis and implements corrective and preventive actions. We maintain full readiness for TSA inspections and airport audits, with required documentation such as training records, badge logs, and incident reports readily available.

During elevated threat conditions or emergency events, Flagship complies with all TSA and airport directives. Employees are trained to follow emergency security procedures and respond to instructions from airport operations and law enforcement. Flagship has more than 28 years of experience operating in security-sensitive environments, particularly airports where strict regulatory

compliance and continuous public access are required. Our teams are experienced in both airside and landside operations and follow established procedures tailored to highly regulated, high-traffic facilities.

All employees undergo background checks that meet or exceed TSA requirements, and Flagship has a proven record of efficiently obtaining required badges and clearances to support uninterrupted service. During transitions at major airports such as Orlando International Airport and Tampa International Airport, Flagship successfully coordinated SIDA access, CBP training, and CBP background checks for personnel assigned to Federal Inspection Service areas. In each case, our transition approach prioritized operational continuity and close coordination with airport leadership and existing teams to ensure service delivery remained seamless for passengers and staff.

Flagship delivers a practical and enforceable security program with defined accountability, strong employee screening, controlled access, and continuous compliance with TSA regulations. Our program is integrated into daily operations and supported by trained personnel, structured oversight, and proven experience in complex airport environments.

STAFFING PLAN

8. Staffing Plan - Provider should provide a staffing plan, which includes how staffing support will be provided to ensure the Work is provided in compliance with the Specifications. This could include, without limitation and as applicable, staffing numbers, schedules, types of positions, location of personnel or any other information that demonstrates how Provider will provide staffing support for the Work.

Staff Shift Scheduling

To ensure seamless coverage during shift transitions, Flagship schedules overlapping shifts so that personnel assigned to remote airside arrive before the preceding team departs. This approach helps maintain consistent service levels across all areas of the airport.

The standard shift schedule includes:

- ▶ 6:00 a.m. to 2:30 p.m.
- ▶ 2:00 p.m. to 10:30 p.m.
- ▶ 10:00 p.m. to 6:30 a.m.

All team members receive two 15-minute breaks and one 30-minute lunch period in accordance with labor guidelines. Supervisory and cleaning personnel are scheduled continuously, 24 hours a day, 365 days a year, to support uninterrupted service and response coverage.

ORG CHART



FLAGSHIP STAFFING PLAN DUTIES BY STAFF MEMBERS FOR AVL

Shift 1 Schedule: 6:00 am - 2:30 pm
 Shift 2 Schedule: 2:00 pm - 10:30 pm
 Shift 3 Schedule: 10:00 pm - 6:30 am

POSITION TITLE	SHIFT	DAILY TOTAL FTE'S	RESPONSIBILITIES (Not all encompassing)
Site Manager	Shift 1	1.00	Pro-actively directs and manages overall staff, implements Flagship programs, schedules, responsible for meeting quality levels
First Shift Supervisor	Shift 1	1.00	Supervises staff, oversight and communication to custodial personnel, participates in walk throughs and inspections, helps monitor coverage depending on traffic flows, assists with ongoing training
2nd Shift Supervisor	Shift 2	1.00	Supervises staff, oversight and communication to custodial personnel, participates in walk throughs and inspections, helps monitor coverage depending on traffic flows, assists with ongoing training
3rd Shift Supervisor	Shift 3	1.00	Supervises staff, oversight and communication to custodial personnel, participates in walk throughs and inspections, helps monitor coverage depending on traffic flows, assists with ongoing training, monitor and inspect deep cleaning work
MGMT & SUPERVISION DAILY TOTAL		4.00	
SHIFT 1 - LANDSIDE	SHIFT	DAILY TOTAL FTE'S	RESPONSIBILITIES
Cleaner/Porter	Shift 1	1.00	General janitorial cleaning, cycle and police all restrooms, policing of ticketing & public areas, baggage claim areas, sidewalks & entrances, trash removal, spot cleaning
SHIFT 1 - AIRSIDE	SHIFT	DAILY TOTAL FTE'S	RESPONSIBILITIES
Cleaner/Porter	Shift 1	3.00	General janitorial cleaning, cycle and police all restrooms, policing of gate holds and common areas, trash removal, spot cleaning
1ST SHIFT TOTAL		4.00	

SHIFT 2 - LANDSIDE		SHIFT	DAILY TOTAL FTE'S	RESPONSIBILITIES
Cleaner/Porter	Shift 2		1.00	General janitorial cleaning, cycle and police all restrooms, policing of ticketing & public areas, baggage claim areas, trash removal, spot cleaning
SHIFT 2 - AIRSIDE		SHIFT	DAILY TOTAL FTE'S	RESPONSIBILITIES
Cleaner/Porter	Shift 2		3.00	General janitorial cleaning, cycle and police all restrooms, policing of gate holds and common areas, trash removal, spot cleaning, outbuilding cleaning
2ND SHIFT TOTAL			4.00	
SHIFT 3		SHIFT	DAILY TOTAL FTE'S	RESPONSIBILITIES
Custodian	Shift 3		4	deep general janitorial cleaning, vaccuming, dusting, wiping of surfaces, carpet spotting, mopping, trash removal, deep restroom cleaning, jet bridges, periodic work
Floor Techs/project work	Shift 3		3	Specialized technicians to perform hard floor maintenance including ceramic, terrazzo, vct, stone, and concrete, specialized technicians to perform carpet cleaning program, stainless steel, high reach work, windows
SHIFT 3		SHIFT	DAILY TOTAL FTE'S	
3RD SHIFT TOTAL			7.00	
COMBINED DAILY FTE'S w/Management INCLUDING MANAGEMENT			18.00	including management
TOTAL FULL TIME STAFFING			24.00	Floor techs and project team are 5 days a week

APPROACH TO RECRUITING, HIRING, AND RETENTION

The key to success in any service industry is the ability to recruit, train, and retain high quality employees who are dedicated to customer success. Our comprehensive approach achieves just that. Our employees are organized, dependable, and work well within teams.

Recruiting’s function within Flagship includes understanding the needs of the business, managing the opening of roles, and sourcing, interviewing, and onboarding candidates.

Retaining great people can be a challenge in an industry known for its churn rate. We’ve found that a combination of daily/weekly/monthly training and development, employee engagement, diversity and inclusion activities, employee recognition programs, and a well-documented promotion path help us retain our talented people.



Step 1. Regional Wage Analysis

Our recruiting activities start while our sales team responds to your proposal request. We want to ensure that the wages we plan on offering are not only competitive but fair to our future workforce. Should this contract require union staff, we work with the local union to get current wage rates.

Our team reviews several data sets, including those from the federal government’s Bureau of Labor Statistics and state-based offices of labor and workforce development, to ensure our proposed service price accurately reflects the labor market in your area.

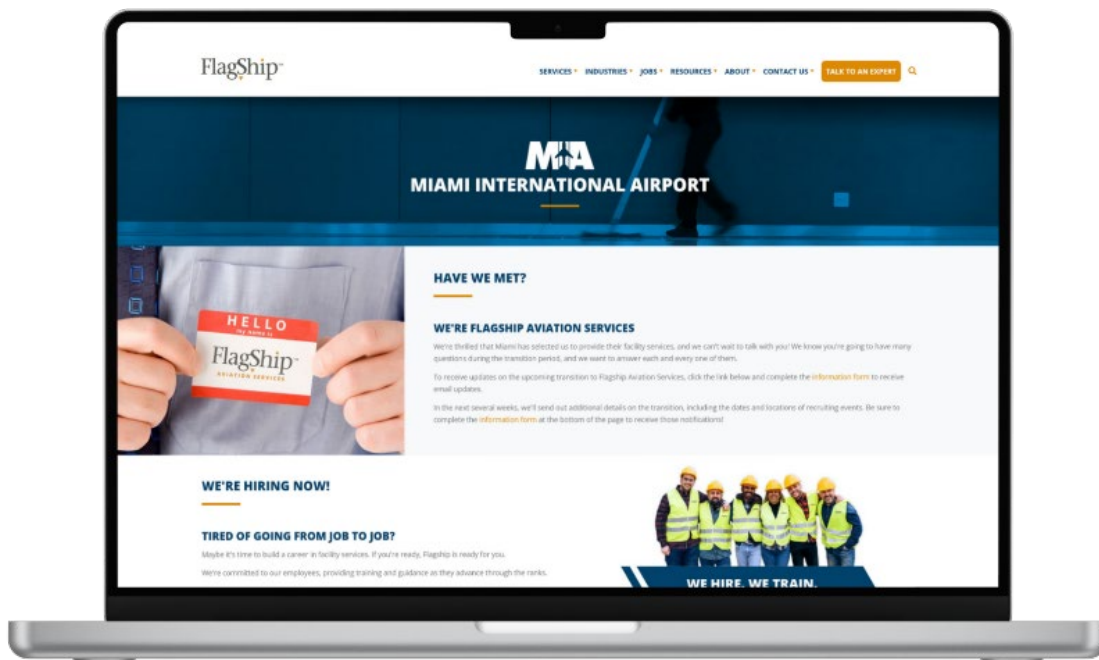
Our review factors include:

- ▶ Regional and state unemployment rates
- ▶ Average hourly earnings trends
- ▶ Occupational employment and wages
- ▶ Business employment dynamics

Step 2. Finding the Right Candidates

Once selected, we begin to recruit staff well ahead of our start date, especially if we’re transitioning a program from another service provider. In those cases, we field a custom landing page that provides information about Flagship’s benefits and values and invites incumbent employees to sign up to receive additional information about applying for a role on Flagship’s team.

Social Media Recruiting



We use Workday as our posting platform and Indeed as an online channel to post open positions. We also harness the power of social media to locate candidates, utilizing groups on Facebook as well as posting on LinkedIn and Indeed.

Screening Process

We maintain a highly selective hiring process, no matter where a candidate is sourced. Every applicant goes through a structured screening process designed to identify top-tier talent for every role. This process includes the following steps:

- ▶ **Job Application:** The candidate must complete and submit a formal job application.

- ▶ **Interviews:** One or more interviews are conducted to evaluate the candidate's qualifications, experience, and overall suitability for the role.
- ▶ **Employment Authorization:** We use E-Verify and document scanning tools to verify the authenticity of identity documents and confirm that the candidate is authorized to work in the U.S.
- ▶ **Background Check:** A comprehensive criminal background check is conducted, and the job offer is contingent on satisfactory results.

Step 3. Onboarding

The onboarding process is crucial to setting up employees for long-term success. Our onboarding process includes the following components:

- ▶ A company orientation that introduces the employee to Flagship's six core values and provides an overview of Flagship's employee handbook and code of conduct
- ▶ A general safety orientation that reviews hazards frequently found on the job and the role of each employee in maintaining Flagship's corporate safety culture
- ▶ On-the-job training specific to the work they are doing

Step 4. Leadership Development and Employee Engagement

Every employee is required to participate in daily/weekly/monthly online and on-site training and development sessions. These sessions not only support our employees as they develop their facilities services careers, but they also allow our managers to identify and address interpersonal communications issues, knowledge gaps, and safety concerns early and directly.

Our employee engagement programs recognize success, reward excellent performance, and celebrate the achievement of daily, weekly, monthly, and quarterly goals. We regularly highlight these achievements internally via corporate announcements and externally on our websites and on social media.

15-30-45-Day Reviews

Starting a new job can be challenging, which is why we go beyond onboarding to provide employees with the support they need to thrive. To do this, we've implemented a structured 15-30-45-day review process. These reviews focus on setting clear goals, providing timely feedback, and offering targeted support. A thoughtful 15-30-45-day plan not only empowers employees but also drives positive outcomes for our company and clients by encouraging:

- ▶ **Better Focus:** These check-ins provide one-on-one time to ask questions, address concerns, and focus on key elements of the job, instead of overwhelming employees with new information, tools, and processes.
- ▶ **Goal Setting:** Reviews enable people leaders to define clear expectations and align efforts to ensure an employee's first few months are productive and successful.

- ▶ **Trust and Cohesion:** 15-30-45-day check-ins help employees feel connected to their team and build strong relationships with their manager or supervisor, contributing to higher morale and improved retention.

THE TEAM BEHIND THE TEAM

Our *Team Behind the Team* (TbT) program is built on purposeful coaching and mentoring, reinforced through weekly performance review calls and regular scheduled and non-scheduled visits from leadership and field support teams. Managers also receive corporate support from Human Resources, Finance, IT, and dedicated recruiting teams.

This integrated support structure enables a proactive rather than reactive approach to facility management, ensuring consistent performance, engaged employees, and exceptional experiences for your teams and guests.

Operational Support

Our field-based support structure emphasizes coaching, mentorship, and accountability through a series of purposeful and repeatable practices:

- ▶ **Ongoing Site Visits:** Both scheduled and unscheduled visits from senior leadership keep teams aligned and engaged.
- ▶ **Weekly Review Calls:** Structured calls based on proprietary, site-specific playbooks cover:
 - Inspection data and scores
 - Safety performance
 - Employee engagement
 - Turnover and retention
 - Special projects, customer concerns, and business review information
- ▶ **Subject-Matter Experts:** On-call experts provide strategic guidance for unique site needs.
- ▶ **Flagship Academy:** Our learning management system delivers ongoing, role-specific training to ensure continual skill development and operational excellence.

Corporate Support

Our corporate teams work behind the scenes to relieve operational burdens and drive consistency.

- ▶ **Human Resources and Recruiting:** Manage hiring, onboarding, employee engagement, and training.
- ▶ **Finance:** Simplifies billing and ensures financial transparency for site leaders and clients.
- ▶ **Information Technology:** Supports data systems and digital tools, including inspection portals and employee self-service platforms.
- ▶ **Safety:** Leads Flagship's *Home Safe... Everyone, Every Day!* program with weekly huddles, monthly training, and site audits.

KEY PERSONNEL



TODD JACOBS—CHIEF OPERATING OFFICER

Todd brings more than 40 years of experience in the service industry, with a background spanning operations and business development across a diverse range of facilities. Before joining Flagship in 2006, he owned and operated his own service company, which later merged seamlessly into Flagship's operations and culture, further strengthening the organization's capabilities.

As a key member of the leadership team, Todd is responsible for developing and implementing business strategies, operational plans, and performance-driven processes. He holds his teams accountable for results, ensuring that all operations remain focused on service excellence, measurable performance, and client satisfaction. He also ensures field teams are equipped with the proper tools, training, and vendor support, backed by strong operational management and corporate resources that enable consistent success.

Todd also oversees the Environmental Health & Safety department, championing a strong safety culture to ensure employees work in a secure environment every day. His extensive industry experience and leadership of large field teams have played an important role in positioning Flagship as a premier service provider. He studied Diversity and Inclusion at Cornell University's School of Industrial and Labor Relations and holds a bachelor's degree from CSU Fullerton and an associate degree in Business Administration from Fullerton College.

DERRICK DEADWILER—SENIOR VP, OPERATIONS, EASTERN REGION



Derrick Deadwiler serves as Senior Vice President of Operations for the Eastern Region and brings more than 20 years of experience across the manufacturing, distribution, and facility services industries. As Vice President of Operations, he is responsible for implementing cost-effective strategies, maximizing operational efficiencies, ensuring high-quality service delivery, and contributing to the long-term strategic value of Flagship and its clients. His expertise spans operations, sales, marketing, and business development, giving him a well-rounded perspective on driving organizational performance.

A hands-on leader, Derrick is highly experienced in equipment and chemical usage and plays an active role during transition periods. He oversees startup activities on-site to ensure a smooth implementation and, once operational, closely monitors service quality and compliance. He maintains daily communication with the Director of Operations and oversees staff utilization, headcount variances, work order requests, and key performance metrics to ensure consistent execution.

Derrick also oversees Flagship's aviation operations at major airports including ATL, MCO, TPA, PBI, CVG, MDT, and SDF. He recently led a successful transition at PBI and is recognized for his expertise in consulting, integrating, and implementing cleaning chemicals and standards across diverse facility environments.

JASON CAMPBELL—DIRECTOR, OPERATIONS



Jason has more than 12 years of experience managing janitorial service teams. He previously served as Flagship's Regional Operations Manager in Ladson, South Carolina, overseeing the company's technical cleaning services at Mercedes-Benz Vans. In his current role as Director of Operations, he oversees Flagship's janitorial operations for the East Region operation, ensuring that sufficient corporate resources are provided for optimal team performance. He enforces health and safety standards, the inspection process, training, and compliance with company and customer standards.

He previously spent seven years overseeing janitorial services at Orlando International Airport, regularly walking the site to ensure that services are performed to customer standards and meeting regularly with Greater Orlando Aviation Authority staff to ensure customer satisfaction.

MARLIN BRANNON—SENIOR SITE MANAGER



Marlin has more than 20 years of janitorial supervisory experience. He began his career in a supervisory capacity and quickly rose through the ranks to his current role as Flagship's proposed senior site manager for AVL.

Marlin's knowledge of health, sanitation, and safety protocols and experience managing large teams of people make him an invaluable asset. He performs new hire orientations, conducts hands-on training sessions, performs frequent quality inspections, and accompanies customer representatives on site walks.

COURTNEY WRIGHT WILLIAMS—SENIOR VP, BUSINESS DEVELOPMENT



Courtney joined Flagship in 2016 and has advanced from Business Development Representative to Senior Director of Business Development to VP of Aviation Sales, now serving as Senior VP of Business Development. During her tenure, she has played a pivotal role in expanding Flagship's aviation business, growing its presence from seven airports to 28 in just seven years.

As SVP of Business Development, Courtney leads the B&I and aviation sales teams in driving new and cross-business opportunities. She is responsible for developing and implementing strategies to drive company growth and profitability, working closely with marketing leadership to align strategic

objectives, and continuously assessing and refining processes to maintain optimal performance.

Courtney holds a Bachelor of Arts in Communication and Media Studies from Texas A&M University. She has furthered her professional development with industry-specific certifications, including the Facilities Management Professional (FMP) designation from the International Facilities Management Association (IFMA).



JIM MIKACICH—NATIONAL VP, AVIATION

Jim has worked at Flagship since 1991 and has been instrumental in the company's growth from a small janitorial startup. He leads contract negotiations for Flagship and supports the operations team and finance department in setting up major accounts. Jim focuses on airport and airline operations and has been involved with all our aviation business nationwide.

Jim oversees the contract process, including submission of required documents, insurance set up, and transition team accountability. He remains involved in each account on an ongoing basis, from analysis and program development to participating in the transition and providing site financial support.

Relevant Experience:

- ▶ Analyzes airport and airline facilities, including the development and application of benchmark targets such as coverage levels, scope development, management/ supervision/floor crew/cleaner ratios, cleaning chemical usage, and consumable supplies usage by passenger counts
- ▶ Provides expertise in staffing and scheduling to ensure that we meet contractually required levels and deploy staff in the areas where they are needed to keep busy facilities clean
- ▶ Implemented state-of-the-art floor care programs at numerous locations, including carpet cleaning and advanced terrazzo and hard floor maintenance methods

START-UP / TRANSITION PLAN

9. Start-up / Transition Plan - Provider shall provide a plan on how to commence operations and effectively implement an orderly transition from existing contractor/operation to Provider’s operation. Provider should also include how they plan to transition staffing plan with the additional facilities brought online during the terminal project. Explain the steps in the transition plan and provide a sample critical path schedule to show the time required for start-up and transition. See Appendix B for facility areas of work. Provider should also describe in their plans to immediately produce satisfactory work. Provider agrees to cooperate with the Authority and attend a reasonable number of coordination meetings thirty (30) days before and after the commencement of the Agreement.

TRANSITION PLAN OVERVIEW

Flagship’s transition plan defines key milestones to ensure that the entire team is hired, badged, and trained by the start date without disruption to your operations. The key to a smooth, successful transition is creating open lines of communication between Flagship’s team and AVL’s team. Walkthroughs are conducted to verify scope, benchmark against other clients, ensure enough equipment and chemicals are ordered, and develop quality control standards. These walk-throughs also confirm job costing and help us establish labor schedules for managers, supervisors, and HR staff.

Meetings with customer representatives include a formal kickoff meeting and numerous other discussions to help clearly define goals and service milestones and agree on common quality control standards.



The transition plan is maintained online so that all team members have immediate access to documents outlining each action item, who is assigned to do it, and when it’s due.

Transition Highlights

Initial Meeting

Before beginning, AVL and Flagship management meet to review any outstanding concerns, establish a 24-hour communication channel, and clearly define compliance requirements and regulatory expectations.

Staffing

Start Smart, End Smart, Flagship's comprehensive hiring process, includes talent acquisition, right-to-work verification, background screening, and initial and ongoing training processes.

Flagship meets with the current cleaning and maintenance staff to explain the new contract arrangements. We're open to retaining current employees, provided they pass our required background screening and training process.

Site Walks

The transition team performs an initial site walk to familiarize themselves with the following:

- ▶ Specifications
- ▶ Security
- ▶ Lighting and energy reduction programs
- ▶ Water conservation programs
- ▶ Safety regulations
- ▶ Time frequencies
- ▶ Waste disposal systems
- ▶ Areas that need special attention

Our training manager also does a site walk to identify any special characteristics of the site that need to be incorporated into our training module for site personnel.

Joint Inspection

As part of the transition process, AVL representatives and Flagship conduct a joint inspection to establish a shared understanding of the facility's condition at the start of service. This baseline serves as the foundation for all future performance metrics. Simultaneously, frontline staff complete a site walk to identify potential problem areas and receive targeted training for their assigned responsibilities.

Support Team

Additional on-site management and supervision is provided during the transition period if necessary to ensure quality performance, systemize the cleaning maintenance, and stabilize the workforce. Additional supervision is provided at no cost.

Transition Meetings

Regularly scheduled meetings are held between AVL's designated representative(s) and Flagship management during the initial transition to ensure the required level of service is being consistently reached.

Quality Control

Flagship's Quality Control program ensures that the required level of cleanliness is reached during the transition period and maintained throughout the term of the contract.

SAMPLE TRANSITION TIMELINE

TaskName	Apr 6							Apr 13							Apr 20							Apr 27							May 4							May 11																				
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S														
Onboarding																																																								
TRANSITION MANAGEMENT																																																								
Confirm Contract Execution	[Blue bar]																																																							
Contract SOW Review with Account Leadership	[Blue bar]																																																							
Contract terms entered in ServiceNow	[Blue bar]																																																							
Identify transition team members	[Green bar]																																																							
Schedule Internal Transition Kickoff Meetings	[Green bar]																																																							
Establish weekly customer meetings during Kick Off Meeting	[Green bar]																																																							
Develop communication plan	[Green bar]																																																							
Upload Client Insurance Certificate to ServiceNow	[Blue bar]																																																							
Create formal staffing plan	[Blue bar]																																																							
ACCOUNT MANAGEMENT																																																								
Determine account lead and regional management	[Green bar]																																																							
Establish communication protocol with client	[Green bar]																																																							
Monthly and QBR creation	[Green bar]																																																							
Develop staff work schedules with client needs	[Green bar]																																																							
Identify office and storage needs	[Green bar]																																																							
Align with Client on Manager & Supervisors roles & responsibilities	[Green bar]																																																							
Define uniforms needs and place order	[Green bar]																																																							
Define and order PPE—Safety	[Blue bar]																																																							
Define all purchasing card & vendor ordering needs	[Blue bar]																																																							
Schedule PD and invoice approval training for FM & Supervisors	[Blue bar]																																																							
Establish Responsibility matrix for Engineers, Supervisors, & FMs	[Blue bar]																																																							
Create Kick-Off Plan for Flagship Staff & Account Go-Live	[Green bar]																																																							
Vehicles for Engineers & Gas Cards	[Blue bar]																																																							
Develop SOW for any post execution Amendments	[Blue bar]																																																							
Share Flagship apps to be used on the account	[Green bar]																																																							
FINANCE																																																								
Finance Checklist	[Green bar]																																																							
Confirm request for PPN in ServiceNow	[Green bar]																																																							
Create customer in Workday to set up the billing portfolio	[Green bar]																																																							
Collect any new vendors onboarding for payment	[Blue bar]																																																							
Kronos Labor Setup	[Blue bar]																																																							
Create internal budget for new client	[Blue bar]																																																							
SOURCE/VENDOR MANAGEMENT																																																								
Flagship Vendor Services Defined	[Blue bar]																																																							
Trade/Service Vendor Matrix Developed	[Blue bar]																																																							
Onboarding of new & existing vendors	[Blue bar]																																																							
PM SOWs received from Engineering/FM	[Blue bar]																																																							
Purchasing Cards for Team	[Blue bar]																																																							
Online ordering accounts	[Blue bar]																																																							
Contracts established for recurring services	[Blue bar]																																																							

INCUMBENT WORKFORCE RETENTION AND TRANSITION STRATEGY

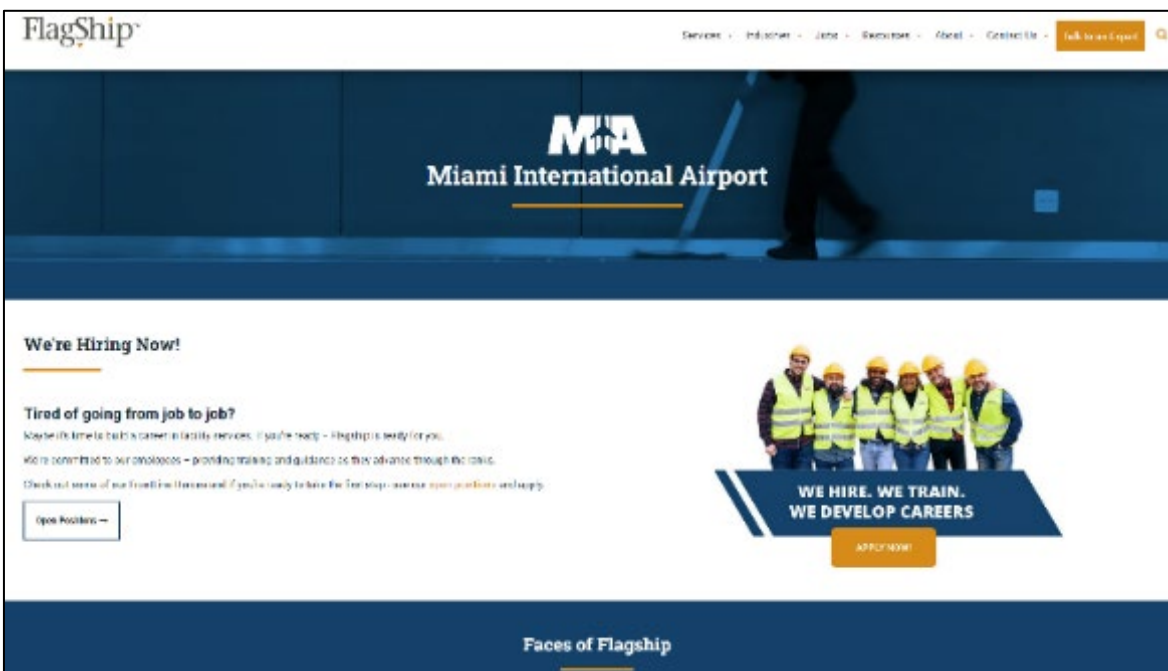
A core component of our transition approach is workforce continuity. We will offer employment to qualified custodians and specialists of the incumbent contractor for positions within the contracted scope, with the intent of retaining high-performing employees long-term, contingent upon satisfactory performance.

Upon award, Flagship will implement a structured and proactive communication plan in coordination with AVL stakeholders to ensure clear, timely, and transparent engagement with incumbent staff. As a best practice, this includes early outreach to communicate employment opportunities, transition timelines, and expectations.

Flagship will deploy multilingual communication materials (English, Spanish, and Creole) that provide key information about employment with our organization. These materials will include a QR code and direct URL to a customized landing page where employees can access information about Flagship, review benefits, and learn about programs such as Daily Pay. This ensures accessibility and allows employees to engage with information at their convenience.

In addition, Flagship will conduct on-site engagement sessions prior to service commencement. These sessions will provide incumbent employees the opportunity to meet with our team, participate in interviews, and ask questions. This direct engagement is a proven best practice that fosters trust, reduces uncertainty, and supports a smooth and efficient transition.

Through our experience managing multiple airport transitions, we have consistently found that clear communication, early engagement, and a focus on employee retention drive service continuity and performance stability. This approach enables Flagship to maintain high service levels from day one of contract implementation.



OPERATIONS AND MAINTENANCE KPIS

10. Operations and Maintenance Key Performance Indicators (KPIs) - Provider should specify Key Performance Indicators for operation & maintenance that will be used to create a quantifiable measurement of performance and what milestones will be used to gauge progress of their operation, task completion, or growth.

Discuss the unique problems associated with airport custodial care and how the operational plan proposes to address them. Describe the performance metrics and the quality standards that will determine successful accomplishment of the work tasks, e.g., response times for emergencies.

Flagship Facility Services uses a performance-based approach with clearly defined KPIs to ensure consistent, high-quality custodial services at AVL Airport. Our metrics focus on cleaning quality, responsiveness, periodic maintenance, customer satisfaction, and safety, providing measurable standards for operational success.

Cleaning performance is validated through routine inspections using standardized audit forms across all airport areas including restrooms, gates, concourses, ticketing, baggage, and exterior spaces. Supervisors conduct inspections each shift, supported by weekly Quality Control audits, all targeting a minimum 85% compliance score. Joint inspections with airport stakeholders are conducted twice monthly to maintain alignment and service quality.

Periodic and specialty cleaning such as terrazzo, carpets, restrooms, and high dusting is managed through our Intuition platform, with a 95% on-time completion target to ensure all scheduled work is consistently performed.

Responsiveness is critical in the airport environment. Service level standards include:

- ▶ Emergency spill response within 10 minutes at 95% compliance
- ▶ Customer or restroom alerts within 30 minutes at 85% compliance
- ▶ Work order requests within 24 hours at 90% compliance

Safety is a core KPI, with a 90% compliance target focused on training completion, incident reduction, and proactive risk mitigation.

Addressing Airport-Specific Challenges

AVL requires flexible and responsive custodial operations due to fluctuating passenger volumes, continuous operations, and high-visibility public areas. Flagship addresses these challenges through:

- Flexible staffing aligned with flight activity
- Frequent inspections in high-traffic areas
- Rapid response protocols for spills and service requests
- Proactive periodic maintenance to preserve assets
- Ongoing coordination with airport stakeholders

Performance Standards for Success

- ▶ Success is measured by consistent achievement of:
- ▶ Minimum 85% cleaning quality scores
- ▶ 95% periodic work completion
- ▶ Defined response times of 10 to 30 minutes and within 24 hours
- ▶ Minimum 85% customer inspection scores
- ▶ 90% safety compliance

These KPIs ensure accountability, operational efficiency, and a clean, safe environment for passengers and staff at AVL Airport.

Standard Number	Objective	Description	Compliance Level Standard	Method of Assessment
1	Contractor Performs Cleaning Inspections	Flagship Audit forms; i.e. - Restrooms, Gates, Jetbridge, Entrances, Concourse, Ticketing, Baggage, Exterior landside walkway	85.0%	Supervisors perform 1x per shift
2	Contractor Performs Cleaning Inspections	Flagship Audit forms; i.e. - Restrooms, Gates, Jetbridge, Entrances, Concourse, Ticketing, Baggage, Exterior landside walkway	85.0%	Formal Weekly by Manager/Sups
3	Maintain High Cleaning Levels with consistent Customer feedback from team site walks	Meet Customer Cleaning Audits at 85%	85.0%	2x per Month Inspection Tour with Flagship Site Manager and AVL designated Manager
4	Contract compliance with Periodic Schedule	Ensuring we are following Terrazzo floor schedules, Restroom Kaivac schedules, Carpets, Windows, High Dusting, etc.	95.0%	Flagship Intuition Periodic Work Order Completion, Closed-out compliance
5	Cleaning Alerts	Emergency spill or clean-up response	95.0%	10 minute response

6	Cleaning Alerts	Response to Customer or Restroom Feedback alert	85.0%	30 minute response
7	Customer Work Order Cleaning Request	Heavy Stain reported by a customer, or floor needs refinishing	90.0%	24 hours
8	Safety	To ensure site safety, reduce slip & falls, reduce injuries, safer environment for passengers and airport employees	90.0%	Training completed, Safety Rates monitored, Incident history

ADDITIONAL INFORMATION

11. Provide any other information relevant to Provider's ability to provide the Work requested under this RFP.

We appreciate the opportunity to review the agreement and remain eager to move forward together. Our legal team has provided redlines to address specific concerns with certain provisions and align the contract with our standard practices. We view these revisions as a starting point for discussion and are confident that, through continued dialogue, we can reach mutually agreeable terms and look forward to continuing the conversation.

V. TERM

This Agreement shall be binding upon execution by both parties and the term of this Agreement shall be for a term beginning July 1, 2026 and ending June 30, 2029 with two additional optional 1-year extensions **to be mutually agreed upon, in writing, by the parties.**

VII. INSURANCE REQUIREMENTS

7.1 The Company agrees to indemnify and save the Authority, its officers, agents and employees harmless from any liabilities, including, but not limited to, claims, judgments, fines, costs and attorneys' fees, to persons or property **resulting from or arising out negligence, willful misconduct or intentional acts of Company or its employees while performing actions to further** the conduct of the Agreement or providing of services hereunder by the Company; and further agrees to carry and furnish the Authority a certificate(s) of public liability insurance and automobile liability insurance, in single limit amounts not less than \$1,000,000.00 for damage to property or injury to persons resulting from any one accident, in a company or companies acceptable to the Authority, in which policy the Authority shall be named as an additional insured, and the Company shall furnish satisfactory evidence that such insurance is in effect and shall not be cancelled on less than 30 days prior written notice of such cancellation to the Authority.

7.2

The Authority shall not be liable for any damage either to person or property, sustained by the Company or by other persons due to the Airport or any improvements thereon or any part thereof or any appurtenances thereof becoming out of repair, or due to the happening of an accident in or about the airport, or due to any act or neglect of any tenant or occupant of the airport, or of any other person, except to the extent caused by the ~~sole~~ negligence of the Authority. Without limiting the generality of the foregoing, the Authority shall not be liable for damage caused by water, steam, sewerage, gas, bursting or leaking of pipes or plumbing or electrical causes, or the negligence of contractors, employees, agents, or licensees of the Authority, unless the damage is proved to be the result of sole negligence of the Authority. **Notwithstanding the above, Company shall not be liable for any damage either to person or property, sustained by the Airport or other persons due to airport improvements or any appurtenances becoming out of repair or due to an accident unless caused by Company's negligence.**

13.1 TERMINATION FOR CONVENIENCE

The Owner may terminate this contract in whole or in part at any time by providing **thirty (30) day prior** written notice to the Contractor. Such action may be without cause and without prejudice to any other right or remedy of Owner. Upon receipt of a written notice of termination, except as explicitly directed by the Owner, the Contractor shall immediately proceed with the following obligations regardless of any delay in determining or adjusting amounts due under this clause:

13.2 If one or more of the stated events occur, the Owner will give notice in writing to the Contractor and Surety of its intent to terminate the contract for cause. At the Owner's discretion, the notice **shall** allow the Contractor and Surety an opportunity to cure the breach or default. If within [10] days of the receipt of notice, the Contractor or Surety fails to remedy the breach or default to the satisfaction of the Owner, the Owner has authority to acquire services by other procurement action.

XX. NON-DISCRIMINATION

E. Sanctions for Noncompliance. In the event of the Company noncompliance with the nondiscrimination provisions of this Agreement, the Authority shall impose such contract sanctions as ~~it~~ of the FAA may determine to be appropriate, including, but not limited to:

XXI. INDEMNIFICATION

The Company ~~shall, and~~ shall cause any subcontractor to, assume responsibility for loss or damage to property or injury to persons resulting from, arising out of or associated with such subcontractor's Services rendered pursuant to this Agreement, as well as for any claims made by or on behalf of such subcontractor's agents, servants and employees arising out of their employment or work pertaining to the Services rendered pursuant to this Agreement. The Company ~~shall, and~~ shall cause any subcontractor at all times to indemnify and hold the Authority and its officers, agents and employees harmless from and against any and all liabilities, demands, claims, suits, losses, damages, cause of action, fines or judgments, including those reasonable and necessary costs, attorney and witness fees and expenses incidental thereto, arising out of, or in connection with the Services rendered under the terms of this Agreement, except for acts arising out of the ~~sole~~ negligence, **willful misconduct, or any intentional acts** of the Authority **or its agents**. The parties hereto shall promptly report to the other any such claim or suit against either of them.

Additionally, it appears Company's indemnification is in the Insurance section above. This section has been amended for Subcontractor indemnity and Authority indemnity.

Add paragraph: The Authority will defend, indemnify, and hold harmless Company and its respective officers, directors, partners, shareholders, employees, and agents from and against any and all third-party liabilities, claims, demands, causes of action, damages, losses and expenses, including

reasonable attorneys' fees, arising out of or in connection with (i) any negligence or intentional misconduct by Authority or any of its employees or contractors either related or unrelated to the Services provided under this Agreement; and (ii) any breach by Authority of its obligations under this Agreement.

Encouraging Employees to Take Ownership

Flagship's employee engagement initiative is designed to ensure that our employees do their best work every day. It includes hiring the right people and training them to achieve excellence, training in our core values and how they apply to the job that employees do every day, and incentive programs to encourage employees to go beyond the ordinary to deliver the unexpected.

The goal of all these initiatives is to help Flagship retain its best employees and provide them with opportunities to take on more challenging positions. Supervisors are trained to continually evaluate employee morale by walking the site daily and talking with their employees. We also do periodic surveys of our employees to measure their happiness in their jobs and modify our processes, if necessary, to ensure that they remain engaged in their work.

Flagship believes strongly in creating a mutually beneficial relationship with our employees in which they feel respected and valued for their contribution to our team. In order to recruit and retain the most highly qualified and motivated employees, Flagship offers competitive compensation packages and a series of incentive and recognition programs. We treat each employee and their family with respect and try to make working at Flagship both rewarding and fun.

We offer our employees the following incentives:

- ▶ Highly competitive wages and benefits
- ▶ Ongoing training so staff can grow into new roles
- ▶ Opportunities to pursue promotions into supervisory and management positions
- ▶ Holiday and recognition parties
- ▶ Spot monetary rewards

2025 J.D. POWER AWARDS

Fifteen Flagship-Supported Airports Shine in J.D. Power 2025 Satisfaction Study

The J.D. Power 2025 North America Airport Satisfaction Study, now in its 20th year, highlights airports delivering the highest levels of passenger satisfaction across Mega, Large, and Medium categories. Based on traveler feedback across seven key areas – including ease of travel, terminal facilities, airport staff, and food, beverage, and retail – the study highlights the factors that help airports stand out as passenger numbers reach record highs.

This year's findings show that improvements to airport facilities, better food and retail options, and smoother security experiences are driving passenger satisfaction.

Flagship-Supported Airports

We're proud to share that 16 Flagship-supported airports earned recognition in this year's rankings, including #1 positions in both Mega and Large categories. Notably, Minneapolis-Saint Paul International (Mega), John Wayne Airport (Large), and Tampa International Airport (Large) retained their top spots for the second year in a row, underscoring their consistent excellence.

LARGE AIRPORTS: Four Flagship-supported airports ranked in the Top 5

1. John Wayne Airport, Orange County (2nd year in a row)
2. Tampa International Airport
5. Raleigh-Durham International Airport
6. Portland International Airport
10. Salt Lake City International Airport
16. San Jose International Airport
17. San Diego International Airport

MEDIUM: Two Flagship-supported airports ranked in the Top 5

2. Ontario International Airport
5. Palm Beach International Airport

MEGA: Two Flagship-supported airports ranked in the Top 5

1. Minneapolis-Saint Paul International Airport (2nd year in a row)
4. Dallas/Fort Worth International Airport
13. George Bush Intercontinental Airport
15. Denver International Airport
17. Los Angeles International Airport
19. Seattle-Tacoma International Airport

Over 35 Years of Airport Expertise

For more than three decades, Flagship has been a trusted partner in aviation, creating clean, safe, and welcoming airport environments that elevate the passenger experience. Our teams work tirelessly alongside airport partners to ensure travelers enjoy not only efficient operations but also the exceptional service that drives customer satisfaction.

[Read more about the J.D. Power 2025 North America Airport Satisfaction Study here.](#)

Flagship remains committed to supporting airports across the country with the services that keep them running at their best.

METHODOLOGIES AND CERTIFICATIONS

Flagship's operations have been guided by the principles of the Total Quality Management and ISO Quality Management standards. We actively incorporate ISO standards into our service delivery and have supported ISO-certified clients by documenting compliance at their sites to aid in certification and ongoing audits. Our alignment with these standards ensures consistency, accountability, and service excellence.

A key part of our operational model is the 6S methodology, which we've implemented across all our locations. Our frontline teams are trained in 6S principles: Sort, Set in Order, Shine, Standardize, Sustain, and Safety. For example, at a major international airport, we applied 6S techniques by labeling trash receptacles and marking their designated floor positions, streamlining collection and return while reinforcing order and efficiency.

This disciplined approach empowers us to deliver consistent, high-quality results while supporting our customers' own quality and compliance goals.



Cleaning Industry Management Standard (CIMS) Green Building with Honors

Flagship has achieved the **Cleaning Industry Management Standard (CIMS) Green Building with Honors certification from ISSA**, the world's leading trade association for the cleaning industry. CIMS GB with Honors is designed to help companies improve cleanliness outcomes, deliver better service, and control costs. Certified companies have the necessary structures, processes, procedures, and supporting documentation in place to meet customer needs, while also addressing the heightened demands of cleaning for health and safety.

CIMS GB with Honors is the first consensus-based management standard that outlines the primary characteristics of a successful, quality cleaning organization. It ensures companies follow the proper use of disinfection products and stringent manufacturer procedures for accurate and effective use. Designed to assist cleaning companies of all sizes, CIMS GB with Honors applies six core elements of management best practices, including:

- ▶ Quality systems
- ▶ Service delivery
- ▶ Human resources
- ▶ Health, safety, and environmental stewardship
- ▶ Management commitment

LEED EB: O&M

To successfully achieve CIMS certification, a facility service provider must meet 100% of the mandatory elements and 60% of the recommended elements per section. An ISSA-accredited third-party assessor conducts an on-site review to ensure the organization’s activities are consistent with the documented systems and processes.

About CIMS

CIMS sets forth a management framework designed to assist building service contractors and in-house cleaning departments to develop and maintain quality, customer-focused organizations. The standard is nonprescriptive, meaning that each organization has the flexibility to choose the most effective ways in which to meet its requirements. CIMS was created through a true consensus-based process that brought together representatives of the cleaning, facilities management, and purchasing communities.



About ISSA

With more than 10,500 members, including distributors, manufacturers, manufacturer representatives, wholesalers, building service contractors, in-house service providers, residential cleaners, and associated service members, ISSA is the world’s leading trade association for the cleaning industry. The association is committed to changing the way the world views cleaning by providing its members with the business tools they need to promote cleaning as an investment in human health, the environment, and an improved bottom line.

CHEMICAL LIST

Flagship relies on the SC Johnson Professional® line of cleaning products to deliver high-performance, environmentally responsible results. These products are designed to enhance efficiency, streamline training, and simplify inventory management, all while maintaining exceptional user experience. Certified by Green Seal, GreenGuard, and the EPA, they reflect a commitment to sustainability and a deep understanding of professional cleaning needs.

Floor and General Purpose Cleaners

Brand	Name	Function
SC Johnson	Professional® Fantastik® Max Power Cleaner Degreaser	Indoor and outdoor cleaning, degreasing; can remove crayon, marker, adhesive and heel marks
SC Johnson	Professional® Ready-To-Use Crème Cleanser	Restroom cleaning including porcelain, ceramic tile, fiberglass; removes hard water, build-up and soap scum
Coverage®	Spray TB Plus	21% Isopropyl Alcohol and Quaternary Ammonia blend Broad spectrum surface disinfectant
SC Johnson	Quaternary Disinfectant Cleaner	One-step cleaner and disinfectant for use on non-porous surfaces
SC Johnson	Professional® Ready-To-Use Calcium Lime Rust Remover	Removes calcium, lime, rust, hard water film, iron stains and other scale from metal and plastic surfaces
SC Johnson	Acid Toilet Bowl Cleaner	Cleans, disinfects, deodorizes, antibacterial, anti-microbial
SC Johnson	Professional® Hyper Concentrate Floor Stripper	Enables floor stripping procedures via high-performance concentrate for removal of most water-based polymer floor finishes
SC Johnson	Professional® Ready-To-Use Multi-Surface Floor Finish Plus Sealer	Restores gloss and protects hard surfaces; adheres to most flooring substrates

Carpet Cleaners

Brand	Name	Function
SC Johnson	Professional™ Carpet Extraction Cleaner	Powerful, low foaming, soil extraction formulation for quick soil removal, malodor counteraction, and carpet brightness
SC Johnson	Professional™ Ready-To-Use Carpet Spotter	General carpet spotter effective against paint, oil, and grease stains
SC Johnson	Professional® Defoamer	Reduces inefficiencies associated with foaming problems in recovery tanks of wet vacuums, carpet extraction equipment and automatic scrubbers.

TruShot 2.0, TruFill® Dispensing Supplies

Brand	Name	Function
TruShot 2.0®	Mobile Dilution Dispensing System	No-spill, 10-oz. concentrate cartridges that snap into trigger dispenser
TruShot 2.0®	Power Cleaner & Degreaser	Concentrated floor cleaner in a portable, no-spill, 2 L. cartridge. Used along with the TruFill® dispenser head and TruFill® hose.
TruShot 2.0®	Multi-Surface, Restroom Cleaner & Disinfectant	General cleaner used in public facilities, schools, hotels, and businesses and office buildings
TruShot 2.0®	Glass & Multi-Surface Cleaner	A concentrated multi-surface cleaner in a portable, no-spill, 10 fl. oz. cartridge.

DBE REQUIREMENTS

12.DBE Requirements - Notice is hereby given that the bid documents for this project do not require a Disadvantaged Business Enterprise (DBE) contract goal. All other aspects of the Greater Asheville Regional Airport Authority DBE Program must be administered.

Flagship Facility Services is not a certified DBE firm and intends to self-perform 100% of the work for this project. Flagship will comply with all applicable requirements of the Greater Asheville Regional Airport Authority DBE Program.

COST PROPOSAL

13. Cost Proposal – A cost proposal for each service proposed must be included. Include individual unit prices, total annual hours by personnel resource, cost for each type of project or service based on proposed quantity, and overall total cost for all projects and services proposed for the remainder of the fiscal year and each ensuing fiscal year. See Appendix E for Pricing Worksheets.

Bid Schedule 1: Terminal Year 1

Position Titles	Job Description	Number of 8 hour Daily Staff	Number of Days per Week	Weekly Hours	Contract Labor hourly Wage By Position	Weekly Dollars for Area
Manager	salary	1.00	5.00	40.00	\$ 36.06	\$ 1,442.31
	1st Shift					
Supervisor(s)		1.00	2.00	16.00	\$ 21.00	\$ 336.00
General Cleaners & Trash Hauling		3.75	7.00	210.00	\$ 18.00	\$ 3,780.00
	2st Shift					
Supervisor(s)		1.00	7.00	56.00	\$ 21.00	\$ 1,176.00
General Cleaners & Trash Hauling		3.81	7.00	213.50	\$ 18.00	\$ 3,843.00
	3st Shift					
Supervisor(s)		1.00	7.00	56.00	\$ 22.00	\$ 1,232.00
General Cleaner		4.00	7.00	224.00	\$ 18.50	\$ 4,144.00
Floor Tech		2.00	5.00	80.00	\$ 20.00	\$ 1,600.00
Window/Project Work		1.00	5.00	40.00	\$ 20.00	\$ 800.00
				935.50		
Weekly Dollars						\$ 18,353.31
Weekly PTO Accrual						\$ 917.67
Weekly Payroll Taxes & WC						\$ 2,595.80
Weekly Wages, PTO & Payroll Taxes						\$ 21,866.77
Annual Dollars						\$ 1,137,072.20

Bid Schedule 3: Terminal Year 3

Position Titles	Job Description	Number of 8 hour Daily Staff	Number of Days per Week	Weekly Hours	Contract Labor hourly Wage By Position	Weekly Dollars for Area
Manager	salary	1.00	5.00	40.00	\$ 38.25	\$ 1,530.14
	1st Shift					
Supervisor(s)		1.00	7.00	56.00	\$ 22.28	\$ 1,247.62
General Cleaners & Trash Hauling		5.88	7.00	329.00	\$ 19.10	\$ 6,282.65
	2st Shift					
Supervisor(s)		1.00	7.00	56.00	\$ 22.28	\$ 1,247.62
General Cleaners & Trash Hauling		5.81	7.00	325.50	\$ 19.10	\$ 6,215.81
	3st Shift					
Supervisor(s)		1.00	7.00	56.00	\$ 23.34	\$ 1,307.03
General Cleaner		6.00	7.00	336.00	\$ 19.63	\$ 6,594.55
Floor Tech		2.75	5.00	110.00	\$ 21.22	\$ 2,333.98
Window/Project Work		1.25	5.00	50.00	\$ 21.22	\$ 1,060.90
				1,358.50		
Weekly Dollars						\$ 27,820.31
Weekly PTO Accrual						\$ 1,391.02
Weekly Payroll Taxes & WC						\$ 3,934.77
Weekly Wages, PTO & Payroll Taxes						\$ 33,146.09
Annual Dollars						\$ 1,723,596.56

Bid Schedule 5: Management Fee and Insurance

Fee	Year 1	Year 3
Management Fee* (*Corporate Overhead including managers, rent, legal, finance and HR and Profit)	\$ 108,865.11	\$ 156,856.13
Insurance (liability & bond)	\$ 48,904.56	\$ 78,866.21
Vehicle, mobile phones, misc materials, uniforms, ipads, laptops, technology	\$ 43,082.59	\$ 61,340.39
Combined	\$ 200,852.25	\$ 297,062.73

Bid Schedule 6: Chemicals

Bid Schedule 6: Chemicals	annual \$
Estimated monthly chemicals cost, Year 1:	\$ 9,904.75
Estimated monthly chemicals cost, Year 3:	\$ 23,840.88

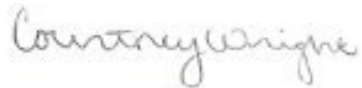
Price proposed per month for Terminal Facilities, Year 1:	\$ 94,756.02
Price proposed per month for Ancillary Facilities, Year 1:	\$ 2,276.83
Price proposed per month for Management Fee & Insurance, Year 1:	\$ 16,737.69
Price proposed per month for Chemicals, Year 1:	\$ 825.40
Total posed per month cost, Year 1:	\$ 114,595.94

Price proposed per month for Terminal Facilities, Year 3:	\$ 143,633.04
Price proposed per month for Ancillary Facilities, Year 3:	\$ 2,415.47
Price proposed per month for Management Fee & Insurance, Year 3:	\$ 24,755.23
Price proposed per month for Chemicals, Year 3:	\$ 1,986.40
Total posed per month cost, Year 3:	\$ 172,790.48

SIGNATURE BLOCK

14. Signature Block - Each proposal shall be signed by the appropriate representative of the company who is authorized to submit the proposal and commit the company to the pricing included in the submittal. The following language shall be included in the proposal to which the signature shall follow:

The undersigned is a duly authorized representative of Flagship Aviation Services, which hereby offers to provide the services proposed in this submittal in the manner prescribed, at the prices proposed, and subject to the terms and conditions set forth in this RFP.





AGREEMENT

for

CUSTODIAL SERVICES

for

THE GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY

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AGREEMENT

CUSTODIAL SERVICES FOR THE GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY

This Agreement made and entered into this 1st day of July, 2026, by and between the GREATER ASHEVILLE REGIONAL AIRPORT AUTHORITY (the “Authority”) and FLAGSHIP AVIATION SERVICES (the “Company”).

WITNESSETH:

The Authority desires to allow the Company the right and obligation to provide Custodial Services for the Terminal and Ancillary Buildings in the manner and frequency as specified in this Agreement.

The Company is qualified and willing to provide such Services.

NOW, THEREFORE, in consideration of the mutual covenants, terms, conditions, privileges, obligations and agreements herein contained and other valuable considerations, the Authority and the Company hereby mutually undertake, promise and agree, each for themselves, their successors and assigns as follows:

I. EMPLOYEMENT OF THE COMPANY

The Company agrees to provide the Services herein described, in accordance with the terms of this Agreement all at the Company’s sole discretion.

II. SCOPE OF WORK

2.1 The Company agrees to provide required Custodial Services for the Terminal Building and Ancillary Buildings in accordance with the terms set forth in the Request for Proposals (RFP) and subsequent Agreement Documents, the Services offered by the Company, and as the Authority has described in the RFP. The terms of the Agreement Documents shall supersede any contrary or inconsistent terms set forth on any purchase orders, purchase order acknowledgements, invoices, confirmations and/or other similar documents. No supplemental provisions of any such purchase orders, purchase order confirmations, invoices, confirmations or other similar documents shall be binding upon the Authority unless such document is signed by an authorized representative of the Authority.

2.2 The Company agrees to provide required Custodial Services for the Terminal Building and Ancillary Buildings in accordance with the terms set forth in the Request for Proposals (RFP) and subsequent Agreement Documents, the Services offered by the Company and as

the Authority has described in the RFP. The terms of the Agreement Documents shall supersede any contrary or inconsistent terms set forth on any purchase orders, purchase order acknowledgements, invoices, confirmations and/or other similar documents. No supplemental provisions of any such purchase orders, purchase order confirmations, invoices, confirmations or other similar documents shall be binding upon the Authority unless such document is signed by an authorized representative of the Authority.

2.3 The Company agrees to provide all personnel, labor, supplies and equipment required for the services.

III. PRODUCT

The Company will provide all chemicals and cleaning agents needed to fulfill the requirements of the Custodial Services. The Company is to provide the Authority with Safety Data Sheets (SDS) for all chemicals used at the airport and the Authority is to approve all chemicals and cleaning agents used. Pricing for Chemicals shall be identified in a separate line item for the proposal and invoicing and shall be provided to the Authority with no cost markup.

IV. GUARANTEE OF WORK

The Company shall ensure that all cleaning methods and materials do not void warranties or materials or facilities.

V. TERM

This Agreement shall be binding upon execution by both parties and the term of this Agreement shall be for a term beginning July 01, 2026, and ending June 30, 2029, with two additional optional 1-year extensions.

VI. NON-APPROPRIATION

If either sufficient funds are not appropriated to make payments or any other amounts due under this Agreement (to the extent required by applicable law), this Agreement is not renewed either automatically or by mutual ratification, this Agreement shall terminate and the Authority shall not be obligated to make Payments under this agreement beyond the then-current Fiscal Year for which funds have been appropriated.

VII. RENEWAL AND EXTENSION PERIOD

Exercising the optional 1-year extensions will be at the sole discretion of the Authority. In the event the 1-year extensions are not renewed, the Authority has sole discretion to extend the

contract “Extension Period” until a replacement is obtained. The Extension period shall not exceed ninety (90) days.

VIII. COMPENSATION

8.1 The Authority shall pay the Company the proposed amount for the Services as detailed in Attachment A for Year 1 and Year 3. Year 2 is an estimate based on the construction schedule for the Terminal Expansion Project. Year 2 pricing will be negotiated and finalized 6 months prior to any new portion of the Terminal facility being brought online. The amount for Year 2 is not to exceed the amount listed in Attachment A.

8.2 The Authority shall assess penalties as detailed in Attachment B for deficiencies and/or failures to perform the Services as outlined in the Scope of Work / Technical Specifications of the RFP.

8.3 Except as provided herein, no price changes, additions, or subsequent qualifications will be honored during the course of the contract without prior written approval of the Authority.

IX. INSURANCE REQUIREMENTS

9.1 The Company agrees to indemnify and save the Authority, its officers, agents and employees harmless from any liabilities, including, but not limited to, claims, judgments, fines, costs and attorneys’ fees, to persons or property resulting from or arising out of the conduct of the Agreement or providing of services hereunder by the Company; and further agrees to carry and furnish the Authority a certificate(s) of public liability insurance and automobile liability insurance, in single limit amounts not less than \$1,000,000.00 for damage to property or injury to persons resulting from any one accident, in a company or companies acceptable to the Authority, in which policy the Authority shall be named as an additional insured, and the Company shall furnish satisfactory evidence that such insurance is in effect and shall not be cancelled on less than 30 days prior written notice of such cancellation to the Authority.

9.2 The Authority shall not be liable for any damage either to person or property, sustained by the Company or by other persons due to the Airport or any improvements thereon or any part thereof or any appurtenances thereof becoming out of repair, or due to the happening of an accident in or about the airport, or due to any act or neglect of any tenant or occupant of the airport, or of any other person, except to the extent caused by the sole negligence of the Authority. Without limiting the generality of the foregoing, the Authority shall not be liable for damage caused by water, steam, sewerage, gas, bursting or leaking of pipes or plumbing or electrical causes, or the negligence of contractors, employees, agents, or licensees of the Authority, unless the damage is proved to be the result of sole negligence of the Authority. Notwithstanding the above, the Company shall not be liable for any damage either to person

or property, sustained by the Airport or other persons due to airport improvements or any appurtenances becoming out of repair or due to an accident unless caused by Company's negligence.

X. SECURITY REQUIREMENTS

The Company shall maintain through the term a Performance Bond in the amount of \$50,000 as part of its bid and Agreement for the Services.

XI. COMMENCEMENT OF SERVICES

11.1 Commencement of Services shall begin on the effective date of the Agreement, July 01, 2026.

11.2 The Company will be granted access to the facility for training and familiarization 1-week prior to the commencement of Services.

XII. INVOICE AND PAYMENT

12.1 Payment and terms are net 30 days from Company's invoice date, which shall be no sooner than the first day of the month following the month of the services rendered.

12.2 Invoice shall be directed to:
Greater Asheville Regional Airport Authority
ATTN: Accounts Payable
61 Terminal Drive, Suite 1
Fletcher, NC 28732

12.3 The Company shall obtain and pay for all permits and licenses and shall give all notices, pay all fees, and comply with all laws, ordinances, rules and regulations, including but not limited to regulations promulgated by the Authority, and all regulations and requirements of the Federal Occupational Health and Safety Act, and any similar state or local laws, ordinances, and regulations, including regulations promulgated by the Authority, and all orders and decrees of bodies or tribunals having any jurisdiction or authority, which in any manner affect the conduct of the Products and/or Services to be provided (the "Applicable Law").

XIII. STATUS OF COMPANY

The status of the Company under this Contract shall be that of an independent contractor retained on a contractual basis to provide the Services as described in Attachments, and it is not intended nor shall it be construed that the Company, or employees of the Company, are

employees, officers or agents of the Authority for any purpose whatsoever.

XIV. TERMINATION

14.1 TERMINATION FOR CONVIENCE

The Authority may terminate this contract in whole or in part at any time by providing written notice to the Company. Such action may be without cause and without prejudice to any other right or remedy of the Authority. Upon receipt of a written notice of termination, except as explicitly directed by the Authority, the Company shall immediately proceed with the following obligations regardless of any delay in determining or adjusting amounts due under this clause:

- A. Company must immediately discontinue work as specified in the written notice.
- B. Terminate all subcontracts to the extent they relate to the work terminated under notice.
- C. Discontinue orders for materials and services except as directed by the written notice.
- D. Complete performance of the work not terminated by the notice.
- E. Take action as directed by the Authority to protect and preserve property and work related to this contract.

The Authority agrees to pay Company for:

- A. Completed and acceptable work executed in accordance with the contract documents prior to the effective date of termination;
- B. Documented expenses sustained prior to the effective date of termination in performing work and furnishing labor, materials, or equipment as required by the contract documents in connection with uncompleted work;
- C. Reasonable and substantiated claims, costs, and damages incurred in the settlement of terminated contracts with Subcontractors and Suppliers; and
- D. Reasonable and substantiated expenses to the Company directly attributable to the Authority's action.

The Authority will not pay Company for loss of anticipated profits or revenue or other economic loss arising out of or resulting from the Authority's termination action.

The rights and remedies this clause provides are in addition to any other rights and remedies

provided by law or under this contract.

14.2 TERMINATION FOR CAUSE

The Authority may, by written notice of default to the Company, terminate all or part of this Contract for cause if the Company.

- A. Fails to begin the Work under the Contract within the time specified in the Notice- to- Proceed;
- B. Fails to make adequate progress as to endanger performance of this Contract in accordance with its terms;
- C. Fails to make delivery of any supplies or equipment, as needed to perform the services, within the time specified in the Contract, including any Authority approved extensions, if applicable;
- D. Fails to comply with service provisions of the Contract;
- E. Submits certifications made under the Contract and as part of their proposal that include false or fraudulent statements; or
- F. Becomes insolvent or declares bankruptcy.

If one or more of the stated events occur, the Authority will give notice in writing to the Company and Surety of its intent to terminate the contract for cause. At the Authority's discretion, the notice may allow the Company and Surety an opportunity to cure the breach or default. If within [10] days of the receipt of notice, the Company or Surety fails to remedy the breach or default to the satisfaction of the Authority, the Authority has authority to acquire services by other procurement action.

Payment for completed services provided and accepted by the Authority shall be at the Contract price. The Authority may withhold from amounts otherwise due the Company for such completed services, such sum as the Authority determines to be necessary to protect the Authority against loss because of Company default.

The Authority will not terminate the Company's right to proceed with the work under this clause if the delay in completing the work arises from unforeseeable causes beyond the control and without the fault or negligence of the Company. Examples of such acceptable causes include: acts of God, acts of the Authority, acts of another Company in the performance of a contract with the Authority, and severe weather events that substantially exceed normal conditions for the location.

If, after termination of the Company's right to proceed, the Authority determines that the

Company was not in default, or that the delay was excusable, the rights and obligations of the parties will be the same as if the Authority issued the termination for the convenience the Authority.

The rights and remedies of the Authority in this clause are in addition to any other rights and remedies provided by law or under this contract.

14.3 TERMINATION FOR NON-APPROPRIATION

Reference Section VI. above.

XV. NOTICE OF LABOR DISPUTES

In the event that the Company is put on notice or otherwise made aware of an actual or potential labor dispute that delays or threatens to delay the Services as described in Attachments, the Company shall immediately and without delay, notify the Authority in writing. Such notice shall include all relevant information covering such dispute and its background. In the event a labor dispute delays the delivery of Services to an extent not acceptable to the Authority, the Authority reserves the right to cancel the Agreement, pay for any Product and/or Service provided to that point in time without additional cost or penalty to the Authority. Upon such cancellation, the Authority will proceed to find a replacement to provide the Product and/or Service the Company had been awarded through this Contract.

XVI. NOTICES

Notices to either party provided herein shall be in writing and shall be sufficient if hand-delivered, sent by courier, or sent by certified or registered mail, postage prepaid, addressed as follows:

To Authority: Greater Asheville Regional Airport Authority
 Attn: President / CEO
 61 Terminal Drive, Suite 1
 Fletcher, NC 28732

To Company: Flagship Aviation Services

Or to such other respective address as the parties may designate to each other in writing from time to time.

XVII. COMPLIANCE WITH LAWS

Both parties agree that in performing under this Agreement, they will in all respects follow and comply with all applicable governmental laws, regulations, orders and other rules of duly constituted Authority.

XVIII. NO ASSIGNMENT

The Company shall not assign, subcontract or transfer this Agreement or any part thereof, by operation of law or otherwise, or any Services to be rendered by the Company hereunder, without the prior express written consent of the Authority.

XIX. CUMULATIVE REMEDIES, WAIVER

The parties agree that any and all remedies that are provided for in this Agreement shall be cumulative and in addition to any other remedies which are provided for in law or equity. No waiver or failure to act on the part of any party to this Agreement shall prevent such party from later exercising their rights to this Agreement.

XX. COMPLETE UNDERSTANDING

This Agreement sets forth the entire Agreement between the parties. This Agreement may not be changed, altered or amended except by a writing signed by both parties.

XXI. NON-DISCRIMINATION

20.1 During the performance of this Agreement, the Company, for itself, its assignees and successor interest, agrees as follows:

- A. Compliance with Regulations. The Company shall comply with the regulations relative to nondiscrimination in federally assisted programs of the Department of Transportation (hereafter, the "DOT") Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time (hereinafter referred to as the "Regulations"), which are herein incorporated by reference and made a part of this Agreement;
- B. Nondiscrimination. The Company, with regard to the work performed by it during this Agreement, shall not discriminate on the grounds of race, color, national origin, sex or creed in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The Company shall not participate either directly

or indirectly in the discrimination prohibited by section 21.5 of the Regulations, including employment practices when the Agreement covers a program set forth in Appendix B of the Regulations;

- C. Solicitations for Subcontractors, including Procurements of Materials and Equipment. In all solicitations either by competitive bidding or negotiation made by the Company for work to be performed under a subcontract, including procurements of materials or leases of equipment, each potential subcontractor supplier shall be notified by the Company of the Company's obligations under this Agreement and the regulations relative to nondiscrimination on the grounds of race, color, national origin, sex or creed;
- D. Information and Reports. The Company shall provide all information and reports required by the Regulations or directives issued pursuant thereto and shall permit access to its books, records, accounts, other sources of information and its facilities as may be determined by the Authority or the Transportation Security Administration (the "TSA") to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of the Company is in the exclusive possession of another who fails or refuses to furnish this information, the Company shall so certify to the Authority or the TSA, as appropriate, and shall set forth what efforts it has made to obtain the information.
- E. Sanctions for Noncompliance. In the event of the Company noncompliance with the nondiscrimination provisions of this Agreement, the Authority shall impose such contract sanctions as it or the FAA may determine to be appropriate, including, but not limited to:
- 1) Withholding of payments to the Company under the Agreement until the Company complies, and /or
 - 2) Cancellation, termination, or suspension of the Agreement, in whole or in part.
- F. Incorporation of Provisions. The Company shall include the provisions of paragraphs A through E in every subcontract, including procurements or materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto. The Company shall take such action with respect to any subcontract or procurement as the Authority or the TSA may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, however, that in the event the Company becomes involved in, or is threatened with, litigation with a subcontractor or supplier as a result of such direction, the Company may request the Authority to enter into such litigation to protect the interests of the Authority and, in addition, the Company may request the United States to enter into such litigation to protect the interests of the United States

20.2 The Company assures that it will comply with pertinent statutes, Executive Orders and such rules as are promulgated to assure that no person shall, on the grounds of race, creed, color, national origin, sex, age or handicap be excluded from participating in any activity that benefit from Federal assistance. This Section obligates the Company for the period during which Federal assistance is extended to the airport program, except where Federal assistance is to provide, or is in the form of, personal property or real property or interest therein or structures or improvements thereon. In these cases, this Section obligates the Company for the longer of the following periods: (a) the period during which the property for which Federal assistance is extended, or for another purpose involving the provision of similar services or benefits; or (b) the period during which the Authority or any transferee retains ownership or possession of the property. In the case of contractors this Section binds the contractors from the Proposal solicitation period through the completion of the contract. The Company shall include the provisions of this Section in every subcontract, including procurements of materials and lease of equipment, under this Agreement.

XXII. INDEMNIFICATION

The Company shall, and shall cause any subcontractor to, assume responsibility for loss or damage to property or injury to persons resulting from, arising out of or associated with such subcontractor's Services rendered pursuant to this Agreement, as well as for any claims made by or on behalf of such subcontractor's agents, servants and employees arising out of their employment or work pertaining to the Services rendered pursuant to this Agreement. The Company shall, and shall cause any subcontractor at all times to indemnify and hold the Authority and its officers, agents and employees harmless from and against any and all liabilities, demands, claims, suits, losses, damages, cause of action, fines or judgments, including those reasonable and necessary costs, attorney and witness fees and expenses incidental thereto, arising out of, or in connection with the Services rendered under the terms of this Agreement, except for acts arising out of the sole negligence of the Authority. The parties hereto shall promptly report to the other any such claim or suit against either of them.

XXIII. INDEPENDENT CONTRACTOR

It is agreed and understood that in performing its Services hereunder, the Company acts as an independent contractor in every respect and that the Company shall not hold itself out as, nor shall it be deemed, an agent, servant, or employee of the Authority. The selection, retention, assignment, direction and payment of the Company's employees and associates shall be the sole responsibility of the Company. The Authority shall not attempt to exercise any control over the daily performance of duties by the Company's employees. The Company agrees that its employees shall have no right to participate in any group, life, and accident or health plan maintained by the Authority for its employees. The Company shall maintain all tax records for its employees who perform Services pursuant to this Agreement, and the Company shall withhold and remit income taxes, federal insurance contribution act taxes and unemployment insurance taxes to the appropriate governmental agencies with respect to amounts paid by the

Company to its employees for their Services.

XXIV. SURRENDER OF POSSESSION

Upon the expiration or other termination of this Agreement, the rights of the Company to use the premises, facilities, rights, licenses, Product, Services, and privileges herein granted shall cease and the Company shall forthwith, upon such expiration or termination, surrender the same.

XXV. HEADINGS

The paragraph headings contained herein are solely for convenience and shall have no bearing upon the construction of any of the provisions hereof.

XXVI. GOVERNING LAW

This Agreement shall be governed by the laws of the State of North Carolina.

XXVII. INCORPORATION OF DOCUMENTS

This Agreement, together with the following documents, constitutes the Agreement Documents and are attached hereto and made a part hereof:

1. Notice of Request for Proposals
2. Request for Proposals Document
3. Company Submittal to RFP (Proposal)
4. Agreement
5. Insurance Certificates
6. Performance Bonds

The above documents are considered as one and whatever is called for by any one of the documents shall be binding as if called for by all.

IN TESTIMONY WHEREOF, each of the parties has caused its duly authorized representative to execute and deliver this Agreement, effective as of the date first above written.

COMPANY: Greater Asheville
Regional Airport Authority

BY: _____ BY: _____

Name
Title

Lew Bleiweis, A.A.E.
President and CEO

ATTACHMENT A
PROPOSED PRICING

PROPOSED PRICING

Price Proposed per month, Year 1	\$ 114,595.94
Total Annual Price Proposed, Year 1	\$ 1,375,151.28
<i>Year 2 is an estimate based on the construction schedule for the Terminal Expansion Project. Year 2 pricing will be negotiated and finalized 6 months prior to any new portion of the Terminal facility being brought online. The amount for Year 2 is not to exceed the amount listed below for Year 2.</i>	
Total Annual Price Proposed, Year 2	\$ 1,887,886.21
Price Proposed per month, Year 3	\$ 172,790.48
Total Annual Price Proposed, Year 3	\$ 2,073,485.76

ATTACHMENT B

PENALTIES

ATTACHMENT B - DRAFT

PENALTIES

This is in draft to be negotiated and agreed upon by the Authority and the Company.

I. MANAGEMENT FEE

To be developed.

II. LABOR COSTS

To be developed.

ATTACHMENT C

FLAGSHIP AVIATION SERVICES PROPOSALS

ATTACHMENT D

INSURANCE CERTIFICATE

ATTACHMENT E
PERFORMANCE BOND

ATTACHMENT F

CUSTODIAL SERVICES REQUEST FOR PROPSALS (RFP)



MEMORANDUM

TO: Members of the Airport Authority

FROM: Lew Bleiweis, A.A.E., President & CEO

DATE: May 8, 2026

ITEM DESCRIPTION – Information Section Item A

March 2026 Traffic Report – Asheville Regional Airport

SUMMARY

March 2026 overall passenger traffic numbers were up 3.5% compared to the same period last year. Passenger traffic numbers reflect a 3.0% increase in passenger enplanements from March 2025. Enplanements for Fiscal Year to Date total 843,160 which is a 10.6% increase from the same period last year.

AIRLINE PERFORMANCE

Allegiant Airlines: Year over Year passenger enplanements for Allegiant in March 2026 were down by 9.4%. There were 3 flight cancellations for the month.

American Airlines: American's March 2026 passenger enplanements represent a 31.1% increase over the same period last year. There were 15 flight cancellations for the month.

Delta Airlines: Enplanements for Delta in March 2026 increased by 1.3% compared to March 2025. There were no flight cancellations for the month.

United Airlines: In March 2026, United Airlines saw an increase in enplanements by 5.5% from the same period last year. There was 1 flight cancellation for the month.

Monthly Traffic Report

Asheville Regional Airport

March, 2026



Category	Mar 2026	Mar 2025	Percentage Change	*CYTD-2026	*CYTD-2025	Percentage Change	*MOV12-2026	*MOV12-2025	Percentage Change
Passenger Traffic									
Enplaned	82,126	79,702	3.0%	205,551	201,485	2.0%	1,128,002	1,072,857	5.1%
Deplaned	83,324	80,111	4.0%	203,158	197,641	2.8%	1,122,458	1,060,362	5.9%
Total	165,450	159,813	3.5 %	408,709	399,126	2.4 %	2,250,460	2,133,219	5.5 %
Aircraft Operations									
Airlines	1,580	1,712	-7.7%	4,180	4,421	-5.5%	21,933	22,093	-0.7%
Commuter/AirTaxi	778	561	38.7%	1,854	1,368	35.5%	11,305	9,547	18.4%
Subtotal	2,358	2,273	3.7 %	6,034	5,789	4.2 %	33,238	31,640	5.1 %
GeneralAviation	3,944	3,151	25.2%	9,123	7,519	21.3%	39,777	39,438	0.9%
Military	283	181	56.4%	676	558	21.2%	2,478	2,954	-16.1%
Subtotal	4,227	3,332	26.9 %	9,799	8,077	21.3 %	42,255	42,392	-0.3 %
Total	6,585	5,605	17.5 %	15,833	13,866	14.2 %	75,493	74,032	2.0 %
Fuel Gallons									
FF-100LL	14,536	14,546	-0.1%	30,222	36,972	-18.3%	150,773	175,649	-14.2%
FF-JETA-GA	96,792	156,281	-38.1%	254,066	350,248	-27.5%	1,833,485	1,979,392	-7.4%
Subtotal	111,328	170,827	-34.8 %	284,288	387,220	-26.6 %	1,984,258	2,155,041	-7.9 %
FF-JETA-AL	936,813	880,223	6.4%	2,266,891	2,175,730	4.2%	11,665,845	11,424,944	2.1%
Subtotal	936,813	880,223	6.4 %	2,266,891	2,175,730	4.2 %	11,665,845	11,424,944	2.1 %
Total	1,048,141	1,051,050	-0.3 %	2,551,179	2,562,950	-0.5 %	13,650,103	13,579,985	0.5 %

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

Airline Enplanements, Seats, and Load Factors

Asheville Regional Airport



March, 2026

	Mar 2026	Mar 2025	Percentage Change	*CYTD-2026	*CYTD-2025	Percentage Change
Allegiant Air						
Enplanements	34,414	37,973	-09.37%	83,051	89,503	-07.21%
Seats	49,011	49,570	-01.13%	117,194	117,849	-00.56%
Load Factor	70.22%	76.60%	-08.33%	70.87%	75.95%	-06.69%
American Airlines						
Enplanements	22,776	17,376	31.08%	57,573	49,686	15.87%
Seats	31,004	21,827	42.04%	81,605	61,953	31.72%
Load Factor	73.46%	79.61%	-07.73%	70.55%	80.20%	-12.03%
Delta Air Lines						
Enplanements	18,252	18,018	01.30%	47,048	46,273	01.67%
Seats	22,496	20,790	08.21%	59,302	53,808	10.21%
Load Factor	81.13%	86.67%	-06.39%	79.34%	86.00%	-07.74%
Sun Country						
Enplanements	0	0	00.00%	155	0	00.00%
Seats	0	0	00.00%	372	0	00.00%
Load Factor	00.00%	00.00%	00.00%	41.67%	00.00%	00.00%
United Airlines						
Enplanements	6,684	6,335	05.51%	17,724	16,023	10.62%
Seats	10,388	7,914	31.26%	27,194	19,994	36.01%
Load Factor	64.34%	80.05%	-19.63%	65.18%	80.14%	-18.67%
Totals						
Enplanements	82,126	79,702	03.04%	205,551	201,485	02.02%
Seats	112,899	100,101	12.79%	285,667	253,604	12.64%
Load Factor	72.74%	79.62%	-08.64%	71.95%	79.45%	-09.44%

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

Airline Flight Completions

Asheville Regional Airport

March, 2026

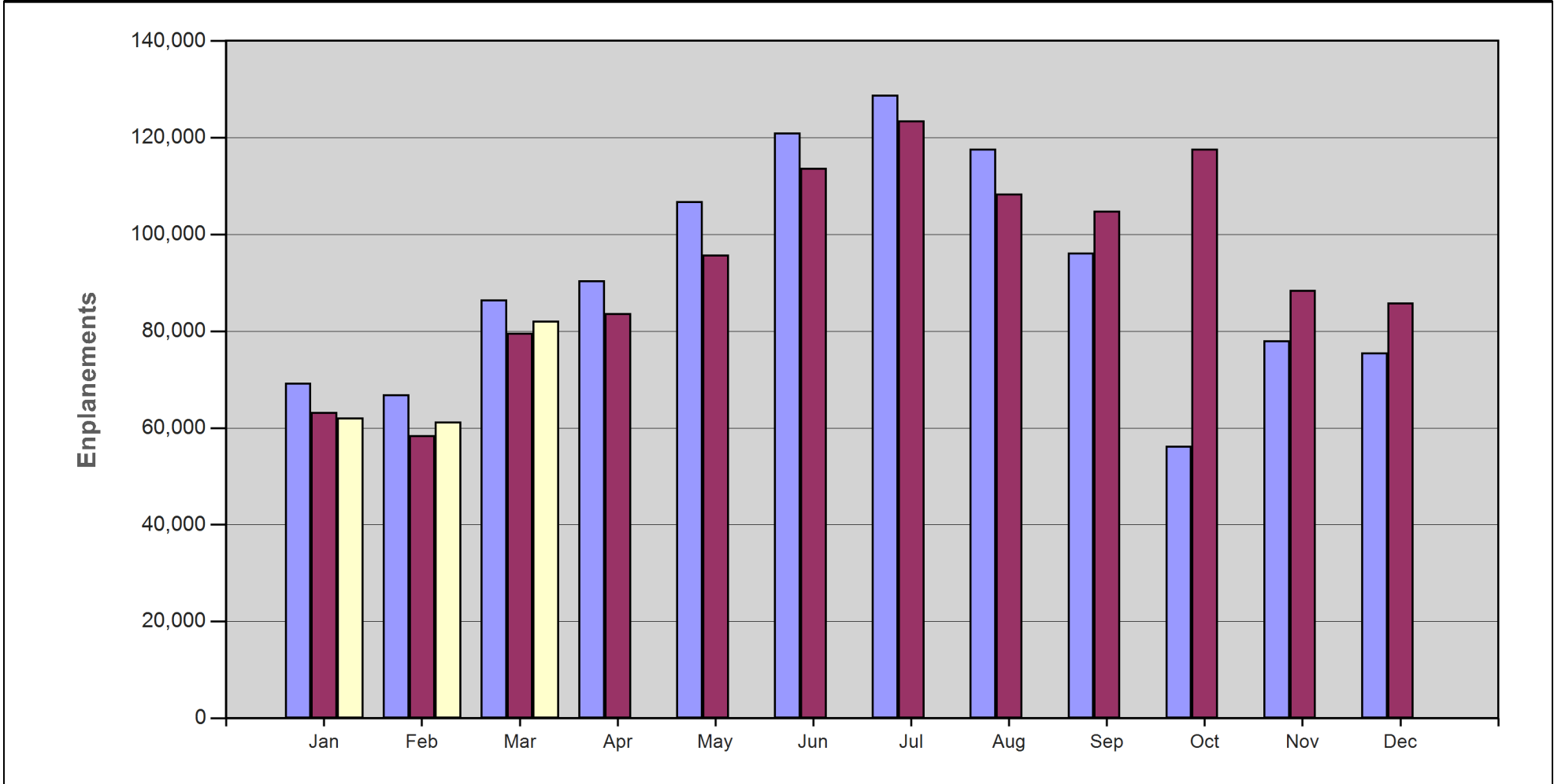


Airline	Scheduled Flights	Cancellations Due To				Total Cancellations	Percentage of Completed Flights
		Field	Mechanical	Weather	Other		
Allegiant Air	268	0	0	0	3	3	98.9%
American Airlines	423	0	0	15	0	15	96.5%
Delta Air Lines	235	0	0	0	0	0	100.0%
United Airlines	127	0	0	0	1	1	99.2%
Total	1,053	0	0	15	4	19	98.2%

Monthly Enplanements By Year

Asheville Regional Airport

March, 2026

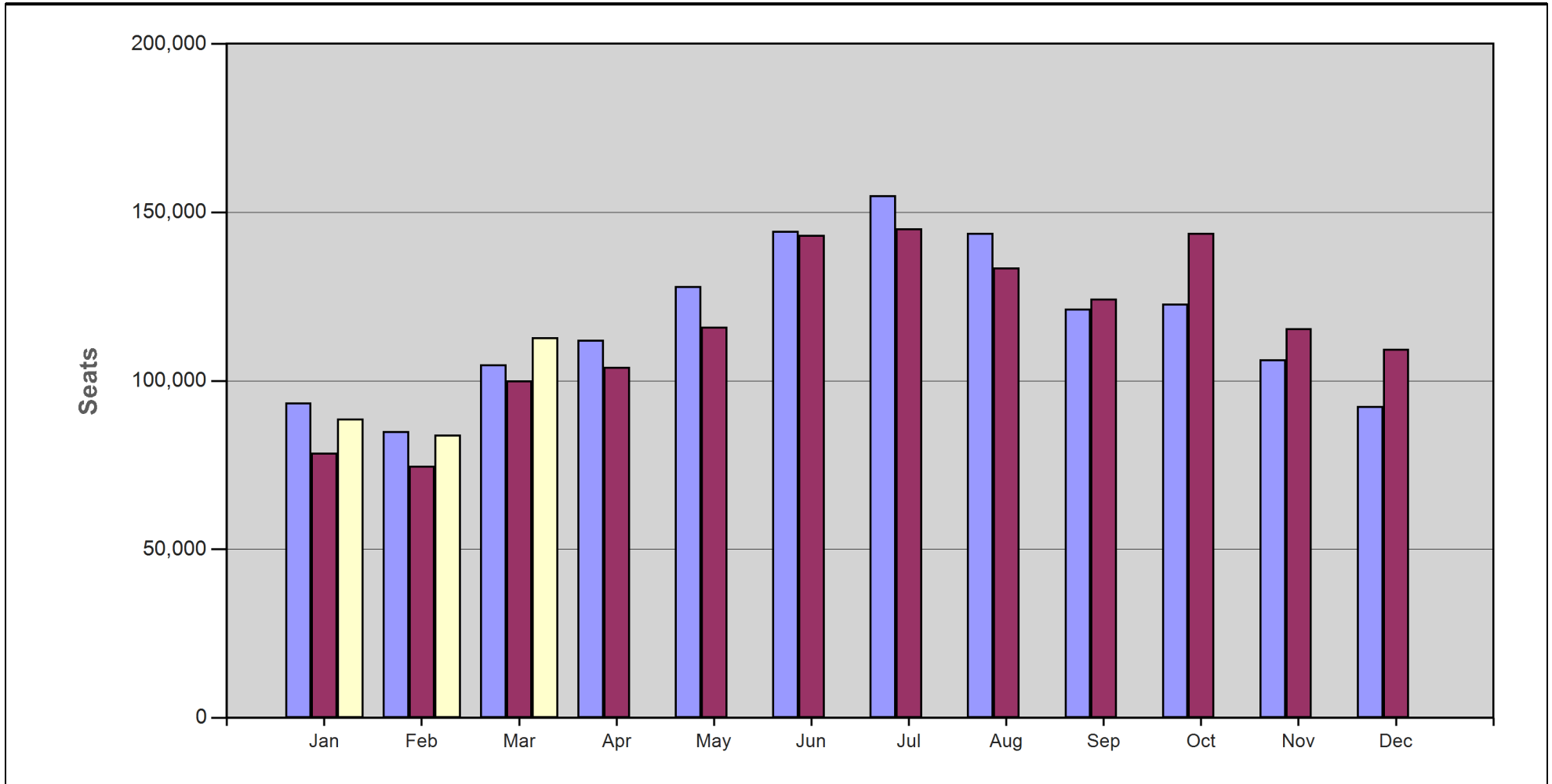


		1	2	3	4	5	6	7	8	9	10	11	12
	2024	69,298	66,942	86,585	90,518	106,873	121,083	128,856	117,738	96,274	56,335	78,083	75,612
	2025	63,282	58,501	79,702	83,759	95,851	113,801	123,595	108,459	104,883	117,724	88,494	85,885
	2026	62,151	61,274	82,126									

Monthly Seats By Year

Asheville Regional Airport

March, 2026



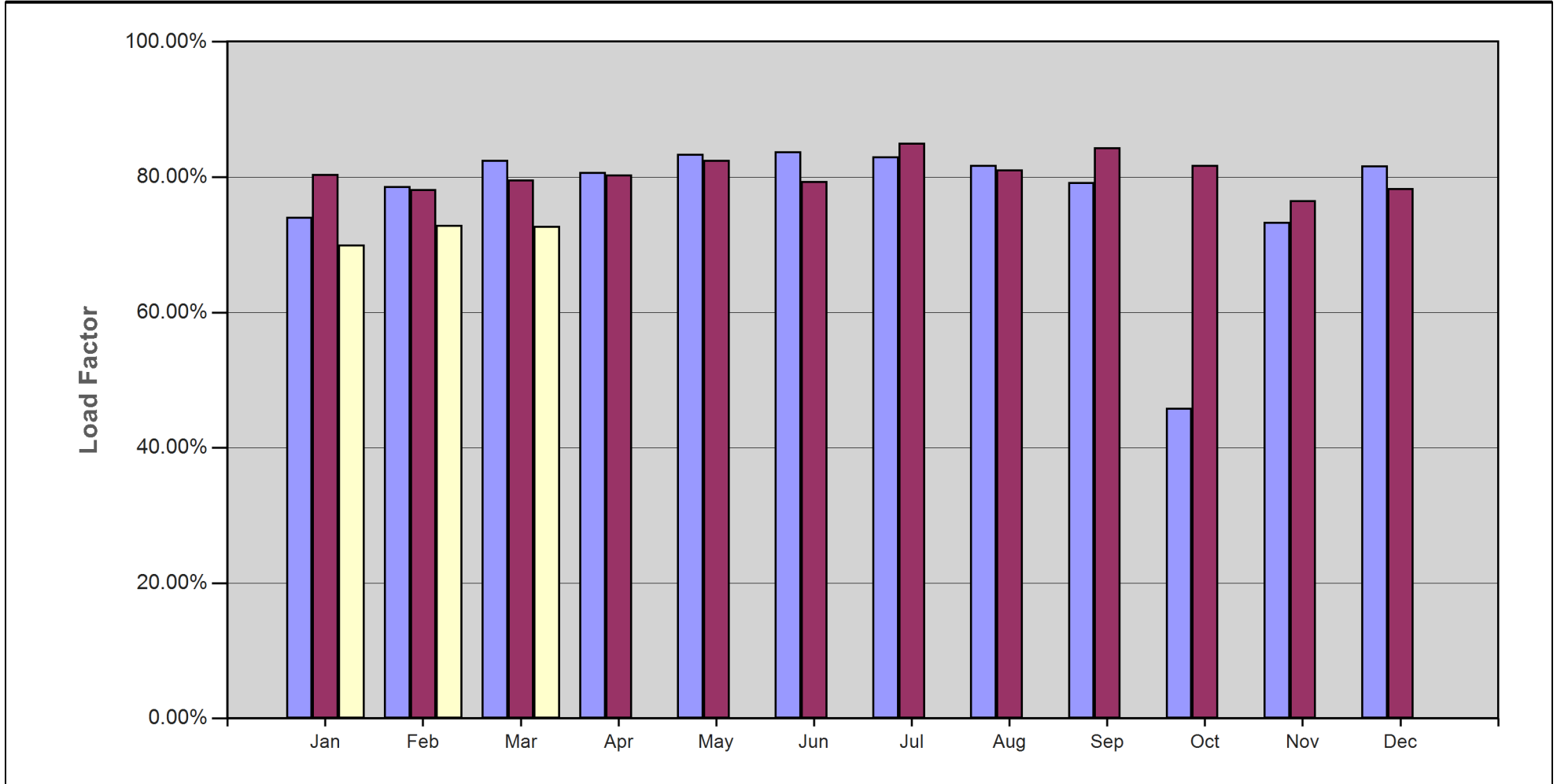
		1	2	3	4	5	6	7	8	9	10	11	12
	2024	93,525	85,102	104,933	112,150	128,091	144,497	155,097	143,970	121,457	122,864	106,380	92,511
	2025	78,671	74,832	100,101	104,205	116,121	143,320	145,256	133,661	124,326	143,921	115,622	109,564
	2026	88,731	84,037	112,899									

Monthly Load Factors By Year

Asheville Regional Airport



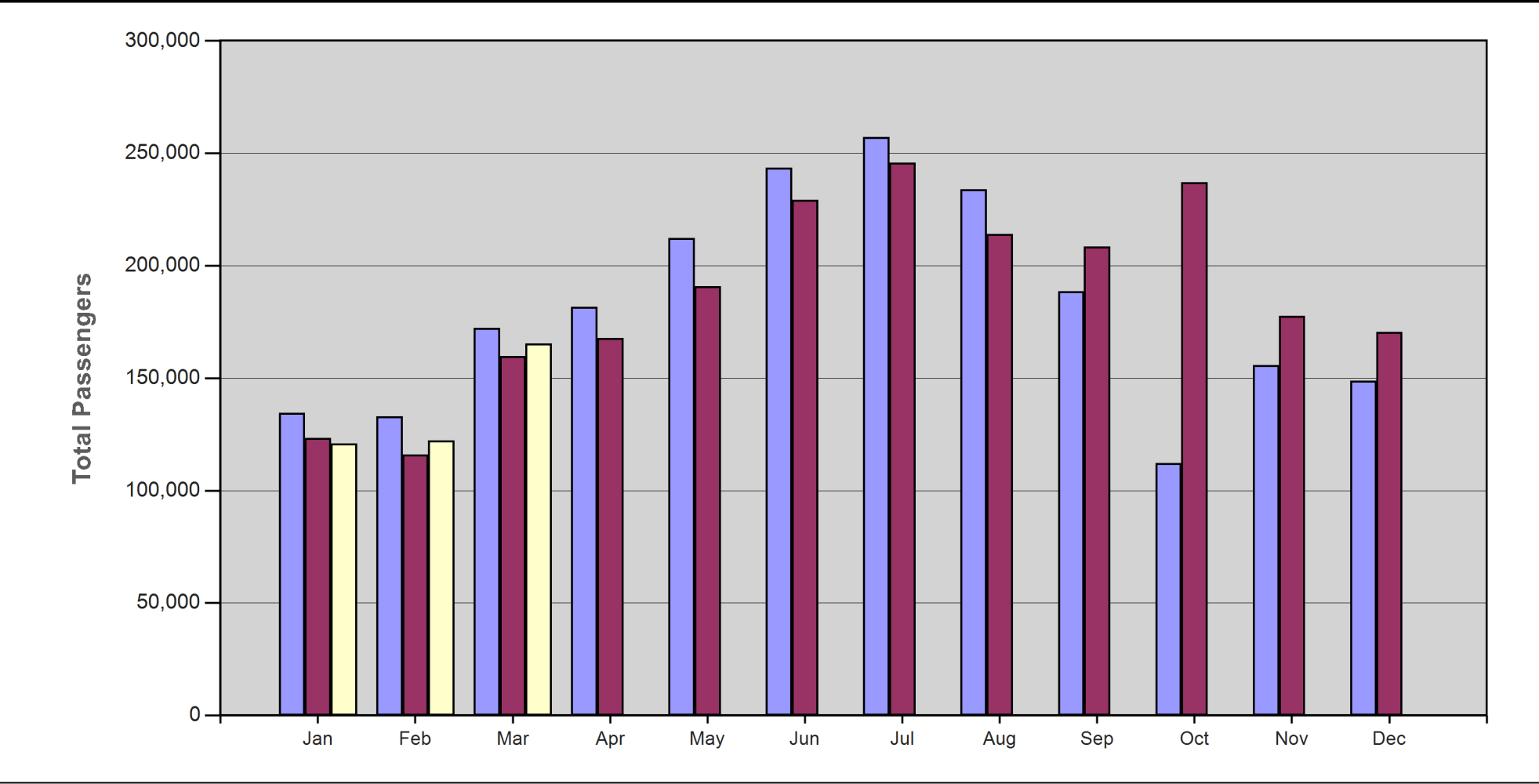
March, 2026



		1	2	3	4	5	6	7	8	9	10	11	12
	2024	74.10%	78.66%	82.51%	80.71%	83.44%	83.80%	83.08%	81.78%	79.27%	45.85%	73.40%	81.73%
	2025	80.44%	78.18%	79.62%	80.38%	82.54%	79.40%	85.09%	81.14%	84.36%	81.80%	76.54%	78.39%
	2026	70.04%	72.91%	72.74%									

Total Monthly Passengers By Year Asheville Regional Airport

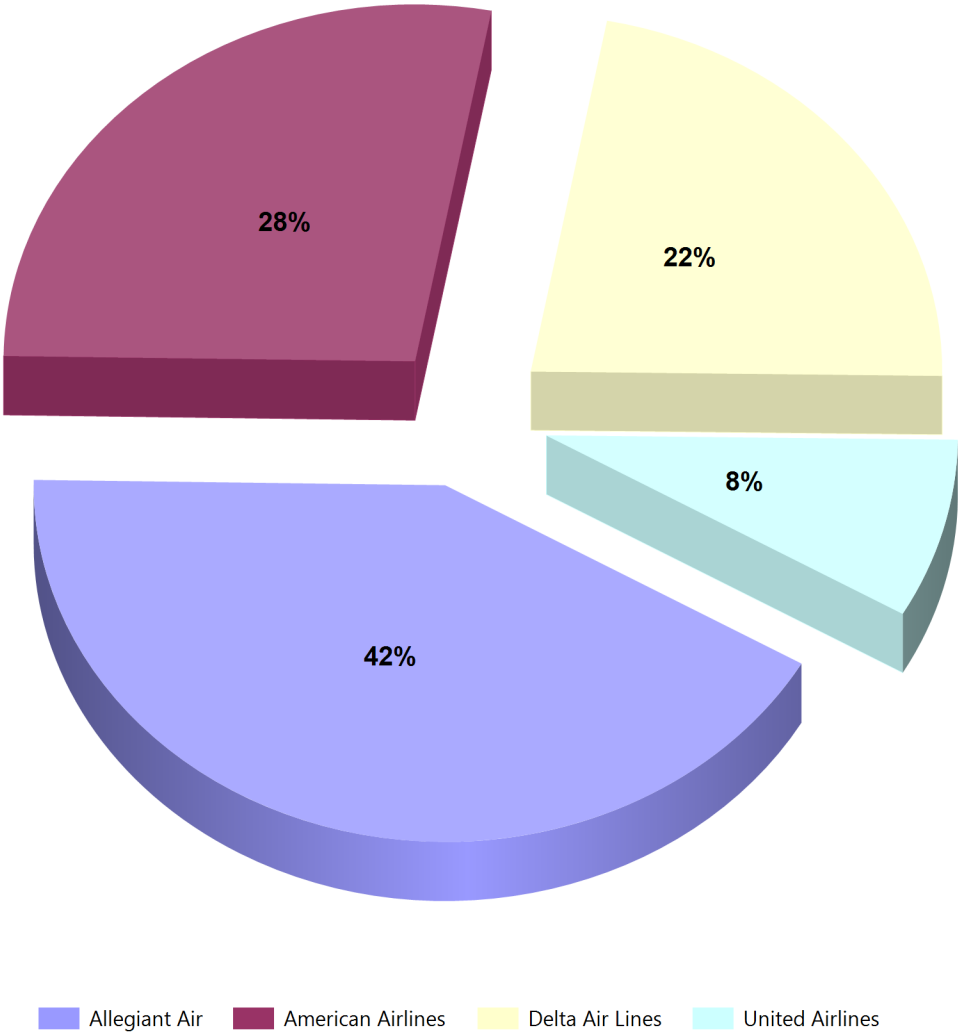
March, 2026



		1	2	3	4	5	6	7	8	9	10	11	12
	2024	134,630	133,022	172,380	181,705	212,267	243,473	257,095	234,053	188,581	112,191	155,790	148,938
	2025	123,260	116,053	159,813	167,837	190,838	229,188	245,816	214,186	208,540	237,147	177,625	170,574
	2026	120,991	122,268	165,450									

Airline Market Share Analysis (Enplanements) Asheville Regional Airport

March, 2026



AVL - Three Month Schedule Summary Report
 July 2026 to September 2026 versus same months last year
 April 21, 2026

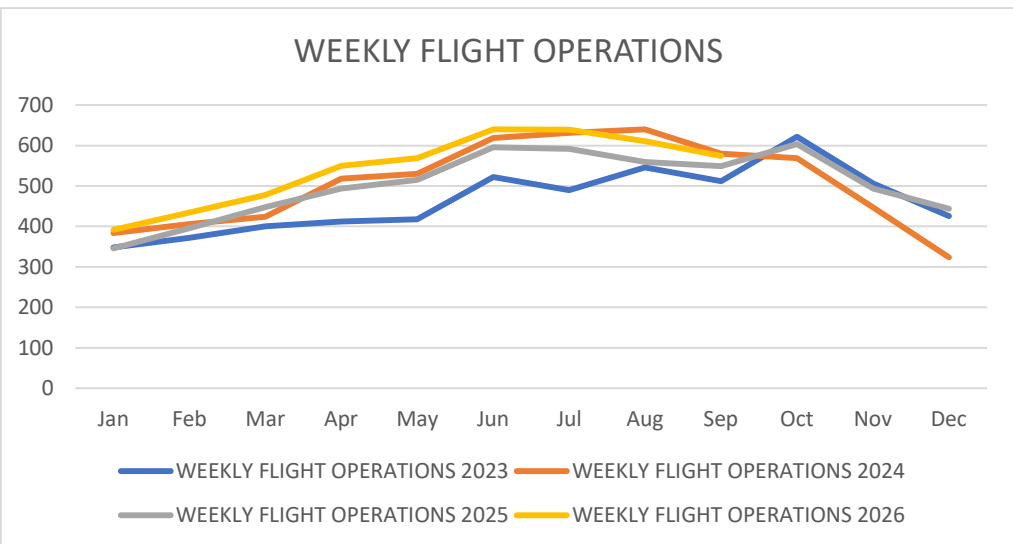
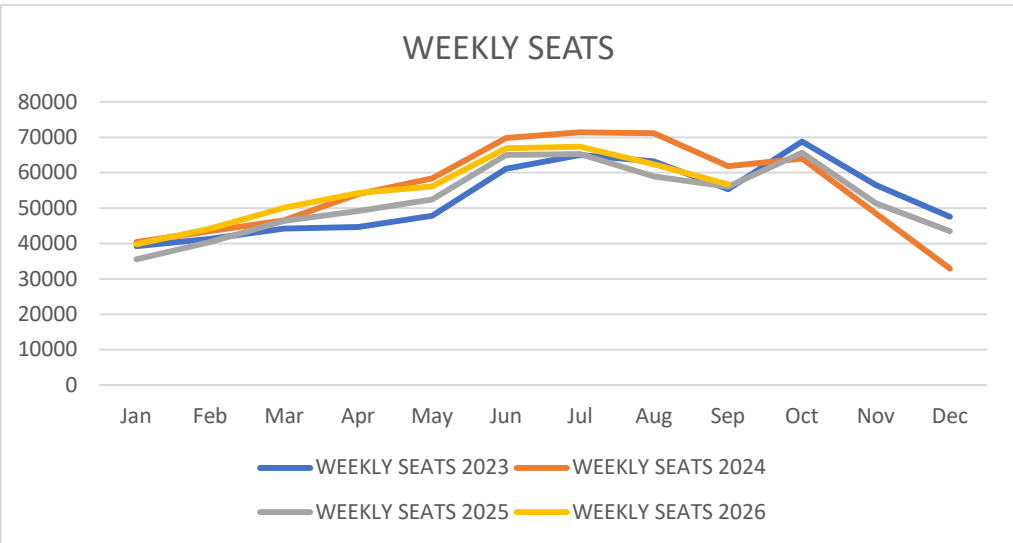
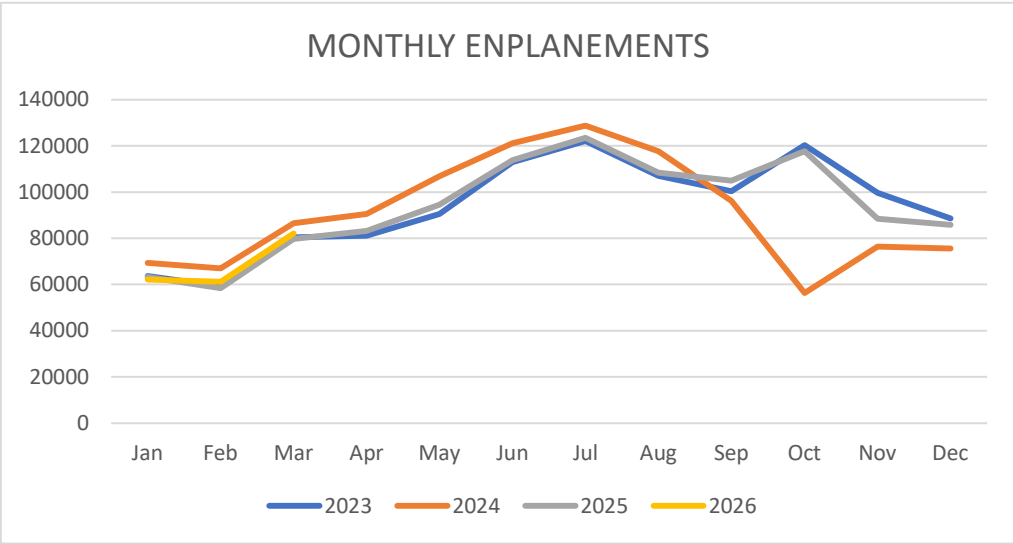
Note: Representative of a sample week of a given month

Note: Monthly data calculated into Weekly data therefore this is an average of a given week in a month (i.e., one week could have more flights than another week)
 Note: Two totals lines are now included for each month - 1) weekly total and 2) monthly total

Mkt AI	Travel Period		Jul 2026		Jul 2025		Diff YoY		Percent Diff YoY		
	Orig	Dest	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats	
AA	AVL-CLT	AVL	CLT	40	2,180	41	3,303	(1)	(1,123)	(2.7%)	(34.0%)
AA	CLT-AVL	CLT	AVL	40	2,180	41	3,303	(1)	(1,123)	(2.7%)	(34.0%)
AA	AVL-DCA	AVL	DCA	14	1,047	14	895	0	152	0.0%	16.9%
AA	DCA-AVL	DCA	AVL	14	1,047	14	895	0	152	0.0%	16.9%
AA	AVL-DFW	AVL	DFW	14	1,748	15	1,692	(1)	56	(6.1%)	3.3%
AA	DFW-AVL	DFW	AVL	14	1,748	15	1,692	(1)	56	(6.1%)	3.3%
AA	AVL-LGA	AVL	LGA	9	686	9	669	0	17	2.6%	2.6%
AA	LGA-AVL	LGA	AVL	9	686	9	669	0	17	2.6%	2.6%
AA	AVL-MIA	AVL	MIA	7	532	7	802	0	(270)	0.0%	(33.7%)
AA	MIA-AVL	MIA	AVL	7	532	7	802	0	(270)	0.0%	(33.7%)
AA	AVL-ORD	AVL	ORD	21	1,596	14	1,017	7	579	55.0%	56.9%
AA	ORD-AVL	ORD	AVL	21	1,596	14	1,017	7	579	55.0%	56.9%
AA	AVL-PHL	AVL	PHL	14	770	14	689	0	81	3.3%	11.8%
AA	PHL-AVL	PHL	AVL	14	770	14	689	0	81	3.3%	11.8%
B6	AVL-BOS	AVL	BOS	0	0	4	506	(4)	(506)	(100.0%)	(100.0%)
B6	BOS-AVL	BOS	AVL	0	0	4	506	(4)	(506)	(100.0%)	(100.0%)
DL	ATL-AVL	ATL	AVL	50	5,282	50	5,502	(0)	(220)	(0.9%)	(4.0%)
DL	AVL-ATL	AVL	ATL	50	5,274	50	5,502	(0)	(228)	(0.9%)	(4.1%)
DL	AUS-AVL	AUS	AVL	2	120	0	0	2	120	-	-
DL	AVL-AUS	AVL	AUS	2	120	0	0	2	120	-	-
DL	AVL-BOS	AVL	BOS	2	137	2	131	0	6	0.0%	4.8%
DL	BOS-AVL	BOS	AVL	2	137	2	131	0	6	0.0%	4.8%
DL	AVL-LGA	AVL	LGA	13	995	13	959	0	37	0.0%	3.8%
DL	LGA-AVL	LGA	AVL	13	995	13	959	0	37	0.0%	3.8%
DL	AVL-MSP	AVL	MSP	7	763	1	69	6	694	675.0%	1011.5%
DL	MSP-AVL	MSP	AVL	7	763	1	69	6	694	675.0%	1011.5%
G4	AUS-AVL	AUS	AVL	2	366	2	366	0	0	0.0%	0.0%
G4	AVL-AUS	AVL	AUS	2	366	2	366	0	0	0.0%	0.0%
G4	AVL-BOS	AVL	BOS	4	772	4	691	0	81	11.8%	11.8%
G4	BOS-AVL	BOS	AVL	4	772	4	691	0	81	11.8%	11.8%
G4	AVL-DEN	AVL	DEN	4	732	4	691	0	41	5.9%	5.9%
G4	DEN-AVL	DEN	AVL	4	732	4	691	0	41	5.9%	5.9%
G4	AVL-EWR	AVL	EWR	3	528	4	732	(1)	(203)	(27.8%)	(27.8%)
G4	EWR-AVL	EWR	AVL	3	528	4	732	(1)	(203)	(27.8%)	(27.8%)
G4	AVL-EYW	AVL	EYW	2	366	2	317	0	49	0.0%	15.4%
G4	EYW-AVL	EYW	AVL	2	366	2	317	0	49	0.0%	15.4%
G4	AVL-FLL	AVL	FLL	16	2,823	15	2,683	1	140	4.5%	5.2%
G4	FLL-AVL	FLL	AVL	16	2,823	15	2,683	1	140	4.5%	5.2%
G4	AVL-HOU	AVL	HOU	2	366	2	325	0	41	12.5%	12.5%
G4	HOU-AVL	HOU	AVL	2	366	2	325	0	41	12.5%	12.5%
G4	AVL-IAD	AVL	IAD	2	366	2	325	0	41	12.5%	12.5%
G4	IAD-AVL	IAD	AVL	2	366	2	325	0	41	12.5%	12.5%
G4	AVL-LAS	AVL	LAS	2	366	2	366	0	0	0.0%	0.0%
G4	LAS-AVL	LAS	AVL	2	366	2	366	0	0	0.0%	0.0%
G4	AVL-MCO	AVL	MCO	2	447	3	569	(1)	(122)	(21.4%)	(21.4%)
G4	MCO-AVL	MCO	AVL	2	447	3	569	(1)	(122)	(21.4%)	(21.4%)
G4	AVL-MDW	AVL	MDW	2	366	2	325	0	41	12.5%	12.5%
G4	MDW-AVL	MDW	AVL	2	366	2	325	0	41	12.5%	12.5%
G4	AVL-MSP	AVL	MSP	0	0	2	366	(2)	(366)	(100.0%)	(100.0%)
G4	MSP-AVL	MSP	AVL	0	0	2	366	(2)	(366)	(100.0%)	(100.0%)
G4	AVL-PBI	AVL	PBI	4	772	5	813	(0)	(41)	(5.0%)	(5.0%)
G4	PBI-AVL	PBI	AVL	4	772	5	813	(0)	(41)	(5.0%)	(5.0%)
G4	AVL-PGD	AVL	PGD	5	975	5	843	0	133	4.3%	15.8%
G4	PGD-AVL	PGD	AVL	5	975	5	843	0	133	4.3%	15.8%
G4	AVL-PHX	AVL	PHX	0	0	2	325	(2)	(325)	(100.0%)	(100.0%)
G4	PHX-AVL	PHX	AVL	0	0	2	325	(2)	(325)	(100.0%)	(100.0%)
G4	AVL-PIE	AVL	PIE	12	2,188	12	2,212	(0)	(24)	(1.8%)	(1.1%)
G4	PIE-AVL	PIE	AVL	12	2,188	12	2,212	(0)	(24)	(1.8%)	(1.1%)
G4	AVL-SFB	AVL	SFB	10	1,831	10	1,799	0	32	0.0%	1.8%
G4	SFB-AVL	SFB	AVL	10	1,831	10	1,799	0	32	0.0%	1.8%
G4	AVL-SRQ	AVL	SRQ	2	366	2	447	(0)	(81)	(18.2%)	(18.2%)
G4	SRQ-AVL	SRQ	AVL	2	366	2	447	(0)	(81)	(18.2%)	(18.2%)
G4	AVL-VPS	AVL	VPS	2	366	1	163	1	203	125.0%	125.0%
G4	VPS-AVL	VPS	AVL	2	366	1	163	1	203	125.0%	125.0%
SY	AVL-MSP	AVL	MSP	2	378	0	0	2	378	-	-
SY	MSP-AVL	MSP	AVL	2	378	0	0	2	378	-	-
UA	AVL-DEN	AVL	DEN	7	854	7	562	(0)	291	(3.2%)	51.8%
UA	DEN-AVL	DEN	AVL	7	854	7	562	(0)	291	(3.2%)	51.8%
UA	AVL-EWR	AVL	EWR	14	847	7	350	7	497	96.8%	142.1%
UA	EWR-AVL	EWR	AVL	14	847	7	350	7	497	96.8%	142.1%
UA	AVL-ORD	AVL	ORD	27	1,659	19	1,143	9	516	46.3%	45.2%
UA	ORD-AVL	ORD	AVL	27	1,659	19	1,147	9	512	46.3%	44.6%
Weekly Total	Total	639	67,171	592	65,295	47	1,876	8.0%	2.9%		
Monthly Total	Total	2,832	297,472	2,622	289,164	210	8,308	8.0%	2.9%		

Mkt AI	Travel Period		Aug 2026		Aug 2025		Diff YoY		Percent Diff YoY			
	Orig	Dest	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats		
AA	AVL-CLT	AVL	CLT	44	2,565	40	3,431	4	(866)	10.7%	(25.3%)	
AA	CLT-AVL	CLT	AVL	44	2,565	40	3,431	4	(866)	10.7%	(25.3%)	
AA	AVL-DCA	AVL	DCA	13	928	14	910	(1)	18	(6.5%)	2.0%	
AA	DCA-AVL	DCA	AVL	13	928	14	910	(1)	18	(6.5%)	2.0%	
AA	AVL-DFW	AVL	DFW	14	1,736	14	1,576	(0)	160	(1.6%)	10.1%	
AA	DFW-AVL	DFW	AVL	14	1,736	14	1,576	(0)	160	(1.6%)	10.1%	
AA	AVL-LGA	AVL	LGA	7	549	9	694	(2)	(145)	(22.0%)	(20.8%)	
AA	LGA-AVL	LGA	AVL	7	549	9	694	(2)	(145)	(22.0%)	(20.8%)	
AA	AVL-MIA	AVL	MIA	7	532	7	579	0	(47)	0.0%	(8.1%)	
AA	MIA-AVL	MIA	AVL	7	532	7	579	0	(47)	0.0%	(8.1%)	
AA	AVL-ORD	AVL	ORD	15	1,083	13	945	2	137	13.6%	14.5%	
AA	ORD-AVL	ORD	AVL	15	1,066	13	945	2	120	11.9%	12.7%	
AA	AVL-PHL	AVL	PHL	20	1,011	13	666	7	345	50.8%	51.7%	
AA	PHL-AVL	PHL	AVL	20	1,011	13	666	7	345	50.8%	51.7%	
B6	AVL-BOS	AVL	BOS	0	0	4	601	(4)	(601)	(100.0%)	(100.0%)	
B6	BOS-AVL	BOS	AVL	0	0	4	601	(4)	(601)	(100.0%)	(100.0%)	
DL	ATL-AVL	ATL	AVL	51	5,609	50	5,446	2	163	3.6%	3.0%	
DL	AVL-ATL	AVL	ATL	51	5,609	50	5,446	2	163	3.6%	3.0%	
DL	AUS-AVL	AUS	AVL	1	86	0	0	1	86	-	-	
DL	AVL-AUS	AVL	AUS	1	86	0	0	1	86	-	-	
DL	AVL-BOS	AVL	BOS	2	172	2	151	0	20	11.1%	13.4%	
DL	BOS-AVL	BOS	AVL	2	172	2	151	0	20	11.1%	13.4%	
DL	AVL-LGA	AVL	LGA	13	978	13	926	0	52	1.8%	5.7%	
DL	LGA-AVL	LGA	AVL	13	978	13	926	0	52	1.8%	5.7%	
DL	AVL-MSP	AVL	MSP	7	763	1	86	6	677	520.0%	789.2%	
DL	MSP-AVL	MSP	AVL	7	763	1	86	6	677	520.0%	789.2%	
G4	AUS-AVL	AUS	AVL	2	366	2	366	0	0	0.0%	0.0%	
G4	AVL-AUS	AVL	AUS	2	366	2	366	0	0	0.0%	0.0%	
G4	AVL-BOS	AVL	BOS	2	366	3	488	(1)	(122)	(25.0%)	(25.0%)	
G4	BOS-AVL	BOS	AVL	2	366	3	488	(1)	(122)	(25.0%)	(25.0%)	
G4	AVL-DEN	AVL	DEN	3	569	3	488	0	81	16.7%	16.7%	
G4	DEN-AVL	DEN	AVL	3	569	3	488	0	81	16.7%	16.7%	
G4	AVL-EWR	AVL	EWR	2	366	3	488	(1)	(122)	(25.0%)	(25.0%)	
G4	EWR-AVL	EWR	AVL	2	366	3	488	(1)	(122)	(25.0%)	(25.0%)	
G4	AVL-EYW	AVL	EYW	2	344	2	317	0	27	0.0%	8.5%	
G4	EYW-AVL	EYW	AVL	2	344	2	317	0	27	0.0%	8.5%	
G4	AVL-FLL	AVL	FLL	13	2,353	13	2,276	0	77	1.8%	3.4%	
G4	FLL-AVL	FLL	AVL	13	2,353	13	2,276	0	77	1.8%	3.4%	
G4	AVL-HOU	AVL	HOU	1	203	1	163	0	41	25.0%	25.0%	
G4	HOU-AVL	HOU	AVL	1	203	1	163	0	41	25.0%	25.0%	
G4	AVL-IAD	AVL	IAD	1	203	2	366	(1)	(163)	(44.4%)	(44.4%)	
G4	IAD-AVL	IAD	AVL	1	203	2	366	(1)	(163)	(44.4%)	(44.4%)	
G4	AVL-LAS	AVL	LAS	2	366	2	366	0	0	0.0%	0.0%	
G4	LAS-AVL	LAS	AVL	2	366	2	366	0	0	0.0%	0.0%	
G4	AVL-MCO	AVL	MCO	2	366	2	406	(0)	(41)	(10.0%)	(10.0%)	
G4	MCO-AVL	MCO	AVL	2	366	2	406	(0)	(41)	(10.0%)	(10.0%)	
G4	AVL-MDW	AVL	MDW	1	203	2	366	(1)	(163)	(44.4%)	(44.4%)	
G4	MDW-AVL	MDW	AVL	1	203	2	366	(1)	(163)	(44.4%)	(44.4%)	
G4	AVL-MSP	AVL	MSP	0	0	1	122	(1)	(122)	(100.0%)	(100.0%)	
G4	MSP-AVL	MSP	AVL	0	0	1	122	(1)	(122)	(100.0%)	(100.0%)	
G4	AVL-PBI	AVL	PBI	4	772	3	569	1	203	35.7%	35.7%	
G4	PBI-AVL	PBI	AVL	4	772	3	569	1	203	35.7%	35.7%	
G4	AVL-PGD	AVL	PGD	5	817	3	542	1	275	42.9%	50.8%	
G4	PGD-AVL	PGD	AVL	5	817	3	542	1	275	42.9%	50.8%	
G4	AVL-PHX	AVL	PHX	0	0	1	163	(1)	(163)	(100.0%)	(100.0%)	
G4	PHX-AVL	PHX	AVL	0	0	1	163	(1)	(163)	(100.0%)	(100.0%)	
G4	AVL-PIE	AVL	PIE	11	1,912	9	1,611	1	300	14.6%	18.6%	
G4	PIE-AVL	PIE	AVL	11	1,912	9	1,611	1	300	14.6%	18.6%	
G4	AVL-SFB	AVL	SFB	10	1,813	10	1,804	(0)	9	(2.2%)	0.5%	
G4	SFB-AVL	SFB	AVL	10	1,813	10	1,804	(0)	9	(2.2%)	0.5%	
G4	AVL-SRQ	AVL	SRQ	2	366	2	366	0	0	0.0%	0.0%	
G4	SRQ-AVL	SRQ	AVL	2	366	2	366	0	0	0.0%	0.0%	
G4	AVL-VPS	AVL	VPS	1	203	1	122	0	81	66.7%	66.7%	
G4	VPS-AVL	VPS	AVL	1	203	1	122	0	81	66.7%	66.7%	
SY	AVL-MSP	AVL	MSP	2	378	0	0	2	378	-	-	
SY	MSP-AVL	MSP	AVL	2	378	0	0	2	378	-	-	
UA	AVL-DEN	AVL	DEN	7	882	7	547	0	335	0.0%	61.3%	
UA	DEN-AVL	DEN	AVL	7	882	7	547	0	335	0.0%	61.3%	
UA	AVL-EWR	AVL	EWR	9	633	7	350	2	283	32.3%	80.9%	
UA	EWR-AVL	EWR	AVL	9	633	7	350	2	283	32.3%	80.9%	
UA	AVL-ORD	AVL	ORD	28	1,719	20	1,153	7	565	37.1%	49.0%	
UA	ORD-AVL	ORD	AVL	28	1,719	20	1,155	7	564	37.1%	48.8%	
Weekly Total				Total	611	62,407	559	58,899	53	3,508	9.4%	6.0%
Monthly Total				Total	2,707	276,374	2,474	260,838	233	15,536	9.4%	6.0%

Mkt AI	Travel Period		Sep 2026		Sep 2025		Diff YoY		Percent Diff YoY			
	Orig	Dest	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats	Ops/Week	Seats		
AA	AVL-CLT	AVL	CLT	48	3,536	44	3,693	4	(158)	9.6%	(4.3%)	
AA	CLT-AVL	CLT	AVL	48	3,536	44	3,693	4	(158)	9.6%	(4.3%)	
AA	AVL-DCA	AVL	DCA	14	913	14	910	(0)	3	(1.7%)	0.3%	
AA	DCA-AVL	DCA	AVL	14	913	14	910	(0)	3	(1.7%)	0.3%	
AA	AVL-DFW	AVL	DFW	14	1,736	14	1,565	0	171	0.0%	10.9%	
AA	DFW-AVL	DFW	AVL	14	1,736	14	1,565	0	171	0.0%	10.9%	
AA	AVL-LGA	AVL	LGA	14	972	9	602	5	370	52.6%	61.5%	
AA	LGA-AVL	LGA	AVL	8	582	9	602	(0)	(20)	(5.3%)	(3.3%)	
AA	AVL-MIA	AVL	MIA	7	532	7	532	0	0	0.0%	0.0%	
AA	MIA-AVL	MIA	AVL	7	532	7	532	0	0	0.0%	0.0%	
AA	AVL-ORD	AVL	ORD	14	987	12	873	2	114	13.2%	13.0%	
AA	ORD-AVL	ORD	AVL	14	987	12	873	2	114	13.2%	13.0%	
AA	AVL-PHL	AVL	PHL	21	1,050	13	653	8	397	60.7%	60.7%	
AA	PHL-AVL	PHL	AVL	21	1,050	13	653	8	397	60.7%	60.7%	
B6	AVL-BOS	AVL	BOS	0	0	2	294	(2)	(294)	(100.0%)	(100.0%)	
B6	BOS-AVL	BOS	AVL	0	0	2	294	(2)	(294)	(100.0%)	(100.0%)	
DL	ATL-AVL	ATL	AVL	50	5,493	49	5,364	1	128	2.4%	2.4%	
DL	AVL-ATL	AVL	ATL	50	5,493	49	5,364	1	128	2.4%	2.4%	
DL	AUS-AVL	AUS	AVL	0	18	0	0	0	18	-	-	
DL	AVL-AUS	AVL	AUS	0	18	0	0	0	18	-	-	
DL	AVL-BOS	AVL	BOS	2	160	2	160	0	0	0.0%	0.0%	
DL	BOS-AVL	BOS	AVL	2	160	2	160	0	0	0.0%	0.0%	
DL	AVL-LGA	AVL	LGA	13	993	13	958	0	35	0.0%	3.7%	
DL	LGA-AVL	LGA	AVL	13	993	13	958	0	35	0.0%	3.7%	
DL	AVL-MSP	AVL	MSP	2	254	1	71	1	183	150.0%	258.6%	
DL	MSP-AVL	MSP	AVL	2	254	1	71	1	183	150.0%	258.6%	
G4	AUS-AVL	AUS	AVL	2	336	1	126	1	210	166.7%	166.7%	
G4	AVL-AUS	AVL	AUS	2	336	1	126	1	210	166.7%	166.7%	
G4	AVL-BOS	AVL	BOS	2	420	3	462	(0)	(42)	(9.1%)	(9.1%)	
G4	BOS-AVL	BOS	AVL	2	420	3	462	(0)	(42)	(9.1%)	(9.1%)	
G4	AVL-DEN	AVL	DEN	2	336	2	378	(0)	(42)	(11.1%)	(11.1%)	
G4	DEN-AVL	DEN	AVL	2	336	2	378	(0)	(42)	(11.1%)	(11.1%)	
G4	AVL-EWR	AVL	EWR	2	336	2	336	0	0	0.0%	0.0%	
G4	EWR-AVL	EWR	AVL	2	336	2	336	0	0	0.0%	0.0%	
G4	AVL-EYW	AVL	EYW	2	291	2	372	(0)	(81)	(11.1%)	(21.8%)	
G4	EYW-AVL	EYW	AVL	2	291	2	372	(0)	(81)	(11.1%)	(21.8%)	
G4	AVL-FLL	AVL	FLL	10	1,818	10	1,806	(0)	12	(2.3%)	0.6%	
G4	FLL-AVL	FLL	AVL	10	1,818	10	1,806	(0)	12	(2.3%)	0.6%	
G4	AVL-HOU	AVL	HOU	0	0	0	0	0	0	-	-	
G4	HOU-AVL	HOU	AVL	0	0	0	0	0	0	-	-	
G4	AVL-IAD	AVL	IAD	0	0	2	378	(2)	(378)	(100.0%)	(100.0%)	
G4	IAD-AVL	IAD	AVL	0	0	2	378	(2)	(378)	(100.0%)	(100.0%)	
G4	AVL-LAS	AVL	LAS	2	336	2	336	0	0	0.0%	0.0%	
G4	LAS-AVL	LAS	AVL	2	336	2	336	0	0	0.0%	0.0%	
G4	AVL-MCO	AVL	MCO	2	336	2	378	(0)	(42)	(11.1%)	(11.1%)	
G4	MCO-AVL	MCO	AVL	2	336	2	378	(0)	(42)	(11.1%)	(11.1%)	
G4	AVL-MDW	AVL	MDW	0	0	2	378	(2)	(378)	(100.0%)	(100.0%)	
G4	MDW-AVL	MDW	AVL	0	0	2	378	(2)	(378)	(100.0%)	(100.0%)	
G4	AVL-MSP	AVL	MSP	0	0	0	0	0	0	-	-	
G4	MSP-AVL	MSP	AVL	0	0	0	0	0	0	-	-	
G4	AVL-PBI	AVL	PBI	3	504	4	714	(1)	(210)	(29.4%)	(29.4%)	
G4	PBI-AVL	PBI	AVL	3	504	4	714	(1)	(210)	(29.4%)	(29.4%)	
G4	AVL-PGD	AVL	PGD	3	546	4	714	(1)	(168)	(23.5%)	(23.5%)	
G4	PGD-AVL	PGD	AVL	3	546	4	714	(1)	(168)	(23.5%)	(23.5%)	
G4	AVL-PHX	AVL	PHX	0	0	0	0	0	0	-	-	
G4	PHX-AVL	PHX	AVL	0	0	0	0	0	0	-	-	
G4	AVL-PIE	AVL	PIE	9	1,556	8	1,497	0	59	5.7%	4.0%	
G4	PIE-AVL	PIE	AVL	9	1,556	8	1,497	0	59	5.7%	4.0%	
G4	AVL-SFB	AVL	SFB	9	1,566	9	1,658	(0)	(92)	(5.1%)	(5.6%)	
G4	SFB-AVL	SFB	AVL	9	1,566	9	1,658	(0)	(92)	(5.1%)	(5.6%)	
G4	AVL-SRQ	AVL	SRQ	2	336	2	336	0	0	0.0%	0.0%	
G4	SRQ-AVL	SRQ	AVL	2	336	2	336	0	0	0.0%	0.0%	
G4	AVL-VPS	AVL	VPS	0	0	0	0	0	0	-	-	
G4	VPS-AVL	VPS	AVL	0	0	0	0	0	0	-	-	
SY	AVL-MSP	AVL	MSP	0	87	1	130	(0)	(43)	(33.3%)	(33.3%)	
SY	MSP-AVL	MSP	AVL	0	87	1	130	(0)	(43)	(33.3%)	(33.3%)	
UA	AVL-DEN	AVL	DEN	7	882	7	536	0	346	0.0%	64.5%	
UA	DEN-AVL	DEN	AVL	7	882	7	536	0	346	0.0%	64.5%	
UA	AVL-EWR	AVL	EWR	7	532	11	572	(4)	(40)	(38.8%)	(6.9%)	
UA	EWR-AVL	EWR	AVL	7	532	12	583	(5)	(51)	(40.0%)	(8.8%)	
UA	AVL-ORD	AVL	ORD	28	1,679	21	1,214	7	465	34.8%	38.3%	
UA	ORD-AVL	ORD	AVL	28	1,679	21	1,214	7	465	34.8%	38.3%	
Weekly Total				Total	574	56,690	549	56,007	25	683	4.5%	1.2%
Monthly Total				Total	2,460	242,956	2,353	240,028	107	2,928	4.5%	1.2%





MEMORANDUM

TO: Members of the Airport Authority

FROM: Amy Harris, Chief Financial Officer

DATE: May 8, 2026

ITEM DESCRIPTION – Information Section Item B

Greater Asheville Regional Airport Authority – Explanation of Extraordinary Variances
Month of March 2026.

SUMMARY

Operating Revenues for the month of March were \$2,785,262, 3.9% under budget for the month. It is likely that passenger activity-driven revenues were slightly under budget due to ongoing economic uncertainty (including increased cost of fuel and therefore airline fares). However, Authority Staff continue to efficiently manage expenses and Operating Expenses for March were \$1,856,861, or 1.4% under budget. As a result, Net Operating Revenues before Depreciation were \$928,401. Net Non-Operating Revenues were \$8,147,071. Non-Operating Revenues for March included a land sale, resulting in \$8,311,354 in Gain on Disposal of Assets

Year-to-date Operating Revenues were \$27,477,278, 4.8% over budget. Year-to-date Operating Expenses were \$15,104,465, 6.1% under budget. Year-to-date Net Operating Revenues before Depreciation were \$12,372,813. Net Non-Operating Revenues for the year were \$7,607,311.

REVENUES

Significant variations to budget for February were:

Concessions	\$59,379	65.1%	New concessions open in Terminal Expansion.
Commercial Ground Transportation	\$34,465	77.6%	Timing - February and March payments from Transportation Network Companies (TNCs)- (peer-to-peer transportation services) both recorded in March.

Information Section – Item B



FBOs	\$13,627	11.8%	FBO Percentage Fee exceeded monthly budget due to increased General Aviation activity in March.
Rental car – car rentals	(\$98,330)	(24.5%)	Rental car activity under monthly budget for March.
Public Parking	(\$53,627)	(5.0%)	Parking activity under monthly budget for March.
Terminal Space Rentals - Airline	(\$46,291)	(7.0%)	Airline activity under monthly budget for March.
Landing Fees	(\$18,139)	(5.7%)	Airline activity under monthly budget for March.

EXPENSES

Significant variations to budget for March were:

Utility Services	\$121,226	204.8%	Timing - Approximately \$95k of prior month billings received and paid in March including catch-up billing for Air Traffic Control Tower which was sent to the wrong address.
Other Contractual Services	\$111,537	24.3%	Timing - January and February Parking / Shuttle Management invoices paid during March.
Promotional Activities	\$22,898	73.1%	Donations related to Runway 5k paid during March.
Operating Supplies	(\$47,974)	(64.1%)	Minimal need for Operating Supplies during March. Also, reduced cost of fuel for the month as new tanks were filled as part of installation.
Insurance	(\$23,805)	(154.1%)	Received refund from Property Insurance provider for removal of demolished terminal components.
Professional Services	(\$11,650)	(21.8%)	Timing - General Professional Services expense under monthly budget because fewer invoices received during March.
Travel and Training	(\$10,001)	(42.1%)	Less travel and training during March.
Rentals and Leases	(\$5,376)	(100.0%)	Timing - invoices for Remote Deposit Capture equipment not received during March.

STATEMENT OF NET ASSETS

Significant variations to prior month were:

Cash and Cash Equivalents – Unrestricted Cash and Cash Equivalents increased by \$12.2M, primarily due to proceeds from land sale and receipt of federal and state grant reimbursements.

Construction in Progress – Construction in Progress increased by \$9.7M mostly due to the Terminal Expansion project.

Property and Equipment, Net – Property and Equipment, net decreased by \$705.7k due to depreciation.

**ASHEVILLE REGIONAL AIRPORT
STATEMENT OF FINANCIAL POSITION
As of March 31, 2026**

	Current Month	Last Month
<u>ASSETS</u>		
Current Assets:		
Unrestricted Net Assets:		
Cash and Cash Equivalents	\$81,177,849	\$68,981,222
Accounts Receivable	1,482,571	1,306,046
Passenger Facility Charges Receivable	367,376	366,233
Refundable Sales Tax Receivable	510,383	469,081
Grants Receivable	0	5,199
Prepaid Expenses	14,243,502	14,243,502
GASB 87 Short-term Lease Receivable	2,028,135	2,028,135
Total Unrestricted Assets	99,809,816	87,399,418
Restricted Assets:		
Cash and Cash Equivalents	194,137,789	196,074,953
Total Restricted Assets	194,137,789	196,074,953
Total Current Assets	293,947,605	283,474,371
Noncurrent Assets:		
Construction in Progress	351,856,045	342,130,563
Net Pension Asset - LGERS	(4,028,300)	(4,028,300)
Benefit Payment - OPEB	463,183	463,183
Contributions in Current Year	2,395,843	2,395,843
GASB 87 Long-term Lease Receivable	10,751,976	10,751,976
Property and Equipment - Net	169,439,687	170,145,428
Total Noncurrent Assets	530,878,435	521,858,694
	\$824,826,040	\$805,333,065
<u>LIABILITIES AND NET ASSETS</u>		
Current Liabilities:		
Payable from Unrestricted Assets		
Accounts Payable & Accrued Liabilities	23,665	29,975
Customer Deposits	127,463	127,463
Unearned Revenue	64,045	50,046
Construction Contract Retainages	2,066,672	1,832,134
Revenue Bond Payable - Current	1,475,000	1,475,000
GASB 87 Short-term Deferred Revenue	2,215,167	2,215,167
Interest Payable	4,781,395	3,187,597
Total Payable from Unrestricted Assets	10,753,408	8,917,383
Total Current Liabilities	10,753,408	8,917,383
Noncurrent Liabilities:		
Pension Deferrals - OPEB	262,131	262,131
Other Postemployment Benefits	1,219,112	1,219,112
Compensated Absences	885,738	885,738
Net Pension Obligation-LEO Special Separation Allowance	981,137	981,137
GASB 87 Long-term Deferred Revenue	9,336,453	9,336,453
Revenue Bond Payable - 2016 - Noncurrent	7,940,000	7,940,000
Revenue Bond Payable - 2022A - Noncurrent	195,745,397	195,745,397
Revenue Bond Payable - 2023 - Noncurrent	187,452,591	187,452,591
Total Noncurrent Liabilities	403,822,558	403,822,558
Total Liabilities	414,575,966	412,739,941
Net Assets:		
Invested in Capital Assets	511,880,732	502,860,991
Restricted	194,137,789	196,074,953
Unrestricted	(295,768,447)	(306,342,820)
Total Net Assets	410,250,074	392,593,124
	\$824,826,040	\$805,333,065
Restricted Forfeiture Funds	6,509	6,509

ASHEVILLE REGIONAL AIRPORT
As of March 31, 2026

<u>Institution:</u>	<u>Interest Rate</u>	<u>Investment Amount</u>	<u>Monthly Interest</u>
Bank of America - Operating Account	1.86%	\$ 4,546,759	10,621
NC Capital Management Trust - Cash Portfolio	3.55% *	76,630,790	206,241
Petty Cash		300	
Restricted Cash:			
Bank of America - PFC Revenue	1.86%	706,596	2,518
NC Capital Mgt Trust - PFC Revenue	3.55% *	25,272,116	83,251
NC Capital Mgt Trust - 2016 Debt Service Fund	3.55% *	1,183,912	3,446
NC Capital Mgt Trust - 2022A Construction	3.55% *	146,859,249	442,794
NC Capital Mgt Trust - 2022A Parity Reserve	3.55% *	15,269,094	46,038
NC Capital Mgt Trust - 2022A Capitalized Interest	3.55% *	-	-
NC Capital Mgt Trust - 2022A Debt Service	3.55% *	2,516,751	6,868
NC Capital Mgt Trust - 2023 Debt Service	3.55% *	-	-
NC Capital Mgt Trust - 2023 Capitalized Interest	3.55% *	-	-
NC Capital Mgt Trust - 2023 Debt Service	3.55% *	2,330,071	6,365
Total		<u><u>\$ 275,315,638</u></u>	<u><u>\$ 808,141</u></u>

* Interest Rate = 30-day yield at month end

Investment Diversification:

Banks	2%
NC Capital Management Trust	98%
Commercial Paper	0%
Federal Agencies	0%
US Treasuries	0%
	<u><u>100%</u></u>

**ASHEVILLE REGIONAL AIRPORT
STATEMENT OF CHANGES IN FINANCIAL POSITION
For the Month of March 2026**

	Current Month	Previous Month
Cash and Investments Beginning of Period	\$ 265,056,176	\$ 263,193,386
Net Income/(Loss) Before Capital Contributions	17,656,949	(165,358)
Depreciation	705,742	705,742
Decrease/(Increase) in Receivables	(213,772)	405,928
Increase/(Decrease) in Payables	1,836,025	1,604,685
Decrease/(Increase) in Prepaid Expenses	-	-
Decrease/(Increase) in Fixed Assets	(9,725,483)	(688,224)
Principal Payments of Bond Maturities	-	-
Capital Contributions	-	-
Forfeiture Funds	-	17
Increase(Decrease) in Cash	10,259,462	1,862,790
Cash and Investments End of Period	\$ 275,315,638	\$ 265,056,176

Income Statement

Through 3/31/26
Summary Listing

Classification	MTD Actual Amount	YTD Actual Amount	YTD Budget Amount	YTD Variance	Annual Budget Amount	Budget Less YTD Actual
<i>Operating revenues</i>						
Terminal space rentals - non airline	24,202	218,495	207,057	11,438	276,077	(57,582)
Terminal space rentals - airline	617,250	6,237,943	6,082,458	155,485	8,294,260	(2,056,317)
Landing fees	298,754	2,824,149	2,852,036	(27,887)	3,961,160	(1,137,011)
Concessions	150,599	1,555,575	820,982	734,593	1,140,250	415,325
Auto parking	1,026,373	9,182,615	9,720,000	(537,385)	13,500,000	(4,317,385)
Rental car - car rentals	302,591	3,401,793	3,608,289	(206,497)	5,011,512	(1,609,719)
Rental car - facility rent	73,621	662,586	680,258	(17,672)	883,448	(220,862)
Commerce ground transportation	78,865	540,979	388,500	152,479	555,000	(14,021)
FBOs	128,944	1,142,603	1,033,046	109,556	1,441,461	(298,858)
Building leases	29,737	267,033	92,213	174,820	317,494	(50,461)
Land leases	40,949	391,000	578,896	(187,896)	577,314	(186,314)
Other leases and fees	13,378	1,052,508	145,802	906,706	194,402	858,106
<i>Operating revenues Totals</i>	\$ 2,785,262	\$ 27,477,278	\$ 26,209,536	\$ 1,267,742	\$ 36,152,378	\$ (8,675,100)
<i>Non-operating revenue and expense</i>						
Customer facility charges	248,870	2,636,717	2,016,000	620,717	2,800,000	(163,284)
Passenger facility charges	372,505	2,966,170	1,620,000	1,346,170	4,500,000	(1,533,830)
Storm relief revenues	-	-	-	-	-	-
Storm relief expenses	-	-	-	-	-	-
GASB 87	-	-	-	-	-	-
Interest revenue	808,141	7,985,723	3,600,000	4,385,723	4,800,000	3,185,723

Income Statement

Through 3/31/26
Summary Listing

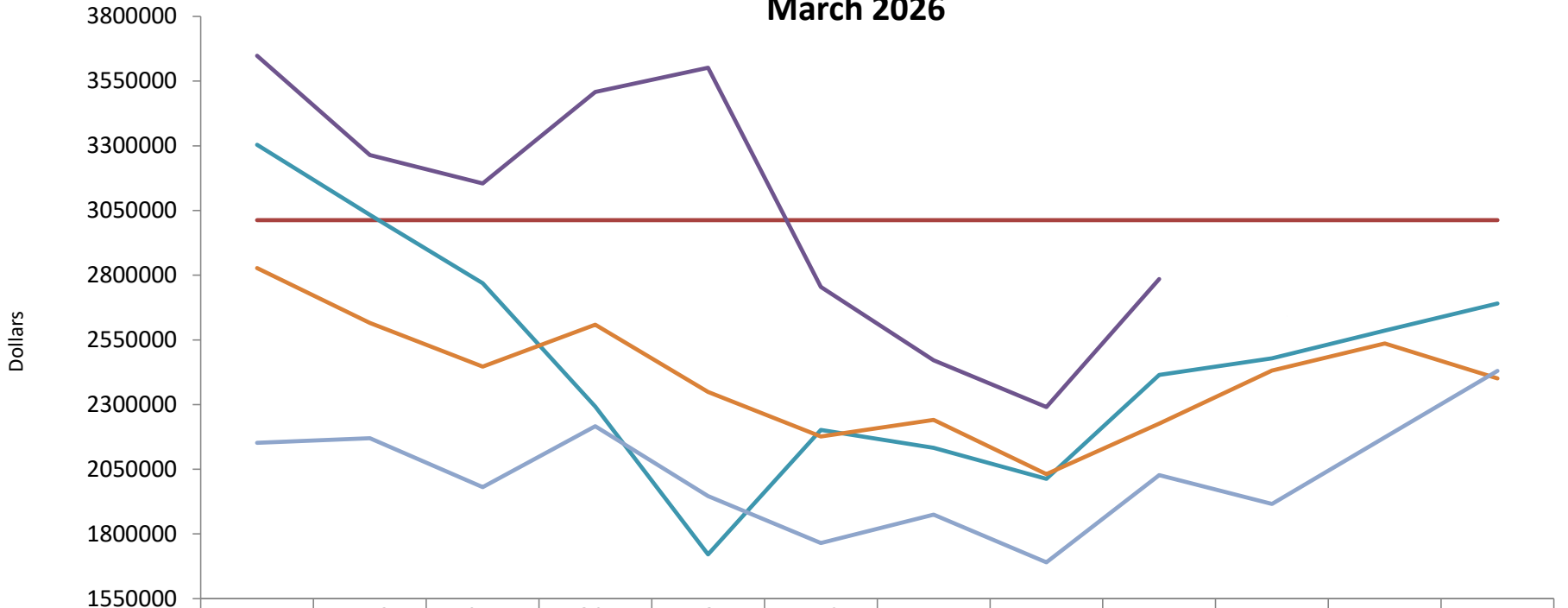
Classification	MTD Actual Amount	YTD Actual Amount	YTD Budget Amount	YTD Variance	Annual Budget Amount	Budget Less YTD Actual
Interest expense	(1,593,798)	(14,340,388)	(14,344,185)	3,797	(19,125,581)	4,785,193
Bond premium revenue	-	-	-	-	-	-
Bond expense	-	-	-	-	-	-
Gain or loss on disposal of assets	8,311,354	8,334,154	-	8,334,154	-	8,334,154
P-card rebate	-	21,237	-	21,237	-	21,237
Miscellaneous	-	3,700	-	3,700	-	3,700
<i>Non-operating revenue and expense Totals</i>	8,147,071	7,607,311	(7,108,185)	14,715,496	(7,025,581)	14,632,892
Capital contributions	9,287,219	38,990,209	-	38,990,209	-	38,990,209
<i>Operating expenses</i>						
Personnel services	918,299	8,394,799	8,978,409	(583,610)	13,690,114	(5,295,316)
Professional services	41,678	330,298	405,090	(74,792)	639,935	(309,637)
Other contractual services	571,308	3,637,178	3,685,943	(48,765)	5,517,253	(1,880,075)
Travel and training	13,770	113,448	190,169	(76,721)	285,255	(171,807)
Communications	9,355	65,750	55,603	10,148	83,405	(17,655)
Utility services	180,424	650,378	363,585	286,794	710,375	(59,997)
Rentals and leases	-	15,244	43,007	(27,764)	64,510	(49,266)
Insurance	(8,359)	604,886	710,531	(105,645)	772,318	(167,432)
Advertising, printing and binding	309	9,600	9,567	32	14,350	(4,750)
Promotional activities	54,208	168,434	250,483	(82,048)	375,725	(207,291)
Other current charges and obligations	2,644	35,957	67,767	(31,810)	101,650	(65,693)
Operating supplies	26,835	487,489	527,526	(40,037)	897,704	(410,215)

Income Statement

Through 3/31/26
Summary Listing

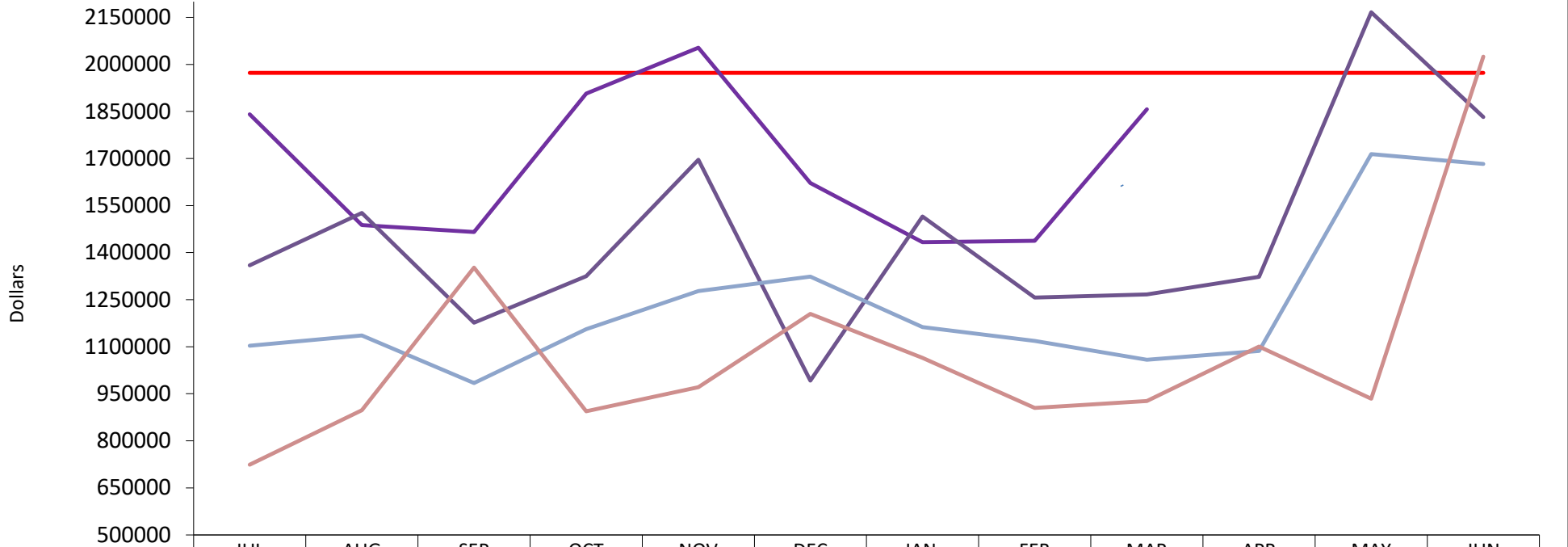
Classification	MTD Actual Amount	YTD Actual Amount	YTD Budget Amount	YTD Variance	Annual Budget Amount	Budget Less YTD Actual
Publications, subscriptions, memberships, etc.	10,955	75,880	56,494	19,385	84,739	(8,859)
Repairs and maintenance	21,819	273,206	311,336	(38,129)	360,678	(87,472)
Small equipment	13,616	92,569	71,665	20,904	107,500	(14,931)
Contingency	-	-	66,665	(66,665)	67,327	(67,327)
Emergency repairs	-	8,426	33,336	(24,910)	50,000	(41,574)
Business development	-	140,921	266,665	(125,744)	400,000	(259,079)
Operating expenses Totals	1,856,861	15,104,465	16,093,842	(989,377)	24,222,838	(9,118,373)
Non-operating capital expense						
Capital expense	-	-	-	-	-	-
Capital expense Totals	-	-	-	-	-	-
Depreciation						
Depreciation	705,742	6,351,679	-	-	-	6,351,679
Depreciation Totals	705,742	6,351,679	-	-	-	6,351,679
REVENUE TOTALS	20,219,553	74,074,799	19,101,351	54,973,447	29,126,797	44,948,002
EXPENSE TOTALS	2,562,603	21,456,144	16,093,842	(989,377)	24,222,838	(2,766,694)
Grand Total Net Gain (Loss)	17,656,950	52,618,655	3,007,509	55,962,824	4,903,959	47,714,696

Annual Operating Revenue By Month March 2026



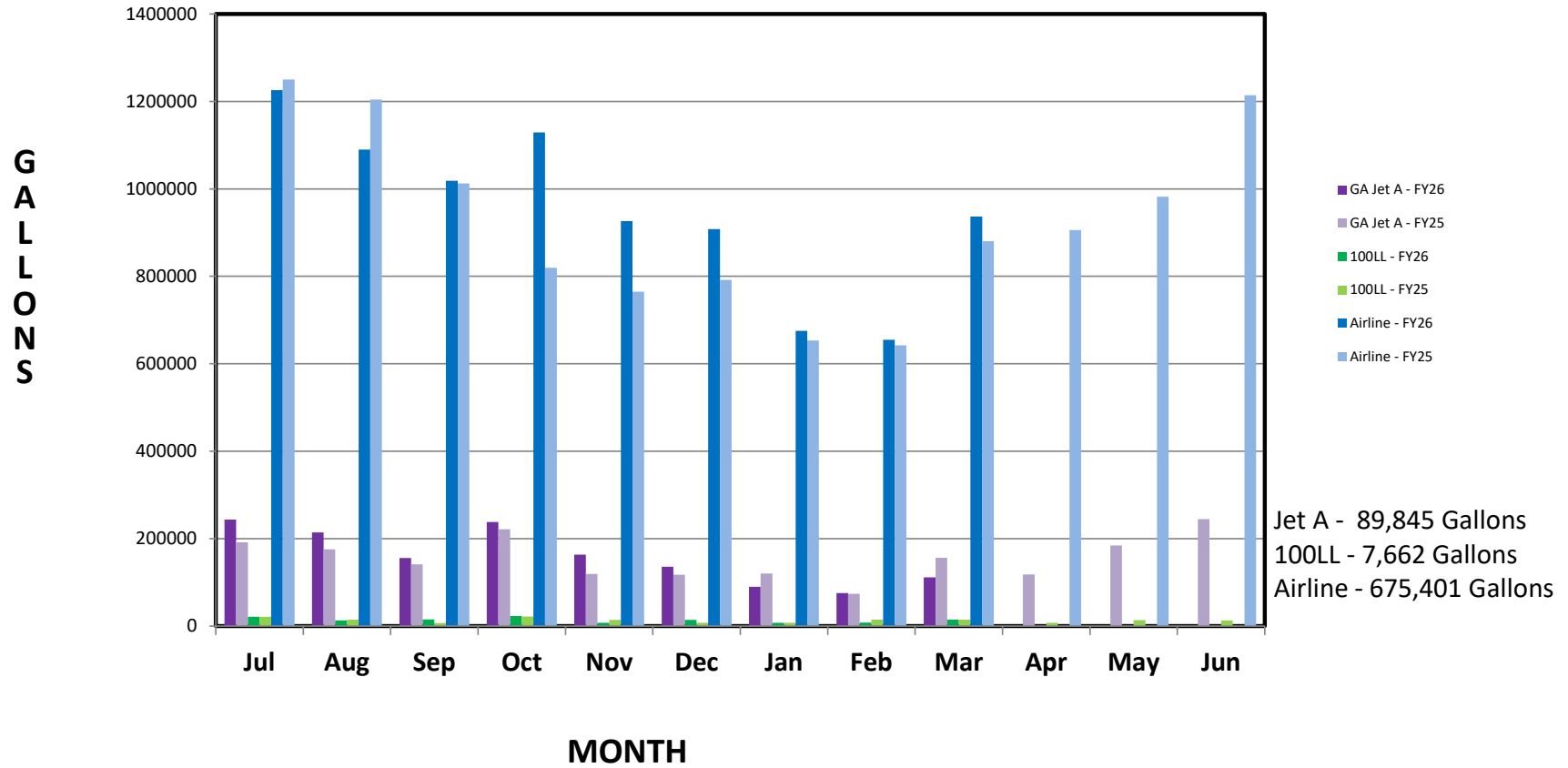
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
— FY26 AVERAGE	3012698	3012698	3012698	3012698	3012698	3012698	3012698	3012698	3012698	3012698	3012698	3012698
— FY26	3647963	3264015	3154243	3507994	3601518	2754962	2470854	2290467	2785262			
— FY25	3303967	3032969	2768582	2292634	1720983	2201701	2132696	2013186	2414867	2478326	2586018	2690342
— FY24	2827482	2615398	2446265	2609082	2349134	2176799	2240605	2031187	2226599	2431758	2535942	2401361
— FY23	2151973	2170060	1981276	2215944	1946150	1764811	1874458	1690357	2027726	1915691	2173346	2430077

Annual Operating Expenses by Month March 2026

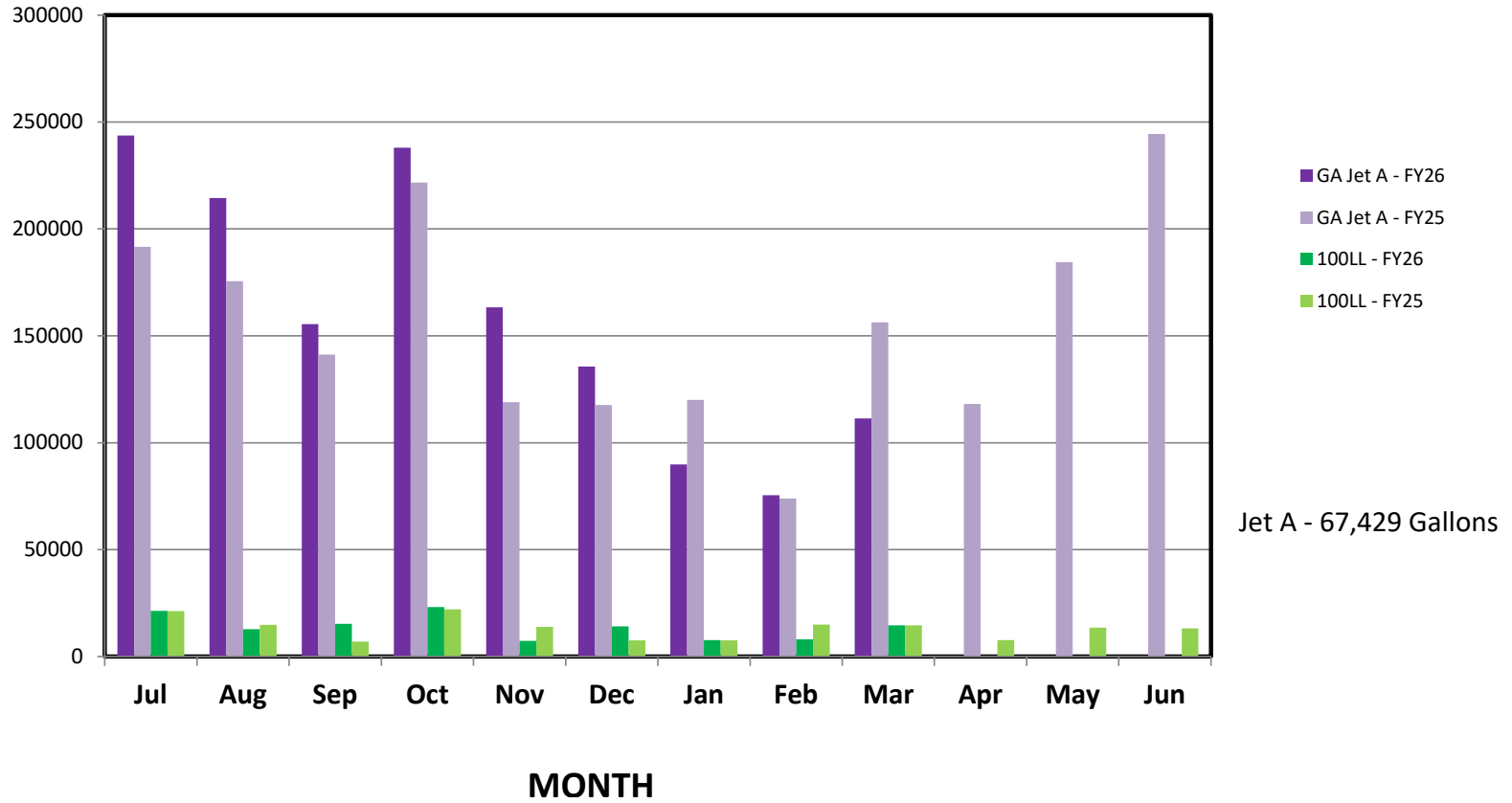


	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
— FY26 AVERAGE	1973063	1973063	1973063	1973063	1973063	1973063	1973063	1973063	1973063	1973063	1973063	1973063
— FY26	1840898	1487795	1465759	1906751	2053234	1622117	1433220	1437830	1856861			
— FY25	1359848	1526496	1176297	1324945	1695955	991982	1515101	1256400	1266420	1322820	2166154	1832386
— FY24	1103108	1135951	984187	1155931	1277375	1323577	1162760	1118844	1058605	1086390	1714067	1682357
— FY23	723941	897398	1352214	894073	970953	1204680	1064287	904765	926762	1100224	934182	2024815

**ASHEVILLE REGIONAL AIRPORT
FUEL SALES - GALLONS
March 2026**



**ASHEVILLE REGIONAL AIRPORT
GENERAL AVIATION FUEL SALES - GALLONS
March 2026**



Design Phase

Project Number	Project Name	Project Description	Professional Services Consultant	Professional Services Contract	General Contractor	Original Construction Contract	Change Orders (thru 5/1/2026)	Percent of Original Contract	Board Approved Project Cost	Percent Complete	Expensed to Date (thru 5/1/2026)	Start Date	End Date	Current Project Status (as of 5/1/2026)
1	Terminal Building Renovations	Phase 2 - Terminal Building Modernization Design	Gresham Smith	\$12,608,794	N/A	N/A	\$8,634,766	93.5%	\$21,243,560	93.5%	\$19,872,830	Nov-19	Apr-27	CA services continue.
2	Terminal Building Renovations	Program Management Services	Parsons Transportation Group, Inc.	\$1,998,796	N/A	N/A	\$0	56.8%	\$1,998,796	56.8%	\$1,135,839	Jul-23	Dec-27	Project management continues.
3	Air Traffic Control Tower	Design new facility	Pond Company	\$4,157,923	N/A	N/A	\$872,978	91.4%	\$5,030,901	91.4%	\$4,596,569	Mar-21	Nov-25	Project in closeout with design team.
4	Taxiway A Rehabilitation	Design and Construction Administration	AVCON	\$1,129,142	N/A	N/A	\$0	62.5%	\$1,129,142	62.5%	\$705,977	Jun-24	Oct-26	Project Rebid in June.
5	RON Apron	Design and Construction Administration	McFarland Johnson	\$408,380	N/A	N/A	\$143,260	74.0%	\$551,640	74.0%	\$408,207	Nov-24	Nov-26	CA services continue.
6	Overlook Parking Lot	Design and Construction Administration	Kimley-Horn	\$1,778,149	N/A	N/A	\$511,242	69.4%	\$2,289,391	69.4%	\$1,587,881	Nov-24	Nov-26	Stormwater Improvements design at 90%.
7	Parking Garage & Roadway Improvements	Design and Construction Administration	McFarland Johnson	\$4,964,318	N/A	N/A	\$0	11.9%	\$4,964,318	11.9%	\$592,146	Mar-25	Mar-27	Planning phase design services progressing.
8	Airport Entrance	Planning & Conceptual Design	McFarland Johnson	\$91,275	N/A	N/A	\$0	24.1%	\$91,275	24.1%	\$22,013	Sep-25	Sep-26	Planning phase progressing. Planning meeting with NCDOT completed.
9	Emergency Runway Reparis	Design and Construction Administration	AVCON	\$51,653	N/A	N/A	\$0	0.0%	\$51,653	0.0%	\$0	Mar-26	May-26	Planning phase.

Construction Phase

Project Number	Project Name	Project Description	Professional Services Consultant	Professional Services Contract	General Contractor	Original Construction Contract	Change Orders (thru 5/1/2026)	Percent of Original Contract	*Board Approved Project Cost	Percent Complete	Expensed to Date (thru 5/1/2026)	Start Date	End Date	Current Project Status (as of 5/1/2026)
1	Terminal Building Modernization - CMR Construction	Utilities relocation, Central Energy Plant, Equipment Purchase, Terminal building construction	Gresham Smith	Construction Cost	Hensel Phelps	\$346,881,091	\$37,107,495	66.4%	\$383,988,586	66.4%	\$254,924,218	Jan-22	Apr-28	South Baggage Claim open. Phase 2 steel erection and decking progressing. Rental Car Customer Building completion in May.
2	Air Traffic Control Tower	Construction of ATCT and Base Building Facility	Pond	Construction Cost	J Kokolakis Contracting	\$44,344,052	\$2,968,017	99.6%	\$47,312,069	99.6%	\$47,127,184	Dec-22	Dec-25	Contractor completing Punchlist. FAA progressing equipment install and testing. Cutover mid-May.
3	Overlook Parking Lot	Construction of Overlook Parking Lot and WBW extension	Kimley-Horn	Construction Cost	K.West Group	\$8,669,616	\$0	0.0%	\$10,236,616	0.0%	\$0	Nov-25	Oct-26	Site grading underway.
4	RON Apron	Construction of the RON Apron	McFarland Johnson	Construction Cost	K.West Group	\$4,798,121	\$0	0.0%	\$5,478,121	0.0%	\$0	Feb-26	Sep-26	Pavement removal completed. Progressing subgrade for concrete areas.

*(bal of approved contract)

Key strategic priorities

Governance vs. Management : Focus on setting governing direction (“guard rails”) for the organizational and holding management accountable for the execution of operational tactics. Pursue continuous educational opportunities for Authority Member development.

1. **Organizational Relevance**: Remaining relevant in an era of airport consolidation
2. **Financial Stewardship**: Sustainability/Operating Performance/Audit & Compliance
3. **Municipal Relations**: Positive relationships with all municipalities surrounding the airport
4. **Stakeholder Relations**: Positive relationships with neighbors and other community organizations
5. **Community Image**: Public Perception/Public Relations/Customer Service/Legal Entity
6. **Facilities Stewardship**: Future Master Facilities Plan
7. **Environmental Stewardship**: Accountability/Awareness of Environmental Issues
8. **Economic Development**: Engage Community Partners/Airline Service Development
9. **Vendor-Partner Relations**: General Aviation/Rental Car Agencies/Vendors
10. **Public Safety**: Airport Emergency Safety/TSA Relations/Municipal Partners
11. **Organizational Accountability**: President & CEO Supervision