

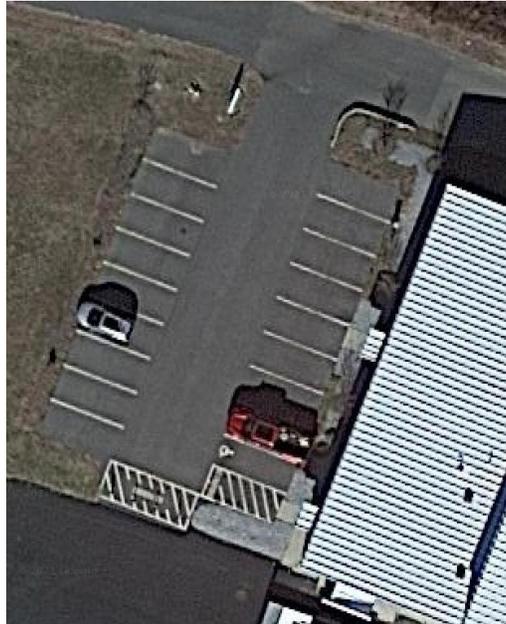
EXHIBIT A



EXHIBIT B

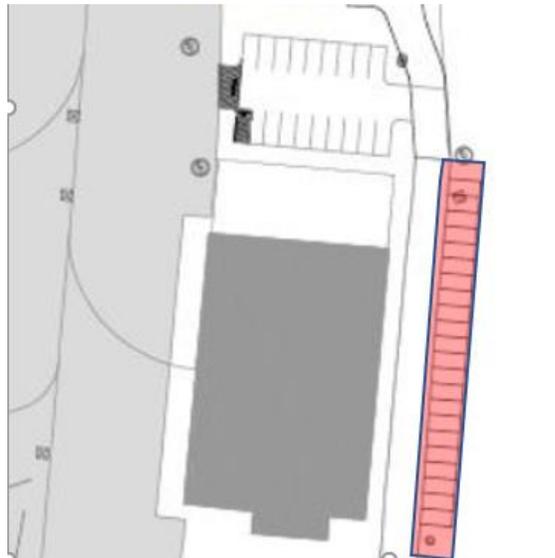
Current Adjacent Parking (Exclusive)

18 marked spots



Planned Additional Adjacent Parking (Exclusive)

20+ marked spots



Planned Additional Shared Parking (Not Exclusive)

20+ marked spots

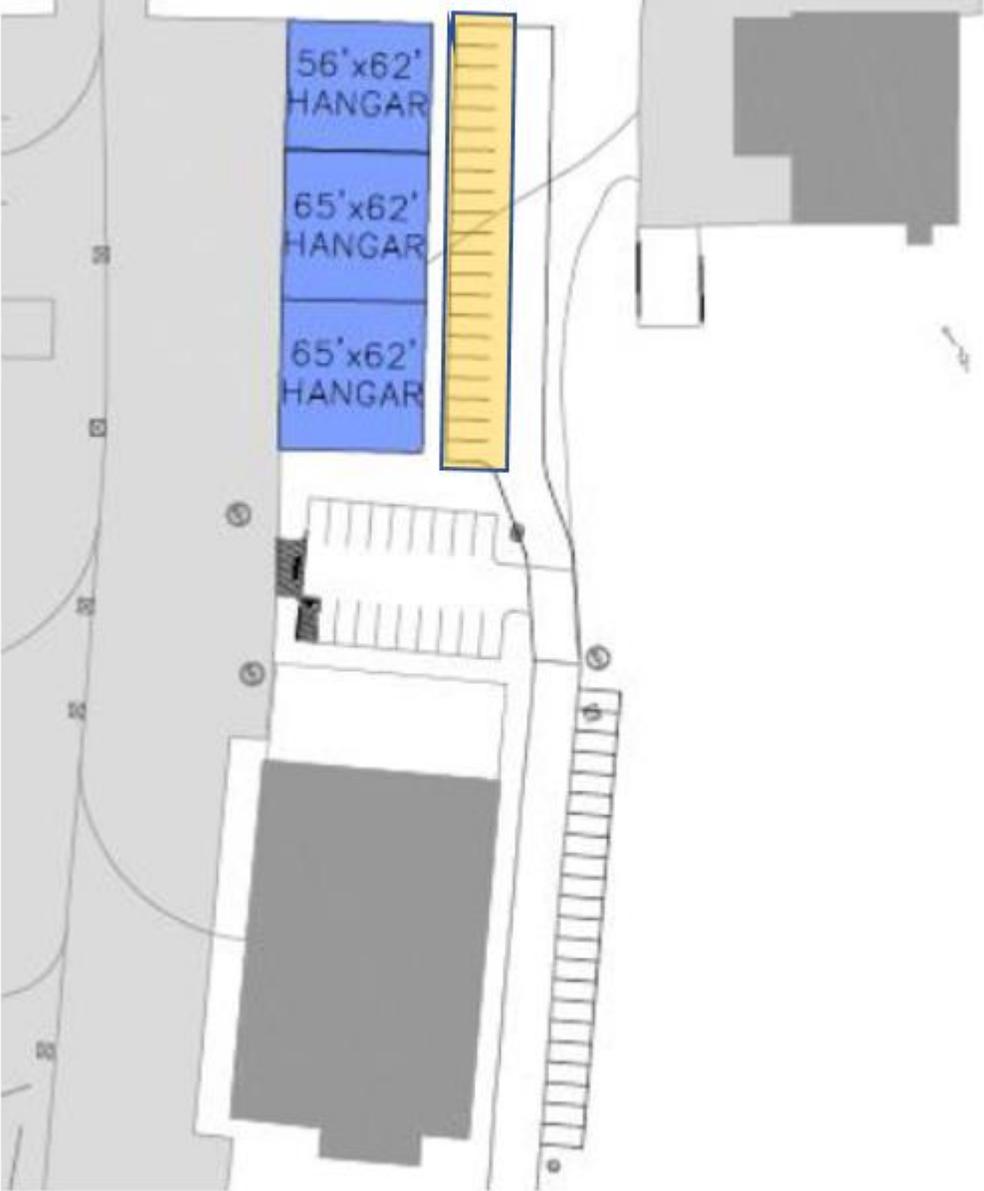
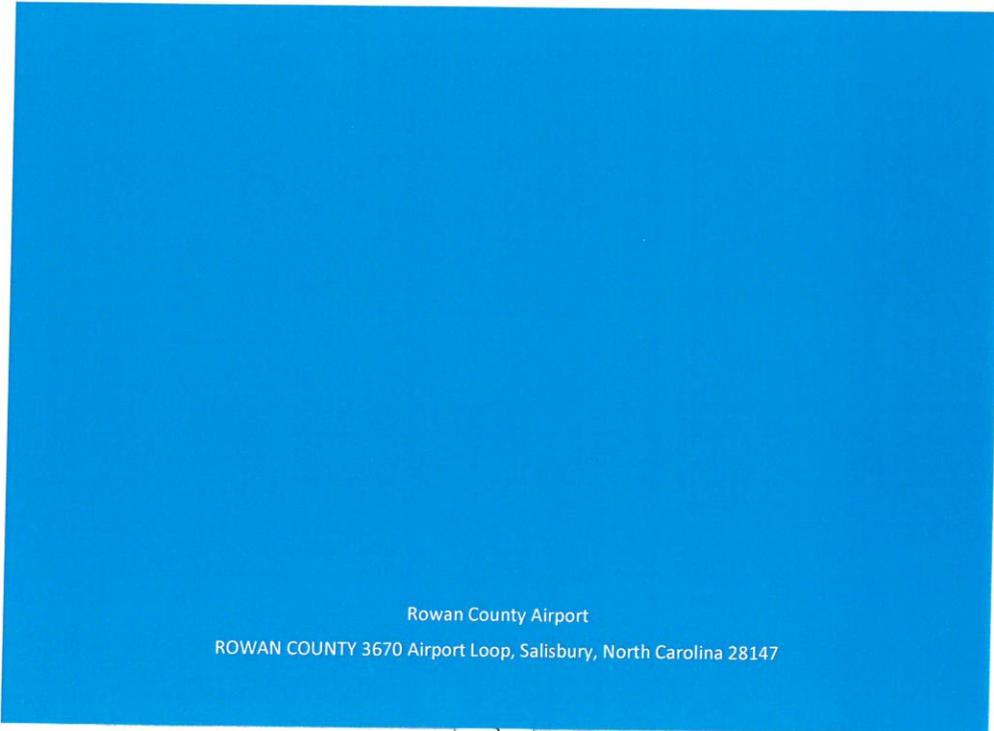


EXHIBIT C

Airport Minimum Standards and Requirements



ROWAN COUNTY AIRPORT
MINIMUM STANDARDS AND REQUIREMENTS



Rowan County Airport
ROWAN COUNTY 3670 Airport Loop, Salisbury, North Carolina 28147

I. INTRODUCTION

The County of Rowan (hereinafter referred to as the "County"), as owner and Sponsor of the Rowan County Airport (hereinafter known as "Airport"), being responsible for all aspects of the administration of this public, general aviation facility, and in order to foster, encourage and ensure the economic growth and orderly development of aviation and related aeronautical activities and facilities for the users of the Airport, has established certain standards and requirements as provided in this section.

The following sections set forth the Minimum Standards and Requirements (hereinafter referred to as "Minimum Standards" for a person or persons, partnership, company, trust or corporation engaging in one or more activities and/or operations at the Airport. These Minimum Standards are not intended to be all-inclusive as Airport users will be subject additionally to applicable federal, state and local laws, codes and ordinances and other similar regulatory measures, including the most recent version of the Airport Rules and Regulations pertaining to all such activities.

Throughout the Minimum Standards, Commercial and Non-Commercial Aviation Operators, person or persons, partnership, company, trust or corporation may be referred to interchangeably as "Operator" or Person"

These Minimum Standards are also designed to comply with F.A.A. Advisory Circular 150/5190-7 MINIMUM STANDARDS FOR COMMERCIAL AERONAUTICAL ACTIVITIES dated 8/28/06 when applicable.

A written agreement, properly executed by the County and the Operator is a prerequisite to tenancy on the Airport. Additionally, both the written agreement and tenancy are prerequisites to the commencement thereon of any of the commercial aeronautical services and activities operations herein contained and specified. All contract provisions, however, must be compatible with the Minimum Standards herein contained and will not change or modify the standards and requirements themselves. These Minimum Standards and Requirements shall be included in whole, in part or by reference as part of all leases between the County and any Person desiring to be based on the Airport or engage in any commercial aeronautical services and activities. Information relative to rentals, fees and charges applicable to the aeronautical services included herein will be made available to the prospective commercial operator by the official representative of the County at the time of application or during the contract negotiations.

These Minimum Standards shall apply to anyone who enters the Airport Property, conducts a commercial or non-commercial operation at the Airport, and are consistent with the approved Airport Layout Plan (ALP). Entry upon or into the Airport by any person shall constitute an agreement by such person to comply with these Minimum Standards. These Minimum Standards may be supplemented and amended by the County from time to time and in such manner and to such extent as is deemed proper.

II. DEFINITIONS

AERONAUTICAL ACTIVITY - Any activity that involves, makes possible, or is required for the operation of aircraft or that contributes to or is required for the safety of such operations. It includes, but is not limited to:

- Air taxi and charter operations.
- Scheduled or nonscheduled air carrier services
- Pilot training
- Aircraft rental and sightseeing
- Aerial photography
- Crop dusting
- Aerial advertising and surveying
- Aircraft sales and service
- Aircraft storage
- Sale of aviation petroleum products
- Repair and maintenance of aircraft
- Sale of aircraft parts
- Parachute activities
- Ultralight activities
- Sport pilot activities
- Military flight operations

Whether or not conducted in conjunction with other included activities, repair and maintenance of aircraft, sale of aircraft parts, and any other activities that because of their direct relationship to the operation of aircraft can appropriately be regarded as an "Aeronautical Activity".

AIRPORT LAYOUT PLAN - The plan of the Airport showing the layout of existing and proposed airport facilities.

AIRPORT DIRECTOR - the duly appointed person responsible to the county manager for the overall operation and development of the airport, or the director's designated representative.

COMMERCIAL AVIATION OPERATOR - A Commercial Aviation Operator is defined as a person engaging in an activity which involves, makes possible, or is required for the operation of aircraft, or which contributes to, or is required for the safe conduct and utility of such aircraft operations, the purpose of such activity being to secure earnings, income, compensation, or profit, whether or not such objective or objectives are accomplished.

COMMERCIAL HANGAR OPERATOR - A Commercial Hangar Operator is an entity that develops, constructs, and/or owns one or more hangar structures for the primary purpose of storing aircraft used for Commercial purposes only.

COUNTY- The County of Rowan.

INDEPENDENT OPERATOR - A commercial operator offering a single aeronautical service without an established place of business on the airport. Rowan County may or may not allow this type of servicing to exist on the airport.

MINIMUM STANDARDS - The qualifications that are established by Rowan County as the minimum requirements to be met as a condition for the right to conduct an aeronautical activity on the Airport.

NON-AVIATION SERVICES OPERATOR - An operator located on the airport that engages in non-aeronautical activities such as a restaurant, gift shop, or other retail establishment. Such an operator may not engage in any of the activities covered by a SASO agreement.

NON-COMMERCIAL HANGAR OPERATOR - A Non-Commercial Hangar Operator is an entity that develops, constructs, and/or owns one or more hangar structures for the primary purpose of storing aircraft used for Non-Commercial purposes only.

RAMP/APRON - an area on the Airport or intended to accommodate aircraft for the purposes of parking, loading and unloading passengers or cargo, refueling, or maintenance.

SPECIALIZED AVIATION SERVICE OPERATOR (SASO) Also known as a Limited FBO agreement- An aeronautical business that offers a single or limited service. Examples of these specialized services may include aircraft flight training, airframe and powerplant repair/maintenance, aircraft charter, air taxi or air ambulance, aircraft sales, avionics, instrument or propeller services, or other specialized commercial flight support business. For example, with approval from the County, a Specialized Aviation Service Operator may offer one or more of the following activities:

- Aircraft Service and Repair as defined in 14 CFR Part 43
 - Rental or Flight Instruction subject to required certification
 - Aircraft Charter or Aircraft Management as defined in 14 CFR Part 135 or Part 125
 - Aircraft Sales
 - Specialized Commercial Aeronautical Services
 - Aircraft Hangar Storage
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III. COMMERCIAL OPERATIONS

A. STATEMENT OF POLICY FOR COMMERCIAL OPERATORS

The Minimum Standards identifies qualifications established by the County as the minimum requirements to be met as a condition for the right to conduct a commercial aeronautical activity at the Rowan County Airport. The purpose of the Minimum Standards is to provide a fair and reasonable opportunity, without unlawful discrimination, to all applicants to qualify, or otherwise compete to occupy available airport land and/or improvements and engage in authorized aeronautical activities at an airport. The minimum standards provide consistent threshold requirements to promote "fair competition" among operators. Proposals meeting the Minimum Standards and Requirements as established by the County and set forth herein for Commercial Aeronautical Services and Activities at the Airport will be presented to the County for approval.

In all cases where the words "standards" or "requirements" appear, it shall be understood that they are modified by the word "minimum." All Operators will be encouraged to exceed the "minimums". No Operators will be allowed to operate or provide services less than the "minimums" without prior approval from the County. These "minimums" are established herein as a means of governing for the public the quality and level of services that are offered to the public in connection with the conduct of particular aeronautical activity on the Airport. Another purpose of these standards is to ensure, in the public interest, the safe conduct of all aeronautical activities at this Airport.

These standards shall also educate and inform prospective operators as to the business environment, planned activity for the future, and contractual requirements of the County. Contingent upon its qualifications, in meeting the established Minimum Standards with the County and the payment of the prescribed rentals, fees and charges, the Operator shall have the right and privilege of conducting the activity or activities specified by written contract with the County. The granting of such right and privilege, however, shall not be construed in any manner as affording the Operator any exclusive right of use of the premises and facilities and the Airport other than those premises that may be leased exclusively to it, and then only to the extent provided in the written contract. The County reserves and retains the right for the use of the Airport by others who may desire to use the same, pursuant to applicable federal, state and local laws, ordinances, codes, minimum standards and other regulatory measures pertaining to such use. The County further reserves the right to designate the specific Airport areas in which the individual, or a combination of, aeronautical services may be conducted. Such designation shall give consideration to the nature and extent of the operation and the lands and improvements available for such purpose, consistent with the orderly and safe operation of the Airport.

B. PROPRIETARY EXCLUSIVE ACTIVITIES

As provided for in FAA Airport Compliance Order 5190.6B, Rowan County has exercised its proprietary right to provide certain aeronautical activities exclusively, including FBO services such as aircraft fueling, aircraft servicing, and property management.

- a. AIRCRAFT FUELING - Rowan County shall be the sole commercial purveyor of aviation petroleum products at the Rowan County Airport.
- b. AIRCRAFT SERVICING - Rowan County shall be the sole provider of aircraft servicing to the public which shall include, but is not limited to, parking, securing, loading and unloading, crew and passenger lounge facilities, fluid level servicing, aircraft towing, and other such services that are commonly associated with aircraft arrivals and departures.

Aircraft self-servicing, like self-fueling, may also be accomplished by an aircraft owner provided such servicing is accomplished by the aircraft owner, his employees, or the exclusive lessee of an aircraft, using resources supplied by the aircraft owner and provided such operations are conducted in accordance with established regulations of the Rowan County Board of Commissioners. A co-op (an organization formed by several aircraft owners for the purpose of self-fueling) is prohibited from engaging in self-fueling operations.

- c. PROPERTY MANAGEMENT - Rowan County shall be the sole lessor of airport property and facilities for aeronautical activities at the Rowan County Airport, unless otherwise permitted in a contractual agreement.
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C. AIRPORT TENANCY PRE-REQUIREMENTS

All prospective commercial tenants shall submit to Airport Management, an application for tenancy available in the Airport Administration office or online through the Airport's website. The request must contain the following information and, thereafter, the County may request such additional information as necessary.

a. INTENDED SCOPE OF ACTIVITIES - The prospective tenant must submit a detailed description of the scope of the intended operation, and the means and methods to be employed to accomplish the contemplated operating standards and requirements, including, but not limited to, the following:

- The name, address, and telephone number of the applicant, all other individuals or parties having an interest and/or investment in the proposed operation, and the percentage or nature of their ownership.
- The requested or proposed commencement date
- The size and location of land and/or buildings requested.
- The size and location of facility/land to be constructed or leased.
- The number of aircraft to be hangared (as applicable).
- The number of persons to be employed (including the names and qualifications of each person).
- The services to be offered (as applicable)
- The hours of proposed operation.

b. FINANCIAL RESPONSIBILITY AND CAPABILITY - The prospective Operator must provide a statement, satisfactory to the County, in evidence of its financial responsibility, from an area financial institution or from such other source that may be acceptable to the County and readily verified through normal banking channels. The prospective Operator must also demonstrate financial capability to initiate operations for the construction of improvements and appurtenances that may be required commensurate with the concept of the proposed operation, or operations, and shall also indicate its ability to provide working capital to carry on the contemplated operations, once initiated. Additionally, a performance bond will be required to initiate construction.

c. EXPERIENCE REQUIREMENTS FOR COMMERCIAL OPERATORS - The prospective Operator shall furnish the County with a statement of past experiences of the principals and/or employees in:

- The specified aviation services selected by it and to be supplied by it on the Airport
 - Related fields of endeavor, together with a statement that the principals and/or
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- employees have the ability to perform the selected services
- A statement outlining any and all previous involvement at the airport by any principle and/or employees

d. ACTION ON APPLICATIONS - Grounds for denying an application or for rejecting an application shall include but not be limited to any one or more of the following:

- The applicant does not meet the qualifications, standards, and requirements established by any applicable regulations and standards as determined by the Board of Commissioners.
 - The applicants proposed operations or construction would create a safety hazard. The FAA or applicable government agencies may be the final decision maker when determining safety hazards.
 - The granting of the application will require the Airport to spend funds, or to supply labor or materials, which has not been budgeted or is unavailable.
 - There is no appropriate, adequate, or available space or building on the Airport to accommodate the applicant at the time of the application as determined by the Board of Commissioners.
 - The proposed operation, Airport development, or construction does not comply with the FAA approved Airport Layout Plan for the Airport.
 - The development or use of the area requested by the applicant will result in depriving existing tenants of portions of the area which they are operating; will result in congestion of aircraft or buildings; or will unduly interfere with the operations of any present tenant on the Airport.
 - The applicant has supplied the County or any other persons with any false information or has misrepresented any material fact or has failed to make full disclosure in his/her application or in supporting documents.
 - The applicant has violated any of these regulations and standards, or the regulations and standards of any other airport, of the Federal Aviation Regulations or any other regulation, statutes, ordinances, laws, orders, or rules applicable to the Airport or any other airport.
 - The applicant has defaulted in the performance of any lease or any other agreement with the County.
 - The applicant's activities or operations have been or could be detrimental to the Airport or any other airport.
 - The applicant has committed any crime or violation of any Federal, State, City, or
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County ordinance of such a nature that it indicates to the County that the applicant would not be a desirable operator on the Airport.

e. SUPPORTING DOCUMENTS - All applicants shall submit the following supporting documents to the County, together with other such documents and information as may be requested by the County:

- A completed Airport Lease Application packet with all the required supporting documentation.
 - A current financial statement prepared by a licensed financial entity demonstrating the financial capabilities to sustain the business.
 - A written listing of assets owned or being purchased, which will be used in the applicant's operation at the Airport.
 - A current credit report on the applicant principals, co-owners or partners.
 - A description of previous experience in airport services complete with references, a listing of key personnel to be assigned to the Rowan County Airport and a description of duties, responsibilities and prior experience of such personnel.
 - A written and signed authorization permitting the FAA, all Airports, Aviation or Aeronautical Commissions, Administrators, or Departments of all State in which the applicant or its key personnel have engaged in aviation business to supply the County with all background information in their files relating to the applicant, his/her operation or the applicant's key personnel. The applicant shall execute such forms, releases and discharges as may be requested by any of these agencies or by the County or by the Airport Management.
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D. LEASE AND OPERATIONS AGREEMENTS

- a. COMMERCIAL BUSINESS ACTIVITY COMPLIANCE - Subject to applicable orders, certificates or permits of the FAA, or their successors, Grant Agreements with the FAA, and the laws of the County of Rowan, no person shall use the Airport or any portion thereof or any of its improvements or facilities for commercial business or aeronautical activities who has not first obtained the consent and required approval, leases, operating permits, and/or licenses for such use from Rowan County.
- b. REQUIREMENT OF A WRITTEN AGREEMENT - Prior to the commencement of operations, the prospective Commercial Aviation Operator will be required to enter into a written agreement with the County, which agreement will recite the terms and conditions under which it will operate its business on the Airport, including, but not limited to, the term of the agreement; fees and the rights, privileges and obligations of the respective parties; and other relevant covenants. These minimum standards are not intended to be a complete recitation of all of the provisions to be included in the written agreement. Such lease provisions, however will neither change nor modify the Minimum Standards.

E. NEW CONSTRUCTION SITE DEVELOPMENT STANDARDS - In addition to the Construction Standards (current edition), the following provisions, shall be set forth in each agreement between any Operator and the County.

a. Proposed Facilities

- The County shall consider conformance to the Capital Improvement Plan for the Airport, Airport Master Plan, and Approved Airport Layout Plan prior to the approval or denial of any construction or development at the Airport. The County must approve the plans and specifications prior to construction, and the notice of proposed construction (FAA form 7460) required by FAR Part 77 must be submitted to the County for review and signature, prior to submittal to the FAA, Memphis Airports District Office. Also, the appropriate FAA Environmental form shall be completed for the County's review and submittal to the FAA – Memphis Airports District Office. No building, structure, tiedown, ramp, paved taxi area or any other improvement or addition on the Airport shall be placed or constructed, enacted, altered or removed without prior written approval of the County. Prior to such work being done, the County, at its discretion, may require a work bond, letter of credit or other surety to guarantee the work. The form of such bond, letter of credit or surety shall be subject to approval by the County.
 - All areas leased from the Airport shall also provide access to auto parking. When applicable all buildings shall at least provide for office space and restrooms.
 - The Operator will be required to maintain the leased premises in a safe and adequate manner at all times.
 - All properties must be properly lit and heated. Sufficient exterior lighting shall be
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provided, to allow safe access to the site during night hours.

- All exterior signage must be approved by Airport Management prior to construction.

E. BUILDING AND STRUCTURE IMPROVEMENT STANDARDS

- a. Improvement Construction - All improvements must receive County approval, appropriate construction permits and when applicable, FAA form 7460-1 prior to construction start.
- b. Residences Prohibited - No persons will be allowed to construct or establish living quarters nor may they reside in an airport facility except for authorized emergency services personnel who reside in authorized areas on the airport.
- c. Approval Process - The approval process by the County of all new airport construction will be conducted using the site plan, land lease, and operation agreement as established and amended by the County Commission, which is available in the airport administration office at Rowan County Airport. This process includes actions by the County's planning division where all site and construction plans shall be reviewed in accordance with the Rowan County and Salisbury City code and policy. Applicable approval and appropriate development fees will be acquired and paid for prior to construction start.
- d. Payment and Completion Bonds Required - All developers of infrastructure of any kind on airport property shall be required to furnish the County payment and completion bonds commensurate with any construction required under the standards herein fixed or under any contract or lease by and between such developer and the County.

G. PERSONNEL - The Operator shall have in its employ and on duty during operating hours, trained personnel in such numbers as are required to meet the Minimum Standards and Requirements set forth herein, in an efficient manner for each aeronautical service being performed. All personnel required to hold Federal Aviation Administration (FAA) certificates and ratings to offer aeronautical services shall maintain such certificates and ratings on a current basis.

H. MAINTENANCE

- a. The Lessee is responsible for maintenance in and around the premises (i.e. removal of debris and vegetation) within the leasehold area. All maintenance of any County-owned buildings leased or rented to an Operator, along with the maintenance of the hangar doors, floors, utilities and cost for trash removal shall be borne by the Operator unless otherwise stated in the lease agreement. Utility line maintenance outside the Operator's delineated property boundary shall be the County's responsibility. Grass mowing and landscape maintenance shall be the County's responsibility.
 - b. Rowan County reserves the right to enter upon the Property in a reasonable manner and time with proper 24 hour notice in order to monitor compliance with the lease agreement. The County will not unreasonably interfere with Lessee's use and quiet
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enjoyment of the Property. A period of Thirty (30) days will be afforded to resolve any issues identified.

- I. DISPOSAL OF AIRPORT GENERATED WASTE - Each tenant shall comply with all federal, state and local statutes, rules and regulations for the adequate and sanitary handling and legal disposal, away from the Airport, of its regular cartage, hazardous waste and other materials, including but not limited to used oil, solvents, fueling of all aircraft and other chemical waste and other containers. The piling or storage of crates, boxes, barrels and other containers will not be permitted within the leased premises, including building interiors.
 - J. NON-DISCRIMINATORY PRICING - As set forth by the FAA by way of its Airport Sponsor Assurance, specifically Grant Assurance 22, airports which are developed with Federal grant assistance are required to operate for the benefit of the public and are to be made available to all types, kinds, and classes of aeronautical activity on fair and reasonable terms and without unjust discrimination. As the airport sponsor, Rowan County is required to adhere to these requirements, as well as incorporating these provisions into any agreements for use of airport property.
 - K. HANGAR AND TIE DOWN RENTALS - Only those operators authorized by Lease agreements may rent hangar space areas to third parties. Rates charged for hangar space, t-hangar rentals, products and service charges shall not be excessive, discriminatory or unreasonable and shall be filed with the County. Upon request of Airport Management, Operators leasing hangar shall provide a list to Airport Management of names and addresses of all aircraft owners leasing, subleasing or utilizing t-hangars.
 - L. GUIDELINES FOR TERM OF LEASES - The maximum term of a Lease at the airport may not exceed 20 years. Non-aviation Leases are subject to FAA approval every 3 years. When determining the length of a Lease term, consideration is given relative to the period of time necessary to amortize the investment being made in any new construction project, or improvements to leased buildings and/or property.
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M. MISCELLANEOUS RESTRICTIONS

- No right, privilege, permit, or license to do business at the Airport or any lease of any area of the Airport or part thereof shall be assigned, sold or otherwise transferred or conveyed in whole or in part without the prior approval of the County.
 - No lease, or portion thereof may be assigned or sublet without the expressed written approval of the County and all assignees or subleases approved by the County shall reference and comply with regulations and minimum standards.
 - Tenants must utilize leased space for the intended purpose of the approved commercial operation. Other non-aeronautical uses, such as the storage of recreational type vehicles, including but not limited to RVs, motorhomes, ATVs, boats, and jet skis is not permitted. This does not include equipment incidental to the operation of aircraft, such as tugs or tractors specifically used for towing aircraft.
 - No person or firm shall engage in commercial flight instruction originating at the Airport unless prior to giving such instruction they have a signed agreement with the County, registered their current flight instructor's certificate with the Airport Director and also filed certificates of all insurance, as required for the protection of the County, instructor and student. For further information, see Flight Instruction minimum standards
 - No person or firm shall utilize the services of a certified Airframe and Powerplant mechanic or Authorized Inspector unless such mechanic or inspector is an employee of said person or firm, is an employee of a Fixed Base Operator, or Specialized Aviation Service Operator with a current Operating Agreement with the County or other authorization from the Airport Director's office permitting such activity.
 - No right or privilege has been granted to the Operator which would operate to prevent any person, firm or corporation operating aircraft at the Airport from performing any services on its own aircraft with its own regular employees (including but not limited to maintenance and repair) that it may choose to perform.
 - Nothing herein contained shall be construed to grant or authorize the granting of an exclusive right other than rights of possession to the premises duly leased from Rowan County by the Operator.
 - The Airport reserves the right to further develop or improve the Airport as it sees fit, regardless of the desires or view of the Operator, and without interference or hindrance. The Airport shall make every effort to minimize the disruption of normal Airport usage during periods of repair or further Airport development.
 - The Airport reserves the right to maintain and keep in repair the landing area of the Airport and all publicly owned facilities of the Airport, together with the right to direct and control all activities of the Operator in this regard.
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N. SPECIALIZED AVIATION SERVICE OPERATOR GENERAL REGULATIONS

A Specialized Aviation Service Operator (SASO) is an aeronautical business that offers a single or limited service such as aircraft maintenance, painting, and ground and flight instruction at the Rowan County Airport. This does not include aircraft fueling or servicing.

- a. FACILITIES - Each SASO is required to provide and maintain an office, which shall be staffed and open to the public during normal business hours of each normal business day. Such office shall be the Operator's office or place of business on the Airport. These facilities shall be kept in a clean and orderly condition and properly painted. Only one office shall be required of each SASO. No SASO, its employees, agents, officers, or other persons connected with the business shall use the office area or other facilities of any other SASO without consent of said SASO and the County.

Unless otherwise provided for in a lease agreement with the County for a County owned facility, the SASO shall, at its own expense, provide, construct, install, equip and maintain all utilities, buildings, structures, and all other facilities and improvements for the SASO to carry on the activities or services authorized by the County.

- b. AGREEMENT REQUIRED - Each SASO shall enter into agreement with the County that shall include an agreement on the part of the SASO to accept, to be bound by, to comply with, and to conduct its business operations in accordance with these regulations and standards, and to agree that this approval and authority to carry on business at the Airport shall be subject to these regulations and standards.
- c. PAYMENTS - The SASO shall promptly pay, when due, all financial obligations as per the Lease agreement with the County.
- d. IMPROVEMENTS - Plans, specifications, and FAA Form 7460-1 for any construction required by the County shall be submitted to Airport Management for review and approval. Construction shall commence in accordance with the timeframes stated in the lease agreement. Unless otherwise provided in an SASO lease agreement, the County for good cause may extend the deadlines provided. All construction shall comply with guidelines and applicable building codes and other ordinances, and the proper permits shall be secured and the fees shall be paid by the SASO.
- e. AREA OF OPERATION - Unless otherwise provided by the County, all operations of the SASO shall be conducted in an area of sufficient size to accommodate all services for which the Operator is approved. The SASO shall conduct its business operations strictly within the areas assigned it by the Lease and its operations shall not in any way interfere with the operations of the other agencies, or businesses operating at the Airport; the use of the Airport by the general public; or with any common use areas. The SASO shall not use any common use areas except as authorized by these regulations and standards or by the Lease.
- f. COLLABORATION - A SASO shall cooperate with the County in their operation,
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management, and control of the Airport and shall help to promote and develop the Airport into an attractive, efficient and modern facility.

- g. CONFLICT RESOLUTION - Complaints by any person other than the County, against any SASO for violation of these standards, or the terms of the SASO agreement shall be in set forth writing and filed with Airport Management. All complaints shall be signed by the person making the complaint and shall provide details regarding the complaint such as, but not limited to, dates, times, facts, and witnesses, if any.
- h. INDEMNITY - The SASO shall indemnify and hold harmless the COUNTY OF ROWAN, the County's consultant (if any), its agents, employees or any other person against all claims, expenses (including attorney's fees), losses and liabilities of whatsoever nature as defined by Lease provisions.
- i. SERVICES PROVIDED - The SASO shall furnish all services authorized or approved by its Lease, on a fair and not unlawfully discriminatory basis, to all persons and shall charge fair, reasonable, and not unlawfully discriminatory, prices for each unit of service.

Each SASO, upon being fully authorized to construct any required physical facilities, shall commence and conduct on a full-time basis within a reasonable amount of time, all business activities and services upon completion of said facilities.

- j. INSPECTION - The County or any authorized representative of Airport Management shall have the right to inspect at any time all Airport Premises together with all structures or improvements and all aircraft, equipment, all licenses and registrations and all records of the SASO or its officers, agents, or representatives of agents.
 - k. AIRCRAFT PARKING - The SASO shall park and store the aircraft used in its operations and its customers' aircraft only in areas assigned to it by Lease unless alternate arrangements for such parking or storage are made with Airport Management.
 - l. LEASE TERMINATION PROCESS - The County may, at its discretion, terminate any lease or other agreements authorizing the SASO to conduct services or businesses at the Airport, which said termination shall automatically revoke the SASO 's lease, for any cause or reason provided in Airport regulations and standards or of the terms of any agreement between the County and the SASO, and in addition thereto, upon the happening of any one or more of the following:
 - Filing of a petition, voluntarily or involuntarily, for the adjudication of the SASO as bankrupt.
 - The SASO making any general assignment for the benefit of creditors without prior approval of Rowan County.
 - Abandonment or discontinuance of any permitted operation at the Airport by the SASO or the failure to conduct operation on a full-time basis for 90 days without the
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prior approval of the County.

- Failure of the SASO to remedy any default or breach of violations by its personnel in, observing, performing and complying with these standards and the terms, covenants and conditions in any lease or agreement within thirty (30) days from the date of the written notice from the County has been mailed or delivered to the place of business of the SASO at the Airport.
 - Failure to promptly pay to the County, when due, all rents, charges, fees and other payments which are payable to the County by the SASO.
 - Operation of the business of the SASO so as to create a safety hazard on the Airport for other Airport users aircraft or property at the Airport, the general public or any other pilots, students or passengers as determined by the Airport Director, at its sole discretion.
 - The discovery that the SASO has misrepresented, misstated, falsified, withheld or failed to make full or accurate disclosure of any information.
 - Any action or omissions of the SASO or its principals, which adversely affect or may adversely, affect the mission of the Airport.
 - In the event of written notice of termination of a lease, the SASO shall immediately and peaceably vacate the Airport, shall surrender possession of the premises to the County, and shall cease and desist all business operations at the Airport. Should the SASO fail to make such surrender, the County shall have the right and without notice to the SASO, to enter and take full possession of the space occupied by the SASO by force or otherwise, and to expel, oust, and remove any and all persons that may be found within or upon the property at the sole expense of the SASO and without being liable to prosecution or to any claim for damages. Upon such termination by the County, all rights, powers and privileges of the SASO shall cease and the SASO shall make no claim of any kind whatsoever against the County, its agents, representatives by reason of such termination, or any act or omission related thereto.
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F. SPECIALIZED AVIATION SERVICE OPERATOR MINIMUM STANDARDS

In addition to the General Requirements set forth in previous sections, each SASO at the Airport shall comply with the following minimum standards specific to their operation set forth in this Section.

- a. AIRCRAFT MAINTENANCE OPERATOR An Aircraft Service and Repair Operator is a Commercial Operator engaged in providing Aircraft Maintenance, Painting, Avionics, and Aircraft Interior repair (as defined in 14 CFR Part 43) for aircraft other than those owned, leased, and/or operated by (and under the full and exclusive control of) the Operator, which includes the sale of aircraft parts and accessories.

Each Aircraft Maintenance Operator shall comply with the following minimum set forth in this section.

1. Leased Premises - An Operator engaging in this activity shall lease an existing facility that meets these standards or adequate area of land on which to construct a hangar and apron/paved tie down facilities to accommodate all activities of the Operator, but not less than the following
 - Apron/Paved Tie-downs - Sufficient area to accommodate all aircraft having a minimum wingspan of the largest aircraft to be repaired.
 - Customer Area - Provide access to a customer lounge which is heated, air conditioned and lighted, with access to restrooms for customer use.
 - Administrative Area - Administrative area shall include adequate and dedicated space for employee offices, work areas, and storage.
 - Hangar Area - Hangar area shall be at least equal to the square footage required for the type of aircraft maintenance being provided.
 - Maintenance Area - Maintenance area shall include adequate and dedicated space for employee work areas, shop areas, and storage for aircraft parts and equipment.
 2. Licenses and Certification - An Operator conducting Turboprop or Turbojet Aircraft Maintenance shall be properly certified as an FAA Repair Station. All Operators' personnel shall be properly certified, if applicable, by the FAA, current, and hold the appropriate ratings and medical certification for the work being performed. Certifications must be submitted to the Airport Director for review upon request. Rowan County reserves the right to verify certificate currency with or without notice.
 3. Personnel - An Operator shall provide a sufficient number of personnel to adequately and safely carry out aircraft maintenance in a courteous, prompt, and efficient manner and meet the reasonable demands of the public for this activity.
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4. Equipment - Operator shall provide sufficient equipment, supplies, and availability of parts as required. Equipment requirements include items such as tugs, tow bars, jacks, aircraft manuals, dollies, and other equipment, supplies, and parts required to perform the activity.
5. Hours of Activity - Operator shall have established business hours and posted contact information. Services shall be available to meet the reasonable demands of the public. Operator must be accessible for after-hours service calls and emergency repairs.

- b. AIRCRAFT RENTAL OR FLIGHT TRAINING OPERATOR An Aircraft Rental Operator is a Commercial Aviation Operator engaged in the rental of aircraft. A Flight Training Operator is a Commercial Aviation Operator engaged in providing flight instruction.

Each Aircraft Rental or Flight Training Operator at the Airport shall comply with the following minimums as set forth in this section:

1. Leased Premises - An Operator engaging in this activity shall lease an existing facility that meets these standards or adequate area of land on which to construct a hangar and apron/paved tie down facilities to accommodate all activities of the Operator, but not less than the following:
 - Apron/Paved Tie-downs - Sufficient area to accommodate all aircraft being rented or utilized for training. If Operator utilizes a hangar for the full-time storage of Operator's entire fleet at the Airport, paved tie downs are not required unless temporary Apron/Paved Tiedown storage (i.e., daytime) is required.
 - Customer Area - Provide a customer lounge which is heated, air conditioned and lighted with access to restrooms for customer use. The customer lounge shall include a student debriefing area and classroom and have direct airside access for customer use and direct landside access to customer parking.
 - Administrative Area - Administrative area shall include adequate and dedicated space for employee offices, work areas, and storage.
 - Hangar Area - If required, shall large enough to accommodate the largest aircraft in Operator's fleet at the Airport maintained by Operator.
 - Maintenance Area - If required, shall include adequate and dedicated space for employee work areas, shop areas, and storage for aircraft parts and equipment.
 2. Licenses and Certifications - Personnel performing aircraft proficiency checks and/or
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flight training shall be properly certificated by the FAA, current, and hold the appropriate ratings and medical certification for the aircraft being utilized and/or flight training being provided. Flight Training Operators shall have at least one flight instructor with the appropriate ratings and applicable medical certification to provide flight instruction. Certifications must be submitted to the Airport Director for review upon request. Updated certifications are to be submitted upon request of Airport Management. Rowan County reserves the right to verify certificate currency with or without notice.

3. Personnel - Operator shall provide a sufficient number of personnel to adequately and safely carry out aircraft rental and/or flight training in a courteous, prompt, and efficient manner adequate to meet the reasonable demands of the public/members seeking such services.
4. Equipment - Operator shall have available for rental or use in Flight Training, either owned by or underwritten lease to Operator and under the full and exclusive control of Operator, one properly certified and currently airworthy aircraft equipped for and fully capable of flight under instrument conditions.

Flight Training Operators shall provide, at a minimum, adequate mock-ups, pictures, videos, or other training aids necessary to provide proper and effective ground school instruction.

5. Hours of Activity - Operator shall have established business hours and posted contact information. Services shall be available to meet the reasonable demands of the public. Operator must be accessible for after-hours service requests.
- c. AIRCRAFT CHARTER OR AIRCRAFT MANAGEMENT OPERATOR - An Aircraft Charter Operator is a Commercial Operator engaged in on-demand common carriage for persons or Property (as defined in 14 CFR Part 135) or operates in private carriage (as defined in 14 CFR Part 125).

An Aircraft Management Operator is a Commercial Operator engaged in the business of providing aircraft management including, but not limited to, flight dispatch, flight crews, or aircraft maintenance coordination.

Each Aircraft Charter Operator and Aircraft Management Operator at the Airport shall comply with the following minimum standards set forth in this section.

1. Leased Premises - An Operator engaging in this activity shall lease an existing facility that meets these standards or adequate area of land on which to construct a hangar and apron/paved tie down facilities to accommodate all activities of the Operator, but not less than the following:
 - Apron/Paved Tie-downs - Shall be adequate to accommodate all aircraft having a
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minimum wingspan of the Operator's largest aircraft. If Operator utilizes a hangar for the storage of Operator's entire fleet at the Airport, no paved tie downs will be required.

- Customer Area - Provide a customer lounge that shall be heated, air conditioned and lighted, with access to restrooms for customer use. The customer lounge shall have direct airside access and direct landside access to adequate customer parking.
 - Administrative Area - Administrative area shall include adequate and dedicated space for employee offices, work areas, and storage.
 - Hangar Area - If required, shall be large enough to accommodate the largest aircraft in Operator's fleet at the Airport maintained by Operator.
 - Maintenance Area - If required, shall be adequate and dedicated space for employee work areas, shop areas, and storage for aircraft parts and equipment.
2. Licenses and Certifications - Aircraft Charter Operators shall hold and provide copies to the Airport Director upon request, all appropriate certifications and approvals, including without limitation, the Pre-application Statement of Intent (FAA Form 8400-6), the Registrations and Amendments under Part 298 (OST Form 4507), and/or FAA issued operating certificate(s). Personnel shall be properly certificated by the FAA, current, and hold the appropriate ratings in the aircraft utilized and medical certifications for activity. Certifications must be submitted to the Airport Director for review upon request. Rowan County reserves the right to verify certificate currency with or without notice.
 3. Personnel - Operator shall provide a sufficient number of personnel to adequately and safely carry out the activity in a courteous, prompt, and efficient manner adequate to meet the reasonable demands of the public seeking such services.
 4. Equipment - Aircraft Charter Operators shall provide, either owned or under written lease to Operator and under the full and exclusive control of Operator, one' certified and continuously airworthy and instrument-qualified aircraft.
 5. Hours of Activity - An Operator shall have established business hours and posted contact information. Services shall be available to meet the reasonable demands of the public. Operator must be accessible for after-hours service requests.
- d. AIRCRAFT SALES OPERATOR An Aircraft Sales Operator is a Commercial Operator engaged in the sale of three or more new and/or used Aircraft during a 12-month period. Each Aircraft Sales Operator at the Airport shall comply with the following minimum standards set forth in this Section.
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skydiving equipment. The SASO operations shall meet or exceed the Basic Safety Requirements (BSR) of the United States Parachute Association (USPA), related FAA Advisory Circulars, and all requirements of FAR Part 105. Landing of jumper or jumpers cannot be on the Airport property unless authorized by the Airport Director. Each Commercial Skydiving Operator at the Airport shall comply with the following minimum standards set forth in this Section.

1. Leased Premises - An Operator engaging in this activity shall lease adequate area of land for a dropzone to accommodate all activities of the Operator, but not less than the following:
 - Parachute Landing Area (PLA) - A designated landing zone must be established and meet the minimum Parachute Landing Area (PLA) dimensions per the USPA Basic Safety Requirements (BSRs) or applicable FAA standard for the activity being provided. Landing of the jumper or jumpers outside of the designated landing zone is prohibited, and may be cause for termination of the lease.
 - Paved Tiedowns - Shall lease adequate space to accommodate all aircraft used in the operation. If Operator utilizes a hangar for the storage of Operator's entire fleet at the Airport, no paved tie downs will be required.
 - Customer Area - Provide a customer covered area which is lighted with access to restrooms for customer use.
 - Administrative Area - Administrative area shall include adequate and dedicated space for employee offices, work areas, and storage.
 - Hangar Area - If utilized, shall be large enough to accommodate the largest aircraft in Operator's fleet at the airport maintained by Operator.
 - Maintenance Area - Required if Operator is conducting aircraft maintenance on aircraft owned, leased, and/or operated by (and under the full and exclusive control of) Operator.
 2. Licenses and Certifications - Parachute instructors shall meet all applicable certification requirements of the FAA for parachute instruction, inspection, and packing, and maintain current certificates issued by the FAA and, if required, a current Airman Medical Certificate. The operator shall demonstrate the continuing ability to meet the United States Parachute Association and FAA requirements for certification of all instructor personnel and aircraft. The jump plane pilot must hold a FAA commercial pilot certificate appropriately rated for the aircraft being operated. Certifications must be submitted to the Airport Director for review upon request. Rowan County reserves the right to verify certificate currency with or without notice.
 3. Personnel - Operator shall employ at least one appropriately rated jumpmaster and
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one appropriately rated commercial pilot who shall be current in all models of aircraft from which skydiving will be done. All jump plane pilots must hold a FAA commercial pilot certificate and be appropriately rated for the aircraft being operated. In addition, Operator shall provide a sufficient number of personnel to adequately and safely carry out skydiving instruction and activities in a courteous, prompt, and efficient manner adequate to meet the reasonable demands of the public seeking such services.

4. Equipment - The aircraft used for jump operations must be owned or leased by and under exclusive control of the operator, properly equipped, and FAA certified for commercial operations. The operator shall also have on hand and available for use such equipment and apparatus as would reasonable be expected to be available for individuals to parachute jump.
 5. Hours of Activity - Operator shall have established business hours and posted contact information. Services shall be available to meet the reasonable demands of the public. Operator must be accessible for after-hours calls and emergencies.
- f. INDEPENDENT FLIGHT INSTRUCTOR An Independent Flight Instructor is defined as an individual, working alone without employees or partners, who provide a commercial service as a FAA certified flight instructor. Individuals desiring to perform as "independent" flight instructors and conduct flight training on a limited, part-time basis must comply with the applicable provisions of these regulations and standards. However, they shall be exempt from regular SASO requirements for Flight Training Operator upon satisfactory fulfillment of the conditions contained herein. The effect of these minimum standards is to require off-airport certified flight instructors to demonstrate they are qualified to provide aviation instructional services, they are properly licensed to conduct business in this state, and have met the requirements for insurance.
1. An independent flight instructor may provide flight instruction at the Airport if the independent instructor:
 - Applies for and is granted, an Independent Flight Instructor Permit.
 - Provides proof of proper and current required FAA certifications for the type of services offered.
 - Provides proof of applicable liability insurance as specified in the section for Insurance Requirements.
 - Demonstrates their technical background and their technical capability to the satisfaction and approval of the Airport Director. This includes a listing and understanding of stable work history including any FAA violations, incidents or accidents. (Note: FAA certifications alone, without documented work history, will not meet this requirement) Approval will be on a case by case basis.
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- Demonstrates adequate resources to realize the proposed business objectives upon request. This includes, teaching tools, FAA manuals, and documentation for the proposed business.
 - Provides a communications plan which allows customers to make contact within a reasonable time frame.
 - Possesses a valid State of North Carolina Tax ID Number, collect appropriate sales tax on revenue, file tax reports with the Department of Revenue and IRS and make all appropriate tax payments required by law.
2. The following limitations shall apply to Independent Flight Instructors:
- Independent flight instructors are prohibited from selling or leasing any material goods or services in direct competition with existing Operators on the airport other than those services directly related to the conduct of individual flight training.
 - Independent flight instruction is limited to student owned aircraft, special flight instruction in special aircraft, or by approval by the Airport Director.
 - All aircraft shall be dual equipped and meet FAA requirements for dual instruction.
 - Flight instruction is limited to less than 40 hours per month.
 - Ground school and briefing/debriefing may be provided off-airport or on-airport in leased or subleased space, but such instruction may not be provided in public areas of the Airport.
3. Independent flight instructors who repeatedly violate any of the foregoing will be required to terminate all flight training operations on the Airport to which this section applies.

g. INDEPENDENT REPAIR SERVICE TECHNICIAN An Independent Repair Service Technician means an individual, working alone without employees or partners, who is FAA certified and provides a commercial service in the maintenance and repair of aircraft and/or aeronautical components. Individuals desiring to perform as "independent" repair service technicians and conduct repair on a limited, part-time basis must comply with the applicable provisions of these regulations and standards. However, they shall be exempt from regular SASO requirements for Aircraft Maintenance Operator upon satisfactory fulfillment of the conditions contained herein. The effect of these minimum standards is to require off-airport mechanics and IAs to demonstrate they are qualified to provide aviation mechanical services, they are properly licensed to conduct business in this state, and have met the requirements for insurance.

IV. NON-COMMERCIAL OPERATIONS

STATEMENT OF POLICY FOR NON-OPERATORS

Non-Commercial operations are activities by an entity or governmental agency, which maintains a facility or provides a general aviation service solely for its own benefit, and not for the benefit of the public. Such noncommercial operators are specifically prohibited from offering general aviation products or services for sale to others.

In all cases where the words "standards" or "requirements" appear, it shall be understood that they are modified by the word "minimum." All Operators will be encouraged to exceed the "minimums". No Operators will be allowed to operate or provide services less than the "minimums" without prior approval from the County. Another purpose of these standards is to ensure, in the public interest, the safe conduct of all aeronautical activities at this Airport.

In meeting the established Minimum Standards with the County and the payment of the prescribed rentals, fees and charges, the Operator shall have the right and privilege of conducting the activity or activities specified by written contract with the County. The granting of such right and privilege, however, shall not be construed in any manner as affording the Operator any exclusive right of use of the premises and facilities and the Airport other than those premises that may be leased exclusively to it, and then only to the extent provided in the written contract. The County reserves and retains the right for the use of the Airport by others who may desire to use the same, pursuant to applicable federal, state and local laws, ordinances, codes, minimum standards and other regulatory measures pertaining to such use. The County further reserves the right to designate the specific Airport areas in which the individual, or a combination of, aeronautical services may be conducted. Such designation shall give consideration to the nature and extent of the operation and the lands and improvements available for such purpose, consistent with the orderly and safe operation of the Airport.

- A. NON-COMMERCIAL HANGAR OPERATOR A Non-Commercial Hangar Operator is a person, individual, firm, company, corporation, partnership, or a joint venture that develops, constructs, and/or owns one or more hangar structures for the primary purpose of storing aircraft used for Non-Commercial purposes only. Said purpose shall not in any way, shape, or form be related to the use, ownership, maintenance, or operation of aircraft or hangar activities, or to any commercial aviation activity or enterprise. The use and ownership of a tenant's aircraft must be incidental, and not relative to, the corporate purpose of the tenant.
- B. CORPORATE AIRCRAFT OWNERS Any Corporation (hereinafter referred to as the "Corporation") desiring to base their aircraft, either owned or leased, and operate on the Airport must comply with the applicable provisions of these Minimum Standards. However, they shall be exempt from the regular Specialized Aviation Service Operator (SASO) requirements upon satisfactory fulfillment of the following conditions:
- In order to base and operate an aircraft on the airport, owners in this category must have a valid lease agreement with the County or a sub-lease with an existing airport
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tenant.

- Corporations may only store, service, or perform maintenance on aircraft owned or leased by it with their own employees.
- Corporations will not permit others to work on their aircraft unless the individual meets the minimum standard set forth for aircraft maintenance personnel.
- No commercial activity of any type by the Corporation is permitted on the premises without the express written permission of the County. This includes aeronautical activities which would require a separate SASO agreement or any non-aeronautical commercial activity.

C. PERSONAL AIRCRAFT OWNERS Any individual (hereinafter referred to as the "Owners") desiring to base their aircraft, either owned or leased, and operate on the Airport must comply with the applicable provisions of these Minimum Standards. However, they shall be exempt from the regular Specialized Aviation Service Operator (SASO) requirements upon satisfactory fulfillment of the following conditions:

- In order to base and operate an aircraft on the airport, owners in this category must have a valid lease agreement with the County or a sub-lease with an existing airport tenant.
- Owners may only store, service, or perform maintenance on aircraft owned by them.
- Owners will not permit others to work on their aircraft unless the individual meets the minimum standard set forth for aircraft maintenance personnel.
- No commercial activity of any type is permitted on the premises without the express written permission of the County.

D. AIRPORT TENANCY PRE-REQUIREMENTS - All prospective tenants shall submit to Airport Management, an application for tenancy available in the Airport Administration office or online through the Airport's website. The request must contain the following information and, thereafter, the County may request such additional information as necessary.

- The name, address, and telephone number of the applicant, as well as all other individuals or parties having an interest and/or investment in the proposed operation.
 - The requested or proposed commencement date
 - The size and location of land and/or buildings requested.
 - The size and location of facility/land to be constructed or leased.
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- The number and registrations of aircraft to be hangared
- If applicable, the number of persons to be employed to maintain the non-commercial operation, including the qualifications of each person.

E. LEASED PREMISES An Operator engaging in this activity shall lease an existing facility or, at a minimum, the space required in the table below to construct a facility and have adequate land, apron/paved tiedown, and vehicle parking to accommodate all activities of the Operator. Ninety percent of the lease land must be developed to maximize land use and avoid excessive green space or land banking. The following are guidelines for the minimum square footages for individual non-commercial hangars.

All required improvements including apron, facilities, and vehicle parking shall be located on contiguous land. The development of Non-Commercial hangar(s) shall be limited to the following types of hangar structures:

Individual Hangar: A single structure of not less than 3600 enclosed.

	Group I Aircraft Hangar Storage	Group II Aircraft Hangar Storage	Group III Aircraft Hangar Storage
Contiguous Land	6,000 SF	12,000 SF	36,000 SF
Hangar	3,600 SF	5,000 SF	15,000 SF

1. T-Hangars: A single structure of not less than 15,000 square feet, sub-divided and configured (although each unit shall not be less than 1,340 square feet) to accommodate individual bays for the storage of private aircraft.
2. Ramp space The County is under no obligation to construct and provide aircraft aprons or taxiways for personal and private use. In the event the location of the facility requires the construction of aprons and/or taxiways, these areas shall be sufficient to provide reasonable aircraft access to and from hangar and shall meet all FAA standards for the largest aircraft type anticipated to use Operator's facility.

G. NEW CONSTRUCTION SITE DEVELOPMENT STANDARDS - In addition to the Construction Standards (current edition), the following provisions, shall be set forth in each agreement between any Operator and the County.

a. Proposed Facilities

- The County shall consider conformance to the Capital Improvement Plan for the Airport, Airport Master Plan, and Approved Airport Layout Plan prior to the
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approval or denial of any construction or development at the Airport. The County must approve the plans and specifications prior to construction, and the notice of proposed construction (FAA form 7460) required by FAR Part 77 must be submitted to the County for review and signature, prior to submittal to the FAA, Memphis Airports District Office. Also, the appropriate FAA Environmental form shall be completed for the County's review and submittal to the FAA – Memphis Airports District Office. No building, structure, tiedown, ramp, paved taxi area or any other improvement or addition on the Airport shall be placed or constructed, enacted, altered or removed without prior written approval of the County. Prior to such work being done, the County, at its discretion, may require a work bond, letter of credit or other surety to guarantee the work. The form of such bond, letter of credit or surety shall be subject to approval by the County.

- All areas leased from the Airport shall also provide access to auto parking. When applicable, all buildings shall at least provide for office space and restrooms.
- The Operator will be required to maintain the leased premises in a safe and adequate manner at all times.
- All properties must be properly lit and heated. Sufficient exterior lighting shall be provided, to allow safe access to the site during night hours.
- All exterior signage must be approved by Airport Management prior to construction.

H. BUILDING STRUCTURE AND IMPROVEMENT STANDARDS

- a. Improvement Application - All persons desiring to construct an airport improvement shall complete an application.
 - b. Improvement Construction - All improvements must receive County approval, appropriate construction permits and when applicable, FAA form 7460-1 prior to construction start.
 - c. Residences Prohibited - No persons will be allowed to construct or establish living quarters nor may they reside in an airport facility except for authorized emergency services personnel who reside in authorized areas on the airport.
 - d. Approval Process - The approval process by the County of all new airport construction will be conducted using the site plan, land lease, and operation agreement as established and amended by the County Commission, which is available in the airport administration office at Rowan County Airport. This process includes actions by the County's planning division where all site and construction plans shall be reviewed in accordance with the Rowan County and Salisbury City code and policy. Applicable approval and appropriate development fees will be acquired and paid for prior to construction start.
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e. Payment and Completion Bonds Required - All developers of infrastructure of any kind on airport property shall be required to furnish the County payment and completion bonds commensurate with any construction required under the standards herein fixed or under any contract or lease by and between such developer and the County.

I. MAINTENANCE - The Lessee is responsible for maintenance in and around the premises (i.e. removal of debris and vegetation) within the leasehold area. All maintenance of any County-owned buildings leased or rented to an Operator, along with the maintenance of the hangar doors, floors, utilities and cost for trash removal shall be borne by the Operator unless otherwise stated in the lease agreement. Utility line maintenance outside the Operator's delineated property boundary shall be the County's responsibility. Grass mowing and landscape maintenance shall be the County's responsibility.

Rowan County reserves the right to enter upon the Property in a reasonable manner and time with proper 24-hour notice in order to monitor compliance with the lease agreement. The County will not unreasonably interfere with Lessee's use and quiet enjoyment of the Property. A period of Thirty (30) days will be afforded to resolve any issues identified.

J. DISPOSAL OF AIRPORT GENERATED WASTE - Waste disposal cans are provided for waste generated in conjunction with Airport activities only. Each tenant shall comply with all federal, state and local statutes, rules and regulations for the adequate and sanitary handling and legal disposal, away from the Airport, of its regular cartage, hazardous waste and other materials, including but not limited to used oil, solvents, fueling of all aircraft and other chemical waste and other containers. The piling or storage of crates, boxes, barrels and other containers will not be permitted within the leased premises, including building interiors.

K. OWNERSHIP GUIDELINES Hangar development may be accomplished through either individual ownership or association ownership. Associations must adhere to the following stipulations:

1. Association membership will be contingent upon ownership of a proportionate share of the private hangar facility which shall consist of not less than one (1) individual T-hangar (of at least 1340 total square feet), or an equal portion of the "common" hangar area which is consistent with the total number of members (such area to be not less than 1340 total square feet).

2. The entire membership of the Association must be declared to the County at the time the application for development and operation is submitted. Thereafter, the Association and/or each member of the Association shall be required to demonstrate ownership (as required herein) as requested by the Airport Director from time to time. The hangar facilities developed and utilized by the Association will be exclusively for storage of Aircraft owned by the member(s) of the Association.

3. The Association may not utilize nor cause the Leasehold interest to be utilized for

speculative development of either the Leasehold or the facilities located thereupon.

L. SPECIAL INSTRUCTIONS FOR USE OF PREMISES

- a. Lessee shall not sell, barter, trade, share, sublease or in any other manner provide hangar, office, shop, or ramp space unless approved by Rowan County. Lessee shall not exercise any other rights or privileges reserved to SASOs or Limited FBO (LFBOs) at the Airport under these Minimum Standards.
- b. Providing fuel or use of fueling facilities to any other Airport tenant or user, or to any other aircraft except those aircraft owned, leased, or exclusively managed per written Management Agreement for the exclusive use of the tenant designated in an Airport lease agreement is prohibited.
- c. Tenants must utilize leased space for the storage of aircraft, unless otherwise approved. Non-aeronautical uses such as the storage of recreational type vehicles, including but not limited to, RVs, motorhomes, ATVs, boats, and jet skis are not permitted. This does not include equipment incidental to the operation of aircraft, such as tugs or tractors specifically used for towing aircraft.
- d. Non-aeronautical commercial activity of any kind is not permitted on the premises.
- e. All aircraft maintenance and service work conducted on the premises and performed on the tenant's aircraft shall be performed only by employees of the tenant, or by commercial aircraft service operators based at the airport through a Specialized Aviation Service Operator (SASO) or Independent Repair Service Technicians (IRST) which have written agreements with the County authorizing such Operators to conduct said activities.

M. VOLUME FUEL PURCHASE PROGRAM – To maximize the cost savings for high volume fuel purchasers, Rowan County has developed the following fuel discount program. This program is a tiered system that allows the buyer to progress through the various levels and achieve deeper discounts.

Gallons Purchased	Rate
5,000 - 6,999 Gallons	Cost + 95% Markup
7,000 - 9,999 Gallons	Cost + 90% Markup
10,000 - 14,999 Gallons	Cost + 80% Markup
15,000 - 20,000 Gallons	Cost + 70% Markup
20,000 - 29,999 Gallons	Cost + 55% Markup
30,000 - 39,000 Gallons	Cost + 40% Markup
40,000 - 49,000 Gallons	Cost + 20% Markup
50,000 + Gallons	Cost + 10% Markup

N. FLYING CLUBS In an effort to foster and promote flying for pleasure, develop skills in aeronautics, including piloting, navigation and an awareness and appreciation of aviation requirements and techniques, the category of Flying Clubs is included in the Rules and Regulations and these Minimum Standards and requirements of the airport.

All flying clubs desiring to base their aircraft and operate on the airport must comply with the applicable provisions of these Minimum Standards and Requirements.

1. The club shall be a non-profit entity (corporation, association or partnership) organized for the express purpose of providing its members with one or more aircraft, for their personal use and enjoyment only. The ownership of any aircraft must be vested in the name of the flying club (or owned equally by all of its members). The property rights of the members of the club shall be equal and no part of the net earnings of the club will inure to the benefit of any member in any form (salaries, bonuses, etc.). The club may not derive greater revenue from the use of its aircraft than the amount necessary for the operations, maintenance and replacement of its aircraft.
 2. Flying clubs may not offer or conduct charter, air taxi, or rental of aircraft operations. They may not conduct aircraft flight instruction except for regular members, and only members of the flying club may operate the aircraft. No flying club shall permit its aircraft to be utilized for the giving of flight instruction to any person, including members of the club owning the aircraft, when such person pays or becomes obligated to pay for such instruction, except when instruction is given by an Operator based on the airport and who provides flight training. Any properly licensed mechanic who is a registered member of the flying club, and part owner of the aircraft owned and operated by a flying club shall not be prevented from performing maintenance work on aircraft owned by the club only if the club does not become obligated to pay for such maintenance work except that such mechanics and flight instructors may be compensated only by credit against payment of dues or flight time.
 3. All flying clubs and their members are prohibited from leasing or selling any goods or services whatsoever to any person or firm other than a member of such club at the airport except that said flying club may sell or exchange its capital equipment.
 4. The flying club, along with its permit request, shall furnish the County a copy of its charter and by-laws, articles of association, partnership agreement or other documentation supporting its existence; a roster, or list of members, including names of officers and directors, to be revised on a semiannual basis; number and type of aircraft; evidence that aircraft are properly certificated; evidence that ownership is vested in the club; and operating rules of the club. The books and other records of the club shall be available for review at any reasonable time by the County or its authorized agent.
 5. A flying club at the airport shall abide by and comply with all Federal, State and
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County laws.

The operations of a flying club at the airport which violates any of the foregoing, or permits one or more members to do so, may be terminated by the County.

IV. CONSTRUCTION STANDARDS

- A. GENERAL - The following minimum standards shall apply to all hangars and offices constructed at the Rowan County Airport after the effective date of adoption of these standards. These minimum standards have been adopted by the Rowan County Board of Commissioners and are intended to ensure: a reasonable level of quality, functionality, uniformity of appearance, and conformance with applicable local, State and National code requirements.
1. TERM - Ground lease term is 20 years with optional negotiable extensions. At the termination of the lease, ownership of the facility will revert to Rowan County.
 2. MINIMUM CONSTRUCTION STANDARDS - All construction shall be in accordance with National Fire Protection Association (NFPA) 409 (current recognized edition) requirements for hangars, local or State codes, whichever is more stringent.
 3. PLANS - All construction plans must be approved by the Rowan County Board of Commissioners prior to construction. Accordingly, ample review time shall be afforded these agencies prior to the desired construction date.
 4. ALTERNATE DESIGNS AND ALTERNATE MATERIALS - All construction plans containing alternate designs and materials that differ from the requirements listed herein must be superior in performance and approved by the Rowan County Board of Commissioners and the North Carolina Division of Aviation prior to construction. Each alternate design or material must include documentation that proves the proposed design and/or materials are better in performance and code compliance than the requirements listed herein. The Rowan County Board of Commissioner's decision on each proposed alternate design or use of alternate material will be final.
 5. TEMPORARY FACILITIES - Temporary facilities, either hangar or office, are not permitted on a long-term basis unless otherwise approved. A mobile office will be permitted during construction of permanent facilities provided; however, any such temporary facility shall be removed within 15 days of substantial completion or issuance of Certification of Completion/Occupancy.
- B. HANGAR STANDARDS - The following shall be the minimum space requirement for each hangar type:
- Conventional – 3,600 sq. ft.
 - "T" Type – Individual unit size 1,340 sq. ft.
1. Floors and Concrete Apron at Main Aircraft Door - Concrete capable of supporting design load for largest aircraft expected to use facility Floor slab shall be designed by a North Carolina registered professional engineer.
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2. Structural Members - Structural members shall be structural steel and shall be designed by a North Carolina registered professional engineer to withstand the wind loads, snow loads and seismic loads required by the North Carolina State Building Code and other applicable National codes. To minimize the possibility of corrosion, structural members shall be painted with at least one coat of shop primer. All bare metal shall be touched up with field primer immediately prior to installation of roof and wall insulation.
3. Doors
 - Conventional Hangar Doors shall be self-contained and in accordance with National, State and Local building codes. Minimum aircraft door height shall be 18 feet and. Preferred aircraft door types for conventional hangars are sliding, bi-fold, or pocket style doors. Other door types will be considered on a case-by-case basis by the County Manager or Board of Commissioners.
 - T-Hangar Doors shall meet the above standard for box hangar doors and with a minimum aircraft door height of 12 feet. One 3-foot wide by 7-foot tall personnel door shall be required in the hangar door only.
4. Interior Lighting - All lighting installations shall provide a minimum of 10 foot-candles average illumination within the aircraft storage area of the hangar. Lighting installations within other space uses in the hangar shall be in conformance with National, State and local code requirements.
5. Roof and Walls - Roofing shall be a minimum of 26 GA. screw down Galvalume panels on a minimum pitch of 1 in 12. Walls, gutters, downspouts and trim shall be 26 GA. painted metal in a color similar to existing adjacent hangars. Paint shall be a minimum of siliconized polyester factory baked enamel with a 20-year paint performance warranty. For color selection, consult with the Airport Director. Alternate colors are subject to approval the Rowan County Board of Commissioners.

C. NATIONAL FIRE PROTECTION ASSOCIATION APPLICABLE ITEMS

1. Floor Drains and Collector Tank - Floor trench drains shall be provided as required by applicable building codes with sufficient piping below slab level sloped to drain to an underground holding tank installed outside of the hangar footprint. The floor drain, piping and holding tank shall be of such materials that can withstand any damage from Jet-A fuel and AV-Gas fuel and shall also be of noncombustible material. The minimum tank size required by code at the time of construction shall be installed to capture contaminants, including fuel and oil, from entering the sanitary sewer system.
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2. Insulation - Preferred insulation for roof and walls is white reinforced vinyl-backed and properly secured to the roof and wall systems and shall comply with the special provisions for aircraft storage hangars, interior wall, energy code R-values, and ceiling finish criteria of NFPA 101, Life Safety Code.
 3. Electrical Devices - All electrical devices and installations shall be in accordance with Chapter 8 of NFPA 409, Article 513 of NFPA 70 (National Electrical Code), State and Local building codes. Explosion-proof devices and installations shall be required in all hangars. A minimum of one (1) duplex receptacle shall be installed on each interior wall in conventional hangars. A minimum of one (1) duplex receptacle shall be installed in each T-Hangar unit. The main exterior breaker panel box shall include capability for at least 30 circuits and have a minimum total capacity of 200 AMPS.
 4. Grounding Facilities for Static Electricity - Grounding facilities shall be provided for removal and control of static electrical accumulations on aircraft while aircraft are stored in the hangar in accordance with of NFPA 409.
 5. Fire Suppression System - An integrated fire suppression system shall be installed as applicable per NFPA 409. Hangars shall not be occupied until system testing and certification is complete.
 6. Fire Extinguishers - Occupant shall install portable or wall clean agent fire extinguishers inside the hangar in accordance with NFPA 10. Additional fire protection shall be required for any hazardous activities as required by applicable NFPA 408 and 409 codes.
- D. OFFICE SPACE STANDARDS - The following minimum standards shall apply to all new office construction:
1. Attached or Standalone office (if applicable) - Office space shall be sufficient to meet all National, State and Local building codes for the numbers of persons using and occupying the structure. If required by applicable codes, restroom facilities shall be provided in accordance with Rowan County requirements. Standalone office construction shall be a minimum of 1,500 sq. ft.

Customer Area (if applicable) - Provide a customer lounge that shall be heated, air conditioned and lighted, with access to restrooms for customer use. The customer lounge shall have direct airside access and direct landside access to adequate customer parking.
 2. Administrative Area (if applicable) - Administrative area shall include adequate and dedicated space for employee offices, work areas, and storage.
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V. AIRPORT INSURANCE REQUIREMENTS

This section to be provided by the office of Risk Management for Rowan County