
Attachment 7. Last-mile Connectivity and Courtesy Car Evaluation and Recommendations

Introduction

Minnesota relies on a robust and diverse multimodal network to establish an environment conducive to economic development and a good quality of life. Airports serve as one critical component of this network by allowing people and goods to quickly travel regionally, nationally, and globally. Airport users rely on a variety of ground transportation options to travel between the airport and to their next destinations. At commercial service airports, users traveling via scheduled passenger flights typically expect public transit, rental car, taxi, transportation network companies (TNCs, also known as rideshares), and shuttle services. Some general aviation (GA) airports may also provide these connectivity options, particularly those that support scheduled or unscheduled passenger service.

Multimodal connectivity is often more limited at smaller GA airports, which may hinder aviation activities. The Aircraft Owners and Pilots Association (AOPA) estimates that 65 percent of GA flights operate for business and public services, two activities heavily reliant on the availability of ground transportation options to connect users to and from the airport.¹ Pilots and passengers may overlook certain GA airports in favor of those that offer greater connectivity. In some cases, pilots select the airport(s) they fly into/out of based on the ground transportation options available, as suggested in following quote:

“I fly for business and desire to land as close as I can to my customers. I determine which airport to utilize based on rental car and courtesy car availability. If neither exist at the local airport, I bypass that airport and land at another one close by with those options.” – Travis Johnson, Multiengine Commercial Instrument, and CFII Pilot, St. Paul Airport (STP), Minnesota²

Minnesota’s 124 publicly owned, public-use GA airports contributed nearly \$1.2 billion in total economic activity to the state in 2019.³ The ability for these GA airports to contribute to local and statewide economies is tied in part with the availability of ground transportation options. Airports with greater ground transportation connectivity often support more aviation-related activities in terms of number of operations and, in some cases sophistication of activities and aircraft type. These activities may then translate to higher demands for facilities and services such as fuel, aircraft storage, and aircraft maintenance.

¹ AOPA (2019). “State of General Aviation.” Available online at https://download.aopa.org/hr/Report_on_General_Aviation_Trends.pdf (accessed October 2021).

² Airport Cooperative Research Program (ACRP, 2020). “Synthesis 111: Last Mile in General Aviation Courtesy Vehicles and Other Forms of Ground Transportation.” Available online at <https://www.trb.org/Main/Blurbs/181448.aspx> (accessed October 2021).

³ MnDOT Aeronautics (2019). “Statewide Airport Economic Impact Study.” Available online at <http://www.dot.state.mn.us/airport-economic-study/> (accessed October 2021).

Surrounding communities also benefit from airports providing the means for non-local visitors to travel off property and spend money in hospitality-related industries such as food, retail, lodging, and entertainment. Additionally, air cargo is heavily reliant on ground transportation modes to move goods to and from the airport.

One of the most common transportation options available at GA airports is courtesy cars provided by the airport sponsor or a fixed base operator (FBO). Phase I of the Minnesota State Aviation System Plan (MnSASP or 2022 MnSASP) identified the availability and condition of courtesy cars across Minnesota's GA airports as a key issue affecting the system. In particular, aviation stakeholders in Minnesota reported that inadequate access to well-maintained courtesy cars may be hindering the ability of airports and communities to fully realize the potential business and quality-of-life benefits associated with aviation. While courtesy cars can play a pivotal role in aviation activity levels and associated economic impacts generated by non-local visitors and on-airport activities (e.g., fuel sales, landing and ramp fees, etc). some public airport sponsors are challenged with acquiring, maintaining, and insuring these vehicles. Courtesy cars are ineligible for capital and maintenance and operations (M&O) funding through the Minnesota Department of Transportation, Office of Aeronautics (MnDOT Aeronautics) – forcing airport sponsors to take full financial responsibility for this valuable airport assets.

Phase II of the 2022 MnSASP conducted a comprehensive effort to better understand the availability of ground transportation options at Minnesota system airports. This endeavor placed particular emphasis on courtesy cars, which serve as the primary intermediary between an airport and the community in which it is located at many GA airports. Recognizing both the value of courtesy cars and the funding challenges potentially associated with them, the 2022 MnSASP reviewed other states' funding policies related to courtesy cars.

This review also assessed other states' policies addressing state investment in "rolling stock." Rolling stock is generally defined as ground support and maintenance equipment with wheels, such as certain types of snow removal equipment (SRE), airport rescue and firefighting (ARFF) trucks, and maintenance vehicles. This review was designed to identify best practices and innovative ideas that could be employed in Minnesota to improve airports' abilities to access funds for courtesy cars and other rolling stock through state investment or other means. Informed by the 2022 MnSASP's assessment of multimodal connectivity in Minnesota and guided by key takeaways identified during the review of other states' funding mechanisms, this document concludes by offering recommendations to address "last-mile" connectivity issues as Minnesota airports. Recommendations are generally targeted at GA airports, but may also be applicable to commercial service facilities. This information is summarized in the following sections:

- Existing Multimodal Network
- Current Courtesy Car and Rolling Stock Funding Mechanisms
- MnSASP Recommendations

Tables summarizing the modal options available by Minnesota airport and example trip agreements used to document courtesy car use at GA airports are provided at the end of the document.

Existing Multimodal Network

The framework for the MnSASP stems from the Minnesota GO, a continuous and comprehensive planning effort led by MnDOT across all transportation modes. Minnesota GO directs each modal-specific department to evaluate the multimodal connectivity of its respective form of transportation in Minnesota. The results of these analyses are used to inform recommendations to improve Minnesota’s transportation system.⁴ For MnDOT Aeronautics, this includes reviewing all existing multimodal options available at state system airports to identify multimodal connectivity deficiencies. This, in turn, is applied to inform recommendations to enhance people and goods’ abilities to travel to and from airports. The following subsections describe the Minnesota GO and present the findings of the airport multimodal data collection effort.

MINNESOTA GO

In 2011, MnDOT initiated a comprehensive multimodal study to provide a 50-year vision for the state’s transportation network. This is a continuous planning effort facilitated by



MnDOT to review and evaluate the state’s transportation network across all modal options. The overarching vision of this study is to “maximize the health of people, the environment, and [the] economy.” There are three thematic components that provide the foundation to reaching this vision:

- Quality of life
- Environmental health
- Economic competitiveness

As a part of Minnesota GO, each mode completes an investment planning effort to document current conditions, evaluates these conditions against performance metrics in terms of the components listed above, and identifies investment needs to reach established performance targets. Together, all mode-specific plans comprise the Minnesota GO “Family of Plans.” The MnSASP is included within the Minnesota GO Family of Plans to inform investment needs across the Minnesota state aviation system. As part of the MnSASP, a review of the other modal plans developed for the Minnesota GO was completed to understand the issues present among other modal options relating to airport connectivity. The following subsections examine each of these plans to identify other planning efforts completed for Minnesota’s multimodal transportation network directly or indirectly related to airports. More information on the Minnesota GO and the Family of Plans can be found at the following website: <https://minnesotago.org/>.

⁴ As directed by MnDOT’s Statewide Multimodal Transportation Plan (summarized on page 3)

STATEWIDE MULTIMODAL TRANSPORTATION PLAN

In 2017, MnDOT developed the *Statewide Multimodal Transportation Plan* to review the current transportation system in Minnesota, summarize trends impacting the system, and establish the framework for MnDOT to evaluate system capabilities. This plan defines the framework for how each modal planning effort should be completed, including the MnSASP. According to the *Statewide Multimodal Transportation Plan*, each modal plan should identify socioeconomic trends in Minnesota that may impact the state's transportation system in terms of demand and presenting new opportunities and challenges. These include demographic shifts, economic fluctuations, aging infrastructure, and environmental changes. Each specific modal plan should examine these trends to show how they have and may in the future impact the transportation capabilities of Minnesota. The following sections describe the trends/issues observed across each transportation mode relating to the state aviation system. More information on the *Statewide Multimodal Transportation Plan* can be found at the following website: <https://minnesotago.org/final-plans/smtp-final-plan>.

20-YEAR STATE HIGHWAY INVESTMENT PLAN

A robust and comprehensive highway system is critical for seamless ground connectivity, including an airport's ability to provide last-mile connection to users via public bus transit, rental cars, courtesy cars, taxis, and TNCs. In 2017, MnDOT updated the *20-Year State Highway Investment Plan* (MnSHIP) to review the existing infrastructure and capabilities of Minnesota's highway system, identify present and future needs of the system, and detail MnDOT's investment plans. These plans are largely focused on maintaining existing state highway infrastructure while also making some capacity improvements within the system. **Figure 1** illustrates the highway network in Minnesota, which includes the National Highway System (NHS) and non-NHS roadways.

Figure 1. Minnesota Highway System



Source: MnSHIP, 2017

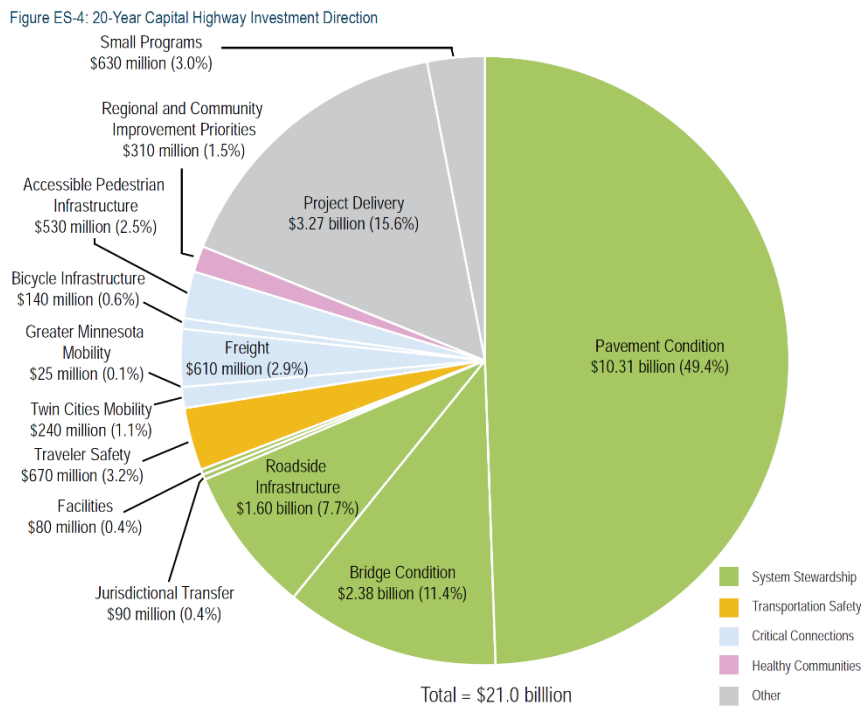
The MnSHIP extensively reviews the current condition of the highway system and identifies current/future issues that need to be addressed. Aging pavement, bridge, and roadside infrastructure was cited as a major issue with Minnesota’s highway system. As such, a significant portion of MnDOT’s investment (\$14.29 billion, or 68.5 percent of total investment) is directed towards addressing this issue.

MnDOT’s remaining investment is directed to several other areas supporting the modal systems including, but not limited to:

- Traveler safety enhancements
- Accessible pedestrian infrastructure⁵
- Freight connectivity⁶

Figure 2 illustrates the breakdown of MnDOT’s investment towards the state’s highway system, which totals to \$21.0 billion between 2018 – 2037. More information on the MnSHIP can be found at <https://minnesotago.org/final-plans/mnship-final-plan>.

Figure 2. MnSHIP 20-Year Capital Highway Investment Direction



Source: MnSHIP, 2017

GREATER MINNESOTA TRANSIT INVESTMENT PLAN

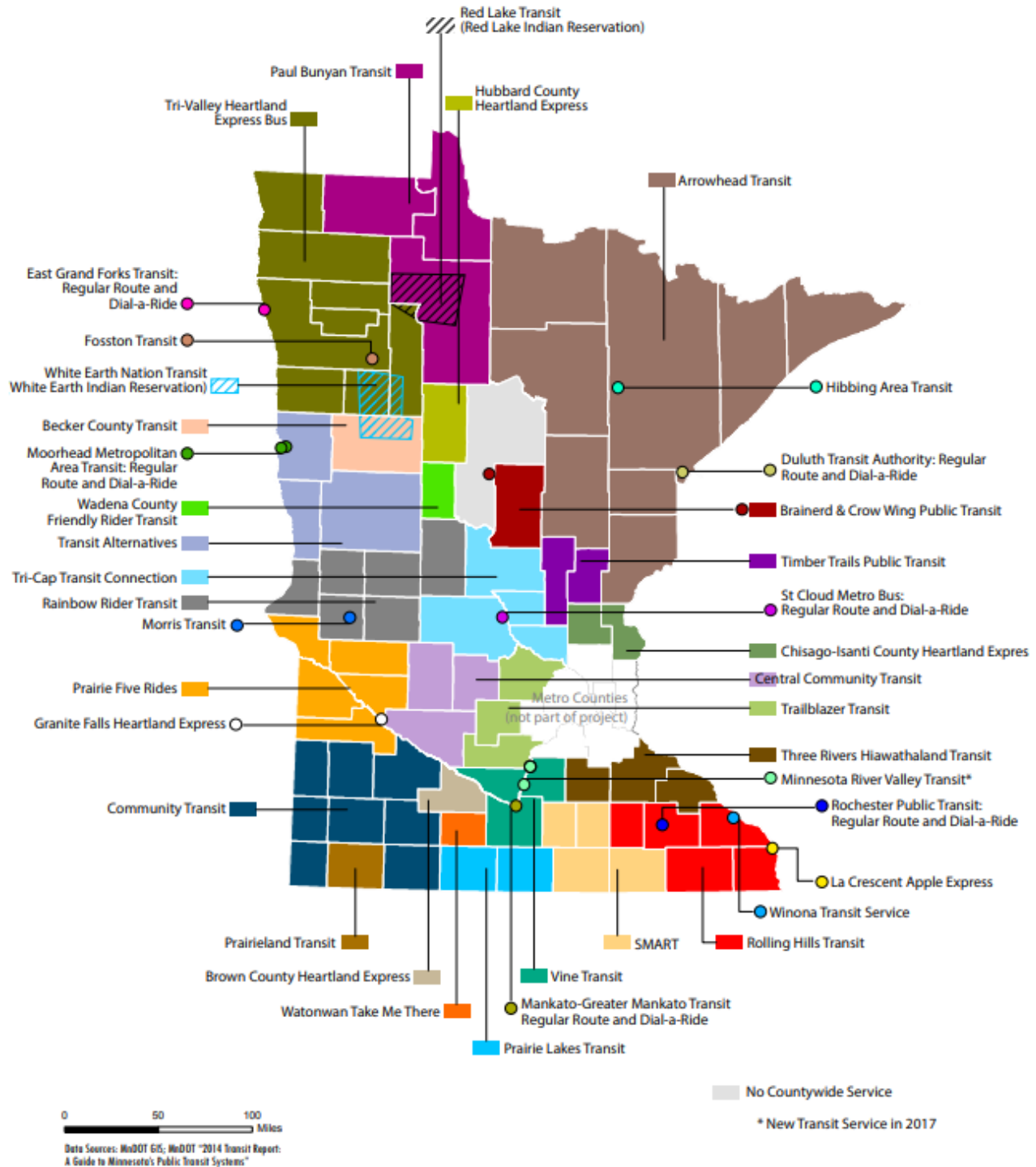
In 2017, the MnDOT Office of Transit updated the *Greater Minnesota Transit Investment Plan (GMTIP)*. The GMTIP reviews the current state of public transit systems in Greater Minnesota to inform the development a new 20-year strategic and investment plan. This plan only examines public transit in the Greater Minnesota region, which is identified as 80 Minnesota counties outside the Twin Cities area and includes 40 public transit systems.⁷ Figure 3 illustrates all the public transit systems operating in Greater Minnesota.

⁵ The *Statewide Pedestrian System Plan* describes MnDOT’s expanded investment into pedestrian infrastructure beyond meeting the compliance standards with the Americans with Disability Act (ADA).

⁶ The *Minnesota Statewide Freight System and Investment Plan* expands upon Minnesota’s current freight system and the areas that freight-related investment will be directed.

⁷ As of June 2016

Figure 3. Greater Minnesota Public Transit Systems



This plan refines MnDOT's investment priorities to preserve, grow, and, in some cases, reduce transit service to align with future state and federal funding investment levels anticipated for Greater Minnesota. Additionally, the investment plan directs MnDOT to meet 90 percent of identified transit needs by 2025 to align with the goals of the state legislature. Transit needs in the GMTIP are measured by total ridership across all public transit systems in Greater Minnesota. Meeting the legislative target of 90 percent translates to all public transit in Greater Minnesota handling 17.0 million rides by 2025. As of 2015, ridership was measured at 12.2 million. To close the gap in ridership, the GMTIP details service improvements that add capacity (measured by operating hours and coverage) across all the transit systems, including connecting unserved urban areas and adding more regional routes.

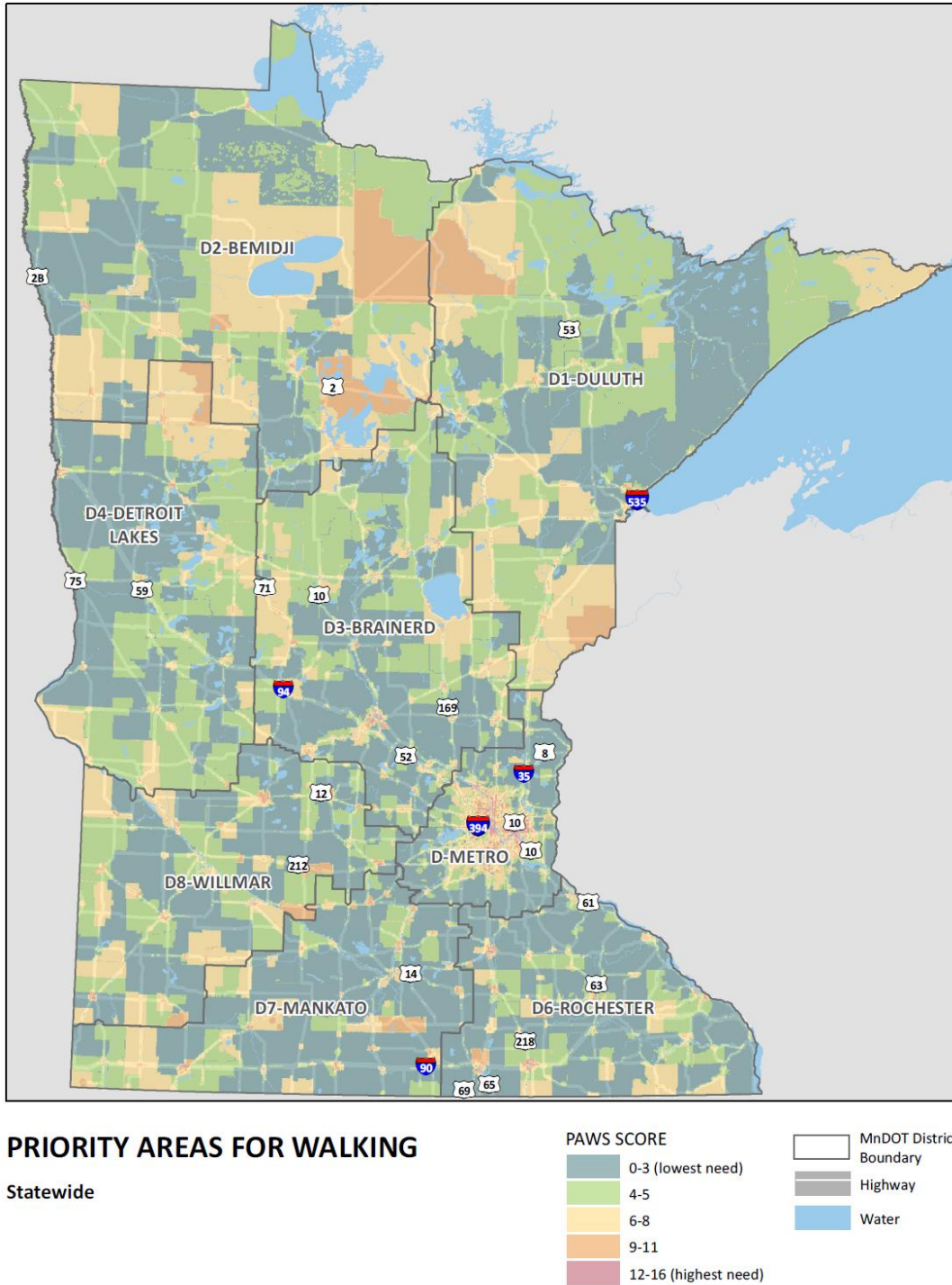
All the service improvements described in the GMTIP are anticipated to increase ridership by 3.5 to 6.3 million riders in Greater Minnesota. This could provide connectivity options for passengers and airport/airline staff traveling to and from an airport. However, the service improvements could reduce the use of Minnesota's Nonprimary Commercial Service airports (e.g., passengers may choose public transit between Duluth/Rochester and the Twin Cities area rather than taking a commuter flight). More information on the GMTIP can be found at <https://minnesotago.org/index.php?CID=435>.

STATEWIDE PEDESTRIAN SYSTEM PLAN

In 2021, MnDOT completed the first *Statewide Pedestrian System Plan* to review current pedestrian activity and support walking as a safe, encouraging, and efficient means of movement in Minnesota. Currently, MnDOT's investment into pedestrian movement is primarily focused on meeting Americans with Disabilities Act (ADA) compliance standards. This is reflected in the MnSHIP's latest investment plan, with \$530 million directed towards accessible pedestrian infrastructure between 2018 - 2037 (as shown in **Figure 2**). However, investment into pedestrian infrastructure has typically placed the focus around vehicle traffic, rather than the pedestrian users who are the most vulnerable to harm should an incident occur.

The *Statewide Pedestrian System Plan* reflects a change in perspective to emphasize that all transportation investments should consider potential impacts on and infrastructure for pedestrians. To facilitate this evaluation, the Priority Areas for Walking Study (PAWS) was completed to identify priority areas for pedestrian facilities along and across trunk highways in Minnesota by considering safety, land use, health, infrastructure, and equity impacts. The statewide results generated from PAWS are illustrated in **Figure 4**. The information from PAWS helps inform MnDOT of walking-specific investment needs that can mitigate pedestrian-involved vehicle crashes. Additionally, PAWS identifies areas for increased pedestrian infrastructure that could lower the dependence on vehicles producing carbon emissions. The investment strategies identified in PAWS are intended to be included in the next MnSHIP update and may improve pedestrian access to the state's airports. More information on the *Statewide Pedestrian System Plan* can be found at <https://www.dot.state.mn.us/minnesotawalks/index.html>.

Figure 4. Statewide PAWS Investment Priority Map



Source: MnDOT Statewide Pedestrian System Plan, 2021

STATEWIDE BICYCLE SYSTEM PLAN

MnDOT developed the *Statewide Bicycle System Plan* in 2016 to describe how MnDOT can address the needs of the state’s bicycle system. This plan was largely informed by a statewide public engagement effort to collect user feedback on the current bicycle experience in Minnesota. The results indicated that more bicycle routes should be physically separated from motor vehicle traffic and additional investment should be placed into local and regional bicycle travel. In response, MnDOT outlined plans to invest in infrastructure to enhance the bicycle system.

Additionally, MnDOT will direct funding towards developing state bicycle routes to encourage more inter-community travel across the state. Many of these routes will be eligible to become part of the United States (U.S.) Bicycle Route System, enabling users to connect with a national network of bicycle facilities.

Figure 5 illustrates the proposed state corridors for enhancing the Mississippi River Trail, one of the state’s existing bikeway system for inter-community travel. Funding planned for bicycle infrastructure identified in the MnSHIP investment plan totals \$140 million between 2018 - 2037 (as shown in **Figure 2**). For some GA airports in Minnesota that support bike connectivity, this investment can help pilots more safely and efficiently access their local airports. Bicycles can also provide a low-cost and low-risk modal option for airports without courtesy car located in the vicinity of restaurants and other hospitality-related businesses. More information on the *Statewide Bicycle System Plan* can be found at <https://www.dot.state.mn.us/bike/statewide-bicycle-system-plan.html>.

MINNESOTA STATEWIDE FREIGHT SYSTEM AND INVESTMENT PLAN

MnDOT updated the *Minnesota Statewide Freight System and Investment Plan* in 2017 to provide an updated snapshot of the state’s current freight system and develop a new outlook on investment needs. The plan was developed in partnership with freight stakeholders in the public and private sectors to be best informed on current and future system needs. Minnesota’s freight system utilizes nearly all forms of transportation including air, water, rail, and trucking to provide an intermodal approach for delivering freight.⁸ **Figure 6** illustrates the modal facilities and routes included in Minnesota’s freight network.

The 2017 *Minnesota Statewide Freight System and Investment Plan* conducted public outreach and a comprehensive performance assessment to identify needs across the system. These needs ranged across all transportation modes that support the state freight network to enhance asset management, critical connections, traveler safety, and system security. Air cargo represents one critical component of the state’s freight network by providing quick transport of time-sensitive goods. Currently, 12 airports support the majority of air cargo activity in Minnesota (depicted in **Figure 7**) as reported by the Bureau of Transportation Statistics (BTS, 2019). The circles represent the relative number of final destinations reached by cargo enplaned at each airport.

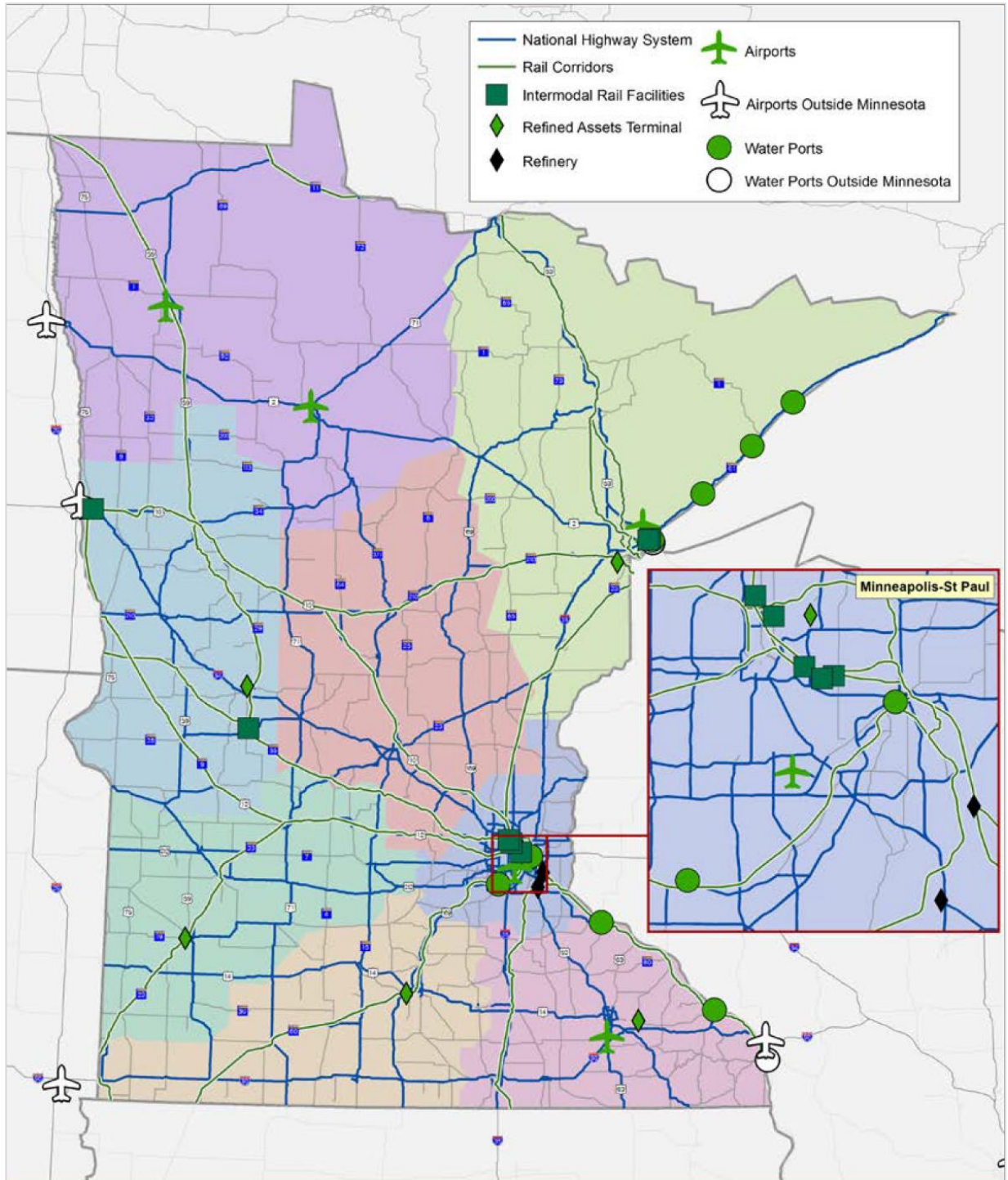
⁸ *Intermodal transportation refers to movement of containerized goods using a combination of air, water, truck, and/or rail service.*

Figure 5. State Bicycle Route Network Priority Corridors



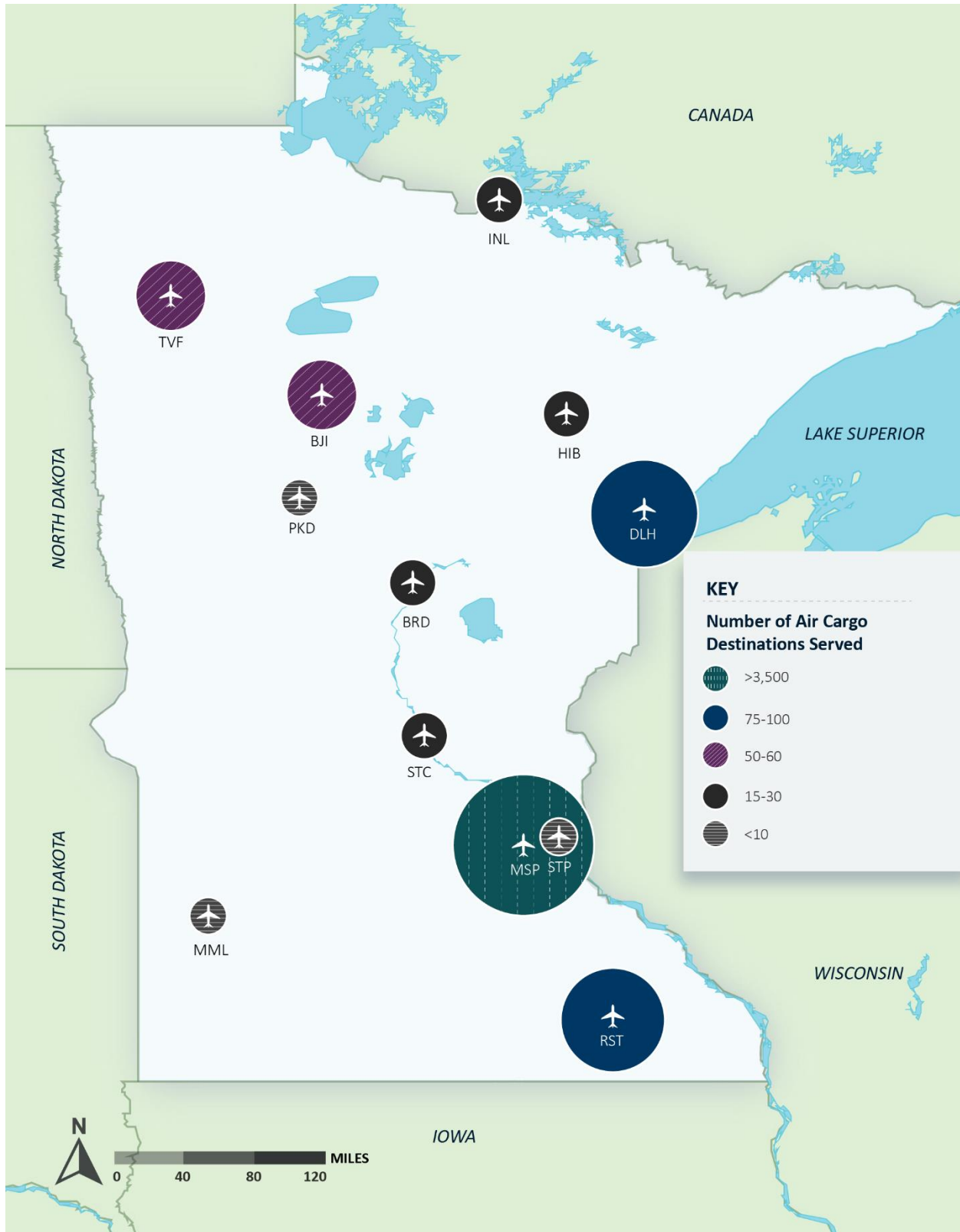
Source: MnDOT Statewide Bicycle System Plan, 2016

Figure 6. Minnesota's Principal Freight Network



Source: MnDOT Statewide Freight System and Investment Plan, 2017

Figure 7. Minnesota Airports Supporting Air Cargo by Number of Destinations Served



Sources: BTS T-100, 2019; Kimley-Horn, 2021

The *Minnesota Statewide Freight System and Investment Plan* identified several enhancements that are needed at airports to optimally support the needs of air cargo:

- Airfield infrastructure, including pavement condition and expansion
- Landside roadway connections for better first-/last- mile connections
- Air cargo facilities
- Communication, navigation, and surveillance systems

These enhancements will not only improve the 12 state aviation system airports that currently support the majority of Minnesota’s air cargo activity but will also improve other aviation activities that also rely on adequate airfield infrastructure and the other improvements. Additionally, as Minnesota’s freight system utilizes a combination of modal options including highway, water, air, and rail transportation, the investment and strategic direction cited across the MnDOT Family of Plans will most likely support the state’s freight capabilities. More information on the *Minnesota Statewide Freight System and Investment Plan* can be found at <https://minnesotago.org/final-plans/statewide-freight-system-investment-plan>.

STATEWIDE PORTS AND WATERWAYS PLAN

MnDOT’s Office of Freight and Commercial Vehicle Operations developed the *Statewide Ports and Waterways Plan* in 2014 to identify challenges and opportunities for the state’s ports and waterways. Minnesota’s ports and waterways system has four public ports along two major navigable waterways (Mississippi River System and the Great Lakes-Saint Lawrence Seaway) for passenger and freight transportation. **Figure 8** illustrates this state system and the overall connectivity provided domestically and internationally. Several infrastructure and safety improvements are identified in the Statewide Ports and Waterways Plan including road/rail access enhancements. This improvement will help support the role of maritime in the multimodal movement of goods, which can increase the efficiency of air cargo across the state aviation system. More information on the *Statewide Ports and Waterways Plan* can be found at <https://www.dot.state.mn.us/ofrw/waterways/pwp.html>.

Figure 8. Minnesota's Ports and Waterways Systems



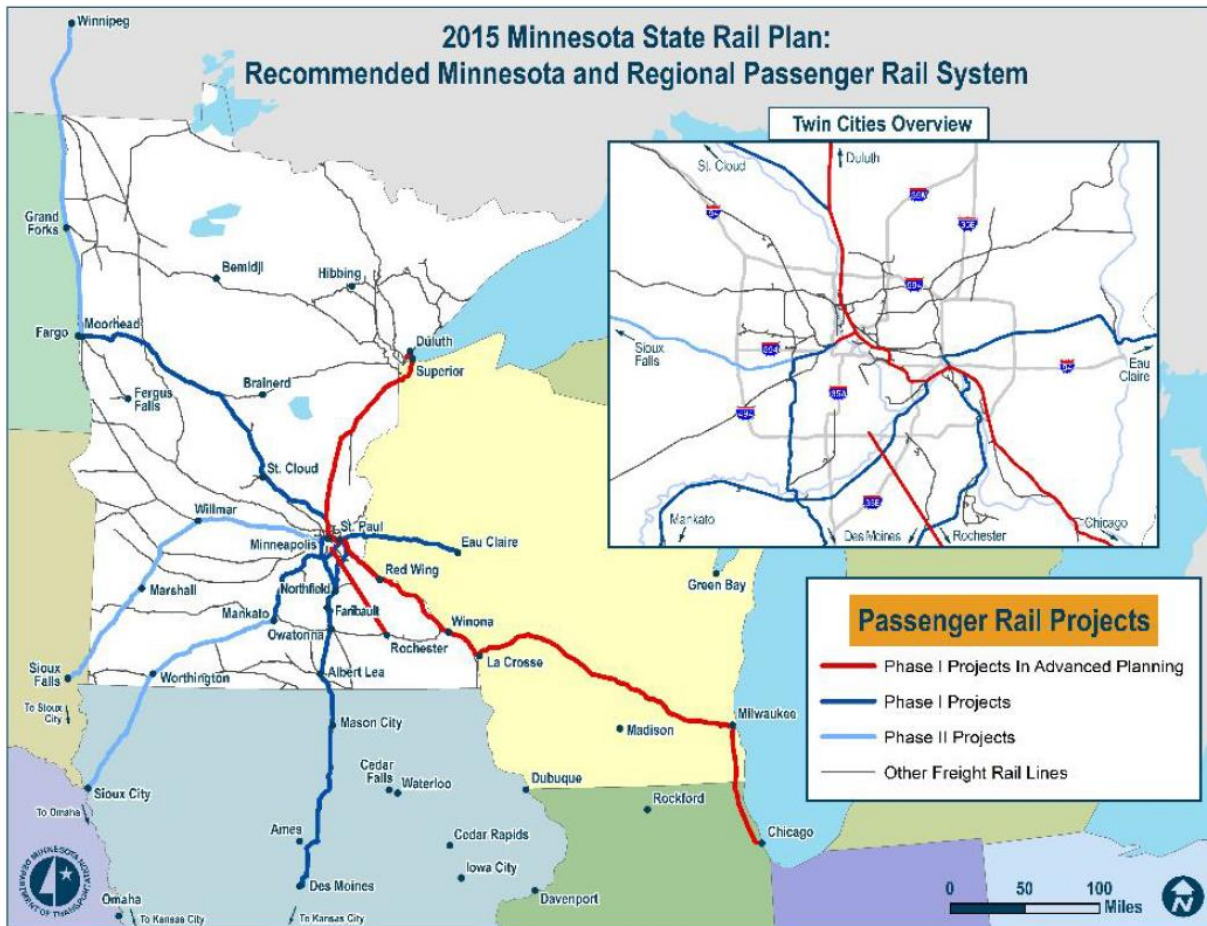
Source: MnDOT Statewide Ports and Waterways Plan, 2014

STATE RAIL PLAN

MnDOT developed the *State Rail Plan* in 2015 to evaluate the current rail capabilities in Minnesota and identify improvements to enable greater multimodal connectivity with other transportation modes. Currently, passenger rail service is centralized to the Twin Cities area to accommodate the large urban population. However, there is a lack of intrastate connectivity from the urban rail network to other parts of the state. This can inhibit airport users flying into or out of the Twin Cities via Minneapolis/St. Paul International Airport (MSP) or one of the GA airports in the area to quickly connect with other regions of the state. The *State Rail Plan* directs MnDOT to develop an intrastate/intercity passenger rail network to connect the Twin Cities area with other regional centers including Duluth and Rochester, as shown in **Figure 9**.

MnDOT Aeronautics should consider potential impacts to passenger and cargo demand at Rochester International Airport (RST) and Duluth International Airport (DLH) should rail capacity be enhanced. The two modes (i.e., rail and aviation) could coordinate efforts to provide an efficient and “right-sized” multimodal network that provides flexibility and efficiency while recognizing the functions of and need for both types of transportation. More information on the *State Rail Plan* can be found at <https://www.dot.state.mn.us/planning/railplan/>.

Figure 9. State Rail Plan Recommended Passenger Rail Projects



Source: *State Rail Plan, 2015*

SUMMARY

The recommendations in other modal plans enable greater multimodal capabilities for the state aviation system. Robust and comprehensive multimodal connections in Minnesota are critical to reaching the Minnesota GO vision of maximizing the health of people, the environment, and the economy. Establishing this type of network would enhance accessibility by allowing residents, visitors, and goods to efficiently travel between points of interest – supporting robust economic activity and a prosperous quality of life. Multimodal connectivity facilitates business by allowing products to move seamlessly along the supply chain and business travelers to remain mobile, keeping Minnesota competitive in national and global markets. Airports are a vital component of Minnesota’s transportation network by moving people and goods within and outside of Minnesota. To understand the current multimodal capabilities of the state aviation system, a review of existing multimodal options was completed, as summarized in the following section.

AIRPORT MULTIMODAL AVAILABILITY

As a part of the MnSASP, a comprehensive data collection effort was completed across the state aviation system. Airport managers were asked to provide details about their airports’ available facilities and services, completed planning efforts, established rates and charges, and the priority needs/issues currently affecting their airport or aviation in Minnesota more broadly, as well as other topics. Specific to transportation connectivity, airport managers were asked to identify the availability of the following multimodal options:

- Public transit (scheduled bus service)
- Taxis
- Rental cars
- TNCs
- Airport shuttles
- Bike and pedestrian paths
- Other transportation options

Additionally, airports provided details on courtesy car(s) offered to users including the vehicle(s)’ year, make, model, condition,⁹ and ownership (i.e., airport sponsor, FBO, or other third-party). The following subsections describe each multimodal option and their availability across the state aviation system.

PUBLIC TRANSIT (SCHEDULED BUS SERVICE)

Public transit can involve multiple modal options including bus, light-rail, subway, and/or railcar services. In Minnesota, most public transit is solely provided by scheduled bus service. Cities and municipalities routinely provide public transit services to connect airports users with surrounding suburbs, city centers, tourist attractions, business districts, and other points of interest, as well as other modal hubs such as rail terminals. **Figure 3** illustrates all the transit authorities established in the Greater Minnesota region,¹⁰ many of which connect with the airports in their service areas. Other public transit modes cited by airport managers during the 2022 MnSASP data collection effort included bus services operating on an on-demand basis, light rail (established in the Twin Cities region), and a county transit bus.

⁹ Airports were asked to note the condition of the vehicles based on the grades established by the Kelley Blue Book (KBB). Details on each condition tier can be found at the following link: <https://auto.howstuffworks.com/buying-selling/kelley-blue-book4.htm>

¹⁰ Greater Minnesota is identified as 80 Minnesota counties outside the Twin Cities area

Across the 133 airports in the state aviation system, 19 percent of airports reported scheduled bus service. Among the 124 GA airports, 18 percent indicated scheduled bus service. A review of scheduled bus service availability completed across each state classification found that availability was more concentrated at Key Commercial Service airports (33 percent) and Intermediate airports (22 percent of Intermediate Large and Intermediate Small airports, each). **Table 1** indicates the availability of bus service across the state aviation system by state classification.

Table 1. Scheduled Bus Service Availability by State Classification

State Classification	Total No. of Airports	No. of Airports Providing Scheduled Bus Service	% Availability by State Classification
Key Commercial Service	9	3	33%
Key General Aviation	22	4	18%
Intermediate Large	36	8	22%
Intermediate Small	46	10	22%
Landing Strip Turf	20	0	0%
GA Airports	124	22	18%
All Airports	133	25	19%

Source: MnSASP Inventory, 2020

TAXIS

Despite rising popularity in TNC services, taxis are still widely used as a point-to-point transportation option for many airport users. In fact, taxis are more commonly available across the state aviation system than TNCs. Across all 133 airports, 35 percent reported having taxi service available to users. Among GA airports, 31 percent of airports indicated having taxi service accessible to users. When examined by state classification (see **Table 2**), all Key Commercial Service (100 percent), most Key GA (68 percent), and over one-third of Intermediate Large (39 percent) airports reported available taxi service. Intermediate Small (13 percent) and Landing Strip Turf (15 percent) airports have significantly lower availability.

Table 2. Taxi Service Availability by State Classification

State Classification	Total No. of Airports	No. of Airports Providing Taxi Service	% Availability by State Classification
Key Commercial Service	9	9	100%
Key General Aviation	22	15	68%
Intermediate Large	36	14	39%
Intermediate Small	46	6	13%
Landing Strip Turf	20	3	15%
GA Airports	124	38	31%
All Airports	133	47	35%

Source: MnSASP Inventory, 2020

RENTAL CARS

Rental car service is a popular connectivity option for many airport users, but particularly with commercial service passengers and GA passengers travelling for business. Time, routing, destination changes, and vehicle type are all at the user's discretion to allow for the greatest amount of travel flexibility. In some cases, rental car companies place their operations on airport property to enable passengers to quickly connect from deplaning their aircraft. Other rental car providers station their operations off-site due to airport property constraints or where demands are limited. For collecting information about both rental car options, airports were asked to denote the availability of each form of service.

Across the state aviation system, 35 percent of airports reported having some form of rental car service (i.e., on- or off-airport). Thirteen airports reported on-airport rental car service: seven being Key Commercial Service airports (89 percent) and five being Key GA airports (82 percent). Among the 124 GA airports, 31 percent reported providing at least one form of rental car service; nearly all these airports (90 percent) reported offering the rental car services off-site. **Table 3** indicates the availability of rental car service by state classification.

Table 3. On- and Off-site Rental Car Availability by State Classification

State Classification	Total Number of Airports	On-site Rental Car Service (Number of Airports)	On-site Rental Car Service (Percent of Airports)	Off-site Rental Car Service (Number of Airports)	Off-site Rental Car Service (Percent)	Any On- or Off-Site Rental Car Service (Number of Airports)	Any On- or Off-Site Rental Car Service (Percent)
Key Commercial Service	9	7	78%	5	56%	8	89%
Key General Aviation	22	6	27%	14	64%	17	82%
Intermediate Large	36	0	0%	15	42%	15	42%
Intermediate Small	46	0	0%	5	11%	5	11%
Landing Strip Turf	20	0	0%	1	5%	1	5%
GA Airports	124	6	5%	35	28%	39	31%
All Airports	133	13	10%	40	30%	46	35%

Source: MnSASP Inventory, 2020

TRANSPORTATION NETWORK COMPANIES

As a relatively new form of ground transportation, TNCs (also known as rideshares) combine the flexibility of rental cars with the minimal user effort associated with taxis and public transit. The concept of TNCs is based on crowdsourcing drivers from the public to provide on-demand rides to residents and visitors. Common TNCs such as Uber and Lyft connect drivers with prospective riders via mobile apps for a quick travel option to and from airports. In some cases, airports partner with TNCs to set-up signage and dedicated curbside space for TNC passenger drop-off and pick-up.

Across the state aviation system, 23 percent of airports host TNC services. Most availability can be found at the Key airports in Minnesota, as 67 percent of Key Commercial Service and 41 percent of Key General Aviation airports reported having TNC service available. Because TNCs rely on crowdsourced drivers, the relatively low populations in the vicinity of many Minnesota GA airports likely results in limited TNC service availability. Among GA airports, only 19 percent reported having TNC availability. However, this would be expected to increase if rural communities grow in population and airport demands concurrently increase. **Table 4** shows the availability of TNC across the state aviation system by state classification.

Table 4. TNC Availability by State Classification

State Classification	Total No. of Airports	No. of Airports Providing TNC Service	% Availability by State Classification
Key Commercial Service	9	6	67%
Key General Aviation	22	9	41%
Intermediate Large	36	7	19%
Intermediate Small	46	7	15%
Landing Strip Turf	20	1	5%
GA Airports	124	24	19%
All Airports	133	30	23%

Source: MnSASP Inventory, 2020

AIRPORT SHUTTLES

Airport shuttles typically provide direct access between points of interest, including on-site airport terminals, FBOs, and other airport facilities, and off-site rental car operations, parking lots, hotels, and convention centers. Many shuttle services are complementary to allow their customers to have a seamless travel experience to and from a commercial service or GA flight. In the state aviation system, 19 percent of all airports reported at least one form of shuttle service. Most availability is found at Minnesota’s commercial service airports, as 78 percent of Key Commercial Service airports reported having at least one form of shuttle service for passengers. Among the GA airports, only 15 percent provide shuttle service due to the variable type and frequency of air traffic activity at these airports. **Table 5** highlight the availability of shuttle service across the state aviation system by state classification.

Table 5. Shuttle Availability by State Classification

State Classification	Total No. of Airports	No. of Airports Providing Shuttle Service	% Availability by State Classification
Key Commercial Service	9	7	78%
Key General Aviation	22	6	27%
Intermediate Large	36	5	14%
Intermediate Small	46	4	9%
Landing Strip Turf	20	3	15%
GA Airports	124	18	15%
All Airports	133	25	19%

Source: MnSASP Inventory, 2020

BIKE AND PEDESTRIAN PATHS

For some airports in Minnesota, bike and pedestrian paths are available as a connectivity option for aviation users. In certain cases, this is due to airports supporting local pilots who live or work close to the airport. Bike and pedestrian paths allow for easy access to aircraft for recreational purposes. Across the state aviation system, 25 percent of airports reported users accessing the airport via a bike and pedestrian path. Specifically, with GA airports, 22 percent reported having a bike and pedestrian path available to users. This is concentrated around Intermediate Small (22 percent) and Landing Strip Turf (40 percent) airports, as shown in Table 6.

Table 6. Bike and Pedestrian Path Connectivity by State Classification

State Classification	Total No. of Airports	No. of Airports Providing Bike/Pedestrian Connectivity	% Availability by State Classification
Key Commercial Service	9	2	22%
Key General Aviation	22	7	32%
Intermediate Large	36	4	11%
Intermediate Small	46	10	22%
Landing Strip Turf	20	8	40%
GA Airports	124	29	22%
All Airports	133	31	25%

Source: MnSASP Inventory, 2020

COURTESY CARS

Airport courtesy cars are a popular ground transportation option, particularly at GA airports. Typically, airports acquire these vehicles from local auctions or a pool of used fleet vehicles from local governments to repurpose as courtesy cars. With the variable flying schedules by which many GA users operate, airport sponsors and FBOs make courtesy cars available on-demand for visitors to travel to and from close points of interest. Like rental cars, courtesy cars provide the greatest amount of travel flexibility for users.

However, this service is often limited, as most airports only provide one or two vehicles available on a first-come, first-serve basis. The availability of courtesy cars was identified to be an issue in Phase I of the MnSASP. As such, a more comprehensive data collection effort was completed in conjunction with the airport inventory process during the 2022 MnSASP to understand details about courtesy cars currently available at Minnesota airports, as well as common issues preventing airports from acquiring and/or maintaining these vehicles. These issues, as well as recommended best practices to overcome common challenges, are explored more fully in the **Current Courtesy Car and Rolling Stock Funding Mechanisms** section beginning on page 29.

Across the state aviation system, 85 airports reported providing at least one courtesy car with 101 total cars available. The greatest availability is seen across the Key Commercial Service (89 percent), Intermediate Large (82 percent), and Key General Aviation (81 percent) airports. Across the GA airports, 71 percent reported providing courtesy cars to users, which are largely concentrated at Key General Aviation (81 percent) and Intermediate Large and Small (82 percent and 63 percent, respectively) airports. Only one Landing Strip Turf airport indicated having courtesy car service available (5 percent). Table 7 highlight the availability of courtesy car service across the state aviation system by state classification.

Table 7. Courtesy Car Availability by State Classification

State Classification	Total No. of Airports	No. of Airports with Courtesy Cars	No. of Courtesy Cars	% Availability by State Classification
Key Commercial Service	9	8	13	89%
Key General Aviation	22	18	24	81%
Intermediate Large	36	29	32	82%
Intermediate Small	46	29	31	63%
Landing Strip Turf	20	1	1	5%
GA Airports	124	77	88	71%
All Airports	133	85	101	64%

Source: MnSASP Inventory, 2020

Airports were also asked to provide the year and condition of the courtesy car(s) offered by their airport. Due to limited courtesy car data provided by some airports, the year and condition data reviewed are not reflective of all airports with courtesy cars cited in **Table 7**. The average vehicle year of courtesy cars among all 77 airports that provided data was 2007. The newest vehicles are generally present at Key Commercial Service airports (2013), Key General Aviation airports (2009), and Landing Strip Turf airports (2009). The average age of courtesy cars at all GA airports is 2006, with Intermediate Small airports reporting the oldest average vehicle year (2004). This information is presented in **Table 8**.

Table 8 also presents the condition of courtesy cars by state classification based on the Kelley Blue Book (KBB) grading scale.¹¹ There are four tiers that are included in this scale, which are defined below:

- **Excellent:** The vehicle looks new, is in perfect mechanical condition, and requires no reconditioning for reselling. This vehicle has never had any paint or body work, free of rust, and has a clean title history. There are complete and verifiable service records. Less than five percent of all used vehicles fall within this category.
- **Good:** The vehicle is free of any major defects and has a clean title history. There may be minor paint, body, and interior blemishes, but there are no major mechanical issues. There may need some reconditioning for reselling. Most vehicles fall within this category.
- **Fair:** The vehicle has some mechanical and cosmetic defects but is still in reasonable running condition. There is a clean title history, but any paint, body, or interior work would need a professional. There may be some repairable rust damage, and the tires may need replacing.
- **Poor:** The vehicle has severe mechanical and cosmetic issues. There may be irreversible damage to the frame and rust on the body work. The vehicle could have a branded title or an unverified mileage.

Across the state aviation system, most courtesy cars are in good or fair condition. **Table 8** presents the condition data by state classification.

¹¹ Airports were asked to note the condition of the vehicles based on the grades established by KBB. However, there is some subjectivity in the vehicle condition(s) being reported. Details on each condition tier established by KBB can be found at the following link: <https://auto.howstuffworks.com/buying-selling/kelley-blue-book4.htm>.

Table 8. Courtesy Car Year and Condition.¹²

State Classification	No. of Airports that Provided Car Details ¹³	Average Year of Courtesy Car	Excellent	Good	Fair	Poor	Unknown
Key Commercial Service	9	2013	2	11	0	0	0
Key General Aviation	17	2009	4	10	4	4	2
Intermediate Large	24	2005	2	13	13	0	4
Intermediate Small	27	2004	2	15	13	0	1
Landing Strip Turf	20	2009	0	0	1	0	0
GA Airports	69	2006	8	38	31	4	7
All Airports	77	2007	10	49	31	4	7

Source: MnSASP Inventory, 2020

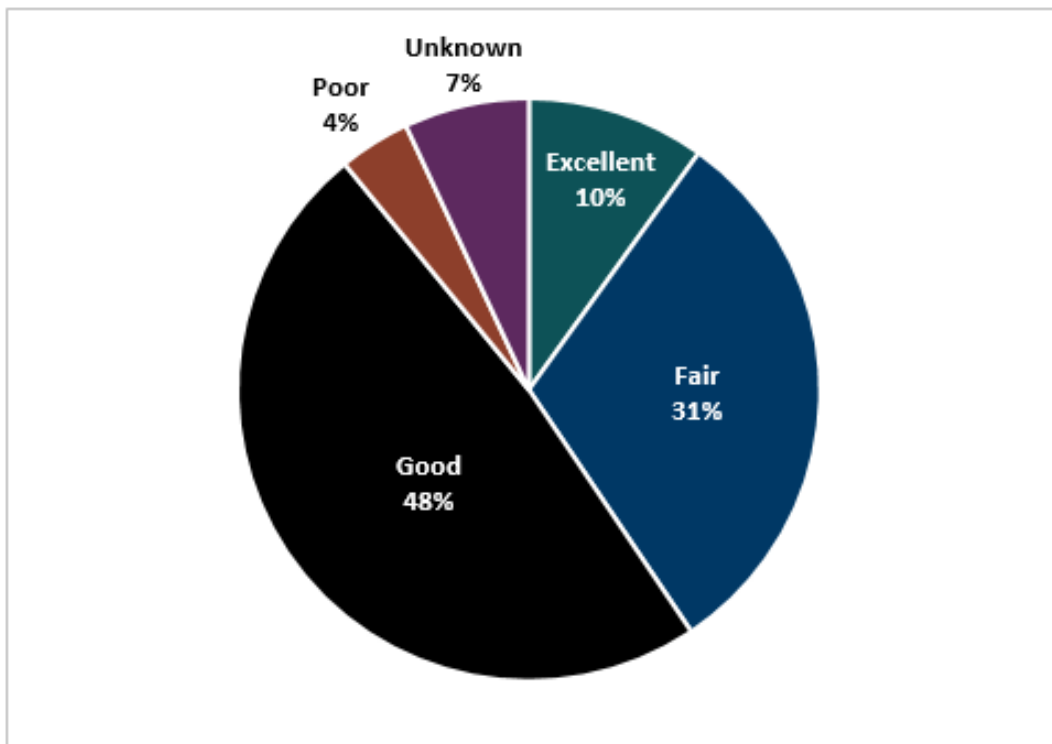
¹² The values presented under the vehicle conditions in **Table 8** are the number of airports that have courtesy cars that match a certain KBB condition.

¹³ With the limited courtesy car data provided by airports, the data in **Table 8** are not reflective of all airports with courtesy cars cited in **Table 7**. This column details the number of airports that provided adequate condition data.

Figure 10 shows the statewide courtesy car condition breakdown by the KBB grading scale. Statewide, 48 percent of airports provide one or more courtesy cars in good condition. This is followed by 31 percent of airports having a courtesy car in fair condition, and four percent having vehicles in poor condition. With the used and repurposed nature of these vehicles, only 10 percent of airports have at least one courtesy car in excellent condition. Seven percent of airports reported the condition of their courtesy car as “unknown.”

Given the lack of courtesy cars among Landing Strip Turf airports – reinforcing the findings from Phase I of the MnSASP – the following section examines the current funding mechanisms available to Minnesota airports for supporting courtesy cars and other rolling stock (e.g., mowers, SRE, etc.). This assessment was complemented by a desktop review of other states’ funding of courtesy cars and rolling stock to provide recommendations for enhancing MnDOT Aeronautics’ funding strategies for the acquisition and maintenance of these valuable airport assets.

Figure 10. Statewide Airport Courtesy Car Condition



Source: MnSASP Inventory, 2020

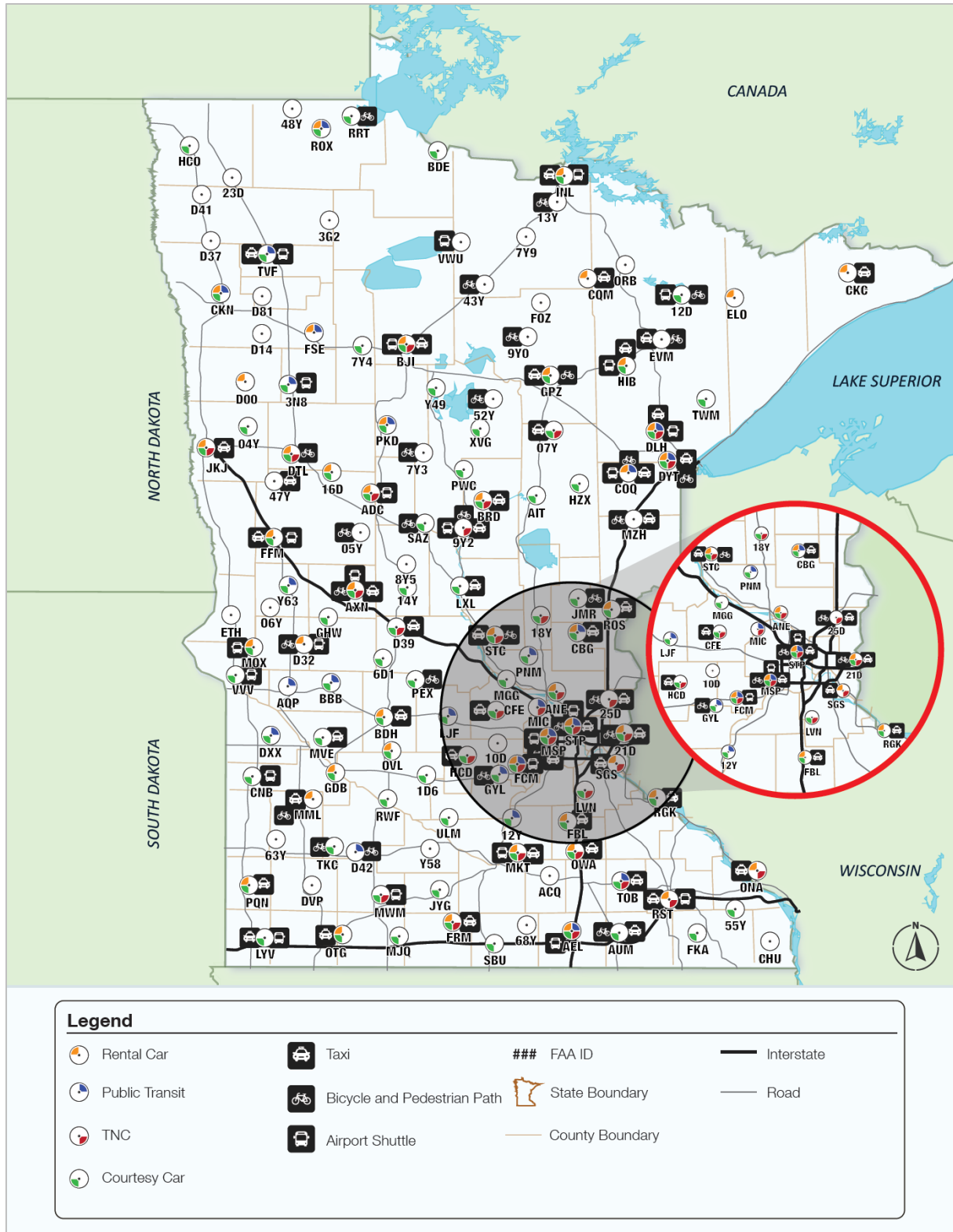
SUMMARY

The state aviation system has a wide array of multimodal connectivity options available for users, with some options more centralized to Key Commercial Service and Key General Aviation airports and others more common at Intermediate Large, Intermediate Small, and Landing Strip Turf airports. Rental cars, taxis, TNCs, and shuttle service are more common at Key airports, likely due to the more consistent stream of commercial service and GA activities that rely on these ground transportation options.

Courtesy cars are more popular at Key and Intermediate Large GA airports to accommodate a higher number of on-demand visitors. There is a noticeable lack of courtesy car availability among Landing Strip Turf airports, a topic which will be addressed more fully in the following section.

Figure 11 illustrates all ground connectivity options available across the state aviation system. For a more detailed list of all available ground connectivity options by airport, refer to the individual airport detail tables provided at the end of this paper (see page 48).

Figure 11. Statewide Airport Multimodal Connectivity Options Map



Sources: MnDOT Inventory, 2020; Kimley-Horn, 2021

Current Courtesy Car and Rolling Stock Funding Mechanisms

Upon evaluating the multimodal connectivity options available across the state aviation system, it was discovered that nearly all Landing Strip Turf airports lack a courtesy car. As presented in **Table 7**, only one of the 20 Landing Strip Turf airports indicated having a courtesy car available to users. Additionally, three Landing Strip Turf airports (Wells Municipal [68Y], Backus Municipal [7Y3], and Starbuck Municipal [D32] airports) explicitly shared the need for a courtesy car. Challenges cited by these airports include lack of available funds for acquisition and maintenance, as well as difficulty in obtaining insurance for courtesy cars. Local businesses in the vicinity of these airports could benefit from more visitor interest with the availability of a courtesy car to connect travelers with local points of interest, stimulating economic activity associated with off-airport visitor spending.

In response to these issues, potential federal and state funding mechanisms to support the acquisition and maintenance of courtesy cars are presented below. A desktop review was conducted of other states' funding of courtesy cars. This review also included reviewing state funding mechanisms to support other rolling stock (e.g., lawn mowers, tractors, SRE) to identify best practices that could be considered by MnDOT Aeronautics. This complete analysis was used to guide the development of recommendations to enhance MnDOT Aeronautics' ability to address the need for courtesy cars and other airport rolling stock, as appropriate. The following subsections summarize this research and provide suggestions to enhance MnDOT's current funding strategies.

FEDERAL AVIATION ADMINISTRATION

The Federal Aviation Administration (FAA) facilitates the Airport Improvement Program (AIP) as a federal funding program available to airports in the National Plan for Integrated Airport Systems (NPIAS).¹⁴ There are 96 NPIAS airports in Minnesota eligible for AIP funding, including 87 GA airports. The main goals of the program are to enhance airport safety, capacity, and security, as well as address environmental concerns. The funding level awarded to AIP-eligible projects are largely based on the airport's NPIAS category and hub type, as described below:

- Large and Medium Hub airports: 75 percent of eligible costs
- Small Hub, Reliever, and GA airports: 90 to 95 percent of eligible costs (based on statutory requirements)

AIP funding can be utilized towards equipment required for Part 139 certification, including ARFF vehicles and SRE.¹⁵ Courtesy cars are not eligible for AIP funding and are unlikely to be supported by federal AIP dollars in the future unless the FAA adopts a major policy shift.

¹⁴ FAA (2021). "Overview: What is AIP?". Available online at <https://www.faa.gov/airports/aip/overview/> (accessed November 2021).

¹⁵ FAA (2019). Airport Improvement Program Handbook. Available online at https://www.faa.gov/airports/aip/aip_handbook/media/AIP-Handbook-Order-5100-38D-Chg1.pdf (accessed November 2021).

NPIAS airports may also be able to leverage the Airport Zero Emissions Vehicle (ZEV) and Infrastructure Pilot Program to use federal funds to acquire ZEV ground support equipment (GSE) and the infrastructure required to operate them (e.g., charging units).¹⁶

The ZEVs must be for on-airport use only, including airport maintenance, airport parking lot shuttle service, and airport security. The funding level for submitted airport projects follows the AIP cost-sharing model outlined above. Between 2015 and fall 2021, over \$47 million has been awarded via the Airport ZEV and Infrastructure Pilot Program.

MNDOT AERONAUTICS

MnDOT Aeronautics has several funding programs to cover many types of airport capital improvement and ongoing maintenance and operations projects. However, at the time of this writing, courtesy cars are not eligible for any state funding programs. Airports can leverage the Airport Development Grant Program to acquire equipment and the M&O Grant Program to support to maintain and ensure equipment (including rolling stock but excluding courtesy cars). However, through the comprehensive data collection completed across the state aviation system, several airports indicated that equipment purchases are a low priority for MnDOT Aeronautics funding. As such, despite rolling stock being eligible for state funding, some equipment needs remain unmet. Additional information about MnDOT Aeronautics' funding programs, including eligibility requirements, are provided below.

AIRPORT DEVELOPMENT GRANT PROGRAM

Airports can utilize the State Airport Development Grant Program to acquire maintenance equipment including rolling stock.¹⁷ Airports included in the state aviation system are eligible for funding, and the program can cover between 75 and 90 percent of equipment costs, depending on the surrounding population level and NPIAS inclusion. Projects must be submitted into the state's capital improvement program (CIP) to be considered for funding. Equipment purchases are prioritized in accordance with the state's funding prioritization methodology.

M&O GRANT PROGRAM

The M&O Grant Program is intended to support airport's routine maintenance expenses to sustain the highest level of safety. Acquiring courtesy cars and rolling stock are ineligible for funding through the M&O Grant Program, but the program can cover maintenance equipment rentals, lease fees, and insurance.¹⁸ Up to 75 percent of eligible item costs are covered through the program. Additionally, the program can support liability insurance for airport sponsor-owned items, excluding courtesy cars. In state fiscal year (SFY) 2022, the M&O Grant Program awarded a total of \$5.0 million across all 133 airports in the state aviation system. Individual awards are based on the airport facility, with airport awards ranging from \$3,819 (Waskish Municipal Airport [VWU]) to \$207,385 (Rochester International Airport [RST]).

¹⁶ FAA (2021). "Airport Zero Emissions Vehicle and Infrastructure Pilot Program." Available online at https://www.faa.gov/airports/environmental/zero_emissions_vehicles/ (accessed November 2021).

¹⁷ MnDOT Aeronautics (2021). "Frequently Asked Questions." Available online at <http://www.dot.state.mn.us/aero/airportdevelopment/frequentlyaskedquestions.html#purchaseEquipment> (accessed November 2021).

¹⁸ MnDOT Aeronautics (2021). "Maintenance and Operations (M and O)." Available online at <https://www.dot.state.mn.us/aero/airportdevelopment/mando.html> (accessed November 2021).

OTHER STATES' FUNDING MECHANISMS

To identify best practice related to funding of courtesy cars and other rolling stock, a desktop review was completed of other states' funding mechanisms.

Table 9 summarizes the eight states examined as a part of this review.

Table 9. Other State's Funding of Courtesy Cars and Rolling Stock

State	Agency Name	Name of Program(s)	Type	Courtesy Car/ Rolling Stock	Eligible Applicants	Eligible Projects	State Funding Level	Prioritization
California	California Department of Transportation (Caltrans) Division of Aeronautics	Annual Credit Grant	Grant	Rolling stock	Publicly owned/public-use airports	Service vehicles	Accrual basis per airport of \$10,000, up to five years can be claimed	Unknown
Idaho	Idaho Transportation Department (ITD) Division of Aeronautics	Courtesy Car Program	Surplus	Courtesy car	ITD-owned and operated airports	Courtesy cars	N/A (surplus program)	Unknown
Kansas	Kansas Department of Transportation (KDOT) Division of Aviation	Kansas Airport Improvement Program (KAIP)	Grant	Rolling stock	Public-use airports	Equipment such as SRE and mowers	50 percent contribution. Maximum of \$800,000 per project	Objective priority system ranks the applications across all categories. See page 36 for details.
Massachusetts	Massachusetts Department of Transportation (MassDOT) Aeronautics Division	Airport Safety and Maintenance Program (ASMP)	Grant	Rolling stock	Public-use airports	SRE and maintenance equipment	Up to 80 percent of total project cost	Maintenance projects as recommended by annual state airport inspections are often prioritized
Montana	Montana Department of Transportation	MDT Courtesy Car Program	Grant / Surplus	Courtesy car	Public-use airport without	Courtesy cars	Up to \$2,000 per vehicle purchase, two cars per year	Unknown

State	Agency Name	Name of Program(s)	Type	Courtesy Car/ Rolling Stock	Eligible Applicants	Eligible Projects	State Funding Level	Prioritization
	(MDT) Aeronautics Division				public transportation 24/7, year-round			
New Hampshire	New Hampshire Department of Transportation (NHDOT) Bureau of Aeronautics	New Hampshire Airport Improvement & Maintenance Program (NH AIM)	Grant	Rolling stock	Public-use airports	SRE, mowing equipment	Up to 80 percent of project costs	Numerical-based priority rating scale by project type (see page 37)
North Dakota	North Dakota Aeronautics Commission (NDAC)	Airport Grant Funding	Grant	Rolling stock	Publicly owned and operated airports	Airfield equipment (ARFF vehicles, mower unit, SRE, tractors, operations vehicles, turf rollers/sweepers)	50 percent of project costs. Airport sponsors can request higher funding levels with justification during application process.	Numerical-based priority rating scale indicates varied importance with rolling stock by type (e.g., 50 points for ARFF, 20 points for tractors). Table 11 presents the full priority rating scale.
Wyoming	Wyoming Department of Transportation Aeronautics Commission (WAC)	Grants-In-Aid	Grant	Rolling stock	Public-use airports	Equipment including SRE, mowers, and tractors	Unknown	Unknown

Sources: Caltrans, 2019; Caltrans, 2021; ACRP, 2020; KDOT, 2016; MassDOT, 2021; NHDOT, 2018; NHDOT, 2021; NDAC, 2021; WYDOT, 2021

CALIFORNIA

Caltrans Division of Aeronautics provides airports with discretionary funding for “service vehicles” through the Annual Credits Grant program.¹⁹ Airports that are owned by a public entity and meet the following requirements are eligible for this discretionary grant program:

- Have a valid state permit for a public-use airport
- Open to the public without restriction to general and commercial aviation
- Adopt rules that provide sufficient control over airport operations
- Have height restrictions that prevent obstructions in the airport’s imaginary surfaces
- Establish a Special Aviation Fund which accounts for airport payments received and expenditures related to California Aid to Airports Program (CAAP) funds
- Annually certify eligibility by submitting Form DOA-0007, California Aid to Airports Program Certification each fiscal year
- Not designated as a Reliever or Commercial Service airport in the NPIAS

The project eligibility list for the Annual Credits Grant Program is extensive and includes “service vehicles” for supporting operations and maintenance activities at the airport. This includes nearly all rolling stock typically available at airports but does not include courtesy cars. Eligible airports accumulate \$10,000 per year, with up to five-years’ worth of funds able to be claimed through the program. Airports that close are obligated to pay back a portion of funds received via the Annual Credits Program during the past 20 years.²⁰ Repayment is set at the original amount with a five percent reduction every year.

If MnDOT Aeronautics establishes courtesy cars as eligible for state funding, there can be a similar stipulation in place to account for closing airports. Additionally, MnDOT Aeronautics could adopt a similar accrual system for airports to receive a certain amount of money each year up to a certain cap limit that could be used for equipment purchases.

IDAHO

The ITD Division of Aeronautics provides surplus cars to ITD-owned airports as a part of the ITD Courtesy Car Program.²¹ This surplus program currently has four airports participating in the program, all being small airports with no public transportation available within 25 miles. As a part of the program, ITD provides a Trip Agreement to airports for collecting user background information and tracking accountability for damages. The Trip Agreement also stipulates that users must provide gas and are charged a combination of a flat fee, per mile fee, and an overnight rate (when applicable). Insurance is the responsibility of the user to cover any loss or damage to the vehicle and any third-party claims submitted. Upon the user returning the vehicle, the designated vehicle caretaker calculates the total rate to assessed to the user. **Figure 12** presents a copy of a Trip Agreement used at Idaho airports.

¹⁹ Caltrans Division of Aeronautics (2021). “Annual Credit Grant.” Available online at <https://dot.ca.gov/programs/aeronautics/annual-credit-grant> (accessed November 2021).


²⁰ Caltrans Division of Aeronautics (April 2019). “State Dollars for Your Airport.” Available online at <https://dot.ca.gov/-/media/dot-media/programs/aeronautics/documents/1016-state-dollars-for-your-airport-october-2019-a11y.pdf> (Accessed November 2021).

²¹ ACRP (2020). “Synthesis 111: Last Mile in General Aviation Courtesy Vehicles and Other Forms of Ground Transportation.” Available online at <https://www.trb.org/Main/Blurbs/181448.aspx> (accessed November 2021).

MnDOT Aeronautics could develop a trip agreement template for airports to adopt when providing courtesy cars, especially for vehicles supported by public funds. Additionally, MnDOT Aeronautics can require that the user holds car insurance that will serve as the primary policy during use of the vehicle. Airports should still ensure courtesy vehicles to cover other usage, as well as uninsured drivers who use the vehicle without authorization. This type of coverage can be provided through governmental trusts available to public entities (profiles two potential insurance providers for airports are provided starting on page 44).

It is recommended that MnDOT Aeronautics confirm the legality of requiring users to hold their own insurance as a condition of using an airport courtesy car in Minnesota, as well as appropriate contractual language for a trip agreement. Additionally, airports without on-site managers or caretakers could request that drivers leave the signed trip agreement and payment with a designated partner business, city hall, or other government entity. An online form and payment system could also be developed. While these latter options operate to some degree on an “honor system,” any payments received would offset the cost of insurance. A sign should also be clearly posted in the vehicle indicating that a signed trip agreement with payment must be remitted to the airport sponsor as a condition of use.

Figure 12. ITD Courtesy Car Trip Agreement



**Your Safety • Your Mobility
Your Economic Opportunity**

Idaho Airport Courtesy Car Trip Agreement

ITD 2572 (Rev 12-19)
itd.idaho.gov

This car is the property of the Idaho Transportation Department, Division of Aeronautics. The user agrees that their insurance shall be primary over all other policies or contracts. The user is responsible for, and will reimburse, airport management promptly for all loss or damage to vehicle, as well as for any claims made by third parties in case of bodily injury, wrongful death, or property damage due to driver negligence or misuse.

Without limitation of any general obligations or responsibilities imposed by this agreement, the user shall comply with all motor vehicle laws. They shall be solely liable and responsible for all fines, penalties and forfeitures imposed for parking or traffic violations while vehicle is held, used, operated, or driven pursuant to this user agreement.

The courtesy car shall be used only between this airport and the local trading area. Travel across the state line or beyond local trading area is explicitly prohibited. Fees will be *1-6 hours = \$7.50, 6-12 hours = \$15 & 12-24 hours = \$30.*

The caretaker is not obligated to provide transient airport users with ground transportation to the local trade area, rather, courtesy cars are provided as a convenience.

Vehicle must be returned with fuel tank full.

Driver Information - All Fields Must Be Completed

Driver's Name		Phone	Email	
Address		City	State	Zip
Driver's License Number	State Issued	Auto Insurance Company	Ins. Policy Number	
Aircraft Make	Model		N-Number	

By signing below, the user certifies they have read and agree to the above terms and conditions of this user agreement.

User Signature	Date
----------------	------

OFFICE USE ONLY

Airport	City	Car License Number
Date Out	Time Out	Mileage Out
	<input type="checkbox"/> a.m. <input type="checkbox"/> p.m.	
Date In	Time In	Mileage In
	<input type="checkbox"/> a.m. <input type="checkbox"/> p.m.	Total Mileage

1-6 Hour Use Fee = _____

6-12 Hour Use Fee = _____

12-24 Hour Use Fee = _____

Mileage _____ x .60 Per Mile = _____

TOTAL = _____

PAID = _____

Change = _____

Donation Box = _____

Cash on Hand = _____

Caretaker Signature	Date
---------------------	------

Distribution: White – Aeronautics Yellow – Caretaker Pink – User

Source: ITD, 2019

KANSAS

The KDOT Division of Aeronautics provides funding for equipment through the KAIP.²² This grant program is intended to preserve and enhance the Kansas airport system by supporting runway pavement condition, minimizing surface travel time to air ambulance pick-up locations, improving safety, and enhancing economic development opportunities for public-use airports in Kansas. The eligible project list includes equipment purchases, such as SRE and mowers. Maximum state participation for equipment is set at 50 percent and up to \$800,000 per project. Upon projects being submitted for consideration into the KAIP, the evaluation team use a priority rating system incorporating the following factors:

- Safety
- System preservation
- Kansas Airport System Plan recommendations
- Geographic remoteness
- Discretionary factors

MnDOT Aeronautics could consider adopting a priority rating system for the M&O Grant Program in lieu of the entitlement funding methodology currently employed (where each airport receives a set amount regardless of project-specific needs). This would help align awarded funding with actual needs.

MASSACHUSETTS

The MassDOT Aeronautics Division supports acquisition of maintenance equipment through the ASMP.²³ This grant program is only available to public-use airports included in the Massachusetts Statewide Airport System Plan (MSASP) and that submit projects through the state's CIP. ASPM funding is intended to support airport planning and development projects not supported by federal funding. Security improvement projects are funded at 100 percent and other projects are funded at 80 percent of total project costs. Equipment such as SRE and mowers are considered airport development projects and are eligible for ASPM funding. However, routine maintenance projects recommended in annual state airport inspections are often given a higher priority than equipment.

MnDOT Aeronautics could adopt a similar prioritization methodology for the M&O Grant Program that first awards funding to safety and security projects recommended in state airport inspections that are ineligible for FAA funding.

MONTANA

The MDT Aeronautics Division supports airports with courtesy car funding and surplus vehicles through the MDT Courtesy Car Program. Public-use airports with no continuous public transportation (24/7, 365 days a year) are eligible for the program. Eligible airports can request up to \$2,000 per vehicle purchase, up to two cars per year. Additionally, MDT is currently working with the Montana State Legislature to repurpose vehicles from the MDT Motor Pool for use as courtesy cars with an estimated value of \$5,000.

²² KDOT Division of Aeronautics (2016). "KAIP Program Guidance." Available online at <https://www.ksdot.org/Assets/wwwksdotorg/bureaus/divAviation/pdf/KAIPProgramGuidelines2016.pdf> (accessed November 2021).

²³ MassDOT Aeronautics Division (2021) "ASMP." Available online at <https://www.mass.gov/airport-safety-and-maintenance-program-asmf-funding> (accessed November 2021).

Airports that acquire vehicles through the MDT Courtesy Car Program are required to license, insure, and maintain the vehicles. If MnDOT Aeronautics chooses to fund courtesy cars, there should be an assurance requiring airport sponsors to keep the vehicles licensed, insured, and maintained. Vehicle standards should comply with Minnesota Statutes Chapters 169 and 65B, which details vehicle attributes and insurance requirements. Additionally, MnDOT Aeronautics could work with MnDOT’s Office of Maintenance to acquire and repurpose used fleet equipment as airport courtesy cars, making these vehicles available to airports.

NEW HAMPSHIRE

The NHDOT Bureau of Aeronautics supports airports with equipment funding through the NH AIM.²⁴ This grant program aims to support the state’s aviation system by maintaining safety, airspace access, economic development, and capacity. Public-use airports in New Hampshire are eligible to use the NH AIM to support a wide range of projects,²⁵ including the acquisition of SRE, mowers, and other equipment. Up to 80 percent of project costs are covered by the program.

Prioritization of projects submitted into the NH AIM is defined in a numerical scoring system, with each project being assigned a score determined by the project type (airport planning, airside development, landside development) and federal classification of the airport. Scores for non-NPIAS airports range from 100 for pavement crack sealing to 25 for landside signage construction. In general, higher prioritization is set for airside development projects, with pavement repair projects assigned the highest priority. **Table 10** presents the specific prioritization of acquiring equipment relative to other project categories. SRE and mowing equipment is assigned a score of 55 or 27.5 of 100 possible points (non-NPIAS and NPIAS airports, respectively). MnDOT Aeronautics could adopt a similar prioritization model for the Minnesota’s M&O Grant Program.

Table 10. Abridged NH AIM Project Prioritization

Project Category	Non-NPIAS Airport Ranking	NPIAS Airport Ranking
Airside Development	45-100	22.5-50
Airport Planning	30-60	30
Landside Development	25-55	12.5-27.5
Acquire SRE	55	27.5
Acquire mowing equipment	55	27.5
Acquire other equipment	30	15

Source: NHDOT, 2015

²⁴ NHDOT Bureau of Aeronautics (2021). “New Hampshire Airport Improvement and Maintenance Program.” Available online at <https://www.nh.gov/dot/org/aerorailtransit/aeronautics/programs/aim.htm> (accessed November 2021).

²⁵ NHDOT Bureau of Aeronautics (2018). “New Hampshire Airport Improvement and Maintenance Program.” Available online at <https://www.nh.gov/dot/org/aerorailtransit/aeronautics/programs/documents/NHAIMProgramprojectrankings-2018.pdf> (accessed November 2021).

NORTH DAKOTA

The NDAC supports funding for airfield equipment through Airport Grant Funding.²⁶ Publicly owned and operated airports in North Dakota can use the grant program to cover 50 percent of expenses to acquire airfield equipment, including SRE, ARFF vehicles, tractors, operations vehicles, and turf rollers/sweepers. Courtesy cars are not specifically included as eligible under this program. Project prioritization is based on priority rating system that classifies the projects into six different categories including:

- Obstructions, navigation, and lighting
- Preservation of existing system
- Planning
- Land easements and acquisition
- Environmental
- Airfield equipment

These categories are delineated further into five scoring tiers, ranging from low (10) to high (50). **Table 11** details the scoring tiers of specific airfield equipment projects relative to other project categories, which can receive a maximum of 50 points (applicable to ARFF equipment) and a minimum of 20 points (tractors, operations vehicles, and turf rollers/sweepers). MnDOT could consider enhancing its existing priority rating system for the Airport Development Grant Program and implementing a priority rating system for the M&O Grant Program.

Table 11. Abridged NDAC Airport Grant Funding Prioritization Rating Scale - Airfield Equipment

Project Categories	Prioritization Score
Obstructions, Navigation, and Lighting	10-50
Preservation of Existing System	10-50
Planning	20-50
Land Easements and Acquisition	20-50
Environmental	20-40
Airfield Equipment (overall score range)	20-50
ARFF equipment	50
Mower unit, SRE	30
Tractors, operations vehicles, turf rollers/sweepers	20

Source: NDAC, 2016

WYOMING

WAC funds airport equipment through the Grants-In-Aid program.²⁷ This grant program is directed towards the construction and development of nearly all public entities in Wyoming including airports. Equipment that can receive grant funding include SRE, mowers, tractors, and front-end loaders. Courtesy cars are not included as a specific line-item eligible for funding.

Prioritization of projects submitted to the Grants-In-Aid program follows a formal priority rating model.²⁸ This model incorporates seven different criteria to numerically rank projects for funding. Each project is

²⁶ NDAC (2021). "Airport Grant Funding." Available online at <https://aero.nd.gov/airports/airport-grant-funding/> (accessed November 2021).

²⁷ WYDOT Aeronautics Commission (2021). "State Grants General Information." Available online at https://www.dot.state.wy.us/home/aeronautics/planning--programming-program/grant_info.html (accessed November 2021).

²⁸ WYDOT Aeronautics Commission (2018). "Wyoming Priority Rating Model for Project Evaluation." Available online at https://www.dot.state.wy.us/files/live/sites/wydot/files/shared/Aeronautics/Planning/PRM/2018%20Final%20PRM%20Document_Approved_061918.pdf (accessed November 2021).

assigned individual scores and weighted by each criterion to calculate a composite score out of 105 possible points. The model assigns the highest priority to airside safety projects, which includes SRE. **Table 12** presents the priority rating model utilized by WAC for ranking projects for funding.

Table 12. WAC Priority Rating Model Scoring

Category	Category Weight	Maximum Points Available	Percent of Total Points Available
Purpose of Project	5	20	19%
Project Component	2	12	11.5%
Type of Federal Funding	5	20	19%
System Impact	4	12	11.5%
Project Timing	4	20	19%
Airport Usage	3	12	11.5%
Status of Airport Protection	1	9	8.5%
Total	N/A	105	100%

Source: WYDOT Aeronautics Commission, 2018

The “Purpose of Project” category of the priority rating model awards different scores to equipment based on the purpose at the airport, which is defined below:

- Safety-related equipment such as SRE and ARFF vehicles is awarded the highest score (20 points).
- Maintenance equipment is awarded a score of 15 out of 20 possible points in the category
- Other equipment purchases not intended for safety or maintenance purposes is awarded a score of 10 out of 20 possible points in the category.

Additionally, the “Project Component” category of the priority rating model evaluates equipment based on the usage at the airport.

- Projects that improve the use of the primary runways and taxiways are awarded the highest score in this category (12 points), which can include SRE, ARFF equipment, and any safety-related equipment.
- Equipment that directly supports aviation traffic is awarded a score of 6 out of 12 possible points in this category.
- Operations and administrative vehicles are awarded a score of 3 out of 12 possible points in this category.

KEY FINDINGS FROM OTHER STATES

After a review of eight states’ funding mechanisms for courtesy cars and rolling stock, there are several practices that MnDOT Aeronautics could adopt to better support these airport assets:

- If MnDOT Aeronautics makes courtesy cars eligible for state funding, there could be an assurance for paying back a certain portion of the funding if the airport closes within a certain timeframe of disbursing the funds. This can help account for smaller airports that could be susceptible to closure in the future. Repayment can be set at the original amount with a certain percent reduction every year.
- MnDOT Aeronautics could develop a trip agreement template for airports to adopt when providing courtesy cars, especially for the vehicles potentially supported by state funds in the future. Refer to **Figure 12** for a sample agreement implemented at Idaho airports owned by the state.
- If MnDOT Aeronautics chooses to fund courtesy cars via the M&O Grant Program or Airport Development Grant Program, there should be an assurance in place requiring airport sponsors to keep the vehicles registered, insured, and maintained while in use. Vehicle standards should comply with Minnesota Statutes Chapter 169 and 65B, which details vehicle attributes and insurance requirements (minimum insurance coverages are detailed in). Potential insurance options for airports are presented starting on page 44, and information regarding supporting state funding for insurance coverage through MnDOT’s M&O Grant Program and/or local sponsorships begins on page 42.
- MnDOT Aeronautics could work with MnDOT’s Office of Maintenance to acquire and repurpose used fleet equipment as airport courtesy cars, making these vehicles available to airports. More information about this potential strategy is provided on page 42.

MnSASP Recommendations

Throughout Phase I of the MnSASP and the airport data collection effort completed in Phase II of the 2022 MnSASP, several issues were uncovered regarding courtesy car availability and maintenance. These issues were commonly cited by airports as challenges associated with courtesy cars, as well as identified by MnDOT Aeronautics during Phase II of the MnSASP. **Table 13** summarizes these issues and the recommended actions that MnDOT Aeronautics and airports could take to address them. Each is described further in the subsections identified in the right column.

Table 13. Summary of Courtesy Car Issues and 2022 MnSASP Recommendations

Key Issues	Recommendations	Reference Subsections
Lack of Available Courtesy Cars at GA Airports	<ul style="list-style-type: none"> - Acquire vehicles through MnDOT’s used fleet equipment program or the Minnesota Department of Administration Fleet and Surplus Services - Add courtesy car maintenance as an eligible expense for M&O grant funding - Partner with local businesses to sponsor courtesy cars vehicles to cover operating expenses 	<ul style="list-style-type: none"> - State Surplus Programs - M&O Funding Eligibility - Partnership with Local Businesses for Sponsorship

Key Issues	Recommendations	Reference Subsections
Obtaining Insurance for Airport Courtesy Cars	<ul style="list-style-type: none"> - Leverage the insurance offerings provided by governmental trusts in Minnesota - Require airport users to hold their own auto coverage that will serve as the primary policy during use 	<ul style="list-style-type: none"> - Auto Insurance through Government Trusts - Establish Trip Agreements
Concern Regarding Airport Sponsor Liability	<ul style="list-style-type: none"> - Establish a trip agreement with courtesy car users for detailing the terms of use and documenting driver information 	<ul style="list-style-type: none"> - Local Trip Agreements
Lack of Public Acceptance and Political Support	<ul style="list-style-type: none"> - Promote and educate community partners about the economic activity generated by courtesy car users (i.e., visiting GA pilots and passengers) - Request that courtesy car users complete a trip tracker to document the business(es) supported during their visits 	<ul style="list-style-type: none"> - Local Promotion and Education - Trip Tracker

Source: Kimley-Horn, 2021

STATE SURPLUS PROGRAMS

Purchasing airport courtesy cars can be a large expense for Landing Strip Turf and other airports with limited financial resources from the airport sponsor or state/federal sources. In November 2021, the average cost of a sedan with similar characteristics to the courtesy cars found in Minnesota (2004 - 2008 sedan in fair to good condition) was between \$5,000 - \$7,000.²⁹ Fortunately, airports can acquire used vehicles through state surplus programs that make repurposed state and federal property available to public entities.³⁰ At the time of writing in fall 2021, all airports in the state aviation system are publicly owned and thus are eligible to acquire property through the state surplus program. Through an outreach effort, more information was gathered on state programs airports can leverage to acquire courtesy cars at a relatively affordable cost compared to conventional buying options. These are described in the following subsections.

STATE AUCTION

The Minnesota Department of Administration oversees surplus property across all state entities and prepares the property for sale and eventual reuse. Some of the surplus property is sold through live and/or online auctions. Auctions are open to the public, including local municipal governments, and allow airports to acquire used vehicles to serve as courtesy cars. Live auctions are conducted routinely throughout the year and in different locations in Minnesota. Additionally, there is an official state auction website to provide on-demand access to the state’s available surplus property, which provides the opportunity to bid on vehicles in real-time.

²⁹ This average vehicle costs were identified from a desktop review completed in November 2021 of the 12 sedans posted on Autotrader.com for sale in Minnesota.

³⁰ Minnesota Department of Administration (2021). “Fleet and Surplus Services.” Available online at <https://mn.gov/admin/about/contact-us/fss.jsp> (accessed November 2021).

To visit the official auction website, visit <https://www.minnbid.org/Mobile/Default>. More information about the state's auctions can be found at <https://mn.gov/admin/government/surplus-property/auctions/>.

MNDOT'S USED FLEET EQUIPMENT PROGRAM

In addition to the state auctions, publicly owned airports in the state aviation system can directly purchase surplus property through individual state entities. In particular, MnDOT has a Used Fleet Equipment Program to allow other facets of the organization to acquire surplus property through direct sales. More information about this program and a current list of used fleet equipment for sale can be found at <https://www.dot.state.mn.us/maintenance/fleet.html>.

M&O FUNDING ELIGIBILITY

Like aircraft, courtesy cars must be continuously maintained and insured for airport users to legally, safely, and adequately connect to/from the airport. Proactive maintenance of courtesy cars is key for airports to ensure a high safety standard beyond the air travel experience. Additionally, as one of the first points of contact for many GA visitors to an area, courtesy cars can serve as the "face" of the airport and surrounding area. As such, it is important for airport sponsors to upkeep the condition of their vehicles.

The M&O Grant Program facilitated by MnDOT Aeronautics is summarized on page 30. At the time of writing in fall 2021, the eligibility guidelines for the program explicitly state that "non-maintenance vehicle expenses (courtesy car, etc.)" are ineligible for funding. With the lack of any reliable ground transportation options at some GA airports and the challenge for smaller airports to cover the cost of maintaining courtesy cars, MnDOT Aeronautics should amend funding eligibility to include courtesy cars. More specifically, this could include maintenance and insurance for the vehicle(s) to align with the purpose of the M&O Grant Program. Based on discussions with MnDOT Aeronautics, this change neither require a statutory nor regulatory change, as project eligibility is determined at the office level.

Should MnDOT fund courtesy cars through the M&O or other state program, a grant assurance should be implemented that requires airport authorities to comply with the vehicle standards established by Minnesota Statutes Chapters 169 and 65B, which details vehicle attributes and insurance requirements. More information on insuring courtesy cars is described in the applicable subsection below. Additionally, MnDOT Aeronautics grant assurances should include a requirement for airports to track the condition of the vehicles through trip agreements.

A study completed by the ACRP across 60 GA airports revealed that airports generally incur between \$500 to \$1,000 in annual courtesy car maintenance expenses.³¹ The exact figure is dependent on the type of vehicle, amount of use, age, weather conditions etc. Based on the range of M&O funding allocations to Minnesota airports for SFY 2022, airports may be able to cover courtesy car maintenance expenses using current entitlement levels, although it is recognized that airports generally spend 100 percent of allocated M&O funding on other needs. MnDOT could award additional funding to GA airports with courtesy cars by changing the funding allocation methodology and/or increasing the percent share of total state investment into the M&O Program. This latter proposal would reduce funding allocated to

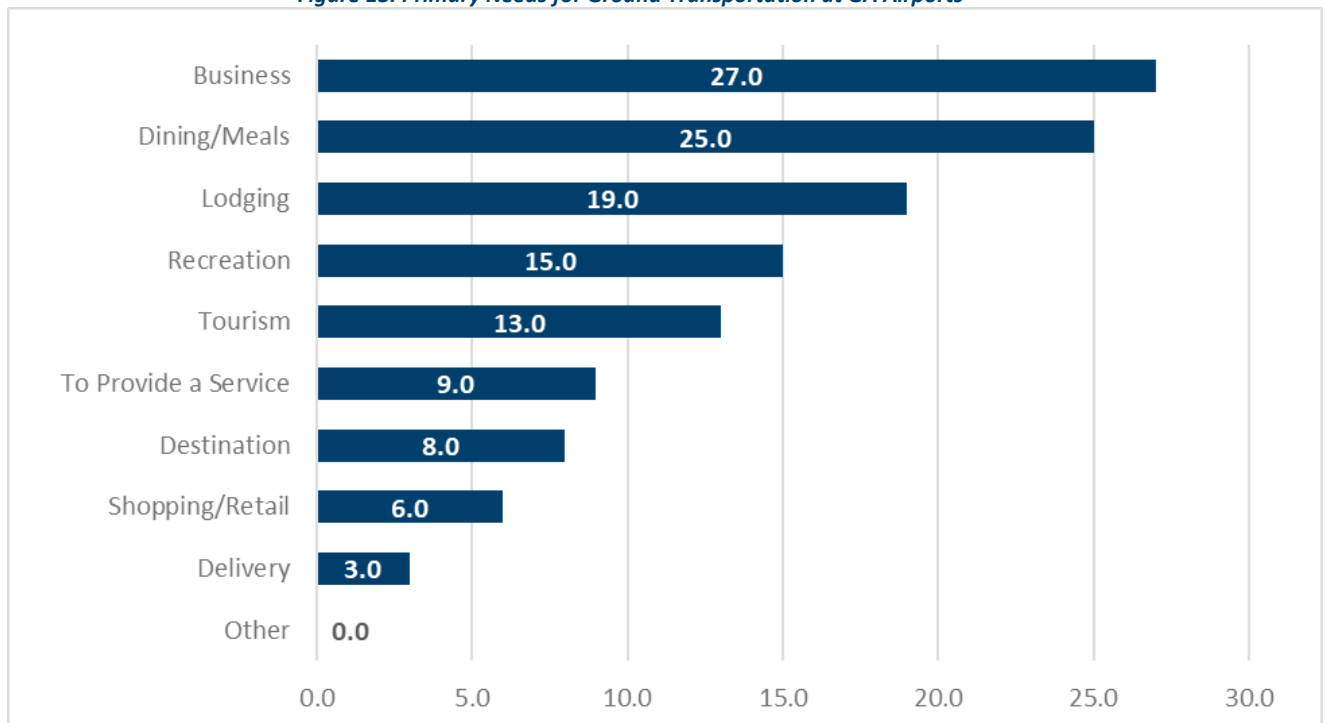
³¹ ACRP (2020). "Synthesis 111: Last Mile in General Aviation Courtesy Vehicles and Other Forms of Ground Transportation." Available online at <https://www.trb.org/Main/Blurbs/181448.aspx> (accessed November 2021).

other state programs (e.g., Airport Development Grant Program, Navigational Aids (NAVAIDs) Program, etc.), necessitating further reflection on the priority of courtesy cars relative to other airport development needs.

PARTNERSHIP WITH LOCAL BUSINESS FOR SPONSORSHIP AND ADVERTISING

Airport courtesy cars can be one of the first contact points for visitors to an airport. In Minnesota, there were an estimated 562,000 out-of-state visitors arriving via GA airports recorded in 2019.³² Local restaurants, lodging, and other points of interest are looking to market to this audience, as they generate direct, indirect, and induced economic impacts that flow through broader economies. According to the ACRP, most airport users need ground transportation for either business purposes or dining/meals (as shown in **Figure 13**).³³ As such, courtesy cars could also act as marketing platforms for local businesses. In return, local businesses could sponsor the courtesy car by supporting the acquisition, maintenance, and/or insurance costs to operate a vehicle. Local businesses sponsoring courtesy cars can raise awareness for points of interest within driving distance of an airport, helping to stimulate off-airport visitor spending.

Figure 13. Primary Needs for Ground Transportation at GA Airports



Source: ACRP Synthesis 111, 2020 (survey conducted by AirportAdmin, LLC)

³² MnDOT Aeronautics (2019). "Statewide Airport Economic Impact Study." Available online at <http://www.dot.state.mn.us/airport-economic-study/> (accessed November 2021).

³³ ACRP (2020).

To complement this sponsorship, local businesses could add promotional advertising to their products/services to encourage courtesy car use. Partner businesses could have the opportunity to advertise inside the vehicle through signs, flyers, menus, or businesses cards or by adding magnetic signage to the outside body of the car. For example, a restaurant could run a promotional advertisement providing a meal discount to customers using an airport courtesy car. Additionally, local businesses could place advertisements on the outside of courtesy cars and/or promotional coupons inside the vehicles to make visitors aware and interested in local points of interest.

AUTO INSURANCE THROUGH GOVERNMENT TRUSTS

Airport courtesy cars need to be insured to protect the airport from major liability issues should an incident occur during use. In fact, auto insurance is mandatory for all vehicles in Minnesota per Minnesota Statutes Chapter 65B. **Table 14** presents the minimum coverage requirements for all vehicles in Minnesota.

Table 14. Minnesota Auto Insurance Minimum Coverage Requirements

Type of Coverage	Minimum Amount Required
Personal Injury Protection (PIP)	- \$40,000 per person per accident (\$20,000 for hospital/medical expenses and \$20,000 for non-medical expenses such as lost wages, replacement services, etc.)
Liability	- \$30,000 for injuries to one person - \$60,000 for injuries to two or more people - \$10,000 for physical damage to the other driver’s vehicle or for damage to property
Uninsured	- \$25,000 for injuries to one person - \$50,000 for injuries to two or more people
Underinsured	- \$25,000 for injuries to one person - \$50,000 for injuries to two or more people

Source: Minnesota Statutes Chapter 65B, 2021

Airports could require courtesy car users to hold the minimum coverage requirements with their personal auto policy and assume the role as the primary policy holder for the time of use. This can protect airports from taking on any of the major liability issues that could arise from accidents/incidents with other drivers. A formalized trip agreement (described on page 45) could detail the minimum coverage required for users and prompt for policy details (provider, policy number). Although the airport can require users to hold auto coverage, airports should also establish auto insurance for the courtesy car vehicles to cover other uses (e.g., driving the vehicle to an auto shop for maintenance or to a gas station for fuel).

Through the airport data collection effort, some airports cited issues with establishing auto insurance as a reason for not being able to support courtesy cars. As such, a research effort was completed to identify potential auto insurance offerings available to all airports in the state aviation system. This research yielded two organizations that provide insurance for airport sponsors that are counties and cities, respectively: Minnesota Counties Intergovernmental Trust (MCIT) and the League of Minnesota Cities (LMC).

MINNESOTA COUNTIES INTERGOVERNMENTAL TRUST

MCIT is a joint powers entity that connects Minnesota counties and associated public entities to share resources, allowing for a wide range of insurance offerings to be provided.³⁴ Operating on a membership structure, membership primarily comprises Minnesota counties; other public organizations that support counties can also become members. MCIT provides auto coverage to members that includes all required coverages per the Minnesota Statutes Chapter 65B (refer to **Table 14**). Minnesota counties and other member organizations should coordinate directly with MCIT to determine specific courtesy care eligibility requirements and associated costs.

LEAGUE OF MINNESOTA CITIES

LMC is a membership-based organization of over 800 city governments to pool resources together for advocacy, education, training, risk management, policy development, and other services. Membership to this organization is limited to cities only, with some exceptions. Nearly all cities in Minnesota are members of this organization.

The LMC established the League of Minnesota Cities Insurance Trust (LMCIT) as a self-insured membership cooperative to provide members with insurance to protect against city operation and developmental risks.³⁵ Typically, the LMCIT offers the insurance in a package that includes auto, property, and municipal liability insurance (i.e., general liability insurance). The auto insurance provides liability coverage of \$2.0 million with the option to increase to \$5.0 million, along with physical damage coverage. Additionally, no-fault PIP and uninsured/underinsured coverage (\$200,000 coverage limit) is included with all member vehicles. As it relates to airports, member cities that serve as airport sponsors can elect for the insurance coverage, with one limitation being that airports with scheduled flights are ineligible for coverage. The cost of the insurance depends on the characteristics of the courtesy cars, airport property, and facilities to be insured in the package. For more details on the auto coverage provided by LMCIT, please visit the following website: <https://www.lmc.org/insurance-trust/coverages/auto/>.

ESTABLISH TRIP AGREEMENTS

Before the courtesy car is offered for use, there should be a trip agreement established between the airport and the prospective user detailing the terms of use. These terms of use can include, but are not limited to:

- Requirement for the driver to hold a valid driver's license
- Maximum mileage of the vehicle during use
- Maximum time of use
- Gas and maintenance responsibilities
- Insurance requirements (aligning with minimum coverage amounts presented in **Table 14**)
- Rates and charges for use and the acceptable form(s) of payment

³⁴ MCIT (2021). "2021 Coverage Review." Available online at <https://www.mcit.org/wp-content/uploads/2021/01/2021-Coverage-Review-Booklet.pdf> (accessed November 2021).

³⁵ LMC (2021). "About the Trust." Available online at <https://www.lmc.org/insurance-trust/about-the-trust/> (accessed November 2021).

Once these terms are set, the trip agreement should prompt the user to provide contact information (name, phone number, email address) and license details (license number, state, expiration date, photocopy/photo of license) for contacting and tracking the driver. Users could take a photo of their license and send the required details to an email set-up specifically for this purpose using their smartphone. Additionally, the trip agreement should ask the expected duration of use and auto insurance information (provider name, policy number) if the airport is requiring users to assume the role as the primary policy holder. By signing the trip agreement, the airport can adequately track their vehicles during use and mitigate some potential liability issues that could arise should an incident occur. Examples of trip agreements established at airports are presented at the end of this paper starting on page 56.

LOCAL PROMOTION AND EDUCATION

In some cases, airports in Minnesota lack support and/or initiative from the sponsor and/or surrounding community to purchase and maintain courtesy cars. This could be the result of local citizens and businesses not being familiar with the utility and local economic activity that airports can generate if courtesy cars are available. As many airport sponsors are public entities funded in part by local tax dollars, it is imperative that the general public understands airports' economic benefits, which are most easily realized if a clean, well-maintained courtesy car is available. A survey conducted by the ACRP indicated that airport sponsors can generate this support by promoting the economic impact generated by off-airport visitor spending.³⁶ Economic impacts include direct off-airport employment and payroll in hospitality-related industries, as well as successive waves of impacts generated by supplier purchases (indirect impacts) and the re-spending of worker income (induced impacts). MnDOT Aeronautics' Airport Economic Impact Calculator is a great resource for airport managers to present economic impact estimates resulting from visitor spending.³⁷ Additionally, visiting pilots are likely to purchase fuel and pay other fees assessed by the airport sponsor and/or FBO. These revenues support an airport's financial self-sufficiency and can, in part, off-set costs associated with a courtesy car.

Engaging with the community through public meetings and social media can help raise awareness and support for an airport. More information about airport promotion techniques and tools are provided by the University of Minnesota's Airport Technical Assistance Program at <http://www.airtap.umn.edu/guide/promotion/index.html>.

The airport sponsor can also generate more public support by following the recommendations explained in this section for creatively acquiring and maintaining courtesy cars. This includes acquiring repurposed cars through MnDOT and partnering with local businesses for sponsoring courtesy cars to cover maintenance/insurance expenses. This shows that airports provide a net benefit to the community while off-setting some or all the cost of associated with operating a publicly owned, public-use airport.

³⁶ ACRP (2020).

³⁷ MnDOT Aeronautics (2019). "Airport Economic Impact Calculator." Available online at <https://aviation.tfaforms.net/423579> (accessed November 2021).

TRIP TRACKER

In-car trip trackers can be a valuable tool in quantifying the number of visitors reliant on airport courtesy cars, as well as the businesses they supported during their stay. Public engagement is more impactful if specific details about how an airport courtesy car is being used can be cited instead of generalities or anecdotal stories. Trip trackers can be “guest books” inside of cars or submitted with trip agreements discussed above. These books can also offer pilots and passengers the opportunity to recommend favorite local restaurants or unique attractions to other visitors.

MnDOT could also work with airports to develop a passport program. In these types of programs, participating pilots receive booklets that are stamped at airports involved with the program. Pilots who fly into a certain number of airports earn small rewards such as patches and pins and, for some pilots, bragging rights. The Minnesota program could have local partner restaurants and other businesses provide stamps or stickers in passports, which would require visitors to check-in with a local representative. The restaurant or visitor could record visitor details, and then submit to the airport sponsor at some specified interval (i.e., monthly, quarterly, biannually, etc.). While the development of such a program does take some up-front coordination to establish, ongoing work is minimal – particularly in consideration of the value the data can provide about the courtesy car’s role in facilitating visitor spending. The Washington State Department of Transportation (WSDOT) helps facilitate the Fly Washington Passport Program. Details about this program are provided at <https://www.flywashington.org>.

Summary

The lack of courtesy cars across some GA airports could be hindering communities from attracting aviation activity. As one pilot shared to an airport staff member:

“If I fly into your airport but can’t get to your community, I might as well be on an island.”³⁸

More broadly, airports without adequate ground connectivity options are not able to fully realize their potential in supporting their communities. Unlike commercial service airports where scheduled passenger service supports comprehensive ground connectivity options, some GA airports struggle to provide any level of reliable ground transportation. This is likely driving some GA users to fly into other airports and spend their money in other communities, not only in off-airport visitor spending but also on-airport via fuel sales and other fees charged by the airport sponsor and the FBO. By implementing the recommendations described in this document, MnDOT Aeronautics and GA airports in the state aviation system can expand ground connectivity to more parts of the state, which can better position communities to attract leisure and business aviation users looking to engage with local points of interest with an on-demand ground transportation option.

³⁸ ACRP (2020).

Individual Airport Detail Tables

Table 15 details all the multimodal connectivity options available at each airport in the state aviation system, including any unique options found at specific airports (noted in the “Other” column). The first nine entries in the table are Minnesota’s commercial service airports, followed by Minnesota’s GA airports.

Table 15. Multimodal Connectivity Options by Airport

Associated City	Airport Name	FAA ID	Bus ³⁹	Taxi	On-Site Rental Car	Off-Site Rental Car	TNC	Shuttle	Bike or Pedestrian Path	Courtesy Car	Other
Bemidji	Bemidji Regional	BJI	No	Yes	Yes	No	Yes	Yes	No	Yes	None
Brainerd	Brainerd Lakes Regional	BRD	No	Yes	Yes	No	Yes	No	No	Yes	None
Duluth	Duluth International	DLH	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	None
International Falls	Falls International	INL	No	Yes	Yes	Yes	No	Yes	No	Yes	None
Minneapolis	Minneapolis/St. Paul International	MSP	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Light rail
Hibbing	Range Regional	HIB	No	Yes	Yes	No	No	Yes	No	Yes	None
Rochester	Rochester International	RST	No	Yes	Yes	Yes	Yes	Yes	No	No	None
Saint Cloud	Saint Cloud Regional	STC	No	Yes	No	Yes	Yes	No	Yes	Yes	None
Thief River Falls	Thief River Falls Regional	TVF	Yes	Yes	No	No	No	Yes	No	Yes	None
Ada	Ada-Norman County/Twin Valley	D00	No	No	No	Yes	No	No	No	No	None
Aitkin	Aitkin Municipal	AIT	No	No	No	No	No	No	No	Yes	None
Albert Lea	Albert Lea Municipal	AEL	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	None
Alexandria	Alexandria Municipal (Chandler Field)	AXN	No	Yes	No	Yes	Yes	Yes	Yes	Yes	None
Appleton	Appleton Municipal	AQP	Yes	No	No	No	No	No	No	No	None

³⁹ This data field is specifically evaluating airport-reported scheduled bus service availability. Any on-demand bus services (dial-ride) are noted as other connectivity options.

Associated City	Airport Name	FAA ID	Bus 39	Taxi	On-Site Rental Car	Off-Site Rental Car	TNC	Shuttle	Bike or Pedestrian Path	Courtesy Car	Other
Austin	Austin Municipal	AUM	No	Yes	No	No	No	No	Yes	Yes	Used car dealership provides cars to users upon request
Backus	Backus Municipal	7Y3	No	No	No	No	No	No	Yes	No	None
Bagley	Bagley Municipal	7Y4	No	No	No	No	No	No	No	Yes	On-call bus
Baudette	Baudette International	BDE	No	No	No	No	No	No	No	Yes	On-call bus, airport, employee provides personal vehicle in some cases
Benson	Benson Municipal	BBB	Yes	No	No	No	No	No	No	Yes	Airport loans out personal cars on occasion
Big Falls	Big Falls Municipal	7Y9	No	No	No	No	No	No	No	No	None
Bigfork	Bigfork Municipal	FOZ	No	No	No	No	No	No	No	No	None
Blue Earth	Blue Earth Municipal	SBU	No	No	No	No	No	No	No	Yes	None
Bowstring	Bowstring	9Y0	No	No	No	No	No	No	Yes	No	None
Brooten	Brooten Municipal	6D1	No	No	No	No	No	No	No	Yes	None
Buffalo	Buffalo Municipal	CFE	No	Yes	No	No	Yes	No	No	Yes	None
Caledonia	Caledonia-Houston County	CHU	No	No	No	No	No	No	No	No	None
Cambridge	Cambridge Municipal	CBG	Yes	Yes	No	Yes	No	No	No	Yes	None
Canby	Canby Municipal	CNB	No	No	No	No	No	Yes	No	Yes	None
Clarissa	Clarissa Municipal	8Y5	No	No	No	No	No	No	No	No	City staff picks people up upon request
Cloquet	Cloquet-Carlton County	COQ	Yes	Yes	No	Yes	No	Yes	Yes	No	None

Associated City	Airport Name	FAA ID	Bus 39	Taxi	On-Site Rental Car	Off-Site Rental Car	TNC	Shuttle	Bike or Pedestrian Path	Courtesy Car	Other
Cook	Cook Municipal	CQM	No	Yes	No	Yes	No	No	No	No	None
Crookston	Crookston Municipal (Kirkwood Field)	CKN	Yes	No	No	Yes	No	No	No	Yes	None
Detroit Lakes	Detroit Lakes	DTL	No	No	No	Yes	Yes	No	Yes	Yes	None
Dodge Center	Dodge Center Municipal	TOB	Yes	Yes	No	No	Yes	No	No	Yes	None
Duluth	Duluth-Sky Harbor Airport & Seaplane Base	DYT	Yes	Yes	No	Yes	Yes	No	Yes	Yes	None
East Gull Lake	East Gull Lake	9Y2	No	Yes	No	No	Yes	Yes	Yes	No	None
Elbow	Elbow Lake Municipal	Y63	Yes	No	No	No	No	No	No	Yes	None
Ely	Ely Municipal	ELO	No	No	Yes	No	No	No	No	No	None
Eveleth	Eveleth-Virginia Municipal	EVM	No	Yes	No	No	No	No	Yes	No	Car dealership brings cars to the airport upon request
Fairmont	Fairmont Municipal Airport	FRM	No	Yes	No	Yes	Yes	No	No	Yes	None
Faribault	Faribault Municipal	FBL	No	Yes	No	Yes	No	No	No	Yes	None
Fergus Falls	Fergus Falls Municipal	FFM	No	Yes	No	Yes	No	Yes	No	Yes	None
Fertile	Fertile Municipal	D14	No	No	No	No	No	No	No	No	None
Forest Lake	Forest Lake	25D	No	Yes	No	No	Yes	No	Yes	No	None
Fosston	Fosston Municipal	FSE	Yes	No	No	Yes	No	No	No	No	None
Glencoe	Glencoe Municipal (Vernon Perschau Field)	GYL	Yes	No	No	No	No	No	Yes	Yes	None
Glenwood	Glenwood Municipal	GHW	No	No	No	No	No	No	No	Yes	None
Grand Marais	Grand Marais-Cook County	CKC	No	Yes	No	Yes	No	No	No	No	None

Associated City	Airport Name	FAA ID	Bus 39	Taxi	On-Site Rental Car	Off-Site Rental Car	TNC	Shuttle	Bike or Pedestrian Path	Courtesy Car	Other
Grand Rapids	Grand Rapids-Itasca County	GPZ	No	Yes	No	Yes	No	No	Yes	Yes	None
Granite Falls	Granite Falls Municipal	GDB	No	No	No	Yes	No	No	No	Yes	None
Grygla	Grygla Municipal	3G2	No	No	No	No	No	No	No	No	None
Hallock	Hallock Municipal	HCO	No	No	No	No	No	No	No	Yes	None
Hawley	Hawley Municipal	04Y	No	No	No	No	No	No	No	Yes	None
Hector	Hector Municipal	1D6	No	No	No	No	No	No	No	Yes	None
Henning	Henning Municipal	05Y	No	No	No	No	No	No	Yes	No	None
Herman	Herman Municipal	06Y	No	No	No	No	No	No	No	No	None
Hill City	Hill City-Quadna Mountain	07Y	No	Yes	No	No	Yes	No	No	Yes	None
Hutchinson	Hutchinson Municipal	HCD	No	Yes	No	No	Yes	No	No	Yes	Dial-a-ride for bus
Jackson	Jackson Municipal	MJQ	No	No	No	No	No	No	No	Yes	None
Karlstad	Karlstad Municipal	23D	No	No	No	No	No	No	No	No	None
Le Sueur	Le Sueur Municipal	12Y	Yes	No	No	No	No	No	No	Yes	None
Litchfield	Litchfield Municipal	LJF	Yes	No	No	No	No	No	No	Yes	None
Little Falls	Little Falls-Morrison County	LXL	No	Yes	No	No	No	No	No	Yes	None
Littlefork	Littlefork Municipal	13Y	No	No	No	No	No	No	Yes	No	None
Longville	Longville Municipal	XVG	No	No	No	No	No	No	No	Yes	None
Luverne	Luverne Municipal (Quentin Aanenson Field)	LYV	No	Yes	No	No	No	Yes	No	Yes	None
Madison	Madison-Lac Qui Parle	DXX	Yes	No	No	No	No	No	No	Yes	None
Mahnomen	Mahnomen County	3N8	Yes	No	No	No	No	Yes	No	Yes	None
Mankato	Mankato Municipal	MKT	No	Yes	No	Yes	Yes	Yes	No	Yes	Landline bus service to MSP
Maple Lake	Maple Lake Municipal	MGG	No	No	No	No	No	No	No	Yes	None

Associated City	Airport Name	FAA ID	Bus 39	Taxi	On-Site Rental Car	Off-Site Rental Car	TNC	Shuttle	Bike or Pedestrian Path	Courtesy Car	Other
Marshall	Marshall-Southwest Minnesota Regional - Marshall/Ryan Field	MML	No	Yes	No	Yes	No	No	Yes	No	None
McGregor	McGregor-Isedor Iverson	HZX	No	No	No	No	No	No	No	Yes	None
Milaca	Milaca Municipal	18Y	No	No	No	No	Yes	No	No	Yes	Dial-a-ride bus
Minneapolis	Minneapolis Airlake	LVN	No	No	No	No	Yes	No	No	Yes	None
Minneapolis	Minneapolis Anoka County/Blaine	ANE	No	No	No	Yes	Yes	No	No	Yes	None
Minneapolis	Minneapolis Crystal	MIC	Yes	Yes	No	No	Yes	No	Yes		None
Minneapolis	Minneapolis Flying Cloud	FCM	Yes	No	No	Yes	Yes	Yes	No	Yes	None
Montevideo	Montevideo-Chippewa County	MVE	No	Yes	No	No	No	No	No	Yes	None
Moorhead	Moorhead Municipal	JKJ	No	Yes	No	Yes	Yes	No	No	Yes	None
Moose Lake	Moose Lake-Carlton County	MZH	No	Yes	No	No	No	No	Yes	No	None
Mora	Mora Municipal	JMR	No	No	No	No	No	No	Yes	Yes	None
Morris	Morris Municipal	MOX	No	No	No	Yes	No	Yes	No	Yes	None
New Ulm	New Ulm Municipal	ULM	No	No	No	No	No	No	No	Yes	None
Northome	Northome Municipal	43Y	No	No	No	No	No	No	Yes	No	None
Olivia	Olivia Regional	OVL	No	No	No	Yes	No	No	No	Yes	None
Orr	Orr Regional	ORB	No	No	No	No	No	No	No	No	On-demand bus available
Ortonville	Ortonville Municipal	VVV	No	No	No	No	No	Yes	No	Yes	None
Owatonna	Owatonna Degner Regional	OWA	No	Yes	No	Yes	Yes	No	No	Yes	None
Park Rapids	Park Rapids Municipal	PKD	Yes	No	No	Yes	No	No	No	Yes	None
Paynesville	Paynesville Municipal	PEX	No	No	No	No	No	No	Yes	Yes	None

Associated City	Airport Name	FAA ID	Bus 39	Taxi	On-Site Rental Car	Off-Site Rental Car	TNC	Shuttle	Bike or Pedestrian Path	Courtesy Car	Other
Pelican Rapids	Pelican Rapids Municipal	47Y	No	Yes	No	No	No	No	No	No	None
Perham	Perham Municipal	16D	No	No	No	Yes	No	No	No	Yes	None
Pine River	Pine River Regional	PWC	No	No	No	No	No	No	No	Yes	None
Pinecreek	Piney-Pinecreek Border	48Y	No	No	No	No	No	No	No	No	None
Pipestone	Pipestone Municipal	PQN	No	Yes	No	Yes	No	No	No	Yes	None
Preston	Preston Fillmore County	FKA	No	No	No	No	No	No	No	Yes	None
Princeton	Princeton Municipal	PNM	Yes	No	No	No	No	No	No	Yes	None
Red Lake Falls	Red Lake Falls Municipal	D81	No	No	No	No	No	No	No	No	City staff will pick users up upon request
Red Wing	Red Wing Regional	RGK	No	Yes	No	Yes	No	No	No	Yes	None
Redwood Falls	Redwood Falls Municipal	RWF	No		No	No	No	No	No	Yes	None
Remer	Remer Municipal	52Y	No	No	No	No	No	No	Yes	No	None
Roseau	Roseau Municipal (Rudy Billberg Field)	ROX	Yes	No	No	Yes	No	No	No	Yes	None
Rush City	Rush City Municipal	ROS	No	Yes	No	Yes	No	No	No	Yes	None
Rushford	Rushford Municipal	55Y	No	No	No	No	No	No	No	Yes	None
St. James	Saint James Municipal	JYG	No	No	No	No	No	No	No	Yes	None
St. Paul	Saint Paul Downtown	STP	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	None
St. Paul	Saint Paul-Lake Elmo	21D	No	No	No	Yes	Yes	No	No	Yes	None
Sauk Centre	Sauk Centre Municipal	D39	No	Yes	No	No	Yes	No	No	Yes	None
Slayton	Slayton Municipal	DVP	No	No	No	No	No	No	No	No	Dial-ride-bus
Sleepy Eye	Sleepy Eye Municipal	Y58	No	No	No	No	No	No	No	No	Airport manager provides rides as needed

Associated City	Airport Name	FAA ID	Bus 39	Taxi	On-Site Rental Car	Off-Site Rental Car	TNC	Shuttle	Bike or Pedestrian Path	Courtesy Car	Other
South St. Paul	South St. Paul Municipal (Fleming Field)	SGS	No	Yes	No	Yes	Yes	No	No	No	
Springfield	Springfield Municipal	D42	Yes	No	No	No	No	No	Yes	No	City vehicles available upon request, bikeshare
Staples	Staples Municipal	SAZ	No	No	No	No	No	No	Yes	Yes	Friendly Rider (call-out bus service)
Starbuck	Starbuck Municipal	D32	No	No	No	Yes	No	Yes	Yes	No	Flying club will loan car
Stephen	Stephen Municipal	D41	No	No	No	No	No	No	No	No	Manager provides rides in personal vehicle for pilots needing transport from the airport
Thief River Falls	Todd Field (Long Prairie Airport)	14Y	No	No	No	No	No	No	No	Yes	None
Tower	Tower Municipal	12D	No	No	No	No	No	Yes	Yes	Yes	None
Tracy	Tracy Municipal	TKC	No	No	No	No	No	No	Yes	Yes	None
Two Harbors	Two Harbors-Richard B. Helgeson	TWM	No	No	No	No	No	No	No	Yes	None
Tyler	Tyler Municipal	63Y	No	No	No	No	No	No	No	No	County transit bus connecting off-site
Wadena	Wadena Municipal	ADC	No	No	No	Yes	Yes	Yes	No	Yes	None
Walker	Walker Municipal	Y49		No	No	No	No	No	No	Yes	None
Warren	Warren Municipal	D37	No	No	No	No	No	No	No	No	Sheriff provides transport for users
Warroad	Warroad International (Swede Carlson Field)	RRT	No	No	No	No	No	No	Yes	Yes	None

Associated City	Airport Name	FAA ID	Bus 39	Taxi	On-Site Rental Car	Off-Site Rental Car	TNC	Shuttle	Bike or Pedestrian Path	Courtesy Car	Other
Waseca	Waseca Municipal	ACQ	No	No	No	No	No	No	No	No	None
Waskish	Waskish Municipal	VWU	No	No	No	No	No	Yes	No	No	None
Wells	Wells Municipal	68Y	No	No	No	No	No	No	No	No	Wells Aviation FBO provides rides into town as necessary
Wheaton	Wheaton Municipal	ETH	No	No	No	No	No	No	No	No	None
Willmar	Willmar Municipal	BDH	No	Yes	No	Yes	No	No	No	Yes	FBO gives rides
Windom	Windom Municipal	MW M	No	No	No	No	Yes	Yes	No	Yes	None
Winona	Winona Municipal (Max Conrad Field)	ONA	No	Yes	No	Yes	Yes	No	No	No	None
Winsted	Winsted Municipal	10D	No	No	No	No	No	No	No	No	None
Worthington	Worthington Municipal	OTG	No	Yes	No	Yes	No	No	No	Yes	FBO allows use of personal vehicle as needed

Source: MnSASP Inventory, 2020

Sample Courtesy Car Trip Agreements

Figure 14 and Figure 15 present sample courtesy car trip agreements used at two GA airports.

Figure 14. Alexandria Municipal Airport (AXN) Courtesy Car Agreement

Courtesy Car Sign-Out Agreement

Vehicle #1 - Green 2000 Buick LeSabre _____

Vehicle #2 - Red Ford Pick-up Truck _____

(Circle one and initial)

The undersigned hereby agrees to return the above-mentioned vehicle in the same condition as when checked out. There will be NO SMOKING in the vehicle. If an incident or mechanical problem does occur, the undersigned agrees to notify Alexandria Aviation, Inc. as soon as possible at (320)-762-2111. The undersigned also agrees to have said vehicle returned to Alexandria Aviation, Inc. within the specified time limitations, unless otherwise notification has been made and approved.

The undersigned is responsible for the insurance while this vehicle is in his/her possession. By signing this agreement you are hereby holding Alexandria Aviation, Inc. harmless from any accident that may occur while using this and will indemnify Alexandria Aviation, Inc. for any expense, which may incur as a result of an incident.

Drivers Signature _____ Date _____ Print Name _____

Phone Number _____

Time Out _____ Time Due Back _____

Aircraft Tail # _____

Drivers license # _____

**Please Limit Use to 2 Hours
Thank You!**

Source: ACRP Synthesis 111, 2020

Figure 15. Livingston County Spencer J. Hardy Airport Courtesy Car Use Agreement

**Livingston County Spencer J. Hardy Airport
Courtesy Car Use Agreement**

The Livingston County Spencer J. Hardy Airport provides an Airport Courtesy Vehicle for use by visiting pilots. In consideration for the use of the vehicle, the Driver agrees to the following Terms and Conditions:

1. Drivers. Only people who have signed this or a similar agreement may operate the Vehicle. The Driver, by his/her signature below, presents that he/she possesses a valid driver's license not subject to any restrictions or suspensions.
2. Use of Vehicle. At no time shall there be more than five (5) people in the vehicle. At no time shall the vehicle be further than thirty (30) miles from the Livingston County Spencer J. Hardy Airport unless prior arrangements have been made with the Airport Manager. At no time while the Vehicle is in the Driver's possession, shall the Driver consume any alcoholic beverages or illegal drugs.
3. Return of Vehicle. The vehicle shall be returned to the Livingston County Spencer J. Hardy Airport within three (3) hours unless another time is specifically indicated, or upon any demand for return by the Airport.
4. Signature. By his/her signature below, the Driver agrees he/she is responsible for any and all injury to any person or damage to any property arising from the use of the Vehicle, regardless of fault. This includes responsibility for damage to the vehicle arising from, but not limited to, collision, theft, vandalism, towing, and/or storage charges. To the extent allowed by the Driver's insurance policy, the Driver waives any rights of subrogation against the County for loss or injury or damage arising from use of the Vehicle.

If someone other than the undersigned Driver is driving the vehicle, the undersigned Driver is responsible for all acts, including damages, that involve the vehicle.

5. Gasoline and Maintenance. The Driver is responsible to fill the fuel tank upon return of the Vehicle. Donations to the vehicle maintenance funds are welcome, as there are no rental or mileage charges for the use of the Vehicle. The Driver agrees to be responsible for all fines, court costs, and recovery expenses for parking, traffic and other violations.
6. Insurance. All parties operating the Vehicle shall have valid automobile insurance coverage for any and all use of the vehicle while it is entrusted to them, and that the Driver currently maintains a personal policy, with limits not less than \$100,000 per occurrence combined single limit.
7. Hold Harmless and Indemnification. The Driver agrees to hold Livingston County (including its elected and appointed officials, employees and agents) harmless and indemnify it from any and all claims, liability, and/or expenses, including attorney's fees, arising out of the use of the Vehicle, while it is entrusted to Driver.

Source: ACRP Synthesis 111, 2020

- 8. Changes. No change or modification to this agreement may be made except in writing and signed by the Airport Manager or designee.
- 9. Condition of Vehicle. Livingston County and the Livingston County Spencer J. Hardy Airport do not guarantee the condition of the vehicle. In the event of breakdown, the County has no obligation to provide an alternative vehicle or alternative transportation. Prior to taking control of the vehicle, the vehicle is to be inspected by the Driver and all damages noted.

CAUTION: I ACKNOWLEDGE THAT I MUST PROVIDE THE PRIMARY INSURANCE COVERAGE IN THE EVENT OF DAMAGE TO THE VEHICLE OR OTHER PROPERTY WHILE THE VEHICLE IS ENTRUSTED TO ME. ANY INSURANCE MAINTAINED BY THE COUNTY OF LIVINGSTON AND THE LIVINGSTON COUNTY SPENCER J. HARDY AIRPORT SHALL BE SECONDARY TO MY COVERAGE.

Signature _____ Date _____

Printed Name _____

Address _____

Driver's License # _____

State _____ Date of Expiration _____

Cell Phone # _____

Insurance Carrier _____

Insurance Agency / Policy # _____

Livingston County Spencer J. Hardy Airport:

By _____

Source: ACRP Synthesis 111, 2020