



CITY OF BATTLE CREEK
W.K. Kellogg Airport
15551 South Airport Road
Battle Creek, MI 49015
(269) 966-3470

Airport Strategic Business Plan

CITY OF BATTLE CREEK

W.K. Kellogg Airport (KBTL)

Facilitated By:



Aviation
Management
Consulting
Group

Deember 2017



I. INTRODUCTION

This Airport Strategic Business Plan (ASBP) uses a logical and disciplined structure to set out the goals, objectives, and actions plans that will drive the day-to-day operation and management of the W.K. Kellogg Airport (Airport). In essence, this ASBP will transform the Airport's mission and vision into specific goals, objectives, and actions within each functional area of the Airport.

A. Reasons for an Airport Strategic Business Plan

According to the Transportation Research Board's (TRB) Airport Cooperative Research Program (ACRP) Report 77: Guidebook for Developing General Aviation Airport Business Plans (ACRP Report 77), there are several compelling reasons for a general aviation airport to have an airport strategic business plan, as follows:

- generate more revenue;
- reduce or eliminate expenses;
- secure more capital funding;
- rely less (or not at all) on subsidies; and
- create more jobs

Another compelling reason discussed in ACRP Report 77 for a general aviation airport to have an airport strategic business plan is that the Federal Aviation Administration (FAA), through the Airport Sponsor Assurances (specifically Assurance #24) requires that any federally obligated airport be as financially self-sustaining as possible given the circumstances that exist at the airport.

One of the best ways a federally obligated general aviation airport can comply with Assurance #24 is to develop and implement an airport strategic business plan that, at its core, demonstrates the ways airport management and policymakers are striving toward achieving the goal of becoming (or continuing to be) financially self-sustaining.

ACRP Report 77 also discusses that there is an expectation that a federally obligated airport will be operated and managed as a public enterprise; having an airport strategic business plan demonstrates good stewardship by establishing goals, developing objectives, and formulating action plans, consistent with realizing the airport's mission and vision statements.



B. Value of an Airport Strategic Business Plan

General aviation airport management and policymakers can utilize an airport strategic business plan as a planning tool, a management tool, and communications tool, as follows.

As a ***planning tool***, an airport strategic business plan:

- articulates the mission, vision, and goals for the airport;
- sets forth the objectives for achieving goals;
- identifies the action plans for accomplishing objectives;
- establishes the parameters for checking progress; and
- provides the basis for making adjustments – as needed – to achieve the goals and realize the mission and vision for the airport

As a ***management tool***, an airport strategic business plan:

- maintains focus on achieving goals and realizing the mission and vision for the airport;
- establishes an actionable game plan for building on the airport's strengths, address weaknesses, capitalize on opportunities, and manage threats; and
- provides a framework for making informed, prudent, and defensible decisions concerning the operation and management of an airport.

As a ***communications tool***, an airport strategic business planning process provides opportunity for airport managers, policymakers, and stakeholders to engage in discussions about the current and future direction of the airport. Once the airport strategic business plan is implemented, it further acts as a communications tool by:

- providing the information needed to assist airport management and policymakers while demonstrating the role and value of the airport to the local community (or increase awareness);
- justifying investment in the airport (or build support); or
- explaining the airport's financial performance and position (or foster transparency).



C. Elements of an Airport Strategic Business Plan

Mission Statement

A mission statement conveys the reason for the airport's existence and may identify the core competencies as well. The direction provided in the mission statement helps guide decision making, dictate conduct, and shape performance on a day-to-day basis.

Vision Statement

A vision statement articulates the aspirations for the airport; it is a picture of success.

Values Statement

A values statement outlines the collective beliefs held throughout the airport organization. Values are enduring and will not be compromised or abandoned.

Market Assessment

The purpose of a market assessment is to provide airport management, policymakers, stakeholders, and the planning team an intimate understanding of the airport, the community, the industry, and the market from both a macro and micro perspective.

SWOT Analysis

The purpose of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is to identify and categorize actual and perceived strengths, weaknesses, opportunities, and threats associated with the airport and the organization. In performing the SWOT analysis, strengths and weaknesses are internal to the airport while opportunities and threats are external. The results of the SWOT analysis serve to document the planning team's understanding of the airport and the organization.

Goals

A goal is a statement of a desired result, outcome, or level of attainment that needs to be reached to realize the mission and vision of the airport. A goal should be positive and easily understood by the airport's governing body, management and staff, and stakeholders.

Objectives

An objective is a significant step toward achieving a goal (i.e., it is a means to an end).

Action Plans

As the fundamental building blocks of an airport strategic business plan, action plans answer the key questions of who is going to do what, when, where, why, and how in order to accomplish specific objectives.



D. Airport Strategic Business Planning Process

As one of the first steps in the ASBP development process, the City formed a planning team (Team) to gain valuable input and guidance during the process. Team members were specifically selected based on each individual's diverse background, experience, expertise, and interests, but with a vested interest in the success of the Airport. The Team members are as follows (alphabetically, by organization name):

- Patricia Karr, Executive Director, Battle Creek Area Transportation Study
- Marie Briganti, President and CEO, Battle Creek Unlimited
- Jim Burnham, Board Member, Battle Creek Unlimited
- Jared Sanders, Owner, Waco Aircraft/Centennial Aircraft Services
- Ted E. Dearing, Assistant City Manager, City of Battle Creek
- Andy Helmboldt, Commissioner, City of Battle Creek
- Mike Scherzer, Commissioner, City of Battle Creek
- Tom Burt, Chief Operating Officer BTL, Duncan Aviation
- Andy Richards, Vice President BTL, Duncan Aviation
- Col. Ron Wilson, Wing Commander, Michigan Air National Guard
- Jill Bland, Executive Vice President, Southwest Michigan First
- Ron Kitchens, Chief Executive Officer, Southwest Michigan First
- Peter Bowers, Owner, WACO Aircraft
- Larry Bowron, Transportation Director, W.K. Kellogg Airport
- Sandra Gray, Airport Secretary, W.K. Kellogg Airport
- Miles Weaver, Airport Operations Manager, W.K. Kellogg Airport
- Steve Jones, Managing Director of Operations, Western Michigan University
- Dave Powell, College of Aviation Dean, Western Michigan University

The Team is being assisted by Aviation Management Consulting Group (Jeff Kohlman and Robert Trimborn) and Mead & Hunt (Ron Engle and Mark Breukink).

The ASBP development process was initialized on March 4, 2015 at the Airport's administrative offices. During this meeting, AMCG representatives discussed the elements of an ASBP and outlined the best practices development process to be implemented.

The first major step in the ASBP development process is the development, review, and discussion of an Airport Market Assessment (Assessment). The Assessment examined the Airport, the City and the surrounding community, the local and regional market, and the national general aviation industry. The Assessment examined these areas from a macro (industry) and micro (market) perspective; evaluated the competition; explored market and



INTRODUCTION

customer segments; and assessed demand and capacity for Airport infrastructure and aviation products, services, and facilities. The Assessment was discussed during the second Team meeting (conference call) on June 2, 2015 and finalized on June 23, 2015. The Assessment is provided as Appendix A – Airport Market Assessment.

The Assessment was a valuable resource for the Team during the Airport's Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. After the Team completed the Airport's SWOT Analysis Survey, AMCG tabulated the results of the survey and presented the findings at the third Team meeting on July 13, 2015. During this meeting, the Team reviewed the results of the SWOT Analysis Survey and utilized this information in the brainstorming session for preparation of the draft mission and vision statements for the Airport. A summary of the SWOT Analysis Survey results and draft Mission and Vision statements is provided herein and the complete report is provided as Appendix B – SWOT Analysis Results.

Based on the brainstorming during the third Team meeting, AMCG developed the draft Airport mission and vision statements for review and consideration by the Team prior to the fourth Team meeting on September 14, 2015. During this meeting, the Team reviewed and finalized the draft Airport mission and vision statements. These draft statements were reviewed by members of the City of Battle Creek City Commission and concurrence was provided.

Based on the Airport's mission and vision and the SWOT analysis, the Team members provided recommendations for goals to be reached in order to realize the Airport's mission and vision. The goal recommendations were based on the SMART model, as follows:

- **Specific** – simple, straightforward, compelling (without specificity, a goal can never truly be reached).
- **Measurable** – tangible, able to be tracked (an effective goal requires a statement of the tangible evidence that the goal has been reached).
- **Attainable** – possible, yet challenging enough to be motivating. If a goal requires the Airport to reach beyond its true self, the goal will become burdensome and ultimately detrimental to the process. However, the goal should be challenging enough to cause the Airport to “rise up” to achieve it.
- **Relevant** – important to Airport stakeholders and connected to the Airport's values. Goals that are explicitly connected to values are motivational and generally, easier to achieve as a result.
- **Time Bound** – includes a beginning and ending point. Identifying start and end dates provides the “race-track” needed to keep the Airport on course with a clear finish line to pursue.



INTRODUCTION

In addition to utilizing the SMART model, the recommended goals worksheet was divided into four quadrants to help with the development of Airport goals, as follows:

- **Strength/Opportunity (SO) Goals** – goals that leverage strengths by taking advantage of opportunities
- **Weakness/Opportunity (WO) Goals** – goals that address weaknesses by taking advantage of opportunities
- **Strength/Threat (ST) Goals** – goals that leverage strengths to manage/avoid threats
- **Weakness/Threat (WT) Goals** – goals that address weaknesses to manage/avoid threats

Based on the input of the Team, Airport management and AMCG developed draft goals and objectives for the Team's review and comment. This was completed during a Team conference call on December 16, 2015. Immediately following this meeting, the Team was provided an opportunity to provide input on the prioritization of the goals and objectives. Based on the input of the Team, the Airport's mission, vision, goals, and objectives were reviewed by members of the City of Battle Creek City Commission and concurrence was provided.

Based on the draft mission, vision, goals, and objectives, action plans for each objective were developed by AMCG and reviewed by Airport management (which are included herein).



MISSION, VISION, GOALS, AND OBJECTIVES

II. MISSION, VISION, GOALS, AND OBJECTIVES

Based on the Market Assessment and SWOT Analysis, following are the recommended Airport's mission, vision, goals (developed and recommended by the Team) and objectives (developed and recommended by AMCG and Airport management).

Mission	To maintain and leverage safe, secure, and efficient infrastructure that 1) fosters an environment for diverse, high-quality aviation products, services, and facilities 2) sustains and enhances economic development and 3) connects the Battle Creek community to the national air transportation system and the world
Vision	W.K. Kellogg Airport will be the local and international airport of choice in the Southwest Michigan Region for aviation education, general aviation, military, air cargo, and non- scheduled air carrier service, while fully developing and utilizing the airport's assets in a financially self-sufficient manner
Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022
Goal 2	Secure the development of one (1) new aviation product, service, or facility at the Airport by an existing or new FBO or SASO by the end of FY 2020
Goal 3	Increase aircraft operations at the Airport by 10% (local) and 25% (itinerant) by the end of FY 2022
Goal 4	Reduce the Airport's operating loss by 5% annually through the end of FY 2022
Goal 5	Increase total based aircraft at the Airport by 15 aircraft by the end of FY 2021
Goal 6	Improve the community's surveyed perception of the role and importance of the Airport by 10% by the end of FY 2021
Goal 7	Improve and enhance the safety, security, and efficiency of the Airport's landside infrastructure by the end of FY 2021
Goal 8	Improve and enhance the safety, security, and efficiency of the Airport's airside infrastructure by the end of FY 2022



MISSION, VISION, GOALS, AND OBJECTIVES

Mission	To maintain and leverage safe, secure, and efficient infrastructure that 1) fosters an environment for diverse, high-quality aviation products, services, and facilities 2) sustains and enhances economic development and 3) connects the Battle Creek community to the national air transportation system and the world
Vision	W.K. Kellogg Airport will be the local and international airport of choice in the Southwest Michigan Region for aviation education, general aviation, military, air cargo, and non- scheduled air carrier service, while fully developing and utilizing the airport's assets in a financially self-sufficient manner
Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022
Objective 1-1	Complete an economic impact study by the end of FY 2018 and the end of FY 2022
Objective 1-2	Increase occupancy of aeronautical and non-aeronautical land by 20% by the end of FY 2022 (also see Objective 4-2)
Objective 1-3	Solicit interest and proposals, in cooperation with local and state economic development agencies, for improving/enhancing existing and/or developing new specialized aviation products and services (e.g., flight training, aircraft rental, aircraft maintenance, etc.) and associated facilities at the Airport by the end of FY 2018 and annually thereafter (also see Objective 2-4)
Objective 1-4	Develop and implement a tenant retention and expansion program (e.g., WMU Flight School, Duncan Aviation, etc.) by the end of FY 2019 (also see Objectives 3-2 and 5-5)
Objective 1-5	Develop a marketing initiative to increase the use of the Airport by aviation clubs, associations, and organizations (e.g., AOPA, EAA, aircraft owner clubs, etc.) by the end of FY 2018 for implementation in FY 2019 (also see Objective 3-3)
Objective 1-6	Establish an on-airport port-of-entry/customs passenger and cargo facility by the end of FY 2021 (also see Objective 3-5)
Objective 1-7	Increase the number of jobs based at the Airport by adding at least one (1) new non-aeronautical commercial tenant with a substantial employment base by the end of FY 2022
Objective 1-8	Replace existing/obsolete aircraft storage hangars with new hangars designed to meet market demand by the end of FY 2020 (also see Objective 5-6)
Objective 1-9	Establish a Battle Creek First program to promote and encourage the Airport, the tenants, and users to spend money in the community by the end of FY 2019



MISSION, VISION, GOALS, AND OBJECTIVES

Mission	To maintain and leverage safe, secure, and efficient infrastructure that 1) fosters an environment for diverse, high-quality aviation products, services, and facilities 2) sustains and enhances economic development and 3) connects the Battle Creek community to the national air transportation system and the world
Vision	W.K. Kellogg Airport will be the local and international airport of choice in the Southwest Michigan Region for aviation education, general aviation, military, air cargo, and non- scheduled air carrier service, while fully developing and utilizing the airport's assets in a financially self-sufficient manner
Goal 2	Secure the development of one (1) new aviation product, service, or facility at the Airport by an existing or new FBO or SASO by the end of FY 2020
Objective 2-1	Develop a comprehensive Airport marketing and public relations program by the end of FY 2018 for implementation in FY 2019 (also see Objectives 3-1, 5-1, and 6-3)
Objective 2-2	Develop a comprehensive aeronautical land-use, re-use, and development plan by the end of FY 2019 for implementation in FY 2020 (also see Objectives 4-1, 5-4, 7-1, and 8-1)
Objective 2-3	Develop and implement Primary Management and Compliance Documents (e.g., Minimum Standards) by the end of FY 2018 (also see Objectives 4-4, 7-2, and 8-2)
Objective 2-4	Solicit interest and proposals, in cooperation with local and state economic development agencies, for improving/enhancing existing and/or developing new specialized aviation products and services (e.g., flight training, aircraft rental, aircraft maintenance, etc.) and associated facilities at the Airport by the end of FY 2018 and annually thereafter (also see Objective 1-3)
Objective 2-5	Develop a local aeronautical education initiative, in cooperation with the BC Vision project and other agency initiatives, to develop a viable workforce for aeronautical related industries by the end of FY 2020



MISSION, VISION, GOALS, AND OBJECTIVES

Mission	To maintain and leverage safe, secure, and efficient infrastructure that 1) fosters an environment for diverse, high-quality aviation products, services, and facilities 2) sustains and enhances economic development and 3) connects the Battle Creek community to the national air transportation system and the world
Vision	W.K. Kellogg Airport will be the local and international airport of choice in the Southwest Michigan Region for aviation education, general aviation, military, air cargo, and non- scheduled air carrier service, while fully developing and utilizing the airport's assets in a financially self-sufficient manner
Goal 3	Increase aircraft operations at the Airport by 10% (local) and 25% (itinerant) by the end of FY 2022
Objective 3-1	Develop a comprehensive Airport marketing and public relations program by the end of FY 2017 for implementation in FY 2018 (also see Objectives 2-1, 5-1, and 6-3)
Objective 3-2	Develop and implement a tenant retention and expansion program (e.g., WMU Flight School, Duncan Aviation, etc.) by the end of FY 2019 (also see Objectives 1-4 and 5-5)
Objective 3-3	Develop a marketing initiative to increase the use of the Airport by aviation clubs, associations, and organizations (e.g., AOPA, EAA, aircraft owner clubs, etc.) by the end of FY 2018 for implementation in FY 2019 (also see Objective 1-5)
Objective 3-4	Develop and implement a pilot outreach program by the end of FY 2020
Objective 3-5	Establish an on-airport port-of-entry/customs passenger and cargo facility by the end of FY 2021 (also see Objective 1-6)



MISSION, VISION, GOALS, AND OBJECTIVES

Mission	To maintain and leverage safe, secure, and efficient infrastructure that 1) fosters an environment for diverse, high-quality aviation products, services, and facilities 2) sustains and enhances economic development and 3) connects the Battle Creek community to the national air transportation system and the world
Vision	W.K. Kellogg Airport will be the local and international airport of choice in the Southwest Michigan Region for aviation education, general aviation, military, air cargo, and non- scheduled air carrier service, while fully developing and utilizing the airport's assets in a financially self-sufficient manner
Goal 4	Reduce the Airport's operating loss by 5% annually through the end of FY 2022
Objective 4-1	Develop a comprehensive aeronautical and non-aeronautical land-use, re-use, and development plan by the end of FY 2019 for implementation in FY 2020 (also see Objectives 2-2, 5-4, 7-1, and 8-1)
Objective 4-2	Increase occupancy of aeronautical and non-aeronautical land by 20% by the end of FY 2022 (also see Objective 1-2)
Objective 4-3	Conduct an alternative revenue study (e.g., UofM / DMAP non-aeronautical revenue study) by the end of FY 2018 for implementation beginning in FY 2019
Objective 4-4	Develop and implement Primary Management and Compliance Documents (e.g., Leasing/Rents and Fees Policy) by the end of FY 2018 (also see Objectives 2-4, 7-2, and 8-2)
Objective 4-5	Conduct a revenue/cost allocation study to identify the airport's revenue/cost centers and identify line items that can be improved (i.e., increased revenues and decreased expenses) by the end of FY 2018 for implementation in FY 2019
Objective 4-6	Conduct a fee study to determine cost-recovery-based Airport fees by the end of FY 2018 for implementation in FY 2019
Objective 4-7	Annually review and update (as necessary) the Airport's strategic business plan



MISSION, VISION, GOALS, AND OBJECTIVES

Mission	To maintain and leverage safe, secure, and efficient infrastructure that 1) fosters an environment for diverse, high-quality aviation products, services, and facilities 2) sustains and enhances economic development and 3) connects the Battle Creek community to the national air transportation system and the world
Vision	W.K. Kellogg Airport will be the local and international airport of choice in the Southwest Michigan Region for aviation education, general aviation, military, air cargo, and non- scheduled air carrier service, while fully developing and utilizing the airport's assets in a financially self-sufficient manner
Goal 5	Increase total based aircraft at the Airport by 15 aircraft by the end of FY 2021
Objective 5-1	Develop a comprehensive Airport marketing and public relations program (e.g., non-aeronautical study and marketing plan element) by the end of FY 2018 for implementation in FY 2019 (also see Objectives 2-1, 3-1, and 6-3)
Objective 5-2	Design and develop (and provide infrastructure to) land parcels that can support the development of aircraft storage facilities by the end of FY 2019
Objective 5-3	Develop a five (5) year initiative specifically targeting existing and prospective aircraft owners and operators to be completed by the end of FY 2018 for implementation in FY 2019
Objective 5-4	Develop a comprehensive aeronautical land-use, re-use, and development plan by the end of FY 2019 for implementation in FY 2020 (also see Objectives 2-2, 4-1, 7-1, and 8-1)
Objective 5-5	Develop and implement a tenant retention and expansion program (e.g., WMU Flight School, Duncan Aviation, etc.) by the end of FY 2019 (also see Objectives 1-4 and 3-2)
Objective 5-6	Replace existing/obsolete aircraft storage hangars with new hangars designed to meet market demand by the end of FY 2020 (also see Objective 1-8)



MISSION, VISION, GOALS, AND OBJECTIVES

Mission	To maintain and leverage safe, secure, and efficient infrastructure that 1) fosters an environment for diverse, high-quality aviation products, services, and facilities 2) sustains and enhances economic development and 3) connects the Battle Creek community to the national air transportation system and the world
Vision	W.K. Kellogg Airport will be the local and international airport of choice in the Southwest Michigan Region for aviation education, general aviation, military, air cargo, and non- scheduled air carrier service, while fully developing and utilizing the airport's assets in a financially self-sufficient manner
Goal 6	Improve the community's surveyed perception of the role and importance of the Airport by 10% by the end of FY 2021
Objective 6-1	Develop a proposal for the creation of an Airport Advisory Board comprised of local stakeholders by the end of FY 2018
Objective 6-2	Rebrand (name and logo) the Airport to include "Battle Creek", to better reflect the location of the Airport, by the end of FY 2018 for implementation in FY 2019
Objective 6-3	Develop a comprehensive Airport marketing and public relations program by the end of FY 2018 for implementation in FY 2019 (also see Objectives 2-1, 3-1, and 5-1)
Objective 6-4	Develop and distribute a community survey on the Airport's role and importance by the end of FY 2018 and redistribute by the end of FY 2021
Objective 6-5	Establish an Airport open-house showcasing the products, services, and facilities of the Airport, FBOs, and SASOs (including the ANG) by the end of FY 2019
Objective 6-6	Develop and implement an airport signage program by the end of FY 2020
Objective 6-7	Develop and implement a reorganization of the Airport management structure by the end of FY 2018
Objective 6-8	Develop a Friends of the Airport organization that supports the Airport community by the end of FY 2019 for implementation in FY 2020



MISSION, VISION, GOALS, AND OBJECTIVES

Mission	To maintain and leverage safe, secure, and efficient infrastructure that 1) fosters an environment for diverse, high-quality aviation products, services, and facilities 2) sustains and enhances economic development and 3) connects the Battle Creek community to the national air transportation system and the world
Vision	W.K. Kellogg Airport will be the local and international airport of choice in the Southwest Michigan Region for aviation education, general aviation, military, air cargo, and non- scheduled air carrier service, while fully developing and utilizing the airport's assets in a financially self-sufficient manner
Goal 7	Improve and enhance the safety, security, and efficiency of the Airport's landside infrastructure by end of FY 2021
Objective 7-1	Develop a comprehensive non-aeronautical land-use, re-use, and development plan by the end of FY 2019 for implementation in FY 2020 (also see Objectives 2-2, 4-1, 5-4, and 8-1)
Objective 7-2	Develop and implement Primary Management and Compliance Documents (e.g., Rules and Regulations and Development Standards) by the end of FY 2018 (also see Objectives 2-3, 4-4, and 8-2)
Objective 7-3	Update the Airport Master Plan/Layout Plan by end of FY 2020
Objective 7-4	Develop a professional development program for airport administration and staff to include industry certifications such as AAE (Accredited Airport Executive), CM (Certified Member), AMF (Airport Master Firefighter), and AFO (Airport Fire Officer) by the end of FY 2018 for implementation in FY 2019. (also see Objective 8-3)
Objective 7-5	Develop and implement a vehicle and equipment fleet management program by the end of FY 2019
Objective 7-6	Conduct a traffic study, in cooperation with MDOT, for the purpose of improving airport access by the end of FY 2020



MISSION, VISION, GOALS, AND OBJECTIVES

Mission	To maintain and leverage safe, secure, and efficient infrastructure that 1) fosters an environment for diverse, high-quality aviation products, services, and facilities 2) sustains and enhances economic development and 3) connects the Battle Creek community to the national air transportation system and the world
Vision	W.K. Kellogg Airport will be the local and international airport of choice in the Southwest Michigan Region for aviation education, general aviation, military, air cargo, and non- scheduled air carrier service, while fully developing and utilizing the airport's assets in a financially self-sufficient manner
Goal 8	Improve and enhance the safety, security, and efficiency of the Airport's airside infrastructure by the end of FY 2021
Objective 8-1	Develop a comprehensive aeronautical land-use, re-use, and development by the end of FY 2019 for implementation in FY 2020 (also see Objectives 2-2, 4-1, 5-4, and 7-1)
Objective 8-2	Develop and implement Primary Management and Compliance Documents (e.g., Rules and Regulations and Development Standards) by the end of FY 2018 (also see Objectives 2-3, 4-4, and 7-2)
Objective 8-3	Develop a professional development program for airport administration and staff to include industry certifications such as AAE (Accredited Airport Executive), CM (Certified Member), AMF (Airport Master Firefighter), and AFO (Airport Fire Officer) by the end of FY 2018 for implementation in FY 2019 (also see Objective 7-4)
Objective 8-4	Develop a plan to eliminate or reduce jet blast onto Columbia Avenue (M96) from the run up area at the end of Runway 5L by the end of FY 2018 for implementation in FY 2019



III. ACTION PLANS

Based on the Airport's mission, vision, goals, and objectives, the following action plans were developed and recommend by AMCG and Airport management).



ACTION PLAN 1-1-1

Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022				
Objective 1-1	Complete an economic impact study by the end of FY 2018 and the end of FY 2022				
What (the task)	Conduct an economic impact study				
Where (the location)	Airport administration offices				
Why (the reason)	To determine the Airport's economic impact on the community, provide a benchmark to judge future economic enhancements, and justify continued and further support for the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. Outline scope, work plan, milestones, and timeline of the economic impact study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Decide if the economic impact study will be conducted in-house, by outside consultant, by educational institution, or combination thereof	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. If it is decided to use an outside consulting firm, develop and distribute an RFP	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Evaluate proposals and select most responsive bidder	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Initiate and oversee the economic impact study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Evaluate and distribute results of economic impact study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 1-1-2

Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022				
Objective 1-2	Increase occupancy of aeronautical and non-aeronautical land by 20% by the end of FY 2022 (also see Objective 4-2)				
What (the task)	Increase occupancy of aeronautical and non-aeronautical land.				
Where (the location)	Airport - Airside and Landside				
Why (the reason)	To improve the economic impact of the Airport, improve Airport revenues, and increase airport land and infrastructure occupancy				
How (the approach)		Who (the people)		When (the schedule)	
1. Identify available aeronautical and non-aeronautical land, permitted uses (e.g., zoning, Airport Layout Plan), and existing and required landside and/or airside infrastructure	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Determine costs associated with designing and developing land parcels and associated landside and/or airside infrastructure, if necessary	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Identify and apply for grant monies to design and develop land parcels and associated landside and/or airside infrastructure, if necessary	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Design and develop land parcels and associated landside and/or airside infrastructure, if necessary	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Identify and quantify target markets and/or existing entity(ies) interested in available aeronautical and non-aeronautical land	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. ACTION PLAN CONTINUED ON NEXT PAGE	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 1-1-2

Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022				
Objective 1-2	Increase occupancy of aeronautical and non-aeronautical land by 20% by the end of FY 2022 (also see Objective 4-2)				
What (the task)	Increase occupancy of aeronautical and non-aeronautical land.				
Where (the location)	Airport administration offices				
Why (the reason)	To improve the economic impact of the Airport, improve Airport revenues, and increase airport land and infrastructure occupancy				
How (the approach)		Who (the people)		When (the schedule)	
7. Develop and distribute RFI and/or RFP to lease and/or develop available aeronautical and non-aeronautical land	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
8. Evaluate letters of interest and/or proposals to select prospective lessees and/or developers of available aeronautical and non-aeronautical land	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
9. Negotiate agreement with entity(ies) to lease and/or develop available aeronautical and non-aeronautical land	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
10. Execute agreement with entity(ies) that will lease and/or develop available aeronautical and non-aeronautical land	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
11. Oversee development of aeronautical and non-aeronautical land	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
12. Develop land parcels and associated landside and/or airside infrastructure, if necessary	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 1-1-3

Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022				
Objective 1-3	Solicit interest and proposals, in cooperation with local and state economic development agencies, for improving/enhancing existing and/or developing new specialized aviation products and services (e.g., flight training, aircraft rental, aircraft maintenance, etc.) and associated facilities at the Airport by the end of FY 2018 and annually thereafter (also see Objective 2-4)				
What (the task)	Develop, distribute, and manage RFIs, RFQs, and/or RFPs for specialized aviation products, services, and facilities				
Where (the location)	Airport administration offices				
Why (the reason)	To enhance and improve aviation products, services, and facilities at the Airport, ultimately increasing the economic impact of the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. Meet with local and state economic development agencies to develop a collaborative approach		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Identify existing or prospective entities interested in improving/enhancing existing and/or developing new specialized aviation products, services, and facilities		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Develop and distribute an RFI, RFQ, and/or RFP to improve/enhance existing and/or develop new specialized aviation products, services, and facilities		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Evaluate letters of interest, statement of qualifications, and/or proposals and select entity(ies) that will fulfill objective		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Negotiate agreement with entity(ies)		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Execute agreement with entity(ies)		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes					



ACTION PLAN 1-1-4

Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022				
Objective 1-4	Develop and implement a tenant retention and expansion program (e.g., WMU Flight School, Duncan Aviation, etc.) by the end of FY 2019 (also see Objectives 3-2 and 5-5)				
What (the task)	Develop and implement a tenant retention and expansion program				
Where (the location)	Airport administration offices				
Why (the reason)	To retain existing tenants, expand existing tenant’s products, services, and/or facilities, and increase economic impact of the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. Establish on-going monthly/quarterly meetings with existing tenants to identify specific needs/requirements that would facilitate retention and/or expansion	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Prioritize and evaluate the feasibility of the identified specific needs/requirements of the tenants	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Develop a tenant retention and expansion program tailored to address the specific needs/requirements of the tenants	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Present tenant retention and expansion program to City management and City Commission for review and approval	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Implement tenant retention and expansion program	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 1-1-5

Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022				
Objective 1-5	Develop a marketing initiative to increase the use of the Airport by aviation clubs, associations, and organizations (e.g., AOPA, EAA, aircraft owner clubs, etc.) by the end of FY 2018 for implementation in FY 2019 (also see Objective 3-3)				
What <i>(the task)</i>	Develop a marketing initiative to increase the use of the Airport by aviation clubs, associations, and organizations				
Where <i>(the location)</i>	Airport administration offices				
Why <i>(the reason)</i>	Increase use of Airport products, services, and facilities, increase aircraft operations, and enhance economic impact of the Airport				
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>	
1. Identify local, state, regional, and national aviation clubs, associations, and organizations that could have interest in using the Airport for future meetings and events	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Develop a scalable approach to be shared with prospective clubs, associations, and organizations	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Prioritize prospective clubs, associations, and organizations and Initiate contact to determine level of interest	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Negotiate agreements with interested clubs, associations, and organizations and schedule meetings and events	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Execute agreements with interested club, association, and/or organization	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Support club, association, and/or organization during meeting and/or event	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 1-1-6

Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022				
Objective 1-6	Establish an on-airport port-of-entry/customs passenger and cargo facility by the end of FY 2021 (also see Objective 3-5)				
What (the task)	Establish an on-airport port-of-entry/customs passenger and cargo facility				
Where (the location)	To be determined				
Why (the reason)	To increase usage of Airport by facilitating timely US Customs screening of international passenger and cargo service, thereby increasing economic impact of the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. Research requirements and process to establish an on-airport port-of-entry/customs passenger and cargo facility	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Identify on-airport location(s) for on-airport port-of-entry/customs passenger and cargo facility	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Solicit local, regional, and national support for on-airport port-of-entry/customs passenger and cargo facility	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Identify and apply for grant monies to design and develop on-airport port-of-entry/customs passenger and cargo facility	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Submit application to establish on-airport port-of-entry/customs passenger and cargo facility	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 1-1-7

Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022				
Objective 1-7	Increase the number of jobs based at the Airport by adding at least one (1) new non-aeronautical commercial tenant with a substantial employment base by the end of FY 2022				
What <i>(the task)</i>	Attract new non-aeronautical commercial tenant with substantial employment base				
Where <i>(the location)</i>	To be determined				
Why <i>(the reason)</i>	To increase the number of jobs based at the Airport				
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>	
1. See Steps 1 to 4 of Action Plan 1-1-2		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Identify and quantify target markets and/or existing entity(ies) with substantial employment bases that would be interested in available non-aeronautical land		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Coordinate with local, regional, and state economic development agencies on target marketing initiative		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Hire real estate agency to market non-aeronautical land.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Coordinate efforts between economic development agencies and real estate agency		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes					



ACTION PLAN 1-1-8

Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022				
Objective 1-8	Replace existing/obsolete aircraft storage hangars with new hangars designed to meet market demand by the end of FY 2020 (also see Objective 5-6)				
What (the task)	Remove obsolete hangars and replace with new hangars				
Where (the location)	Airport-Airside				
Why (the reason)	To meet market demand and increase economic impact of the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. Conduct a study to determine the size and type and number of hangars to meet the current market demand	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Analyze hangar development funding scenarios (private, public, or combination thereof)	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Create a hangar development plan	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Establish a budget to facilitate the construction of the new hangars (if necessary)	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Implement the plan	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 1-1-9

Goal 1	Increase the economic impact of the Airport on the community by 10% by the end of FY 2022				
Objective 1-9	Establish a Battle Creek First program to promote and encourage the Airport, the tenants, and users to spend money in the community by the end of FY 2019				
What (the task)	Establish a program to promote and encourage the Airport, the tenants, and users to spend money in the community				
Where (the location)	Airport administration offices				
Why (the reason)	To support community businesses and improve the Airport's economic impact on the community				
How (the approach)		Who (the people)		When (the schedule)	
1. Outline scope, work plan, milestones, and timeline of the Battle Creek First program	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Create a stakeholder working group to assist in the Battle Creek First program's development	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Initiate and oversee the development of the Battle Creek First program	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Present the proposed Battle Creek First program to the City Commission	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Make necessary adjustments to the Battle Creek First program based on City Commission direction/input.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Implement the Battle Creek First program	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 2-2-1

Goal 2	Secure the development of one (1) new aviation product, service, or facility at the Airport by an existing or new FBO or SASO by the end of FY 2020			
Objective 2-1	Develop a comprehensive Airport marketing and public relations program by the end of FY 2018 for implementation in FY 2019 (also see Objectives 3-1, 5-1, and 6-3)			
What <i>(the task)</i>	Develop an Airport marketing and public relations program			
Where <i>(the location)</i>	Airport administration offices			
Why <i>(the reason)</i>	Attract the development of new aviation products, services, and/or facilities at the Airport			
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>
1. Identify and quantify target markets (by segment)	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Identify the most cost effective and results oriented promotional methods, media, and mix	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Determine the elements (and associated frequency) of the Airport marketing and public relations program	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Develop a budget for the Airport marketing and public relations program	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Develop implementation plan of the Airport marketing and public relations program	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Implement the Airport marketing and public relations program	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 2-2-2

Goal 2	Secure the development of one (1) new aviation product, service, or facility at the Airport by an existing or new FBO or SASO by the end of FY 2020				
Objective 2-2	Develop a comprehensive aeronautical land-use, re-use, and development plan by the end of FY 2019 for implementation in FY 2020 (also see Objectives 4-1, 5-4, 7-1, and 8-1)				
What <i>(the task)</i>	Develop a comprehensive aeronautical land-use, re-use, and development plan				
Where <i>(the location)</i>	Airport administration offices				
Why <i>(the reason)</i>	To increase the availability of Airport land that can be utilized for the development of new aviation products, services, and facilities at the Airport				
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>	
1. Outline scope, work plan, milestones, and timeline of the land-use, re-use, and development plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Decide if the land-use, re-use, and development plan will be conducted in-house, by outside consultant, or combination thereof		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Initiate and oversee the land-use, re-use, and development plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Review results of the land-use, re-use, and development plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Develop implementation plan based upon the results of the land-use, re-use, and development plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Implement the land-use, re-use, and development plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes					



ACTION PLAN 2-2-3

Goal 2	Secure the development of one (1) new aviation product, service, or facility at the Airport by an existing or new FBO or SASO by the end of FY 2020			
Objective 2-3	Develop and implement Primary Management and Compliance Documents (e.g., Minimum Standards) by the end of FY 2018 (also see Objectives 4-4, 7-2, and 8-2)			
What <i>(the task)</i>	Develop and implement Primary Management and Compliance Documents (PMCDs)			
Where <i>(the location)</i>	Airport administration offices			
Why <i>(the reason)</i>	To establish standards for engaging in commercial aeronautical activities that will provide security for entities interested in developing new aviation products, services, and facilities at the Airport			
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>
1. Collaborate with the consultant on the development of the PMCDs	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Work with the consultant to develop recommended implementation milestones and benchmarks	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Present PMCDs and recommended implementation plan to the City Commission for review and adoption	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Make any changes or alterations necessary based upon direction of City Commission	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Develop implementation plan based upon direction of City Commission	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Implement the PMCDs	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 2-2-4

Goal 2	Secure the development of one (1) new aviation product, service, or facility at the Airport by an existing or new FBO or SASO by the end of FY 2020			
Objective 2-4	Solicit interest and proposals, in cooperation with local and state economic development agencies, for improving/enhancing existing and/or developing new specialized aviation products and services (e.g., flight training, aircraft rental, aircraft maintenance, etc.) and associated facilities at the Airport by the end of FY 2018 and annually thereafter (also see Objective 1-3)			
What (the task)	Develop RFI, RFQ, or RFP to improve/enhance existing and/or develop new specialized aviation products, services, and facilities at the Airport			
Where (the location)	Airport administration offices			
Why (the reason)	To enhance and improve aviation products, services, and facilities at the Airport			
	How (the approach)	Who (the people)	When (the schedule)	
1. See Action Plan 1-1-3	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 2-2-5

Goal 2	Secure the development of one (1) new aviation product, service, or facility at the Airport by an existing or new FBO or SASO by the end of FY 2020			
Objective 2-5	Develop a local aeronautical education initiative, in cooperation with the BC Vision project and the BCU Aviation Task Force, to develop a viable workforce for aeronautical related industries by the end of FY 2020			
What <i>(the task)</i>	Develop a collaborative aeronautical education initiative to create a viable workforce for aeronautical related industries			
Where <i>(the location)</i>	Airport administration offices			
Why <i>(the reason)</i>	To create a viable workforce for aeronautical related industries to support the development of new aviation products, services, and facilities at the Airport			
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>
1. Meet with stakeholder groups and organizations to create a steering committee to guide and monitor the aeronautical education initiative	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Develop outline for the aeronautical educational initiative and establish goals, objectives and milestones.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Identify target demographic market and educational institutions to facilitate the aeronautical educational process	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Establish a public outreach program as part of the aeronautical education initiative	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Establish a budget for the aeronautical education initiative	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Implement the aeronautical education initiative	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 3-3-1

Goal 3	Increase aircraft operations at the Airport by 10% (local) and 25% (itinerant) by the end of FY 2022			
Objective 3-1	Develop a comprehensive Airport marketing and public relations program by the end of FY 2018 for implementation in FY 2019 (also see Objectives 2-1, 5-1, and 6-3)			
What (the task)	Develop an Airport marketing and public relations program			
Where (the location)	Airport administration offices			
Why (the reason)	Increase aircraft operations			
	How (the approach)	Who (the people)	When (the schedule)	
1. See Action Plan 2-2-1	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 3-3-2

Goal 3	Increase aircraft operations at the Airport by 10% (local) and 25% (itinerant) by the end of FY 2022			
Objective 3-2	Develop and implement a tenant retention and expansion program (e.g., WMU Flight School, Duncan Aviation, etc.) by the end of FY 2019 (also see Objective 1-4 and 5-5)			
What (the task)	Develop a program to retain existing tenants and facilitate the expansion of existing aircraft operations			
Where (the location)	Airport administration offices			
Why (the reason)	To provide incentives to retain existing tenant base and increase aircraft operations			
	How (the approach)	Who (the people)	When (the schedule)	
1. See Action Plan 1-1-4	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 3-3-3

Goal 3	Increase aircraft operations at the Airport by 10% (local) and 25% (itinerant) by the end of FY 2022			
Objective 3-3	Develop a marketing initiative to increase the use of the Airport by aviation clubs, associations, and organizations (e.g., AOPA, EAA, aircraft owner clubs, etc.) by the end of FY 2018 for implementation in FY 2019 (also see Objective 1-5)			
What (the task)	Develop a marketing initiative to increase the use of the Airport by aviation clubs, associations, and organizations			
Where (the location)	Airport administration offices			
Why (the reason)	Increase use of Airport products, services, and facilities, increase aircraft operations, and enhance economic impact of the Airport			
	How (the approach)	Who (the people)	When (the schedule)	
1. See Action Plan 1-1-5	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 3-3-5

Goal 3	Increase aircraft operations at the Airport by 10% (local) and 25% (itinerant) by the end of FY 2022				
Objective 3-4	Develop and implement a pilot outreach program by the end of FY 2020				
What (the task)	Develop an outreach program designed to increase aircraft operations				
Where (the location)	Airport administration offices				
Why (the reason)	Increase interest in use of Airport, thereby increasing aircraft operations at the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. Identify and quantify target markets (by segment)	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Identify the most cost effective and results oriented promotional methods, media, and mix	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Determine the elements (and associated frequency) of the pilot outreach program	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Develop a budget for the pilot outreach program	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Develop implementation plan of the pilot outreach program	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Implement the pilot outreach program	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 4-4-1

Goal 3	Increase aircraft operations at the Airport by 10% (local) and 25% (itinerant) by the end of FY 2022				
Objective 3-5	Establish an on-airport port-of-entry/customs passenger and cargo facility by the end of FY 2021 (also see Objective 1-6)				
What (the task)	Establish an on-airport port-of-entry/customs passenger and cargo facility				
Where (the location)	To be determined				
Why (the reason)	To increase usage of Airport by facilitating timely US Customs screening of international passenger and cargo service, thereby increasing economic impact of the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. See Action Plan 1-1-6		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes					



ACTION PLAN 4-4-1

Goal 4	Reduce the Airport's operating loss by 5% annually through the end of FY 2022				
Objective 4-1	Develop a comprehensive aeronautical and non-aeronautical land-use, re-use, and development plan by the end of FY 2019 for implementation in FY 2020 (also see Objectives 2-2, 5-4, 7-1, and 8-1)				
What (the task)	Develop comprehensive aeronautical and non-aeronautical land-use, re-use, and development plan				
Where (the location)	Airport administration offices				
Why (the reason)	To increase the availability of Airport land that can be rented, thereby reducing the Airport's operating loss				
How (the approach)		Who (the people)		When (the schedule)	
1. See Action Plan 2-2-2	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 4-4-2

Goal 4	Reduce the Airport's operating loss by 5% annually through the end of FY 2022			
Objective 4-2	Increase occupancy of aeronautical and non-aeronautical land by 20% by the end of FY 2022 (also see Objective 1-2)			
What (the task)	Implement a strategic action plan to Increase occupancy of aeronautical and non-aeronautical land by 20%			
Where (the location)	Airport administration offices			
Why (the reason)	To increase occupancy of aeronautical and non-aeronautical land, thereby reducing Airport's operating loss			
	How (the approach)	Who (the people)	When (the schedule)	
1. See Action Plan 1-1-2	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 4-4-3

Goal 4	Reduce the Airport's operating loss by 5% annually through the end of FY 2022				
Objective 4-3	Conduct an alternative revenue study (e.g., UofM / DMAP non-aeronautical revenue study) by the end of FY 2018 for implementation beginning in FY 2019				
What <i>(the task)</i>	Conduct an alternative revenue study				
Where <i>(the location)</i>	Airport administration offices				
Why <i>(the reason)</i>	Increase Airport revenues by identifying alternative revenue sources, including grant funding sources				
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>	
1. Outline scope, work plan, and timeline of the alternative revenue study		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Decide if the alternative revenue study will be conducted in-house, by outside consultant, or any combination thereof		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Initiate and oversee the alternative revenue study		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Review results of the alternative revenue study		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Develop implementation plan based upon the findings of the alternative revenue study		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Implement the plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes					



ACTION PLAN 4-4-4

Goal 4	Reduce the Airport's operating loss by 5% annually through the end of FY 2022				
Objective 4-4	Develop and implement Primary Management and Compliance Documents (e.g., Leasing/Rents and Fees Policy) by the end of FY 2018 (also see Objectives 2-3, 7-2, and 8-2)				
What (the task)	Develop and implement Primary Management and Compliance Documents (PMCDs)				
Where (the location)	Airport administration offices				
Why (the reason)	To establish a framework for the establishment and adjustment of market rents and cost based fees, thereby reducing the Airport's operating loss				
How (the approach)		Who (the people)		When (the schedule)	
1. See Action Plan 2-2-3	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 4-4-5

Goal 4	Reduce the Airport's operating loss by 5% annually through the end of FY 2022				
Objective 4-5	Conduct a revenue/cost allocation study to identify the airport's revenue/cost centers and identify line items that can be improved (i.e., increased revenues and decreased expenses) by the end of FY 2018 for implementation in FY 2019				
What <i>(the task)</i>	Conduct a revenue/cost allocation study				
Where <i>(the location)</i>	Airport administration offices				
Why <i>(the reason)</i>	Increase the Airport revenues and decrease Airport expenses, thereby reducing the Airport's operating loss				
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>	
1. Outline scope, work plan, and timeline of the revenue/cost allocation study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Decide if the revenue/cost allocation study will be conducted in-house, by outside consultant, or combination thereof	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Initiate and oversee the revenue/cost allocation study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Review results of the revenue/cost allocation study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Develop implementation plan based upon the findings of the revenue/cost allocation study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Implement the plan	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 4-4-6

Goal 4	Reduce the Airport's operating loss by 5% annually through the end of FY 2022				
Objective 4-6	Conduct a fee study to determine cost-recovery-based Airport fees by the end of FY 2018 for implementation in FY 2019				
What (the task)	Conduct a cost-recovery-based fee study				
Where (the location)	Airport administration offices				
Why (the reason)	Increase Airport revenues to recover operating costs, thereby reducing Airport's operating loss				
How (the approach)		Who (the people)		When (the schedule)	
1. Outline scope, work plan, and timeline of the fee study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Decide if the fee study should be conducted in-house, by outside consultant, or combination thereof	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Initiate and oversee the fee study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Review results of the fee study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Develop implementation plan based upon the findings of the fee study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Implement the plan	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 4-4-7

Goal 4	Reduce the Airport's operating loss by 5% annually through the end of FY 2022				
Objective 4-7	Annually review and update (as necessary) the Airport's strategic business plan				
What <i>(the task)</i>	Review the Airport's strategic business plan on an annual basis				
Where <i>(the location)</i>	Airport administration offices				
Why <i>(the reason)</i>	To ensure that the strategic business plan reflects contemporary conditions at the Airport				
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>	
1. Develop a timeline and process to conduct an annual review of the strategic business plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Review the Airport's existing strategic business plan and develop recommended updates		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Meet with tenants and users regarding recommended updates to the Airport's existing strategic business plan and seek input		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Evaluate results of the strategic business plan review and present recommended updates to the City Commission		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Make approved updates to the Airport's existing strategic business plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Implement the updated strategic business plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes					



ACTION PLAN 5-5-1

Goal 5	Increase total based aircraft at the Airport by 15 aircraft by the end of FY 2021				
Objective 5-1	Develop a comprehensive Airport marketing and public relations program (e.g., non-aeronautical study and marketing plan element) by the end of FY 2018 for implementation in FY 2019 (also see Objectives 2-1, 3-1, and 6-3)				
What (the task)	Develop Airport marketing and public relations program				
Where (the location)	Airport administration offices				
Why (the reason)	Increase awareness of the Airport to increase total based aircraft at the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. See Action Plan 2-2-1	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 5-5-2

Goal 5	Increase total based aircraft at the Airport by 15 aircraft by the end of FY 2021				
Objective 5-2	Design and develop (and provide infrastructure to) land parcels that can support the development of aircraft storage facilities by the end of FY 2019				
What (the task)	Develop infrastructure and land parcels to support new aircraft storage facilities				
Where (the location)	Airport - Airside				
Why (the reason)	To facilitate development of new aircraft storage facilities, thereby increasing the number of based aircraft at the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. Identify prospective land parcels for the development of aircraft storage facilities, in conformance with the Airport Layout Plan (or modify if necessary)	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Conduct study to determine the number, size and demand for aircraft storage facilities to establish airside and landside infrastructure requirements	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Create an infrastructure and land parcel development plan	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Establish a budget to facilitate the infrastructure and land parcel development plan	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Present the infrastructure and land parcel development plan to the City Commission for approval	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Implement the infrastructure and land parcel development plan	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 5-5-3

Goal 5	Increase total based aircraft at the Airport by 15 aircraft by the end of FY 2021				
Objective 5-3	Develop a five (5) year initiative specifically targeting existing and prospective aircraft owners and operators to be completed by the end of FY 2018 for implementation in FY 2019				
What (the task)	Develop an initiative that would attract existing and prospective aircraft owners and operators to become tenants at the Airport				
Where (the location)	Airport administration offices				
Why (the reason)	To increase based aircraft tenants				
How (the approach)		Who (the people)		When (the schedule)	
1. Develop scope, goals, and objectives of the five (5) year initiative	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Identify and quantify target markets (by segment)	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Determine the elements (and associated frequency) of the initiative	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Develop a budget for the initiative	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Develop implementation plan of the initiative	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Implement the initiative	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 5-5-4

Goal 5	Increase total based aircraft at the Airport by 15 aircraft by the end of FY 2021			
Objective 5-4	Develop a comprehensive aeronautical land-use, re-use, and development plan by the end of FY 2019 for implementation in FY 2020 (also see Objectives 2-2, 4-1, 7-1, and 8-1)			
What (the task)	Develop a comprehensive land-use, re-use, and development plan for aeronautical properties			
Where (the location)	Airport administration offices			
Why (the reason)	To increase the availability of Airport land that can be utilized for additional based aircraft			
	How (the approach)	Who (the people)	When (the schedule)	
1. See Action Plan 2-2-2	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 5-5-5

Goal 5	Increase total based aircraft at the Airport by 15 aircraft by the end of FY 2021			
Objective 5-5	Develop and implement a tenant retention and expansion program (e.g., WMU Flight School, Duncan Aviation, etc.) by the end of FY 2019 (also see Objective 1-4 and 3-2)			
What (the task)	Develop a program to retain existing tenants and facilitate the expansion of existing programs			
Where (the location)	Airport administration offices			
Why (the reason)	To retain existing tenants, expand existing tenant's products, services, and/or facilities, and increase based aircraft at the Airport			
	How (the approach)	Who (the people)	When (the schedule)	
1. See Action Plan 1-1-4	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 5-5-6

Goal 5	Increase total based aircraft at the Airport by 15 aircraft by the end of FY 2021				
Objective 5-6	Replace existing/obsolete aircraft storage hangars with new hangars designed to meet market demand by the end of FY 2020 (also see Objective 1-8)				
What (the task)	Remove obsolete hangars and replace with new hangars				
Where (the location)	Airport - Airside				
Why (the reason)	To meet market demand and increase based aircraft at the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. See Action Plan 1-1-8	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 6-6-1

Goal 6	Improve the community's surveyed perception of the role and importance of the Airport by 10% by the end of FY 2021				
Objective 6-1	Develop a proposal for the creation of an Airport Advisory Board comprised of local stakeholders by the end of FY 2018				
What (the task)	Develop a proposal for the creation of an Airport Advisory Board comprised of local stakeholders				
Where (the location)	Airport administration offices				
Why (the reason)	To provide the City Commission with an Airport Advisory Board that would make policy recommendations to City Commission				
How (the approach)		Who (the people)		When (the schedule)	
1. Develop an outline of the proposal including role, objective, and composition/structure of the Airport Advisory Board.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Work with City management and City Commission liaison to develop recommended proposal	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Present the proposal to the City Commission for adoption	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Advertise/distribute a public notice requesting applicants for the Airport Advisory Board	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. City Commission appoints Airport Advisory Board members	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Facilitate Airport Advisory Board meetings	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 6-6-2

Goal 6	Improve the community's surveyed perception of the role and importance of the Airport by 10% by the end of FY 2021				
Objective 6-2	Rebrand (name and logo) the Airport to include “Battle Creek”, to better reflect the location of the Airport, by the end of FY 2018 for implementation in FY 2019				
What (the task)	Rebrand (name and logo) of the Airport to include “Battle Creek” to better reflect its location				
Where (the location)	Airport administration offices				
Why (the reason)	To improve the Airports location/name recognition				
How (the approach)		Who (the people)		When (the schedule)	
1. Establish a stakeholder committee to review various naming/branding scenarios		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Committee to determine three airport name alternatives		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Submit three airport name alternatives to the City Commission along with Airport management recommendation for approval		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Hire graphic arts firm to develop logo alternatives based upon new Airport name.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Committee selects and present the top three concepts to the City Commission along with Airport management recommendation for approval		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Implement the new branding/logo in all official documents, signage, and collateral materials		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes					



ACTION PLAN 6-6-3

Goal 6	Improve the community's surveyed perception of the role and importance of the Airport by 10% by the end of FY 2021				
Objective 6-3	Develop a comprehensive Airport marketing and public relations program by the end of FY 2018 for implementation in FY 2019 (also see Objectives 2-1, 3-1, and 5-1)				
What (the task)	Develop a marketing and public relations program				
Where (the location)	Airport administration offices				
Why (the reason)	Improve community support of the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. See Action Plan 2-2-1	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 6-6-4

Goal 6	Improve the community's surveyed perception of the role and importance of the Airport by 10% by the end of FY 2021				
Objective 6-4	Develop and distribute a community survey on the Airport's role and importance by the end of FY 2018 and redistribute by the end of FY 2021				
What <i>(the task)</i>	Develop and distribute a community survey on the Airport's role and importance within the City and the region				
Where <i>(the location)</i>	Airport administration offices				
Why <i>(the reason)</i>	To gain a better understanding of the community's perception of the Airport				
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>	
1. Outline scope, plan, and timeline of the survey	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Decide if the survey will be conducted in-house, by outside consultant, by educational institution, or combination thereof	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Develop the community survey	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Conduct the community survey	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Review results of the community survey and present findings to the City Commission and community	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Incorporate/implement findings as appropriate	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 6-6-5

Goal 6	Improve the community's surveyed perception of the role and importance of the Airport by 10% by the end of FY 2021				
Objective 6-5	Establish an Airport open-house showcasing the products, services, and facilities of the Airport, FBOs, and SASOs (including the ANG) by the end of FY 2019				
What (the task)	Establish an Airport open-house showcasing the products, services, and facilities of the Airport, FBOs, and SASOs (including the ANG) by the end of FY 2018				
Where (the location)	Airport administration offices				
Why (the reason)	To improve/enhance the public's awareness of the Airport and the benefits the Airport brings to the community				
How (the approach)		Who (the people)		When (the schedule)	
1. Create an Airport stakeholder committee to assist in the development of the open house event		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Develop a timeline, activities, and budget for the Airport open-house		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Solicit sponsors for Airport open-house		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Establish event date and advertising/public notification strategy		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Conduct Airport open-house		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Debrief and identify lessons learned		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes					



ACTION PLAN 6-6-6

Goal 6	Improve the community's surveyed perception of the role and importance of the Airport by 10% by the end of FY 2021				
Objective 6-6	Develop and implement an airport signage program by the end of FY 2020				
What (the task)	Develop and implement an airport signage program				
Where (the location)	Airport - Landside				
Why (the reason)	Increase visibility of the Airport and facilitate efficient movement of landside traffic to Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. Identify desired design, location, size, materials and features of Airport signage	Lead		Start:		Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Determine costs associated with replacing, upgrading, and adding Airport signage	Lead		Start:		Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Establish budget and identify and apply for grant monies to fund Airport signage	Lead		Start:		Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Seek bids to construct and install Airport signage	Lead		Start:		Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Purchase and install Airport signage	Lead		Start:		Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:		Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 6-6-7

Goal 6	Improve the community's surveyed perception of the role and importance of the Airport by 10% by the end of FY 2021				
Objective 6-7	Develop and implement a reorganization of the Airport management structure by the end of FY 2018				
What (the task)	Develop and implement a reorganization of the Airport management structure				
Where (the location)	Airport administration offices				
Why (the reason)	To improve the management structure and function of the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. Develop scope and objective of an organizational analysis for the Airport management structure	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Establish an internal working group to explore various organizational structures	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Conduct organizational analysis	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Make budgetary adjustments as necessary	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Present finding to the City Commission as appropriate	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Reorganize Airport management structure	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 6-6-8

Goal 6	Improve the community's surveyed perception of the role and importance of the Airport by 10% by the end of FY 2021				
Objective 6-8	Develop a Friends of the Airport organization that supports the Airport community by the end of FY 2019 for implementation in FY 2020				
What <i>(the task)</i>	Develop a Friends of the Airport organization that supports the Airport community				
Where <i>(the location)</i>	Airport administration offices				
Why <i>(the reason)</i>	To create a broad-base support group to promote the Airport and the benefits of aviation to the community				
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>	
1. Solicit and identify individuals to spearhead formation of Friends of the Airport organization	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Create a press release to notify the stakeholders and community regarding the formation of the Friends of the Airport	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Develop outreach program to attract membership	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Hold first meeting and elect officers	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Provide staff support as necessary	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 7-7-1

Goal 7	Improve and enhance the safety, security, and efficiency of the Airport's landside infrastructure by end of FY 2021			
Objective 7-1	Develop a comprehensive non-aeronautical land-use, re-use, and development plan by the end of FY 2019 for implementation in FY 2020 (also see Objective 4-1)			
What (the task)	Develop comprehensive aeronautical and non-aeronautical land-use, re-use, and development plan			
Where (the location)	Airport administration offices			
Why (the reason)	To improve and enhance the safety, security, and efficiency of the Airport's landside infrastructure			
	How (the approach)	Who (the people)	When (the schedule)	
1. See Action Plan 4-4-1	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 7-7-2

Goal 7	Improve and enhance the safety, security, and efficiency of the Airport's landside infrastructure by end of FY 2021			
Objective 7-2	Develop and implement Primary Management and Compliance Documents (e.g., Rules and Regulations and Development Standards) by the end of FY 2018 (also see Objectives 2-3, 4-4, and 8-2)			
What (the task)	Develop and implement Primary Management and Compliance Documents (PMCDs)			
Where (the location)	Airport administration offices			
Why (the reason)	To establish a framework for the operation, management and development of the Airport, thereby maintaining (and where possible, improving) the operational safety, security, and efficiency of the Airport			
	How (the approach)	Who (the people)	When (the schedule)	
1. See Action Plan 2-2-3	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 7-7-3

Goal 7	Improve and enhance the safety, security, and efficiency of the Airport's landside infrastructure by end of FY 2021				
Objective 7-3	Update the Airport Master Plan/Layout Plan by end of FY 2020				
What <i>(the task)</i>	Update the Airport Master Plan/Layout Plan.				
Where <i>(the location)</i>	Airport administration offices				
Why <i>(the reason)</i>	To ensure the Airport Master Plan/Layout Plan represent contemporary conditions and marketplace				
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>	
1. Develop scope of services, timelines, and milestones		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Apply for an FAA AIP Planning Grant		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Develop and distribute a Request for Proposal (RFP) to consulting firms to update the Airport Master Plan/Layout Plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Evaluate submitted proposals and select and interview the top three most responsive firms		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Select the top firm and negotiate agreement		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Commence the update of the Airport Master Plan/Layout Plan		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes					



ACTION PLAN 7-7-4

Goal 7	Improve and enhance the safety, security, and efficiency of the Airport's landside infrastructure by end of FY 2021				
Objective 7-4	Develop a professional development program for airport administration and staff to include industry certifications such as AAE (Accredited Airport Executive), CM (Certified Member), AMF (Airport Master Firefighter), and AFO (Airport Fire Officer) by the end of FY 2018 for implementation in FY 2019 (also see Objective 8-3)				
What (the task)	Develop a professional development program for airport administration and staff				
Where (the location)	Airport administration offices				
Why (the reason)	To improve the professional and administrative skills and competency of the staff				
How (the approach)		Who (the people)		When (the schedule)	
1. Select qualified staff for the program and establish professional development goals and benchmarks	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Identify professional organizations that offer programs that meet the needs/requirements of the staff	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Establish budget for professional development	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Enroll staff in identified professional development programs	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Evaluate results	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 7-7-5

Goal 7	Improve and enhance the safety, security, and efficiency of the Airport's landside infrastructure by end of FY 2021				
Objective 7-5	Develop and implement a vehicle and equipment fleet management program by the end of FY 2019				
What (the task)	Develop and implement a vehicle and equipment fleet management program				
Where (the location)	Airport administration offices				
Why (the reason)	To create an orderly program designed to periodically replace equipment and vehicles that have reached the end of their useful life				
How (the approach)		Who (the people)		When (the schedule)	
1. Identify Airport vehicles and equipment to be included in fleet management program	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Identify elements of fleet management program (e.g., fuel and oil usage, mileage monitoring, GPS tracking, engine diagnostics, maintenance, etc.)	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Identify and evaluate fleet management software for selected elements	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Purchase fleet management software	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Implement fleet management software	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Evaluate fleet management software	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 7-7-6

Goal 7	Improve and enhance the safety, security, and efficiency of the Airport's landside infrastructure by end of FY 2021				
Objective 7-6	Conduct a traffic study, in cooperation with MDOT, for the purpose of improving airport access by the end of FY 2020				
What (the task)	Conduct a traffic study to improve landside access				
Where (the location)	Airport - Landside				
Why (the reason)	To enhance vehicle access to the Airport				
How (the approach)		Who (the people)		When (the schedule)	
1. Meet with MDOT to develop scope of traffic study, timelines, and milestones	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2. Decide if the traffic study will be conducted in-house, by MDOT, by outside consultant, or any combination thereof	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3. Initiate and oversee the traffic study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4. Evaluate results of the traffic study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5. Develop traffic mitigation/access improvement plan based upon the results of the traffic study	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6. Implement the traffic mitigation/access improvement plan	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 8-8-1

Goal 8	Improve and enhance the safety, security, and efficiency of the Airport's airside infrastructure by the end of FY 2021				
Objective 8-1	Develop a comprehensive aeronautical land-use, re-use, and development plan by the end of FY 2019 for implementation in FY 2020 (also see Objectives 2-2, 4-1, and 5-4)				
What (the task)	Develop comprehensive aeronautical and non-aeronautical land-use, re-use, and development plan				
Where (the location)	Airport administration offices				
Why (the reason)	To improve and enhance the safety, security, and efficiency of the Airport's airside infrastructure				
How (the approach)		Who (the people)		When (the schedule)	
1. See Action Plan 2-2-2	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
2.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
3.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
4.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
5.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
6.	Lead		Start:	Finish:	
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%		
Other Notes					



ACTION PLAN 8-8-2

Goal 8	Improve and enhance the safety, security, and efficiency of the Airport's airside infrastructure by the end of FY 2021			
Objective 8-2	Develop and implement Primary Management and Compliance Documents (e.g., Rules and Regulations and Development Standards) by the end of FY 2018 (also see Objectives 2-3, 4-4, and 7-2)			
What (the task)	Develop and implement Primary Management and Compliance Documents (PMCDs)			
Where (the location)	Airport administration offices			
Why (the reason)	To establish standards for engaging in commercial aeronautical activities that will provide security for entities interested in developing new aviation products, services, and facilities			
How (the approach)	Who (the people)		When (the schedule)	
1. See Action Plan 2-2-3	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



ACTION PLAN 8-8-3

Goal 8	Improve and enhance the safety, security, and efficiency of the Airport's airside infrastructure by the end of FY 2021				
Objective 8-3	Develop a professional development program for airport administration and staff to include industry certifications such as AAE (Accredited Airport Executive), CM (Certified Member), AMF (Airport Master Firefighter), and AFO (Airport Fire Officer) by the end of FY 2018 for implementation in FY 2019 (also see Objective 7-4)				
What (the task)	Develop a professional development program for airport administration and staff				
Where (the location)	Airport administration offices				
Why (the reason)	To improve the professional and administrative skills and competency of the staff				
	How (the approach)	Who (the people)	When (the schedule)		
1.	See Action Plan 7-7-4	Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6.		Lead		Start:	Finish:
		Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes					



ACTION PLAN 8-8-4

Goal 8	Improve and enhance the safety, security, and efficiency of the Airport's airside infrastructure by the end of FY 2021			
Objective 8-4	Develop a plan to eliminate or reduce jet blast onto Columbia Avenue (M96) from the run up area at the end of Runway 5L by the end of FY 2018 for implementation in FY 2019			
What <i>(the task)</i>	Develop a plan to eliminate or reduce jet blast onto Columbia Avenue (M96) from the run up area			
Where <i>(the location)</i>	Airport - Airside			
Why <i>(the reason)</i>	To eliminate or reduce jet blast onto Columbia Avenue from the run up area to enhance safety			
How <i>(the approach)</i>		Who <i>(the people)</i>		When <i>(the schedule)</i>
1. Outline scope, work plan, milestones, and timeline of the plan	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
2. Decide if the development of the blast deflector/operational adjustment plan will be conducted in-house, by outside consultant, or any combination thereof	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
3. Initiate and oversee the blast deflector/operational plan lead	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
4. Review results of the plan	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
5. Establish a budget to implement the recommendations of the plan	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
6. Implement the plan	Lead		Start:	Finish:
	Support		Progress: <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 100%	
Other Notes				



APPENDIX A – AIRPORT MARKET ASSESSMENT



CITY OF BATTLE CREEK
W.K. Kellogg Airport
15551 South Airport Road
Battle Creek, MI 49015
(269) 966-3470

Airport Market Assessment

CITY OF BATTLE CREEK

W.K. Kellogg Airport (KBTL)

June 23, 2015



TABLE OF CONTENTS

I.	INTRODUCTION.....	1
II.	AIRPORT OVERVIEW.....	2
A.	Airport Profile	2
B.	Airport Ownership, Governance, and Management	3
C.	Key Airport Management and Staff	4
D.	Funding Mechanisms	6
E.	Community Association Participation	7
F.	Industry Association Participation	8
G.	Planning, Management, and Compliance Documents (PMCD).....	9
H.	Airport Land, Infrastructure, and Improvements	9
I.	Vehicles and Equipment	12
J.	Operational Data	14
K.	Airport Tenants.....	15
L.	Products, Services, and Facilities	19
III.	MARKET OVERVIEW.....	22
A.	Airports.....	22
B.	General Aviation Service Providers.....	22
C.	General Aviation Activity	23
D.	Competitive Airport Profiles.....	24
IV.	COMMUNITY OVERVIEW.....	27
V.	APPENDIX.....	
	Appendix A – National Plan of Integrated Airport Systems (NPIAS)	22
	Appendix B – Asset Study (General Aviation Airports: A National Asset)	31
	Appendix C – Part 139 Classifications	33
	Appendix D – Airport Reference Code (ARC)	34
	Appendix E – Market Segments	35
	Appendix F – Airport Sponsor Assurances.....	38
	Appendix G – FBO and SASO Background	44
	Appendix H – General Aviation Industry Trends	50



I. INTRODUCTION

Having a thorough understanding of the W.K. Kellogg Airport (BTL or Airport), the City of Battle Creek and the surrounding community (City or community), the market that the Airport operates within, and the *General Aviation* industry is an important first step in the strategic airport business planning process.

This Airport Market Assessment (Assessment) will examine these areas from both a macro (industry) and micro (market) perspective; evaluate the competition; explore market and customer segments; and assess demand and capacity for Airport infrastructure and aviation products, services, and facilities, as follows:

- **Section II – Airport Overview:** This section identifies the Airport's key assets, amenities, and attributes; discusses ownership, governance, and management structure and powers; presents key Airport management and staff; discusses the funding mechanisms of the Airport; presents community and industry association participation; identifies the Airport's primary planning, management, and compliance documents; identifies unique characteristics of the Airport; examines some key Airport statistics and trends; and identifies the Airport's primary aeronautical and non-aeronautical tenants and the associated products, services, and facilities.
- **Section III – Market Overview:** This section provides an overview of the market on a national, state, and local level and examines key statistics and trends including the number of FAA registered aircraft and licensed pilots in the United States, the state of Michigan, and the surrounding counties. This section also identifies airports in the market area that are competing for based and transient customers and associated assets, amenities, attributes, and activity levels (e.g., aircraft operations, based aircraft, and fuel volumes, etc.) at these competitive airports.
- **Section IV – Community Overview:** This section identifies the community's key assets, amenities, and attributes; identifies unique characteristics of the community; identifies the major public and private employers in the community; and examines key statistics and trends. Some of the key demographic, economic, and socio-economic statistics and trends that are examined include population, household income, employment, unemployment, and labor force.
- **Appendix:** The Appendix provides background on the *General Aviation* industry from an historical perspective, identifies unique characteristics, and provides explanations on industry terminology. In addition, this section analyzes key statistics and trends for the *General Aviation* industry including new aircraft shipments, active aircraft, hours flown, active pilots, and fuel consumption.



II. AIRPORT OVERVIEW

A. Airport Profile

Item	Information
Airport Name	W.K. Kellogg Airport
FAA Airport Identifier	BTL
City and State	Battle Creek, Michigan
Distance/Direction from CBD	3 miles West of the central business district
Airport Sponsor	City of Battle Creek
Type of Airport Sponsor	Municipality
Airport Governing Body	City of Battle Creek, City Commission
Type of Airport Governing Body	<input checked="" type="checkbox"/> Elected <input type="checkbox"/> Appointed
Airport Advisory Body	None
Airport Operator	City of Battle Creek, Transportation Department
Type of Airport Operator	Municipality, Department
Airport Management	<input checked="" type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time <input type="checkbox"/> None
Number of Employees	10 (full-time equivalent)
Part of an Airport System¹	No
Type of NPIAS Airport²	<input type="checkbox"/> Primary <input checked="" type="checkbox"/> Non Primary Commercial Service <input type="checkbox"/> General Aviation Reliever <input checked="" type="checkbox"/> General Aviation
Type of Asset Study Airport³	<input type="checkbox"/> National <input checked="" type="checkbox"/> Regional <input type="checkbox"/> Local <input type="checkbox"/> Basic
Part 139 Airport Classification⁴	<input type="checkbox"/> Class I <input type="checkbox"/> Class II <input type="checkbox"/> Class III <input checked="" type="checkbox"/> Class IV
Airport Reference Code (ARC)⁵	AAC: <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input checked="" type="checkbox"/> D <input type="checkbox"/> E ADG: <input type="checkbox"/> I <input type="checkbox"/> II <input type="checkbox"/> III <input checked="" type="checkbox"/> IV <input type="checkbox"/> V RVR: <input type="checkbox"/> VIS <input type="checkbox"/> 5000 <input type="checkbox"/> 4000 <input type="checkbox"/> 2400 <input checked="" type="checkbox"/> 1600 <input type="checkbox"/> 1200
Market Segments Served⁶	Industry <input checked="" type="checkbox"/> Air Carrier (<i>diversions and nonscheduled only</i>) <input checked="" type="checkbox"/> Military <input checked="" type="checkbox"/> General Aviation General Aviation <input checked="" type="checkbox"/> Personal <input checked="" type="checkbox"/> Business <input checked="" type="checkbox"/> Commercial <input checked="" type="checkbox"/> Government
Air Traffic Control Tower	<input type="checkbox"/> FAA <input checked="" type="checkbox"/> Contract <input type="checkbox"/> None
Aircraft Rescue and Firefighting (ARFF) Index⁷	<input type="checkbox"/> A <input type="checkbox"/> B <input checked="" type="checkbox"/> C (<i>available upon prior request</i>) <input type="checkbox"/> D <input type="checkbox"/> E
Airport Economic Impact	No economic impact studies are available

¹ An airport system includes multiple airports owned and/or operated by a single airport sponsor/operator.

² Background on the National Plan of Integrated Airport Systems (NPIAS) can be found in Appendix A.

³ Background on the General Aviation Airports: A National Asset (Asset Study) can be found in Appendix B.

⁴ Additional information on Part 139 airport classifications can be found in Appendix C.

⁵ Additional information on Airport Reference Codes can be found in Appendix D.

⁶ Additional information on Industry and General Aviation Market Segments can be found in Appendix E.

⁷ Index A includes aircraft less than 90 feet in length; Index B includes aircraft at least 90 feet but less than 126 feet in length; Index C includes aircraft at least 126 feet but less than 159 feet in length; Index D includes aircraft at least 159 feet but less than 200 feet in length; and Index E includes aircraft at least 200 feet in length.

**B. Airport Ownership, Governance, and Management*****Airport Ownership Structure and Powers***

Does the airport sponsor (airport owner) have statutory powers?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the airport sponsor obligated by the Airport Sponsor Assurances ⁸ ?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the airport sponsor have operational control of the Airport?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the airport sponsor delegate powers to a separate governing body?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No ⁹
Is the Airport operated as an enterprise fund of the airport sponsor?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the airport sponsor own the land on which the Airport is situated?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the airport sponsor control land use on and adjacent to the Airport?	<input checked="" type="checkbox"/> Yes ¹⁰ <input type="checkbox"/> No
Can the airport sponsor use the power of condemnation or eminent domain?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Can the airport sponsor subsidize the Airport with general revenues?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Can the airport sponsor issue bonds and enter into debt instruments?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Can the airport sponsor access capital markets for Airport development?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the airport sponsor have freedom of information obligations?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Airport Governance Structure and Powers

Does the governing body have statutory powers?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the governing body have statutory immunities?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the governing body have operational control of the Airport?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the governing body have by-laws outlining procedures of government?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the governing body have the ability to enter into agreements?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the governing body have purchasing authority?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the governing body have requirements for public meeting notification?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the governing body have freedom of information obligations?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Airport Management Structure and Powers

Are airport management's roles and responsibilities clearly delineated?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there outside airport advisors?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there airport volunteers?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does airport management have community support?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

⁸ Additional information on Airport Sponsor Assurances can be found in Appendix F.

⁹ Battle Creek Tax Increment Finance Authority reviews the Airport's budget

¹⁰ The City of Springfield, Michigan abuts the Airport on the northern end of the Airport. The City of Battle Creek owns some of the land in the City of Springfield to protect the Airport and approaches to the Airport.



C. Key Airport Management and Staff

Lawrence C. Bowron, Transportation Director

Larry Bowron has over 23 years of experience in airport management. From April 2010 to present, Larry has served as the Transportation Director for the City of Battle Creek where his duties include directing the activities of the Airport and the City's mass transit system and intermodal transportation center. In addition, Larry provides administrative support to the City Manager's office regarding passenger/freight rail issues and interacts with elected officials at the State and Federal level to secure legislative support and funding related to public transportation.

From 2000 through 2010 Larry served as the Airport Manager of the Airport where he was responsible for the management, operation, maintenance, and customer service activities. Larry negotiated, prepared and administered all tenant leases and contracts. He also developed and administered a comprehensive capital improvement program in excess of \$37 million dollars that included the construction of an Air Traffic Control Tower, a parallel runway and taxiway, paved perimeter road, and a 56,000 square foot Airport Operations & Maintenance Facility.

Prior to coming to the City, Larry was the Airport Operations Supervisor at the Gerald R. Ford International Airport in Grand Rapids, Michigan and held the position of Airport Operations Manager at the Scottsdale Airport in the City of Scottsdale, Arizona. Larry holds a Bachelor of Science in Aeronautical Management Technology from Arizona State University. He is actively engaged in numerous professional organizations including the American Association of Airport Executives (AAAE) and the Michigan Association of Airport Executives where he served as President in 2012.

Miles Weaver, Airport Operations Manager

Miles Weaver has over seven years of airport operations experience. Miles is responsible for the management of day-to-day operations, security and facility maintenance functions of the Airport. He develops budgets, and assists with capital improvement planning, construction management and customer service activities and plans, organizes, and directs airport operations, maintenance, security personnel and interns. In addition, Miles ensures compliance with Federal and State regulations, monitors tenant relations, and

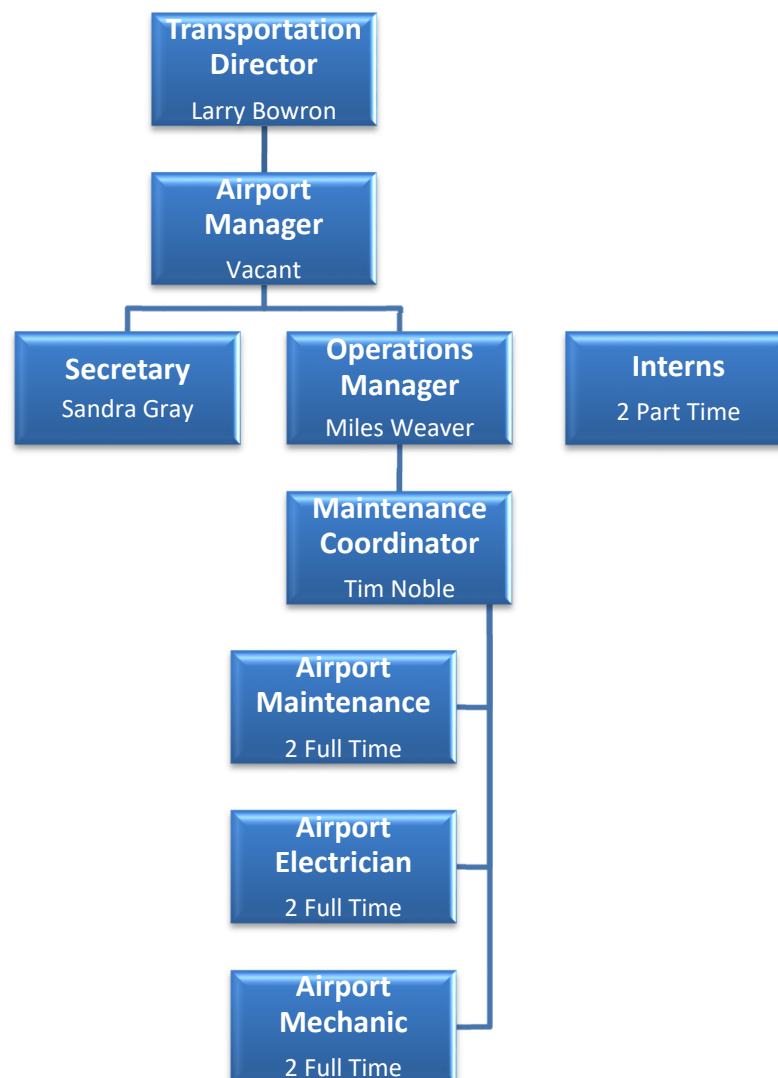


AIRPORT OVERVIEW

oversees facility maintenance programs for City owned facilities including the Air Traffic Control Tower, Administration/Operations/Maintenance Facility, FAA Office/Hangar building and airfield facilities. Further, he coordinates emergency response and snow/ice removal functions in order to maintain compliance with Federal and State regulations.

Prior to coming to the Airport, Miles held the position of Airport Operations Supervisor for the Central Illinois Regional Airport in Bloomington, Illinois where he was responsible for maintaining operational compliance at this Part 139 air carrier airport. Miles holds a Bachelor of Business Administration degree in Airport Management from the University of North Dakota and is a Certified Member of AAAE.

Organizational Chart





D. Funding Mechanisms

The Airport is considered an Enterprise Fund within the City's budget. As such, the Airport's budget is held separate and apart from the City's General Fund budget. The goal of the Airport Fund is to generate sufficient revenues to meet its expenditures without subsidies from outside sources. Currently the Airport Fund does not generate sufficient revenues to meet its operating and capital expenses and therefore relies on outside sources of funds. The Airport Fund currently does not receive subsidies from the City's General Fund.

Under Airport Assurance #24, the FAA requires that any federally obligated airport be as financially self-sustaining as possible given the circumstances that exist at the airport. An Airport Strategic Business Plan is one of the best ways to demonstrate that an airport is striving towards achieving the goal of becoming (or continuing to be) financially self-sustaining (sustainable). The following is a brief overview of the Airport's funding sources:

Airport Revenues

- The airport generates revenues from several sources including commercial and non-commercial land and hangar leases, landing fees, fuel flowage fees and miscellaneous fees and charges.

Federal Aviation Administration

- **Airport Improvement Program (AIP)** – AIP provides grants to airport sponsors for the planning and development of public-use airports that are included in the National Plan of Integrated Airport Systems (NPIAS). For general aviation airports, the grant covers a range of 90 to 95 percent of eligible costs, based on statutory requirements. AIP investments projected in 2015 for aviation infrastructure improvements in the state of Michigan is \$92 Million.

AIP Discretionary Funds – FAA bases distribution of AIP funds on national airport system priorities and objectives. Remaining funds are distributed to a discretionary fund that are distributed according to a prioritization formula. Current Airport management has been successful in applying for and receiving discretionary funding for a wide range of eligible projects.

- **Non-Primary Entitlement Funds for General Aviation Airports** – Non-primary entitlement funds are specifically for eligible general aviation airports that show justified airfield development. BTL receives \$150,000 per year for approved projects. Airport operational costs such as salaries, mowing equipment and supplies are ineligible.



State of Michigan

- **State Grant Program - Transportation Economic Development Fund (TEDF)**
 - The TEDF Category A funds (Economic Development Road Projects) provides grants to public and private agencies to fund roadway and highway projects to promote increased economic potential and support of job creation and retention in the state of Michigan. The Airport has used these grant funds to relocate the Airport entrance road.

Tax Increment Finance Authority

- **Battle Creek Tax Increment Finance Authority (BCTIFA)** – The BCTIFA (the “Authority”) was established in 1980 as a component unit of the City of Battle Creek. Tax increment finance districts capture tax revenues from the increased value (or “increment”) created by new development. The Authority has contracted with Battle Creek Unlimited to administer its affairs and provide funding for eligible projects. The Airport receives funds from the BCTIFA to assist in meeting its annual operating expenses, provide local match for FAA and state grants, and to fund capital improvement projects.

E. Community Association Participation

The Airport staff actively supports the local chapter of the Civil Air Patrol (CAP) by providing meeting space and facilities in support of the organization’s critical mission. CAP is an auxiliary of the U.S. Air Force and has three primary mission areas: aerospace education, cadet programs, and emergency services. CAP's aerospace education programs ensure its members have an appreciation and knowledge of aerospace issues. CAP's cadet program uses aviation as a cornerstone to introduce young people to aviation. The program includes aerospace education, leadership training, physical fitness and moral leadership. CAP saves lives and alleviates human suffering through a myriad of emergency-services and operational missions including:

- ***Search and Rescue*** - CAP flies more than 85 percent of all federal inland search-and-rescue missions.
- ***Disaster Relief*** - CAP provides air and ground transportation and an extensive communications network.
- ***Humanitarian Services*** - CAP flies humanitarian missions primarily in support of the Red Cross.



F. Industry Association Participation

Airport management actively participates in a wide range of industry associations and trade organizations related to the operation, management, and support of aviation and airports in the State of Michigan and throughout the United States including:

- **American Association of Airport Executives (AAAE)** – AAAE is the world's largest professional organization for airport executives, representing thousands of airport management personnel at public-use commercial and general aviation airports. AAAE's members represent some 850 airports and hundreds of companies and organizations that support airports.
- **Great Lakes Chapter American Association of Airport Executives** – The Great Lakes Chapter is one of six regional chapters of AAAE and is primarily comprised of airport managers, directors, and airport professionals from the states of Ohio, Michigan, Indiana, Illinois, Wisconsin, Minnesota, Iowa, Missouri, Nebraska, South Dakota and North Dakota, and the Canadian provinces of Ontario and Manitoba..
- **Michigan Association of Airport Executives (MAAE)** – MAAE is comprised of airport executives throughout the State of Michigan. MAAE assists airport executives in fulfilling their responsibilities to the airports and associated communities. MAAE works to have the regional needs of members addressed.
- **Michigan Business Aviation Association (MBAA)** – MBAA is comprised of business and individuals working towards the preservation and development of an air transportation system including airport infrastructure and aviation issues affecting the State of Michigan. MBAA advocates the importance of air travel to the state's economy and the importance of sufficient funding to preserve, develop, and assure safety at Michigan airports.
- **National Business Aviation Association (NBAA)** – NBAA is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive, and successful. The NBAA represents more than 10,000 companies.
- **Association of Defense Communities (ADC)** – ADC serves America's defense communities representing 200 communities, states, and regions that have a significant military presence. ADC unites diverse interests on issues related to base operations including, but not limited to, closure and realignment, mission sustainment, and military privatization.
- **American Public Works Association (APWA)** – APWA develops and supports the people, agencies, and organizations that plan, build, maintain, and improve communities throughout the United States.



G. Planning, Management, and Compliance Documents (PMCD)

PMCD	Descriptions	Current Documents
Airport Strategic Business Plan (ASBP)	<i>Articulates the mission, vision, and goals for the Airport; sets forth the objectives for achieving goals; identifies the action plans for accomplishing objectives; establishes the parameters for checking progress; and, provides the basis for making adjustments.</i>	BTL currently does not have an ASBP. This project is for the purpose of developing an ASBP for BTL.
Airport Master Plan (AMP)	<i>Assesses the current capacity of the Airport's infrastructure, evaluates current and projected demand, identifies existing and anticipated deficiencies, and outlines the short, medium, and long-term development goals for the Airport. Typically, an airport master plan has a time horizon of 20 years.</i>	BTL's AMP was updated 1998. An Airport Layout Plan (ALP) update, including alternative runway analysis was completed in 2003 and the current ALP was revised in 2013.
Leasing/Rents and Fees Policy (LRFC)	<i>Sets forth the parameters for leasing Airport land and improvements and outlines the process for establishing and adjusting rents and fees at the Airport.</i>	BTL currently does not have an LRFC. Upon completion of the ASBP, BTL will be developing an LRFC.
Minimum Standards (MS)	<i>Establishes the minimum requirements that need to be met by an entity as a condition for conducting commercial general aviation aeronautical activities at the Airport.</i>	BTL's MS are incorporated into the Airport's existing RR. Upon completion of the ASBP, BTL will be updating the MS.
Rules and Regulations (RR)	<i>Sets forth the rules and regulations for the safe, orderly, and efficient operation and use of the Airport.</i>	BTL's RR were developed in 1972. Upon completion of the ASBP, BTL will be updating the RR.
Development Standards (DS)	<i>Sets forth the parameters governing the design, development, and/or modification of improvements at the Airport.</i>	BTL currently does not have DS. Upon completion of the ASBP, BTL will be developing DS.

H. Airport Land, Infrastructure, and Improvements

Airport Land	Details	Demand (Yes/No)	Quality (Rating) ¹¹
Airside Acres	969.3 Acres	Yes	G
Landside Acres	292.7 Acres	Yes	G/A
Developable Acres			
Aeronautical	170.2 Acres	Yes	G
Non-Aeronautical	104.2 Acres	Unknown	G/A
Developed Acres			
Aeronautical	144.0 Acres	Yes	G
Non-Aeronautical	18.7 Acres	Yes	G
Total Acres	1261.1 Acres ¹²	Yes	G

¹¹ Quality: E = Excellent; G = Good; A = Average; F = Fair; or P = Poor

¹² Includes 104.1 acres of undevelopable land



AIRPORT OVERVIEW

Airport Infrastructure	Details	Demand (Yes/No)	Quality ¹³ (Rating)
Runway 5L/23R			
Length/Width	10,004' x 150'	Yes	G
Weight Bearing Capacity	SW: 100K, DW: 200K, DWT: 400K, DWD: 900K	Yes	G
Largest Aircraft Capable	Boeing 747-8	N/A	G
Taxiways (WBC and Width)	WBC Unknown / 50' Avg. Width	Yes	G
Precision Approaches	5L: None 23R: ILS	N/A Yes	N/A E
Non-Precision Approaches	5L: RNAV(GPS) 23R: LOC/RNAV(GPS)/VOR/NDB	Yes	G G
Other Navigation Aids	5L: REIL; 4L-VASI 23R: MALSR; 4L-PAPI	Yes	G G
Lighting	High Intensity Runway Lights	Yes	G
Runway 5R/23L			
Length/Width	4100' x 75'	Yes	G
Weight Bearing Capacity	SW: 12.5K	Yes	G
Largest Aircraft Capable	Cessna Citation CJ2	N/A	G
Taxiways (WBC and Width)	WBC Unknown / 50' Avg. Width	Yes	G
Precision Approaches	None	N/A	N/A
Non-Precision Approaches	Radar Approach/Circle to Land	N/A	N/A
Other Navigation Aids	REIL; 4L-PAPI	Yes	G
Lighting	Medium Intensity Runway Lights	Yes	G
Runway 13/31			
Length/Width	4835' x 100'	Yes	G
Weight Bearing Capacity	SW: 40K, DW: 65K, DWT: 100K	Yes	G
Largest Aircraft Capable	Bombardier Q400	N/A	G
Taxiways (WBC and Width)	WBC Unknown / 50' Avg. Width	Yes	G
Precision Approaches	None	N/A	N/A
Non-Precision Approaches	Radar Approach/Circle to Land	N/A	N/A
Other Navigation Aids	REIL; 4L-PAPI	Yes	G
Lighting	Medium Intensity Runway Lights	Yes	G
Other Taxiways			
Width	Taxiway "A" 70' (average)	Yes	G
Weight Bearing Capacity	Unknown	Yes	E
Transient Apron			
Size	7.5 Acres	Yes	G
Weight Bearing Capacity	100,000 lbs.	Yes	G

¹³ Quality: E = Excellent; G = Good; A = Average; F = Fair; or P = Poor



AIRPORT OVERVIEW

Airport Infrastructure (continued)	Details	Demand (Yes/No)	Quality (Rating)
Airside Roadways	Extends around entire AOA	Yes	G/P
Security	Card Access System w/ Video Cameras	Yes	G
Fencing	Meets FAA Part 139 Standards	Yes	G
Landside Roadways	Paved and properly marked	Yes	G
Vehicle Parking	Paved and adequate to meet demand	Yes	G
Airport Striping	Meets FAA Part 139 standards	Yes	G
Airport Lighting	Meets FAA Part 139 standards	Yes	E
Airport Signage	Meets FAA Part 139 Standards	Yes	E
Utilities	Adequate to meet demand – AOMF, ATCT and airfield lighting have emergency power backup generators	Yes	G

Annual Service Volume

Annual Service Volume (ASV) is used by the FAA as an indicator of relative operating capacity for a given airport taking into account for differences in various conditions (i.e. airfield layout, aircraft operations/mix, weather conditions and other factors). ASV assumes an acceptable level of aircraft delay as determined by FAA protocols. During the 2003 ALP Update, a demand/capacity analysis was conducted to assess BTL's ability to accommodate projected demand. FAA guidance recommends that once an airport reaches 80 percent capacity (124,320 operations in the case of BTL) new airfield facilities that increase capacity should be initiated. The 2003 ASV analysis provided the justification for the construction of the new parallel runway which increased the capacity at the Airport to roughly 238,000 annual operations. The new runway improved operations, enhanced safety, and reduced operational delays.

Automated Surface Observing System (ASOS)

The Airport has a state-of-the-art ASOS located near the intersection of Taxiways A & C in the eastern part of the Airport. The primary function of the ASOS is to provide pilots with automated minute-by-minute weather observations, generate aviation weather reports and broadcast special weather observations. The information is available via radio broadcast and telephone dial-in features. This critical information is essential for safe and efficient aircraft operations at BTL. The ASOS program is a joint effort of the National Weather Service, FAA and the Department of Defense. The ASOS system serves as the nation's primary surface weather observing network.



AIRPORT OVERVIEW

Airport Improvements	Details	Demand (Yes/No)	Quality (Rating)
Airport Management and Operations			
Administration Building/Facility	State-of-the-art AOMF was built in 2009 with conference and training rooms	Yes	E
Operations Building/Facility	Adequate to accommodate all vehicles	Yes	E
Maintenance Building/Facility	Designed to maintain all vehicles and equipment	Yes	E
ARFF Facility/Fire Station	City shares facility with ANG	Yes	E
Air Traffic Control Tower	Contract tower – Built in 2005	Yes	E
Customs Facility	Located 5 miles N. in Custer Business Park	Yes	Unknown

I. Vehicles and Equipment

Type	Make and Model	Year	Condition ¹⁴
Vehicles			
Car	Chevy Impala	2007	E
Truck	GMC Yukon	2015	E
Truck	Ford F-350	2008	E
Truck (4x4)	Chevy K20	1976	F
Truck (4x4)	Chevy K20	1980	F
Truck (4x4)	Chevy K2500	1996	P
Truck (4x4)	Chevy K2500	2003	G
Truck (4x4)	Chevy K2500	2003	G
Plow Truck	Oshkosh H2723	2005	G
Plow Truck	Oshkosh H2723	2006	E
Plow Truck	Oshkosh H2723	2009	E
Plow Truck	Oshkosh P2323-6	1982	G
Plow Truck	International 5000	1999	G
Plow Truck	International 5070	1988	G
Broom	Oshkosh MB4600/H2723	2007	G
Broom	Oshkosh MB4600/H2718	2003	G
Sweeper	Elgin Crosswind	2006	G
Snow Blower	Oshkosh HB2723B	2003	G
Snow Blower	Oshkosh HB2923	2007	E
Tractor	John Deere JD-400	1970	F
Loader	John Deere 644H	1998	G
ARFF	Oshkosh P19	1986	F
ARFF	Oshkosh P19	1986	F
ARFF	Oshkosh P19	1987	F
ARFF	Oshkosh T-1500	1996	G

¹⁴ Quality: E = Excellent; G = Good; A = Average; F = Fair; or P = Poor



AIRPORT OVERVIEW

Type	Make and Model	Year	Condition
Equipment			
Tractor (48" Cut)	Cub Cadet 1641	1992	P
Tractor (60" Cut)	John Deere 455	2000	F
Tractor (72" Cut)	John Deere 1565 Series II	2005	G
Tractor (72" Cut)	John Deere 797 Ztrac	2003	G
Tractor	John Deere 6410	2000	G
Tractor	John Deere 6410	2000	G
Tractor (Post Pounder)	John Deere JD 401	1975	F
Walk Behind Striper			G
Skidsteer	Bobcat 843	1989	F
Forklift	Nissan MP1F2	2007	G
Gator	John Deere HPX 4x4	2005	G
Paint Striper	EZ-Liner Industries AL120EZ	2003	G
Lighted X	Batts S1701	1999	G
Lighted X	Batts S1701	1999	G
Tennant Floor Scrubber	M-20	2010	E
Attachments			
Runway Deicer	Batts T1100	2005	G
Mower (20" Rotary)	Woods Batwing B3240	2000	G
Mower (20" Rotary)	Woods Batwing B3240	2000	G
Mower (20" Rotary)	Woods Batwing 60	1977	F
Vee-Plow	Western	-	G
One Way Plow		-	G
Salt Hopper		-	G
Black Trailer		-	G
Yellow Trailer		-	G
Desired Equipment/Attachments			
Scissor Lift		-	-
Brush Hog Tractor		-	-
Zero Turn Mower		-	-



AIRPORT OVERVIEW

J. Operational Data

General Aviation Based Aircraft (2010-2014)							
Year	Single-engine	Multi-engine	Turbine	Helicopter	Other	Total	Annual Change
2010	71	18	5	1	4	99	N/A
2011	72	18	5	1	4	100	1.0%
2012	75	15	5	1	4	100	0.0%
2013	78	18	5	1	4	106	6.0%
2014	77	18	5	1	4	105	-0.9%
Total change	8.5%	0.0%	0.0%	0.0%	0.0%	6.1%	
Compounded Annual Change	2.0%	0.0%	0.0%	0.0%	0.0%	1.5%	

Aircraft Operations (2010-2014)						
Year	Air Taxi	GA Local	GA Itinerant	Other	Total	Annual Change
2010	585	48196	38359	1913	89,053	N/A
2011	467	39468	30288	2044	72,267	-18.8%
2012	649	48442	33288	2200	84,579	17.0%
2013	765	50900	31557	1381	84,603	0.0%
2014	967	47594	30475	1636	80,672	-4.6%
Total Change	65.3%	-1.2%	-20.6%	-14.5%	-9.4%	
Compounded Annual Change	13.4%	-0.3%	-5.6%	-3.8%	-2.4%	

Aviation Fuel Volumes (2010-2014)							
Year	Retail Fuel Sales	Self-Fueling	Military Self-Fueling	Avgas	Jet Fuel	Total	Annual Change
2010	622,790	556,746	N/A	233,603	945,933	1,179,536	N/A
2011	554,682	530,183	N/A	161,716	923,149	1,084,865	-8.0%
2012	500,351	473,782	242,341	202,021	772,112	974,133	-10.2%
2013	552,226	395,853	72,870	194,468	753,611	948,079	-2.7%
2014	687,652	190,049	34,270	182,857	694,844	877,701	-7.4%
Total Change	10.4%	-65.9%	N/A	-21.7%	-26.5%	-25.6%	
Compounded Annual Change	2.5%	-23.6%	N/A	-5.9%	-7.4%	-7.1%	



K. Airport Tenants

Michigan Air National Guard 110th Attack Wing (110th ATKW)



The Michigan Air National Guard (ANG) is located on the north-side of the Airport on a 315 acre site. The ANG was organized in 1956 as the 110th Fighter Group. During the ensuing 60 years, the ANG has operated seven different types of aircraft and went through six major reorganizations. Most recently it served in both Iraq and Afghanistan, supporting Operation Iraqi Freedom and Operation Enduring Freedom. In 2009, the base witnessed the creation of a new unit, the 110th Air Operations Group (AOG) to support the 17th Air Force. The 110th AOG has five squadrons that include medical, communications, logistics, operations, and planning.

In 2009, the 110th Fighter Wing was redesignated as the 110th Airlift Wing and changed from an Air Combat Command to an Air Mobility Command. In 2015, ANG was once again redesignated, this time as the 110th Air Attack Wing (AAW). The current and projected missions for the 110th AAW include Remotely Piloted Aircraft (RPA) MQ-9 Reaper mission and Cyber Defense mission. The anticipated Launch and Recovery Element (LRE) will include MQ-9 Reapers along with pilots, sensor operators and equipment to support launch and recovery operations at BTL. The 110th AAW is also being considered as a base by the Boeing Corporation to upgrade the radar systems on all F-15E Strike Eagle fighter aircraft. At the present time there are over 935 service personnel and employees stationed at the base.

Battle Creek Field of Flight Air Show & Balloon Festival



The Battle Creek Field of Flight Air Show & Balloon Festival is an annual event located at the Airport. It was established in 1981 by Battle Creek Hot Air Balloon Championships who organizes the event with the help of 47 committees and more than 2,000 volunteers. The event takes place throughout the first weekend in July and has grown to become one of the largest aviation events in the midwest drawing upwards of 200,000 spectators annually. Not only does it provide tremendous economic activity for the community, but it also provides a unique opportunity for the public to visit the Airport and gain a better understanding of how it operates and benefits the community.



WACO Classic Aircraft Corporation



WACO Classic Aircraft is a family-owned company that is the only FAA approved manufacturer of the 1930's era WACO and assembles Great Lakes biplanes. It was originally founded in 1983. Waco Classic Aircraft began production of the WACO YMF Classic biplane in 1986 and moved to the Airport in 1999.

Centennial Aircraft Services

Centennial Aircraft Services was founded in 1985 as a subsidiary of WACO Classic Aircraft Corporation. The company specializes in the restoration and maintenance of collector, historic, and culturally significant vintage aircraft (including aircraft exhibits for the Smithsonian Institution). The company is an FAA approved Part 145 repair station and is an avionics repair and installation facility for all major brands. Centennial also maintains and repairs modern general aviation aircraft.

Duncan Aviation



Duncan Aviation (Duncan) is the largest, family-owned maintenance, repair, and overhaul (MRO) facility in the world providing complete acquisition sales and support services for a variety of business aircraft makes and models. Duncan is headquartered in Lincoln, Nebraska, with more than 25 satellite avionics and 9 rapid response launch offices in the United States. Duncan has approximately 2,000 employees worldwide and 600 employees at BTL. During 2013, Duncan customers made over 2,800 hotel bookings in the community.

The 335,000 square foot Duncan facility located at the Airport was originally established as Kal-Aero in 1967. Kal-Aero also operated a similar facility at the Kalamazoo/Battle Creek International Airport. Both of the Kal-Aero facilities were acquired by Duncan in 1998. Following the acquisition, Duncan set about modernizing and expanding the BTL facility. At any given time there can be upwards of 35 business jet aircraft (25% from foreign operators) at the company's facility. Additionally, Pratt & Whitney (P&W) of Canada currently leases shop space to repair P&W engines. The shop employs 6 technicians and provides a wide-range of services including mobile repair. The P&W team works hand-in-hand with the Duncan engine team to provide complete support services for P&W powered business aircraft.



FAA Flight Inspection Field Office



There are six FAA flight inspection field offices (FIFO) located throughout the continental United States. FAA pilots and technicians flight inspect more than 5,500 facilities averaging 20,000 flight-hours annually. Flight Inspection ensures the integrity of instrument approaches and airway procedures that constitute our National Airspace System infrastructure. The FAA Battle Creek FIFO performs flight inspection activities primarily in the Great Lakes and Central regions including Minnesota, Wisconsin, Iowa, Illinois, Michigan, Indiana, and Ohio.

Air Traffic Control Tower



The Airport has an Air Traffic Control Tower that operates from 6:00 a.m. to 10:00 p.m. seven days per week/365 days per year. The air traffic controllers are employed by Midwest Air Traffic Control and funded through the federal contract tower program. There are six air traffic controllers and one facility manager that handle (on average) 216 aircraft operations per day. The state-of-the-art facility is radar equipped and owned by the City, who is responsible for maintenance and upkeep.

Substantial data exists regarding the value of air traffic control towers for safe flight operations. In general, the risks associated with loss of an air traffic control tower are significant and some cannot be mitigated. In fact, an FAA analysis of the National Transportation Safety Board database shows that mid-air collision occurrences increase 56% from a towered to non-towered environment. The benefit of the monitoring of situational awareness provided by air traffic controllers is especially important to general aviation to prevent safety mishaps.

Kellogg's Company Flight Operations



The Kellogg's Company has had a continuous corporate flight operations presence at the Airport since 1926. The company's extensive state-of-the-art flight operations center has all the necessary hangars, offices, facilities, and equipment to operate a modern fleet of corporate jet aircraft. Kellogg's currently utilizes the services of Executive Jet Management to manage and operate the company's aircraft.



Western Michigan University – College of Aviation



The Western Michigan University (WMU) – College of Aviation offers the only comprehensive aviation program at a public university in Michigan with over 700 undergraduate students. The WMU School of Aviation Sciences moved to the Airport in 1997 and was renamed the College of Aviation in 1999. The College of Aviation is the third largest aviation program in the nation. The College uses hangars and facilities, which includes engine test cells and laboratories, for instruction and research. The Simulator Lab has five flight training devices, 3 of which are FAA certified as Level 5 flight training devices. The College also operates a normobaric chamber that can simulate altitudes in excess of 30,000 feet for hypoxia recognition and recovery training. The College is authorized to repair and maintain the school's aircraft as part of a course of instruction. The College of Aviation offers four-year degrees in Aviation Maintenance Technology, Aviation Management and Operations, and Aviation Flight Science. Aviation Flight Science includes flight training up to an FAA commercial pilot certificate with an instrument rating and multiengine class rating.

Kellogg Community College



The Kellogg Community College manages and operates an FAA approved Aircraft Rescue and Firefighting mobile trainer. Training is conducted at the client's location utilizing a high tech mobile aircraft fire simulator stored at the Airport.



AIRPORT OVERVIEW

L. Products, Services, and Facilities

AIRCRAFT FUELING PRODUCTS AND SERVICES	Demand	Capability Duncan	Capability Centennial	Capability City	Quality ¹⁵ (Rating)
Jet Fuel					
Full-Service (General Aviation)	Yes	Yes	No	No	G
Self-Service (General Aviation)	No	No	No	No	G
Full-Service (Air Carrier)	No	No	No	No	-
Into-Plane (Air Carrier)	No	No	No	No	-
Full-Service (Military)	Yes	Yes	No	No	G
Into-Plane (Military)	Yes	Yes	No	No	G
Refueling Vehicle Capacity	-	2 – 5,000	N/A	N/A	G
Fuel Storage Capacity	-	80k Jet-A	N/A	N/A	E
Avgas					
Full-Service (General Aviation)	Yes	Yes	No	No	G
Self-Service (General Aviation)	Yes	No	Yes	No	G
Refueling Vehicle Capacity	-	1-750 gal	No	No	G
Fuel Storage Capacity	-	20k 100LL	20k 100LL	No	E
Mogas					
Full-Service (General Aviation)	No	No	No	No	-
Self-Service (General Aviation)	No	No	No	No	-
AIRCRAFT GROUND HANDLING SERVICES	Demand	Capability Duncan	Capability Centennial	Capability City	Quality (Rating)
Marshalling	Yes	Yes	Yes	No	E
Towing	Yes	Yes	Yes	No	G
Disabled Aircraft Recovery	Yes	Yes	No	No	A
AC Ground Power	Yes	Yes	No	No	G
DC Ground Power	Yes	Yes	No	No	G
Lavatory	Yes	Yes	No	No	G
Potable Water	Yes	Yes	No	No	G
International Garbage	Yes	Yes	No	No	G
Pre-Heat	Yes	Yes	No	No	G
Deicing	Yes	Yes	No	No	G
Oxygen	Yes	Yes	No	No	G
Nitrogen	Yes	Yes	Yes	No	G
Compressed Air	Yes	Yes	Yes	Yes	G
Cleaning/Detailing	Yes	Yes	Yes	No	G
Dishwashing	Yes	Yes	No	No	G
Linen Service	Yes	Yes	No	No	G
Cargo Handling	Yes	Yes	No	No	G

¹⁵ Quality: E = Excellent; G = Good; A = Average; F = Fair; or P = Poor



AIRPORT OVERVIEW

FACILITIES	Demand	Capacity Duncan	Capacity Centennial	Capacity City	Quality ¹⁶ (Rating)
AIRCRAFT STORAGE FACILITIES					
Apron(s)	Yes	325,000 sf	116,000 sf	No	G
Tiedown(s)	Yes	Yes - 20	Yes - 12	No	G
Shade Hangar(s)	No	No	No	No	-
T-Hangar(s)	Yes	No	No	Yes - 47	A/G
Executive Hangar(s)	No	No	No	No	-
Corporate Hangar(s)	No	No	No	No	-
Community Hangar(s)	Yes	Yes	No	No	G
OTHER FACILITIES					
Office (rentable)	No	No	No	No	-
Shop (rentable)	Yes	No	No	No	-
PASSENGER AND CREW	Demand	Capability Duncan	Capability Centennial	Capability City	Quality (Rating)
SERVICES					
Baggage Handling	Yes	Yes	No	No	G
Courtesy Transportation	Yes	Yes	Yes	No	G
Pilot Supplies	Yes	No	No	No	A
Catering Arrangements	Yes	Yes	No	No	G
Ground Trans. Arrangements	Yes	Yes	Yes	No	G
Lodging Arrangements	Yes	Yes	Yes	NO	G
Wireless Internet	Yes	Yes	Yes	Yes	G
Customs/Immigration	Yes	Yes	Yes	Yes	G
Concierge	Yes	No	No	No	g
FACILITIES					
Customer Service Counter	Yes	Yes	Yes	Yes	E
Passenger Lounge(s)	Yes	Yes	Yes	No	E
Crew Lounge(s)	Yes	Yes	Yes	No	E
Crew Snooze Room	Yes	Yes	No	No	E
Crew Showers	Yes	Yes	No	No	A
Conference Room(s)	Yes	Yes	Yes	Yes	E
Flight Planning Center	Yes	Yes	Yes	No	G
Office/Work Space	Yes	Yes	Yes	Yes	G
Fitness Center	Yes	Yes	No	Yes	G
Food Service Area	Yes	Yes	No	No	A
Covered Vehicle Parking	Yes	No	No	No	-
Uncovered Vehicle Parking	Yes	Yes	Yes	Yes	G

¹⁶ Quality: E = Excellent; G = Good; A = Average; F = Fair; or P = Poor



AIRPORT OVERVIEW

TECHNICAL SERVICES	Demand	Capability Duncan	Capability Centennial	Capability City	Quality ¹⁷ (Rating)
Airframe					
Piston MRO	Yes	No	Yes	No	P
Turboprop MRO	Yes	Yes	No	No	E
Turbojet MRO	Yes	Yes	No	No	E
Parts	Yes	Yes	Yes	No	G
Powerplant					
Piston MRO	No	No	No	No	P
Turboprop MRO	Yes	Yes	No	No	E
Turbojet MRO	Yes	Yes	No	No	E
Parts	Yes	Yes	Yes	No	G
Propeller					
Piston MRO	No	No	No	No	P
Turboprop MRO	Yes	Yes	No	No	P
Parts	Yes	No	No	No	P
Other					
Radio MRO	Yes	Yes	Yes	No	G
Instrument MRO	Yes	Yes	No	No	G
Accessories MRO	Yes	Yes	No	No	G
Paint and Interior	Yes	Yes	Yes	No	E
FLIGHT SERVICES	Demand	Capability Duncan	Capability Centennial	Capability City	Quality (Rating)
Aircraft Rental					
Single-Engine Piston	Yes	No	No	No	-
Multi-Engine Piston	Yes	No	No	No	-
Flight Training					
Ground School	Yes	No	No	No	-
Primary	Yes	No	Yes	No	F
Advanced	Yes	No	No	No	-
Aircraft Management					
Piston	No	No	No	No	-
Turboprop	Yes	Yes	No	No	E
Turbojet	Yes	Yes	No	No	E
Aircraft Charter					
Piston	Unknown	No	No	No	P
Turboprop	Unknown	No	No	No	P
Turbojet	Unknown	No	No	No	P
AIRCRAFT SALES	Demand	Capability Duncan	Capability Centennial	Capability City	Quality (Rating)
Piston	Yes	Yes	Yes	No	A
Turboprop and Turbojet	Yes	Yes	No	No	A

¹⁷ Quality: E = Excellent; G = Good; A = Average; F = Fair; or P = Poor



III. MARKET OVERVIEW

A. Airports

	United States	Michigan	Market	Competitive
NPIAS Airports				
Primary Commercial Service	389	15	3	3
Non-Primary Commercial Service	125	5	0	0
General Aviation Reliever	264	8	0	0
General Aviation	2,553	67	13	6
TOTAL	3,331	95	16	9
ASSET Study Airports				
National	84	2	0	0
Regional	468	12	3	3
Local	1,263	49	8	3
Basic	852	14	1	0
Unclassified	281	5	0	0
TOTAL	2,948	82	12	6
Airports with				
Air Traffic Control Tower (FAA)	264	5	4	4
Air Traffic Control Tower (Contract)	252	4	2	2
Aircraft Rescue and Fire Fighting	539	19	4	4
Air National Guard Bases	58	2	1	0
College Flight Training Programs	81	4	1	0
FAA Flight Inspection Flight Operation	6	1	1	0

B. General Aviation Service Providers

	United States	Michigan	Market	Competitive
Fixed Base Operations (FBOs)¹⁸				
Airports with 0 FBOs	568 (16%)	17 (15%)	1	0
Airports with 1 FBO	2,676 (76%)	91 (78%)	22	9
Airports with 2 or more FBOs	293 (8%)	8 (7%)	0	0
Airports with Airport Owned FBOs	1,237 (35%)	43 (37%)	9	1
Airports with Avgas only FBOs	802 (23%)	31 (27%)	11	1
Specialized Aviation Service Operators (SASOs)				
Aircraft Charter Operators (Part 135)	1,106	38	5/0	5
Pilot Schools (Part 141)	592	9	1/1	0
Aircraft Repair Stations (Part 145)	4,032	97	19/5	14

¹⁸ At airports with a minimum of a 3,000 foot paved runway



C. General Aviation Activity

Number of Registered Aircraft

Location	Population	Registered Aircraft	Average per 1,000 persons	Market Share
United States	320,860,014	310,004	1.0	
State of Michigan	9,909,877	8,012	0.8	2.6%
Barry County	59,281	111	1.9	18.2%
Calhoun County	134,878	122	0.9	20.0%
Eaton County	108,579	102	0.9	16.7%
Kalamazoo County	258,818	275	1.1	45.1%
Total Region	561,556	610	1.1	7.6%

Number of Licensed Pilots

Location	Population	Licensed Pilots	Average per 1,000 persons	Market Share
United States	320,860,014	548,536	1.7	
State of Michigan	9,909,877	13,640	1.4	2.5%
Barry County	59,281	110	1.9	10.9%
Calhoun County	134,878	201	1.5	19.9%
Eaton County	108,579	157	1.4	15.5%
Kalamazoo County	258,818	542	2.1	53.7%
Total Region	561,556	1,010	1.8	7.4%



D. Competitive Airport Profiles¹⁹

	Subject Airport	Airport 1	Airport 2	Airport 3	Airport 4	Airport 5	Airport 6	Airport 7	Airport 8	Airport 9
Airport Name	W.K. Kellogg	Kalamazoo International	Jackson County	Ionia County	Gerald Ford International	South Haven Regional	Capital Regional International	West Michigan Regional	Tri-State Steuben County	Elkhart Municipal
FAA Airport Identifier	BTL	AZO	JXN	Y70	GRR	LWA	LAN	BIV	ANQ	EKM
City and State	Battle Creek, MI	Kalamazoo, MI	Jackson, MI	Ionia, MI	Grand Rapids, MI	South Haven, MI	Lansing, MI	Holland, MI	Angola, IN	Elkhart, IN
Distance/Direction from CBD	3 Miles West	3 Miles Southeast	2 Miles South	3 Miles South	6 Miles Southeast	3 Miles South	3 Miles Northwest	2 Miles South	3 Miles West	3 Miles Northwest
Distance/Direction from Subject Airport	N/A	18 Miles West	46 Miles East	52 Miles North	52 Miles Northwest	57 Miles Northwest	63 Miles Northeast	64 miles Northwest	66 Miles East	72 Miles Southwest
Airport Sponsor	City of Battle Creek	Kalamazoo County	Jackson County	Ionia County	Kent County	South Haven Area Regional Airport Authority	Capital Region Airport Authority	West Michigan Airport Authority ²⁰	Steuben County Board of Aviation Commissioners	City of Elkhart
Type of Airport Sponsor	City	County	County	County	County	Airport Authority	Airport Authority	Airport Authority	County	City
Airport Governing Body	Battle Creek City Commission	Kalamazoo/Battle Creek Int'l Airport Board of Trustees	Jackson County Airport Board	Iona County Board of Commissioners	Gerald R. Ford International Airport Board	South Haven Area Regional Airport Authority Board	Capital Region Airport Authority	West Michigan Airport Authority Board	Steuben County Board of Aviation Commissioners	Common Council of the City of Elkhart
Type of Airport Governing Body	Elected	Appointed	Appointed	Elected	Appointed	Appointed	Appointed	Appointed	Appointed	Elected
Type of Airport Operator	Transportation Department	Airport Department	Airport Agency	Airport Department	Airport Department	Airport Department	Airport Department	Airport Staff	Airport Department	Aviation Department
Airport Advisory Body	No	Yes	Yes	No	Yes	No	No	No	No	Yes
Number of Employees	10 FTE	100 FTE	4 FTE	3 FTE	95 FTE	1 FTE	43 FTE	Unknown	Unknown	5 FTE
Part of an Airport System	No	No	No	No	No	No	Yes	No	No	No
Type of NPIAS Airport²¹	General Aviation	Non-Hub	General Aviation	General Aviation	Small Hub	General Aviation	Non-Hub	General Aviation	General Aviation	General Aviation
Type of Asset Study Airport²²	Regional	N/A	Regional	Local Airport	N/A	Local	N/A	Regional	Local	Regional
Part 139 Airport Classification²³	Class IV	Class I	No	No	Class I	No	Class I	No	No	N/A
Airport Reference Code (ARC)²⁴	D-IV	C-III	C-II	Unknown	D-IV	B-II	D-IV	Unknown	Unknown	Unknown
Market Segments Served²⁵	GA/Mil/Corp	GA/Corp/Airline	GA/Corp	GA	GA/Airline/Corp	GA	GA/Airline/Corp	GA/Corp	GA	GA/Corp
Airport Economic Impact	\$229 Million	N/A	N/A	N/A	\$3,100 Million	N/A	\$892 Million	N/A	N/A	\$36 Million
Airport Size (acres)	1,600 Acres	832 Acres	700 Acres	360 Acres	3,127 Acres	250 Acres	2,160 Acres	432 Acres	392 Acres	640 Acres
Number of Runways	3	3	2	2	3	2	3	1	1	2
Longest Runway	10,004' X 150'	6,502' X 150'	5,349' X 150'	4,298' X 75'	10,000' X 150'	4,801' X 75'	8,506' X 150'	6,002' X 75'	4,540' X 75'	6,500' x 120'
Weight Bearing Capacity	SW 100.0 DW 200.0 DTW 400.0 DDTW 900.0	SW 85.0 DW 121.0 DTW 240.0	SW 75.0 DW 150.0 DTW 200.0	SW 19,000	SW 52.0 DW 190.0 DTW 350.0	SW 12.0	SW 100.0 DW 175.0 DTW 300.0	SW 75.0 DW 160.0 DTW 175.0	SW 4.0	SW 40.0 DW 60.0 DTW 120.0
Precision Approaches	ILS w/ MALSR	ILS w/ MALSR	ILS w/ MALSR	None	ILS W/ MALSR	None	ILS w/ MALSR	ILS w/ MALSR	None	ILS w/ MALSR
Non-Precision Approaches	LOC/GPS/VOR/NDB	LOC/GPS/VOR/NDB	LOC/GPS/VOR/NDB	GPS/VOR	LOC/GPS/VOR	GPS/VOR	LOC/GPS/VOR	LOC/GPS/VOR	GPS/NDB	LOC/GPS/VOR
Air Traffic Control Tower	Yes (0600-2200)	Yes (0600-2300)	Yes (0700-2100)	No	Yes (0530-0000)	No	Yes (24/7/365)	No	No	Yes (0700-2100)
ARFF Index	Yes (Index A, C Available)	Yes (Index B)	No	No	Yes (Index C)	No	Yes (Index A, C Available)	No	No	No

¹⁹ There are approximately thirty (30) airports within 50 statute miles of BTL. The airports represented in the table are the most competitive based on size, comparable facilities and aircraft operations.

²⁰ The City of Holland owns the property and leases it to the Airport Authority

²¹ Background on the National Plan of Integrated Airport Systems (NPIAS) can be found in Appendix A.

²² Background on the General Aviation Airports: A National Asset (Asset Study) can be found in Appendix B.

²³ Additional information on Part 139 airport classifications can be found in Appendix C.

²⁴ Additional information on Airport Reference Codes can be found in Appendix D.

²⁵ Additional information on Industry and General Aviation Market Segments can be found in Appendix E.



MARKET OVERVIEW

Airport Profiles	Subject Airport	Airport 1	Airport 2	Airport 3	Airport 4	Airport 5	Airport 6	Airport 7	Airport 8	Airport 9
Airport Name	W.K. Kellogg	Kalamazoo International	Jackson County	Ionia County	Gerald Ford International	South Haven Regional	Capital Regional International	West Michigan Regional	Tri-State Steuben County	Elkhart Municipal
FAA Airport Identifier	BTL	AZO	JXN	Y70	GRR	LWA	LAN	BIV	ANQ	EKM
Aircraft Operations										
Air Carrier	69	96	44	0	15,661	0	2,591	0	0	0
Air Taxi	972	8,224 ²⁶	868	0	28,130	0	13,418	2,000	1,519	642
General Aviation Local	46,323	17,474	18,452	10,500	7,375	13,508	4,975	16,325	9,538	8,999
General Aviation Itinerant	28,938	15,935	21,349	10,500	24,105	13,508	12,716	16,325	10,633	11,571
Military	1,625	20	0	0	727	0	40	350	0	214
TOTAL	77,927	41,860	40,929	21,000	75,998	27,016	34,914	35,000	21,690	21,426
Based Aircraft										
Single-Engine	77	89	85	23	36	18	46	30	34	42
Multi-Engine	18	13	14	1	8	1	18	7	3	18
Jet	5	8	3	1	35	0	6	12	0	22
Helicopter	1	0	3	0	6	0	2	0	0	0
Other	4	0	4	17	0	0	1	1	0	2
TOTAL	105	110	109	42	85	19	73	50	37	84
Fuel Volumes (2014)										
Jet Fuel (General Aviation)	694,844	661,909	67,651	-	-	14,190	-	642,205	-	147,000
Jet Fuel (Air Carrier)	-	-	-	-	-	-	-	-	-	-
Jet Fuel (Military)	-	-	-	-	-	-	-	-	-	-
Avgas	182,857	29,949	67,098	-	-	12,573	-	46,539	-	37,000
Mogas	0	0	0	-	-	0	-	0	-	0
Other	-	-	-	-	-	-	-	-	-	-
TOTAL	877,701	691,858	134,749	-	16,043,783	26,763	-	688,744	-	184,000

²⁶ Regional jet air carrier operations included



MARKET OVERVIEW

Airport Profiles	Subject Airport	Airport 1	Airport 2	Airport 3	Airport 4	Airport 5	Airport 6	Airport 7	Airport 8	Airport 9
Airport Name	W.K. Kellogg	Kalamazoo International	Jackson County	Ionia County	Gerald Ford International	South Haven Regional	Capital Regional International	West Michigan Regional	Tri-State Steuben County	Elkhart Municipal
FAA Airport Identifier	BTL	AZO	JXN	Y70	GRR	LWA	LAN	BIV	ANQ	EKM
PRODUCTS, SERVICES, AND FACILITIES										
Number of FBOs²⁷	1	1	1	1	1	1	1	1	1	1
Number of SASOs	3	3	0	0	2	0	1	0	0	0
Aircraft Fueling Products and Services										
Jet Fuel Price	\$5.11 FS	\$5.00 FS	\$5.59 FS	5.80 FS	\$6.19 FS	\$5.19 FS	\$5.57 FS	\$5.74 FS	\$5.24 FS \$4.99 SS	\$4.85 FS
Avgas Price	\$5.78 FS	\$5.57 FS /\$5.55 SS	\$4.50 FS	6.21 FS	\$6.99 FS	\$5.19 SS	\$6.20 FS/\$4.77 SS	\$5.88 FS	\$5.45 FS \$4.99 SS	\$4.99 FS
Mogas Price	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Aircraft Ground Handling Services	Yes - (2)	Yes - (2)	Yes - (1)	Yes - (1)	Yes - (2)	Yes - (1)	Yes - (1)	Yes - (1)	Yes - (1)	Yes - (1)
Passenger and Crew Services	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Passenger and Crew Facilities	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Technical Services										
Airframe MRO	Major	Major	Major	Major	Major	Major	Major	Major	Major	Major
Powerplant MRO	Major (2)	Major	Major	Major	Major	Major	Major	Major	Major	Major
Propeller MRO	No	Yes ²⁸	No	No	No	No	No	No	No	No
Radio and Instrument MRO	Yes	Yes	No	No	Yes	No	Yes	No	No	No
Paint	Yes	Yes	No	No	No	No	No	No	No	No
Interior	Yes	Yes	Yes	No	No	No	No	No	No	No
Flight Services										
Aircraft Rental	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes
Flight Training	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	Yes
Aircraft Management	Yes	No	No	No	Yes	No	No	No	No	Yes
Aircraft Charter	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes
Aircraft Sales	Yes	No	No	Yes	Yes	No	No	Yes	No	Yes
Other	US Customs	Air Cargo	Restaurant	Aerial Advertising	US Customs	None	Air Cargo	Bulk Oxygen	None	Bottle Oxygen
Type of Facilities										
General Aviation Terminal	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Community Hangars	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Corporate Hangars	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Executive Hangars	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
T-Hangars	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Government	Yes	No	No	No	Yes	No	No	No	No	No
Military	Yes/ANG	No	No	No	No	No	No	No	No	No
Non-Aeronautical	Yes (Mobile ARFF Training Vehicle)	Yes (Terminal Concessions)	Yes (Car Rental, offices)	None	Yes (Terminal Concessions)	None	Yes (Terminal Concessions)	None	None	None
Other	Western Michigan University College of Aviation	Air Museum	Jackson College Flight Center	School of Missionary Aviation Technology				Airport Business Center		

²⁷ Background on Fixed Base Operators (FBOs) and Specialized Aviation Service Operators (SASOs) can be found in Appendix G.

²⁸ Propeller Inspection and Maintenance



IV. COMMUNITY OVERVIEW

Item	Information
Subject Community	City of Battle Creek
Associated Counties	Calhoun County, Kalamazoo County, Eaton County, Barry County
City Demographics	
Population	52,347
Median Age	36
Median Household Income	\$37,699
Per Capita Income	\$20,535
Unemployment	5.9%
Housing Units	24,277 (61.2% owner occupied)
Housing Median Value (\$)	\$88,500
Educational Characteristics	
High School (or higher)	88.9%
Bachelor Degree (or higher)	25.9%
Master Degree or Higher	7.5%
Educational Institutions	
Community College	Yes - Kellogg Community College
State College / University	Yes – Western Michigan University (Battle Creek Campus)
Private College / University	Yes - Sienna Heights College, Miller College
Transportation Infrastructure	
Highway	I-94 (east-west), I-69 (north-south), M-37 M-60, M-66, M-78, M-89, M-99
Railroad	CN North American RR (Grand Trunk Western); Michigan Line
Other	Intermodal Center provides Amtrak passenger rail service, Greyhound and Indian Trails bus lines and Battle Creek Transit.
Tourism	
Major Tourist Attractions	Binder Park Zoo; Firekeeper's Casino; Binder Park Golf Course; Dr. John Harvey Kellogg Discovery Center; Flash Flood Water Park
Number of Visitors	Unknown
Number of Lodging Rooms	1,700
Average Occupancy Rate	Unknown
Weather / Climate	Mean annual temperature: 49° F; Mean max temp 85° F; Average annual precipitation: 34" rainfall; 39" snowfall



COMMUNITY OVERVIEW

Major Private Employers ²⁹	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6	Company 7	Company 8	Company 9	Company 10
Company Name	Denso Manufacturing Michigan	Kellogg Company	Bronson Battle Creek Hospital	I I Stanley Company	Post Cereals	Family Fare	Duncan Aviation	Musashi Auto Parts	TRMI, Inc.	Johnson Controls
Year Established in Community	1984	1897	1983	1985	1892	1962	1967/1998 ³⁰	1980	1986	1998
Products and/or Services	Automotive products	Cereal manufacturer	Hospital/Medical Center	Automotive products (elec.)	Cereal manufacturer	Grocery store chain	FBO and aircraft MRO services	Automotive products	automotive switches	Automotive products
Total Employees (Worldwide)	140,000	31,000	1,400	14,500	7,950	16,000	2,000	11,000	17,000	170,000
Total Employees (Community)	2,762	2,500	1,400	750	740	700	620	600	600	470
Distance to Subject Airport	5 Miles	5 Miles	6 Miles	3 Miles	7 Miles	8 Miles	0 Miles	6 Miles	5 Miles	6 Miles
Connection to Airport	Yes – Air freight	BTL Tenant	Unknown	Unknown	Unknown	Unknown	BTL Tenant	Unknown	Unknown	Unknown

Major Public Employers	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6	Company 7	Company 8	Company 9	Company 10
Entity Name	Veterans Administration Medical Center	Michigan Air National Guard	Hart-Dole-Inouye Federal Center	Battle Creek Public Schools	Kellogg Community College	Calhoun County Government	City of Battle Creek			
Year Established in Community	1924	1956	1866	1860's	1956	1833	1859			
Products and/or Services	VA Hospital	National Guard Unit	federal office buildings	Public School District	Community College	County Government	City Government			
Total Employees (Worldwide)	312,841	468,000	4,231,000	1,089	920	618	520			
Total Employees (Community)	1,400	1,300	1,206	1,089	920	618	520			
Distance to Subject Airport	6 Miles	0	5 Miles	5 Miles	6 Miles	20 Miles	5 Miles			
Connection to Airport	Unknown	Located at BTL	Unknown	None	Yes – ARFF Simulator	Unknown	Airport Sponsor			

²⁹ Many of the automotive parts manufacturers located in the Fort Custer Industrial Park periodically utilize BTL for on-demand air cargo services

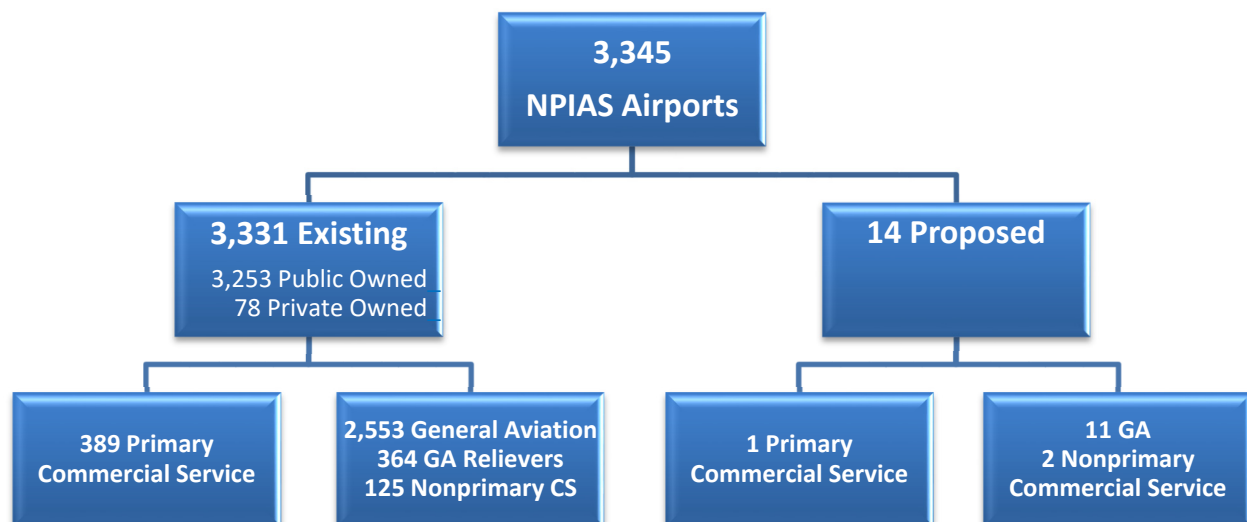
³⁰ Duncan absorbs Kal-Aero located at BTL



NATIONAL PLAN OF INTEGRATED AIRPORT SYSTEMS (NPIAS)

While 75% of major airline flights operate out of less than 65 major metropolitan airports, only about 420 airports (out of 514 US airports certified for scheduled airline service) have scheduled airline service – these airports are also used by *General Aviation*. In contrast, there are 19,360 public and private use landing facilities in the US that are used by *General Aviation* of which about 5,148 airports are available for public use.

Of the 5,148 public-use airports³¹, the FAA's most recent NPIAS identifies 3,331 existing airports (and 14 additional proposed airports) that are important to national air transportation and therefore eligible to receive grants under the FAA Airport Improvement Program (AIP).



³¹ The word "airport" includes landing areas developed for conventional fixed-wing aircraft, helicopters, and seaplanes. CS = Commercial Service GA = General Aviation



NPIAS established the following guiding principles of the National Airport System.

Airports should be:

- Safe, efficient, located where people will use them, and developed and maintained to appropriate standards.
- Affordable to users, relying primarily on producing self-sustaining revenue and placing minimal burden on the general revenues of the local, state, and Federal Governments.
- Flexible, expandable, able to meet increased demand, and to accommodate new aircraft types.
- Permanent with assurance that they will remain open for aeronautical use over the long term.
- Compatible with surrounding communities, maintaining a balance between the needs of aviation, the environment, and the requirements of residents.
- Developed in concert with improvements to the air traffic control system and technological advancements.

These guiding principles also state that the National Airport System:

- Is critical to the national transportation system. Airports provide a variety of important public services and connect their communities to the transportation network. The national transportation system is essentially a government (Federal, state, local) function that needs to be developed and maintained.
- Should support a variety of critical national objectives (such as defense, emergency readiness, law enforcement, and postal delivery).
- Should be extensive, providing as many people as possible with convenient access to air transportation, typically by having most of the population within 20 miles of a NPIAS airport.



ASSET STUDY (GENERAL AVIATION AIRPORTS: A NATIONAL ASSET)

In 2012 (and 2014), the FAA studied the role that *General Aviation* airports play in the national air transportation system – General Aviation Airports: A National Asset. Communities across the US depend on *General Aviation* airports to facilitate air transportation, which builds and sustains local economies.

General Aviation airports support a full range of aviation related activities including:

Aviation Specific Activities

- Personal Flights
- Business Flights
- Corporate Flights
- Ground and Flight Instruction
- Aircraft Leasing and Rental
- Aircraft Charter and Management
- Airframe
Manufacturing/Maintenance
- Powerplant
Manufacturing/Maintenance
- Avionics
Manufacturing/Maintenance
- Accessory
Manufacturing/Maintenance
- Aircraft Painting and Interiors
- Aircraft Storage
- Sightseeing Flights
- Special Aviation Events (e.g., airshows)

Commercial, Industrial, and Economic Activities

- Agricultural Support
- Aerial Surveying and Observation
- Oil and Mineral Exploration/Survey
- Utility/Pipeline Control and Inspection
- Low-Orbit Space Launch and Landing
- Aerospace Engineering/Research
- Air Cargo
- Intermodal Connections (rail/ship)

Emergency Preparedness and Response

- Aeromedical
- Law Enforcement
- Emergency Response
- National Security and Border Security
- Aerial Firefighting Support
- Emergency Diversionary Airport
- Disaster Relief
- Search and Rescue



APPENDIX B – ASSET STUDY

Perhaps the most important roles of a *General Aviation* airport is to provide access to the community and generate economic benefit (directly and indirectly). When combined with good labor availability and relatively affordable land a *General Aviation* airport can dramatically increase the business development and investment attractiveness of the local community, the region, and the state.

The studies divided the NPIAS, public-use *General Aviation* airports into one of the following four categories:

National Airport (84 airports) – National Airports support the national and state system by providing communities with access to national and international markets in multiple states and throughout the US. These airports are typically located in major metropolitan areas and near major business centers. In addition, these airports provide pilots with an alternative to busy primary commercial service airports.

Regional Airport (468 airports) – Regional Airports support regional economies by connecting communities to statewide and interstate markets. These airports are typically located in metropolitan areas and serve relatively large populations.

Local Airport (1,263 airports) – Local Airports supplement local communities by providing access primarily to intrastate and some interstate markets. These airports are typically located near larger population centers, but not necessarily in metropolitan or micropolitan areas.

Basic Airport (852 airports) – Basic Airports support general aviation activities such as emergency service, charter or critical passenger service, cargo operations, flight training, and personal flying. These airports typically have only a single runway and fulfills the role of a community airport by providing a means for personal or business flying and linking the community to the national airport system.

Unclassified (281 airports) – While the Unclassified Airports have no clear role in the national air transportation system, the FAA will continue to list them as NPIAS airports and will be considered for future funding when they are able to meet the criteria for one of the four ASSET categories.



APPENDIX C – PART 139 CLASSIFICATIONS

PART 139 CLASSIFICATIONS

14 CFR Part 139 requires the FAA to issue airport operating certificates (AOC's) to airports that: serve scheduled and unscheduled air carrier aircraft with more than 30 seats; serve scheduled air carrier operations in aircraft with more than 9 seats but less than 31 seats; and those airports that the FAA Administrator requires to have a certificate. Part 139 does not apply to airports at which air carrier passenger operations are conducted only because the airport has been designated as an alternate airport.

To obtain an AOC, an airport sponsor must agree to certain operational and safety standards and provide for such things as ARFF. Requirements vary depending on the size of the airport and the type of flights available. The regulation, however, does allow the FAA to issue certain exemptions to airports that serve few passengers yearly and for which some requirements might create a financial hardship.

Part 139 group's airports into four distinct classes based on the type of air carrier operations served:

- **Class I Airports:** These airports may serve any air carrier operations covered under Part 139. Accordingly, the airport sponsors of these airports must comply with all Part 139 requirements.
- **Class II Airports:** These airports serve scheduled operations of small air carrier aircraft and unscheduled operations of large air carrier aircraft. Class II airports are not permitted to serve scheduled large air carrier operations.
- **Class III Airports:** These airports only serve scheduled operations of small air carrier aircraft.
- **Class IV Airports:** These airports only serve unscheduled operations of large air operations so infrequently that FAA only requires them to comply with some Part 139 requirements.



APPENDIX D – AIRPORT REFERENCE CODE

AIRPORT REFERENCE CODE (ARC)

An airport designation that signifies an airport's highest Runway Design Code (RDC). The ARC is used for planning and design only and does not limit the aircraft that may be able to operate safely on an airport. The first component, depicted by a letter, is the Aircraft Approach Category (AAC) and relates to an aircraft's approach speed (operational characteristics).

AAC	Approach Speed
A	Approach speed less than 91 knots
B	Approach speed 91 knots or more but less than 121 knots
C	Approach speed 121 knots or more but less than 141 knots
D	Approach speed 141 knots or more but less than 166 knots
E	Approach speed 166 knots or more

The second component, depicted by a Roman numeral, is the Aircraft Design Group (ADG) and relates to either the aircraft wingspan or tail height (physical characteristics); whichever is most restrictive, of the largest aircraft expected to operate on the runway and taxiways adjacent to the runway.

ADG	Tail Height (feet)	Wingspan (feet)
I	< 20'	< 49'
II	20' to <30'	49' to <79'
III	30' to <45'	79' to <118'
IV	45' to <60'	118' to <171'
V	60' to <66'	171' to <214'
VI	66' to <80'	214' to <262'

The third component relates to the visibility minimums expressed by Runway Visual Range (RVR) values in feet.

RVR	Instrument Flight Visibility Category (statute mile)
VIS	Visual approach use only
5000	Not lower than 1 mile
4000	Lower than 1 mile, but not lower than $\frac{3}{4}$ mile
2400	Lower than $\frac{3}{4}$ mile, but not lower than $\frac{1}{2}$ mile
1600	Lower than $\frac{1}{2}$ mile, but not lower than $\frac{1}{4}$ mile
1200	Lower than $\frac{1}{4}$ mile



MARKET SEGMENTS

Industry Market Segments

The aviation industry can be segmented into three primary areas:

- **Air Carrier** – includes scheduled passenger and cargo airlines
- **Military** – includes all branches of the military
- **General Aviation** – includes all aviation with the exception of the *Air Carrier* and *Military* segments of the aviation industry.

The *General Aviation* segment of the aviation industry in the United States (US), including both the manufacturing and operation of *General Aviation* aircraft, is estimated to be a \$75 billion a year industry which generates approximately \$219 billion economic impact on the US economy. Some additional key 2013 US *General Aviation* statistics³² follow:

- The *General Aviation* industry employs approximately 255,000 people who collectively earn approximately \$23 billion annually. Overall, the *General Aviation* industry creates more than 1.1 million jobs that generates approximately \$70 billion labor income annually.
- *General Aviation* aircraft operate from 19,360 public and private use landing facilities (e.g., airports, heliports, seaplane bases, etc.), of which 5,148 are public use. In comparison, there are only 559 airports utilized by the *Air Carrier* segment.
- Approximately 600,000 pilots flew 200,000 *General Aviation* aircraft approximately 23 million hours. In comparison, the *Air Carrier* segment operates 6,676 aircraft.
- *General Aviation* aircraft consumed approximately 1.55 billion gallons of fuel including 1.35 billion gallons of Jet Fuel, 0.18 billion gallons of aviation gasoline, and 0.02 billion gallons of other fuels.
- The *General Aviation* industry is served by approximately 3,400 fixed base operators (FBOs) and in excess of 20,000 specialized aviation service operators (SASOs). These are discussed and defined further in this assessment.

³² The *General Aviation* statistics provided are based on a PWC report, *Contribution of General Aviation to the US Economy in 2013*.



General Aviation Market Segments

The products, services, and facilities that are offered in the *General Aviation* marketplace have been predicated primarily on the demand created by four distinctly separate operating classifications within the marketplace – personal, business, commercial, and government. These segments are defined and briefly examined, as follows:

1. *Personal*

In many respects, aircraft owners and operators who have committed time and financial resources to this segment of the industry have done so because of a sheer love of aviation. The “romance factor”, which has enthralled both young and old alike, is a very important element in understanding the relationship between people and flying machines.

The aircraft utilized for personal (and recreational) flying are typically based at public and private *General Aviation* airports. For the most part, the aircraft used for personal flying are single-engine and light multi-engine piston-powered aircraft, although some larger aircraft, including turbine-powered aircraft, are also used for this purpose. This segment of the market is typically price oriented, seeking the best price for the service. According to 2013 FAA data, approximately 67% of active *General Aviation* aircraft are utilized for personal use, yet approximately 31% of *General Aviation* hours flown are personal use hours.

2. *Business*

The business segment of the market is viewed as an integral part to the long-term growth and development of the *General Aviation* industry. The business segment is made up of aircraft owners flying their own aircraft as well as aircraft owners hiring professional flight crews to fly the aircraft for business purposes.

As of 2013, this segment was comprised of more than 26,000 active aircraft (approximately 13% of active *General Aviation* aircraft), including over 10,000 turboprop and turbojet aircraft, in the US. In 2013, business flights are estimated to make up over 18% of the 23 million hours flown by active *General Aviation* aircraft.

One of *General Aviation*’s most important roles in the economy of the US is enhancing the profitability and competitive strength of US companies and industries. Companies that take advantage of *General Aviation* routinely outperform businesses relying solely on the airlines for travel. Studies have shown that, on average, Standard & Poor’s 500 firms



APPENDIX E – MARKET SEGMENTS

that use *General Aviation* to transport management teams, employees, business partners, and customers increased revenues (from 2007 to 2011) by a factor of 3.34 more than those that do not utilize *General Aviation* (NexaAdvisors). This analysis revealed a correlation between firms utilizing *General Aviation* aircraft and revenues. It did not conclude that the use of *General Aviation* aircraft increased financial performance.

While approximately 3% of *General Aviation* aircraft are registered to Standard & Poor's 500 firms, the majority of business aircraft are operated by smaller companies. In the Business Aviation Factbook (2014), National Business Aviation Association indicates that 59% of companies operating business aircraft employ fewer than 500 employees and 70% have fewer than 1,000 employees.

3. Commercial

The commercial aviation segment is a significant economic engine as it represents companies that use *General Aviation* aircraft for commercial purposes including flight instruction, air taxi (non-scheduled, on-demand), medical transportation (air ambulance), sightseeing, aerial observation (e.g., pipeline/power-line patrol/inspection), aerial application (e.g., agriculture, photography, firefighting, etc.), cargo, and much more. This segment is comprised of more than 38,000 active aircraft.

It is estimated that general aviation aircraft used for commercial purposes make up approximately 51% of the 23 million hours flown by *General Aviation* aircraft each year. The commercial segment of the market is typically value oriented, seeking the best combination of service and price.

4. Government

The government aviation segment is the smallest segment of *General Aviation*. There are only approximately 2,000 government aircraft (excluding military aircraft) that are operated by federal, state, county, and municipal government agencies. Government use of *General Aviation* aircraft include transportation of government personnel, non-government personnel, prisoners, and cargo; supporting law enforcement, emergency preparedness, disaster relief, wildlife and forest management, fighting forest fires, border patrol, surveillance and counterterrorism; and a host of other applications.



APPENDIX F – AIRPORT SPONSOR ASSURANCES

AIRPORT SPONSOR ASSURANCES

The rights and responsibilities of airport sponsors of federally obligated airports are based on Federal law and are codified at 49 U.S.C. Section 47107. In exchange for Federal airport development assistance (including the transfer of Federal property for airport purposes), airport sponsors make binding commitments to assure that the public's interest in civil aviation will be served. An airport sponsor's responsibilities are commonly referred to as the Airport Sponsor Assurances (Assurances). While the language of certain Assurances may be identical to or closely track the language of the statute, the Assurances are more expansive and reflect the FAA's interpretation and application of the statute. The Assurances have the following general features:

- Currently, there are 39 Assurances, several of which have multiple sub-parts.
- A number of Assurances require satisfaction of other statutory provisions and/or FAA regulations, policies, and guidance. For example, Assurance 1 requires compliance with 26 distinct laws, including 49 U.S.C., Subtitle VII (Aviation Programs). Assurance 34 requires that any AIP project conform to current FAA policies, standards, and specifications, including current FAA Advisory Circulars.
- The Assurances generally apply for 20 years. However, some of the Assurances apply in perpetuity as a result of separate statutory requirements. These include the prohibition on granting an exclusive right and the requirement to use airport revenue only for airport purposes. Additionally, the Assurances associated with the use and disposal of real property apply in perpetuity when the airport sponsor has received AIP funds in connection with the acquisition of property.
- The penalties for violating the Assurances are severe. The FAA may withhold approval of a grant and may withhold payment under an existing grant agreement. The FAA also may seek injunctive relief in U.S. District Court.

The following will serve as a guide to current FAA policy interpretation of the Assurances which are commonly at issue for airport sponsors at federally obligated airports.

Airport Sponsor Rights and Powers: Assurance 5 (Preserving Rights and Powers) requires that the airport sponsor of a federally obligated airport:

“...will not take or permit any action which would operate to deprive it of any of the rights and powers necessary to perform any or all of the terms conditions, and assurances in the grant agreement without the written approval of the Secretary,



APPENDIX F – AIRPORT SPONSOR ASSURANCES

and will act promptly to acquire, extinguish or modify any outstanding rights or claims of right of others which would interfere with such performance by the sponsor.”

Put simply, an airport sponsor is prohibited from taking any action which could preclude it from complying with the Assurances. For example, an airport sponsor may not enter into a management agreement which would result in exclusive use or discrimination at the airport. Airport sponsors are strongly encouraged to use strong subordination clauses to ensure the ability to comply with Assurance 5 is not impacted.

In addition to obligating the airport sponsor to preserve its rights and powers to carry out all grant agreement requirements, this assurance also places certain limitations on the airport sponsor's use of airport land. Most real estate transactions require prior FAA approval, and airport sponsors are prohibited from encumbering airport property.

Use on Reasonable and Not Unjustly Discriminatory Terms: Assurance 22 (Economic Nondiscrimination) requires that the airport sponsor of a federally obligated airport:

“...will make its airport available as an airport for public use on reasonable terms, and without unjust discrimination, to all types, kinds, and classes of aeronautical uses.” Assurance 22(a)

“...may establish such equal and not unjustly discriminatory conditions to be met by all users of the airport as may be necessary for the safe and efficient operation of the airport.” Assurance 22(h)

“...may...limit any given type, kind, or class of aeronautical use of the airport if such action is necessary for the safe operation of the airport or...to serve the civil aviation needs of the public.” Assurance 22(i)

The Assurance does permit the airport sponsor to exercise control of the airport sufficient to preclude unsafe and efficient use of navigable airspace which would be detrimental to the civil aviation needs of the public. However, any airport sponsor restrictions on aeronautical activities based upon safety and efficiency must be adequately justified and supported, and they must be approved in advance by the FAA. In all cases, the FAA is the final arbiter regarding aviation safety and will make the determination regarding the reasonableness of any proposed measure to restrict, limit, or deny aeronautical access to the airport. The FAA considers it inappropriate to provide federal assistance for



APPENDIX F – AIRPORT SPONSOR ASSURANCES

improvements to airports where the benefits of such improvements will not be fully realized due to inherent restrictions on aeronautical activities.

Airport sponsors are required to operate federally obligated airports for the use and benefit of aeronautical users and to make those airports available to all types, kinds, and classes of aeronautical activities on fair and reasonable terms, and without unjust discrimination. However, airport sponsors may adopt reasonable leasing/rents and fees policies, commercial minimum standards, and airport rules and regulations.

Airport sponsors have an obligation to treat in a uniform manner those users making the same or similar use of the airport. However, an airport sponsor may treat similarly situated airport users differently, including rental rates, lease terms, etc., as long as those differences are not unjust.

Restrictions on Self-servicing of Aircraft Grant Assurance: Assurance 22(f) provides that an airport sponsor:

“...will not exercise or grant any right or privilege which operates to prevent any person, firm, or corporation operating aircraft on the airport from performing any services on its own aircraft with its own employees (including, but not limited to, maintenance, repair, and fueling) that it may choose to perform.”

The FAA considers the right to self-service as prohibiting the establishment of any unreasonable restriction on aircraft owners or operators regarding the servicing of their own aircraft and equipment. When airport users and airport sponsors disagree about whether or not a restriction is reasonable and a formal complaint is filed, the FAA becomes the final arbiter in the matter.

Aircraft owners must be permitted to fuel, wash, repair, and otherwise take care of their own aircraft with their own personnel, equipment, and supplies. The airport sponsor, however, is obligated to operate the airport in a safe and efficient manner. The establishment of fair and reasonable rules, applied in a not unjustly discriminatory manner, governing the introduction of equipment, personnel, or practices which would be unsafe, unsightly, detrimental to the public welfare, or which would affect the efficient use of airport facilities by others, is not unreasonable.



APPENDIX F – AIRPORT SPONSOR ASSURANCES

The Prohibition Against Exclusive Rights Grant Assurance: Assurance 23 (Exclusive Rights) provides that the sponsor of a federally obligated airport:

“...will permit no exclusive right for the use of the airport by any persons providing, or intending to provide, aeronautical services to the public...”

The fact that an aeronautical activity is provided by only one entity does not necessarily establish an exclusive rights violation. An exclusive rights violation is the denial by an airport sponsor to afford other qualified parties an opportunity to be an on-airport aeronautical service provider.

Although federally obligated airports may impose qualifications and minimum standards upon those who engage in aeronautical activities, the FAA has taken the position that the application of any unreasonable requirement or standard that is applied in an unjustly discriminatory manner may constitute a constructive grant of an exclusive right. When airport users and airport sponsors disagree about whether or not a requirement is reasonable and a formal complaint is filed, the FAA becomes the final arbiter in the matter.

Assurance 23 provides for two limited exceptions. An airport sponsor may choose to offer some or all aeronautical services itself and exclude other entities from competing with these services. This is referred to as the airport sponsor’s proprietary exclusive right. If an airport sponsor chooses to exercise its proprietary exclusive right to offer aeronautical services, it must do so with its own resources and its own employees; airport sponsors may not contract out their proprietary exclusive right. The second exception applies when the airport sponsor faces unreasonably costly, burdensome, or impractical challenges in accommodating more than one FBO (or SASO) to provide a service and adding a second FBO would result in a reduction in space leased to and actively used by the existing FBO.

Airport Rates and Charges: Assurance 24 (Fee and Rental Structure) provides that the sponsor of a federally obligated airport:

“...maintain a fee and rental structure for the facilities and services at the airport which will make the airport as self-sustaining as possible under the circumstances existing at that particular airport, taking into account such factors as the volume of traffic and economy of collection.”



APPENDIX F – AIRPORT SPONSOR ASSURANCES

The airport sponsor's obligation to make an airport available for public use does not preclude the airport sponsor from recovering the cost of providing the facility. The airport sponsor is expected to recover its costs through the establishment of fair and reasonable rents, fees, or other user charges that will make the airport as self-sustaining as possible under the circumstances existing at the particular airport.

The FAA's Policy Regarding Airport Rates and Charges (61 Fed. Reg. 31994; June 21, 1996 as amended) provides comprehensive guidance on the legal requirement that airport rents, fees, and charges be fair, reasonable, and not unjustly discriminatory. Federal law does not prescribe a single approach to rate-setting; airport sponsors may utilize a preferred methodology as long as that methodology is applied consistently to similarly-situated aeronautical users and conforms to other requirements outlined in the Policy. Ordinarily, the FAA will not investigate the reasonableness of a general aviation airport's rents, fees, or charges absent evidence of a progressive accumulation of surplus aeronautical revenues.

The Use of Airport Revenue: Assurance 25 (Airport Revenues) provides that:

"All revenues generated by the airport and any local taxes on aviation fuel established after December 30, 1987, will be expended by it for the capital or operating costs of the airport; the local airport system; or other local facilities which are owned or operated by the owner or operator of the airport and which are directly and substantially related to the actual air transportation of passengers or property; or for noise mitigation purposes on or off the airport..." Assurance 25(a)

Airport revenue (aeronautical and nonaeronautical rents, fees, and charges) must be used for the operational and capital costs of the airport, the local airport system, or other airport sponsor facilities that are directly and substantially related to the air transportation of passengers or property. Certain airports are exempted from this requirement because the law grandfathers certain arrangements that existed prior to September 3, 1982. The FAA's Policy and Procedures Concerning the Use of Airport Revenue (64 Fed. Reg. 7696; February 16, 1999) provides several examples of unlawful revenue diversion, as follows:

- Paying in excess of the value of goods or services the airport sponsor receives;
- Improper cost allocations;



APPENDIX F – AIRPORT SPONSOR ASSURANCES

- Charging less than fair market value rent to nonaeronautical users, including the airport sponsor itself;
- Directly subsidizing air carriers;
- Using airport revenue for general economic development activities;
- Paying for marketing and promotions not related to the airport;
- Loaning money to other entities at less than prevailing rates; and
- Using airport revenue to participate in some types of community events.



APPENDIX G – FBO AND SASO BACKGROUND

FBO AND SASO BACKGROUND

Fixed Base Operators (FBOs)

From a practical standpoint, the term “FBO” is defined within the context of the marketplace. Accordingly, Aviation Management Consulting Group utilizes the following definition for an FBO, “An FBO is an airport-based aircraft service organization which operates under a lease, use, or operating agreement with an airport owner or operator for the specific purpose of providing aircraft fueling and engaging in a minimum of one of six of the remaining primary product, service, and facilities areas”. It is important to note that the products, services, and facilities provided by FBOs are not limited to the *General Aviation* segment of the market (products and services are provided to air carriers and the government as well).

FBOs who provide aircraft fueling and engage in multiple primary products, services, and facilities areas are commonly known as “full service” FBOs. FBOs who provide aircraft fueling, aircraft ground handling services, and passenger/crew services and facilities only are known as “limited” FBOs. It is estimated that there are approximately 3,400 FBOs in operation in the United States at airports having a paved runway of 3,000 feet or more.

Specialized Aviation Service Operators (SASOs)

While FBOs are more rigidly defined, a specialized aircraft service operator (SASO) typically provides products and/or services in only one of the following primary product, service, or facilities categories: aircraft storage, technical services, flight services, or aircraft sales. Accordingly, SASOs provide products and services within a very narrow segment of the *General Aviation* marketplace.

In addition, SASOs do not necessarily operate under a lease with an airport and in many cases, SASOs are subtenants of an FBO or may even be located off-airport. Most importantly, SASOs do not provide aircraft fueling products and services. At this time, it is estimated that there are approximately 3,400 FBOs and in excess of 20,000 SASOs in operation in the United States at airports having a paved runway of 3,000 feet or more. There are several SASO services that are governed by the FAA through regulations and require FAA certification, as follows:



APPENDIX G – FBO AND SASO BACKGROUND

a. Aircraft Charter Operators (Part 135)

In the US, there are approximately 1,339 certificated aircraft charter operators providing passenger transportation services (1,100), air ambulance transportation services (81), and air cargo transportation services (158) operating over 11,000 aircraft.

b. Pilot Schools (Part 141)

In the US, there are approximately 680 certificated pilot schools providing flight training services. However, it is important to note that there are thousands more pilot schools and flight instructors providing flight training under Part 61 (versus Part 141). Regardless of how flight training is provided, the FAA regulates the minimum requirements for pilot training and certification.

c. Aircraft Repair Stations (Part 145)

In the US, there are approximately 4,040 aircraft repair stations that are rated to provide airframe, powerplant, instrument, radio, propeller, or accessory repair and maintenance. It is important to note that some of these repair stations may be dedicated to the *Air Carrier* segment of the industry. It is also important to note that there are over 300,000 Airframe and/or Powerplant Mechanics that either individually or through a technical service company (not certified as an aircraft repair station) that also provides technical services.

d. Fractional Companies (Part 91, Subpart K)

There are two major fractional aircraft companies (NetJets and Flight Options), down from approximately six major companies. In addition, there are several smaller fractional aircraft companies that operate either specific airframes or in specific regions of the country. Combined, these companies operate approximately 800 aircraft that have approximately 4,000 aircraft owners.

Historical Perspective

The arcane and often misunderstood term fixed base operator (or FBO) traces its beginnings to the early 1900s. While most people within the aviation industry are familiar with the acronym FBO, few know the origin and meaning of the term. In addition, there is virtually no recognition of the term fixed base operator or acronym FBO outside of the aviation industry.



APPENDIX G – FBO AND SASO BACKGROUND

Not long after the Wright brothers made their historic flight at Kitty Hawk on December 17, 1903, many embryonic aircraft manufacturing companies began to emerge. Using the aeronautical knowledge gained from the Wright brothers' flight, these companies began to design and manufacture a wide variety of aircraft.

As more aircraft became operational, the need to provide aircraft services and support became readily apparent. Initially, it was the responsibility of the aircraft mechanic to drive ahead of the aircraft in order to be in position when the aircraft arrived at its destination. The mechanic would then refuel and/or repair the aircraft, as required.

Not long after this concept was implemented, it became clear to most industry observers that this process was extremely inefficient and costly. Consequently, by the mid-1920s, aircraft service companies began to establish "permanent" or "fixed" bases of operation. Thus, the term "fixed base operator" or "FBO" was coined. Today, FBOs may more accurately be described as aircraft service organizations. However, while the descriptiveness of the acronym FBO is debated periodically, it continues to be the preferred term throughout the industry.

The various types and levels of service that became associated with FBOs can also be traced to the "service" origin of the industry. Further, the growth (and declines) of the FBO industry has been inextricably tied to the cause and effect relationship that exists between aircraft manufacturing and use. Certainly, it can be said that the FBO industry provides "after-market" products and services, which are required to support the unique operational requirements of all aircraft owners and operators. Such requirements include, but are not limited to, aircraft fueling, aircraft ground handling, aircraft storage, technical services, flight services, and aircraft sales.

The role of the FBO expanded steadily from the mid-1920s through the late 1930s, immediately prior to the outbreak of World War II. During World War II, virtually all civilian airports that existed prior to the war – as well as hundreds of new airports built specifically to support the war effort - were committed to training military pilots and/or accommodating military aircraft manufacturing and associated flight testing activities. For all intents and purposes, the functions of FBOs during the World War II era of 1941 through 1945 were channeled primarily to meet the needs of the U.S. Army Air Corps.



APPENDIX G – FBO AND SASO BACKGROUND

As a direct result of the war effort, airports across the country benefited both in terms of infrastructure and facility development. While the majority of airports and associated infrastructure developed during the war effort are still in use today, many of the facilities have been decommissioned or repurposed after many years of useful service. Even today, however, some WWII era infrastructure and facilities have been renovated, modified, and expanded, and are still in use by airports and FBOs. In addition, new facilities have been developed to supplement and/or replace older, outdated facilities.

For the most part, airport owners and operators, while concentrating on airport and infrastructure development, have relied on the private sector for FBO and related aviation facility development. It is not uncommon, however, for an airport to develop apron (aircraft parking) areas, aircraft storage, and airport terminal buildings when such facilities do not exist or are in need of replacement. While the role of FBOs, in general, has evolved and expanded since the origin of the FBO concept (birth of the industry), the role of the FBO in airport development has not changed significantly over the years. Traditionally, FBOs have played the role of developer and service provider, each of which has its own unique set of challenges.

As a result of rapid advances in aircraft technology (a by-product of the war effort) and an increase in civilian-related aircraft manufacturing (also a natural outgrowth of the war effort) the industry began to expand once more.

In the post WWII era and continuing throughout the nearly thirty-year period of the 1950s, 1960s, and 1970s, the growth of the industry accelerated dramatically. Much of the expansion of the industry after WWII can be attributed to the G.I. Bill, which provided funding for the majority of flight training that occurred throughout this period. Flight training was clearly a catalyst for growth in the industry, as newly licensed pilots created additional demand for aircraft. This increased manufacturing and sales related activities and, ultimately, increased demand for aviation products, services, and facilities.

In the late 1970s and early 1980s, many non-aviation investors were smitten with the attractiveness of the general aviation (FBO) industry. During this period the industry demonstrated a penchant for attracting individuals who had not “grown up” in the industry. Many of these individuals lacked the operational and managerial expertise, the kind of



APPENDIX G – FBO AND SASO BACKGROUND

expertise typically acquired only after years of actual hands-on operating experience, required to properly meet the needs of aviation consumers. It is estimated that the number of FBOs reached its maximum in the early 1980s.

The late 1970s and early 1980s were, by any measure, a phenomenal era. During this period the economy was plagued by an undesirable combination of double-digit inflation and interest rates. Tom Wolf, in his book *Bonfires of the Vanities*, labeled this period the era of “rampant greed”. This description, at least in part, is representative of the motivation of many individuals and companies who made investments in the FBO industry during the late 1970s and early 1980s.

Additionally, funds required to acquire and/or develop FBOs during this period were readily available from a multitude of sources including savings and loan institutions, commercial banks, finance companies, private investors, and corporations. In fact, it has been estimated that this period of super-heated investment in the FBO industry resulted in the creation of “capacity” that exceeded “demand” by nearly 200%. In other words, the level of FBO capacity existing within the industry during this time was twice the level of demand for FBO products and services.

The writings of Adam Smith and his classical economic theory seem particularly applicable to the FBO industry. Smith wrote, “When a sustained condition of excess supply (capacity) exists, the markets will cause the marginal suppliers to fall from the marketplace.” Ultimately, when the excess capacity of the FBO industry was combined with the effects of predatory pricing, marginal suppliers began to fail and the industry began to consolidate.

The consolidation phase, which occurred throughout the 1980s and into the 1990s, resulted as the market tried to reach a “rational balance” between the provision (supply) of FBO products, services, and facilities and needs (demand) of aviation consumers. During this same timeframe, after reaching a peak of 17,811 units shipped in 1978, general aviation aircraft manufacturing declined continuously until the early 1990s, reaching a low of 928 units (1994).

Today, it is estimated that there are approximately 3,400 FBOs in the United States at approximately 3,500 airports having paved runways in excess of 3,000 feet. While



APPENDIX G – FBO AND SASO BACKGROUND

consolidation is still occurring in the industry at certain airports and within certain markets, Aviation Management Consulting Group has observed the addition of new FBOs, the development of new facilities by existing FBOs, and the acquisition of FBOs over several growth cycles during the last 20 years. However, it is important to note that approximately 92% of these airports only have one FBO (or none).

The expansion, development and acquisition efforts over the last 20 years are being done by entities with more aviation experience, better business practices/skills, and/or significantly better financial resources than entities that entered the industry during the 1970s and 1980s.

Further, these new companies are changing the general aviation service industry from one focused primarily on aircraft fueling products and services to a focus on real estate management and development with aircraft fueling as a beneficial (and necessary) by-product. This change in focus has modified some investor financial objectives to returns more commonly found in the REIT industry (8% to 12%) than the historical returns of 15% to 20%. However, with this being said, there still remains opportunities for achieving historical returns through the acquisition of underperforming assets, leveraging the synergies of consolidation, and the financial leveraging of investments. This, in combination with the numerous private equity, public equity, hedge fund, and private investor entities with a focus on the FBO industry and the current and forecasted significant growth of the general aviation industry, has driven up the value of FBO and SASO business opportunities.

In summary, the FBO industry has, from its inception, imitated the classic economic model for the lifecycle of a business; concept (1920s to the 1950s), expansion (1950s through the late 1970s), maturity (late 1970s through the early 1980s), and decline (early 1980s through the mid 1990s). Today, however, the number of FBOs (supply) is now more in line with the level of demand that exists for FBO products, services, and facilities and Aviation Management Consulting Group is beginning to see a restart of the lifecycle similar to the expansion experienced in the 1950s through the late 1970s. However, the expansion will not be as dramatic and will be controlled by experienced business investors as opposed to just those individuals with a passion for the industry.



APPENDIX H – GENERAL AVIATION INDUSTRY TRENDS

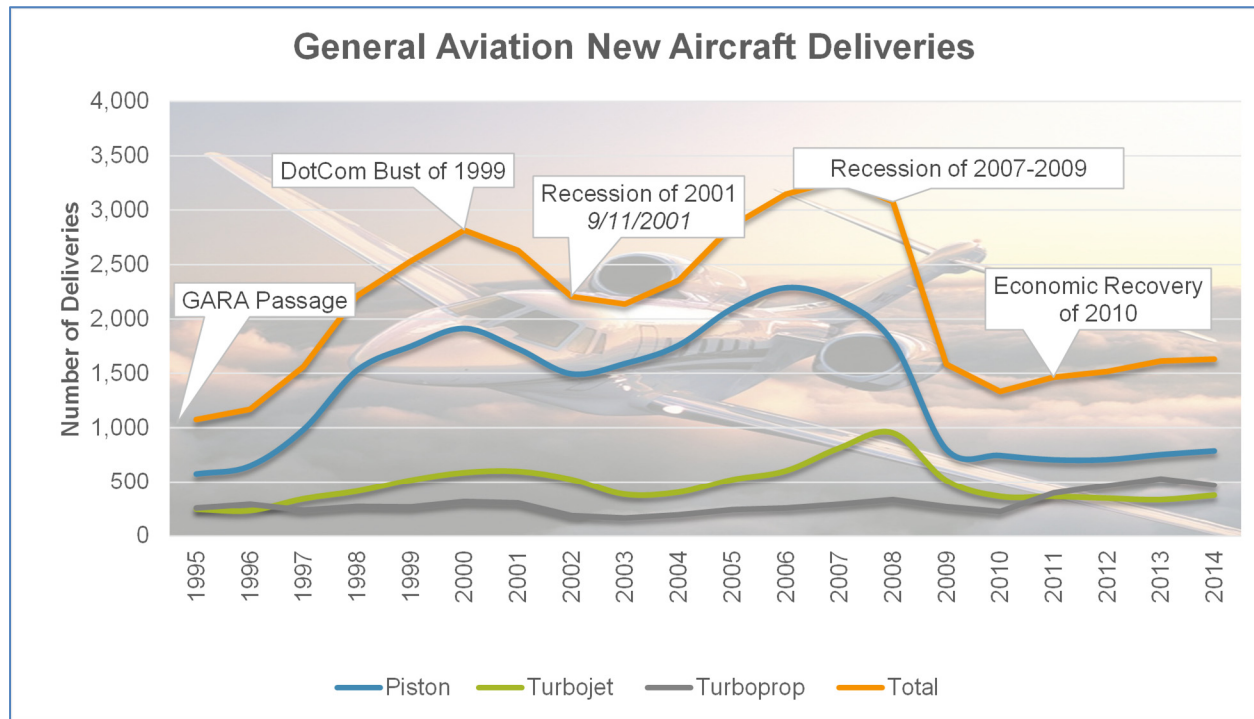
GENERAL AVIATION INDUSTRY TRENDS

General Aviation New Aircraft Deliveries

General Aviation new aircraft deliveries by US manufacturers reached a high of 17,811 in 1978 and then experienced a significant decline until bottoming out in 1994 at an industry low of 929 units. The significant decline during this period can be attributed to a number of factors including:

- Increased aircraft acquisition costs (relating primarily to the rising costs associated with product liability insurance)
- Increased operating costs (insurance, maintenance, fuel, etc.)
- Implementation of the “luxury” tax in 1986 and repeal of the Investment Tax Credit
- Increased air carrier service capabilities including regional and commuter carriers

Following this decline, *General Aviation* aircraft deliveries increased from 929 annual shipments in 1994 to 3,279 annual shipments in 2007 which represents an increase of 253% or a compounded annual increase of 10.2% over the period.





APPENDIX H – GENERAL AVIATION INDUSTRY TRENDS

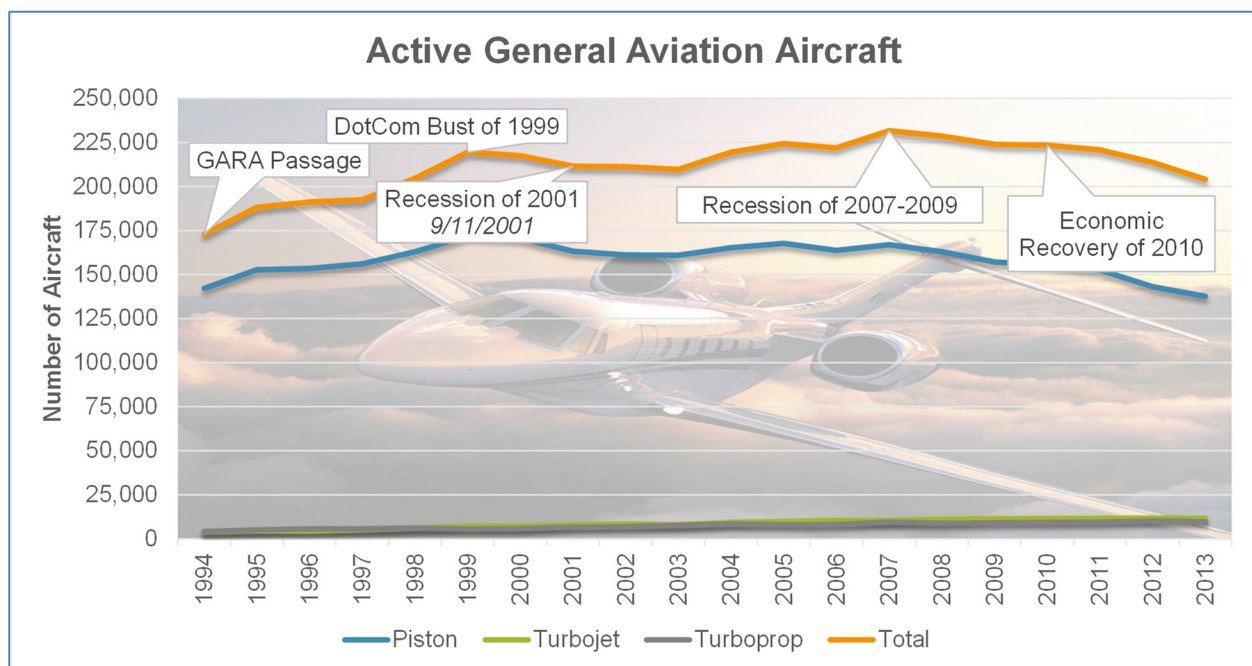
This significant increase was attributed to several factors, as follows:

- The passage of the General Aviation Revitalization Act (GARA) in 1994 that limited the liability of aircraft and aircraft parts manufacturers to 18 years
- The proliferation of fractional aircraft ownership programs
- A strong economy during the late 1990s to the mid-2000s (including low interest rates)
- Entrance by new aircraft manufacturing companies
- Introduction of new technologies (e.g., composite materials and glass cockpits).

Subsequently, annual *General Aviation* new aircraft deliveries decreased sharply from 3,279 in 2007 to 1,334 in 2010 due to the economic recession. Over the last 5 years, annual deliveries increased 22.3% to 1,631 or a compounded annual increase of 5.2%.

General Aviation Active Aircraft

As with new *General Aviation* aircraft deliveries, the number of active *General Aviation* aircraft hit a low in 1994 of 172,936. Since that time, the number of active aircraft increased to a high of 231,607 in 2007. This increase was attributed to the growth of experimental and turbine aircraft, the resurgence of new aircraft manufacturing (i.e., the growth of new aircraft deliveries and the number of companies developing Supplemental Type Certificate programs to modify and keep the aging aircraft fleet active). However, since the peak in 2007, active aircraft has dropped year after year. Over the last 5 years, active aircraft decreased 8.8% to 204,085 or a compounded annual decrease of 2.3%.

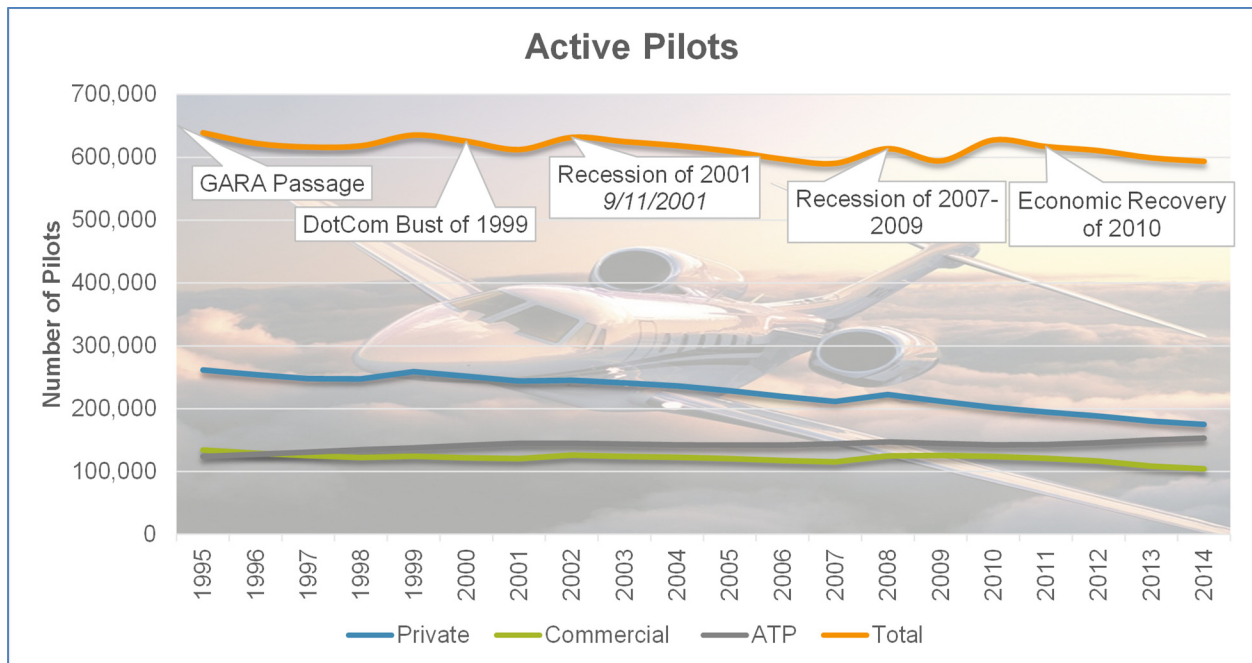




APPENDIX H – GENERAL AVIATION INDUSTRY TRENDS

Active Pilots

The number of active pilots in the United States decreased throughout the 1980s and 1990s. Since peaking at 827,071 in 1980, the number of active pilots has declined 27.6% to 593,499 active pilots in 2014. During this overall decrease, the number of active pilots increased slightly in the late 1990s and early 2000s which can be attributed to pilot development programs. Over the last 5 years, active pilots decreased 5.4% to 593,499 or a compounded annual decrease of 1.4%. Out of the 593,499 active pilots in 2014, 100,993 or approximately 17% hold a Certified Flight Instructor certificate and 306,066 or 52% hold instrument ratings.

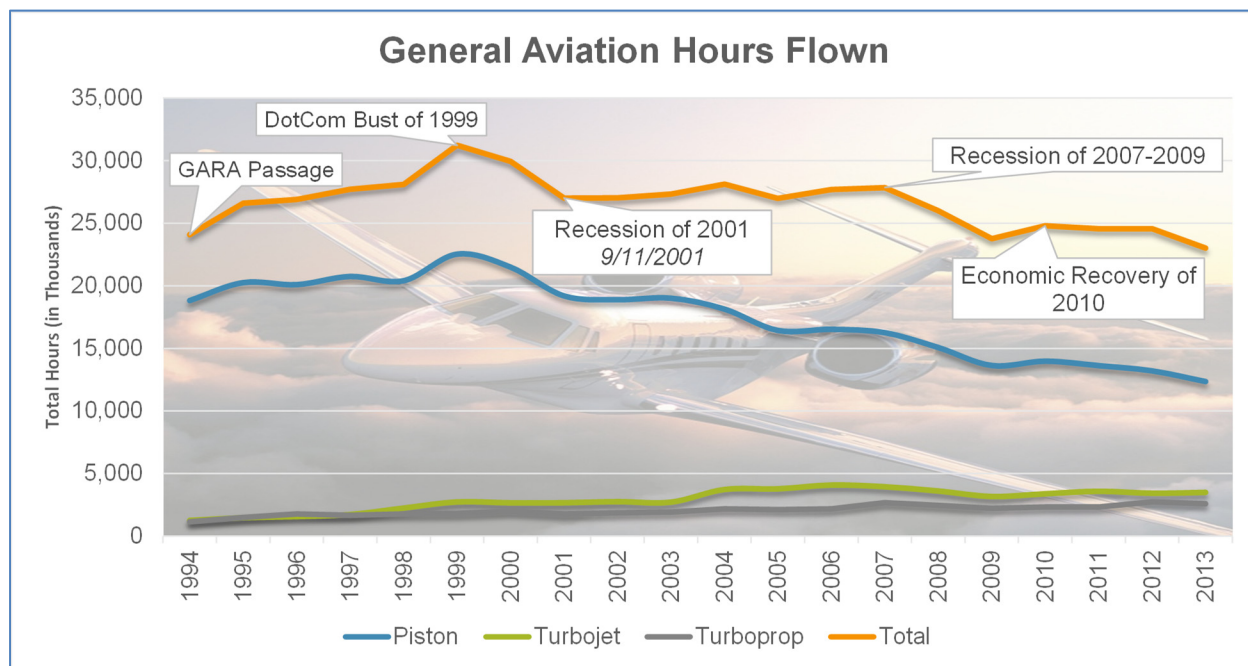


General Aviation Hours Flown

The total number of *General Aviation* hours flown in the United States reached a low in 1994 of 26,472,000 hours, which represents a decrease of 40.6% and a compounded annual decrease of 3.7% over the period from the high of 44,589,000 hours achieved in 1980 (which corresponds with the first year data was available). While this downward trend reversed for a period of time (*General Aviation* hours flown increased 30.1% or a compounded annual increase of 1.3% from 1994 to a peak of 34,450,000 hours in 2007). Over the last 5 years, *General Aviation* hours flown decreased 3.2% to 23,009,000 hours or a compounded annual decrease of 0.8%.



APPENDIX H – GENERAL AVIATION INDUSTRY TRENDS



While the number of hours flown by piston-powered aircraft have fluctuated (declining for the most part) since the 1994, the number of turboprop and turbojet aircraft hours flown have been cyclical (increasing for the most part) over this same 20-year period. These fluctuations can be attributed, in large part, to changes in the economy.

At first glance, the increase in the number of active general aviation aircraft since 1994 and the decline in general aviation hours flown since 1999 appear to be contradictory. However, these divergent trends are supported by the decline in the average number of hours flown per aircraft which has decreased from a high of 139.3 hours per aircraft in 1994 to 112.7 hours per aircraft in 2013.

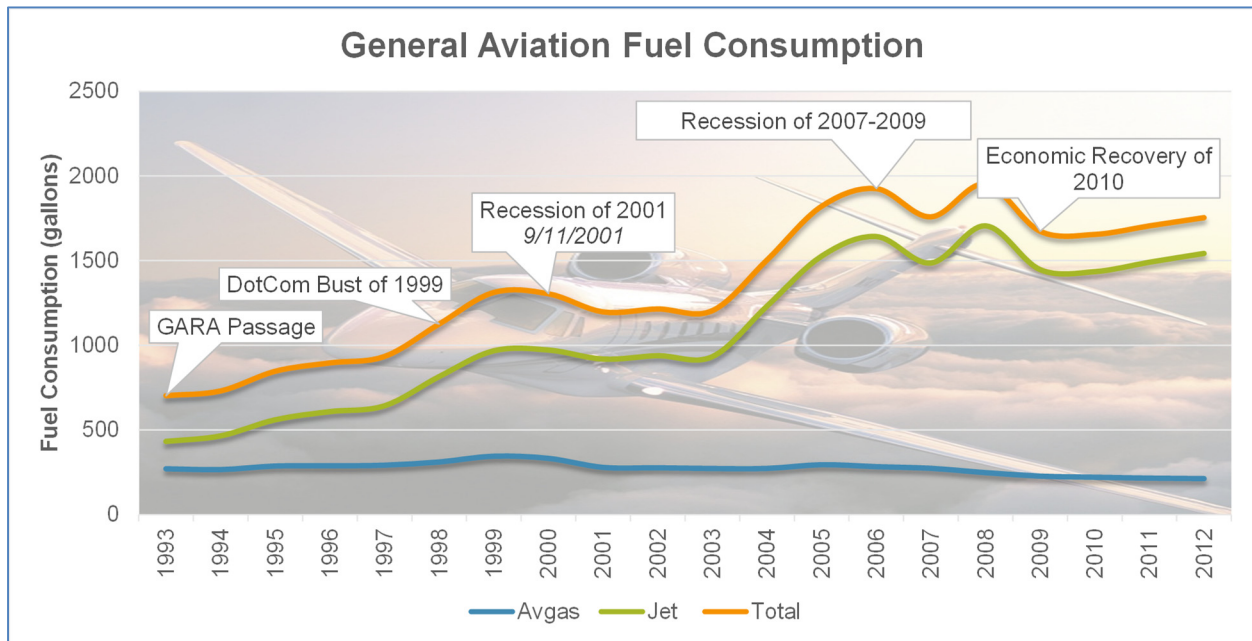
General Aviation Fuel Consumption

Total general aviation fuel consumption increased steadily from 1993 (702.8 million gallons) through 2000 (1,304.8 million gallons), which represented a total increase of 85.7% or a compounded annual increase of 9.2%. This trend can be attributed to an increase in aircraft manufacturing, expansion of fractional aircraft ownership, and a robust economy (particularly in the late 1990s). While general aviation fuel consumption declined slightly from 2000 through 2003 (due to the effect from the attacks of 9/11 and the economic recession that followed), general aviation fuel volumes rebounded to well past 2000 levels reaching 1615.80 million gallons in 2013.



APPENDIX H – GENERAL AVIATION INDUSTRY TRENDS

Aviation gasoline volumes experienced reasonable growth in the late 1990s only to be hit hard by the attacks of 9/11 and the subsequent recession. With the continued high oil costs this cost sensitive segment of the market continues to lose ground. FBO revenues and profits are typically driven by the turbine-powered segment of the market. As such, the recovery of jet volumes has been warmly received throughout the aviation service industry.



General Aviation Industry Forecasts

The following are based on forecasts developed by the FAA and respected industry forecasters.

- **Total Active General Aviation Aircraft** – Increase 0.4% annually through 2034
- **Turbine Active General Aviation Aircraft** – Increase 2.4% annually through 2034
- **Total Hours Flown in General Aviation Aircraft** – Increase 1.3% annually through 2034
- **Total Turbine Hours Flown in General Aviation Aircraft** – Increase 2.9% annually through 2034
- **Active General Aviation Pilots** – Increase 0.1% annually through 2034
- **New Business Jet Deliveries** – Increase 4.0% annually through 2024



APPENDIX B – SWOT ANALYSIS RESULTS



CITY OF BATTLE CREEK
W.K. Kellogg Airport
15551 South Airport Road
Battle Creek, MI 49015
(269) 966-3470

SWOT Analysis Results and Mission and Vision Statements

CITY OF BATTLE CREEK

W.K. Kellogg Airport (KBTL)

August 12, 2015



I. INTRODUCTION

As part of the development of the W.K. Kellogg Airport (Airport) Strategic Business Plan (Plan), the Planning Committee (Committee) met with Aviation Management Consulting Group (AMCG) on Monday, July 13, 2015 to review and discuss the results of the Strength, Weaknesses, Opportunities, and Threats (SWOT) Analysis Survey. The Committee participated in a wide-ranging discussion on the survey results and identified the SWOT elements that most reflected the Airport's SWOT in each of the respective categories and those elements that will set the stage for establishing the Airport's mission, vision, and goals.

II. STRENGTHS

Strengths are internal items accomplished particularly well or unique assets of the Airport, especially in comparison to competitive and comparable airports. Strengths need to be preserved, built on, and leveraged.

Synopsis

The Committee focused on the strength of the Airport's / City's ability to raise the necessary funds (through a variety of sources) for needed capital improvements at the Airport, including maintaining the existing runway's length. There was also considerable discussion related to the strength of the Airport's management and staff and the abundance of readily available land for future aeronautical and non-aeronautical development.

List of Airport Strengths (as determined by the Committee)

- Bonding/Taxing Authority
- Airport Management
- Airport Layout Plan
- Snow Removal/Mowing
- Runways (approach/length/capacity)
- Air Traffic Control Tower
- Security
- Developable Land (aeronautical and non-aeronautical)
- Airport Administration, Operations, and Aircraft Rescue and Firefighting Facilities



III. WEAKNESSES

Weaknesses are internal items that: (1) are not accomplished particularly well; (2) hinder or prevent desired performance; or (3) are acutely lacking or need to be improved. Weaknesses need to be addressed and remedied.

Synopsis

There was discussion related to the role of an Airport Advisory Body to provide benefit to the City Commission and Airport management and staff – there wasn't a consensus as to its benefit to the City. The Committee also discussed the overall benefit of an effective marketing program and the lack of sufficient revenues to make the Airport self-sufficient.

List of Airport Weaknesses (as determined by the Committee)

- Lack of Airport Advisory Body
- Current Financial Resources and Allocation
- Lack of Marketing Program
- Airport Name Recognition (within the aviation industry)
- Lack of Airport Strategic Business Plan
- Lack of Primary Management and Compliance Documents
- Lack of Current/Updated Airport Master Plan
- Landside Traffic Control
- Aircraft Storage Facilities (Type, Size, Number, and Condition)

IV. OPPORTUNITIES

Opportunities are external items that could help realize the mission and vision for the Airport. Opportunities are typically identified by studying changes or trends in the industry, the marketplace, and the community (or at the Airport). Opportunities need to be seized or capitalized on.

Synopsis

The Committee discussed the synergistic relationships between the Airport and the Fort Custer Industrial Park – air freight opportunities, corporate flight departments, and the Airport's ability to provide existing and future access to the air transportation system. There was also considerable discussion on the opportunities associated with the Air National Guard and Western Michigan University.



SWOT ANALYSIS RESULTS

List of Airport Opportunities (as determined by the Committee)

- Fort Custer Industrial Park
- Commercial Aeronautical Tenants (specifically Duncan and Western Michigan University)
- Air National Guard
- Battle Creek Unlimited/Southwest Michigan First (economic development)

V. THREATS

Threats are external items that could threaten the realization of the Airport's mission and vision. Threats are typically identified by studying changes or trends within the industry, the community, and the marketplace (or at the Airport). Threats need to be managed or, if possible, eliminated.

Synopsis

The Committee discussed the current (and future trends) in the General Aviation industry. Many Committee members expressed concerns related to the ever diminishing piston aircraft fleet and its impact on the aviation service providers at the Airport (both now and in the future). There was also discussion related to the potential impact if the Air National Guard facility was closed/relocated by the federal government.

List of Airport Threats (as determined by the Committee)

- Trends in the General Aviation Marketplace (especially related to piston aircraft)
- Competitive Airports (Kalamazoo/Battle Creek International)
- Air National Guard (base closure)
- Western Michigan University – College of Aviation (relocation)
- Demographics/Labor Force (lack of skilled labor)

VI. OTHER GENERAL DISCUSSION POINTS

- Need to expand non-aeronautical uses at the Airport to enhance revenue generation.
- Airport Master Plan needs to be updated to reflect contemporary environment and to establish a land-use plan for future development.
- Develop new industries on or near the Airport to expand the Airport's revenue generating capabilities.
- The Air Traffic Control Tower provides a vital service at BTL that needs to be preserved into the future.



VII. MISSION STATEMENT

Definition of an Airport Mission Statement

A mission statement conveys the reason for an airport's existence and may identify the core competencies as well. The direction provided in the mission statement helps guide decision making, dictate conduct, and shape performance on a day-to-day basis.

Following the discussion on the SWOT analysis survey results during the Committee meeting on Monday, July 13, 2015, the Committee brainstormed the following reasons for the Airport's existence and identified several core competencies of the Airport, as follows (placed in no certain order or priority):

- To provide a safe and efficient air transportation facility
- To serve the needs of general aviation, military, non-scheduled air service, and air cargo
- To provide access to the National Air Transportation System
- To be an economic engine for the local community and State
- To provide access from/to the World from/to the local community
- To provide support for providers of commercial aeronautical activities
- Efficient with limited resources

Based upon the above information, AMCG provides the Committee for review and consideration the following draft Mission Statement for the Airport.

Proposed Mission Statement for W.K. Kellogg Airport

To operate, manage, and develop a safe, secure, and efficient airport that connects the Battle Creek local community with the National Air Transportation System and the World by:

- providing exceptional airside and landside infrastructure and amenities;
- delivering high quality aviation products, services, and facilities;
- encouraging compatible aeronautical and non-aeronautical development on and nearby the Airport; and
- sustaining a positive economic impact in the community.



MISSION AND VISION STATEMENTS

VIII. VISION STATEMENT

Definition of an Airport Vision Statement

A **Vision Statement** articulates the aspirations for the Airport; it is a picture of success.

Due to time limitations, the Committee was unable to brainstorm vision aspirations during the Committee meeting on Monday, July 13, 2015. AMCG provides the Committee for review and consideration the following draft Vision Statement for the Airport.

Proposed Vision Statement for W.K. Kellogg Airport

To be the preferred general aviation, military, air cargo, and non-scheduled air carrier service airport in the Southwest Michigan Region, while striving to be as financially self-sufficient as possible.