



ADDISON AIRPORT STRATEGIC PLAN

2013



EXECUTIVE SUMMARY

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Addison Airport is the single most valuable asset owned by the Town of Addison and its citizens. As such, it is essential that the airport be operated and developed with the interests of its citizen-owners at the forefront to facilitate economic development for the region. It is also part of a unique community, and its future development must reflect the values – including the aesthetic values – as well as the goals and aspirations of citizens of Addison and the City Council representing those citizens.

The purpose of this Strategic Plan is to establish broad policy goals for the development of Addison Airport through the next 20 years and beyond. The plan is not an airport “road map”; it is meant to provide guidelines and context for making decisions regarding future development.

Some Airport History

Addison Airport was established in 1957 by a group of private investors and run as a private business enterprise until it was acquired by the Town of Addison (with FAA assistance) in 1976. From 1976 through December 31, 2000, the airport was managed and operated by Addison Airport of Texas, Inc. (AATI). AATI was owned by Henry Stuart, who was the Airport Manager recruited by the airport’s original owners in 1957.

On January 1, 2001, management and operations of the airport were contracted by the Town to the Washington Staubach Addison Airport Joint Venture (WSAAV), a joint venture of Washington Group International and Staubach Airport Management, Inc. WSAAV operated the airport on behalf of the Town through September 30, 2010 when the old contract expired and management responsibility passed to URS and SAMI Management, Inc. (successor companies of the WSAAV joint venture partners) under two new, separate contracts. Under the new agreements, URS provides overall management, operations, and maintenance services while SAMI Management, Inc. handles real estate services.

At its grand opening ceremonies, Addison Airport was marketed as “the World’s Largest Exclusively Executive Airport”; the airport has been focused on serving business aviation throughout its 55+ years of operation. While business aviation has been the primary focus at Addison, other aviation uses are also welcomed and accommodated.

Addison Airport’s Role in the National Airspace System

Addison is a General Aviation (GA) airport and an FAA-designated Reliever for the region’s two commercial service airports, Dallas–Fort Worth International (DFW) and Dallas Love Field (DAL). Addison also resides in the very top tier of GA airports in the country – a position confirmed by the FAA’s recently-released “ASSET” study, in which Addison was recognized as one of only 84 “National” GA airports among more than 3,000 GA airports in the national airport system plan. Addison is the pre-eminent GA Reliever airport in the State of Texas.

Throughout its life, Addison Airport has always been financially self-sufficient. Moreover, it currently contributes in excess of \$1 Million annually to the Town’s General Fund through taxes on building improvements and business property (aircraft) based at the airport. The airport also contributes significantly to economic growth and development in the region: a 2011 study concluded that Addison Airport supports 2,340 jobs and has an annual economic impact of \$370 Million.

A Guide for Development

This Strategic Plan is a guide for the next 20 years as Addison seeks to build on the already-considerable success of its airport. The Strategic Plan recognizes and confirms Addison Airport’s status as one of the top GA Relievers in the country as well as its economic value to the North Dallas region. Key elements of the Strategic Plan are the Value Proposition, Vision Statement, and Goals. The plan also identifies strategies and tactics to explain the “how” behind achieving those goals.

The Town of Addison's Value Proposition for Addison Airport is to exemplify the general aviation industry's "best business practices", maintaining consistency with the Town of Addison's own "best product" value proposition emphasizing innovation and creativity.

Thus, the Town's Value Proposition directive for Addison Airport is:

Best Product – to be an industry-leading Reliever airport serving the needs of aviation commerce and general aviation.

The Town's aspiration for the airport, or Vision Statement, is an adaptation of the Town of Addison's corporate vision statement:

To be a safe, thriving General Aviation Airport that delivers the "Addison Way" with superior services, an attractive appearance and enhanced sense of community, offering a high-quality experience for tenants, businesses, visitors, and all stakeholders. Addison Airport will lead the way in creativity, innovation, and environmental and fiscal responsibility within a culture of excellence and regard for others.

The Town's three primary goals for the airport are:

GOAL 1

Continue to enhance the airport's overall value for the benefit of stakeholders

GOAL 2

Fully integrate the airport with the Town of Addison

GOAL 3

Continue to promote industry-leading practices in all aspects of airport management, development, operations, and maintenance

Section 4 of the Strategic plan outlines the strategies and tactics that will be employed to achieve these goals. Section 5 addresses policy implementation issues, specifically how the plan is intended to be applied, action time frames for pursuit of various tactics identified in Section 4, and provisions for periodic review and update of the Strategic Plan. The Strategic Plan concludes with Findings and Recommendations in Section 6.

Issues addressed in the Findings and Recommendations include: airport certification status (confirming the intent to continue as a GA Reliever); financial planning (necessary to support airport improvements and redevelopment); economic development (using the airport to support and promote economic development not just for Addison, but also including neighboring communities in the North Dallas region); airport redevelopment, land use, infrastructure, and aesthetics; land acquisition strategies (acquiring additional land to protect and expand the airport); "airport-community interface" considerations (building and maintaining support for the airport in the surrounding communities); new accommodations for small aircraft; aviation fueling (addressing another issue of concern to the light aircraft market); and finally, updating the Airport Master Plan.

In summary, this Strategic Plan outlines broad policies and goals for maintaining and enhancing the value of Addison Airport for the benefit of all of its stakeholders, but particularly for the benefit of its citizen owners.

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STRATEGIC PLAN

1. INTRODUCTION AND PURPOSE

This Strategic Plan has been developed by a team consisting of two members of the Addison City Council and senior staff from the Town of Addison and Addison Airport. The Addison Airport Strategic Planning Team members are:

Blake Clemens, Mayor pro Tempore

Neil Resnik, City Council Member

Lea Dunn, Deputy City Manager

Mark Acevedo, Director of General Services

Orlando Campos, Director of Economic Development

Joel Jenkinson, Airport Director

Darci Neuzil, Airport Deputy Director

Bill Dyer, Airport Real Estate Manager

The purpose of this Strategic Plan is to establish broad policy goals for the development of Addison Airport through the next 20 years. This plan is not a “road map”; it is meant to provide guidelines and context for making decisions regarding future development of the airport. The environment in which the airport operates – including economic and market forces, technology, regulatory, and a host of other factors – will surely change in unanticipated ways. Therefore, it is essential that this plan be periodically updated and that it permits sufficient flexibility to adapt to changing conditions. Perhaps most importantly, the plan must be maintained in alignment with the goals and aspirations of the citizens of Addison and the City Council representing those citizens.

2. BACKGROUND AND HISTORY

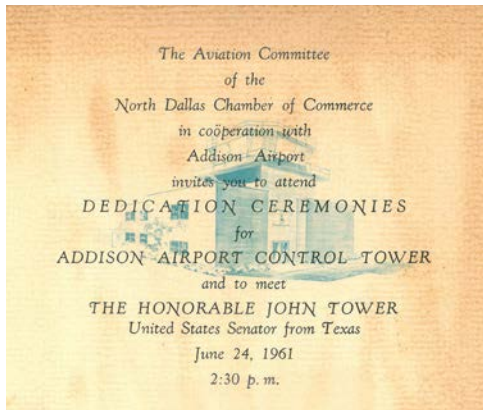
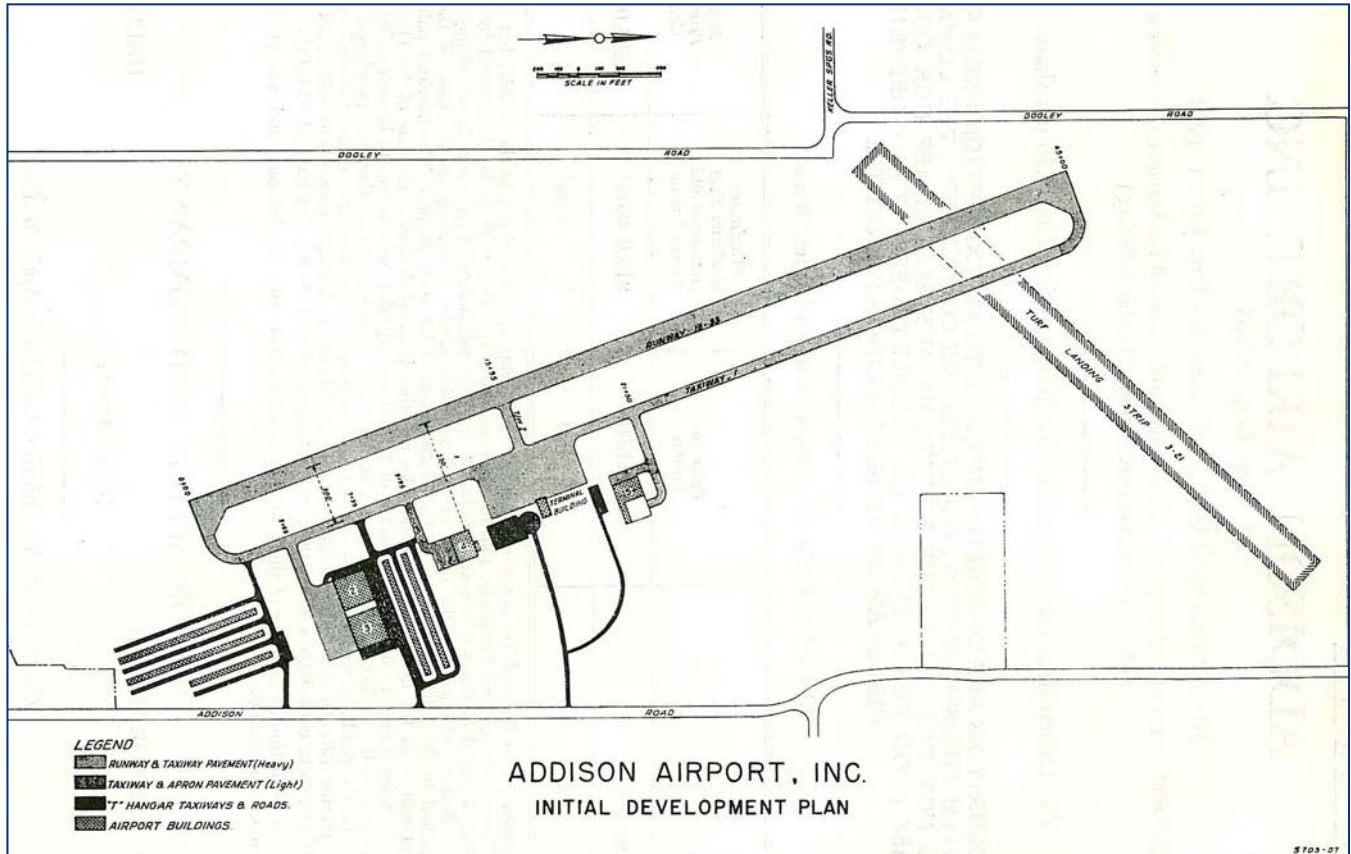
2.1 Airport History and Development

Addison Airport was established in 1957 by a group of Dallas businessmen led by John Murchison and W.T. “Bill” Overton. These two men, along with Toddie Lee Wynn, Jr., James I. DeLoache, and W.D. DeSanders, served as the original Directors of Addison Airport, Inc., the private corporation formed to develop the new airport. Groundbreaking ceremonies for the \$2,291,000 project – financed entirely with private funds – were held on March 16, 1957. The original airport featured a 4,500-foot long by 100-foot wide asphalt runway (Runway 15-33) and a 3,200-foot long by 200-foot wide packed turf crosswind runway (Runway 3-21) on a 400-acre site in the largely undeveloped northern suburbs of Dallas. A grand opening ceremony for the airport was held on Friday October 18, 1957.

From the very beginning, Addison Airport was focused on serving the needs of business aviation. At the grand opening ceremony, a sign welcomed attendees to “the World’s Largest Exclusively Executive Airport” while press releases billed it as a “haven for the executive flyer”. Site selection was based in large part on a survey of aircraft owners: the site was purposely chosen because it was conveniently close to those who owned private aircraft, the majority of whom lived in or near North Dallas. Henry Stuart, the operator of Park Cities Aero Services, was selected as the General Manager of the new airport and appointed to the position of Vice President of Addison Airport, Inc.

On July 15, 1960, groundbreaking ceremonies were held for an air traffic control tower for Addison Airport; less than a year later, the facility was completed and a dedication ceremony was held on June 24, 1961. Addison’s air traffic control tower was the first such facility at a privately owned and operated airport to be staffed by FAA personnel.

The initial development plan for Addison Airport (1957).



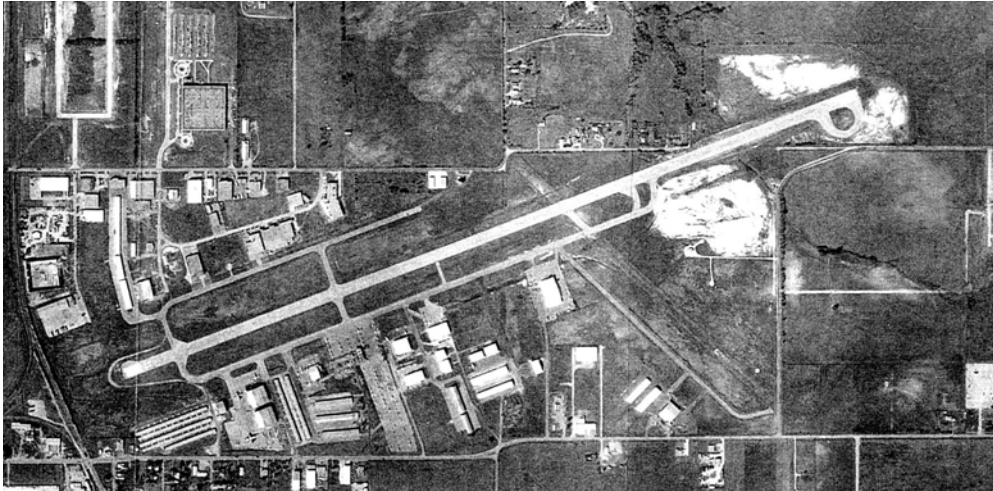
Invitation to the Dedication Ceremony for the Addison Airport air traffic control tower (June 24, 1961).



Invitation to the Grand Opening of Addison Airport (October 18, 1957).

By the mid-1970's, a number of smaller airports closer to downtown Dallas – including the Park Cities and Highland Park airports – had been overrun by development and closed. The FAA, recognizing the importance to the national air transportation system of smaller airports serving business and private aviation interests, took steps aimed at protecting Addison Airport from suffering a similar fate. In 1976, the FAA approached the Town of Addison with a proposal for the Town to acquire the airport and become its public sponsor. The Town eventually agreed to the proposal, and with the assistance of an FAA grant providing 90% of the \$8 Million purchase price became the new owner of Addison Airport in 1976.

(Top) Aerial view of Addison Airport, October 1973. (Bottom) Aerial view of Addison Airport, May 9, 1984.



reached its current length of 7,202 feet by 1973. By the early 1980s, the cross-wind runway (Runway 3-21) had been abandoned, partly in response to noise concerns and partly to enable additional development of the airport's northeast quadrant.

The decade of the 1980s was one of growth and controversy for the airport. A dispute with FAA related to grant assurance compliance issues resulted in suspension of federal funding for airport improvement projects in 1981, and the airport did not receive another FAA grant until 1987. By 1988, the Town of Addison had made the decision to take a more active role in the operation of the airport and

While the Town agreed to become the owner of the airport, Town leaders did not desire to operate the airport using Town staff. Henry Stuart, who had been managing the airport from the beginning, agreed to provide the \$800,000 that constituted the Town's 10% share of the purchase price for the airport in exchange for a 20-year contract for Addison Airport of Texas, Inc. (AATI, Mr. Stuart's company) to continue operating the airport. AATI was additionally required to contribute \$100,000 towards the construction of an airport road.

Throughout the 1970s, many improvements to the airport's physical infrastructure were made. Extensions were added to both ends of the primary runway (Runway 15-33) which

began an evaluation process that examined fuel flowage fees and airport maintenance practices. This resulted in a 1990 amendment to AATI's operating agreement and the establishment of an Upkeep Fund that enabled the Town to exert more influence over maintenance matters. During the course of negotiations between AATI and the Town, FAA indicated a willingness to fund capital improvements if the Town assumed greater control over the operation of the airport. In 1997, the "Addison Airport 2001 Committee" was formed; the Committee provided a report to the Addison City Council containing recommendations for the operation of Addison Airport following the expiration of the agreement with AATI on December 31, 2000. The Committee recommended continuing privatized manage-

Aerial view of Addison Airport, May 29, 2010.



operator, after an initial operating period it became apparent that the structure of the airport operating agreement was somewhat problematic. In particular, the compensation structure was complex and difficult to explain; the Town desired greater transparency. As a result, in 2006 the Town gave notice of intent not to extend the current WSAAV operating agreement beyond its primary term in favor of negotiating a new operating agreement. During the course of negotiations, a decision was made to negotiate two separate new operating agreements, one with each of the two partners in the WSAAV joint venture. Two new contracts were successfully negotiated – one with URS to provide airport management, maintenance, and operations services, and the other with SAMI Management, Inc. to provide real estate management services – and went into effect on October 1, 2010. Although services are provided by two different companies, staff from both work in close cooperation and for most practical purposes function as a single, well-coordinated airport staff.

2.2 Economic Role and Impact

With over 700 based aircraft and approximately 100,000 annual aircraft operations, Addison Airport is an important amenity for area residents and businesses, enhancing quality of life and regional economic competitiveness. Airport tenant operations make Addison Airport an important regional employment center as well. Based on an economic impact analysis commissioned by the Texas Department of Transportation and conducted in 2011 by the University of North Texas, approximately 2,340



One of the many jobs provided by Addison Airport: a line service technician fuels a business jet.

jobs with a payroll of over \$136 Million are generated at the airport. Addison Airport provides transportation services to the large corporate community in Dallas, Collin, and Denton Counties. It is estimated that the overall annual economic impact of the airport to the North Texas region is \$370 Million. Between 2006 and 2010, capital expenditures for infrastructure improvements generated \$3.4 Million in economic activity that created 28 job-years of employment (a job-year equals one job lasting one year). In 2011, the airport's runway pavement was rehabilitated and associated lighting, signage, and drainage were also improved, all funded by an \$11.6 Million Airport Improve-

Hangar construction in November 2011. This \$4 Million project was financed with private funds.



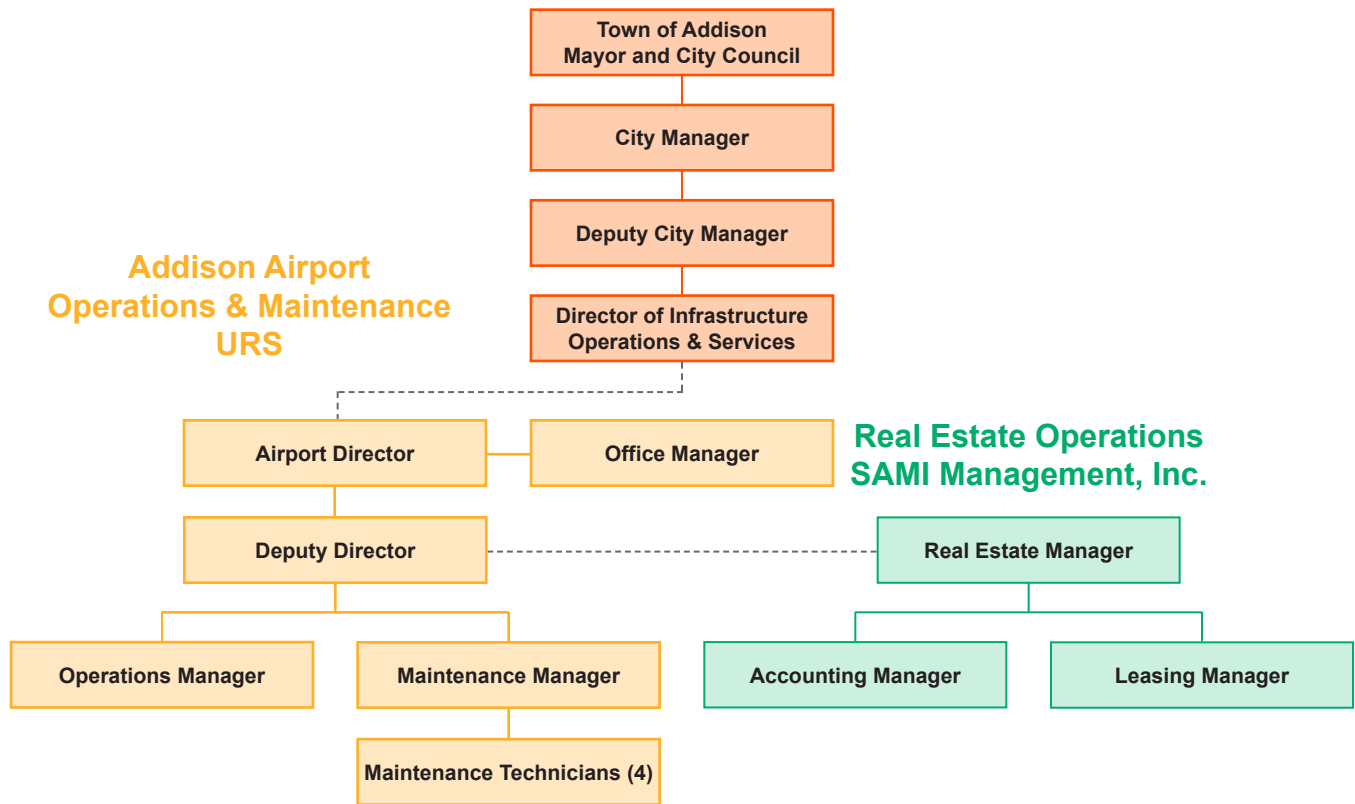
ment Program (AIP) grant from FAA and TX-DOT Aviation. In fall 2012, work began on the reconstruction of Taxiway Alpha; this project is funded by another AIP grant of just under \$10 Million. The project is expected to be complete in fall 2013. AIP grants are funded at 90% from Federal and State sources, with a 10% local match.

In addition to capital expenditures on public infrastructure improvements, the airport has attracted substantial private investments in airport facilities. Five privately funded projects were completed in 2009-2012; these five projects represent \$15 Million of private capital invested in Addison Airport in a four-year span, during a recession.

In summary, Addison Airport plays a vital role in the regional economy, providing significant employment opportunities and air transportation services to the community. Over the past five years, the airport has attracted more than \$40 Million in public and private capital investments in facilities and infrastructure.



Addison Airport's \$11.6 Million runway rehabilitation project (2011) was funded 90% by an Airport Improvement Program (AIP) grant with a 10% local matching share.



2.3 Addison Airport Governance

Addison Airport is owned by the Town of Addison, which serves as the public sponsor for purposes of obtaining and administering Airport Improvement Program (AIP) grant funding from the FAA through the block grant program established with TX-DOT Aviation to fund improvements at general aviation airports in the State of Texas. As with all major Town functions, the Mayor and City Council have policy and oversight responsibilities for the airport.

The airport is operated by two private companies, each providing distinct services under separate contracts but functioning together as a unified airport staff. These two companies are the successors of the WSAAV joint venture partner companies. URS, with nine employees including the Airport Director, provides management, operations, and maintenance services; SAMI Management Inc., with three employees, provides real estate management, leasing, and accounting services.

The Airport Director reports to the Town of Addison’s Director of Infrastructure Operations and Services, who in turn reports to the Deputy City Manager. The Deputy City Manager reports to the City Manager, who is the primary point of contact with the Mayor and City Council. This organizational structure is represented in graphical form above.

2.4 The Strategic Planning Process

The strategic planning process began in the fall of 2011 with the formation of the airport strategic planning team. The team began its process by reviewing the current status of the airport, including the market(s) being served, and identifying critical issues that will affect the development of the airport in the near future.

The team had no preconceptions or any pre-determined outcome in mind: everything was “on the table” and as many points of view and options for future development that could be gathered were given full consideration.

Key steps in the strategic planning process are briefly reviewed hereafter. These key steps included a huge, sustained data collection effort; development of organizational tenets (a value proposition and a vision statement); development of goals, along with strategies and tactics to achieve those goals; and finally, development of key findings and recommendations. Supporting documentation is contained in the Appendices.

(Top Left) Addison Airport’s air traffic control tower, (Top Right) a Swiss-registered global express business jet takes off from Addison airport. (Bottom) Addison Airport, February 5, 2011: hosting numerous visitors for Super Bowl XLV. Addison was the only airport in the region, including DFW International and Dallas Love Field, that never closed in the week leading up to Super Bowl.



2.4.1 Review of Current Status

Perhaps the first question to be addressed by the team was “what is the current status of Addison Airport?” Included in the consideration of this question was Addison Airport’s place in the NPIAS (National Plan of Integrated Airport Systems). Airports in the NPIAS can be divided into two broad categories: commercial service (serving air carrier operations, with airport certification under 14 CFR Part 139) and general aviation. The Federal Aviation Administration (FAA) has long classified commercial service airports into different categories based on numbers of passengers served, but until very recently made no distinctions among general aviation (GA) airports other than

designating certain larger GA airports as “Relievers” for nearby commercial service airports. Addison always has been and always will be a GA airport, and is an FAA-designated Reliever for Dallas–Fort Worth International (DFW) Airport and Dallas Love Field (DAL). Addison is in the very top tier of GA airports in the country – a position confirmed by the FAA’s recently-released “AS-SET” study, in which Addison was recognized as one of only 84 “National” GA airports among more than 3,000 GA airports in the NPIAS – and is the pre-eminent GA Reliever airport in the State of Texas.

Addison Airport, February 5, 2011: hosting numerous visitors for Super Bowl XLV.

Signage for Naples Municipal Airport (APF) which the strategic planning team visited on June 8, 2012.



Addison was the only airport in the region – including DFW International and Dallas Love Field – that never closed in the week leading up to Super Bowl.

The conclusion of the strategic planning team at this stage was that Addison Airport is and should continue to be a “high-end” GA Reliever airport. Attempting to “move up” by seeking Part 139 certification and airline service does not make sense for Addison, and neither would downgrading the airport to make it any less than what it currently is. The airport’s role in the NPIAS was affirmed. At the same time, the team recognized that there clearly are opportunities to improve Addison Airport; consequently, this Strategic Plan is focused on improving the airport consistent with its current role as one of the most important GA Reliever airports in the NPIAS.

2.4.2 Identification of Critical Issues

Very early in the strategic planning process (in the fall of 2011) the team identified several critical issues that team members believed would need to be addressed in the immediate to near future. While these “critical issues” were an initial focus of the team, as the planning process evolved it became apparent that these issues needed to be addressed in the larger context of

a comprehensive strategic plan. As a result, this strategic plan is focused primarily on broader policy issues and goals and to a much lesser extent on specific issues.

2.4.3 SWOT Analysis

The planning team conducted a “SWOT” (strengths, weaknesses, opportunities, threats) analysis relatively early in the process, and then revisited that analysis later in the process, after visiting a number of other airports and collecting additional data. The SWOT analysis is discussed and summarized in Appendix C.

2.4.4 Goals and Strategy Development

Development of goals and strategies to attain those goals is a critical part of the strategic planning process. The team spent several sessions over a period of many months, discussing and developing goals and strategies. There were no preconceived end results or predetermined outcome; everything was “on the table” for discussion. New data collected through various sources was considered in each iteration of this development process. Final goals and the strategies and tactics to be used to achieve these goals are outlined in Section 4 of this plan.

2.4.5 Data Collection

The strategic planning team spent many months collecting data from a variety of sources. The team adopted a philosophy in data gathering that “we don’t know what we don’t know” and as a result actively sought input from a wide variety of sources.

AIRPORT VISITS

One of the most important pieces of the strategic planning team’s data collection efforts was a series of visits to other general aviation airports. The basic idea was to visit airports having reputations for being well run or having other characteristics that would be of interest to the team, meet with the people responsible for the operation of those airports, and gather “best practices” that could be applied here in Addison. In a sense, it was a quest to appropriate some of the best ideas from some

of the best GA airports in the country. Careful consideration was given to the selection of airports to visit; a listing of airports visited is included as Appendix D.

Visits to other airports were conducted through the spring and summer of 2012. In each of these visits, the strategic planning team met with key personnel (including not just airport staff, but also local officials having oversight responsibility for their airport) and toured the airport. Every airport the team visited was very different, an observation that supports the old adage, “when you’ve seen one airport, you’ve seen one airport.” However, all of these airports, as different as they are, had at least one thing in common: every airport we visited knew who and what they are in terms of the market niche they were serving and their business model to serve that market. The staff and officials at each of these airports understand and stay focused on what they do well. This commonality became a key take-away from our visits; the team concluded that this is an essential, defining characteristic of a well-run airport.

(Top Left) Centennial Airport (APA) air traffic control tower. (Top Right) Light aircraft line up for departure from Addison
(Bottom) A private hangar development at Scottsdale Airport (SDL).



STAKEHOLDER INPUT

Stakeholder input was sought in the planning process through meetings and surveys. At this stage of the process, the focus was on airport tenant and business stakeholders, not the wider stakeholder community (which the team believed would have been premature). Going forward, input will be solicited from the wider stakeholder base, as detailed in Section 4 of this Strategic Plan.

A key take-away from the stakeholder input process is that different stakeholders often have widely divergent views of what they want the airport to do and be. However, it is important to understand the needs and desires of all the various stakeholders in order to strike appropriate balances between competing interests.

TENANT SURVEYS

Two surveys of airport tenants were conducted in August-September 2012. One survey was geared towards businesses,

and the other was targeted towards T-hangar and patio hangar tenants; the purpose of these surveys was to solicit input for the development of this Strategic Plan. The surveys with complete results are included as Appendices E.1 and E.2.

A key takeaway from the surveys was that the responses and perceptions of the patio hangar and T-hangar tenants were very different from those of the businesses. Patio and T-hangar tenants operate (almost exclusively) small piston-engine aircraft

Aerial view of Addison Airport, May 12, 2012, following completion of the runway rehabilitation project and two large private hangars on Taxiway Victor (far left center of image).



and as a group tend to be focused primarily on fuel cost and hangar rents. Airport businesses are a more diverse group, with more diverse views and concerns.

TARGETED STAKEHOLDER VISITS

Beginning in early 2012, the strategic planning team visited a select number of airport businesses. The purpose of these visits was both to learn about the businesses and to solicit their input on the future direction of Addison Airport. The team visited a variety of businesses including FBOs, maintenance and avionics shops, Part 135 cargo and charter operators, and flight schools. A key question that was asked at every visit was “What could the airport do (or do differently) that would help your business?”

VISITS WITH FAA AND TX-DOT AVIATION

The strategic planning team also visited the FAA (Southwest Region – Airports Division) and TX-DOT Aviation at their respective offices in Fort Worth and Austin. In these meetings, the

team began with a short presentation regarding the strategic planning process, covering the “what” and “why”, before engaging in dialog with agency officials regarding the plan. Both FAA and TX-DOT were very supportive of the process and had useful comments and suggestions for the team.

AIRPORT TENANT MEETINGS

Four meetings with airport tenants were held. Two meetings included T-hangar and patio hangar tenants and other operators of smaller piston-engine aircraft. The other two meetings were aimed at soliciting the input of airport businesses. These meetings supplemented information gathered from the tenant surveys.

ADDITIONAL DATA SOURCES

Numerous additional sources of data were accessed and used by the planning team. Many sources are public documents and industry publications, such as FAA Advisory Circulars, the FAA “ASSET” report on GA airports, FAA Grant Assurances (appli-

cable to airports receiving AIP grant funding), and various reports produced by the Airport Cooperative Research Program (ACRP). The team also used internal sources including airport lease files and operational records. Finally, the team also considered the strategic planning document (incorporating the value proposition and vision for the Town of Addison) that was produced and adopted by the Addison City Council in 2012.

2.4.6 Consideration of a Value Proposition and Vision Statement

The most important piece of the strategic plan is the clear articulation of the airport's "value proposition" and vision statement. The value proposition defines in broad terms what kind of organization the airport will be and what levels of services it will provide to its customers, while the vision statement is, in the simplest terms, a statement of the Town's aspirations for the airport going forward. All of the data and input gathered throughout the strategic planning process was weighed and considered in the development of a value proposition and vision statement for the airport, which is considered in the next section of this plan.

3. ORGANIZATIONAL TENETS

3.1 Value Proposition

An organization's value proposition is, after in-depth analysis, its proclamation of the benefits, costs, and value it believes it can deliver to its customers, prospective customers, and stakeholders within and outside the organization.

The Town of Addison's value proposition for Addison Airport is to exemplify the general aviation industry's "best business practices", maintaining consistency with the Town of Addison's own "best product" value proposition emphasizing innovation and creativity. Addison Airport will provide services to its customers, prospective customers, and stakeholders that will be clearly recognized as of such quality that they will be willing to pay a premium for those services, if necessary. Addison Airport will not often be the lowest-price service provider, but it will provide services of such quality that customers will ask for it by name.

Thus, the Town's value proposition directive for Addison Airport is:

Best Product – to be an industry-leading Reliever airport serving the needs of aviation commerce and general aviation.

3.2 Vision Statement

The Town's aspiration for the airport, or vision statement, is an adaptation of the Town of Addison's corporate vision statement:

To be a safe, thriving General Aviation Airport that delivers the "Addison Way" with superior services, an attractive appearance and enhanced sense of community, offering a high-quality experience for tenants, businesses, visitors, and all stakeholders. Addison Airport will lead the way in creativity, innovation, and environmental and fiscal responsibility within a culture of excellence and regard for others.

Conceptual illustrations with distinctive design elements that would make Addison Airport uniquely and immediately recognizable from the airside.



3.3 The Vision for the Future

The value proposition and vision statement are the organizational tenets upon which the vision for the future of Addison Airport is predicated. How is this interpreted and translated into a vision for the future of Addison Airport? What does this mean in terms of what the airport is expected to look like in 20 years? While the airport will continue to accommodate a broad spectrum of general aviation users, the airport will maintain its long-established primary focus on business aviation. Ideally, the Addison Airport of the future will be an integral part of the Town of Addison, with a focus on public safety and consistent, high aesthetic standards for buildings, landscaping, and signage, and superior services. The team's consensus was that when you are in Addison – be it at the Airport or anywhere else in Town – you will know you are in Addison; there will be a strong sense of place, supported by a welcoming culture.



The images and descriptions in this vision for the future of Addison Airport are mainly aspirational, examples of what could be done and not necessarily what will be done. In this context, it is important to understand how airport development projects are typically accomplished.

Tulips bloom in front of the old Addison Airport monument sign on Airport Parkway.



Generally, the airport builds, maintains, and improves common-use infrastructure: particularly the runway, taxiways, certain navigational aids, airfield lighting and guidance signs, and perimeter fencing and access controls, but also including water, sanitary sewer, and storm drainage utilities, as well as streets for landside access. Whenever possible, the airport leverages its own capital investments with grant funding obtained from FAA, TX-DOT and any other sources that may be available. The airport usually does not build hangar facilities or the associated aircraft parking ramps, shop and office spaces, and automobile parking areas. That type of development is customarily done using private funding, most often in the context of a ground lease agreement. This does not mean that the airport could not or would not ever participate in a hangar development project, but it would be a departure from the normal manner of airport development and it would presumably require a compelling reason to do so.

In some circumstances, the airport may partner with a private developer, improving common-use infrastructure to facilitate desirable private development (as was done on at least one recent project). Another key consideration is that most airport development is necessarily market-driven: in the absence of sufficient demand for a particular project, there is little incentive to build, either for the airport or (especially) for a private developer seeking a return on an investment. On the other hand, not every project should be evaluated or executed based solely on the prospects of its financial return: if that were the case, we would have no public parks, aircraft viewing areas, or public art ... amenities of the type that have long been much valued by the Addison community. Different measures of value surely apply to these kinds of projects; return on investment is not the only measure of success.

Addison’s ideal airport of the future would accommodate a wide, diverse variety of aviation users and uses. In addition to world-class fixed-base operator services, airport businesses would provide a comprehensive range of aviation products and services. The airport would provide high quality amenities for tenants, pilots, passengers, and visitors; it would be a pleasant place to work or visit, with a strong sense of community and a professional and friendly atmosphere. Stakeholders on the airport and in the surrounding community would take great pride in the airport. The airport and Town would coordinate to promote and take advantage of local attractions, amenities, and events, particularly Addison’s special events and hospitality businesses. Addison Airport and the Town of Addison would be the destination of choice for a wide spectrum of general aviation users.

The Addison Airport of the future ideally would have an area designed to support and grow a community of aviation enthusiasts and aircraft owners. This area would feature new T-hangars and a host of amenities including a self-service fueling installation, an aircraft washing facility, public tie-down spaces for visiting aircraft, a pilot-oriented clubhouse with weather and flight planning facilities, a light maintenance facility, and covered aircraft viewing and picnic areas.

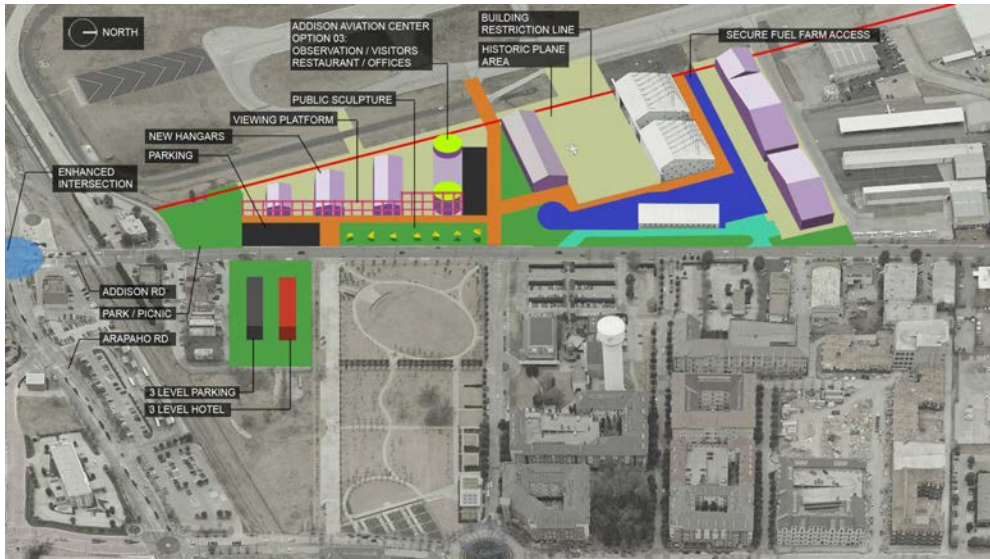
The Addison Airport of the future would have a “front door” facility serving as the gateway from the airport to the community and from the community to the airport.

(Top) A SportCruiser light sport aircraft in flight.
(Bottom) A Gulfstream G650 business jet arrives in Addison.



(Top) Conceptual illustration of a T-hangar development on the west side of the airport, north of the toll tunnel, with amenities including self-service fuel and a public park with an aircraft viewing area. (Bottom) Conceptual illustration of a west side development for light aircraft as viewed from the adjacent park space.

(Top and Middle) Conceptual illustrations of a possible redevelopment of the southeast quadrant of Addison Airport including public art and thematic connection to Addison Circle Park. (Bottom) Street level view of the airport southeast quadrant redevelopment concept.



This “front door” facility would be distinct, uniquely recognizable, emblematic of Addison Airport and reflective of Addison’s unique culture of creativity, leading-edge innovation, and outright fun. Additional branding elements to help define the Addison Airport of the future would include way-finding signage and iconic structures that are distinct and instantly recognizable as “Addison”. The airport would also have elements that are attractive and accessible to the non-aviating public such as an abundance of public art, an aviation museum, parks, aircraft viewing areas with air traffic control radio feeds, and hospitality features such as an airport restaurant and a hotel.

The Addison Airport of the future will include more land area than it does at present. The airport will acquire adjacent properties to protect the airport, preserve or improve upon existing aeronautical uses, or to re-purpose underutilized and/or non-aviation use properties to productive aeronautical uses. The network of taxiways will be expanded. In particular, Taxiway Bravo will be extended to become a full-length parallel taxiway, and Taxiways Golf and Juliet will connect to Taxiway Bravo west of the runway. The runway and existing taxiways will be maintained or improved to meet applicable safety standards. In some areas, taxiways may be re-aligned to improve the efficiency of land utilization. The south runway safety area will be brought up to current safety standards by the installation of an Engineered Materials Arresting System (EMAS). Utility infrastructure – specifically including water, sanitary sewer, and storm water drainage – will be improved to meet codes and support redevelopment. Landside infrastructure including streets, sidewalks and walking trails, lighting, and landscaping will meet or exceed the standards set by Addison’s exceptional master-planned urban developments, Addison Circle and Vitruvian Park. There will be an emphasis on sustainability, including waste reduction and recycling programs. Application of “green” technologies will be widespread, including small-scale wind and solar power generation.

The Addison Airport of the future will have a strong international business presence. It will be an engine for economic development not just for Addison, but for the entire north Dallas region including the neighboring communities of Carrollton, Farmers Branch, Coppell, north Dallas, Richardson, Plano, Allen, and Frisco. Addison will leverage its status as a U.S. Customs User

(Top) A Canadian-registered business jet visits Addison.
(Bottom) Wind turbine generators at Honolulu Airport.



Fee Airport to become the business gateway from the north Dallas region to China, Korea, Canada, Mexico, the Caribbean, Central America, and South America. Addison Airport will partner with the Town of Addison’s Economic Development Department to attract aviation-related business as well as mid-size corporations and regional headquarters of large corporations to Addison. Addison will partner with the Economic Development Departments of neighboring communities to support their programs to attract, retain, and grow businesses.

Addison Airport will be the national leader and model for best practices among general aviation airports. Addison Airport will be an asset in which the community will take immense pride.

(Top) Conceptual illustration of possible development on the southwest corner of Addison Road and Westgrove Drive.
(Bottom) An MD-83 parked on the ramp at Addison.



4. RECOMMENDED POLICY INITIATIVES

4.1 Goals

Following a protracted deliberative process giving regard to and evaluating all of the strategic planning team's prior fact finding, consideration of stakeholder input, and exhaustive data collection and analyses, a consensus of the organization's desired goals, strategies, and intended tactics evolved. The planning team went through several iterations in developing goals to support the value proposition and vision, finally settling on the following three goals:

Goal 1: Continue to enhance the airport's overall value for the benefit of stakeholders

Goal 2: Fully integrate the airport with the Town

Goal 3: Continue to promote industry-leading practices in all aspects of airport management, development, operations, and maintenance

4.2 Strategies and Tactics

With the goals established, the team focused on refining the wide-ranging strategies and underlying tactics that were advanced during the strategic planning process. These broad strategies and tactics are outlined below.

4.2.1 Strategies and Tactics to Achieve Goal 1: Continue to enhance the airport's overall value for the benefit of stakeholders

The following five strategies have been developed and adopted to best achieve the first goal of continuing to enhance the airport's overall value. The objective of this goal is to encourage decision makers to focus on ways to increase or generate maximum future value through informed governance, balancing demands of airport-based stakeholders (primarily airport tenants, businesses, and other users of the airport) while reaching out to and protecting the interests of community-based stakeholders (namely the Town of Addison's citizenry and community at large). This is best achieved by setting clear management priorities, using strategic plan elements to guide improved

decision making. The expected result will be balanced trade-offs between short-term, mid-term, and long-term initiatives; pursuit of value-oriented investments; improved allocation of resources; streamlined planning; and increased reliance upon quantitative analyses and effective performance measurement.

STRATEGY 1-1: AGGRESSIVELY PURSUE ALL FEDERAL, STATE, LOCAL AND PRIVATE GRANT FUNDING OPPORTUNITIES

While Addison Airport has historically been financially "self-sustaining" (that is, it has not required General Fund contributions or other financial support from the Town to maintain operations and make needed capital improvements) the airport can only be developed to its fullest potential with the aid of Federal, State, and Local (County) grant funding. Airport Improvement Program (AIP) grant funding in particular will continue to be pursued. However, other possible funding sources such as Dallas County funding for road improvements that have not previously been used at the airport will also be pursued. The possibility of tapping into private grant funding sources will be explored as well. This strategy will be supported through the following tactics:

Continue to communicate regularly with TX-DOT Aviation and FAA and build on our relationships with key personnel in those agencies

Meet at least semi-annually with TX-DOT to review aviation issues and airport needs

Continue to communicate and inform Federal, State, and County officials about aviation issues and airport needs to ensure their continued support

Regularly attend FAA Southwest Region Airports Division's annual Fall Partnership Conference

Continue to pursue / apply for available grants and other sources of funding

STRATEGY 1-2: IDENTIFY AND PURSUE ALTERNATIVE REVENUE SOURCES CONSISTENT WITH THE TOWN'S VALUES AS ARTICULATED IN THE CITY COUNCIL'S POLICIES

Additional revenue will be needed to fund many of the desired airport improvements identified by the planning team. The airport currently has two primary revenue sources: real estate (ground leases and hangar leases) and fuel flowage. In general, real estate revenue can only be increased incrementally, as it is constrained by long-term leases and market values. Fuel flowage revenue fluctuates depending upon factors influencing the industry and economy, both being well outside the airport's control; however, fuel flowage revenue can be affected by changing fuel flowage fees. This strategy is aimed at evaluating and developing alternative sources of revenue necessary to augment and diversify existing sources of revenue. Notwithstanding the foregoing, it is understood that the pursuit of revenue optimization and diversification must be achieved in balance with the overall goal of value enhancement benefiting the airport's stakeholders. This strategy will be supported through the following tactics:

Review fuel flowage fee policy

Review current fuel farm utilization and management practices

Consider alternative energy sources to achieve operating cost reductions and for potential resale (i.e., solar, wind, etc.)

Pursue advertising revenue alternatives

Identify and pursue potential redevelopment and expansion opportunities:

- » Pursue acquisition of income producing properties
- » Optimize airport real estate portfolio using value-driven management techniques (including but not limited to revenue enhancement and conversion of ground lease rent to commercial rent when appropriate)

- » Sale of certain airport properties that are not well suited for aeronautical use or are underutilized
- » Use of lease guidelines to offer term extension/modifications in exchange for increased rental and other value-driven considerations

Review other potential revenue sources

- » Storm water utility fees
- » Proceeds from the sale of general obligation bonds, airport revenue bonds, and/or certificates of obligation
- » Other revenue sources

STRATEGY 1-3: ACTIVELY PROMOTE THE AIRPORT

Actively marketing and promoting the airport on various levels ranging from local to international are viewed by the team as being essential. This strategy is aimed not just at growing airport business, but also at telling the airport's success stories and communicating its value in a targeted and effective manner to solidify local and regional support and protect the airport's long-term viability. This strategy will be supported through the following tactics:

Aviation Industry involvement and participation.

Expand international exposure:

- » Explore Latin American/International marketing opportunities.
- » Promote US Customs presence.

Expand regional and State exposure:

- » Incorporate benefits of airport in all economic development presentations to corporate prospects considering relocation or expansion
- » Meet with area real estate brokers to better educate them about the airport and the various opportunities available

- » Meet with community banks to educate and identify investment opportunities at the airport
- » Coordinate efforts with economic development & community leaders

Promote the use of new communications technology and tools

Market Focus:

- » Use resources to identify our users, transient traffic and customers
- » Identify and seek to capitalize on global industry trends
- » Promote local advantage
- » Differentiate ADS from competing airports

Look for joint marketing opportunities that leverage the Town's other core businesses

Prepare a video promoting the airport experience

STRATEGY 1-4: SEEK INPUT FROM STAKEHOLDER GROUPS TO IDENTIFY CURRENT ISSUES AND DEVELOP ACTION PLANS

Obtaining stakeholder input is another key to success, and it starts with identifying the various stakeholders. Some stakeholders – such as Addison residents and local business owners – may not even recognize that they have a stake in the success of the airport, but it is important to seek out and include their views as well. This is an important tool for building community support and enhancing the visibility and reputation of the airport. This strategy will be supported through the following tactics:

- Develop and maintain list of stakeholders*
- Seek input through survey instruments / focus groups (annual surveys)*
- Survey current airport business users / industry experts / key trade organizations and stakeholders (annual surveys)*

Ensure Airport Business Retention and Expansion Program (BREP) is aligned with the Town's BREP.

STRATEGY 1-5: DEVELOP AND MAINTAIN A COMPREHENSIVE FINANCIAL PLAN FOR THE AIRPORT

Long-term financial forecasting is the process of projecting revenues and expenditures over a multi-year period into the future, using assumptions about economic conditions, future spending scenarios, and other relevant variables to provide insight into future financial capacity so that strategies may be realigned or developed to achieve long-term sustainability. The long-term financial planning process stimulates discussion and engenders a long-range perspective for decision makers. It serves as a tool to highlight opportunities and otherwise unforeseen vulnerabilities. It stimulates long-term strategic thinking; it drives consensus towards a long-term financial direction; and it is useful for communicating the airport's long-term vision to its internal and external stakeholders. Tactics to be used in support of this strategy are:

- Establish and implement a comprehensive reserve fund policy*
- Develop revenue models that address changing conditions*
- Annually review and update the comprehensive financial plan*

4.2.2 Strategies and Tactics to Achieve Goal 2: Fully integrate the airport with the Town

Addison Airport proper encompasses 376 acres (approximately six-tenths of a square mile) in the Town of Addison's roughly 4.5 square-mile area. When off-airport aviation-use properties are included, the airport comprises between 15% and 20% of the total land area of the Town. Historically, the airport existed and operated as a separate entity for much of its 55-year existence. Even after the Town became the owner of the airport (in 1976), the airport continued to operate with minimal direction from the Town. As noted in the historical background section of this plan, that began to change around 1988, and changed dramatically in 2000 when the Town selected a new Airport

Operator. The Town and the airport have become increasingly connected since then; the airport is now viewed as a vital asset and an integral part of the Town's economic foundations. Consequently, the strategic planning team explicitly recognized the importance of aligning and integrating this Airport Strategic Plan with the Town of Addison's Strategic Plan as our second goal. Five strategies were developed to use in achieving this goal of integrating the Airport into the Town's overall strategic planning and goal-setting framework.

STRATEGY 2-1: PURSUE POTENTIAL REDEVELOPMENT OPPORTUNITIES CONSISTENT WITH TOWN'S VISION

There is very little undeveloped land remaining on or adjacent to the airport. Future airport growth and development projects will therefore be redevelopments of properties that are underutilized, beyond their useful economic life, or used for non-aviation purposes. The airport experienced rapid development in the period of 1980-84. Much of this development involved ground leases with 40-year terms, so a large number of ground leases are due to revert to airport control in 2020-24. This strategy is aimed at managing development/redevelopment opportunities and will be pursued using the following tactics:

Identify and redirect the use of properties within or adjacent to airport that are underutilized or are not being utilized for aviation purposes

Develop a formal process for managing aviation corporate prospects

Identify additional sources of financing/revenue for development, capital investment and acquisitions:

- » Explore tax incremental financing (TIF)
- » Explore the benefit of seeking a Foreign Trade Sub-zone
- » Consider promoting Freeport Exemptions provided under

the Texas Property and Tax Code

- » Consider promoting the use of Adjacent Property Tax Exemption
- » Use of Developer Participation in Contracts For Public Improvements

Review and update Airport Master Plan

STRATEGY 2-2: ENSURE CHAPTER 380 INCENTIVE POLICIES PROVIDE SUPPORT TO AIRPORT REDEVELOPMENT ACTIVITIES (SEE ADOPTED CITY COUNCIL CHAPTER 380 POLICY AND PROCEDURES DOCUMENT, APPENDIX G)

Close coordination with the Town of Addison's Economic Development Department is also considered essential by the planning team. In particular, alignment of airport economic development incentives with the Town's Chapter 380 incentive policies is a key strategy. However, it is important to acknowledge that the airport is a different environment, requiring modifications to standard incentive policies. This strategy will be pursued using the following tactics:

Ensure that favorable incentive consideration is given to companies who receive incentives and utilize Addison Airport

Ensure that Chapter 380 Policies and Procedures are flexible to the needs of airport redevelopment and corporate recruitment

STRATEGY 2-3: PROMOTE STANDARDS OF EXCELLENCE IN OPERATIONS AND SERVICE DELIVERY

The Town of Addison has long fostered a culture of exemplary service to others among its employees; this organizational culture is known as "the Addison Way". The Town also has a strong record of efficiency and innovation in operations and service delivery. All of this is part and parcel of being a "best product" organization. Integrating the Town and the airport necessarily requires encouragement of this consistent culture of service excellence, operational efficiency, and innovation at

the airport. This concept can be extended to airport businesses as well as the airport staff. Tactics to be used in support of this strategy are as follows:

Annually review the Town's Strategic Plan

Develop and promote annual tenant surveys to assess needs and perceptions

Develop and implement an airport education program for airport/Town staff that promotes the "Addison Way" and the airport's purpose and importance

Ensure that airport is part of Town New Employee Orientation

Review and update Minimum Standards for commercial aeronautical activity

Regularly review and update airport rules and regulations

Enforcement of Code Issues

STRATEGY 2-4: PROMOTE A STANDARD OF AESTHETIC EXCELLENCE

Aesthetics are an important aspect of the Town of Addison's vision and values. Notable examples where this is readily apparent are the major planned developments of Addison Circle and Vitruvian Park. Some areas and individual properties on the airport are already quite attractive: for example, the facilities on the south side of Westgrove Drive, west of Addison Road, or the recently redeveloped properties on Addison Road south of Airport Parkway. This strategy is focused on raising aesthetic standards for all airport properties. For visitors arriving by air, Addison Airport is the "front door" to the community: it is the first place that visitors see on arrival, and the last place they see on departure, which gives it a disproportionate impact on many visitors' overall impression of the Town. As a result, the planning team believes it is very important to improve the overall appearance of the airport and its (favorable) visual impression on visitors. Tactics to be employed to effect this strategy include:

Signage:

- » Develop signage design standards consistent with Town ordinances
- » Develop way-finding signage incorporating the airport brand, compatible with the Town's signage and branding standards
- » Implement new tenant location signage

Develop and adopt building/facility design standards

Develop and adopt building/facility maintenance standards

Implement an ongoing program to review and improve the appearance of the airport, to include general clean-up and removal of non-airworthy aircraft

STRATEGY 2-5: COMMUNICATE

Communication was identified by the planning team as a key strategy to be employed in integrating airport development and improvement strategies with those of the Town of Addison. This communication will take a variety of forms and be directed at specific segments of the spectrum of stakeholder audiences. This strategy will be supported through the following tactics:

Develop events to promote community and business awareness of the airport

Develop an Addison Airport video highlighting benefits of the airport to the Town and its residents and businesses

Provide additional avenues for current businesses to host events

Develop communication plans educating airport stakeholders on the evolution and future development of the airport

Develop allies for business-to-business opportunities:

- » Bring together brokers and current airport businesses
- » Support aviation programs in area colleges and universities
- » Identify and exploit business synergies in the airport's service area

4.2.3 Strategies and Tactics to Achieve Goal 3: Continue to promote industry-leading practices in all aspects of airport management, development, operations, and maintenance

A single strategy was selected to use in achieving the third goal of continuing to promote industry-leading practices for all aspects of airport management, development, operations, and maintenance.

STRATEGY 3-1: EXAMINE PHYSICAL INFRASTRUCTURE, POLICIES, PLANS AND PROCEDURES; REVIEW SAFETY AND SECURITY STANDARDS

Addison Airport was developed before current FAA standards for airport design were established; it was not designed to handle the size and types of aircraft that currently use the airport daily. This strategy will focus on employing best practices (including the use of new technologies and revised policies and procedures) to improve safety and security to meet (where it is practical to do so) current FAA and industry standards. The following tactics will be employed in support of this strategy:

Focus on achieving Part 139 standards where applicable:

- » Develop an Airport Operating Manual based on requirements for a FAR Part 139 Airport Certification Manual
- » Identify where Part 139 standards are not being met but could be; develop plans to meet Part 139 standards where possible and practical
- » Identify where Part 139 standards are not being met and cannot be met; identify and document the reasons why these standards cannot be met

Code enforcement of existing standards

Annually review policies, plans, and procedures with Public Safety Officials (Police and Fire)

Conduct annual hangar inspections

Review and update emergency plans (annually)

Regularly conduct emergency exercises in cooperation with Public Safety

Regularly review airport rules & regulations and update as needed

5. POLICY IMPLEMENTATION

The value of a strategic plan is having a coherent document to guide decision making and policy implementation. The plan has no value if it is not translated into actions. In this section, a brief discussion of how the plan will be used is provided along with some examples of how the plan might be implemented to address certain key issues. These are examples only, meant for illustrative purposes; actual implementation is likely to vary significantly in the details and circumstances. What is important in the examples is how the vision and goals are used in conjunction with strategies and tactics laid out in the preceding section as a guide to addressing a specific issue affecting development of the airport.

Also considered are time frames for addressing identified goals and issues, and procedures for review and maintenance of this Strategic Plan to ensure it remains relevant and workable through the next 20 years and beyond.

Finally, the Strategic Planning Team discussed and agreed on a number of issues that need to be addressed generally in the near term; these are covered in the section headed “Findings and Recommendations”.

5.1 Application of the Strategic Plan

It is the intent of the strategic planning team that this document be regularly used. More specifically, it is intended that this Strategic Plan will provide the framework for evaluating all future airport development and improvement proposals. However, while the plan does include specific activities and projects that need to be completed, it is not a detailed “road map” of everything that must or should be done to improve the airport. It allows flexibility and provides guidelines to evaluate and take advantage of changing conditions and opportunities that are not predictable (either in detail or at all) but are nonetheless consistent with the values, vision, and goals embodied in this plan.

Airport development and improvement proposals can be evaluated in the context of the Strategic Plan through a series of questions. Is the proposal consistent with the “best product” orientation of the Town and the airport? Is the proposal consistent with the Vision Statement? These are critically important considerations. Any proposal that is inconsistent with the Value Proposition and Vision Statement should trigger a serious discussion of the merits of the proposal and whether it is desirable to pursue further. Proposals must also be considered in the context of the three goals identified in Section 4 of this Plan. Which goals may be advanced by the proposal? Does the proposal give rise to a conflict with any of the goals? Can (or should) the proposal be modified to reduce or eliminate the conflict? In some cases it may be necessary to strike a balance between competing goals and interests.

For any proposal requiring approval of the City Council, staff best practices will include an analysis of the proposal in the context of this Strategic Plan, as outlined above. This analysis will be included in the Council agenda packet supporting the proposal.

5.2 Action Time Frames

Goals, strategies, and tactics agreed on by the strategic planning team are summarized in Appendix F. In general, the tactics represent specific tasks or ongoing activities to be executed by the airport management team in furtherance of plan goals. These activities and tasks were each assigned target time frames for execution. The action time frames are: continual/ongoing activity; near term (within 0-5 years); and intermediate term (6-10 years). Action time frames for each task and activity is noted in Appendix F.

All of the tactics identified to implement Strategy 1-1 (aggressively pursue all Federal, State, local, and private grant funding opportunities) are examples of an ongoing activities. Most of the identified tactics could plausibly be classified as “near term” tasks that should be completed within five years. Prioritization

of tasks will be necessary and the extent to which tasks are completed will depend in part on availability of resources.

5.3 Periodic Review of this Strategic Plan

A strategic plan cannot be a static document and still remain useful; it must be periodically reviewed and updated to adapt to changing circumstances. In particular, since a stated goal of this plan is to integrate the airport with the Town's overall strategic plan, it is necessary to review and update this plan whenever the Town's Strategic Plan is updated.

Strategic Plan change requests may be initiated by airport management staff, Town staff, or by direct request or action of the City Council including specifically any changes to the Town of Addison Strategic Plan that have a direct effect on the airport or this Strategic Plan. Editorial and other minor changes may be approved by the Town staff responsible for airport matters. Policy and other major changes shall require approval by vote of the City Council. Council approval may be accomplished in conjunction with approval of the annual Airport Operating Budget.

As part of the regular annual review of this plan, a list of completed tasks and ongoing activities will be compiled and attached to revised (future) versions of the plan in an appendix. This appendix will constitute a record of progress towards plan goals.

It must be emphasized that the team does not envision any endpoint in the future at which the plan will be "finished" or "completed". While the aspirations embodied in the vision statement may be achieved, it is inevitable that the airport must continue to adapt to changing conditions and always seek ways to improve.

6. FINDINGS AND RECOMMENDATIONS

In the strategic planning process, certain key issues and themes tended to recur. These key issues and themes are discussed in this section as findings. Where appropriate, recommendations on how these issues could be addressed in the context of the Strategic Plan are included as Recommendations.

6.1 Airport Certification Status

As noted in Section 2.4.1, Addison Airport is a General Aviation (GA) airport and a designated Reliever for the region's two commercial service airports, Dallas-Fort Worth International (DFW) and Dallas Love Field (DAL). Addison does not have Part 139 Certification and the decision has been made not to pursue that. The strategic planning team agreed that it is essential to leave no doubt on this point. However, Part 139 and associated FAA guidance constitute the industry standard for the proper, safe operation of an airport. It is therefore a recommendation of the strategic planning team that airport management look to Part 139 standards – a tactic identified for use in support of Strategy 3-1 – and operate the airport in conformance with those standards where it is possible and practical to do so.

6.2 Financial Planning

Plans for the future of Addison Airport are naturally ambitious, reflecting the values of the Addison community to continually improve the level of services provided and the quality of the physical infrastructure. A key issue then is “How do we pay for all of the improvements we seek to make?” Development of a comprehensive long-term financial plan for the airport was therefore identified as a key strategy to pursue in support of achieving Goal 1 (Continue to enhance the airport's overall value for the benefit of stakeholders).

In pursuit of this goal, a long-term financial planning/modeling tool was developed. The model is linked to the real estate portfolio pro forma for projected rental income, an explicit recognition of the fact that the airport's primary source of revenue

and capital requirements is heavily dependent upon the overall performance of the real estate portfolio. This model enables objective evaluation of the financial effects of pursuing different courses of action (for example, a decision on whether to extend a ground lease in exchange for capital improvements or to allow control of the property to revert to airport control on expiration of the lease in anticipation of redevelopment).

Using the financial modeling tool, a “baseline plan” for the airport was established. The baseline incorporates “status quo” assumptions, projects modest growth, and relies on current revenue sources only. For leases that are due to expire, it incorporates assumptions of the “most likely” disposition of the property (redevelopment, lease extension, or conversion to commercial lease). Analysis of the baseline model indicates that airport revenue will grow within a limited range, with the “most likely” case being an increase from \$4 Million to \$8 Million per year over the 20-year planning horizon.

This is a key finding: in the absence of new revenue sources and/or significant new capital investment, the potential of the airport is limited and the aspirations outlined in this plan – taking the airport to the “next level” – cannot be fully achieved.

As a consequence of this finding, it is a recommendation of the strategic planning team that new sources of revenue and capital investment be aggressively pursued. While the airport has been quite successful in attracting private investment, without additional investment there is no way to “move the needle” beyond the current baseline of steady, incremental improvement and make the leap to the next level. In particular, recognizing that the airport is an asset capable of providing a return on investment, the Town of Addison should consider the business case for new capital investment in the Town's most valuable asset. Through strategic investment of public capital, the Town can stimulate additional investments of private capital.

6.3 Economic Development

As the primary Reliever for DFW International Airport and Dallas Love Field, Addison will continue to play a vital role in the region's economic growth. The airport serves not only the general aviation needs of Addison, but also the surrounding communities including North Dallas, Carrollton, Farmers Branch, Richardson, and Plano. These communities collectively host a wealth of diverse industries including a number of major corporate headquarters. The proximity of Addison Airport to regional corporate centers provides companies with the competitive advantage of quick, convenient access to general aviation transportation. Within a five-mile radius of Addison Airport there is nearly 50 Million square feet of quality office space and over 13 Million square feet of industrial space. Opportunities abound for new and growing companies, with Addison Airport serving as a key ancillary support asset for new growth in the region. According to the North Central Texas Council of Governments, the three primary counties served by Addison Airport – Collin, Dallas, and Denton – are expected to have employment growth of 62.1% and a population increase of 60.6% between 2005 and 2035. These increases translate to increased demand for general aviation services. To take advantage of these opportunities, it is important that Addison Airport be a focal point in the community's overall strategic plan for economic development, and to recognize the regional opportunities beyond the Town's boundaries.

It is a recommendation of the strategic planning team that the airport and the Town of Addison work with the economic development departments of the other communities in the region that are served by Addison Airport to highlight the benefits of proximity to the airport in their business development and retention efforts. It is additionally recommended that Addison's economic development efforts include identification and targeting of businesses that are aviation related, significant users of general aviation, or would otherwise contribute to the growth and development of the airport.

6.4 Redevelopment, Land Use, Infrastructure, and Aesthetics

Addison Airport is entering into a new life cycle stage wherein redevelopment of aging facilities will enable the Town to reposition the airport to meet future needs. During this process, airport management and the Town must continually strive to identify and meet the needs of the airport's users, needs and desires of the surrounding community, financial concerns of potential developers, and regulatory requirements of the FAA, all while ensuring the current and future financial and operational health of the airport. This can be difficult, particularly when these goals may be seen as being at odds with each other. Therefore, it is imperative that the Town and airport management evaluate potential financial, economic, and regulatory impacts of any proposed redevelopment strategies. While it is important to consider benefits to the community, the developer, and ultimately the tenant/user, it is equally important to remember that the financial sustainability of the Airport is a primary goal.

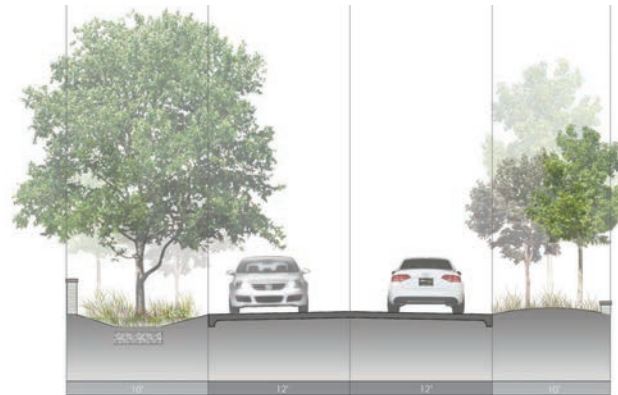
6.4.1 Redevelopment

Along with the Strategic Plan, the Airport Master Plan – supplemented by land-use studies when appropriate – will serve as the basis to evaluate proposed redevelopment projects for desirability and impact on the airport. The Airport Master Plan will identify what land is appropriate for aeronautical and non-aeronautical uses, as well as the types of development or land uses that are appropriate to different areas of the airport. However, the Town will need to be flexible when it comes to its overall vision for future development at Addison Airport: market demands may require some deviation from the airport's land-use plans in order to secure desirable new development.

Conceptual illustration of possible expansion and redevelopment of the southwest quadrant of the airport.



Height hazard zoning is an important consideration.



Infrastructure improvements will be made, including better airport access streets and landscaping.

The spectrum for potential development includes redevelopment by: the Town; by one or more commercial developers/operators; and/or a combination of the two. There are advantages and disadvantages to each; it is a finding of the strategic planning team that all are potentially appropriate for use in redevelopment projects at Addison Airport.

6.4.2 Land Use

The airport is zoned I-3, which permits most light industrial-type uses. However, land uses on and adjacent to airports are re-

stricted in many ways, including by obligations incurred from accepting state and federal grant funding. There are noise compatibility requirements, height hazard zoning and Part 77 airspace and obstruction limits, building restriction lines, etc., all of which are necessary and appropriate to protect and enhance the utility of the airport. It is therefore essential – particularly given the dense development on and around Addison Airport – that land uses on the airport be driven towards highest and best uses. For example, land on the east side of the airport with frontage on Taxiway Alpha should be purposed for

high-activity, high-value uses such as Fixed Base Operations (FBOs) and Part 135 charter operations. It is a finding of the strategic planning team that the Airport Master Plan is the appropriate vehicle for specifying land uses on the airport. It is a recommendation of the strategic planning team that land uses on and near the airport be coordinated and consistent with the Town of Addison's Comprehensive Land Use Plan.

6.4.3 Infrastructure

Addison Airport was developed to accommodate smaller and lighter aircraft than what frequents the airport's runways and taxiways today. In addition, building codes and landscaping and aesthetic requirements have also evolved to a higher standard. Over the past ten years, there has been considerable focus on improving the aeronautical and navigational infrastructure to support current and anticipated needs, and the airport has realized enormous improvements in that area. Going forward, there will be a corresponding focus on improving supporting infrastructure including aircraft parking ramps, taxilanes, airport access streets, utilities (water, sewer, gas), off-street parking, landscaping, signage, and lighting. In order to support new development, this infrastructure will be upgraded either as part of specific projects or in advance thereof.

6.4.4 Aesthetics

Addison Airport often serves as a visitor's very first impression of the Town of Addison. Since the airport lies in the center of a city widely recognized for its commitment to quality urban development and lifestyle, the airport will reflect, if not enhance, this very same image. With this in mind and without compromising public safety and financial sustainability, airport management and the Town will review building maintenance and development practices and standards for all airport properties. Current leases typically require a tenant to maintain their property in "good condition repair," a vague standard which is difficult to enforce. Building maintenance guidelines will be established, with a process for identifying and addressing deferred maintenance of airport properties. A program of

routine inspections to support adherence to these guidelines will be implemented, with improved communications to better educate airport tenants of their ongoing duty to maintain their properties. This program, when implemented, will help to establish tenant/landlord expectations in advance, provide for a framework to assist tenants in meeting lease maintenance and repair requirements, and allow the Town to better plan for the maintenance of ground-leased properties upon reversion to Town ownership. Similarly, standards for new construction will be considered to encourage not only architecturally pleasing designs, but also quality construction to ensure the building improvements prolonged functional use and reduced cost of long-term maintenance.

6.5 Land Acquisition Strategies

In order for the airport to achieve the goals of this Strategic Plan it must find ways to increase revenue and/or offset projected revenue loss while undertaking redevelopment projects. One approach is to expand the airport through targeted property acquisitions. In May 2012, the citizens of the Town of Addison voted to approve the issuance of \$7 Million in general obligation bonds for the purpose of acquiring real properties adjacent to the airport. Land acquisition criteria have subsequently been developed. Selection criteria and priorities for such acquisitions shall be generally directed toward:

- a. *properties deemed necessary to protect the airport-at-large and its airspace in accordance with FAA regulations and grant assurances;*
- b. *properties immediately adjacent to the airport having ready access to existing airport infrastructure (e.g., taxiways and runways) without the requirement of substantial additional capital investment;*
- c. *properties adjacent to the airport or with legal access to the airport's common areas that are underutilized or where the highest and best use will be for aeronautical purposes;*

- d. *properties required for strategic purposes to better protect and control other adjacent properties to the airport; and/or*
- e. *properties which may come available in the marketplace from time-to-time that share a common property boundary with the airport.*

Land acquisitions qualify for TX-DOT/FAA assistance. Airport management and Town staff will coordinate with TX-DOT and FAA on all property acquisitions to maximize the financial participation of those agencies in the airport’s land acquisition program.

Ideally, the airport’s land acquisition and expansion plan will provide for the perpetual funding of an Airport Property Acquisition Reserve derived from net operating proceeds of properties acquired under this program.

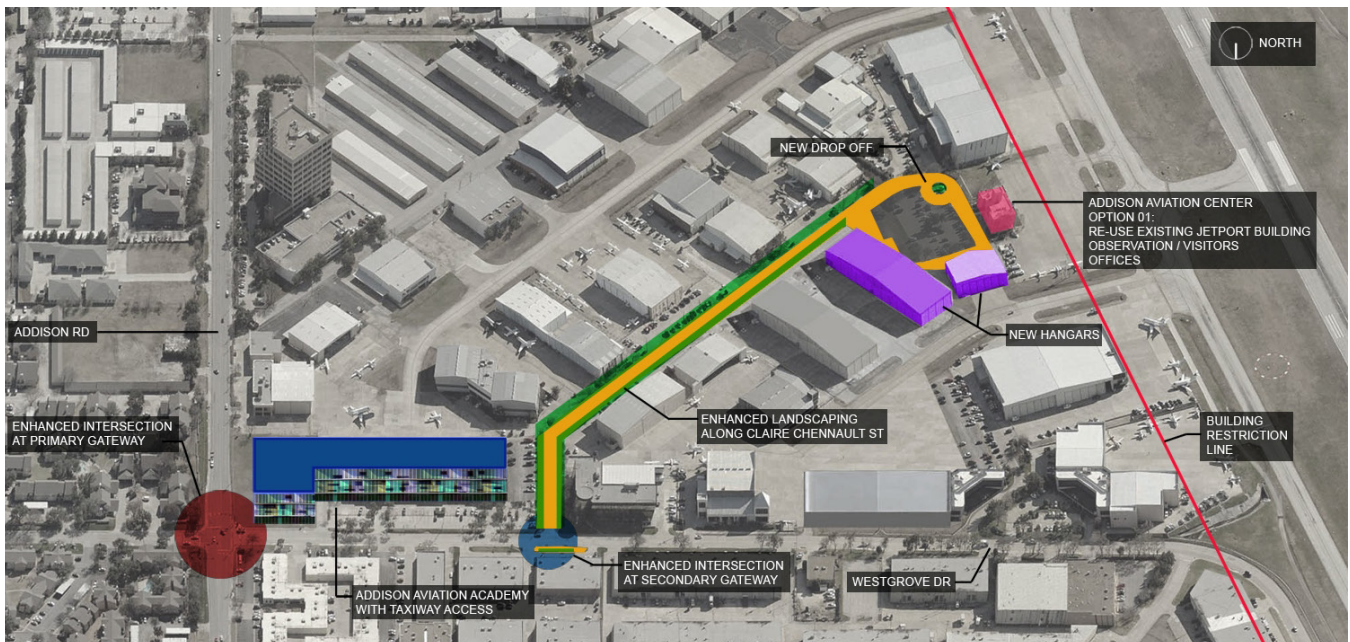
6.6 Airport-Community Interface

An airport is often viewed as providing a “front door” to the community for visitors arriving by air. In addition, airports that desire to build and maintain community support may benefit from

providing a “front door” for access to the airport by the general public. Airports visited and studied by the strategic planning team have a variety of terminal buildings, airport restaurants, monument signs, public parks and aircraft viewing areas that help to establish the airport’s identity and provide ways for the general public to interact with the airport. These positive interactions assist the airports in building support within their respective communities. Community support is important for the long-term viability of an airport, and it is the consensus of the planning team that Addison would benefit from the addition of amenities as described above.

6.6.1 Airport Administrative Offices

Airport administrative offices should be located in a site that is accessible and convenient from both the airside and the landside. Convenient airside access would better serve tenants and facilitate the staff’s ability to keep closer contact with the day-to-day operations of the airport. The current location tends to keep the staff separated from the airport. Easy landside access – preferably in a location readily visible to the general public – would help make the airport more open and accessible



Conceptual illustration of a possible redevelopment of the ‘Jetport’ site including airport administrative offices.

to the community it serves, particularly to people who may neither own nor use general aviation aircraft. Airport administrative offices should function effectively as a “front door” both for airport tenants and members of the larger community.

6.6.2 Airport Maintenance Facility

The airport would also benefit from relocating the Airport Maintenance facility. Airport Maintenance currently occupies a facility that is better suited to use as a commercial hangar and could generate significant revenue were it to be leased as such. Consideration should be given to providing a purpose-built airport maintenance facility and returning the current facility to a revenue-generating aeronautical use. Ideally, a maintenance facility would be located in an area that has direct and easy vehicular access to the airside, but is either not usable or not desirable for aeronautical use. The area south of the Town of Addison’s Service Center meets these criteria, as do certain properties on the west side of the airport. Any of these might be a good location for a purpose-built maintenance facility.

6.6.3 An “Airport Community Building”

Addison Airport’s FBOs have excellent terminal facilities to serve pilots and passengers. What the airport needs is a facility to serve both as a focal point for the airport community and as the primary interface between the airport and the larger community of which it is an integral part. Such a facility could house airport administrative offices, airport-assigned police, and U.S. Customs and Border Patrol. It could also provide meeting spaces for tenant groups including flying clubs and the Civil Air Patrol. It might include some limited retail space for a gift shop and/or a coffee shop, or perhaps even a restaurant with a good view of the airport. It might include (or be adjacent to) an aircraft viewing area that is open and accessible to the general public. There are a number of potential additional uses for such a facility. Ideally, it will have distinctive architecture that would become an integral piece of the airport identity.

6.7 Small Aircraft Accommodations—T-Hangars/Patio Hangars

The bulk of the airport’s fuel flowage and ground and hangar lease revenue is derived from jet and turbo-prop operations. Jet-A accounts for 90% of fuel sold on the airport, and most of the larger hangars on the airport are occupied by jet and turbo-prop aircraft. However, approximately two thirds of the airport’s based aircraft are smaller piston-engine airplanes, and the strategic planning team recognizes that this constitutes a critically important market segment for the airport.

Surveys of the airport’s T-hangar tenants confirmed what the team already suspected: many small aircraft owners and operators believe that this segment of the market is not well served at Addison. Survey respondents cited high costs – particularly the price of fuel (100LL AvGas) – outdated T-hangar facilities, and a lack of amenities such as self-service fueling, aircraft washing facilities, and public-use aircraft tie-downs as factors that contribute to making Addison less attractive to this market segment. It is a finding of the strategic planning team that the piston-engine aircraft market segment is vital to the future of Addison Airport. It is a recommendation of the strategic planning team to provide quality facilities and amenities to retain and support small aircraft operations at Addison Airport.

The airport’s Capital Improvement Program (CIP) Plan anticipates extensions of Taxiways Bravo and Golf to the area just north of the Toll Tunnel on the west side of the airport, where the airport owns 4.2 acres of undeveloped and underutilized land. Providing taxiway access will make that land available for aeronautical development, and a T-hangar development would be a good use. The airport will consider a number of options including partnering with a private developer to construct T-hangars in that area. Ideally, new hangars and associated amenities will be developed at the same time as the Bravo/Golf taxiway extensions are constructed. The amenities will include self-service fuel, aircraft washing and light maintenance facilities, a pilot lounge and flight planning area, and an

outdoor viewing/picnic area. In the longer term, the airport will seek to acquire additional land west of this site to expand this development.

6.8 Aviation Fueling

A key takeaway from the survey and meetings with T-hangar and patio hangar tenants was that most of those tenants purchase very little AvGas (100 octane Low Lead aviation gasoline) at Addison because of the high cost. Addison is home to approximately 450 AvGas-burning piston-engine aircraft (compared to about 250 turbine-powered aircraft that use Jet-A fuel); however, 90% of aviation fuel sold at Addison is Jet-A. The planning team believes that there is a real opportunity to address the cost issue, better serve the piston-engine market segment, and thereby increase airport activity and fuel flowage revenue. There are a number of options for lowering the cost of AvGas at Addison that will be considered, including installation of self-service fueling facilities (operated by either an FBO or the airport) or revision of the airport's Minimum Standards to establish a new class of service provider (specifically, an "AvGas-only" FBO). A successful effort to reduce the cost of

AvGas and support increased light aircraft activity will have a positive impact on this large and important segment of Addison's tenant base.

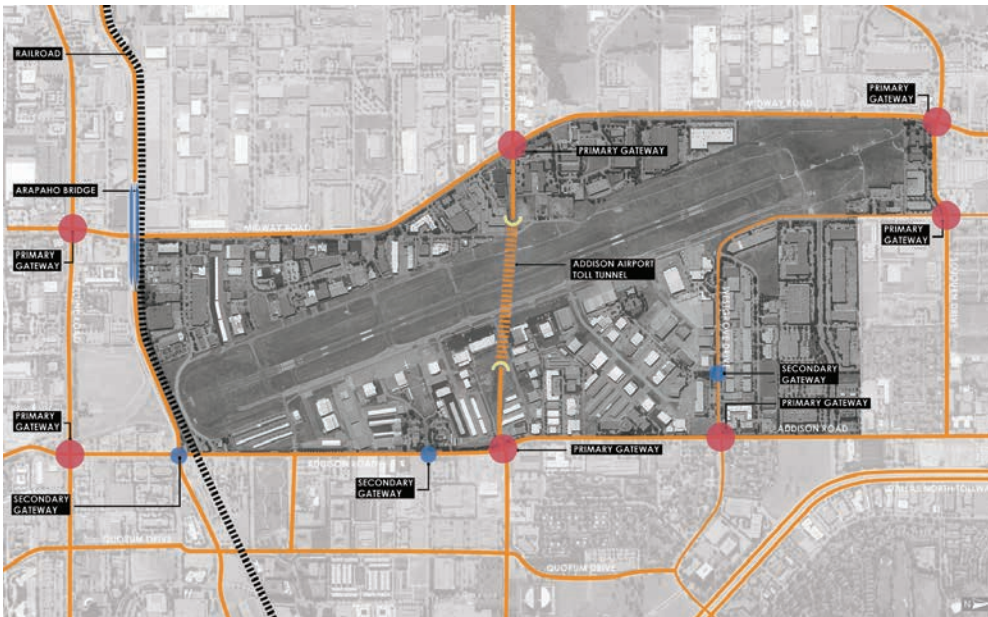
6.9 Airport Master Plan Update

The Federal Aviation Administration (FAA) requires any airport receiving federal Airport Improvement Program (AIP) grant funding to have a current Airport Master Plan. A good Master Plan will be guided by strategic considerations. Addison's most recent Master Plan update was conducted in 2004, with the Airport Layout Plan drawings receiving final FAA approval in January 2009. The airport will be engaging in a new Master Plan update beginning in FY2013; that effort will rely heavily on this Strategic Plan for direction. While this Strategic Plan lays out broad goals and strategies, the Master Plan will be more focused on specifics of land use planning and development.



Self-service fueling facility at Denver Centennial Airport.

(Top) The Addison Airport bulk fuel storage facility (“fuel farm”). (Bottom) Conceptual Airport District boundaries.



7. CONCLUSION: NEXT STEPS

This Strategic Plan is a guide for the next 20 years as Addison seeks to build on the already-considerable success of its airport. The Strategic Plan recognizes and confirms Addison Airport's status as one of the top GA Relievers in the country as well as its economic value to the North Dallas region. Key elements of the Strategic Plan are the Value Proposition, Vision Statement, and Goals. The plan also identifies strategies and tactics to explain the "how" behind achieving those goals. In summary, this Strategic Plan outlines broad policies and goals for maintaining and enhancing the value of Addison Airport for the benefit of all of its stakeholders, but particularly for the benefit of its citizen owners.

With a Strategic Plan in hand, a natural question is: what comes next? What comes next is execution of tactics identified in Section 4 in pursuit of the specified goals: turning the vision for the future of the airport into reality. In the immediate future, there are six key, high-priority tasks to be accomplished:

1. AIRPORT MASTER PLAN UPDATE

The airport has accepted an FY13 AIP grant to conduct an update of its Airport Master Plan. As noted in Section 6.9, this Strategic Plan will provide context and direction for the Master Plan update.

2. LAND ACQUISITIONS

The Town of Addison is preparing to sell \$7 Million in general obligation bonds (as approved by the voters in May 2012) for the purpose of acquiring land for the airport. The airport already has one property under contract, and is pursuing acquisition of others as well. In addition, airport and Town staff are working with TX-DOT Aviation to secure the maximum participation from TX-DOT and FAA in Addison's airport land acquisition program.

3. REVIEW AND REVISION OF THE MINIMUM STANDARDS FOR THE CONDUCT OF COMMERCIAL AERONAUTICAL ACTIVITIES

More commonly referred to simply as the "Minimum Standards", this document establishes standards for commercial aeronautical service providers wishing to conduct business on the airport. Addison Airport's Minimum Standards were last revised in 2004, and are in need of review and revision. FAA Advisory Circular AC150/5190-7 provides guidance for developing Minimum Standards.

4. GUIDELINES FOR PROPERTY MAINTENANCE AND DEVELOPMENT

As discussed in Section 6.4.4, the airport will have a renewed focus on aesthetics, which will require the development of new guidelines for the maintenance of building improvements, infrastructure, and landscaping. Similar guidelines will be implemented for new development or redevelopment projects.

5. FUEL FARM MANAGEMENT STRATEGY

In 2004 when the new fuel farm was designed, the airport had four FBOs and one non-public fueler. The fuel farm was designed to accommodate the users existing at that time. At present, the airport has only two FBOs and one non-public fueler. As a result, there is a significant fuel storage capacity available and a new strategy for future utilization of this very valuable asset is needed.

6. CAPITAL IMPROVEMENT PROGRAM

Critical to the success of this strategic plan is continuing development of our comprehensive capital improvement program (CIP) for infrastructure improvements necessary to execute strategies and tactics outlined in the plan. Addison has been very successful in securing Airport Improvement Program (AIP) grant funding for airside improvement projects in recent years, and it is essential to continue these efforts. Airport and Town staff will continue to build on our good relationships with TX-DOT and FAA to support our CIP. Like this strategic plan, the CIP is neither fixed in stone nor ever complete: it must

be reviewed at least annually and updated as necessary to support our goals and vision. While the CIP may be changed in response to changing circumstances, it does provide the essential planning framework for needed capital improvements to ensure that funding is available when required and that improvements are made in a timely and proactive (rather than reactive) manner. Going forward, a key component of the CIP will be improvement of the landside infrastructure – particularly utilities and access streets – necessary to support redevelopment projects. Funding such improvements will be a challenge, as they are typically not eligible for AIP grant funding.

As staff executes these tasks, an integral part of the process will be analysis of the financial impacts. There are of course additional tactics – as detailed in Section 4 – that will be pursued, but the six tasks outlined above were identified by the strategic planning team as key “next steps” in realizing the vision for the future of the airport.



APPENDICES

APPENDICES

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Maps – Airport Location

APPENDIX B

Airport Operational and Financial Data

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APPENDIX E

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Airport Business Survey and Responses

APPENDIX E.2

Hangar Tenant Survey and Responses

APPENDIX F

Goals, Strategies, and Tactics Summary

APPENDIX G

Addison City Council Chapter 380 Policy and Procedures
Document

APPENDIX H

Future Concepts for Consideration

APPENDIX A: MAPS-AIRPORT LOCATION

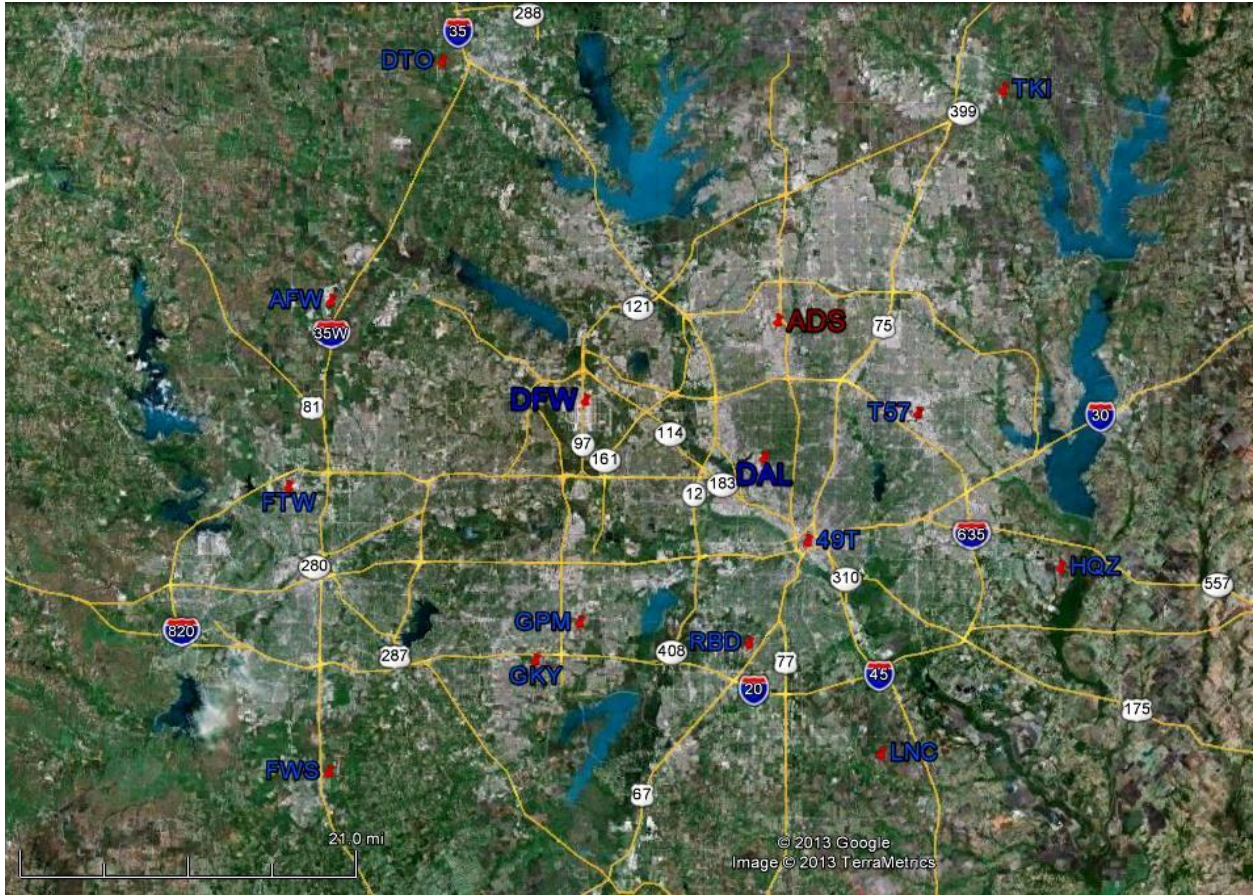


Figure A-1: Aerial map of the Dallas-Fort Worth metropolitan area showing locations of Air Carrier Airports, General Aviation Reliever Airports, and Heliports (image from Google Earth).

Air Carrier Airports:

- DAL: Dallas Love Field
- DFW: Dallas – Fort Worth International

General Aviation Reliever Airports:

- ADS: Addison**
- AFW: Fort Worth Alliance
- DTO: Denton Municipal
- FTW: Fort Worth Meacham
- FWS: Fort Worth Spinks
- GKY: Arlington Municipal
- GPM: Grand Prairie Municipal
- HQZ: Mesquite Metro
- LNC: Lancaster
- RBD: Dallas Executive
- TKI: Collin County Regional at McKinney

Heliports:

- T57: Garland Heliport
- 49T: Dallas Vertiport

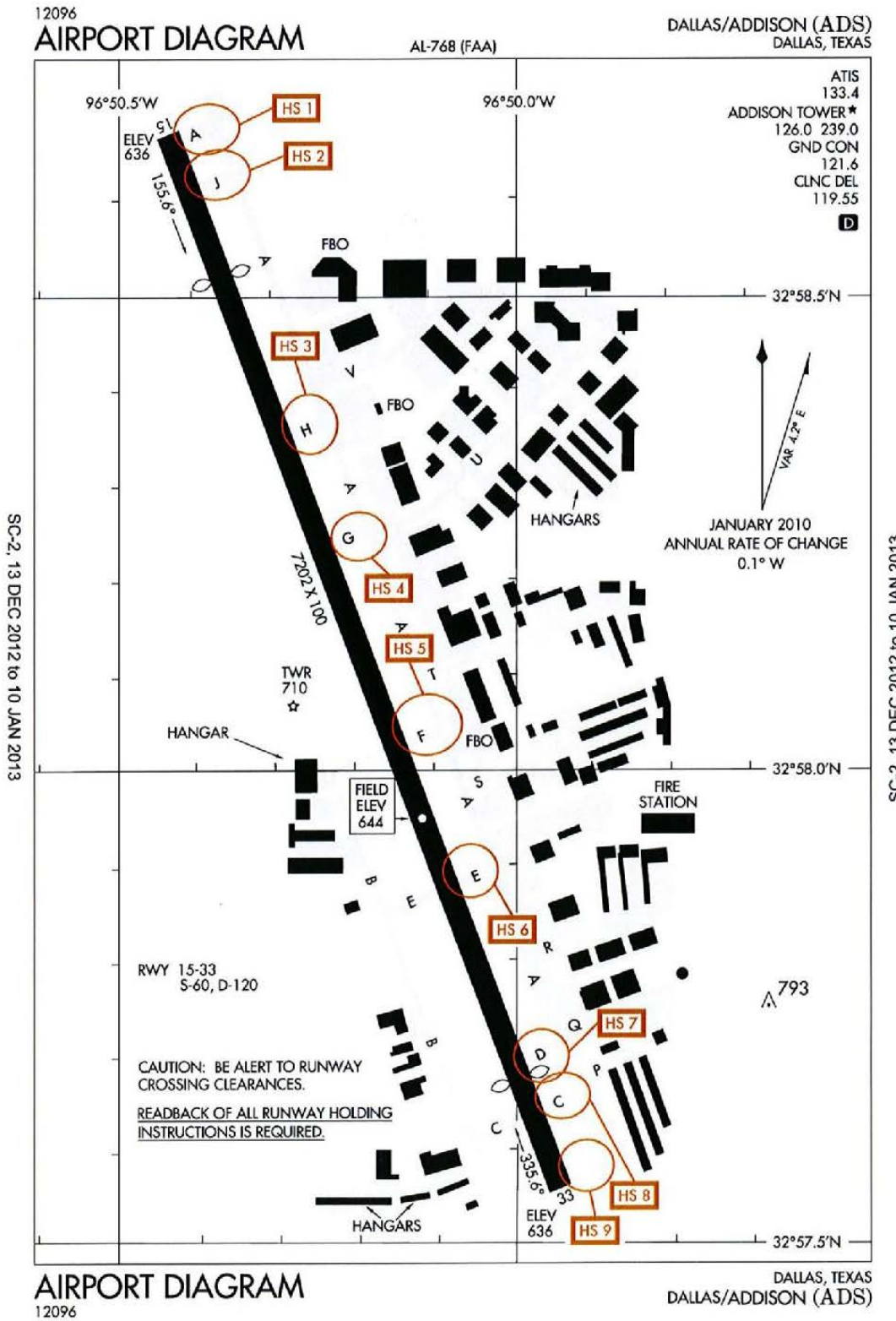


Figure A-2: Addison Airport (ADS) – Airport Diagram.



Figure A-3: Aerial photo of airport (August 2, 2012 image from Google Earth).

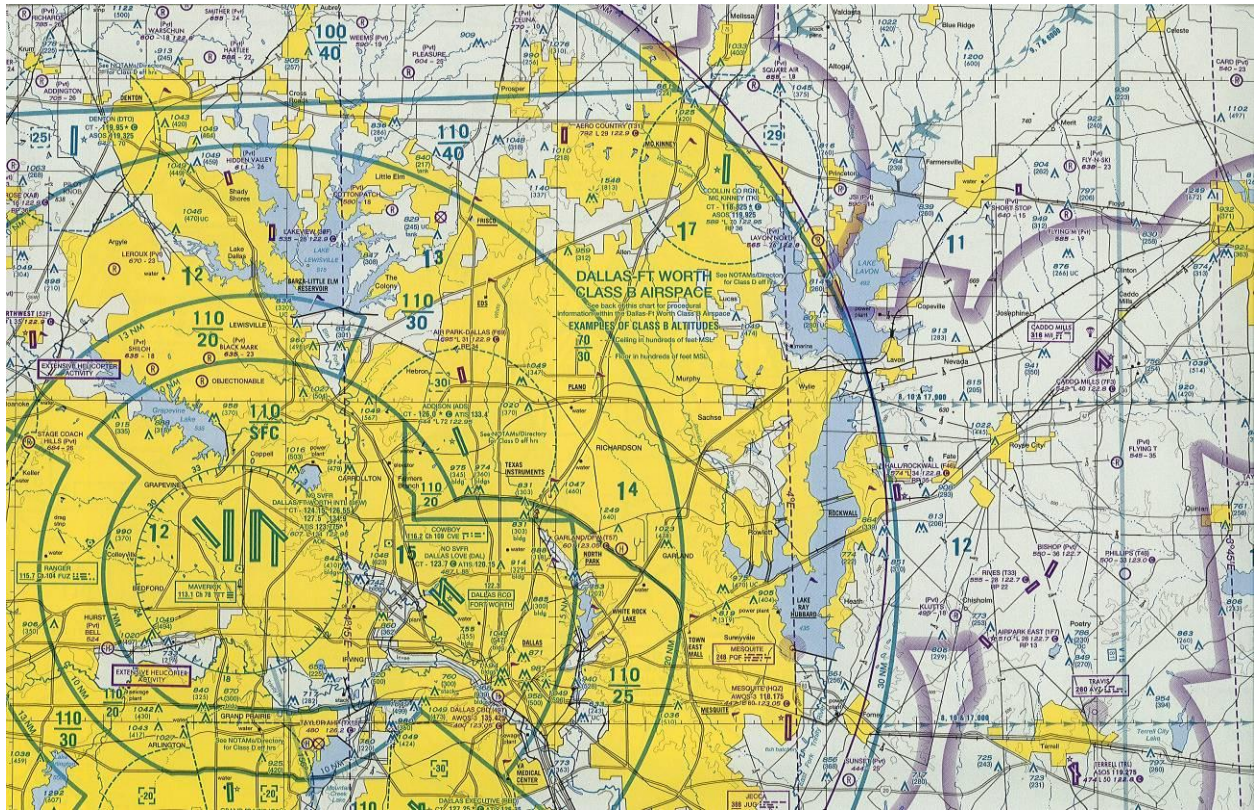
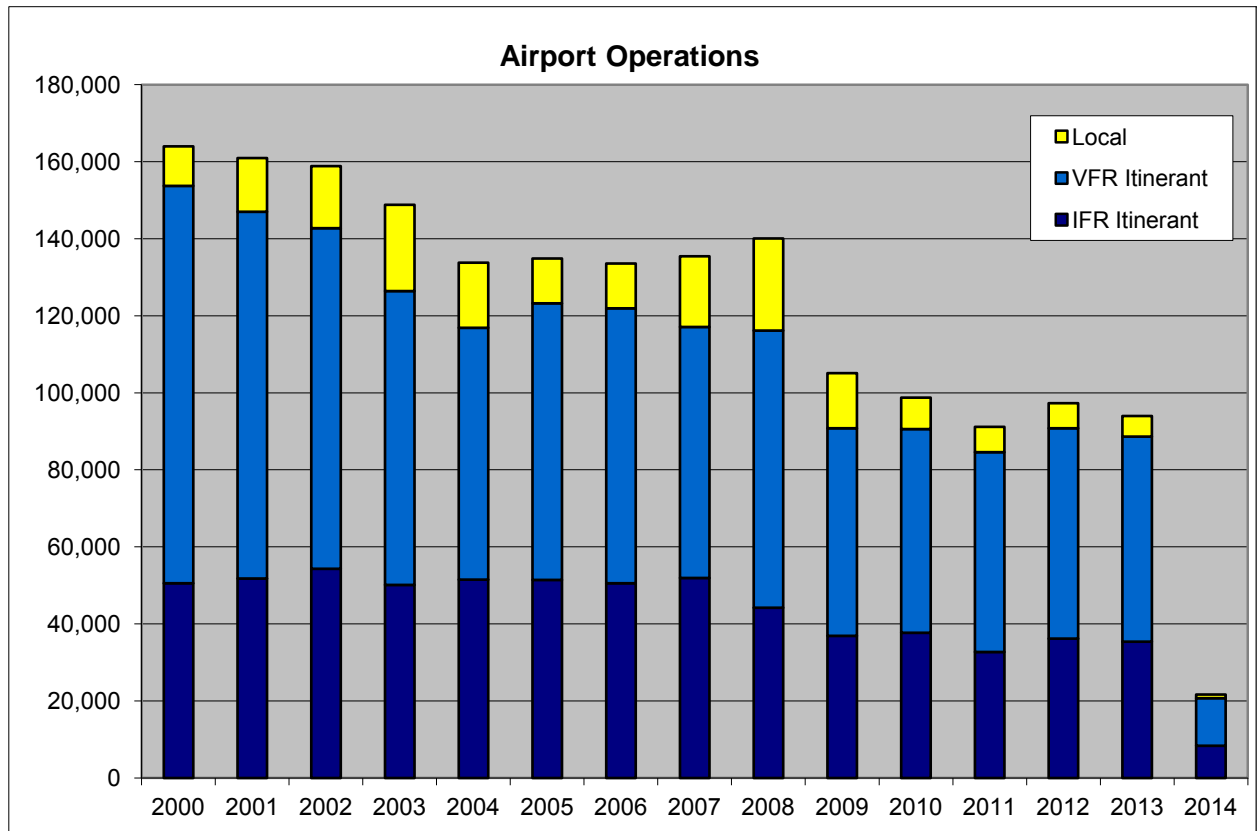


Figure A-4: Section of a Terminal Area Chart (TAC) showing airspace around Addison.

APPENDIX B: AIRPORT OPERATIONAL AND FINANCIAL DATA

Aircraft Operations

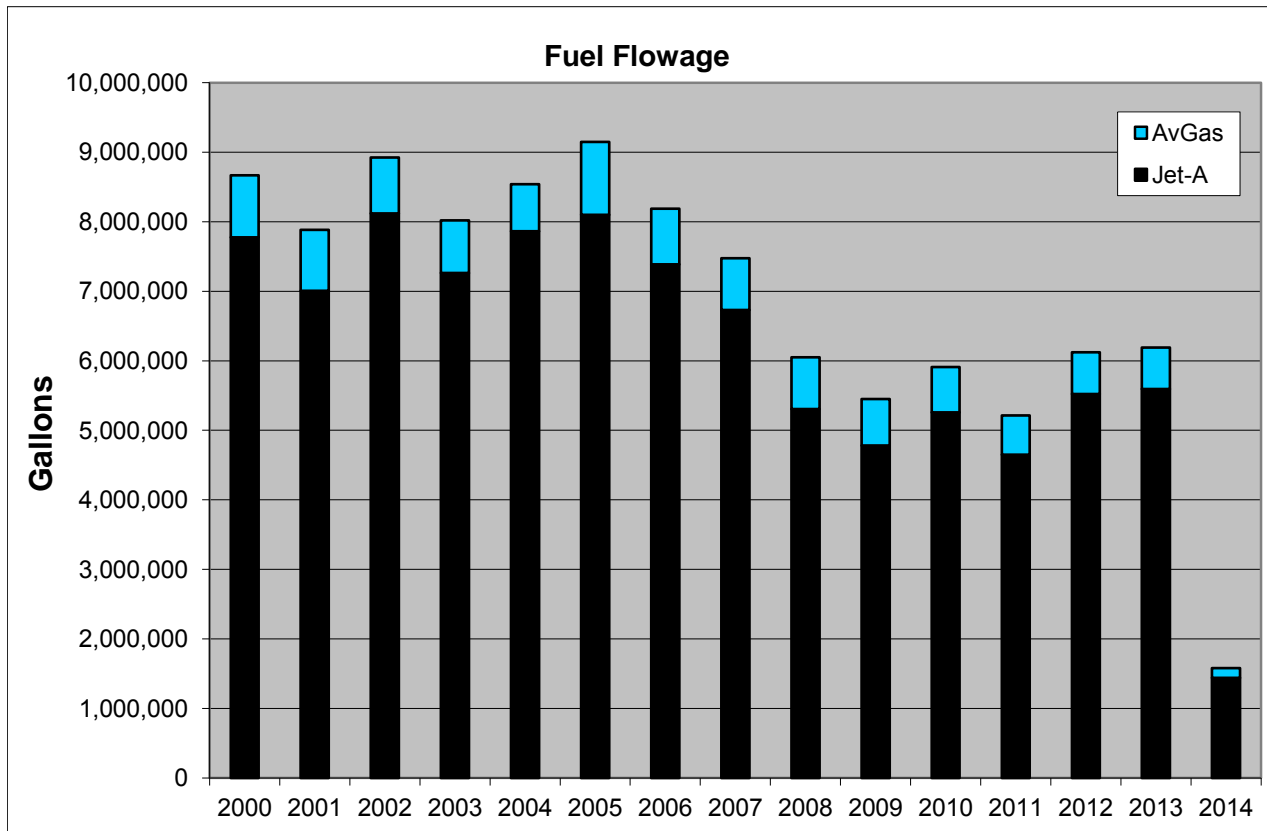
Year	Itinerant	% <i>itin</i>	Local	TOTAL	<i>IFR Itinerant</i>	% <i>IFR</i>	<i>VFR Itinerant</i>
2000	153,705	93.8%	10,239	163,944	50,574	30.8%	103,131
2001	147,002	91.4%	13,893	160,895	51,825	32.2%	95,177
2002	142,697	89.8%	16,124	158,821	54,289	34.2%	88,408
2003	126,401	84.9%	22,407	148,808	50,131	33.7%	76,270
2004	116,844	87.4%	16,912	133,756	51,531	38.5%	65,313
2005	123,251	91.4%	11,601	134,852	51,421	38.1%	71,830
2006	121,936	91.3%	11,623	133,559	50,535	37.8%	71,401
2007	117,097	86.4%	18,369	135,466	51,930	38.3%	65,167
2008	116,174	83.0%	23,866	140,040	44,186	31.6%	71,988
2009	90,828	86.4%	14,292	105,120	36,897	35.1%	53,931
2010	90,574	91.7%	8,194	98,768	37,723	38.2%	52,851
2011	84,602	92.8%	6,524	91,126	32,686	35.9%	51,916
2012	90,778	93.3%	6,505	97,283	36,177	37.2%	54,601
2013	88,632	94.3%	5,376	94,008	35,403	37.7%	53,229
2014	20,738	95.8%	920	21,658	8,403	38.8%	12,335



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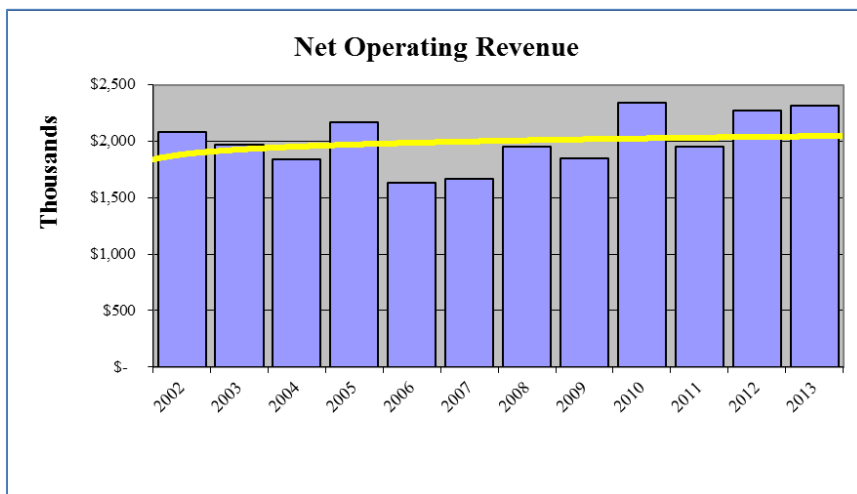
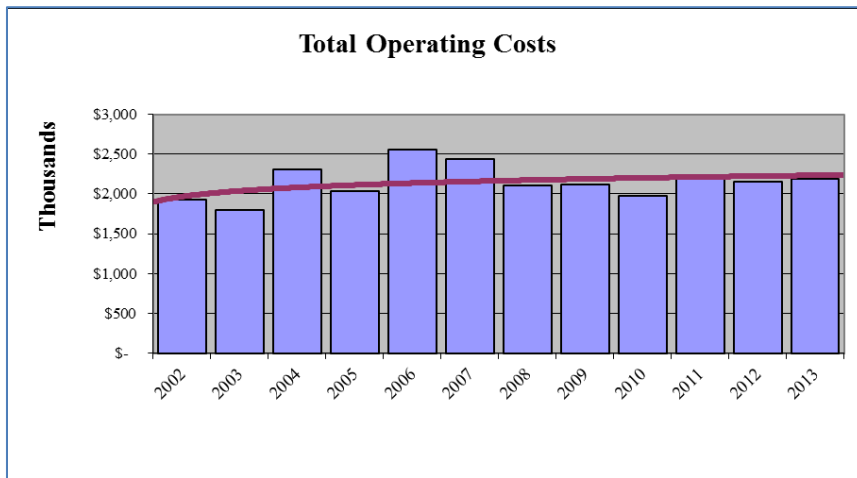
Fuel Flowage

Year	AvGas	%AvGas	Jet-A	TOTAL	Public	%N-P	Non-Public
2000	894,627	10.3%	7,774,196	8,668,823			
2001	876,306	11.1%	7,008,490	7,884,796			
2002	803,258	9.0%	8,119,223	8,922,481			
2003	754,703	9.4%	7,262,967	8,017,670			
2004	674,908	7.9%	7,864,767	8,539,675			
2005	1,047,409	11.4%	8,100,952	9,148,361			
2006	801,976	9.8%	7,386,500	8,188,476			
2007	743,372	9.9%	6,730,221	7,473,593			
2008	743,542	12.3%	5,307,561	6,051,103			
2009	668,469	12.3%	4,780,903	5,449,372	5,440,891	0.16%	8,481
2010	652,174	11.0%	5,256,210	5,908,384	5,797,879	1.87%	110,505
2011	562,495	10.8%	4,650,451	5,212,946	5,044,484	3.23%	168,462
2012	598,818	9.8%	5,523,990	6,122,808	5,906,026	3.54%	216,782
2013	594,703	9.6%	5,595,997	6,190,700	6,075,371	1.86%	115,329
2014	142,095	9.0%	1,438,790	1,580,885	1,548,779	2.03%	32,106

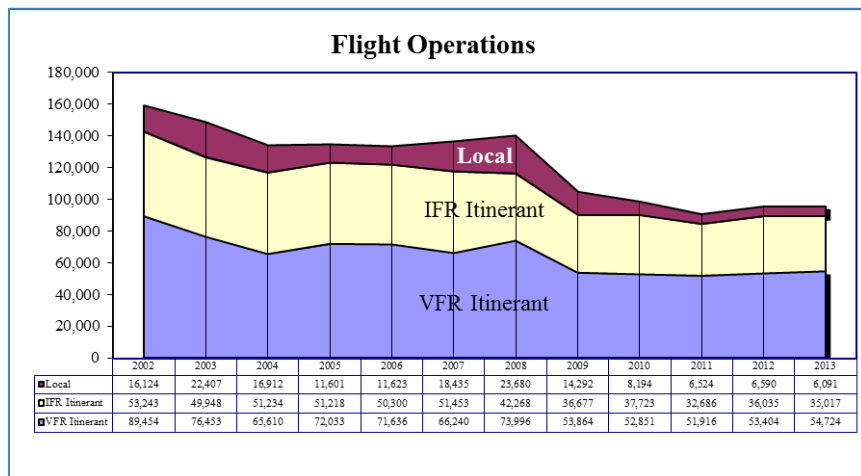
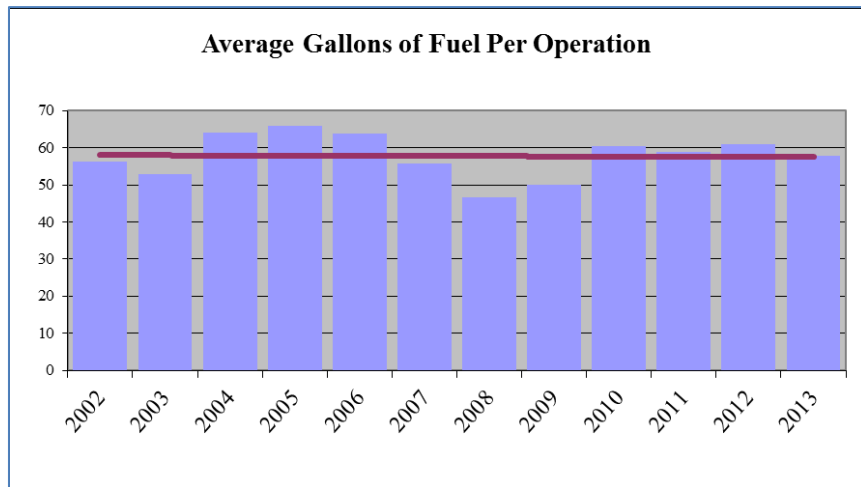
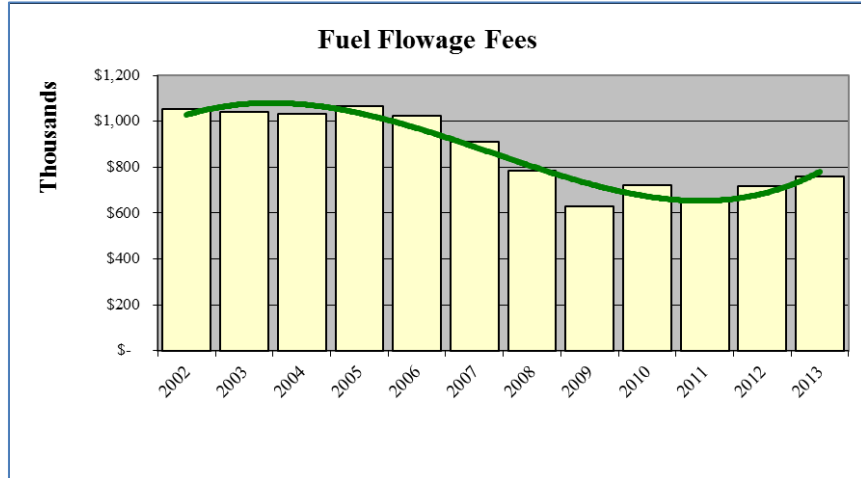


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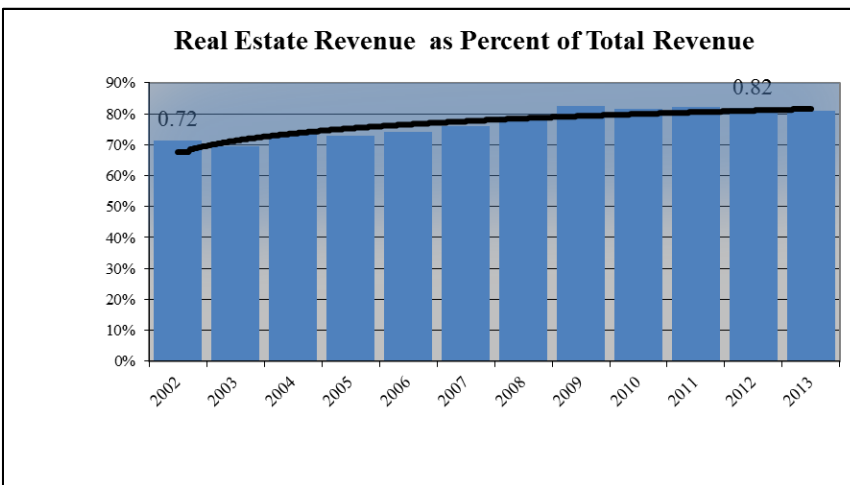
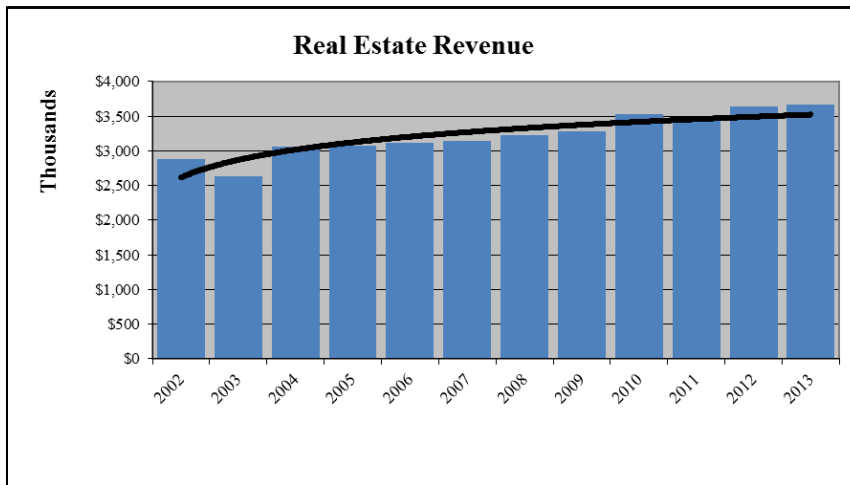
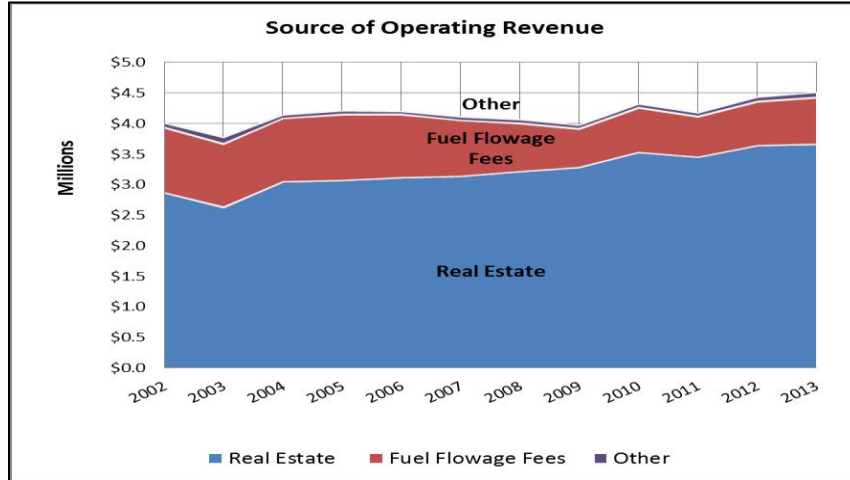
Addison Airport Historical Operating Performance



Addison Airport Historical Operating Performance



Addison Airport Historical Operating Performance



APPENDIX C: SWOT ANALYSIS

Addison Airport SWOT

A SWOT (Strength/Weakness/Opportunities/Threats) analysis was performed by the strategic planning committee in order to better identify and understand the Airport operating environment. In this regard, the SWOT is not a strategy session but rather it is performed in preparation of making strategic recommendations. Thus, the information generated in the SWOT can be used to develop follow-up strategies for achieving the Airport's mission.

From a definitional standpoint, a SWOT for Addison Airport involves the following:

- **Strengths**: Internal attributes of the Airport. These can include physical/infrastructure, managerial, financial, political, brand, tenant's, and other.
- **Weaknesses**: Internal attributes of the Airport. These also can include physical/infrastructure, managerial, financial, political, brand, tenants and other.
- **Opportunities**: External conditions that may be available to the Airport. These can include such items as regional business, on-airport business, funding, aviation trends, branding, and other.
- **Threats**: External conditions that may threaten the Airport's viability. These conditions may include funding, operational activity, local, national or international political events, governmental regulations, and other.

The following is a summary of the committee's findings:

Strengths:

- Having existing hangar facilities (high building to land ratio)
- Having a variety of ownership/occupancy types (e.g. conventional commercial/individual lease, ground lease, condominium, cooperative, through-the-fence)
- Cater to business owners/operators of aircraft primarily used in the course of their business.
- Location, location, location
- Having customs services on site
- Extensive based aircraft
- Strong, well regarded reputation within the industry and region
- Community assets (nearby hotels, restaurants, entertainment, retail, governance, landside access, office)
- State-of-the art air navigational systems and facilities
- Mild climate
- Town's culture of customer service orientation
- Addison police and fire on airport

Weaknesses:

- Atypical airport development and design

- Landlocked in urban environment
- Under [aircraft] ramped and under [vehicle] parked
- Undersized utilities and other infrastructure necessary to support redevelopment (water mains for fire suppression)
- Narrow streets
- Marginal lighting and directional signage
- Runaway length
- Single runway
- Land necessary for expansion is expensive
- Underutilized facilities adjacent to the airport (those that could be used for aeronautical purposes)
- No landmark/community building giving airport distinct identity
- Lack of funding for expansion and redevelopment

Opportunities:

- Expiration of Wright Amendment may influence increase demand of corporate aircraft
- Opportunity to increase business aircraft demand
- Improve aircraft fleet mix
- Influence federal policy to benefit Addison Airport
- Pursue change in state funding practices
- Implement advancing technology for safety, security and efficiencies.
- Extension of educational (pilot and maintenance) services
- Increase charter and cargo traffic
- Leverage airport use with available office space in area
- Population growth with influence demand
- Weather/climate will attract more business from northern more frigid regions

Threats

- Environmental – EPA's classification of the region as a non-attainment area for pollution and ozone
- Landlocked and limited alternatives for expansion and protection of airport
- Expensive land
- Lack of support from neighboring communities (willing to protect airport through zoning, population growth, height restrictions, etc.)
- Lack of funding to support growth and redevelopment
- Airspace configuration
- Possible implantation of user fees
- Noise mitigation
- Political changes and public policy
- Any catastrophic event (e.g. bad aircraft accident, another 9-11, earthquake, tornado, public unrest)

Overall, the SWOT analysis undertaken by the strategic planning committee highlighted key issues for the Town to consider affecting its operational environment. These results will serve as the framework for developing the goals, strategies and tactics within the strategic plan.

APPENDIX D: AIRPORT VISITS

Airports for Airport Strategic Team Visits

The Airport Strategic Team has proposed visiting other airports as part of the process of developing the Strategic Vision for Addison Airport. While criteria for airport visits are being refined, some guidance that has been suggested includes:

- ✈ to see any “best practices” that would support one or more of our proposed strategic goals (in the categories of Revenue, Customer, Internal Process, or Community); or
- ✈ to see how another airport may have approached or solved an issue that is relevant for Addison Airport.

Below are the suggested airports to visit.

APA – Centennial Airport (Denver, CO)

APF – Naples Municipal Airport (Naples, FL)

FMY – Fort Myers Page Field Airport (Fort Myers, FL)

MMU – Morristown Municipal Airport (Morristown, NJ; west of New York City)

SDL – Scottsdale Airport (Scottsdale, AZ; northeast of Phoenix)

SGR – Sugar Land Regional Airport (Sugar Land, TX; southwest of Houston)

TEB – Teterboro Airport (Teterboro, NJ; northwest of New York City)

This document begins with a section providing air traffic data for the selected airports (as well as Addison Airport) covering the calendar years 2005-2011. This is followed by sections providing information on each of the six selected airports, including a recent aerial photo and the Airport Diagram (from the FAA Airport / Facilities Directory).

ATADS: Airport Operations: Standard Report

Facility	Calendar Year	IFR Itinerant						Itinerant						Local	
		Air Carrier	Air Taxi	General Aviation	Military	Total	Air Carrier	Air Taxi	General Aviation	Military	Total	Civil	Military	Total	Operations
ADS	2005	147	14,074	36,976	21	51,218	153	16,639	106,346	113	123,251	11,591	10	11,601	134,852
ADS	2006	139	14,339	35,793	29	50,300	175	17,261	104,463	37	121,936	11,616	7	11,623	133,559
ADS	2007	153	15,143	36,118	39	51,453	156	16,745	100,734	58	117,693	18,368	67	18,435	136,128
ADS	2008	104	10,436	31,553	175	42,268	153	13,361	102,546	204	116,264	23,383	297	23,680	139,944
ADS	2009	177	8,836	27,577	87	36,677	180	11,357	78,615	389	90,541	14,230	62	14,292	104,833
ADS	2010	172	8,937	28,516	98	37,723	172	11,948	78,028	426	90,574	8,183	11	8,194	98,768
ADS	2011	112	7,622	24,808	144	32,686	114	10,751	73,294	443	84,602	6,518	6	6,524	91,126
Sub-Total for ADS		1,004	79,387	221,341	593	302,325	1,103	98,062	644,026	1,670	744,861	93,889	460	94,349	839,210
APA	2005	0	32,282	43,285	697	76,264	0	56,012	132,715	1,507	190,234	155,689	1,581	157,270	347,504
APA	2006	0	32,321	44,551	859	77,731	0	52,260	130,332	1,503	184,095	134,461	1,243	135,704	319,799
APA	2007	0	31,959	46,280	1,024	79,263	0	52,051	137,110	2,386	191,547	144,078	1,426	145,504	337,051
APA	2008	3	28,030	43,422	1,182	72,637	3	44,376	129,412	2,253	176,044	143,634	1,271	144,905	320,949
APA	2009	1	21,009	36,112	1,117	58,239	1	33,065	106,804	2,594	142,464	117,356	3,206	120,562	263,026
APA	2010	2	20,019	39,721	1,360	61,102	30	31,278	119,049	3,376	153,733	124,264	5,189	129,453	283,186
APA	2011	3	24,145	37,691	1,407	63,246	68	36,191	126,112	3,482	165,853	125,025	3,713	128,738	294,591
Sub-Total for APA		9	189,765	291,062	7,646	488,482	102	305,233	881,534	17,101	1,203,970	944,507	17,629	962,136	2,166,106
APF	2005	0	13,308	32,603	49	45,960	0	13,595	92,799	113	106,507	51,892	21	51,913	158,420
APF	2006	55	11,796	32,946	43	44,840	55	11,940	89,956	84	102,035	32,718	194	32,912	134,947
APF	2007	0	11,266	31,496	24	42,786	0	11,638	86,417	46	98,101	30,335	10	30,345	128,446
APF	2008	0	10,578	28,702	47	39,327	0	11,851	81,794	84	93,729	35,515	14	35,529	129,258
APF	2009	0	6,632	23,959	58	30,649	0	6,773	67,188	96	74,057	26,849	52	26,901	100,958
APF	2010	0	7,556	21,977	69	29,602	0	7,658	56,868	107	64,633	17,708	8	17,716	82,349
APF	2011	0	7,869	22,198	84	30,151	0	8,135	57,173	238	65,546	17,617	0	17,617	83,163
Sub-Total for APF		55	69,005	193,881	468	263,315	55	71,590	532,195	768	604,608	212,634	299	212,933	817,541
FMY	2005	0	3,585	15,732	79	19,396	0	4,310	49,764	154	54,228	31,752	270	32,022	86,250
FMY	2006	05	4,399	15,893	84	20,376	2	4,940	48,701	169	53,812	24,047	38	24,085	77,897
FMY	2007	0	2,430	16,107	53	18,590	5	3,339	48,459	99	51,902	24,970	136	25,106	77,008
FMY	2008	0	1,697	14,440	34	16,171	1	2,310	40,756	47	43,114	27,911	24	27,935	71,049
FMY	2009	0	1,236	11,845	71	13,152	0	1,281	42,304	98	43,683	33,088	68	33,156	76,839
FMY	2010	11	1,334	11,060	69	12,474	13	1,375	43,165	110	44,663	33,543	70	33,613	78,276
FMY	2011	3	1,252	11,445	78	12,778	7	1,289	44,386	100	45,782	32,056	87	32,143	77,925
Sub-Total for FMY		14	15,933	96,522	468	112,937	28	18,844	317,535	777	337,184	207,367	693	208,060	545,244

Facility	IFR Itinerant						Itinerant						Local		
	Calendar Year	Air Carrier	Air Taxi	General Aviation	Military	Total	Air Carrier	Air Taxi	General Aviation	Military	Total	Civil	Military	Total	Operations
MMU	2005	0	11,839	26,647	275	38,761	0	12,990	133,580	478	147,048	68,950	274	69,224	216,272
MMU	2006	0	12,115	26,961	120	39,196	0	13,006	94,281	186	107,473	64,188	552	64,740	172,213
MMU	2007	0	12,951	26,617	157	39,725	0	14,510	85,739	219	100,468	61,960	111	62,071	162,539
MMU	2008	8	11,195	22,560	66	33,829	9	13,703	74,138	343	88,193	52,006	156	52,162	140,355
MMU	2009	15	9,681	19,599	28	29,323	16	13,088	65,721	305	79,130	49,941	270	50,211	129,341
MMU	2010	8	10,200	20,054	45	30,307	8	11,589	68,783	219	80,599	37,987	184	38,171	118,770
MMU	2011	9	9,805	18,803	45	28,662	9	10,474	59,474	193	70,150	33,528	128	33,656	103,806
Sub-Total for MMU		40	77,786	161,241	736	239,803	42	89,360	581,716	1,943	673,061	368,560	1,675	370,235	1,043,296
SDL	2005	0	10,181	31,647	114	41,942	0	11,816	124,783	278	136,877	75,544	8	75,552	212,429
SDL	2006	0	11,005	34,053	105	45,163	0	12,389	120,366	198	132,953	63,166	179	63,345	196,298
SDL	2007	0	11,879	35,851	208	47,938	0	13,390	119,984	363	133,737	58,129	116	58,245	191,982
SDL	2008	0	10,264	30,192	208	40,664	0	11,232	107,351	359	118,942	72,268	201	72,469	191,411
SDL	2009	9	7,770	22,730	166	30,675	9	8,168	90,933	278	99,388	67,029	27	67,056	166,444
SDL	2010	0	8,189	23,548	176	31,913	0	12,250	69,767	365	82,382	51,055	78	51,133	133,515
SDL	2011	2	9,427	24,060	301	33,790	5	12,969	73,304	580	86,858	54,620	162	54,782	141,640
Sub-Total for SDL		11	68,715	202,081	1,278	272,085	14	82,214	706,488	2,421	791,137	441,811	771	442,582	1,233,719
SGR	2005	0	1,930	14,804	60	16,794	0	4,462	42,347	118	46,927	43,228	112	43,340	90,267
SGR	2006	2	2,386	15,257	59	17,704	2	4,599	41,660	99	46,360	42,495	32	42,527	88,887
SGR	2007	0	2,811	20,485	40	23,336	0	5,699	46,380	76	52,155	34,894	74	34,968	87,123
SGR	2008	0	2,876	22,878	170	25,924	0	4,170	45,193	193	49,556	27,118	130	27,248	76,804
SGR	2009	166	2,661	19,446	138	22,411	166	3,215	40,204	215	43,800	25,182	46	25,228	69,028
SGR	2010	0	3,892	21,047	66	25,005	0	4,826	41,701	89	46,616	23,214	228	23,442	70,058
SGR	2011	0	4,409	20,835	64	25,308	0	5,117	41,730	88	46,935	22,662	356	23,018	69,953
Sub-Total for SGR		168	20,965	134,752	597	156,482	168	32,088	299,215	878	332,349	218,793	978	219,771	552,120
TEB	2005	0	73,046	98,044	102	171,192	0	76,954	135,108	142	212,204	26	10	36	212,240
TEB	2006	8	71,747	98,132	129	170,016	8	75,337	125,096	174	200,615	16	12	28	200,643
TEB	2007	6	72,908	99,037	139	172,090	6	77,182	123,799	200	201,187	49	0	49	201,236
TEB	2008	56	61,197	89,177	136	150,566	56	64,844	108,493	294	173,687	6	6	12	173,699
TEB	2009	69	48,874	75,628	263	124,834	70	52,380	92,740	447	145,637	0	0	0	145,637
TEB	2010	78	52,855	82,208	229	135,370	79	57,339	100,529	539	158,486	0	0	0	158,486
TEB	2011	117	56,949	84,761	194	142,021	118	60,482	100,043	400	161,043	0	0	0	161,043
Sub-Total for TEB		334	437,576	626,987	1,192	1,066,089	337	464,518	785,808	2,196	1,252,859	97	28	125	1,252,984

APA – Denver Centennial Airport

www.centennialairport.com



Denver's primary GA Reliever, Centennial Airport is governed by the Arapahoe County Public Airport Authority. The airport has four full-service FBOs with a fifth FBO dedicated to providing services to helicopters only.

Reasons to visit:

- ✈ Fuel flowage in 2011 exceeded 11 million gallons, with total operations over 300,000
- ✈ Business and industrial parks located near the airport
- ✈ Significant numbers of noise complaints / noise issues; land use management program in effect for surrounding areas
- ✈ Airport is considered to be one of the most well-run GA airports in the country; marketing tagline is "Global Reach – Local Access"™
- ✈ Estimated annual economic impact of nearly \$1 Billion



Ownership and Governance

Centennial Airport was founded in 1968 by Arapahoe County and is currently owned by the Arapahoe County Public Airport Authority, established in 1975 as a political subdivision of the State of Colorado. The Authority is governed by a Board of Commissioners that consists of 5 voting members and 3 non-voting members. The 5 voting members are comprised of tax-paying residents of Arapahoe County and are appointed by the County Commissioners to 4-year terms. The 3 non-voting members are the Douglas County Commissioners or their designees. The Airport Authority Board meets monthly, with [agendas and minutes](#) being posted on the airport website.

Staff (17 full-time positions)

Administration:

Executive Director – Robert Olislagers
Assistant Airport Director – Lorie Hinton
Director of Administration – Gwen Balk
Chief Financial Officer – Roxy Hahn
Aviation Specialist – Scott Storie
Accounting Specialist – Joseph Odhiambo

Information Technology:

Deputy Director of Information Technology – Kelly Dymond

Planning:

Deputy Director of Planning and Development – Mike Fronapfel
Noise and Environmental Specialist – Todd Green

Operations:

Deputy Director of Operations – Brian Lewis
Operations Specialist – Chris McLain
Operations Specialist – Sean Settle
Operations Specialist – Cameron Hallock

Maintenance:

Director of Maintenance – Dave Zarlengo
Maintenance Supervisor – Mitch Aguilar
Assistant Maintenance Supervisor – Ron Chlarson
Assistant Maintenance Supervisor – Dan Stansbury

Budget / Financing / Sources of Revenue

Annual fuel flowage: 11,100,000 gallons (2011)
Fuel flowage fee: \$0.15/gallon
Landing fees: none
U.S. Customs: User Fee Airport ([charges](#) from \$105 to \$360 per clearance based on aircraft size, plus a \$300 overtime/after-hours charge)
Advertising: airport accepts [advertising](#) on its website

Amenities

Airport has a well regulated [access control system](#) with detailed requirements for access.

South Metro Fire Rescue has a station on airport property that is specially equipped with aircraft rescue and firefighting equipment.

The Arapahoe County Sheriff's Department patrols the airport regularly and provides police services.

The airport operates a significant fleet of snow removal equipment including five 22-foot snow plows, two snow blowers, two dump trucks, a de-ice trailer, and a 16-foot broom.

APA has one [ILS approach](#) (for Rwy 35R).

FAA Air Traffic Control Tower operates 24 hours.

U.S. Customs available 24 hours (User Fee Airport).

Significant Tenants

[Denver jetCenter](#) (FBO)

[The Heliplex](#) (FBO for helicopters only)

[Signature Flight Support](#) (FBO)

[TAC Air](#) (FBO)

[X-Jet](#) (FBO)

[Denver Centennial Airport Business Directory](#)

Based Aircraft

Aircraft based on the field:	865
Single engine airplanes:	578
Multi engine airplanes:	142
Jet airplanes:	125
Helicopters:	20

Community Relations / Noise Issues

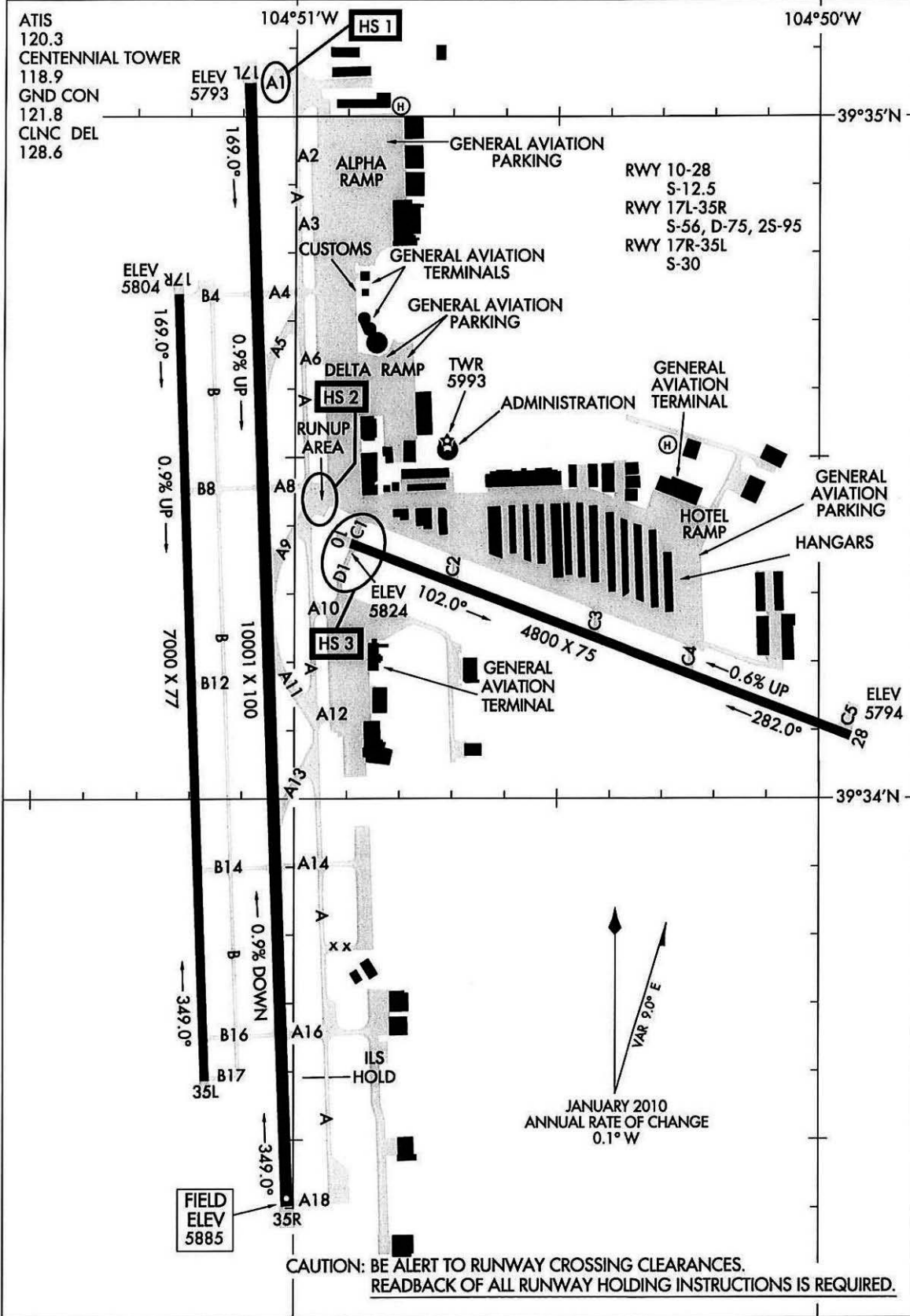
The airport began an FAR Part 150 Noise Study in 1998, which is still in process. The airport hosts a monthly airport / community [noise roundtable](#) to discuss noise issues and noise abatement procedures. The airport receives and tracks hundreds of noise complaint each month and makes [noise complaint data](#) available through its website.

11349

AIRPORT DIAGRAM

AL-5715 (FAA)

DENVER/CENTENNIAL (APA)
DENVER, COLORADO



SW-1, 09 FEB 2012 to 08 MAR 2012

SW-1, 09 FEB 2012 to 08 MAR 2012

AIRPORT DIAGRAM

11349

DENVER, COLORADO
DENVER/CENTENNIAL (APA)

APF – Naples Municipal Airport

<http://flynaples.com/>



Owned and operated by the City of Naples, Florida / Naples Airport Authority.

Reasons to visit:

- ✈ the State of Florida is known for having a strong aviation system, and it is worth visiting at least one Florida airport to learn about how the airport system is supported by the state, particularly the Florida Department of Transportation (F-DOT)
- ✈
- ✈ Naples Municipal Airport operates the only FBO, which appears to constitute the most significant source of operating income for the airport

Ownership and Governance

Naples Municipal Airport.

Staff (airport personnel also operate the field's only FBO; total staff numbers not available)

Director, General Aviation – Barry Bratton

Senior Manager, General Aviation – Scott Sheets

Supervisor Customer Service – Debra Barr

Supervisor Line Service – Geoff Unger

Budget / Financing / Sources of Revenue

Annual fuel flowage: unknown (probably less than 2,000,000 gallons)

Fuel flowage fee: N/A – airport owns FBO

Landing fees: yes; applies to all charter and revenue-producing aircraft

Amenities

On-airport fire station

Airport Police Department

FAA Air Traffic Control Tower operates 0700-2200 daily

FMY has an [ILS approach](#) for Rwy 5

U.S. Customs available without charge; prior permission required (Landing Rights Airport).

Significant Tenants

[Base Ops](#) (FBO operated by the Lee County Port Authority)

[Fort Myers Page Field Business Directory](#)

Based Aircraft

Aircraft based on the field: 289

Single engine airplanes: 188

Multi engine airplanes: 59

Jet airplanes: 30

Helicopters: 12

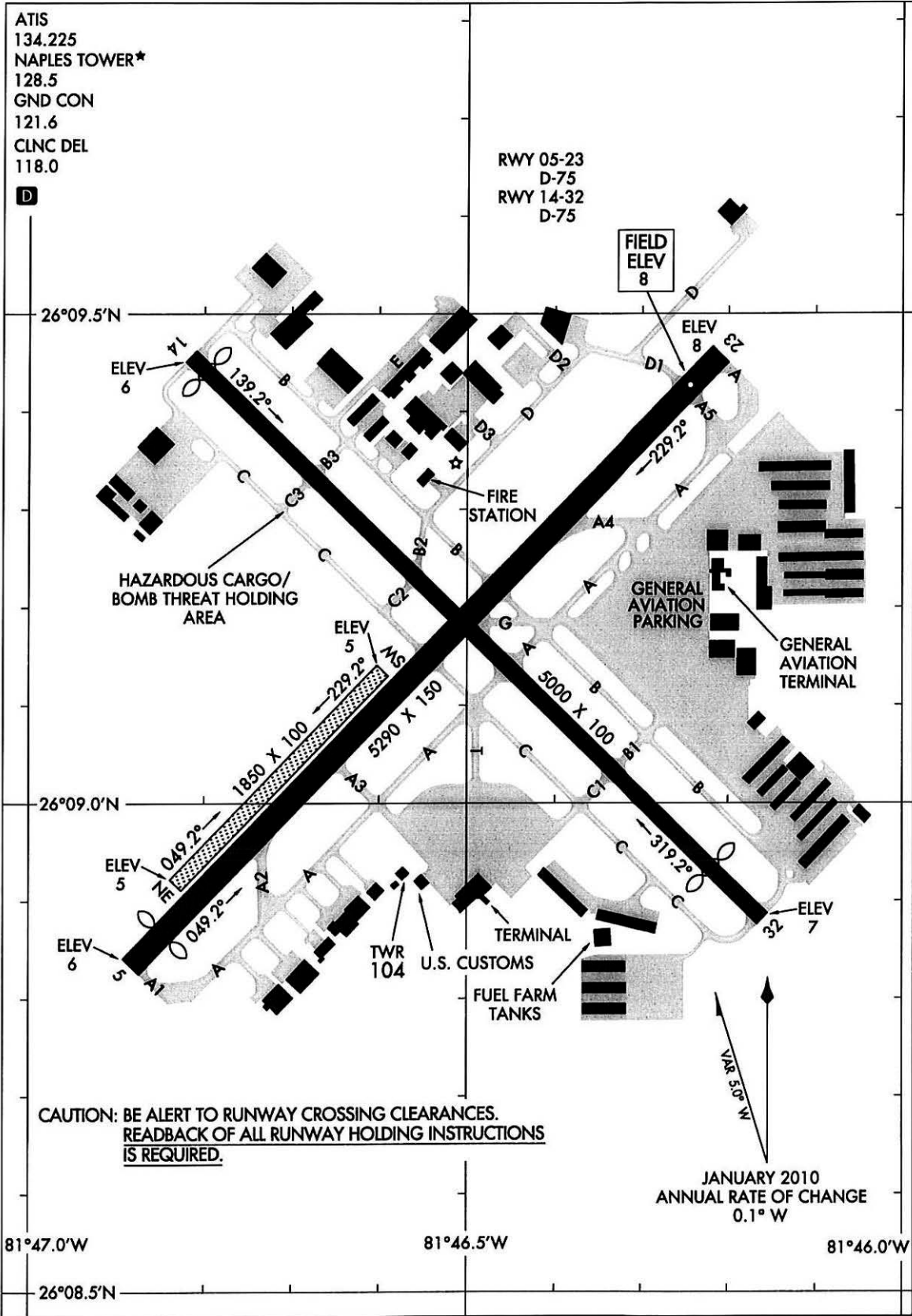
Community Relations / Noise Issues

Naples Municipal Airport has had significant community / noise issues.

12040
AIRPORT DIAGRAM

AL-6020 (FAA)

NAPLES MUNI (APF)
 NAPLES, FLORIDA



SE-3. 31 MAY 2012 to 28 JUN 2012

SE-3. 31 MAY 2012 to 28 JUN 2012

AIRPORT DIAGRAM
 12040

NAPLES, FLORIDA
NAPLES MUNI (APF)

FMY – Fort Myers Page Field Airport

www.flylcpa.com/fmy/



Owned and operated by the Lee County Port Authority (LCPA), which also owns and operates Southwest Florida International (RSW, a nearby Part 139 commercial service airport).

Reasons to visit:

- ✈ the State of Florida is known for having a strong aviation system, and it is worth visiting at least one Florida airport to learn about how the airport system is supported by the state, particularly the Florida Department of Transportation (F-DOT)
- ✈ Airport hosts weekly “Hot Dog Fridays” to encourage local residents to stop in and visit
- ✈ LCPA operates the only FBO, “Base Ops”, which appears to constitute the most significant source of operating income for the airport

Ownership and Governance

Fort Myers Page Field is owned and operated by the Lee County Port Authority.

The Lee County Port Authority is governed by the [Lee County Board of County Commissioners](#), sitting as the Board of Port Commissioners. The term of each Port Commissioner coincides with their regular term of office as a County Commissioner.

Each Port Commissioner appoints an individual from the business community to be a member of the [Airports Special Management Committee](#), which advises the Board of Port Commissioners on all issues and matters relating to the Lee County Airports (Southwest Florida International Airport and Page Field). The Airports Special Management Committee also has two Regional members, from Charlotte and Collier Counties.

Board meetings are held in the Airport Training and Conference Center located at the Southwest Florida International Airport, 15924 Air Cargo Lane, off Chamberlin Parkway. For a current schedule of meeting dates and times, please click on [2012 Meeting Dates](#).

Staff (airport personnel also operate the field's only FBO; total staff numbers not available)

Director, General Aviation – Barry Bratton

Senior Manager, General Aviation – Scott Sheets

Supervisor Customer Service – Debra Barr

Supervisor Line Service – Geoff Unger

Budget / Financing / Sources of Revenue

Annual fuel flowage: unknown (probably less than 2,000,000 gallons)

Fuel flowage fee: N/A – airport owns FBO

Landing fees: yes; applies to all charter and revenue-producing aircraft

Amenities

On-airport fire station

Airport Police Department

FAA Air Traffic Control Tower operates 0700-2200 daily

FMY has an [ILS approach](#) for Rwy 5

U.S. Customs available without charge; prior permission required (Landing Rights Airport).

Significant Tenants

[Base Ops](#) (FBO operated by the Lee County Port Authority)

[Fort Myers Page Field Business Directory](#)

Based Aircraft

Aircraft based on the field: 225

Single engine airplanes: 176

Multi engine airplanes: 44

Jet airplanes: 3

Helicopters: 2

Community Relations / Noise Issues

The Page Field Users Association meets the second Wednesday of each month at 6:30 p.m. at the Base Ops FBO.

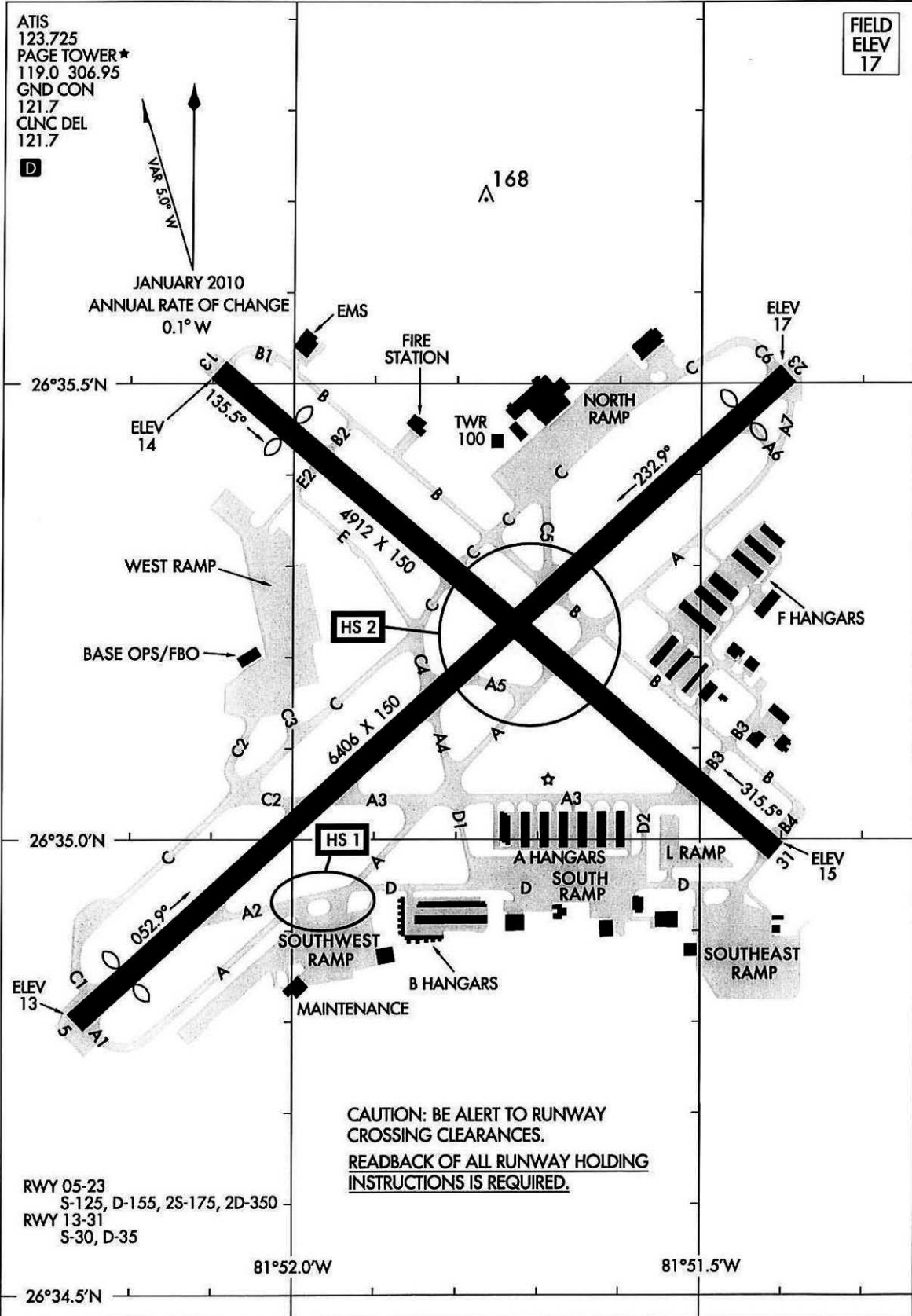
The airport does not appear to have any significant noise issues, although the nearby Southwest Florida International Airport does have a "[Fly Friendly](#)" program.

11349

AIRPORT DIAGRAM

AL-154 (FAA)

FORT MYERS/PAGE FIELD (FMY)
FORT MYERS, FLORIDA



SE-3, 09 FEB 2012 to 08 MAR 2012

SE-3, 09 FEB 2012 to 08 MAR 2012

AIRPORT DIAGRAM

11349

FORT MYERS, FLORIDA
FORT MYERS/PAGE FIELD (FMY)

MMU – Morristown Municipal Airport

www.mmuair.com



A designated GA Reliever airport for the New York Metropolitan Area, Morristown Municipal is located 27 “stoplight free” miles from downtown NYC. Owned by the Town of Morristown, NJ, MMU has been privately managed since 1982 by DM Airports, LTD.

Reasons to visit:

- ✈ Private management with airport operations characteristics similar to Addison; airport is run as a business (by DM Airports, Ltd.)
- ✈ Airport was run-down and neglected when DM Airports assumed control in 1982
- ✈ Airport encompasses 638 acres, but much of that is not suitable for development because it is a wetland (development is constrained)
- ✈ State-of-the-art perimeter security system (Honeywell is a major corporate tenant) including ID badging, video monitoring, and interactive employee training; significant Federal (DHS) presence because of proximity to New York City
- ✈ FAA Tower with non-Federal AWOS (parallels the situation at Addison) ... MMU succeeded in getting an AWOS-ATIS Interface Unit (AAIU) installed; Addison is following MMU’s success, working on an identical AAIU installation
- ✈ First-class administration and operations facilities (at right: kitchen facilities in the Operations center)



Ownership and Governance

Owned by the Town of Morristown, New Jersey, MMU has been privately managed since 1982 by DM AIRPORTS, LTD. under a 99-year contract. The airport is eligible for (and does receive) FAA Airport Improvement Program (AIP) grant funding for airfield improvements.

Staff (27 full-time positions)

DM Airports, Ltd.:

Executive Director – William Barkhauer, A.A.E.
Deputy Executive Director – Robert Bogan, A.A.E.
Senior Director, Facilities and Planning – Scott McMahon, A.A.E.
Senior Director, Operations and Government Affairs – Maria Sheridan, A.A.E.
Director, Accounting and Financial Analysis – Maryann Farinet, CPA
Senior Manager, Contracts and Office Administration – Suzanne Freaney, C.M.
Manager, Environmental and Safety Compliance – Maria Haffer
Manager, Information Systems – Christopher Azzari
Environmental and Safety Compliance Specialist – Corey Lindeman
Projects Administrator – Felicia Coppola
Staff Administrative Assistant – Carolyn Pasqua
Receptionist – Beth DiQuattro

Operations Department:

Manager, Operations and Security – Peter Gilchrist, A.A.E.
West Tie-Down Administrator / Operations Coordinator II – Lee Kimble, C.M.
Noise Abatement Officer / Operations Coordinator II – Rosemary Rizzo, C.M.
Operations Coordinator II – Aaron Buob, C.M.
Operations Coordinator I – Ryan Sheelen
Operations Coordinator I – Jessica Vurginac
Operations Coordinator I – Dustin Ramsey

Facilities Department:

Manager, Facilities and Projects – Darren Large, A.A.E.
Facilities Supervisor – Scott Peterson
Facilities Specialist – Erik Hansen
Facilities Technician – Matthew Maitilasso
Facilities Technician – Brian Murphy

Accounting Department / Human Resources:

Accounts Receivable and Payroll – Joan Schroeder
Accounts Payable – Sarah Kaplan
Benefits Administrator – Linda Weth

Budget / Financing / Sources of Revenue

Annual fuel flowage:	6,300,000 gallons (2010)
Fuel flowage fee:	\$0.30 to \$0.36/gallon
Landing fees:	transient aircraft only (charges range from \$11 to \$200)
U.S. Customs:	User Fee Airport (charges are \$25 for light piston, \$350 for large piston/turboprop/jet, or \$1,000 for based jet not a member of U.S. Customs user group; plus overtime charges if applicable)
Advertising:	airport has on-airport advertising displays (visible from the airside) from which it receives up to \$20,000/month in revenue

Amenities

On-airport fire station with [full ARFF capabilities](#) provided by private contractor [Rural/Metro](#)
FAA Air Traffic Control Tower operates 0645-2230 daily
MMU has an [ILS approach](#) for Rwy 23
Snow removal equipment
U.S. Customs available 24 hours (User Fee Airport).

Significant Tenants

[FTC FBO, LLC](#) (FBO)
[Signature Flight Support](#) (FBO)
Honeywell
Verizon Corporate Services Group
Collabera, Inc.
Short Hills Aviation Services (Part 135 Charter)
FL Aviation Corp. (Part 135 Charter)

Based Aircraft

Aircraft based on the field:	172
Single engine airplanes:	96
Multi engine airplanes:	15
Jet airplanes:	52
Helicopters:	9

Community Relations / Noise Issues

Voluntary [noise abatement procedures](#) are in effect. The airport also charges a \$350 departure fee for Stage I aircraft departing between the hours of 11:00PM and 6:45AM to reduce the impact of aircraft noise on the surrounding community during night time hours.

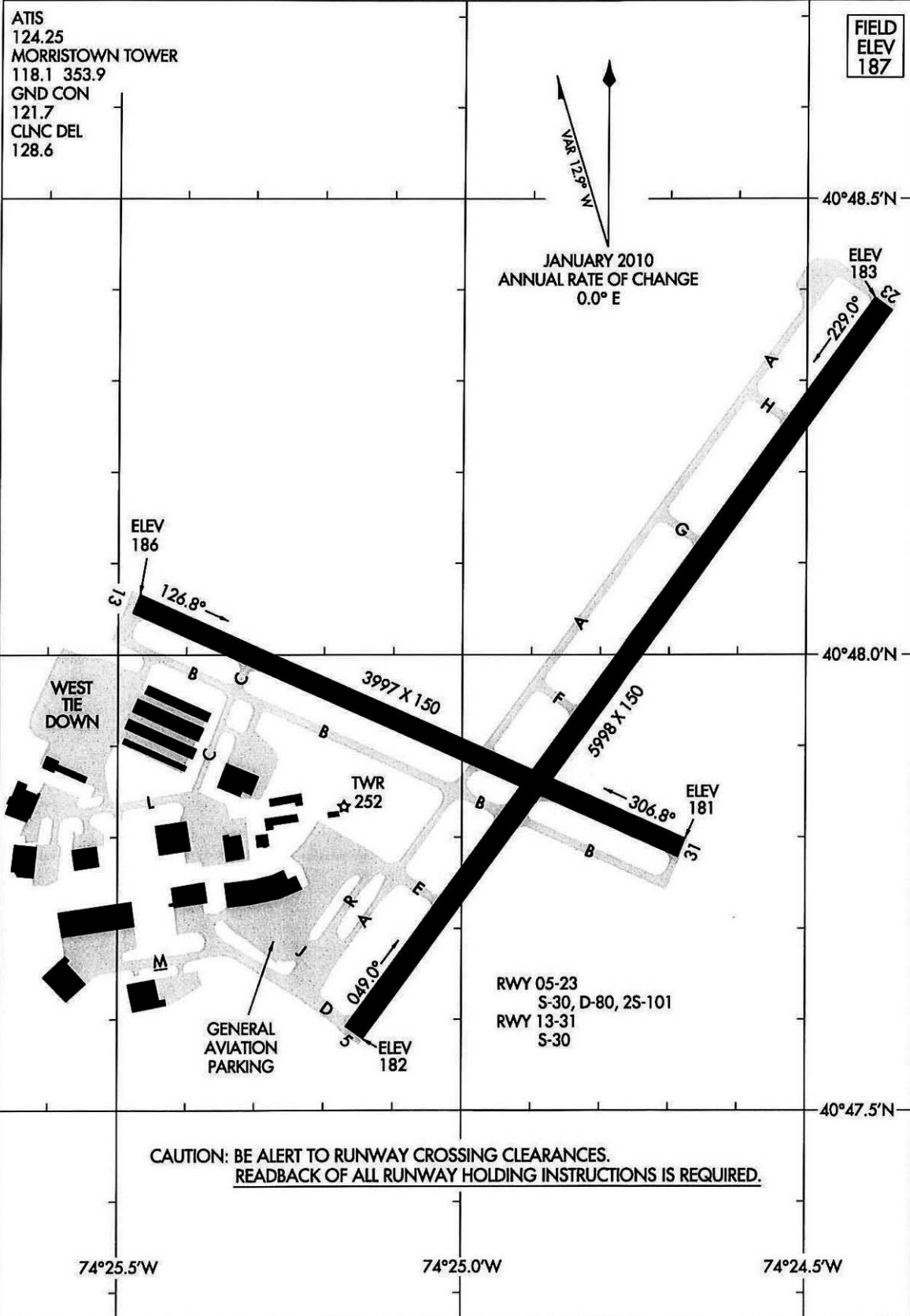
The airport periodically publishes an [online newsletter](#) and has two active airport organizations, the MAA (Morristown Aviation Association) and MAPA (Morristown Airport Pilots Association).

11293

AIRPORT DIAGRAM

AL-931 (FAA)

MORRISTOWN MUNI (MMU)
MORRISTOWN, NEW JERSEY



NE-2, 09 FEB 2012 to 08 MAR 2012

NE-2, 09 FEB 2012 to 08 MAR 2012

AIRPORT DIAGRAM

11293

MORRISTOWN, NEW JERSEY
MORRISTOWN MUNI (MMU)

SDL – Scottsdale Airport

www.scottsdaleaz.gov/airport



A Phoenix area GA Reliever, Scottsdale is a busy single-runway airport with a traffic mix similar to Addison. From the Scottsdale Airport website:

“Scottsdale Airpark, the 2,600 acre commercial area which surrounds the Airport, has become a national model for airport-based business parks. This model has been achieved through the efforts of numerous City of Scottsdale civic and community leaders. Several important factors have contributed to the success of the Scottsdale Airport/Airpark - it is headquarters for over 25 national/regional corporations; home to more than 2,500 small to medium-sized businesses; workplace of more than 48,000 employees; and has easy airport access and seven miles of taxiway access. The workforce within its boundaries has tripled in the past decade, making it the third largest employment center in the Greater Phoenix region.”

Scottsdale’s air traffic has substantial seasonal variation, increasing in winter and decreasing in summer. Runway load-bearing capacity is currently limited to 75,000 pounds (dual wheel main gear), but [an increase to 100,000 pounds](#) (necessary to accommodate larger business jets such as the Gulfstream G-V and Bombardier Global Express) is actively under consideration.

Reasons to visit:

- ✈ Scottsdale Airpark (extensive “through-the-fence” operations)
- ✈ Separate Minimum Standards for the Airport and the Airpark; the airport provides a comprehensive listing (and links to) [airport regulatory documents](#) on its website.
- ✈ Single-runway GA airport in a densely developed urban location
- ✈ SDL is developing a [Strategic Business Plan](#)

Ownership and Governance

SDL is owned and operated by the City of Scottsdale, AZ. The [Airport Advisory Commission](#) advises the City Council on policy matters relating to the operation of the airport, proposals for development, airport area land use, fees and safety concerns.

Staff (14 full-time positions)

Administration:

Aviation Director – Gary Mascaro, C.M., C.A.E.
Aviation Planning and Outreach Coordinator – Kate O'Malley
Management Analyst – Shannon Johnson
Administrative Assistant – Theresa Smith

Operations and Maintenance:

Airport Operations Manager – Chris Read, C.M.
Airport Operations Supervisor – Ken Goucher, A.C.E.
Maintenance Technician II – William Underbrink
Senior Airport Operations Tech – Tim Bishop
Senior Airport Operations Tech – Lyle Roesler
Airport Operations Tech – Colin Walker
Airport Operations Tech – Lindell Hendricks
Airport Operations Tech – Ryan Millsaps
Airport Operations Tech – Ernie Cook
Airport Operations Tech – John Fonville

Budget / Financing / Sources of Revenue

Annual fuel flowage: 8,100,000 gallons (2011)
Fuel flowage fee: \$0.08/gallon
Landing fees: none; transient aircraft fee \$1.50/1000lbs for aircraft >12.5klbs
U.S. Customs: User Fee Airport ([charges](#) from \$50 to \$750 per clearance based on aircraft size, with a \$225 charge for after-hours services)
Airport's [schedule of rates and charges](#) lists a variety of fees and charges

Amenities

FAA Air Traffic Control Tower operates 0600-2100 daily
U.S. Customs available 24 hours (User Fee Airport)
Direct flights to DCA (Washington National Airport) available from Scottsdale Air Center
On-airport fire station
SDL has only RNAV (GPS) instrument approaches; no ILS

Significant Tenants

[Landmark Aviation](#) (FBO)

[Scottsdale Air Center](#) (FBO)

[Scottsdale Airport Business Directory](#)

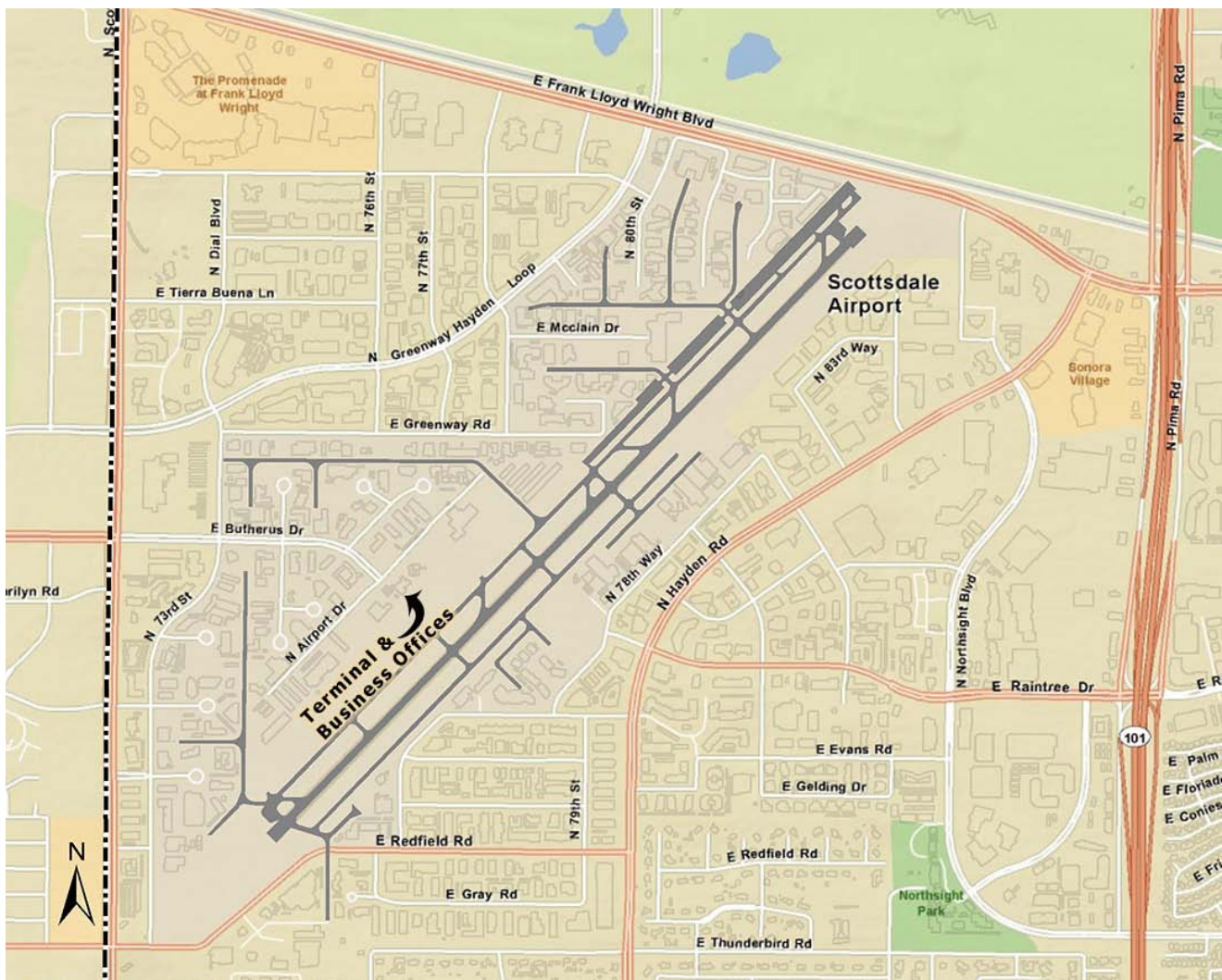
Based Aircraft

Aircraft based on the field:	341
Single engine airplanes:	176
Multi engine airplanes:	40
Jet airplanes:	104
Helicopters:	21

Community Relations / Noise Issues

Scottsdale Airport has an active [community outreach program](#) that provides speakers to community groups in addition to offering airport tours.

Scottsdale conducted its third [FAR Part 150 Noise Study](#) in 2005, following earlier Part 150 studies conducted in 1985 and 1997. Scottsdale Airport receives a large number of noise complaints from the surrounding communities; noise concerns are a significant issue for the airport. The airport encourages pilots to commit to a voluntary [“good neighbor” pledge](#) as a means of demonstrating concern to the community and educating pilots on noise abatement efforts and best practices. The airport website has extensive [noise information](#).



12040

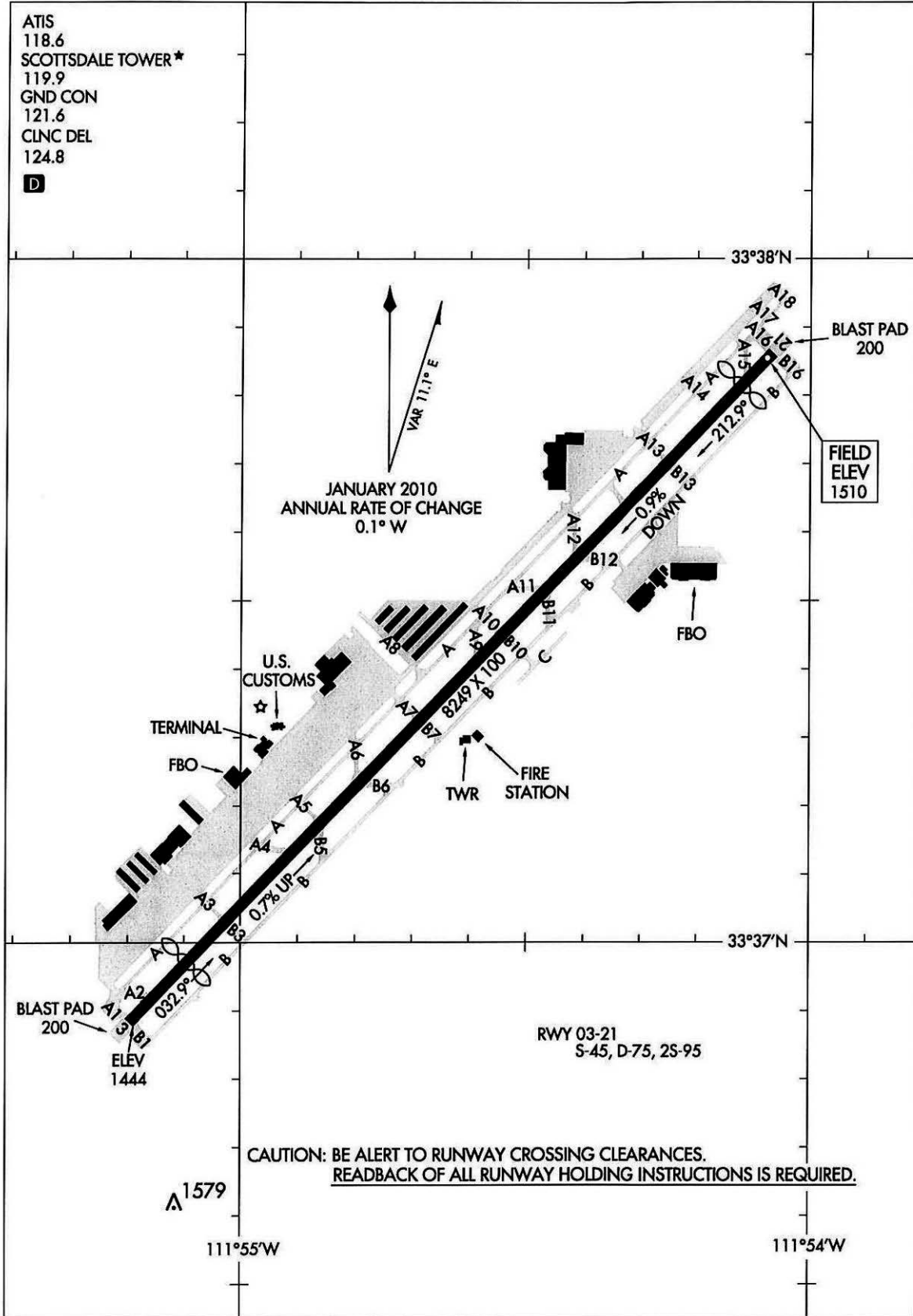
AIRPORT DIAGRAM

AL-5651 (FAA)

SCOTTSDALE (SDL)
SCOTTSDALE, ARIZONA

ATIS
 118.6
 SCOTTSDALE TOWER*
 119.9
 GND CON
 121.6
 CLNC DEL
 124.8
D

SW-4, 09 FEB 2012 to 08 MAR 2012



SW-4, 09 FEB 2012 to 08 MAR 2012

AIRPORT DIAGRAM

12040

SCOTTSDALE, ARIZONA
SCOTTSDALE (SDL)

SGR – Sugar Land Regional Airport

www.flysg.com/index.asp



Located approximately 20 miles southwest of downtown Houston, Sugar Land Regional Airport is a growing GA Reliever with a focus “on corporate aviation, while maintaining a balance for our community's general aviation needs.” The airport is owned by the City of Sugar Land, which also owns and operates the only FBO, recently re-branded as “Global Select”. Revenues from the FBO operation are used to support the development of the airport.

Reasons to visit:

- ✈ New 60-acre general aviation (T-hangar) development
- ✈ 20,000 SF terminal building
- ✈ U.S. Customs User Fee Airport (NO CHARGES for services; SGR previously charged for Customs services, but stopped doing so after losing business to Houston Hobby Airport, which is a U.S. Customs Landing Rights Airport); Stand-alone U.S. Customs facility



Ownership and Governance

On December 18, 1990, the City purchased the privately-owned airport as a self-sustaining enterprise. The airport name was changed to Sugar Land Municipal Airport. Revenue generated by the City owned / operated FBO continues to support controlled development of the airport. In 2002, the name was changed to Sugar Land Regional Airport to reflect the facility's regional role as a corporate business executive airport for the Houston Metro area. "The Sugar Land Regional Airport's focus is on corporate aviation, while maintaining a balance for our community's general aviation needs."

Staff (7 airport positions, 20 FBO positions)

Airport Staff:

Director of Aviation – Phillip Savko
Assistant Aviation Director – Anne Gaines
Business Manager – Elizabeth Rosenbaum
Facilities and Airfield Infrastructure Manager – Gary Hawkins
Management Assistant II – Marissa Bazan
Administrative Coordinator – Kimbler Johnson
Receptionist – Krystal Benham

FBO Staff:

Airport Services Manager – Jodie Kaluza
Airport Services Representatives – five (5) positions
Line Services Manager – Pete Simons
Line Crew Supervisor – Ron Stroud
Line Crew Supervisor – Kedrick Smith
Line Crew Staff – eleven (11) positions

Budget / Financing / Sources of Revenue

Annual fuel flowage: unknown (likely around 3,000,000 gallons)
Annual Budget: reported to be \$9 million (11/29/2010 news article), most of which is likely to be for fuel
Fuel flowage fee: N/A – airport owns FBO
Landing fees: none; [ramp fee](#) (from \$10 to \$550) waived with fuel purchase
U.S. Customs: User Fee Airport (no charges for Customs services; airport used to charge \$250/clearance but stopped doing so after losing Customs business to HOU – Houston Hobby Airport)

Amenities

FAA Air Traffic Control Tower operates 0600-2200 daily
SGR has an [ILS approach](#) for Rwy 35
U.S. Customs available 24 hours (User Fee Airport)

Significant Tenants

[Global Select](#) (FBO operated by the Sugar Land Regional Airport)

Based Aircraft

Aircraft based on the field:	114
Single engine airplanes:	67
Multi engine airplanes:	26
Jet airplanes:	18
Helicopters:	3

Community Relations / Noise Issues

Sugar Land does not appear to have any significant noise or community relations issues.

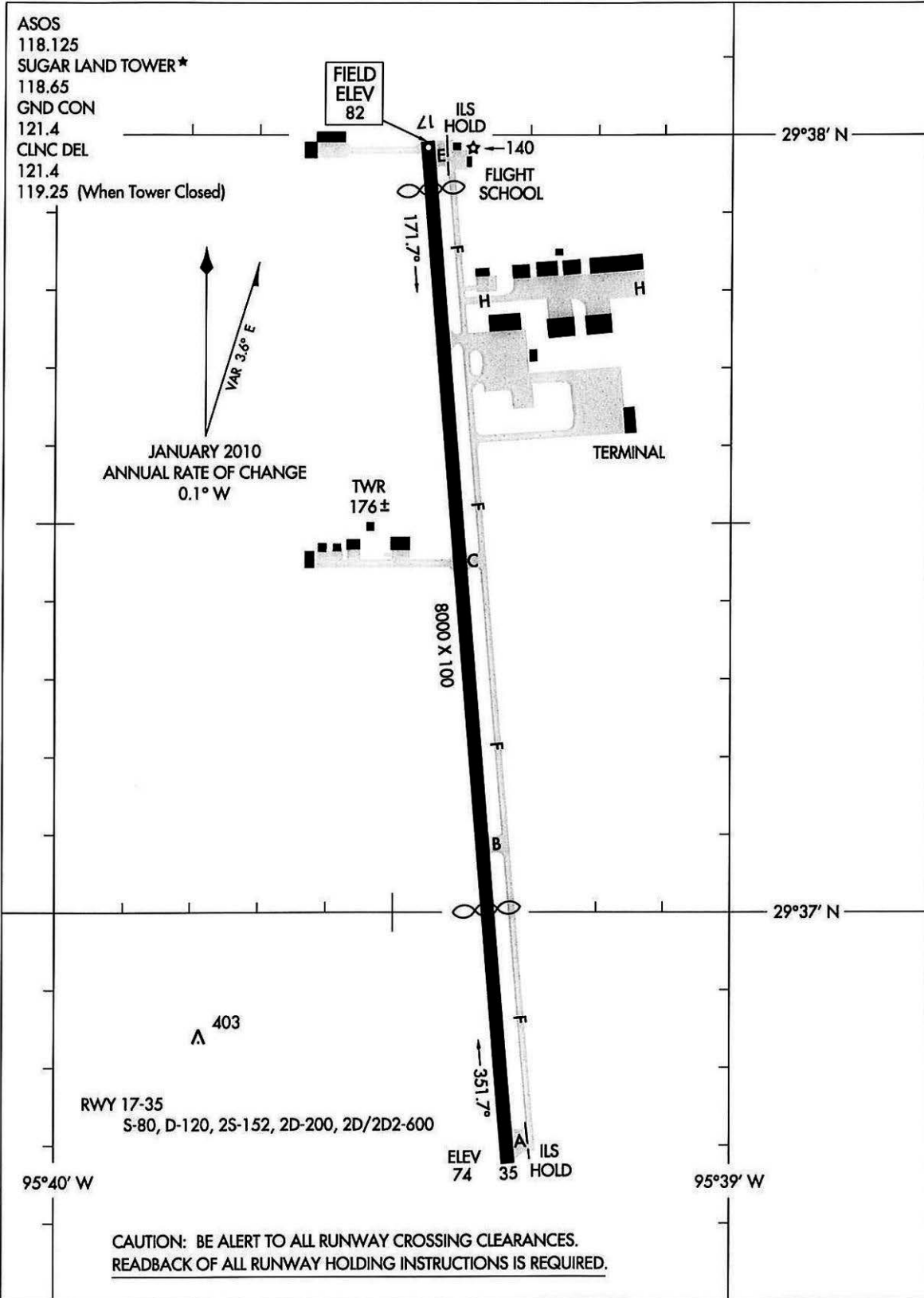
Note: airport diagram (next page) has not been updated to show new GA development

10210

AIRPORT DIAGRAM

AL-5537 (FAA)

HOUSTON/ SUGAR LAND RGNL (SGR)
HOUSTON, TEXAS



SC-5, 09 FEB 2012 to 08 MAR 2012

SC-5, 09 FEB 2012 to 08 MAR 2012

AIRPORT DIAGRAM

10210

HOUSTON, TEXAS
HOUSTON/ SUGAR LAND RGNL (SGR)

TEB – Teterboro Airport

www.panynj.gov/airports/teterboro.html



As the primary GA Reliever airport for New York City (only 12 miles from Manhattan) Teterboro is the country's pre-eminent corporate airport. While Teterboro has averaged "only" 155,000 annual operations over the past three (2009-11 recession) years, 100% of TEB's traffic is itinerant and 86% is IFR. In 2010, TEB's five FBOs sold 40 million gallons of aviation fuel. Teterboro is one of five airports owned and operated by the Port Authority of New York and New Jersey (PANYNJ) which also operates several marine terminals, ferry boats, bridges, tunnels, rail lines, and industrial parks.

Reasons to visit:

- ✈ More corporate jet traffic than any other airport in the country
- ✈ EMAS at departure end of Runway 6 constructed following overrun accident in 2005 (see photos next page); configuration similar to departure end of Addison's Runway 15
- ✈ Aviation Hall of Fame & Museum of New Jersey located on-airport



Left: runway overrun, February 2, 2005, prior to EMAS installation (13 injured). **Right:** October 1, 2010 overrun safely stopped by EMAS.

Ownership and Governance

Teterboro Airport is owned and operated by the Port Authority of New York and New Jersey (PANYNJ). The governor of each state appoints six members of the agency's Board of Commissioners, subject to state senate approval. Commissioners serve as public officials without pay for overlapping six-year terms. The governors retain the right to veto the actions of the Commissioners from his or her own state. Board meetings are public.

An Executive Director, appointed by the Board of Commissioners, is responsible for managing the operation of the Port Authority in a manner consistent with the agency's policies, as established by the Board.

The Port Authority undertakes projects and activities in accordance with the Port Compact in 1921, and amendatory and supplemental legislation.

PANYNJ conceives, builds, operates and maintains infrastructure critical to the New York/New Jersey region's trade and transportation network. These facilities include America's busiest airport system, marine terminals and ports, the PATH rail transit system, six tunnels and bridges between New York and New Jersey, the Port Authority Bus Terminal in Manhattan, and the World Trade Center.

Staff (information not available)

Budget / Financing / Sources of Revenue

Annual fuel flowage:	40,000,000 gallons (2010)
Fuel flowage fee:	\$0.21/gallon
Landing fees:	\$3.50/1000lbs up to 80klbs; \$6.50/1000lbs over 80klbs

Amenities

FAA Air Traffic Control Tower operates 24 hours

Instrument approaches: [ILS Runway 6](#) and [ILS Runway 19](#)

U.S. Customs available without charge (Landing Rights Airport)

[Teterboro Airport Flight Crew Briefing](#) (promotes safe operations in busy airspace)

ARFF and security services are provided by the [Port Authority Police Department](#)

Significant Tenants

- [Atlantic Aviation](#) (FBO)
- [First Aviation Services](#) (FBO)
- [Jet Aviation](#) (FBO)
- [Meridian](#) (FBO)
- [Signature Flight Support](#) (FBO)

Based Aircraft

Aircraft based on the field:	75
Single engine airplanes:	11
Multi engine airplanes:	10
Jet airplanes:	46
Helicopters:	8

Community Relations / Noise Issues

Teterboro Airport has significant noise issues and concerns in neighboring communities. The [Teterboro Industry Working Group](#) was formed in 2006 to help address these issues.

Teterboro Airport is one of a handful of airports with an enforceable and stringent noise limitation program. Teterboro Airport's program became effective in 1987, three years before the 1990 Aircraft Noise and Capacity Act. This act severely limits an airport's ability to restrict aircraft based solely on subjective noise criteria. Under Teterboro's program, if an aircraft receives three noise violations within a two-year period, it is prohibited from using Teterboro. When the permanent noise monitoring system was installed, a unique committee, the Teterboro Aircraft Noise Abatement Advisory Committee (TANAAC), consisting of the airport operator, federal, state and local elected officials, FAA representatives and airport users, was formed to oversee noise abatement. This group has served as an example for other airports to follow, proving that airports can co-exist and be sensitive to the needs of their surrounding neighborhoods.



11293

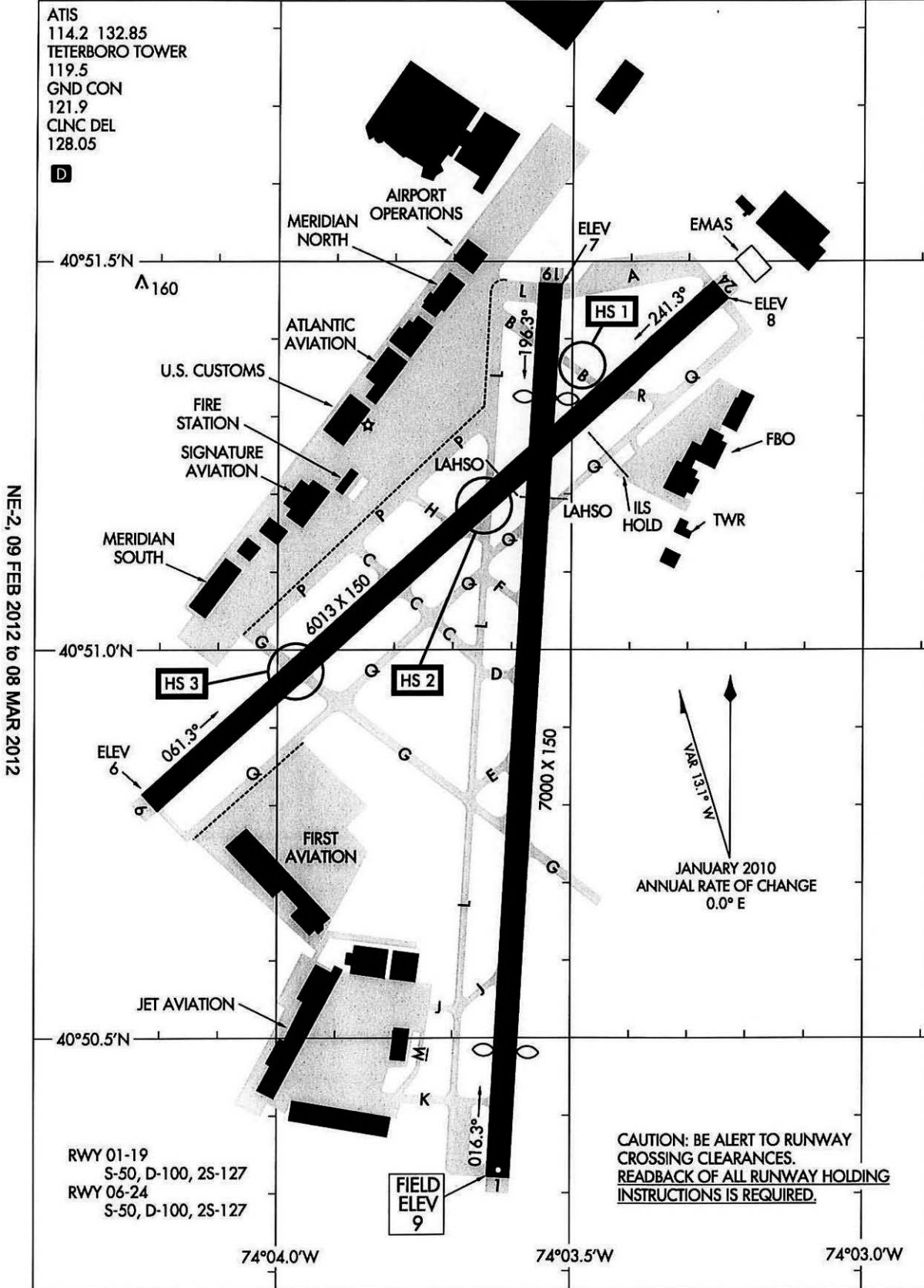
AIRPORT DIAGRAM

AL-890 (FAA)

TETERBORO (TEB)
TETERBORO, NEW JERSEY

ATIS
 114.2 132.85
 TETERBORO TOWER
 119.5
 GND CON
 121.9
 CLNC DEL
 128.05

D



NE-2, 09 FEB 2012 to 08 MAR 2012

NE-2, 09 FEB 2012 to 08 MAR 2012

AIRPORT DIAGRAM

11293

TETERBORO, NEW JERSEY
TETERBORO (TEB)

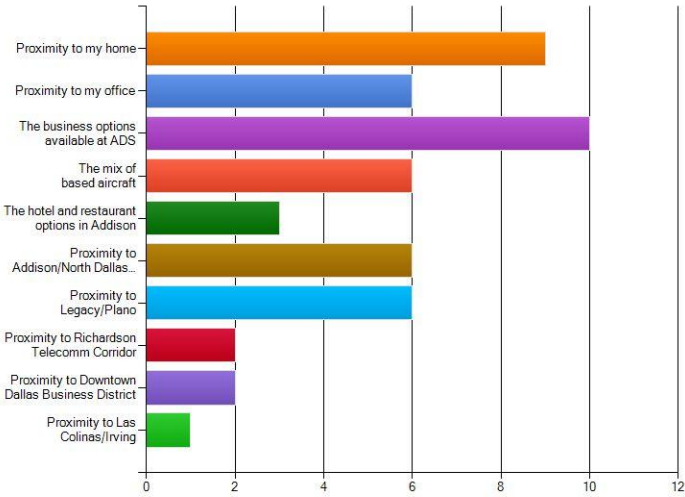
APPENDIX E: TENANT SURVEYS

APPENDIX E.1 AIRPORT BUSINESS SURVEY AND RESPONSES

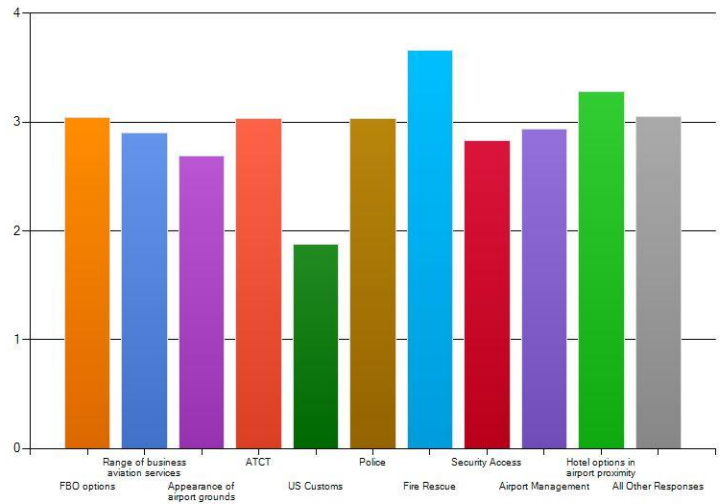
APPENDIX E.2 HANGAR TENANT SURVEY AND RESPONSES

Addison Airport Business Survey Results 2012

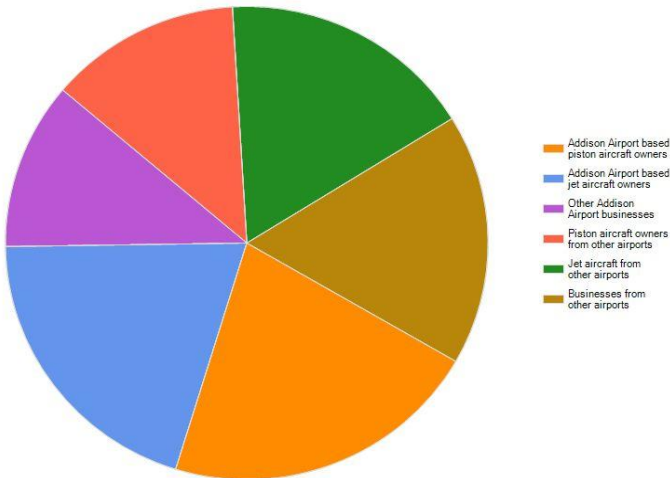
My business is at ADS because: choose all that apply



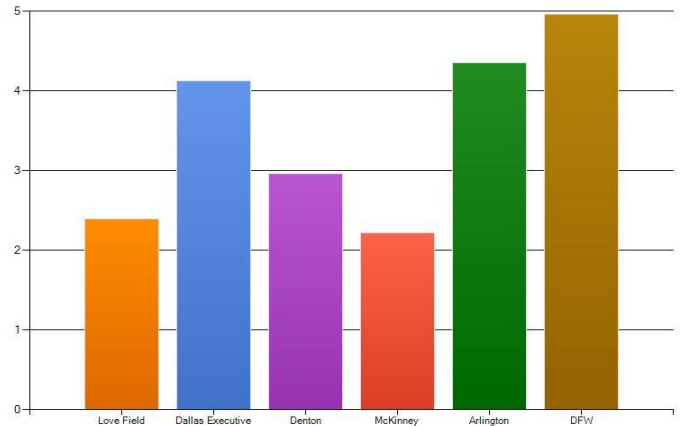
Please rate the following services at Addison Airport:



Who are your customers? check all that apply



Please rank the following airports in terms of providing competition for your business:



What changes would most improve the airport?

- Start with cleaning up the airport. Remove all the aircraft and equipment that have become an eyesore.
- More regular two way opportunities between users and management. Clean up the junk everywhere. Is there no code enforcement that can be done?
- Maybe some clean up of outdated planes and other equipment seen. Also, more communication - is there a newsletter? Is there a monthly after hours or luncheon in which airport people are invited to come and meet and have leisure talks?
- An overrun area and approach lights on the south end.
- Consolidate city/airport equipment to open up much needed hangars for business use
- Improve communication on the field. Airport management should be more supportive of businesses wishing to base at ADS. Decent transient parking for planes. More options for leasing facilities. More public/private

partnerships for both large and small businesses. A solution to the high cost of fuel to make ADS more competitive with the area airports.

- Provide more support for those companies that are drivers of the business and airport traffic to expand there business at the airport and in turn increase the revenue to the city and the airport. There is so much wasted space and space that has sat vacant for many years while businesses that are struggling with space limitations have no options to expand.
- Improve safety. Cut time waiting to takeoff and landing
- On field eating services.
- Parallel Rwy or West side taxiway
- I would like to see less use of hangars for non related aviation activities and businesses. I do realize that the hangars are private property and that the owners/renters can use them as they wish. There are a number of the hangars that are used as storage units.
- More access gates off Victor Parking
- Longer Runway! (TORA)
- Airport needs to remove the car dealers from the hangars so that airplanes can fill those spots. Car dealers don't buy jet fuel, schedule mx, fill hotels and in general bring aviation money to the airport. They block additional aviation money from the airport buy taking up valuable hangar space and artificially driving up hangar rent for those with aircraft.
- Security, too much vehicle traffic on non movement areas. Better coordination with
- Dallas departure to speed up departures. Departure delays getting larger and larger.
- Work with departure control to come up with special departure procedures like the ones at TEB to get us out faster. Runway needs to be kept at it's current length with EMAS.
- Anything shorter will impact our operations and might cause us to rethink staying at airport.
- Better Relations with Private General Aviation Owner/Business Community, 100LL Fuel highest in Metroplex on a continuous long running basis.
departure and arrival delays
- Upgraded ARFIdx

What new services or businesses would improve ADS and be beneficial to your business?

- The airport should have some basic equipment to expedite removal of an aircraft from the runway following a minor runway incident i.e. small aircraft flat tire, gear up landing.
- Parts for aircraft maintenance facilities. On airport restaurant that pilots can fly into and taxi up to instead of having to find transportation to go outside of the airport
- Also, more communication - is there a newsletter? Is there a monthly after hours or luncheon in which airport people are invited to come and meet and have leisure talks?
- More Avionics businesses.
- Addison is such a hub for so much aviation activity, it's appalling the amount of work that is sent off-field. Routine overhaul services are not available on the field and are often sent out of state. If the town could find a way to be attractive to some of those service-providers, perhaps even establish an industrial area for them, it would serve to retain quite a bit of business (read: tax revenue) in the town. Airport proximity would be important, however it doesn't need to be on airport, just near. Businesses could include engine overhaul, component overhaul (magnetos, starters, etc), interior services, paint and a wealth of other services we currently send to Love Field or even Oklahoma.
- Businesses that provide specific aviation repair services. Ex: Engine shops, accessory overhaul shops, specialized structures repair shops. Would not have to be on ADS, just in close proximity.
- None
- A Excellent Pilot Coffee Shop, GA vendor seminars supported by TOA, PR effort to let the GA pilots know that TOA really cares about the Private Pilot, Aircraft Washing Facility etc.

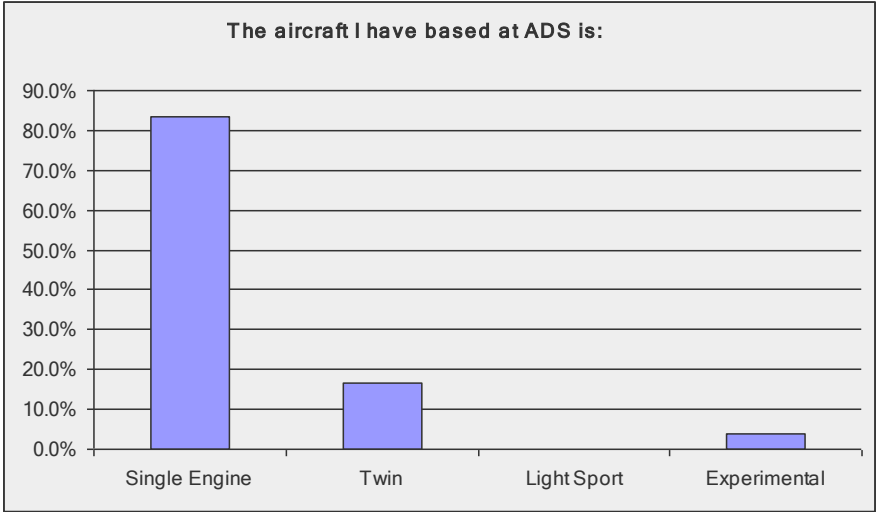
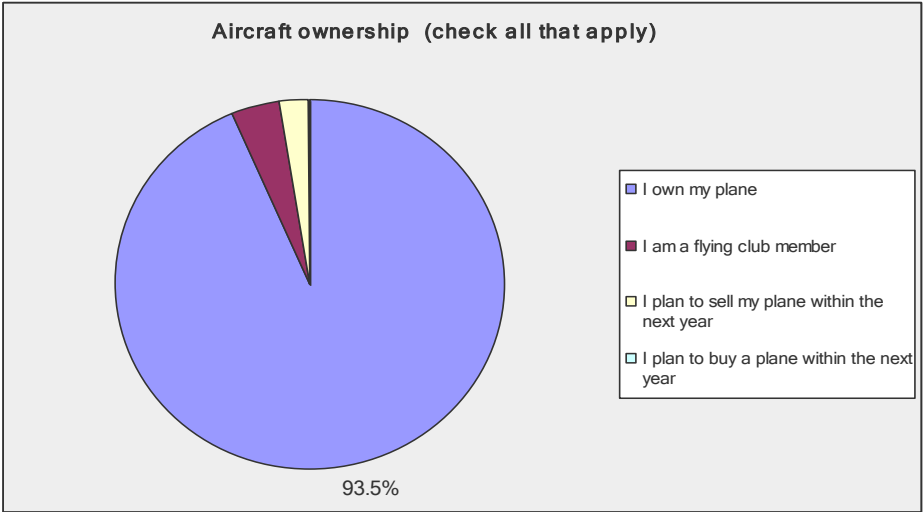
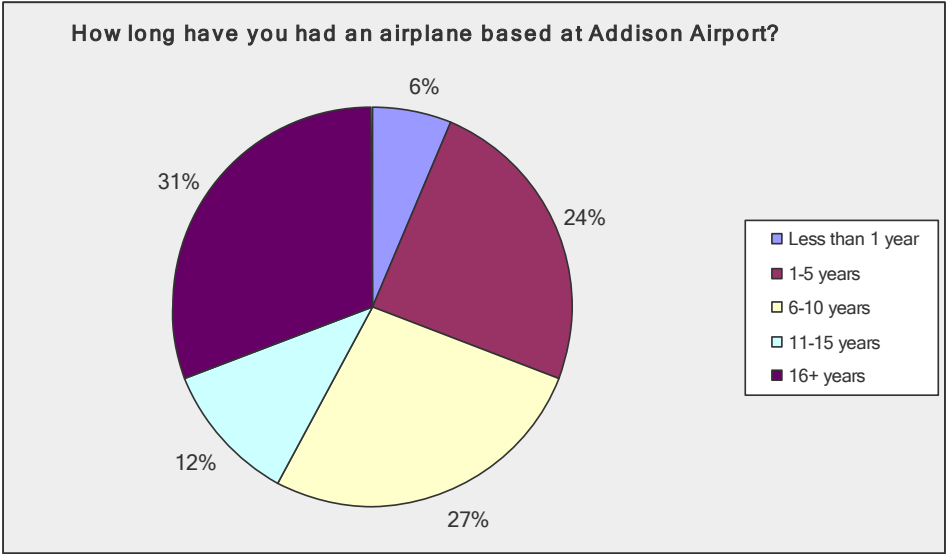
What do you like about Addison Airport?

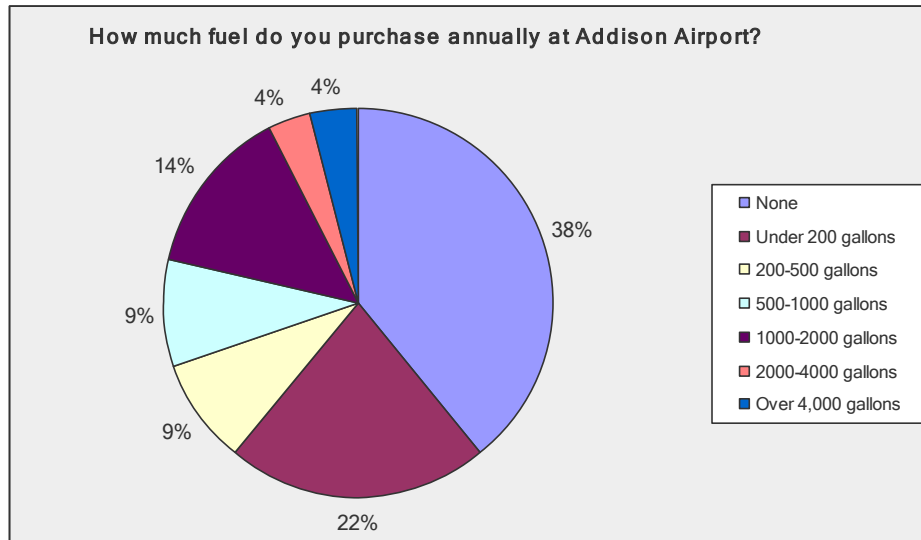
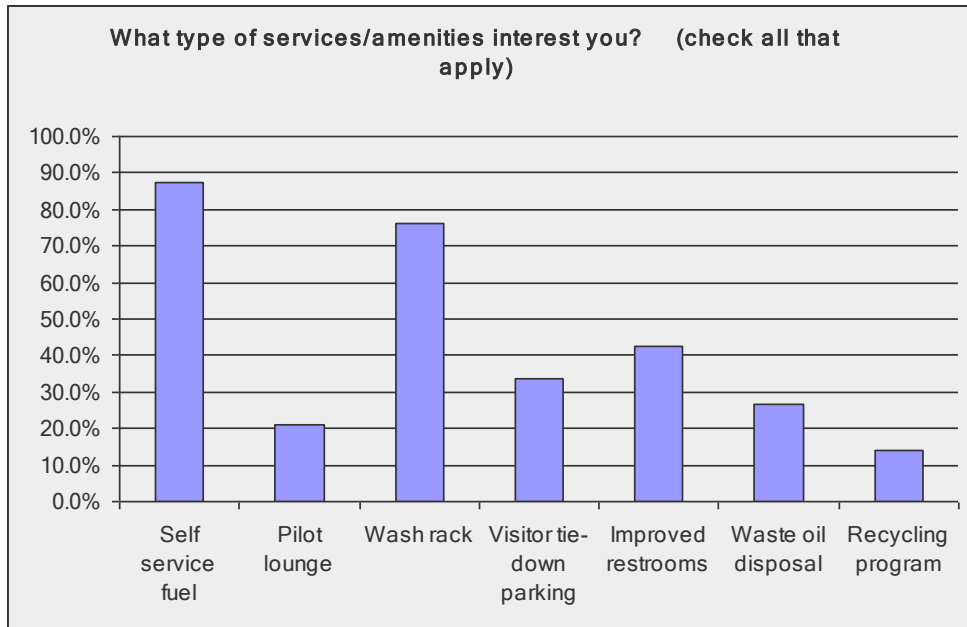
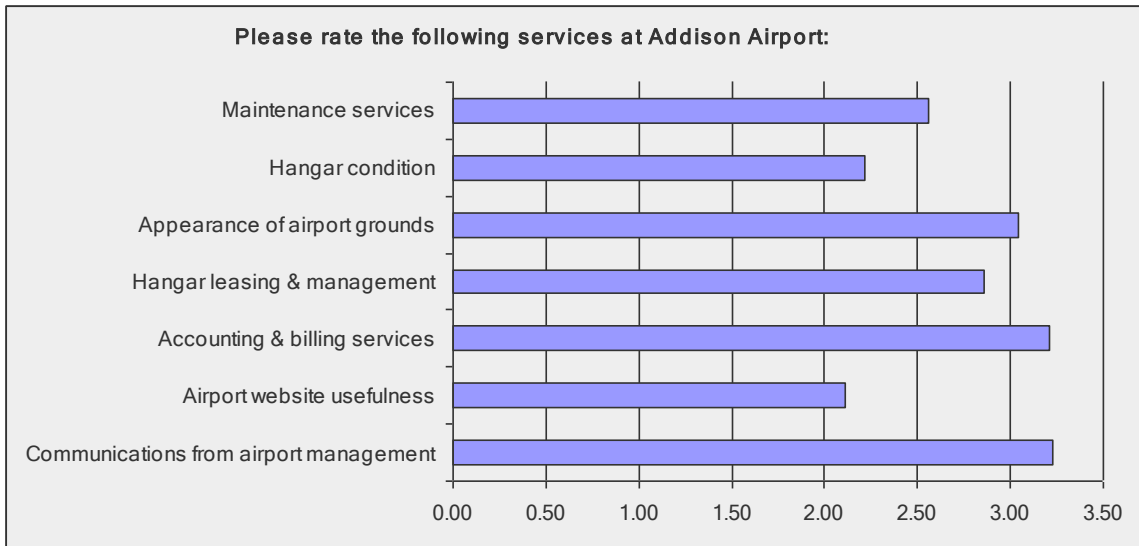
- Location. The upscale surroundings of the airport. The many different options available to guests of the airport i.e. restaurants, lodging, activities. Big business that is in the local area.
- Length of runway, Numerous approaches. Convenient to home/office.
- The accessibility to airport support and management staff. The timely response to our building maintenance needs. The services available to our customers such as rental cars, multiple fuel choices, catering, etc.
- Very proud of the airport and the town of Addison. This airport continues to be on the list of BUSIEST private airports in U.S. - therefore promoting our business and the Town's.
- Its proximity to upscale residential areas.
- Location, convenience, proximity to other town amenities
- Location, People based on ADS, ATC services and facilities
- Location
- Proximity to businesses and office area
- Love the traffic coming in and out of the airspace. Like the proximity to DFW.
- hometown feeling
- Proximity to North Dallas
- Excellence in airport management, ATC, and proximity to home residence.
- Its convenience. It does get busy at times especially around rush hour. But I can live with that.
clean descent controllers and Millionair.
- Darcy
- Services and Friendly People
- airport location, tower ops, excellent runway install "Stop Bar Lights" to help with incursions by aircraft
- Close in to work, no airlines to deal with.
- Convince
- Location, ease of use.

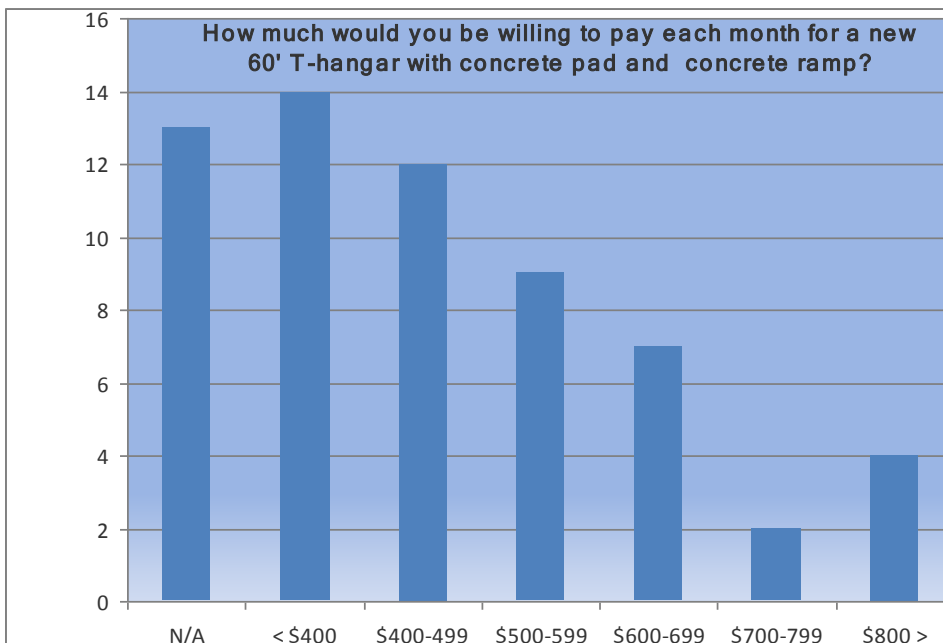
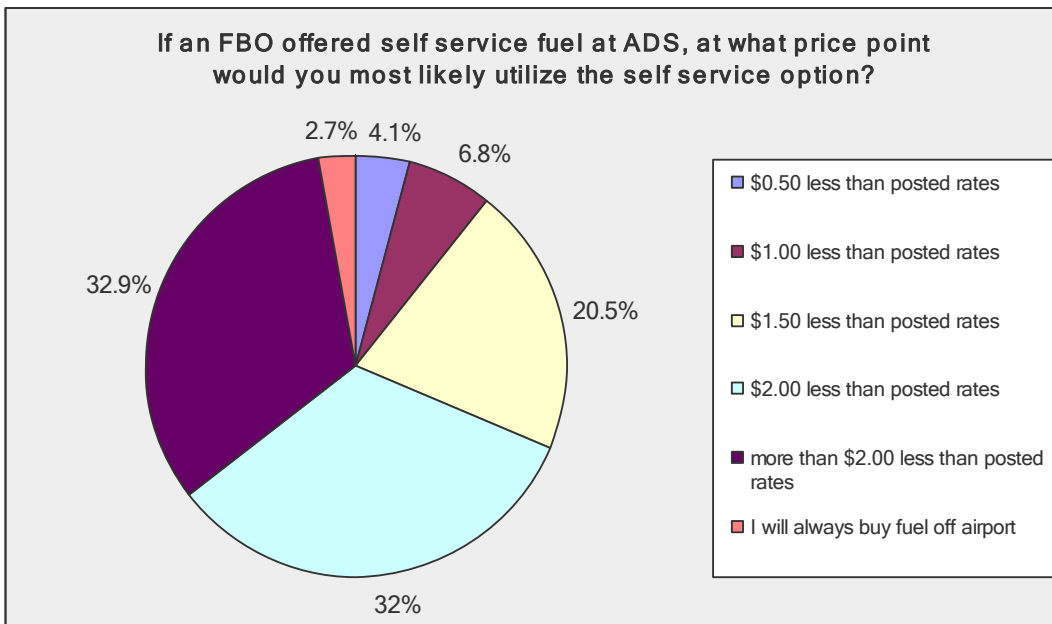
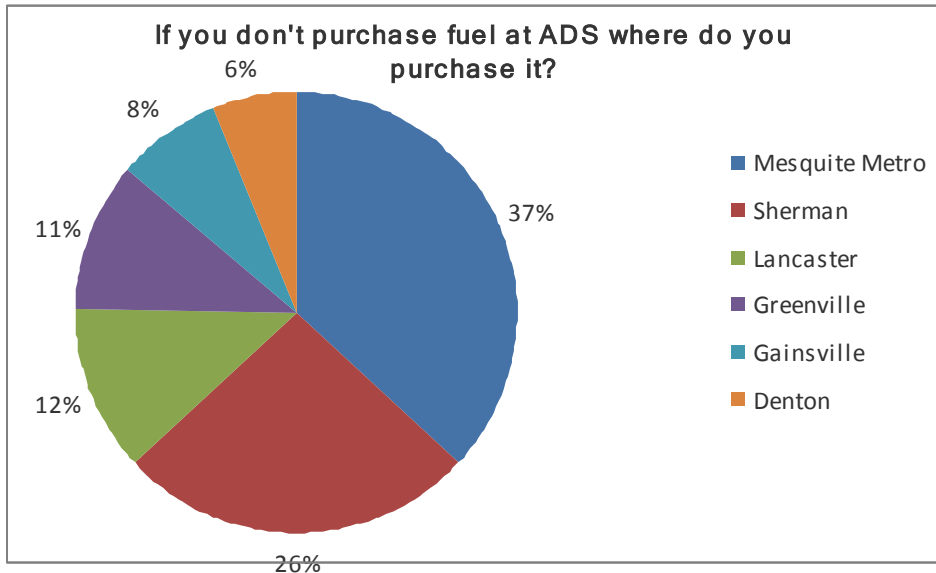
Do you have any other comments?

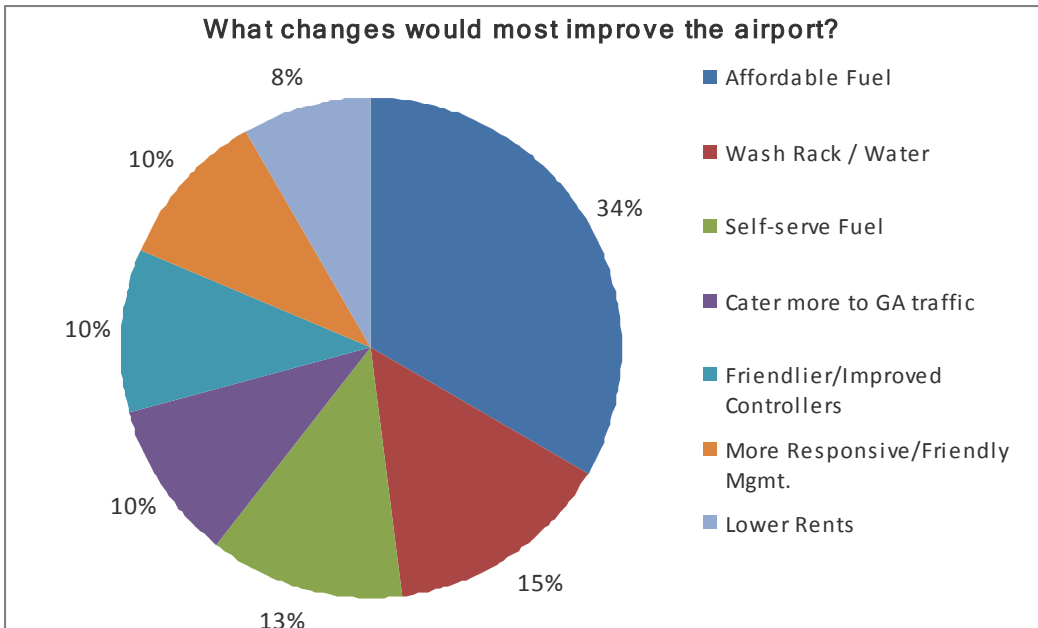
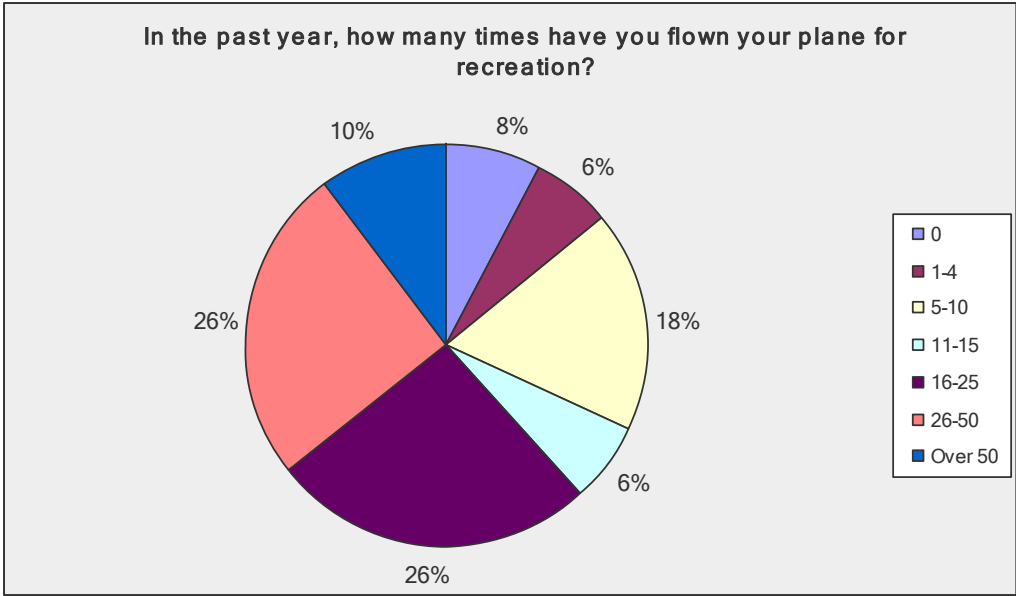
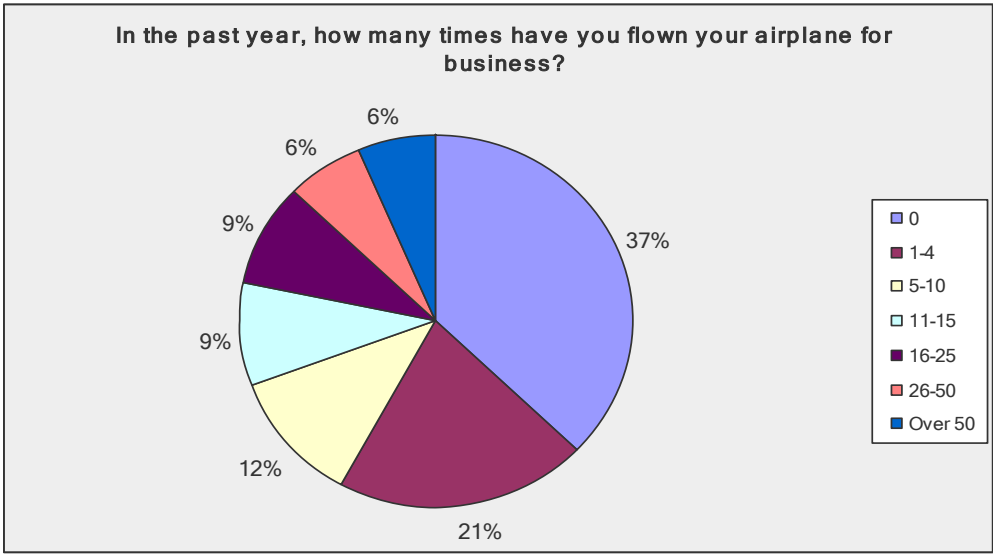
- Minimum Standards should be adhered to. Better Preplanning of major airport projects.
- Working at night. Incentives for contractors finishing early.
- Fuel prices are ridiculously high.... usually by a couple of dollars per gallon vs. other local airports.
- The high cost of doing business at ADS (rents, fuel prices, etc) puts my business at a financial disadvantage to similar businesses at other airports.
- The town would greatly benefit by having some sort of ongoing communication method for the users. Specifically, a way to meet regularly with representatives from all stakeholders.
- No.
- Cheaper fuel would be nice
- Airport needs an ASOS and an ATIS freq. The ATIS message is too long, wx conditions need to be separated to a different channel.
- Great opportunity to really make a effort to make needed changes but little hope of actually seeing any changes. Airports reputation for a very long time now is that if you don't burn Jet A don't bother us

Addison Airport T Hangar Survey Results









If you don't purchase fuel at ADS, where do you purchase it?

- anywhere and everywhere with better pricing
- We purchase significant amounts of fuel at significantly lower prices at SWI, LNC, HQZ, & Greenville
- million air
- any where else
- anyplace that doesn't rip me off
- kgvt, klnc
- EVERYWHERE else is cheaper. McKinney, Redbird, etc.
- nearby discount fuel airports, Sherman, Gainesville, etc.
- HQZ, LNC, GVE
- Mesquite, Sherman - anywhere but Addison - looking for less expensive fuel AND self serve
- khqz, kswi, kosa
- Sometimes at local (more or less) airports for less expensive fuel.
- KSAT khqz
- Other much less expensive nearby airports.
- SWI AND F41. SELF SERVICE FUEL AT ADS NEEDS TO BE ABOUT \$0.50 A GALLON FROM SWI
- hqz sherman I think you know the area field rates. They are generally \$2-3 below ADS & TKI
- Mesquite, Gainesville etc, etc.
- KGVT KHQZ
- HQZ,
- CLL
- Usually Mesquite (HQZ), but any airport is just about cheaper than ADS.
- panama city beach
- HQZ, RBD, F46
- SWI, HQZ
- Where it's cheaper
- KSWI or Rockwall
- Other airports
- Sherman, Cleburne, Granbury, Lancaster
- Denton or Mesquite
- sherman KSWI and mesquite KHQZ
- sherman
- For the fuel I could purchase at KADS but don't: Various locations
- area fbos are ALL much cheaper than addison. your prices are a joke.
- Sherman, Gainesville and Mesquite
- Mostly other close by airports where the price of the fuel is much less.
- Most other airports are \$2.50 less than ADS.
- My customers go off field anywhere to save up to 2\$ a gallon. Fuel prices here has run general aviation out of town.
- kgyi, kgle khqz, kswi
- I use unleaded.
- Denton, Mesquite and North Texas Regional
- KHQZ, KGYI
- HQZ, LNC
- HQZ--never purchase from ADS since its so expensive
- where we don't feel like we are getting ripped off. Usually Mckinney or Mesquite are quite cheaper
- lancaster-mesquite-gainesville-sherman
- various self serve facilities around the area
- Mesquite
- Mesquite, Sherman, Bonham, Greenville, Lancaster
- HQZ, GVT or destination airport
- KDTO
- self serve KHQZ.
- Denton self serve, average \$4.50/gal
- SWI, GVT, HQZ, anywhere but ADS
- Sherman, Hillside, Lancaster, Cleburne
- Due to health haven't flown or used fuel in a few years.
- any airport cheaper

- Mesquite, Sherman, Cleburne and Clifton
- Sherman Gainesville, Airpark, Lampasas

What changes would most improve the airport?

- low cost self serve fuel, no more lease \$ increases until we all make more money
- A toning down of the authoritarian "strictly by the book" regime run by ***** in the tower. While some of that may be appropriate for training purposes, its no way to "run a railroad". If what I have heard is correct, not only do pilots avoid ADS due to *****'s authoritarian ways (e.g., demanding readbacks that no other tower requires), but his over-zealous reporting of violations of the Movement Area have resulted in FAA warnings to the Town that have resulted in the town having to install expensive and time-consuming security systems that haven't seemed to do much more than piss off even more people. While ***** is usually "right", I'd rather he be "right" somewhere else. 2. A more "friendly approach" to the single engine and light twin operators at ADS. We sometimes feel (and worry) that as the Airport grows, and the Town looks for additional revenue, that we are being squeezed out (i) by newer fancier more expensive hangars replacing much more economical patio hangars and T-hangars that could use some work, but don't need to be replaced, (ii) by higher rents and (iii) by the higher cost of fuel at ADS.
- cheaper fuel
- reasonable fuel price
- Improve tower. Controllers are rude and incompetent. I often tell other pilots to use other airports because of the poor ATC at ADS. There should be a terminal where passengers could be picked up or dropped off without being ripped off by fancy FBOs.
- fuel costs need to be lower
- Better communications with management. Less BS. Quit trying to drive prop planes to other places. The best airports in Tx. are the freindly ones not the pretty ones. Get people in the control tower that know what their doing!!
- Managment that wasn't so corporate aircraft oriented. Management that executes land lease renewals without torturing the tenant.
- Much less expensive fuel...more of a community airport feel and less of a commercial airport.
- Better ATC, ie: less ATC
- Self-serve fuel.
- self serve
- As above, restrooms in the vicinity of groups of hangars.
- Reduce fuel prices (including taxes) to the least available rates. Reduce hanger rent rates to the least possible amounts. Stop redundant requirements (i.e. ATIS repeating regulations, lengthy and unnecessary).
- New T-hangars for lease at rates equal to McKinney, Mesquite, Denton, etc.
- SELF SERVICE FUEL THAT IS NO MORE THAN \$0.50/ GALLON ABOVE SWI.
- Additional T-hangers (newer) for the smaller aircraft. ADS has not kept up with the times. I would probably not build many 60' wide hangers, 40-44' wide is adequate for most singles and light twins. Improved drainage
- Better hanger facilities, level ground, replace hanger doors with bi-fold doors, remove non airplane tenants

- A public place to park for up to 3 days that doesn't involve getting charged a parking fee. If someone comes in for a visit there is no place to park without buying expensive gas or paying overnight fees at an FBO. A wash rack for aircraft based at the field would be nice also.
- A second runway for VFR operations
- more modern with lounge and BETTER HANGERS
- Realistic development and responsiveness to the tenants! Replacement of key personnel in management from another successful airport. Commercial jet traffic comes and goes and has a long history of cyclical ups and downs, but general aviation is much more steady. BOTH are important to the longevity and economic viability of KADS.
- Wash rack, restore power to Hangars
- Cheaper fuel, water supplied to t-hangar rows, cheaper rent, self serve fuel, remotes for gates
- Friendlier management/security. A new control tower manager.
- Eliminate my perception there is an inherent bias by ATC towards the heavy iron.....
- parallel taxiway on the west side of the runway, there's alot of having to wait for planes going in the opposite direction
- lower fuel prices
- Lower hangar rents and lower fuel cost
- Lower cost to operate from this airport.
- Would like very much to be able to buy fuel on the field at a price competitive with that which is available at other airports within reasonable stopping distance: HQZ, DTO, XBP, GPM just as a few examples.
- More affordable t-hangers, affordable self-serve gas, wash rack. A nice airport resturant always makes a great GA airport. Ask the people at Camerillo, CA (CMA) or VNY...
- Pricing of hangars have ran many of my customers off in the last few years. Give more attention to the General aviation community. This place is running off all of general aviation and has severly hurt the general avaition maintenance companies.
- self-service fuel at good price
- fuel costs competitive to other airports
- A good FBO and facility for piston aircraft, with self-serve fuel, including unleaded (it's coming anyway). Better drainage of some T-hangars
- Self Service Fuel and wash rack for the GA tenants.
- New to the airport, so am just starting to use the facilities. Therefore I can't comment on it much.
- Lower 100LL fuel prices. Not trying to sound rude but the 100LL fuel price is an insult. DFW post cheaper 100LL fuel prices! I would be happy to pay more for the fuel at my home base but lets be reasonable. I know many people that won't fly in to ADS because of no tie downs and high fuel prices.
- The general consensus of my fellow airplane owners who are all single engine owners is that ADS desires us NOT to be on the field. We perceive that ADS really would like to be corporate jet only. The fuel prices are outrageous, fees for gravel floor hanger are outrageous, and so on.
- Wash rack or water hose
- A change in mgmt attitude. Stop playing real estate mogul games with land lease tenants who are asking to renew. We don't care if their building has a stone facade or some other crazy thing you guys have made up. Spend your time trying to figure out how to allow tenants to remain instead of chasing them off so you can replace them with higher paying corporate.
- More affordable fuel. Water access for the hangars.
- cheaper fuel, no threatening and harassment by police.
- Clean up and paint, new hangars, less junk, facilities for small aircraft.
- Lower price for hangar. Lower price for fuel.
- cheap fuel, self service

- strategically located restrooms in GA hanger areas. Neither of the two that I'm aware of are within walking distance of most GA hangers thus making pilots and passengers depend on FBO facilities
- Fuel at a reasonable price. I typically take on 100 gallons plus. That can mean \$200 to \$400 difference in the ADS price vs. other airports at each fill up.
- Airport needs affordable self service fuel. The FBO prices are outrageous. Also, there is nowhere on field to wash the plane. Bringing water in is not very workable.
- Put all of the important contact numbers on the back of the issued badges. Especially Security, FOD control, tower, etc.
- fuel pricing
- Affordable fuel, either FBO full service or self service. ADS fuel is one of the most expensive in the entire metroplex.
- Less police and friendlier atmosphere. Cheaper hangar and fuel.
- Pricing (fuel and Hangar) is about my only complaint. I really like Addison.
- Drainage,
- Larger runup area so Jets don't block the runway.

What new services or businesses would improve ADS?

- Plane wash area 2. Self-service fuel (not necessarily associated with an FBO).
- more flight schools
- A terminal with a restaurant and self service fuel.
- an on site restaurant.
- Besides self-serve fuel, I would like to see some type of a food establishment/restaurant on field where aviation enthusiast could fly into and congregate.
- self serve @ a reasonable price
- I would gladly buy more fuel at Addison for the convenience if the price were more **competitive** and/or if there was a self serve station. Our fuel service is excellent from Landmark but price is very high compared to other airports.
- a restaurant on the field with runway view.
- A full service hotel-restaurant on the airport with views to the runway.
- Self service fuel @ rates equal to Mesquite
- #13
- Not sure but there are enough great restaurants down the street. Look at the businesses that have left over the last ten years. Those are the ones an airport needs.
- A hanger cafe - restaurant, much less expensive gas - water at hangers to clean craft etc
- Self service fuel pumps at a reasonable price.
- A restaurant with an excellent view of the active runway and the Galleria
- Self serve fuel option
- more T hangars...maybe up on the NW corner....dont take ours away!
- lower fuel prices
- City administration and airport administration with a goal of fostering aviation. it is very clear you have no interest in General aviation.
- More off airport transportation options for transit pilots.
- Full service, quality prop shop. There is no shop on field that can do prop overhauls and comply with most of the prop ADs. It is frustrating to have the significant expense to remove the prop and sent it over to KFTW to Byams for overhaul or other significant service or fly the plane over to have the work done.
- The general respect for small GA is lacking at ADS. Addison airport is run like Hobby Airport except we don't have commercial aviation. Let's get back to the basics of a friendly airport and the pleasure of flying.

- Free Tie Downs for over night guest of general aviation. Be able to run up aircraft at your facility after 5 pm.
- Lower fuel cost.
- Unleaded fuel. Rotax engine maintenance and repair.
- On airport restaurant or Deli with seating view of the runway.
- Self serve fuel (at a reasonable price) and visitor tie downs.
- Reasonably priced self-serve fuel
- an eating establishment , something small like Tyler. Not the Outer Marker.
- Self service fuel
- Place for self-service washing of aircraft.
- Be able to handle more volume of traffic during busy times
- Another avionics shop, self service gas pump, wash ramp, improved lighting in GA hanger areas on East side
- Individual security codes per tenant.
- Economical self serve 100LL.
- Self service pumps at a competitive price.
- More maintenance choices.
- Better selection of fuel sources (self service?). Wash area.
- Self serve fuel would be nice, but the price cannot be \$3 higher than nearby airports
- self serve fuel

What do you like about Addison Airport?

- Location, ATC services
- Convenient location.. Generally
- location, maint. facilities,
- close to home
- Location only
- convenience, condition of the airport, Kaboom Town
- The airport people
- location
- convenience, Ka-Boom town, all aircraft services available on airport.
- Very little
- Like most people who work the tower, convenient to my home, Kaboom Town, home to CAF/hanger.
- access from home
- It has virtually everything that a pilot/plane owner needs. It's well maintained. Clean. The tower controllers are considerate and helpful. Its location allows me to fly evenings and get back at a decent time. Because of this, I fly more, and I am increasing my frequency of flying.
- convenient to my home & business. The controllers are outstanding, and the airport community is great.
- Convenience.
- Convenience. I pay a bit more, but the service is great!
- Location. Professional management.
- MONTHLY HANGER RENTAL RATES
- Location, though it is not closes time wise, and the towered controlled field and the field has some good AP/IA and other services.
- Approches, Location
- Convenience, helpful staff and helpul tenants

- Local, towered, IFR support, approach services
- Location in the city.
- Melissa Newman
- convenience
- Location. Most of the management personnel below top management.
- convient location, some very good tower people
- Close to my office and home and city. Long runway and good taxiways, friendly tower controllers.
- It's been home base since 1959.
- ATC and airport mgt...very professional and on there game (although see #13) And of course Kaboom town
- availability of services available and hours of availability, convenience to home.
- Proximity to home.
- location
- Convenience to home
- Location within the metroplex.
- Very nice GA airport close in to the center of the metroplex with excellent runway/approach capability and has on field most of the maintenance services that I need. Well maintained. Tower and airport administration people are very nice, capable and helpful.
- Controlled airport in great condition.
- Convience to the city. The Airshows. Security. Up keep for the most part. 4th of July Kaboom Town.
- Live in area
- Good people to deal with, Good ATC people. Close to my house.
- 8
- Location
- location.
- The active management team who keeps the runway and other grounds in such good shape and the great location to North Texas business.
- Great tower personnel, friendly management and grounds/maintenance personnel, great runway and approaches, close to home and work.
- It is close to my home. I have met two good, close friends who hanger at McKinney. My other ADS friends have moved to other airports. With the construction being nearly completed to HWY 121 and US 75, I plan to move my plane to McKinney as the drive time will be negligible.
- Convenience is the only thing that keeps me here
- its location otherwise, it is no longer the fun airport it used to be, and the reason is not all related to 9-11 security changes.
- access, great ATC, good conditions.
- Convience to my home and office, instrument approach capabilities.
- Location, people, proximity to home, office etc.
- Airplane friendly city and state. Lots of services. Very convenient.
- close to home
- Convenience & location
- A lot of the stick is inertia. My avionics shop and A&P are at Addison - so its easier to stay than to move.
- close to home, relatively good services on field.
- Many things to like, primarily the people who work there. They are always willing to help out when there's a problem. That includes Tower, Maintenance, and Airport Management.
- good service from airport personnel, great tower personnel.
- Convenience to my home and approaches.
- Good ATC, maintenance of overall Airport.
- Professionally run, control tower for safety, and excellent service
- Close proximity to work and home.
- Convenience ILS and Tower

Any additional comments or suggestions:

- Stronger visual reminder to wait before leaving exit gates. We all have shifted gears in our minds when leaving the airpirt, and still on occasion drive off without waiting for gates to close.

- We operate 4 planes at ADS. Our planes probably fly a total of approx. 2,000 hours a year in and out of Addison. While we've never figured it out, that activity probably equates to approx. 2,000 operations a year at ADS.
- This was a place for many years that was fun and enjoyable to come to. Now we look like a prison camp with all the threatening signs, police cars (sometimes three or more at a time) Management driving around looking for things to call or write people up about. Go to other airports like ADS and look at their gates, see how many police cars are driving around giving out tickets like wild fire. We go there and not one airport in the country the size of ADS is like it is here.
- I think Addison Airport is a good place - would love to see the above changes to make it more small plane friendly.
- I mentioned it above, but I would like to see community trash cans positioned at each end of the T hangers.
- Block 12. Addison Flyers is not a flying club. We are owners of two airplanes. Cannot check more than one block, contrary to the instructions listed in your survey. I have answered based on my own flying, assuming the eight other owners submit inputs to this survey.
- Lower fuel prices, better hangers and less pursuit by airport police. I have flown out of Addison on and off for the better part of the last 30 years. I have never seen the airport less busy, more like dead during most times of the day. I have talked with several based pilots those that have left, and the recurring theme is cost. The bulk of pilots don't need conditioned \$100k hangers to keep their plane, much less a \$225k hanger.
- Need a place to meet other pilots on the field like a restaurant and a place to tie down the plane and pick up friends for short periods of time and on site auto parking close to hangers so can easily pull plane out and park without having to move vehicles in and out. could use a courtesy vehicle for visitor planes not affiliated with a costly FBO
- Melissa Newman is always friendly and a great help at the airport offices with any problems that come up.
- The access process is killing my ability to use the airplane at Addison. The FBO's do not provide good facilities for last minute flight planning changes. The only restroom is outside the secure area, but at least it works and it accessible.
- Keep up the good work! Refresher training for driving tag seems a bit excessive.....
- keep our P hangars!!
- Re # 16: I am not "interested" - have no need to - but would if it would be helpful. Running an airport is a business fraught with many challenges. It appears that the town made a sound short-term (and perhaps intermediate-term) decision to focus on the high-end individual and business customer; at the expense of small aircraft. As a career aviation professional, I am well aware that dealing with small airplanes can be an inconvenience; they tend to clutter the system. And they do not afford the profit margins realized with turbine powered airplanes. I am also of the opinion that, in many ways, the health of the aviation 'ecosystem' is forecast by what happens at the 'little airplane' level. If the desire is to maximize focus on turbine powered aircraft, continued investment in infrastructure to support small airplanes would seem imprudent. As a professional pilot I appreciate the amenities available at KADS - they make my job easier. As the owner of a **less than** smaller airplane, it feels as if the town is willing to accept my money if I am foolish enough to pay it but would really rather small airplanes would go someplace else. Re question # 9: I just checked: Airpark, Dallas Executive, Grand Prairie, Rockwall, Arlington, Denton, and Lancaster airports all have fuel priced more than \$2 per gallon **implications for situations involving aircraft taxiing up and down alpha..**
- the cheapest found at Addison - and some of the include full service. Presumably none of these airports are losing money selling avgas.
- your fuel prices are a huge joke nationwide. Letting that happen tells me you do not care for your customers, only your revenue and profits.

- Addison Airport very much needs to address the problem of the inadequate space available beyond the runway OFZ and before taxiway Alpha. This would increase safety, reduce incursions and remove what is an absolutely bizarre situation of having to taxi out into and blocking Alpha to be able to clear the runway after landing. This also has
- I have lost over twenty customers due to the economy, fuel prices and hanger rent. Some customers have sold out ,others have moved or go to other facilities for cheaper maintenance to make up for expenses at Addison. Every expense is high in Addison and anyone can go around the corner and get the same product for half the price including Maintenance Hanger Facilities. This airport community used to be a tight niche group or family that all enjoyed sharing in aviation together but has been stripped of that by the city and the airport. You can no longer find anyone hanging out for the sake of aviation and the love of aircraft like you used to be able to.
- I haven't flown my plane for a while since it is down for maintenance, but I do fly company I fly for aircrafts on a regular basis.
- I have 30 years of commercial real estate development experience, so I understand economics. But I do not understand quite a lot of things I see coming from Management.
- For the most part, airport facilities are clean and well maintained. Airport staff is friendly, courteous and responsive. I don't believe that the quality of the hanger, tie down and other GA facilities have improved at the same rate that the fees have increased in the 14 years that I have been a tenant, The hanger that I currently rent at \$440/month was \$90/month 14 years ago. The floor is rough, the doors are hard to open, the roof leaks and water (runoff) runs across the floor like a river when it rains.
- self service fuel please (think \$5.50 max)
- Hope you can still keep support for private pilots as a priority for the future of ADS.
- I have considered moving and the only reason I haven't is location. Cost is high and it is over policed. I will continue to upgrade airplanes and as I do, I will have to look closer at expenses to see if the location is enough benefit.
- Thanks for the remodel on the West side. I do think you went a little overboard on the security compared to other airports that I have been, but I do understand why. July 4th could be organized better for those of us inside the airport.

APPENDIX F: GOALS, STRATEGIES, AND TACTICS SUMMARY

Goal, Strategy and Tactic Matrix

Goal	Strategy	Tactic	Sub-tactic	Goal, Strategy or Tactic Description	Term	Priority
1000	1	0	0	0		
				Continue to enhance the airport's overall value for the benefit of its Stakeholders		
1100	1	1	0	0		
				Aggressively pursue all Federal, State, Local and private grant funding opportunities		
1110	1	1	1	0		
				Continue to communicate regularly with TSA/FAA and build on our relationships with key personnel in those agencies		
1120	1	1	2	0		
				Meet at least semi-annually with TADOT to review aviation issues and airport needs		
1130	1	1	3	0		
				Continue to communicate and inform Federal, State, and County officials about aviation issues and airport needs to ensure their continued support		
1140	1	1	4	0		
				Regularly attend FAA Southwest Region Airports Division's annual Fall Partnership Conference		
1150	1	1	5	0		
				Continue to pursue/apply for available grants and other sources of funding		
1200	1	2	0	0		
				Identify and pursue alternative sources of revenue consistent with the Town's values as articulated in the City Council's policies		
1210	1	2	1	0		
				Review fuel flowage fee policy		
1220	1	2	2	0		
				Review current fuel farm management practices		
1230	1	2	3	0		
				Consider alternative energy sources to achieve operating cost reductions and for potential resale (i.e. solar, wind, etc.)		
1240	1	2	4	0		
				Pursue advertising revenue alternatives		
1250	1	2	5	0		
				Identify and pursue potential redevelopment and expansion opportunities		
1251	1	2	5	1		
				Pursue the acquisition of income producing properties		
1252	1	2	5	2		
				Conversion of ground rent to commercial rent upon ground lease expiration		
1253	1	2	5	3		
				Sale of certain airport properties that are not well suited for aeronautical use or are underutilized		
1254	1	2	5	4		
				Use of lease guidelines to offer term extensions/modifications in exchange for increased rental and other considerations		
1260	1	2	6	0		
				Review other potential revenue sources		
1300	1	3	0	0		
				Actively promote the airport		
1310	1	3	1	0		
				Aviation Industry involvement and participation		
1320	1	3	2	0		
				Expand international exposure		
1321	1	3	2	1		
				Explore Latin American/International marketing opportunities		
1322	1	3	2	2		
				Promote US Customs presence		
1330	1	3	3	0		
				Expand regional and State exposure		
1331	1	3	3	1		
				Incorporate benefits of airport in all economic development presentations to corporate prospects considering relocation or expansion		
1332	1	3	3	2		
				Meet with area real estate brokers to better educate them about the airport and the various opportunities available		
1333	1	3	3	3		
				Meet with community banks to educate and identify investment opportunities at the airport		
1334	1	3	3	4		
				Coordinate efforts with economic development & community leaders		
1340	1	3	4	0		
				Promote the use of new communication & technology tools		
1350	1	3	5	0		
				Market Focus		
1351	1	3	5	1		
				Use Resources to identify our users, transient traffic and customers		
1352	1	3	5	2		
				Identify and seek to capitalize on global industry trends		
1353	1	3	5	3		
				Promote local advantage		
1354	1	3	5	4		
				Differentiate ADS from competing airports		
1400	1	4	0	0		
				Seek input from stakeholder groups to identify current issues and future action plans		
1410	1	4	1	0		
				Develop and maintain list of stakeholders		
1420	1	4	2	0		
				Seek input through survey instruments/focus groups		

Goal, Strategy and Tactic Matrix

Goal	Strategy	Tactic	Sub-tactic	Goal, Strategy or Tactic Description	Term	Priority
1430	1	4	3	0		
1440	1	4	4	0	Survey current airport business users/industry experts/key trade organizations and stakeholders	
1500	1	5	0	0	Ensure Airport Business & Expansion Program (BREP) is aligned with Town's BREP	
1510	1	5	1	0	Develop and maintain a comprehensive financial plan for the airport	
1520	1	5	2	0	Establish and implement a comprehensive reserve fund policy.	
1530	1	5	3	0	Develop revenue models that address changing conditions.	
2000	2	0	0	0	Annually review and update the plan.	
2100	2	1	0	0	Integrate the Airport with the Town's overall strategic plan	
2110	2	1	1	0	Pursue potential redevelopment opportunities consistent with Town's vision	
2120	2	1	2	0	Identify and redirect the use of properties within or adjacent to airport that are not being utilized or underutilized for aviation purposes	
2130	2	1	3	0	Develop process for managing aviation corporate prospects	
2131	2	1	3	1	Identify additional sources of financing/revenue for development, capital investment and acquisitions	
2132	2	1	3	2	Explore tax incremental financing (TIF)	
2133	2	1	3	3	Explore the benefit of seeking a Foreign Trade Subzone	
2134	2	1	3	4	Consider promoting Freeport Exemptions provided under the Texas Property and Tax Code	
2135	2	1	3	5	Consider promoting the use of Adjacent Property Tax Exemption.	
2140	2	1	4	0	Use of Developer Participation in Contracts For Public Improvements	
2200	2	2	0	0	Review and update Airport Master Plan	
2210	2	2	1	0	Ensure Chapter 380 Incentive Policies provide support to airport redevelopment activities	
2300	2	3	0	0	Ensure that favorable incentive consideration is given to companies who receive incentives and utilize Addison Airport.	
2310	2	3	1	0	Promote a standard of excellence in operations and service delivery	
2320	2	3	2	0	Annually review Town's strategic plan.	
2330	2	3	3	0	Develop and promote tenant survey to assess needs and perceptions	
2340	2	3	4	0	Develop and implement an airport education program for airport/Town staff that promotes "Addison Way" and airport's purpose and importance	
2350	2	3	5	0	Ensure that airport is part of Town New Employee Orientation	
2360	2	3	6	0	Review and update minimum standards for commercial aeronautical activity	
2370	2	3	7	0	Regularly review and update airport rules and regulations	
2400	2	4	0	0	Enforcement of Code Issues	
2410	2	4	1	0	Promote a standard of aesthetic excellence.	
2411	2	4	1	1	Signage.	
2412	2	4	1	2	Develop sign design standards.	
2413	2	4	1	3	Develop way-finding signage incorporating the airport brand.	
2420	2	4	2	0	Implement new tenant location signage.	
2430	2	4	3	0	Develop and adopt design standards.	
2500	2	5	0	0	Develop and adopt maintenance standards.	
2510	2	5	1	0	Communicate.	
2520	2	5	2	0	Develop events to promote community and business awareness	
					Develop Addison Airport video highlighting the benefits of the airport to the Town	

Goal, Strategy and Tactic Matrix

Goal	Strategy	Tactic	Sub-tactic	Goal, Strategy or Tactic Description	Term	Priority
2530	2	5	3	0	Provide avenue for current businesses to host events	
2540	2	5	4	0	Develop communication plan educating the airport stakeholders about the evolution of the airport	
2550	2	5	5	0	Develop allies for business to business opportunities:	
2551	2	5	5	1	Bring together brokers and current airport businesses	
2552	2	5	5	2	Support aviation programs in area colleges and universities	
2553	2	5	5	3	Identify synergies near the airport	
3000	3	0	0	0	Continue to promote industry-leading practices for safety and security	
3100	3	1	0	0	Examine physical infrastructure, policies, plans and procedures; review safety and security standards	
3110	3	1	1	0	Focus on achieving Part 139 standards where applicable	
3111	3	1	1	1	Develop an Airport Operating Manual based on requirements for a FAR Part 139 Airport Certification Manual	
3112	3	1	1	2	Identify where Part 139 standards are not being met but could be; develop plans to meet Part 139 standards where possible and practical	
3113	3	1	1	3	Identify where Part 139 standards are not being met and cannot be met; identify and document the reasons why these standards cannot be met	
3120	3	1	2	0	Code enforcement of existing standards	
3130	3	1	3	0	Periodically review policies, plans, and procedures with Public Safety Officials (Police and Fire)	
3140	3	1	4	0	Conduct hangar inspections	
3150	3	1	5	0	Conduct Access Controls study	
3160	3	1	6	0	Review and update emergency plans (annually)	
3170	3	1	7	0	Regularly conduct emergency exercises in cooperation with Public Safety	
3180	3	1	8	0	Regularly review airport rules & regulations and update as needed	
				Count of Ongoing Tasks "O" 0		
				Count of Short-term (0-3 Years) "S" 0		
				Count of Mid-term Tasks (5-10 Years) "M" 0		
				Count of Long-term Tasks (10-20 Years) "L" 0		
				Count of Priority 1		0
				Count of Priority 2		0
				Count of Priority 3		0
				Count of Priority 4		0
				Count of Priority 5		0

**APPENDIX G: ADDISON CITY COUNCIL CHAPTER 380 POLICY AND
PROCEDURES DOCUMENT**

TOWN OF ADDISON, TEXAS

RESOLUTION NO. R11-011

A RESOLUTION OF THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS APPROVING POLICIES AND PROCEDURES FOR AN ECONOMIC DEVELOPMENT PROGRAM PURSUANT TO AND IN CONNECTION WITH POTENTIAL ECONOMIC DEVELOPMENT INCENTIVES UNDER CHAPTER 380, TEXAS LOCAL GOVERNMENT CODE; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Town of Addison, Texas ("City") is a home rule municipality possessing the full powers of local self government pursuant to Article 11, Section 5 of the Texas Constitution and its Home Rule Charter; and

WHEREAS, Chapter 380 of the Texas Local Government Code ("Chapter 380"), in accordance with Article 3, Section 52-a of the Texas Constitution, authorizes municipalities to establish and provide for the administration of one or more programs, including programs for making loans and grants of public money and providing personnel and services of the municipality, to promote state or local economic development and to stimulate business and commercial activity in the municipality; and

WHEREAS, the City Council of the City desires to establish a program by which the City might, in its sole discretion, provide incentives to promote economic development and to stimulate business and commercial activity within the City as authorized by Chapter 380, including guidelines for the making of grants and loans by the City.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS:


Section 1. Incorporation of Recitals. The above and foregoing recitals are true and correct and are incorporated herein and made a part of this Resolution for all purposes.

Section 2. Chapter 380 Program Policies. The "Chapter 380 Economic Development Program Policies and Procedures," attached hereto as Exhibit A (the "Chapter 380 Policies"), is hereby approved and adopted. The Chapter 380 Policies are subject to applicable provisions of the Texas Constitution, State law, and the City Charter. The Town of Addison, Texas ("City") is not obligated, and nothing in the Chapter 380 Policies shall imply or suggest, that the City is under any obligation to provide any incentive to any person, entity, or applicant. The purpose of the Chapter 380 Policies is to establish guidelines for providing economic development incentives; notwithstanding, however, the City Council retains the right to take any action allowed by law without the necessity of amending the Policies. The Chapter 380 Policies shall superseded any general policies regarding Chapter 380 incentives previously adopted by the City Council.

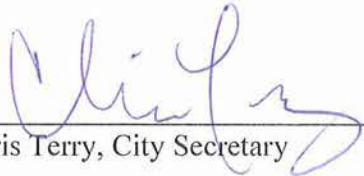
Section 3. Documents. The City Staff is authorized to create and develop such applications, forms, and other documents and information as may be needed to implement the Chapter 380 Policies.

Section 4. Effective Date. This Resolution shall take effect upon its passage and approval.

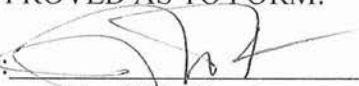
PASSED AND APPROVED by the City Council of the Town of Addison, Texas this the 9th day of August, 2011.



Todd Meier, Mayor

ATTEST:
By: 

Chris Terry, City Secretary

APPROVED AS TO FORM:
By: 

John Hill, City Attorney

EXHIBIT A TO RESOLUTION NO. R11-011

Town of Addison, Texas Chapter 380 Economic Development Program Policies and Procedures

General Overview

Chapter 380 of the Texas Local Government Code (“Chapter 380”) authorizes the Town of Addison, Texas (“City”) to establish and provide for the administration of one or more programs, including programs for making loans and grants of public money and providing personnel and services of the municipality, to promote state or local economic development and to stimulate business and commercial activity in the City. These Chapter 380 Economic Development Program Policies and Procedures (“Policies”) are established in accordance with Chapter 380.

The City desires to promote and retain high quality development and to improve the quality of life for its citizens. These Policies are established in an effort to develop and expand the local economy by promoting and encouraging development and redevelopment projects, including promoting employment opportunities, that enhance the City’s economic base and have a positive impact on the strategic economic development of the community. The ultimate goal and public purpose of programs established hereunder is to protect and enhance the City’s fiscal ability to provide high quality municipal services for the safety, comfort and enjoyment of the City’s residents.

In connection with these objectives, the City may, on a case-by-case basis, give consideration to providing incentives, including grants and loans of monies and lending of personnel and services, to promote economic development in the City in accordance with the procedures and criteria outlined herein. Incentives will be evaluated based on the type of industry, job creation, wages and benefits to be provided to new employees, capital investment, potential for growth, and strength of the applicant. Nothing herein shall imply or suggest that the City is under any obligation to provide any incentive to any applicant, and the City has full and absolute discretion whether or not to provide a loan, grant or other incentive under these Policies. All applicants pursuant to these Policies shall be considered on a case-by-case basis. These Policies shall serve as a guide for Chapter 380 incentives that may be considered by the City.

Each applicant granted an economic incentive pursuant to these Policies must enter into an agreement with the City containing all terms required by these Policies, by state law, and by such other terms as the City may require, to protect the public interest of receiving a public benefit in exchange for public funds, assets and services invested to stimulate economic development in the City.

Incentive Criteria

- A. *Minimum Criteria for Business Relocation, Retention, and Expansion Projects.*

1. In addition to other provisions of these Policies, a proposed project under these Policies that involves the relocation, retention, or expansion of a business must meet the following minimum criteria:

- Create a minimum of 20 new full-time jobs within the first year of operation.
- If the business will lease premises in connection with a project, the lease must be of a minimum of 10,000 square feet of class A or class B space.
- The business must make a minimum \$1,000,000 capital investment in real property or in business personal property (or combination of real property and business personal property).
- Average wages paid to all employees whose employment is at the site of the project must be greater than the average wage for Dallas County for all industries during the term of an agreement hereunder.
- The business must provide a competitive employee benefits program.
- The business must be within one of these targeted areas:
 - Headquarters for small and/or medium size enterprises
 - Creative Services (marketing, media production, architectural firms, etc.)
 - Information Technology
 - Back office for administrative and professional services
 - Aviation-related industries
 - Healthcare
 - Small, fast-growing firms (entrepreneurship across sectors)
- The business must demonstrate strength (years in business, growth sector, Fortune magazine rankings), and promote positive business ethics.

2. In addition to the criteria listed above, the City will give consideration to projects where the business will commit to utilize the Addison Airport by establishing the business's flight department (if any) at the Airport or commit to utilize services provided by tenants of the Airport.

3. Business Retention and Expansion Projects will be evaluated on a case by case basis taking into account the investment a business has made in the community, strength of the company, and categorical determination of targeted industry sector.

4. Businesses seeking to tap into incentives for expansion, must demonstrate that the actual incentive is a catalyst for their expansion and/or that the incentive will help maintain their presence in Addison.

5. Expansion projects will only be considered if such expansion is within the business's existing location or additional space is acquired elsewhere in the community in addition to the existing space, unless (i) in instances where the business leases its existing location, the landlord cannot accommodate the planned space expansion with space that is reasonably adjacent to the existing location, or (ii) in instances where the business owns fee simple title to its existing location, the expansion cannot be reasonably accommodated within the existing location. If a relocation is necessary as a result, the business must lease or otherwise acquire space that is larger and of the same or of higher quality than its existing space.

B. *Minimum Criteria for Redevelopment Projects*

1. In connection with and as part of a proposed project under these Policies that involves the relocation, retention, or expansion of a business, the City will consider support to such businesses where the business's investment focuses on the redevelopment of aged buildings or structures or land sites with existing buildings or structures. The intent is to increase the value of the property, the overall aesthetics, and to optimize land-use.

A redevelopment project under these Policies will focus on the potential impact as described in part A of this Incentive Criteria above in addition to the total capital investment proposed by the project to address financing gaps. The City, through the City Manager and the Director of Economic Development, may negotiate (subject to City Council approval) reimbursement to a business of up to 50% of a business's capital costs of such redevelopment if a project meets a majority of the following criteria:

- The project will result in an increase of a minimum 10% of real property taxes annually.
- The project addresses a public nuisance.
- The project will help attract higher quality tenants.
- The project developer agrees to pass savings to future tenants through competitive market lease rates.
- The project enhances overall aesthetics of the immediately surrounding area.
- The project results in major transformation which results in abiding to current building codes.
- The project results in Leadership in Energy and Environmental Design (LEED) (or LEED equivalent) certification.

C. *Other Criteria*

In addition to the criteria set forth above and other provisions of these Policies, the following are applicable to a proposed project and will be considered by the City in connection therewith:

1. Company History. The City strongly believes in fostering a local business community that upholds a strong business ethical culture. Business looking at securing financial support from the City must demonstrate that they are in good standing with the Texas Secretary of State, the Texas Comptroller of Public Accounts, and are current on payment of business property and real property taxes. A company must also demonstrate a positive historical trend in these areas over the last five years.

2. Job Creation. To be considered for an incentive from the City under these Policies, a business must create a minimum of 20 new full-time equivalent jobs in the City. Redevelopment projects must indicate and establish how the project will lead to such increased jobs.

3. Average Wages. The City desires the creation of quality jobs in the community. For this reason, in evaluating a proposed project, the City will consider whether or not the project will create good-paying jobs with competitive benefit packages. In addition to creating a minimum of 20 new full-time jobs, a business's average wage for such new jobs must be above

the average Dallas County wage for all industries. For headquarter locations, the wage of the company's principal (e.g., chief executive officer) will not be taken into consideration in calculating the average wage unless the principal maintains full-time residence in Addison.

4. Capital Investment. To be considered for an incentive hereunder, a project must include an investment of a minimum of \$1,000,000 in business personal property or real property within the City (or a combination of business personal property or real property). If a project includes a capital investment of over \$5,000,000 in business personal property or real property (or a combination of business personal property and real property), the City may consider waiving some of the other criteria requirements listed above.

5. Discretionary Evaluation: At the City Council's discretion, the City may waive some of the criteria described in parts A and B of this Incentive Criteria above if a project not only generates a positive economic impact in the community but also has a credible impact on the quality of life of the citizens.

Incentive Calculation

An incentive pursuant to these Policies may only be made in one or more of the following categories:

- Relocation assistance: assistance for every 1,000 square feet of leased with a minimum of 10,000 square feet.
- Job creation assistance: incentive only for full-time equivalent jobs with higher than average wages above the Dallas County wages for all industries.
- Capital investment assistance: a minimum of \$1,000,000 investment in real property or business personal property (or a combination of real property and business personal property) must be made.

An agreement entered into pursuant to these Policies will include a full reimbursement or "claw-back" clause in the agreement for the first three years of the agreement. The reimbursement or claw-back may cease following the first three years of operation or may be extended depending on the level of award, proposed corporate investment, and job creation schedule.

Process; Miscellaneous

A. In order to be considered for an incentive pursuant to these Policies, a business must submit a completed Incentive Request Form (to be prepared by City Staff). The City may require such information in connection with such Form as the City may deem appropriate or necessary.

B. An initial offer or offers to provide an incentive to a business will be for discussion and negotiation purposes only. The same is and will be only an offer and an agreement to negotiate, and is expressly conditioned upon and subject to the City and a business entering into a definitive written agreement regarding the incentive and related matters. All such agreements must be approved by the City Manager and City Council upon a recommendation by the Director of Economic Development.

Exhibit A to Resolution No. R11-011

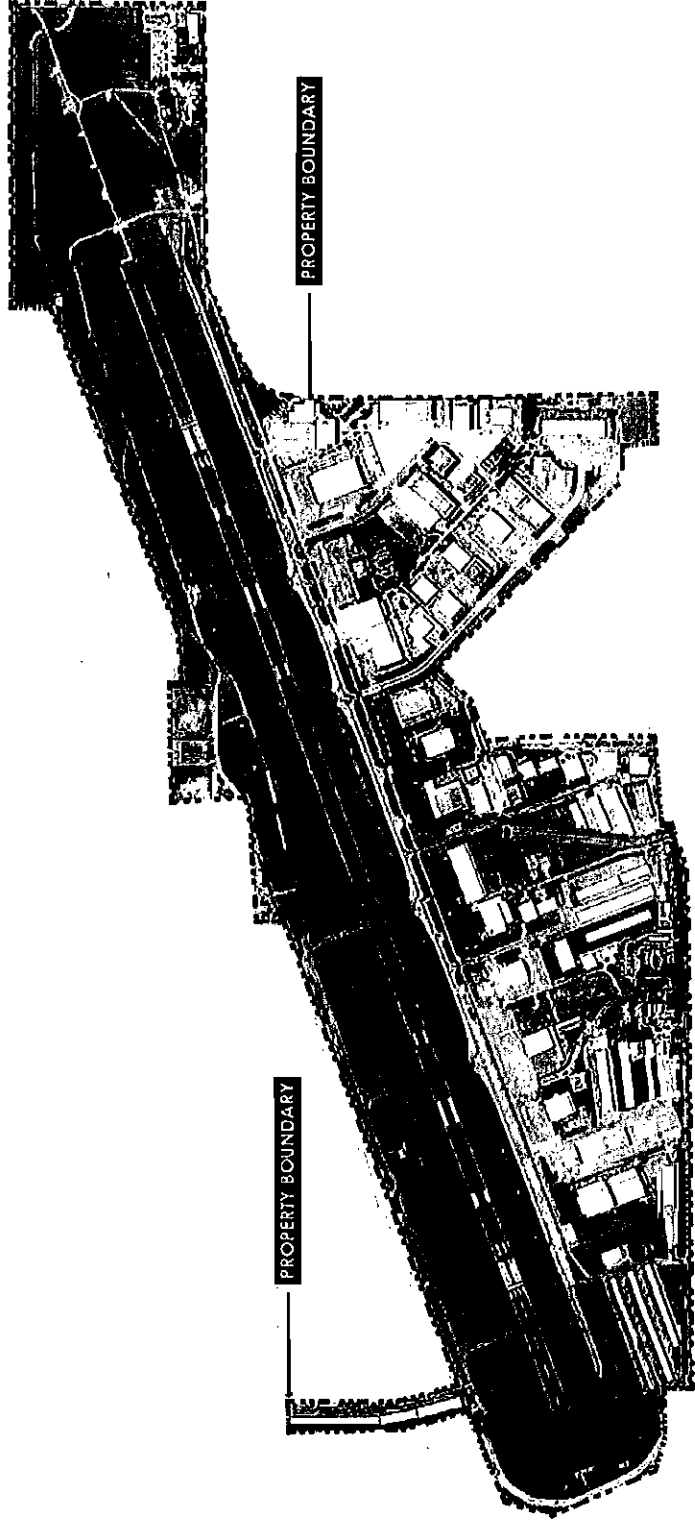
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C. The City Council may consider a proposed agreement pursuant to these Policies and may take action on the proposal as it deems appropriate in its sole and absolute discretion. Nothing in these Policies and nothing in the application form and process shall create any property, contract, or other legal right in any person or entity to have the City Council consider or grant any incentive.

D. A project is not eligible for an incentive under these Policies if a building permit has been issued for the project prior to making application in accordance with these Policies.

E. The City may include and require in any agreement with a business pursuant to these Policies such other conditions, terms and provisions as the City may determine are appropriate or necessary.

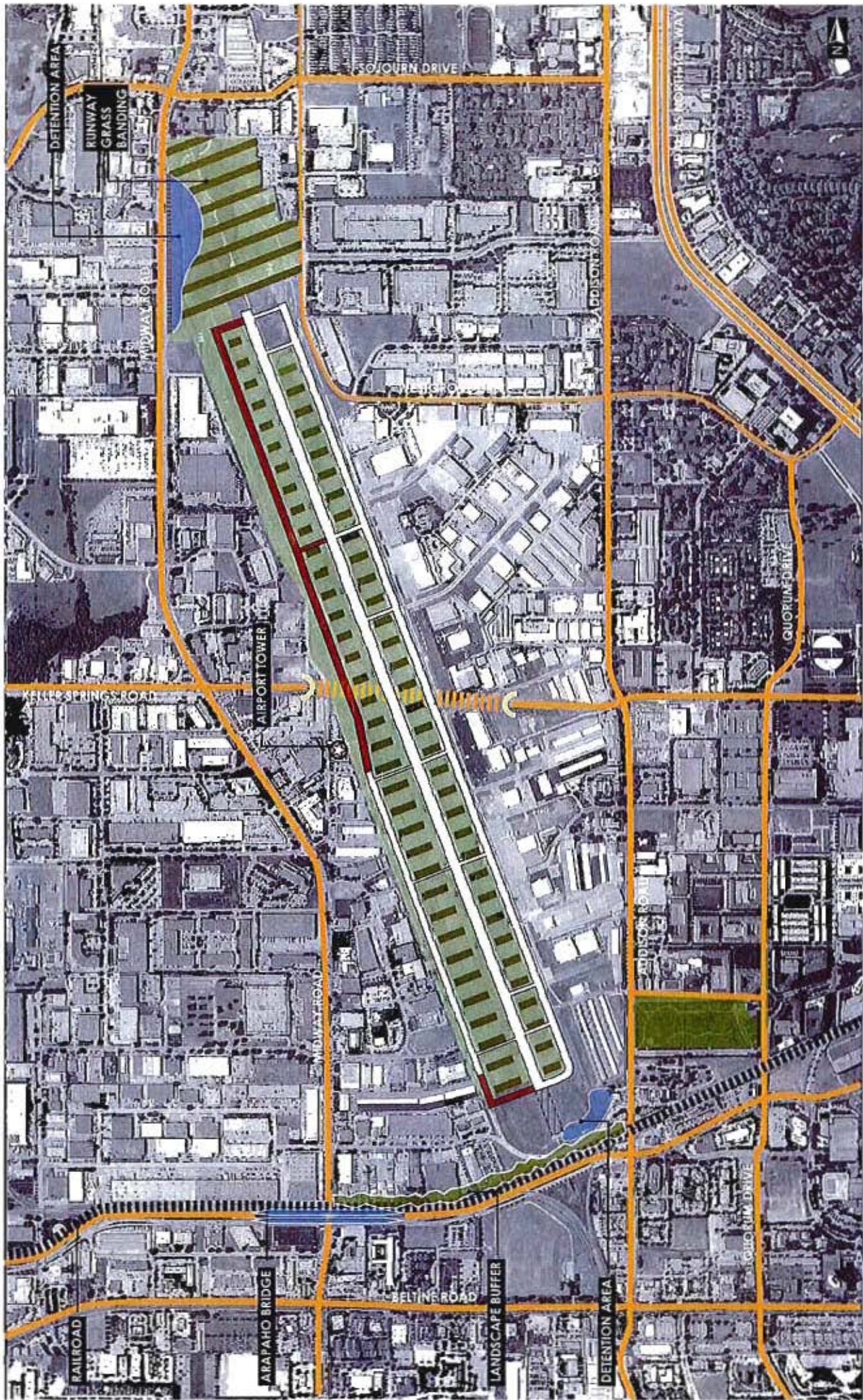
APPENDIX H: FUTURE CONCEPTS FOR CONSIDERATION



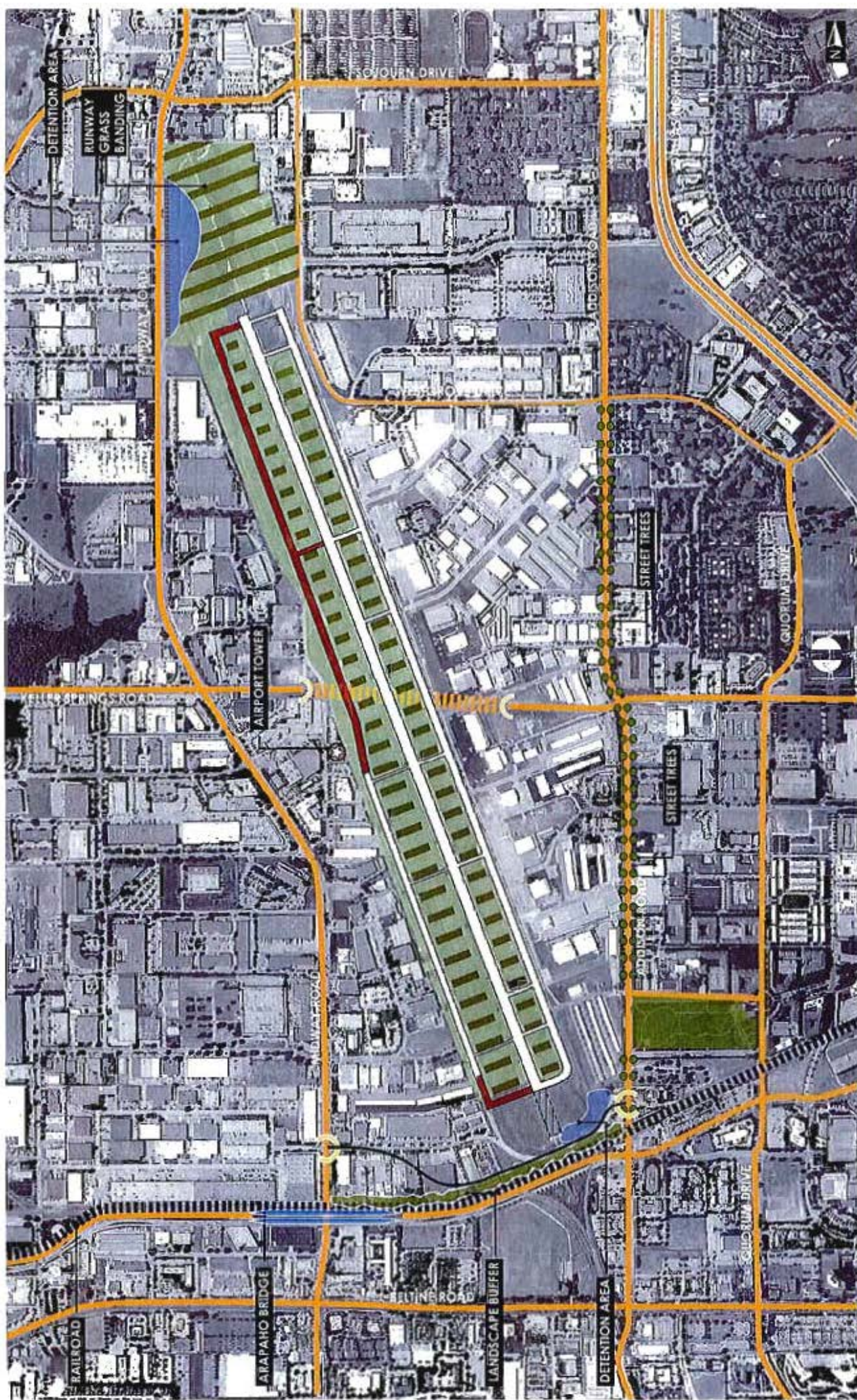
ADDISON AIRPORT PROPERTY BOUNDARY



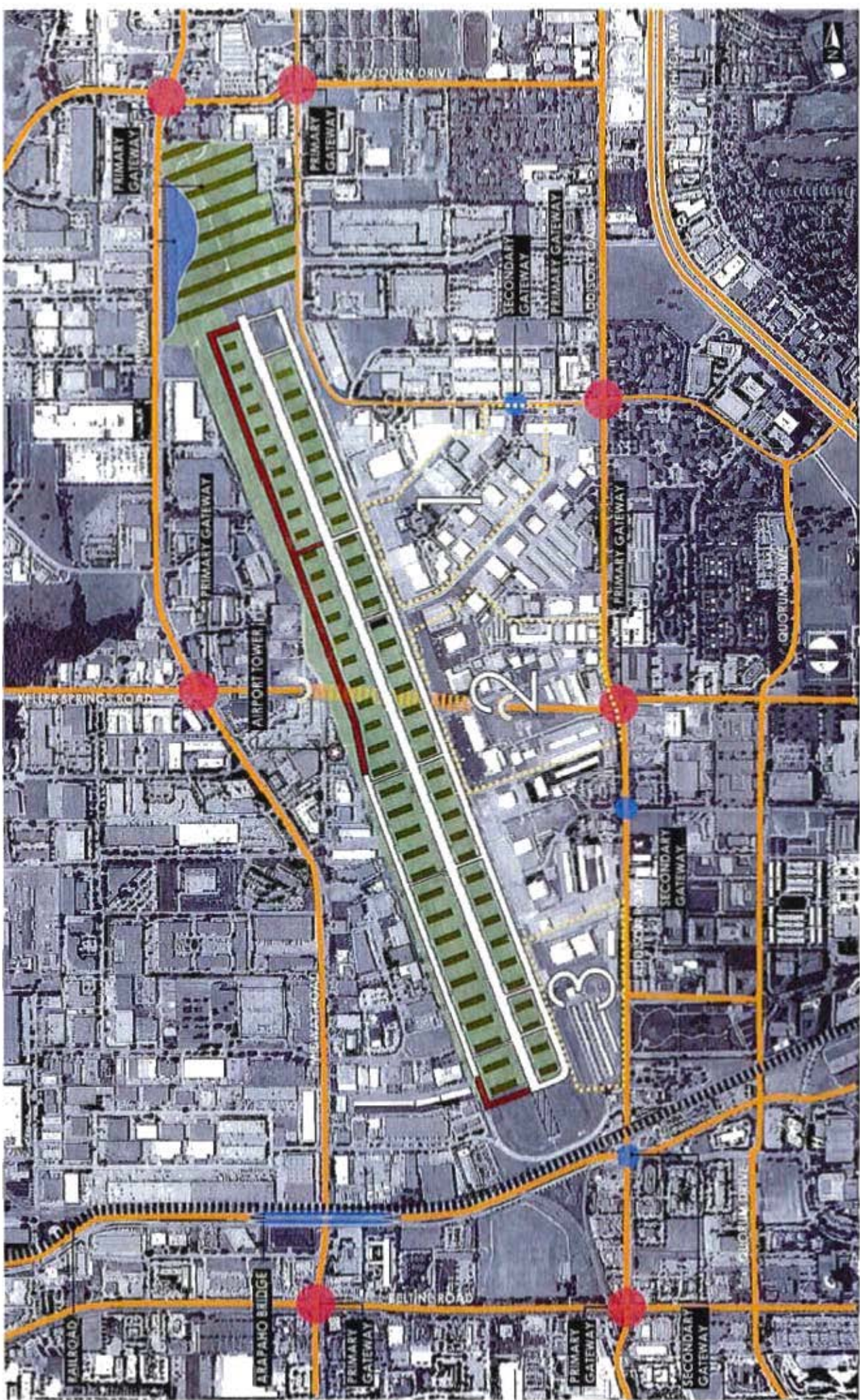
DISTRICT NODES



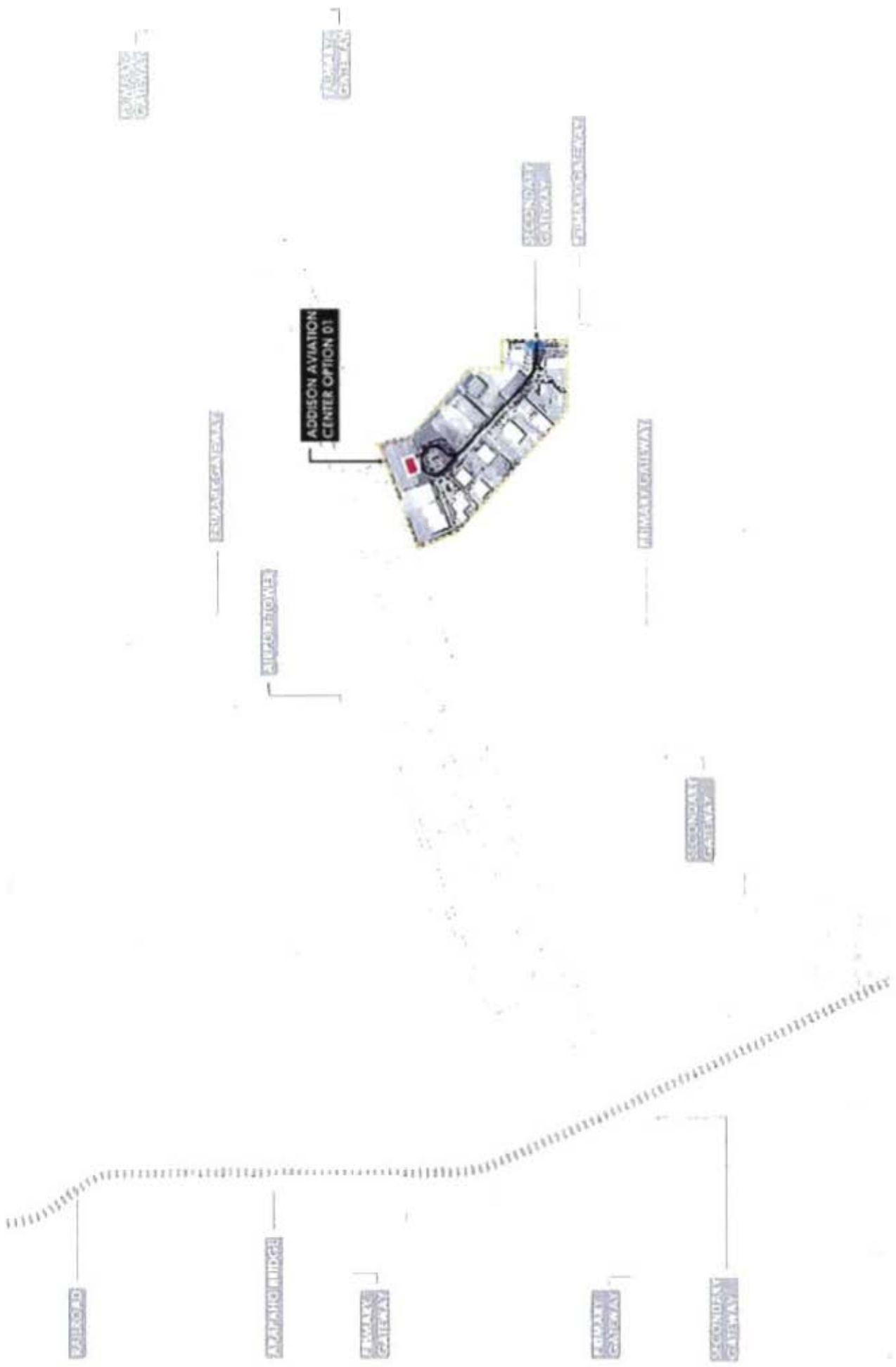
ENVIRONMENTAL LANDING AREA GRAPHIC "GRASS BANDING"



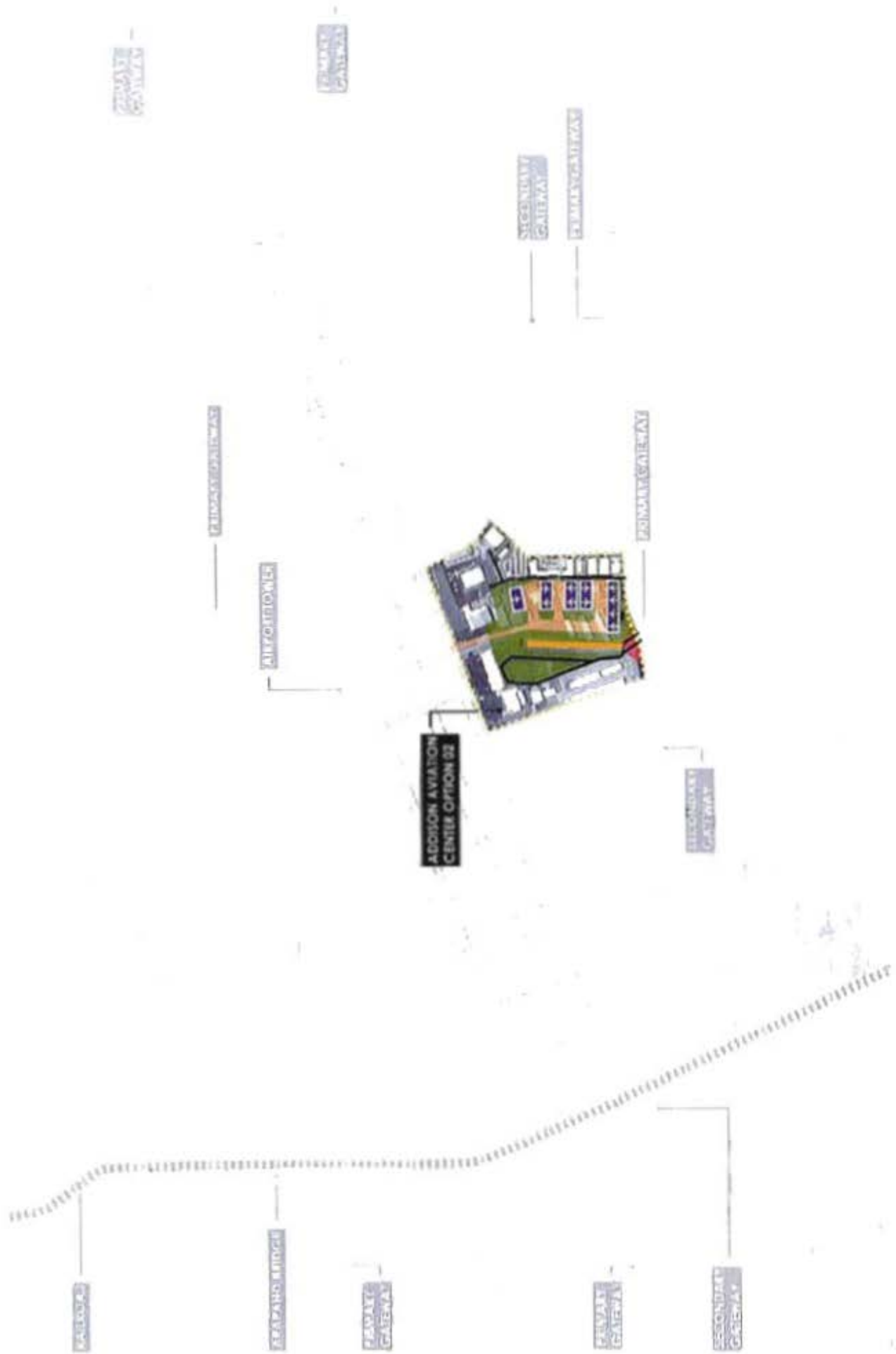
ADDISON ROAD AND LINDBERGH DR STREETSCAPE ENHANCEMENTS



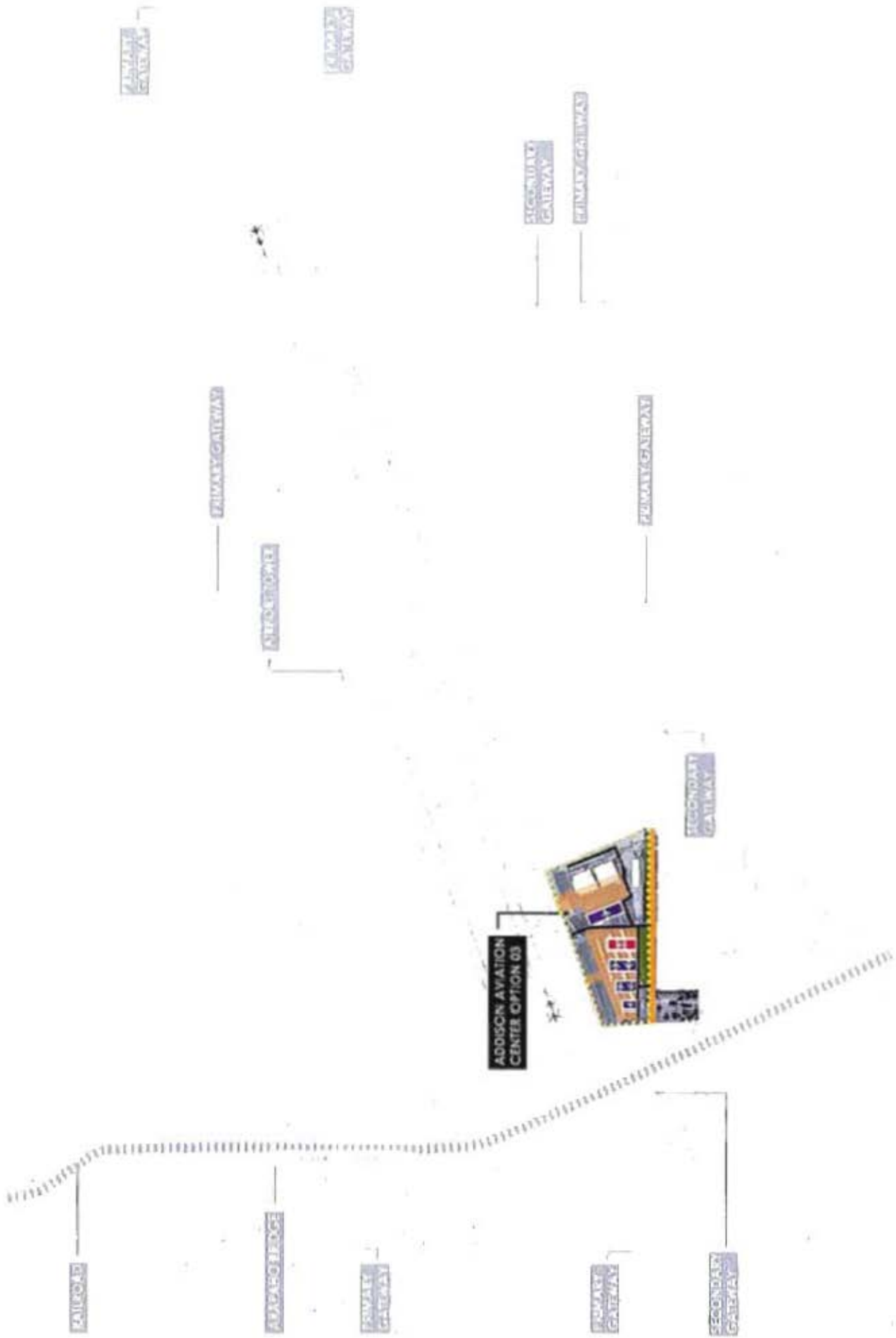
AVIATION CENTER OPTIONS OVERVIEW



ADDISON AVIATION CENTER: OPTION 01



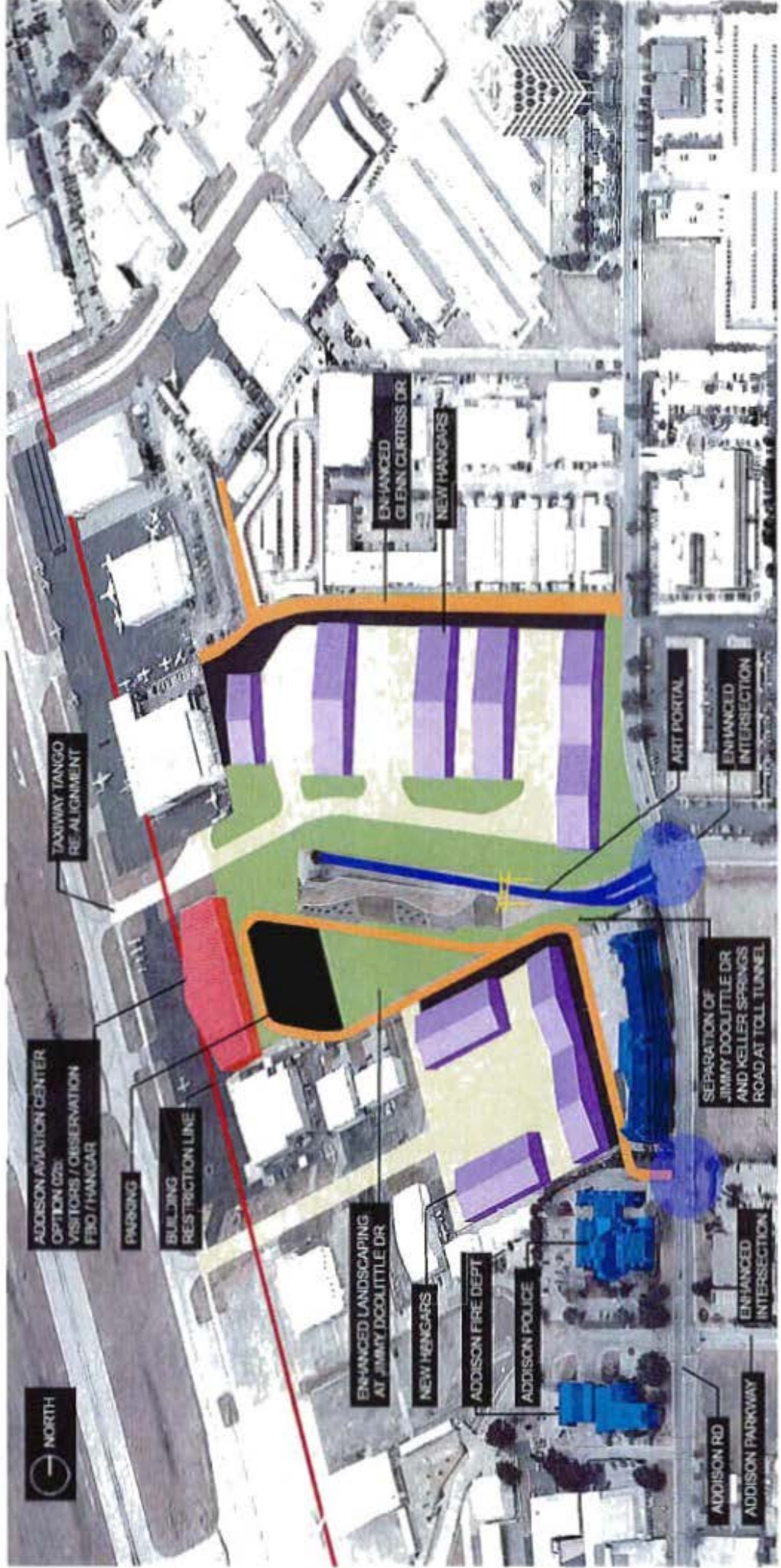
ADDISON AVIATION CENTER: OPTION 02



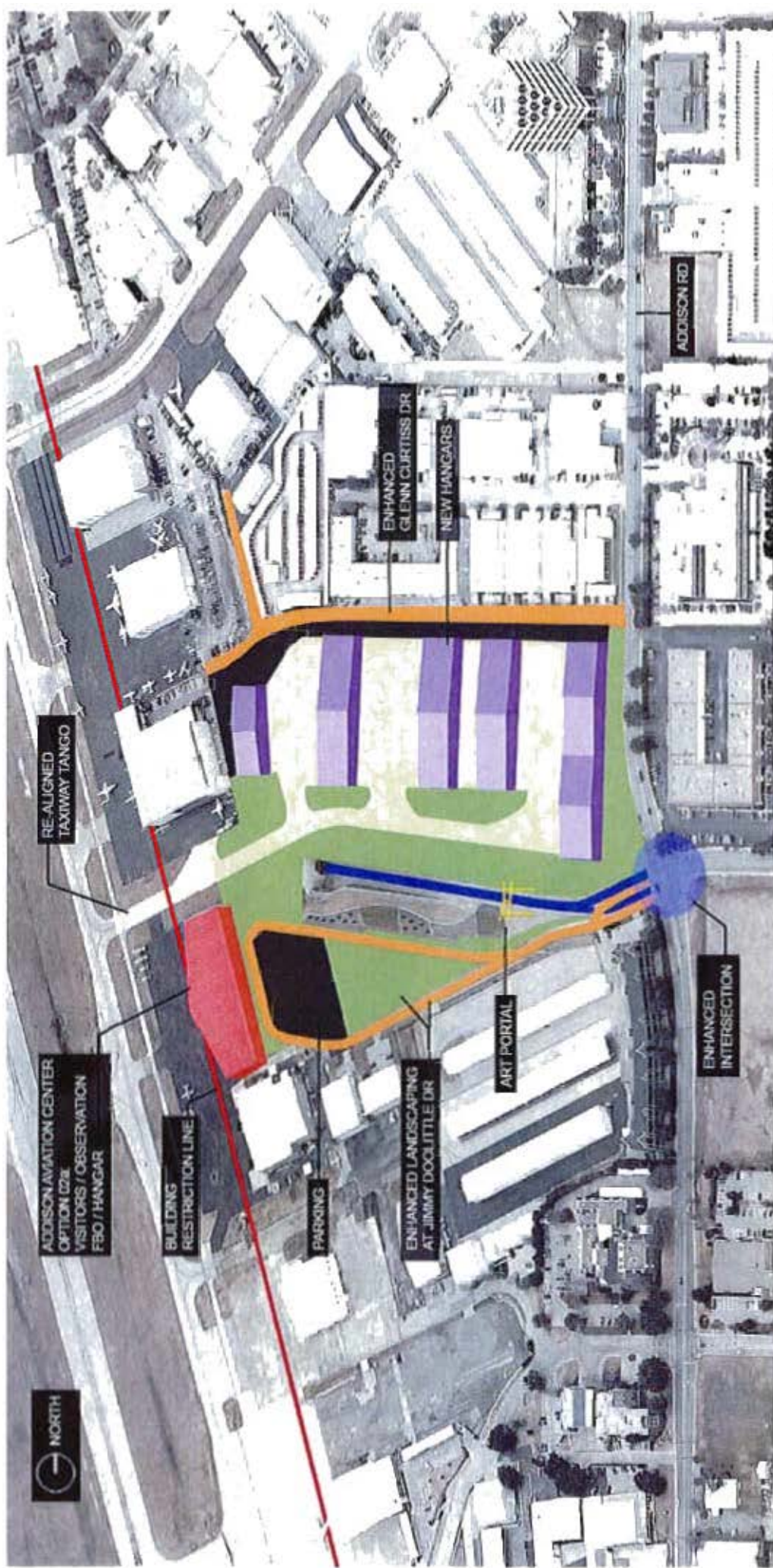
ADDISON AVIATION CENTER: OPTION 03



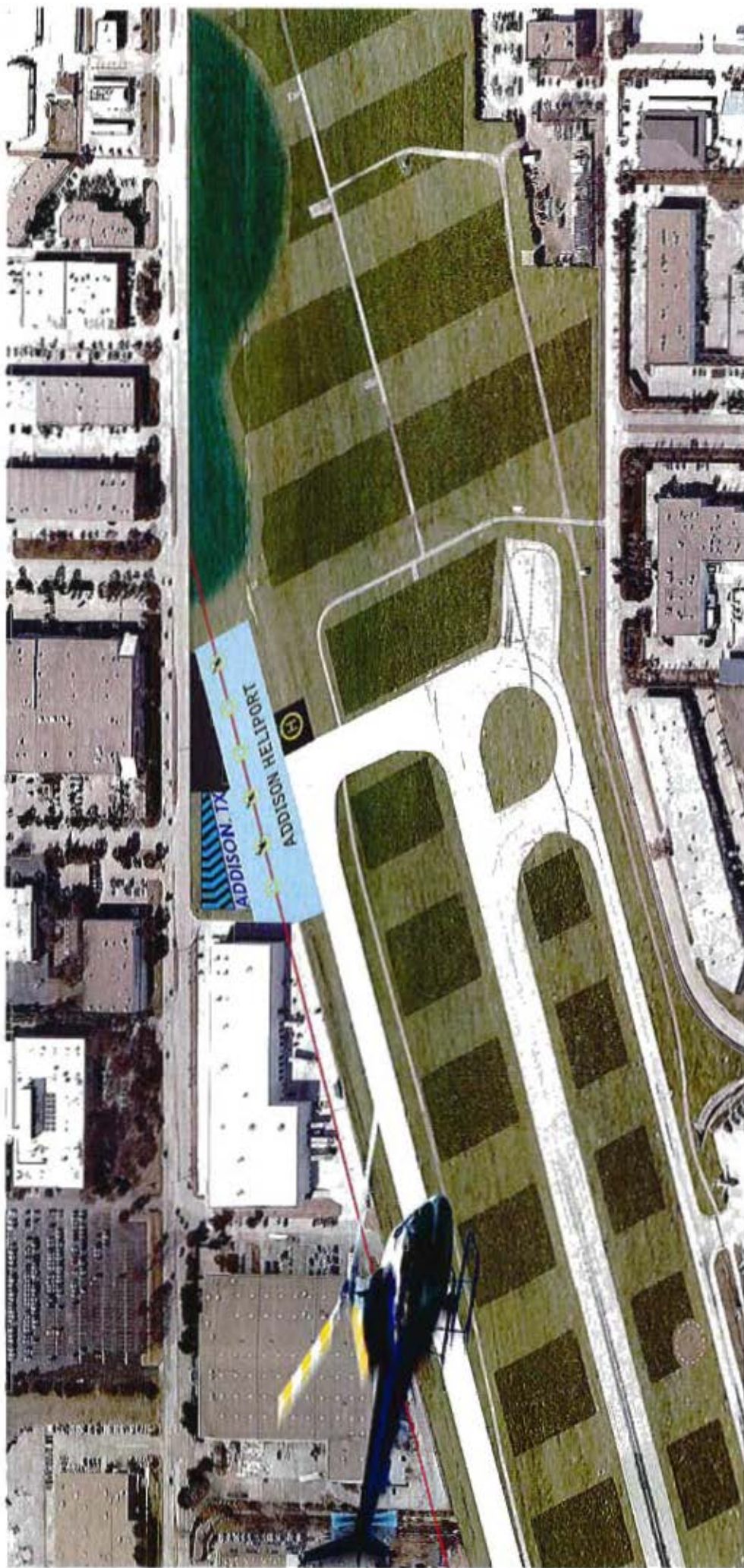
RUNWAY VIEW FROM NORTH END



ADDISON AVIATION CENTER - OPTION 02b



ADDISON AVIATION CENTER - OPTION 02a



ADDISON HELIPORT AT NORTHWEST RUNWAY END

