Facilitated by:

HDR AMCG

AIRPORT STRATEGIC PLAN

July 11, 2022

NORFOLK REGIONAL AIRPORT

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Introduction

Norfolk Regional Airport (Airport) fulfills a critical role for the City of Norfolk and the Northeast Nebraska region. The Airport is one of Nebraska's busiest general aviation airports enabling aviation activities including cargo services, medical care flights, agricultural spraying, corporate aviation, and recreational flying. The Airport hosts multiple commercial aeronautical operators, is home to more than 45 based aircraft, and serves as a key fuel stop for transient customers due to the geographical location.

As owner and operator of the Airport, the Norfolk Airport Authority (Authority) identified the need to develop an Airport Strategic Plan. The Airport Strategic Plan is critical to the Airport's future and will serve as a key planning, management, and communications tool. Through a deliberative process, this plan outlines the following:

- **Mission** – reason for the Airport's existence and core competencies
- **Vision** – articulates aspirations for the Airport (a picture of success)
- **Values** – outlines collective beliefs held throughout the Authority
- **Goals** – desired results, outcomes, or levels of attainment that need to be reached to realize the mission and vision for the Airport

In addition to conveying the mission, vision, values, and goals, this Airport Strategic Plan includes an Airport Market Overview and SWOT Analysis Survey Results. The Airport Market Overview provides an overview of the community, market, and Airport and assisted the Steering Committee in providing input and feedback throughout the process. The SWOT Analysis Survey Results conveys the actual and perceived strengths and weaknesses (from an internal perspective) and opportunities and threats (from an external perspective) for the Airport.

The Authority truly appreciates those members within the community that served on the Steering Committee to bring this plan to fruition. The Steering Committee was designed to ensure representation from key Airport stakeholder groups as follows:

- City of Norfolk – Andy Colvin
- City of Norfolk – Candice Alder
- City of Norfolk – Scott Cordes
- Norfolk City Council – Gary Jackson
- Norfolk City Council President – Rob Merrill
- Norfolk Airport Authority – Bill Jepsen
- Norfolk Airport Authority – Randy Neuharth
- Norfolk Regional Airport – Terri Wachter
- Norfolk Visitors Bureau – Traci Jeffrey
- Faith Regional Health Services – Mark Davis
- Precision IT / Pilot – Dan Spray
- Local Resident / Pilot– Dave Amick
- Local Resident / Pilot – Randy Sunderman

The planning process was facilitated by HDR and Aviation Management Consulting Group (AMCG).

MISSION, VISION, & VALUES

Mission

The mission of Norfolk Regional Airport is to serve as a key gateway to the community of Norfolk and Northeast Nebraska by providing customer-focused, high-quality aeronautical services and facilities while maintaining a safe and fiscally responsible airport.

Vision Statement

The vision of Norfolk Regional Airport is to be a viable and growth-oriented community asset and a major economic engine for the community of Norfolk and Northeast Nebraska through the provision of general aviation services.

Values

Customer-oriented:
Focused on meeting the unique needs of the community, customers, visitors, and team members through thoughtful, friendly, and fair interactions.

Integrity:
Consistently practice ethical behavior in all decision-making to maintain internal and external credibility.

Teamwork:
Instilling an initiative-taking and collaborative approach to operations, management, development, and marketing to ensure organizational progress.

Safety:
Encourage and maintain a safe operating environment through training, adherence to safety regulations, and implementation of best industry practices.

GOALS

- Secure new commercial aeronautical operators (e.g., aircraft rental operator, flight training operator, aircraft charter operator, avionics and/or instrument maintenance operator, etc.) by the end of 2023.
- Establish partnership with local organizations and educational institutions to enhance awareness of the Airport and educate future aviation professionals by the end of 2024.
- Leverage local, state, and federal funding mechanisms to enhance current FBO products, services, and amenities through development of a new FBO and Airport management facility by the end of 2023.
- Develop a comprehensive marketing and community outreach program to increase aeronautical utilization of the Airport as well as solicit non-aeronautical land development by the end of 2023.

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I. EXECUTIVE SUMMARY

A. Overview of Plan

The Norfolk Airport Authority (Authority), as owner and operator of Norfolk Regional Airport/Karl Stefan Memorial Field (Airport), is initiating an airport strategic planning process. The *Airport Strategic Plan* (Plan) is critical to the Airport's future and will serve as a critical planning, management, and communications tool:

- Planning – the Plan will (1) articulate the mission, vision, and values for the Airport, (2) set goals to realize the mission and vision of the Airport, and (3) establish parameters for checking progress and the basis for adjustments to realize the mission and vision in the future.
- Management – helps policymakers, Airport management and staff, and stakeholders focus on realizing the mission and vision of the Airport by outlining a framework to make informed, prudent, and defensible decisions concerning the future direction of the Airport.
- Communications – provides the opportunity for policymakers, airport management and staff, and stakeholders to engage in discussions about the current and future direction of the Airport.

Once implemented, the Plan provides the information needed for policymakers and airport management to demonstrate the role and value (increasing awareness), justifying investment (building support), and explaining the Airport's financial performance and position (fostering transparency).

Additionally, the Plan adheres to the following guiding principles:

- Prioritizes safety and security, followed by financial feasibility, operational efficiency, environmental stewardship, and social responsibility.
- Beneficial to tenants, users, and stakeholders of the Airport.
- Preserve flexibility to permit future changes as industry and local conditions warrant.
- Emphasize cost-effective solutions and consider the total cost of implementation when evaluating alternatives.

B. Steering Committee

The Authority has elected to create a Steering Committee to assist in development of the Plan. The Steering Committee's purpose is to represent the different stakeholder groups with a vested interest in the Airport. Stakeholders can be internal (with a direct relationship to the Airport) or external (with an indirect relationship to the Airport which may be impacted through the Airport's actions and outcomes). The Steering Committee's key role is to provide input, perspective, and feedback throughout the formulation of the Plan.

Following a deliberative process by Airport management and Authority members, the following stakeholder groups (and representative individuals) have been identified:

- City of Norfolk – Andy Colvin
- City of Norfolk – Candice Alder
- City of Norfolk – Scott Cordes
- Norfolk City Council – Gary Jackson
- Norfolk City Council President – Rob Merrill
- Norfolk Airport Authority – Bill Jepsen
- Norfolk Airport Authority – Randy Neuharth
- Norfolk Regional Airport – Terri Wachter
- Norfolk Visitors Bureau – Traci Jeffrey
- Faith Regional Health Services – Mark Davis
- Precision IT / Pilot – Dan Spray
- Local Resident / Pilot– Dave Amick
- Local Resident / Pilot – Randy Sunderman

II. INTRODUCTION

A. Purpose

As a critical first step to the planning process, this *Airport Market Overview* provides an overview of the community, market, and Airport to assist the Steering Committee in providing appropriate input and feedback through the strategic planning process. The *Airport Market Overview* examines the community, market, and airport from a macro (industry) to micro (local market) perspective, evaluates competition, outlines market and customer segments, and identifies potential demand for infrastructure enhancements as well as expansion of future aviation products, services, and facilities.

Additionally, the *Airport Market Overview* provides an initial understanding the assist the Steering Committee in completing the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. The resulting SWOT Analysis supports creation of the mission, vision, and goals for the Plan.

B. Overview

The *Airport Market Overview* includes the following:

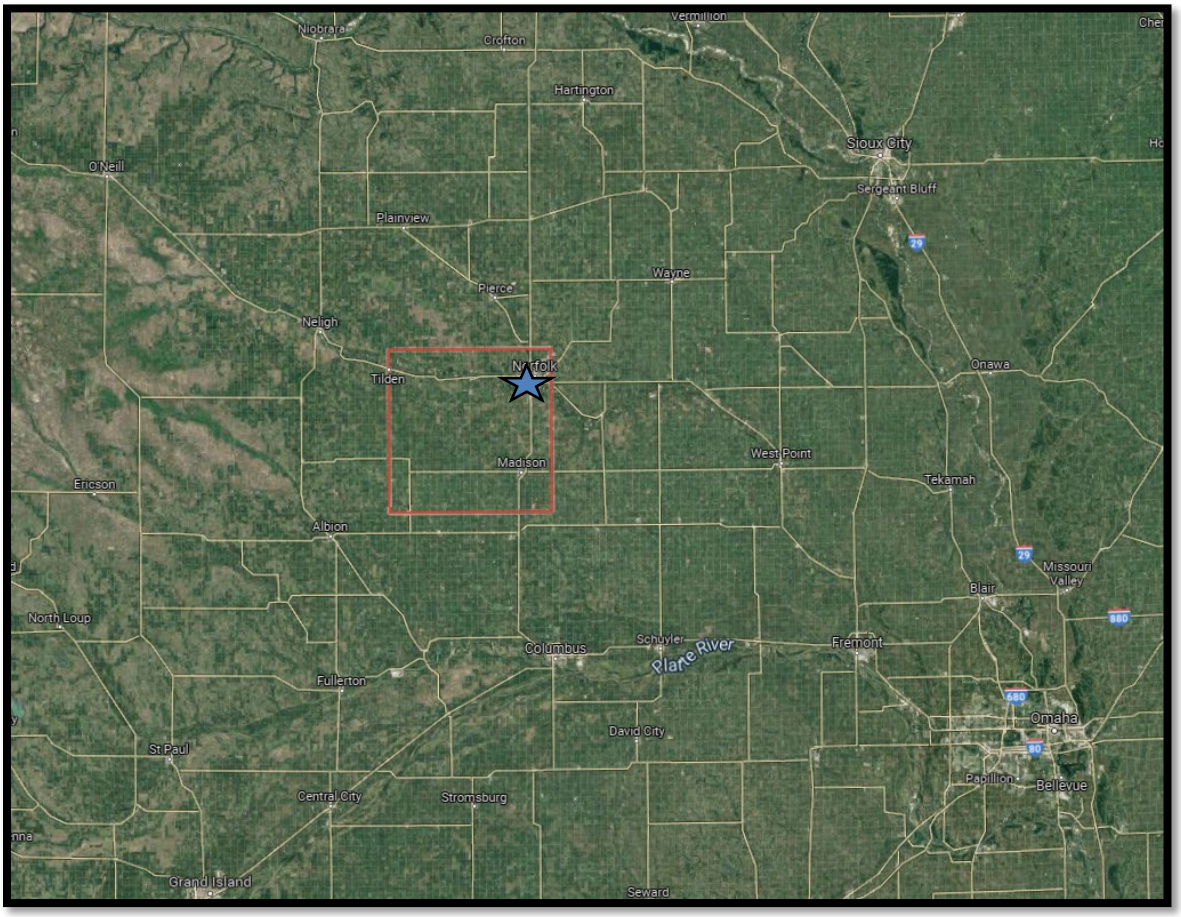
- Community Overview – outlines the community's key assets, amenities, and attributes, unique characteristics, major employers, and key statistics and trends.
- Market Overview – provides an overview of the market on a national, state, and local level and examines key market statistics and trends including number of Federal Aviation Administration (FAA) registered aircraft and licensed pilots.
- Airport Overview – outlines the Airport's key assets, amenities, and attributes, ownership and governance structure, funding mechanisms, historical policy and planning documents, property, infrastructure, facilities, vehicles, key statistics, and available services.
- Comparable and Competitive Airport Profiles – identifies key statistics and metrics of comparable and competitive airports.

III. COMMUNITY OVERVIEW

A. Geographic Location

The City of Norfolk (City) is in Madison County, Nebraska (County). The City, which is the 9th largest city in Nebraska, is approximately 115 miles northwest of Omaha, Nebraska and approximately 85 miles west of Sioux City, Iowa as identified in Figure 1.

Figure 1 – Geographic Location



B. Demographics

The population of the City has increased a total of 0.9%, or a nominal compounded annual increase of 0.1% from 24,231 in 2010 to 24,449 in 2020. The population of the County has increased a total of 2.0%, or a compounded annual increase of 0.2% from 34,876 in 2010 to 35,585 in 2020.

C. Business and Industry

The largest employment sectors of the City and County are (1) manufacturing trade, (2) health care and social assistance, and (3) retail trade. These employment sectors account for approximately 45% of employment in the City and approximately 44% of employment in the County.

D. Economic Factors

The labor force in the City has increased from 12,234 in 2010 to 12,932 in 2019. This represents a total increase of 5.7% or a compounded annual increase of 0.6%. The labor force of the County has decreased from 18,877 in 2010 to 18,861 in 2019 which represents a total decrease of 0.1% and a compounded annual decrease of 0.01%.

As identified by the U.S. Bureau of Labor Statistics, the unemployment rate (as of November 2021) for the City was estimated at 3.2% and the County of Madison (County) was estimated at 3.1% as compared with the State of Nebraska (State) unemployment rate of 1.9% and the national unemployment rate which was 4.2%.

E. Area Attractions

Major attractions in the area include outdoor recreation, shopping, and education. The Cowboy Recreation & Nature Trail offers over 321 uninterrupted miles of scenic views by converting an old rail line between the City and the City of Valentine. The downtown area of the City is well maintained and offers many shopping and dining opportunities for visitors.

There are several museums including the Elkhorn Valley Museum and Research Center and the Madison County Museum. Additionally, the City is the home of Johnny Carson and visitors are able to tour several attractions including his childhood home and museum exhibits.

F. Major Employers

Major employers in the surrounding region include:

- Nucor Steel/Valcraft
- Faith Regional Health Services
- Tyson Fresh Meats, Inc.
- Associated Wholesale Grocers
- Northeast Community College
- Norfolk Iron & Metal
- Continental ContiTech

These major employers span industries including industrial, manufacturing, food processing, grocery distribution, and education. Several of these major employers use the Airport regularly to conduct business and bring both customers and current/future employees to the area. In addition, the Norfolk Economic Development Council notes 3,014 area businesses and a Retail Trade Area population of approximately 74,000.

G. Transportation and Infrastructure

The City is located at the intersection of U.S. Highway 81 and Nebraska Highway 275 and is situated between the two longest east to west interstate systems in the nation (Interstates 80 and 90). The closest air carrier airports for commercial air service are Sioux Gateway Airport (approximately 85 miles), Lincoln Airport (approximately 115 miles) and Omaha Eppley Airfield (approximately 120 miles).

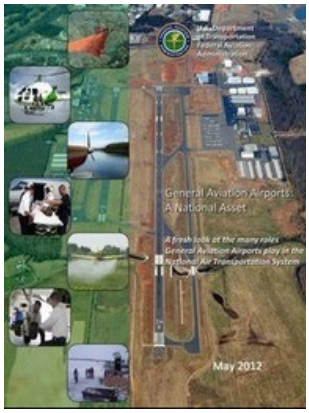
The Nebraska Central Railroad Company serves the City and is comprised of a 340-mile network providing integral grain shipments in the region. The Nebraska Central Railroad company connects to Union Pacific Railroad (Grand Island, Central City, Columbus) and BNSF (David City).

IV. MARKET OVERVIEW

A. Airport Perspective

The FAA prepares and submits the National Plan of Integrated Airport Systems (NPIAS) report to Congress every two years to maintain a plan for developing "a safe, efficient, and integrated system of public use airports adequate to anticipate and meet the needs of civil aeronautics, to meet the national defense requirements of the Secretary of Defense, and to meet identified needs of the United States Postal Service." While there is a total of 19,636 landing facilities in the United States (including airports, heliports, seaplane bases, ultralight facilities, gliderports, and balloonports), these landing facilities include private-use facilities (approximately 74%) and public-use facilities (approximately 26%). Of the 5,080 public-use facilities in the United States, 3,304 (or approximately 65%) are included in the FAA NPIAS which provides access to Airport Improvement Program (AIP) funding sources.

The NPIAS classifies the 3,304 airports by the type of service and role within the national airport system. This classification influences the amount of AIP funding eligibility consisting of primary and non-primary commercial service as well as reliever airports and general aviation airports.



In 2012 (and 2014), the FAA published the *General Aviation Airports: A National Asset* report to further classify general aviation airports. The classifications consist of the following categories:

- National Airports – in metropolitan areas near major business centers, serves national and global markets, very high levels of activity with many jets and multi-engine propeller aircraft, and average approximately 250 total based aircraft (including 30 jets).
- Regional Airports – in metropolitan areas near major business centers, serves regional and national markets, high levels of activity with some jets and multi-engine propeller aircraft, and average approximately 92 total based aircraft (including 3 jets).
- Local Airports – near larger population centers (but not necessarily in metropolitan areas), serves local and regional markets, moderate levels of activity with some multi-engine propeller aircraft, and averages approximately 35 total based propeller-driven aircraft and no jets.
- Basic Airports – located in rural areas, often serve critical aeronautical functions within local and regional markets, moderate to low levels of activity, and averages approximately 10 total based propeller-driven aircraft and no jets.

NPIAS general aviation airports that do not fall in the above categories remain as Unclassified airports. These airports tend to have limited activity and have no more than 8 based aircraft.

Table 1 provides an overview of the FAA NPIAS airports as well as the FAA General Aviation airports. The Market Area, which consists of the County and the surrounding counties (Antelope, Boone, Pierce, Platte, Stanton, and Wayne counties), represents 5.56% of airports within the State.

Table 1 – NPIAS and ASSET Study Airports Overview

Classification	United States	Nebraska	Market Area
FAA NPIAS Airports			
Primary Commerical Service	396	5	0
Non-Primary Commerical Service	123	3	0
Reliever	250	1	0
General Aviation	2,535	63	4
Total	**3,304**	**72**	**4**
FAA General Aviation Airports			
National	92	0	0
Regional	481	2	1
Local	1213	28	2
Basic	889	31	1
Unclassified	228	2	0
Total	**2,903**	**63**	**4**

B. General Aviation Service Providers Perspective

Fixed Base Operators (FBOs)

From a practical standpoint, the term "FBO" is defined within the context of the marketplace. Accordingly, Aviation Management Consulting Group utilizes the following definition for an FBO:

> "An FBO is an airport-based aircraft service organization which operates under a lease, use, or operating agreement with an airport owner or operator for the specific purpose of providing aircraft fueling and engaging in a minimum of one of six of the remaining primary product, service, and facilities areas".

It is important to note that the products, services, and facilities provided by FBOs are not limited to the general aviation segment of the market (products and services are provided to air carriers and the government as well).

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

Table 2 conveys the number of FBOs located at airports within the United States, Nebraska, and the market area. It is important to note the market area airports all have one FBO of which 75% are owned and operated by the airport sponsor.

Table 2 – FBO Summary

Type of Airport	United States	Nebraska	Market Area
Number of FBOs			
Airports with 0 FBOs	558	2	0
Airports with 1 FBO	2,691	69	4
Airports with 2 FBOs	280	2	0
FBO Operational Status			
Airport Sponsor Operated FBOs	1,340	38	3
Airports with Avgas only FBOs	786	36	2

Specialized Aviation Service Operators (SASOs)

While FBOs are more rigidly defined, SASOs typically provide products and/or services in only one of the following primary product, service, or facilities categories:

- aircraft storage,
- technical services,
- flight services, or
- aircraft sales.

Accordingly, SASOs provide products and services within a very narrow segment of the general aviation marketplace.

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

There are several SASO services that are governed by the FAA through regulations and require FAA certification including aircraft charter operators (14 CFR Part 135), pilot schools (14 CFR Part 141), aircraft repair stations (14 CFR Part 145), and factional aircraft companies (14 CFR Part 91, Subpart K).

C. Industry Statistics and Trends

A key indicator of general aviation activity is the number of registered aircraft and licensed pilots. As conveyed in Table 3 and Table 4, the County has most registered aircraft and licensed pilots within the surrounding counties.

Table 3 – Number of Aircraft Registration

Location	Population	Registered Aircraft	Average per 1,000 Persons	Market Share
United States	331,400,000	290,087	0.9	
State of Nebraska	1,826,341	2,494	1.4	0.86%
Antelope County	6,341	31	4.89	17%
Boone County	5,729	16	2.79	9%
Madison County	**38,585**	**68**	**1.76**	**37%**
Pierce County	7,148	10	1.40	5%
Platte County	33,470	46	1.37	25%
Stanton County	5,920	0	0.00	0%
Wayne County	9,332	13	1.39	7%
Total Region	**106,525**	**184**	**1.7**	**7.4% ***

* Marketshare within the State

Table 4 – Number of Licensed Pilots

Location	Population	Licensed Pilots	Average per 1,000 Persons	Market Share
United States	331,400,000	691,691	2.1	
State of Nebraska	1,826,341	1,543	4.5	0.22%
Antelope County	6,341	13	2.05	7%
Boone County	5,729	14	2.44	8%
Madison County	**38,585**	**65**	**1.68**	**37%**
Pierce County	7,148	4	0.56	2%
Platte County	33,470	58	1.73	33%
Stanton County	5,920	5	0.84	3%
Wayne County	9,332	16	1.71	9%
Total Region	**106,525**	**175**	**1.64**	**11.3% ***

* Marketshare within the State

Additionally, key general aviation industry trends are included in the Appendix which outline historical general aviation new aircraft deliveries, general aviation active aircraft, active pilots, general aviation hours flown, general aviation fuel consumption, and general aviation industry forecasts.

D. Statewide Aviation Economic Impact

The Nebraska Department of Transportation Division of Aeronautics (NDOT Division of Aeronautics) completed an *Economic Impact Study* in 2020. The study analyzed the role aviation plays within the State's economy to assist in decision-making. Results included:

- Aviation within the State has a total annual economic impact of $8.6 billion.
- Key contributors include tenant/business activity ($2.0 billion), construction ($86 million), visitor spending ($4.4 billion), and military spending ($2.1 billion).
- Aviation provides 90,334 jobs with annual payroll of $3.5 billion.

V. AIRPORT OVERVIEW

A. Airport History

The history of the Airport begins in 1928, when Andy Risser established a pilot school which was moved to the northeast corner of the current airport site in 1934. The Airport was originally constructed and designed in 1942 during World War II to serve as an auxiliary airfield for several airports in the region. The Airport was dedicated on October 22, 1944, with two concrete runways.

Norfolk resident and Nebraska Congressperson Karl Stefan was influential in the early development of the Airport and is now named after Mr. Stefan as a tribute to his contribution to aviation in Norfolk. Mr. Stefan was influential in the construction of a new airport administration building in 1946. Among other uses, the new building housed a U.S. Weather Bureau office, and the Airport became one of three weather stations in the United States that used surplus Navy radar equipment for use in forecasting. Designed by local architect Elbert B. Watson, the building exemplifies the "Streamline Moderne" architectural style that gained popularity between approximately 1920 and 1950. Distinguishing features include a flat roof, curved corners, round windows, windows that carry around corners, concrete construction, and patterned scoring of exterior walls. In 2002, the building was added to the National Register of Historic Places for the important role as a transportation center and as a rare example of Streamline Moderne style in the State. This historic building continues to attract visitors to the Airport and demonstrates the Airport's influence on aviation within the State.

By 1950, the Airport began offering commercial air service through Mid-West Airlines and Braniff Airways. As part of the Airline Deregulation Act of 1978, Congress established the Essential Air Service (EAS) program to guarantee small communities served by certificated air carriers before airline deregulation maintain a minimal level of scheduled air service. The Airport benefitted from the EAS program until 2004 when the program was amended to exclude airports that are within 210 highway miles of a medium hub airport if the passenger subsidy exceeded $200 per passenger.

Even prior to this change, airlines serving the Airport lobbied to terminate service. For example, in 1998 the EAS airline (Great Lakes Aviation) requested to terminate service citing proximity to Sioux City and Omaha, double connections for most itineraries, and low demand. Prior to termination of service from Great Lakes Aviation, the Airport recorded 1,254 enplanements in calendar year 2003. Based on available information, enplanements peaked in 1993 at approximately 4,500 enplanements.

Since 2004, the Airport has adapted to a new role in the regional airport system as one of the State's most active general aviation airports. The airport plays a critical role in regional agriculture, with aerial spraying aircraft covering thousands of acres of cropland each year operating from the Airport. In addition, the Airport enables air cargo service by UPS ten times per week, provides a critical link to medical care for the residents of City, and frequently accommodates visitors for key local businesses including Menards, Norfolk Iron, and Nucor. The Airport is a desirable fuel stop for transient aircraft operators due to low fuel costs, hospitality, and available runways capable of accommodating most general aviation and small commercial aircraft.

B. Mission, Vision, Value Statements

The Airport does not currently have mission, vision, or values statements.

- The mission statement conveys the reason for the Airport's existence and may identify the core competencies.
- The vision statement articulates the aspirations for the Airport; it is a picture of success.
- The Values statement outlines the collective beliefs held throughout the Airport organization that are enduring and will not be compromised or abandoned by the Airport organization.

C. Goals and Objectives

The Airport does not have any documented goals and objectives. However, the Airport completed an Airport Layout Plan (ALP) in 2008 which depicts planned infrastructure development and is provided in the Appendix. The objectives as depicted in the ALP are focused on hangar development, showing nine new corporate hangar sites and six new T-hangar buildings.

D. Airport Economic Impact

The Airport contributes approximately $13.6 million to the local economy as outlined in the *Economic Impact Study*, completed by the NDOT Division of Aeronautics in 2020. Direct and indirect impacts were considered as part of the analysis, as well as induced impacted enabled by the Airport. The study noted 22 on-Airport employees, over 2,600 annual visitors spending more than $3 million per year in the Norfolk area, and over 100 jobs enabled by the Airport.

E. Geographic Location

The Airport is located approximately 4 miles south of the Central Business District of the City.

F. Airport Description

The Airport, which consist of 926 acres of land, has 2 runways:

- Runway 02/20 – 5,801 feet long and 100 feet wide, grooved asphalt in good condition
- Runway 14/32 – 5,806 feet long and 100 feet wide, grooved asphalt in good condition

The Airport is served by one Instrument Landing System (ILS) for Runway 02 and has multiple non-precision approaches (LOC, RNAV - GPS, and VOR). The Airport is designated a General Aviation airport in the FAA NPIAS and a Regional airport in the FAA *General Aviation Airports: A National Asset* report.

G. Governance and Management

The Authority was created by the City to have full and exclusive control over the facilities owned or acquired by the City for the purpose of aviation operation, air navigation, and air safety operations. In compliance with the Cities Airport Authorities Act of the Nebraska State Statutes (Nebraska Revised Statute 3-502), the Authority's pertinent powers include:

- To sue and be sued,
- To acquire, hold, and dispose of personal property,
- To acquire, by purchase or condemnation, real property or rights (including easements) in the name of the City,
- To make bylaws for management and regulation of the Authority and make rules and regulations for use of the Airport,
- Establishment of rents, fees, and all other charges for services or commodities sold, furnished, or supplied,
- To execute contracts, leases, and all other necessary instruments,
- To design, construct, and maintain facilities for aviation services,
- To annually certify (to the City) the amount of tax to be levied for Airport purposes,
- To accept grants, loans, or contributions and expend the proceeds,
- To incur debt and issue negotiable bonds, and
- To do all things necessary or convenient to carry out the powers conferred on such authorities by the act.

The governance and management details are summarized in Table 5.

Table 5 – Governance and Management Structure

Airport Ownership Structure and Powers

Does the Authority have statutory powers?	☒ Yes ☐ No
Is the Authority obligated by the FAA Airport Sponsor Assurances?	☒ Yes ☐ No
Does the Authority have operational control of the Airport?	☒ Yes ☐ No
Does the Authority delegate powers to a separate governing body?	☐ Yes ☒ No
Does the Authority control land use on the Airport?	☒ Yes ☐ No
Can the airport sponsor issue bonds and issue debt instruments?	☒ Yes ☐ No
Can the airport sponsor access capital markets for Airport development?	☒ Yes ☐ No
Does the airport sponsor have freedom of information obligations?	☒ Yes ☐ No

Airport Governance Structure and Powers

Does the governing body have statutory powers?	☒ Yes ☐ No
Does the governing body have operational control of the Airport?	☒ Yes ☐ No
Does the governing body have by-laws outlining procedures of government?	☒ Yes ☐ No
Does the governing body have the ability to enter into agreements?	☒ Yes ☐ No
Does the governing body have purchasing authority?	☒ Yes ☐ No
Does the governing body have requirements for public meeting notification?	☒ Yes ☐ No
Does the governing body have freedom of information obligations?	☒ Yes ☐ No

The Airport Manager, appointed by the Authority, is responsible for the operation and management of the Airport on a day-to-day basis. The Airport Manager responsibilities include:

- Maintaining the safe and operational condition of the Airport infrastructure and all facilities managed by the Authority including, but not limited to, snow removal and mowing,
- Ensuring compliance with federal, State, and local legal requirements,
- Supervising and managing all Authority employees including hiring and firing, training, and scheduling,
- Managing tenant relationships and interaction between tenants and the Authority including lease negotiations and maintenance requests,
- Overseeing and supervising all contractors engaged by the Authority, and
- Reporting all pertinent matters to the Authority monthly.

H. Funding Mechanisms

Under FAA Airport Sponsor Assurance #24 – Fee and Rental Structure, the FAA requires any federally obligated airport be as financially self-sustaining as possible given the circumstances that exist at the airport.

It is important to note, as it relates to Airport revenue, the impacts of FAA Airport Sponsor Assurance #25 – Airport Revenue. This assurance states "all revenues generated by the airport and any local taxes on aviation fuel established after December 30, 1987, will be expended by it [airport sponsor] for the capital or operating costs of the airport; the local airport system; or other local facilities which are owned or operated by the owner or operator of the airport and which are directly and substantially related to the actual air transportation of passengers or property; or for noise mitigation purposes on or off the airport."

The following is a brief overview of the Authority's funding sources:

Airport Authority

The Authority is bound by the Cities Airport Authorities Act of the Nebraska State Statutes, which allows the Authority to tax (not to exceed $0.035 per each $100.00 of taxable value), issue bonds, and charge fees, rentals, and other charges for use of Airport property.

The Authority can also accept grants, loans, or contributions from the United States, the State, any agency or instrumentality of either of the United States or State, or the City and to expend the proceeds thereof for any corporate purposes. In addition, the Authority may certify to the City an additional $0.035 per $100.00 of taxable valuation for the purpose of satisfying debt service obligations. Provided the Authority continues to service debt, the total property tax levy for the Authority is limited to $0.070 per $100.00 of taxable valuation.

The Authority's revenue provides additional financial resources to manage, develop, and maintain the Airport. The Authority receives revenues from leasing Authority owned and controlled property (including land and improvements) as well as FBO activities.

As outlined in the Authority's Budget (for Fiscal Year 2021-2022), the Authority requested a tax levy to support Operations and Capital ($712,563) and debt service ($43,008) which resulted in a total tax levy of $0.039638 per $100.00 of taxable valuation. The total tax levy ($755,571 for FY 2021-2022) included $15,111 in collection fees which resulted in the Airport receiving $740,460 for the fiscal year.

Consistent with Nebraska Revised Statute 3-504, the Authority shall "certify to the governing body of the city the amount of tax to be levied for airport purposes which the authority requires under its adopted budget statement." The taxes collected for Airport purposes "shall be set aside and deposited in the special account or accounts in which other revenue of the authority is deposited."

It is important to recognize the current tax levy is applied to property within the City's corporate boundary, although the Airport's benefits extend beyond the corporate boundary of the City. Expanding the tax base into surrounding areas may enhance the financial position of the Airport. Nebraska Revised Statute 3-233 enables municipalities to financially assist other municipalities to complete projects that are in their citizen's best interest. In addition, Nebraska Revised Statute 3-611 allows the formation of a county airport authority, and Nebraska Revised Statute 3-702 authorizes the formation of a joint airport authority (i.e., city and county) to own and operate an airport. It is important to recognize the County's taxable value is more than the City's taxable value.

Federal Aviation Administration

For most public airports, the FAA AIP is the principal source of capital funds for airport development projects. Most capital projects at general aviation airports are eligible for AIP funding and commonly consist of:

- Maintenance of existing or construction of new runways, taxiways, taxilanes, electrical systems, and drainage systems,
- Construction of security or wildlife exclusion fencing,
- Construction of navigation or landing aids such as rotating beacons, Automated Weather Observing Systems (AWOS), Precision Approach Path Indicators (PAPI), and runway edge lights,
- Preparation of airport master plans and airport layout plan updates, and
- Preparation of federal environmental documents associated with grant projects.

Airport sponsors must submit a five-year airport capital improvement program (ACIP) to the FAA annually. This submittal is used to define both the projects and the funding being sought, along with the requested grant amounts. Annual discussions between the airport sponsor and FAA staff are used to align airport requests with FAA priorities. AIP grant funds are distributed in multiple ways and may require a local and/or State match.

- **Non-Primary Entitlement Funds**: General aviation airports in the NPIAS are annually allocated $150,000.00 in FAA grant funds. These funds can be aggregated for four years before expiration.
- **Discretionary Funds**: For projects that require funds beyond those available from the Non-Primary Entitlement Funds, airports can compete for discretionary funds.
- **FAA Facilities and Equipment Fund (F&E)**: F&E allows for airport sponsor to obtain funds to purchase navigation aids for air safety-related technical equipment.
- **AIP**: AIP provides grants to airport sponsors for the planning and development of public-use airports that are included in the NPIAS. For regional airports, the grant typically covers 90 percent of eligible costs, based on statutory requirements.
- **AIP Discretionary Funds**: FAA based distribution of AIP funds on national airport system priorities and objectives. Remaining funds are distributed to a discretionary fund and are distributed according to a prioritization formula.

In addition to the above, other FAA funding may be available to the Airport. Recent examples include funding through the 2020 CARES Act and the 2021 Bipartisan Infrastructure Law.

Other Federal Funding Sources

Several federal agencies administer grant programs. The programs most applicable to airports are outlined below:

- **Public Works and Economic Adjustment Assistance Programs**: The Economic Development Administration administers the Public Works and Economic Adjustment Assistance Programs. These competitive grants can be used for capital investments as well as economic planning and revolving loan programs. Grants can be awarded for amounts from $100,000 to $3 million. The principal limitation is that construction grants must show how jobs will be directly created by the grant-funded project. The potential value for airports is in providing facilities for a prospective tenant that have documentable jobs once constructed.
- **U.S. Department of Commerce Economic Development Administration**: The U.S. Department of Commerce Economic Development Administration provides grants that will promote American business and trade.
- **U.S. Department of Agriculture Rural Development**: The U.S. Department of Agriculture Rural Development office administers several programs of potential relevance to airports. The programs most likely to be of value include:
  - *Community Facilities Direct Loan and Grant Program*: This program has the potential to fund a wide variety of projects pertinent to public-use facilities.
  - *Rural Energy for American Program*: This program may fund development of a solar farm at airports with sufficient land.
  - *Business and Cooperatives Program*: This program could be used to support development of a business, aviation-related or non-aviation, on airports with available land.

State of Nebraska

NDOT Division of Aeronautics supports the activities of the Nebraska Aeronautics Commission, promotes aeronautics within the State, and assists in financially supporting the Nebraska Wing of the Civil Air Patrol. NDOT Division of Aeronautics assists in developing public use airports throughout the State and provides cost-effective pavement maintenance (including markings) for airports as well as navigational aids which supplement those provided by the federal government.

Additionally, NDOT Division of Aeronautics will financially support projects related to pavement (although available funds have been limited recently), safety, maintenance, security, or planning. The NDOT Division of Aeronautics also operates and maintains general aviation airports located near the towns of Fairmont, Harvard, and Scribner as well as supervising land at the now-inactive Bruning Airfield.

Additionally, NDOT Division of Aeronautics has administered the Revolving Hangar Program since 2012. Under this program, airport sponsors within the State can receive a loan for 70% of eligible costs for new construction (T-hangars and box hangars, certain apron areas, etc.) and 50% of eligible costs for hangar rehabilitation (including hangar door replacement). The program has a maximum eligibility of $600,000 per airport with a repayment period up to 10 years. The Airport started participating in this program in 2014 and currently maintains a recurring monthly loan payment of $3,548 to NDOT Division of Aeronautics.

I. Industry Participation

Airport management has been actively involved with NDOT Division of Aeronautics and Board of Commissioners from 2012 through 2020. In these roles, Airport management has assisted the State of Nebraska in allocating State funds and approving use of Federal funds for the construction or maintenance of airport projects across the State. Additionally, this role has allowed Airport management to assist with designating locations for airports, arranging and authorizing purchase of aircraft for use by the State, selecting and approving pilots to be employed by State agencies, and assisting the Director of NDOT Division of Aeronautics in formulating regulations and policies under the State Aeronautics Act.

Airport management also participates in the 4 States Airport Conferences, Nebraska Aviation Symposium, and is a member of the Nebraska Association of Airport Officials (NAAO). Participation in these groups provides networking and educational opportunities.

J. Policy Documents Overview

Per Article 5, Chapter 3, Nebraska Revised Statutes of 1943, the Authority maintains the “Norfolk Airport Authority Bylaws, Rules, and Regulations” (Bylaws) which was last updated in March 2009. The Bylaws cover topics such as vehicles, aircraft operations, fueling and flammables, public and tenant usage, contractual terms, public operations, aerial spraying, FBO requirements, air carrier operations, farming operations, land leases, and administrative items. There are no known minimum standards for commercial aeronautical activities beyond the requirements described in the Bylaws.

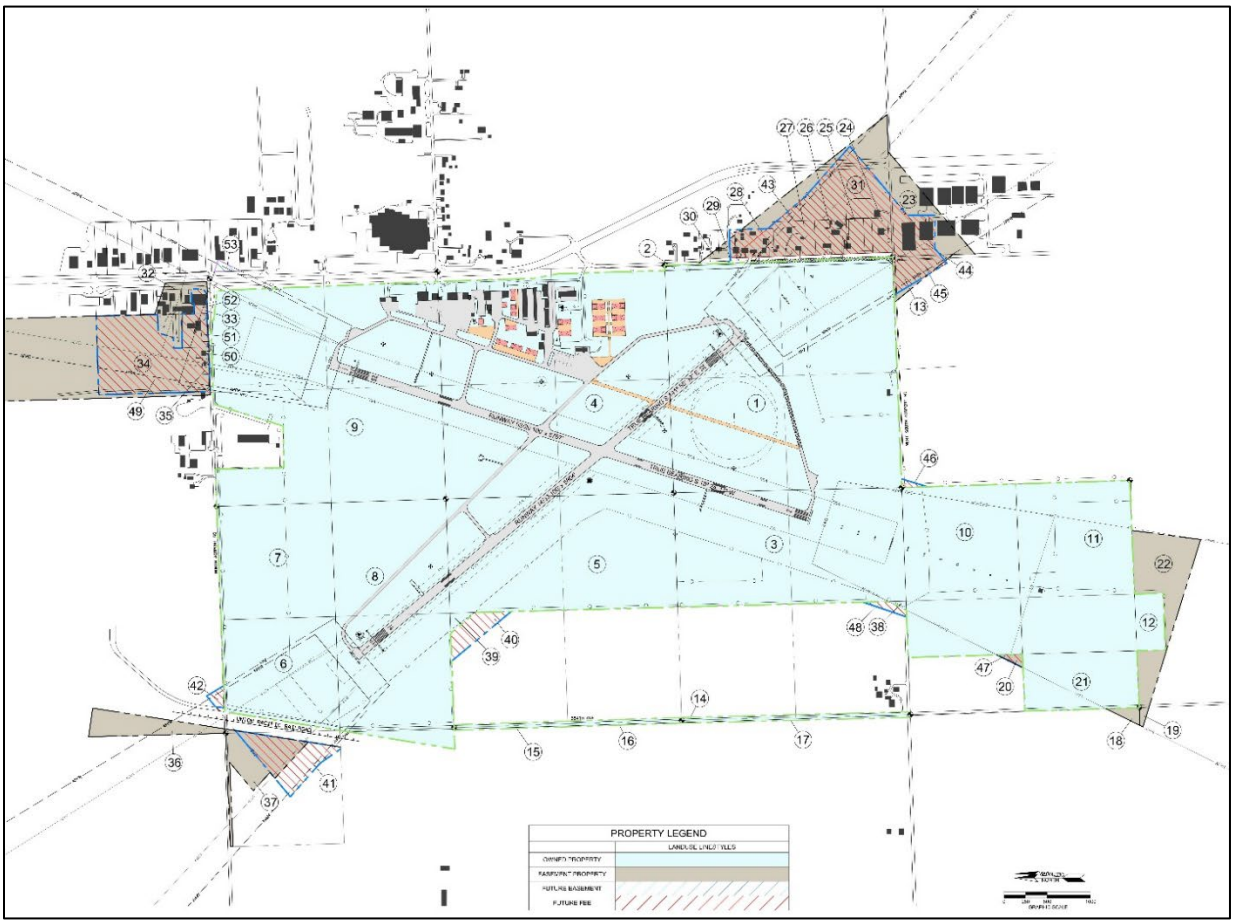
The Authority maintains standard hangar and land lease templates that reference the Bylaws as well as federal, state, and local government laws, rules, and regulations. The Authority periodically reviews hangar and land lease rates in order to provide a five-year projection which historically increases rental rates by 2% annually. Rates are negotiable but adjustments must be approved by the Authority.

An Airport Master Plan has not been completed in recent history, although the Authority does maintain an up-to-date ALP to guide future development.

K. Airport Property

Figure 2 illustrates the Airport's current property boundary. While off-Airport development is encroaching the Runway 20 and Runway 32 approaches, the approaches are currently clear. As part of a recent seal coat project for Runway 02/20, the Airport permanently displaced the Runway 20 threshold 297-feet to remove the Runway Protection Zone (RPZ) from inhabited buildings north of the Airport. Inhabited buildings southeast of the Airport are preventing a precision instrument approach for Runway 32, which is identified on the ALP in the Appendix.

Figure 2: Airport Property Map



There is additional available space for expansion within the terminal area, as shown on the ALP. As identified in Figure 3, the Ultimate Terminal Area Plan shows nine corporate hangar sites and six, 6-unit T-hangar buildings.

Figure 3: Ultimate Terminal Area Plan

L. Infrastructure and Facilities

In addition to the aeronautical infrastructure (runways, taxiways, taxilanes, and aprons), the Airport has the following infrastructure and support facilities.

Historic Terminal Building

The Airport's original terminal building which is located at the south end of the terminal area is currently vacant. A restaurant occupied the space until 2019 but has since ceased operations. The terminal building is in good condition and is available to be re-purposed.

FBO Terminal Building

The Airport's current FBO terminal building, built in the early 1970s, is approximately 1,500 square feet. The FBO terminal building is located at the south end of the primary aircraft parking apron near the fueling facilities. A hangar is attached to the FBO terminal building.

Hangars and Additional Storage

A hangar is attached to the FBO terminal building which consist of approximately 5,000 square feet. There are currently four T-hangars buildings which can accommodate 43 aircraft. Additional aircraft storage capacity is provided within 11 hangars. The hangars were constructed between 1965 and 2016. There are currently a few vacancies for hangar space and the Airport does not have a waitlist.

The Authority also maintains several equipment storage and maintenance facilities to accommodate equipment utilized for snow removal, mowing, and airport operations.

Vehicles and Equipment

The vehicles and equipment owned by the Authority are identified in Table 6. It is important to note the Authority conducts snow removal and mowing operations. The City responds to fire emergencies at the Airport and the Authority does not own any aircraft rescue and firefighting (ARFF) equipment.

Table 6 – Vehicles and Equipment

Type	Number	Age
FBO		
Avgas Refueling Vehicle (1,200 gallons)	1	28
Jet Refueling Vehicle (2,500 gallons)	1	30
Aircraft Tugs	2	37
Ground Power Unit (GPU)	1	20
Vehicles		
F-150 Truck	2	17
F-250 Truck	1	1
Chrysler Town and Country (courtesy vehicle)	1	24
Ford Explorer (courtesy vehicle)	1	10
Dodge Journey (courtesy vehicle)	1	7
Maintenance and Snow Removal		
F-150 snow blade attachment	1	17
F-250 snow blade attachment	1	1
Oshkosh Dump Truck with snow plow	1	34
International Dump Truck with snow plow	1	15
Ford L-8000 Dump Truck with snow plow	1	24
Massey Ferguson Utility Tractor with snow plow	1	10
Case 721 Loader with bucket, snow pusher, and blower	1	30
New Holland Bi-Directional Tractor, snow pusher, and blower	1	15
Walk-behind snow blower	1	22
John Deere road grader	1	42
JLG aerial lift	1	22
Rosco RB-48 Broom	1	21
Polaris Ranger	1	17
Polaris Ranger	1	13
Polaris Ranger	1	4
Gravco paint sprayer	1	20
Mowing		
Grasshopper mowers	2	2
Schulte 16' bat wing shredder	1	20

Fuel Storage Facilities

The Airport-owned fuel storage facility consists of the following:

- Two aboveground 10,000-gallon Avgas tanks
- One aboveground 15,000-gallon Jet tank

Self-serve Avgas is also available through the Airport-owned fuel storage facility. The Authority is currently in process to replace the two single-walled aboveground Avgas tanks (20,000 total gallons) with one double-walled aboveground Avgas tank (15,000 total gallons).

The Authority maintains a Spill Prevention, Control, and Countermeasures (SPCC) plan to prevent and address accidental discharges from the fuel storage facility.

M. Historical Operational Data

The FAA Master Record 5010 indicates total annual operations of approximately 11,500 which consist of 5,800 local operations and 5,700 itinerant operations. Aircraft operational information provided by the Authority indicates transient aircraft frequenting the Airport include Citation X, CJ4, Embraer 500, and Citation 560 XLS.

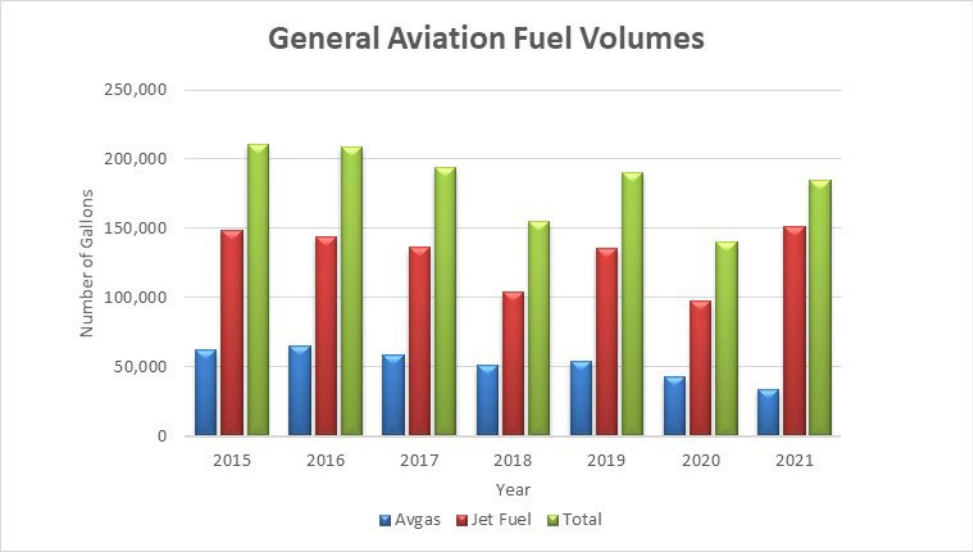
In the absence of an updated Airport Master Plan or air traffic control tower, the FAA *Terminal Area Forecast* (TAF), as the official FAA forecast of aviation activity at NPIAS airports, is the best source for future projections of aviation activity at the Airport. The current FAA TAF for the Airport forecasts aircraft operations to remain flat for the foreseeable future at 11,434 total annual aircraft operations (consisting of 5,800 local operations and 5,634 itinerant operations).

As outlined in the FAA *National Based Aircraft Inventory Program,* the Airport currently accommodates 47 based aircraft which includes 39 single-engine piston, 7 multi-engine piston, and 1 jet (Citation CJ4). Approximately 17% of based aircraft owners reside within the City's corporate boundary while the remaining based aircraft owners reside in surrounding areas.

N. General Aviation Fuel Volumes

Annual fuel sales are one of the greatest indicators of activity and revenues streams for an FBO. Figure 4 depicts the general aviation fuel volumes at the Airport from 2015 to 2019, as reported by Airport management.

Figure 4: General Aviation Fuel Volumes



Total fuel volumes decreased from 210,712 gallons in 2015 to 190,273 in 2019 which represents a total decrease of 9.7% or a compounded annual decrease of 2.5%. Consistent with industry trends, the impacts of COVID-19 impacted total fuel volumes in 2020 and 2021. However, total fuel volumes in 2021 (184,740 gallons) are nearing the total fuel volume in 2019 (190,273). Additionally, approximately 70% of general aviation fuel volume is jet fuel.

O. Users and Tenants

As defined in the market segments in the Appendix, the Airport primarily serves the personal, business and corporate, and commercial general aviation market segments.

While the personal and recreational market segment may constitute the largest percentage of based aircraft at the Airport, local businesses within the community also have a based aircraft at the Airport which include:

- Beckenhauer Construction,
- Calm Water Financial,
- Connecting Point Internet Services,
- Conover Properties,
- EBM Construction,
- First Winds, and
- Norfolk Iron and Metal.

Additional uses include package delivery (FedEx currently conducts 10 flights per week) as well as medical transport to and from the local area. Menards, Nucor, and King Steel frequently use the Airport to conduct business and contribute to the local economy.

As stated by Airport management, fuel pricing for both avgas and jet fuel are strategically priced to attract transient users to the Airport for a fuel stop.

P. Products, Services, and Facilities

FBO services are provided by Norfolk Airport Services, which is owned and operated by the Authority. Services include:

- Aircraft fueling including avgas (self-serve and full-service) and full-service jet
- Line services including ground power
- Aircraft parking including tiedown and heated hangar
- Facilities including a pilot's lounge, wireless internet access, pilot weather briefing station, and keypad entry for after-hours access
- Passenger and crew services including courtesy cars

In addition to the services provided by Norfolk Airport Services, aircraft maintenance is provided by through Dale's Flying Service (specializing in aerial spraying aircraft), Bender Maintenance Services, and Liberty Aviation.

While aircraft charter services and aircraft rental can be available at the Airport, these services are not provided by through a specific physical location or marketed directly to the public.

Q. Proprietary Exclusive Right

FBO services are currently provided by the Authority under the proprietary exclusive right as granted by the FAA. Under FAA Airport Sponsor Assurance #23 – Exclusive Rights, the airport sponsor (Authority) may not permit an exclusive right for the use of the Airport "by any person providing, or intending to provide, aeronautical services to the public." As outlined in FAA Order 5190.6B, Airport Compliance Manual, "the exclusive rights prohibition does not apply to services provided by the sponsor itself. The airport sponsor may elect to provide any or all of the aeronautical services at its airport, and to be the exclusive provider of these services. A sponsor may exercise – but may not grant – the exclusive right to provide any aeronautical service. This exception is known as the airport's 'proprietary exclusive' right."

VI. COMPARABLE AND COMPETITIVE AIRPORT PROFILES

In addition to the Airport, certain aspects of comparable and competitive airports have been outlined.

A. Comparable Airports

The selection of comparable airports was based on aeronautical activity and infrastructure criteria including historic activity levels, total based aircraft, the presence of a precision instrument approach, runway length, total airport acreage, and FAA NPIAS and General Aviation Asset Study classification. Parameters were then established in each of these areas to facilitate the selection process.

Table 7 outlines the specific parameters for the aeronautical activity indicators including general aviation itinerant operations, general aviation total operations, and based aircraft (based on the FAA Master Record 5010).

Table 7 – Comparable Airport Criteria Parameters

Criteria	GA Itinerant Operations	GA Total Operations	Based Aircraft
High	**4,000**	**15,000**	**65**
Airport	2,540	11,434	47
Low	**1,200**	**5,000**	**30**

Based on the criteria and parameters identified, four comparable airports were identified which are identified in Table 8.

Table 8 – Comparable Airports

Comparable Airports		
Airport	**Identifier**	**Location**
Bowling Green-Warren County Regional	BWG	Bowling Green, Kentucky
De Kalb County Airport	GWB	Auburn, Indiana
New River Valley Airport	PSK	Dublin, Virginia
Warsaw Municipal Airport	ASW	Warsaw, Indiana

As a point of comparison, Table 9 and Table 10 identify key aspects of the comparable airports. Key observations of the comparable airports include:

- The infrastructure and activity indicators for the Airport are similar to the comparable airports.
- The Airport price for full-service avgas ($5.11 per gallon) is slightly higher than the comparable mean ($5.10 per gallon) as of December 15, 2021.
- The Airport price for full-service jet fuel ($4.16 per gallon) is lower than the comparable mean ($4.66 per gallon) as of December 15, 2021.
- The Airport offers similar aircraft fueling services, technical services, and flight services as the comparable airports with the exception of aircraft rental operator.
- The type of facilities offered at the Airport (i.e., general aviation terminal, community and executive hangars, and T-hangars) are consistent with the comparable airports.

Table 9 – Comparable Airport Profiles

Type of Airport	Subject Airport	Comparable Airport 1	Comparable Airport 2
Airport Name	Norfolk Regional Airport/Karl Stefan Memorial Field	Bowling Green-Warren County Regional Airport	De Kalb County Airport
FAA Airport Identifier	OFK	BWG	GWB
City and State	Norfolk , Nebraska	Bowling Green, Kentucky	Auburn, Indiana
Distance/Direction to CBD	4 Miles South	3 Miles North	3 Miles South
Airport Sponsor	Norfolk Airport Authority	City of Bowling Green	DeKalb County Airport Authority
Type of Airport Sponsor	Authority	City	Authority
Type of Fueling Operator	Sponsor Operated	Sponsor Operated and FBO Lease Agreement	FBO Lease Agreement
Part of an Airport System	No	No	No
NPIAS Classification	General Aviation	General Aviation	General Aviation
Asset Study Classification	Regional	Regional	Regional
Airport Size (acres)	926	566	695
Number of Runways	2	2	1
Longest Runway	5,806	6,501	5,000
Weight Bearing Capacity	75,000 (single-wheel) 192,000 (dual-wheel)	120,000 (single-wheel) 221,000 (double-wheel)	60,000 (single-wheel) 90,000 (doube-wheel)
Precision Approaches	Yes	Yes	Yes
Non-Precision Approaches	Yes	Yes	Yes
Air Traffic Control Tower	No	No	No
Airport Rescue and Firefighting	No	No	No
Aircraft Operations			
Air Taxi	0	1,120	745
General Aviation Local	5,800	3,284	10,249
General Aviation Itinerant	5,700	3,581	1,242
Military	N/A	N/A	N/A
TOTAL	11,500	8,046	12,236
Based Aircraft			
Single-Engine	39	46	47
Multi-Engine	7	7	2
Jet	1	5	6
Helicopter	0	1	3
Other	0	0	0
TOTAL	47	59	58
Commercial Operators			
Number of FBOs	1	1	1
Number of SASOs	1	2	1
Aircraft Fueling			
Avgas Price (as of 12/15/2021)	FS: $5.11 SS: $5.01	FS: $5.49 SS: $5.19	FS: $4.96
Jet Fuel Price (as of 12/15/2021)	FS: $4.16	FS: $4.49 SS: $3.99	FS:$4.45
Mogas Price (as of 12/15/2021)	N/A	N/A	N/A
Aircraft Ground Handling Services	Yes	Yes	Yes
Passenger and Crew Services	Yes	Yes	Yes
Passenger and Crew Facilities	Yes	Yes	Yes
Technical Services			
Airframe MRO	Yes	Yes	Yes
Powerplant MRO	Yes	Yes	Yes
Propeller MRO	Yes	Yes	Yes
Radio and Instrument MRO	No	Yes	No
Paint	No	No	No
Interior	No	No	No
Flight Services			
Aircraft Rental	No	Yes	Yes
Flight Training	Yes	Yes	Yes
Aircraft Management	No	No	No
Aircraft Charter	No	Yes	Yes
Aircraft Sales	No	Yes	No
Crop Dusting	Yes	Yes	Yes
Type of Facilities			
General Aviation Terminal	Yes	Yes	Yes
Community Hangars	Yes	Yes	Yes
Executive Hangars	Yes	No	No
T-Hangars	Yes	Yes	Yes
Government	No	No	No

Table 10 – Comparable Airport Profiles

Type of Airport	Subject Airport	Comparable Airport 3	Comparable Airport 4
Airport Name	Norfolk Regional Airport/Karl Stefan Memorial Field	New River Valley Airport	Warsaw Municipal Airport
FAA Airport Identifier	OFK	PSK	ASW
City and State	Norfolk , Nebraska	Dublin, Virginia	Warsaw, Indiana
Distance/Direction to CBD	4 Miles South	2 Miles North	2 Miles North
Airport Sponsor	Norfolk Airport Authority	New River Valley Airport Commission	City of Warsaw
Type of Airport Sponsor	Authority	Authority	City
Type of Fueling Operator	Sponsor Operated	Sponsor Operated	Sponsor Operated
Part of an Airport System	No	No	No
NPIAS Classification	General Aviation	General Aviation	General Aviation
Asset Study Classification	Regional	Regional	Regional
Airport Size (acres)	926	469	557
Number of Runways	2	1	2
Longest Runway	5,806	6,201	6,001
Weight Bearing Capacity	75,000 (single-wheel) 192,000 (dual-wheel)	60,000 (single-wheel) 90,000 (dual-wheel)	46,000 (single-wheel) 75,000 (double-wheel)
Precision Approaches	Yes	Yes	Yes
Non-Precision Approaches	Yes	Yes	Yes
Air Traffic Control Tower	No	No	No
Airport Rescue and Firefighting	No	No	No
Aircraft Operations			
Air Taxi	0	0	669
General Aviation Local	5,800	1,993	8,960
General Aviation Itinerant	5,700	2,076	3,744
Military	N/A	2,512	N/A
TOTAL	11,500	6,581	8,960
Based Aircraft			
Single-Engine	39	24	37
Multi-Engine	7	9	1
Jet	1	1	3
Helicopter	0	0	0
Other	0	0	0
TOTAL	47	34	41
Commercial Operators			
Number of FBOs	1	1	1
Number of SASOs	1	2	1
Aircraft Fueling			
Avgas Price (as of 12/15/2021)	FS: $5.11 SS: $5.01	FS: $4.99	FS: $4.93
Jet Fuel Price (as of 12/15/2021)	FS: $4.16	FS: $5.11	FS: $5.07
Mogas Price (as of 12/15/2021)	N/A	N/A	N/A
Aircraft Ground Handling Services	Yes	Yes	Yes
Passenger and Crew Services	Yes	Yes	Yes
Passenger and Crew Facilities	Yes	Yes	Yes
Technical Services			
Airframe MRO	Yes	Yes	No
Powerplant MRO	Yes	Yes	No
Propeller MRO	Yes	Yes	No
Radio and Instrument MRO	No	Yes	No
Paint	No	No	No
Interior	No	No	No
Flight Services			
Aircraft Rental	No	No	Yes
Flight Training	Yes	Yes	Yes
Aircraft Management	No	No	No
Aircraft Charter	No	Yes	Yes
Aircraft Sales	No	No	No
Crop Dusting	Yes	Yes	Yes
Type of Facilities			
General Aviation Terminal	Yes	Yes	Yes
Community Hangars	Yes	Yes	Yes
Executive Hangars	Yes	No	No
T-Hangars	Yes	No	Yes
Government	No	No	No

B. Competitive Airports

Competitive airports were included in as well. The selection of competitive airports was based on the relative proximity to the Airport (within 35 nautical miles). Additionally, the infrastructure attributes as well as available products, services, and facilities of each competitive airport was considered.

Based on the relative distance, four competitive airports were identified which are identified in Table 10.

Table 11 – Competitive Airports

Competitive Airports		
Airport	**Identifier**	**Location**
Antelope County Airport	4V9	Neligh, Nebraska
Albion Municipal Airport	BVN	Albion, Nebraska
Columbus Municipal Airport	OLU	Columbus, Nebraska
Wayne Municipal Airport/Stan Morris Field	LCG	Wayne, Nebraska

As a point of comparison, Table 12 and Table 13 identify key aspects of the competitive airports. Key observations of the competitive airports include:

- The Airport is the only Regional classified airport in the FAA Asset Study as compared to the competitive airports (local and basic classification).
- The Airport is the only airport with precision and non-precision approaches.
- The Airport is on the higher end of the competitive range for total aircraft operations and total based aircraft.
- The Airport is 1 of 2 airports providing full-service avgas.
- The Airport price for full-service avgas ($5.11 per gallon) is higher than the competitive mean ($5.02 per gallon not including restricted fuel) as of December 15, 2021.
- The Airport is 1 of 2 airports providing full-service jet fuel.
- The Airport price for full-service jet fuel ($4.16 per gallon) is lower than the competitive mean ($4.39 per gallon) as of December 15, 2021.
- The Airport offers similar technical services and flight services as the competitive airports with the exception of aircraft rental.
- The type of facilities offered at the Airport (i.e., general aviation terminal, community and executive hangars, and T-hangars) are consistent with the competitive airports.

Table 12 – Competitive Airport Profiles

Type of Airport	Subject Airport	Competitive Airport 1	Competitive Airport 2
Airport Name	Norfolk Regional Airport/Karl Stefan Memorial Field	Antelope County Airport	Albion Municipal Airport
FAA Airport Identifier	OFK	4V9	BVN
City and State	Norfolk , Nebraska	Neligh, Nebraska	Albion, Nebraska
Distance/Direction to CBD	4 Miles South	3 Miles South	3 Miles Northwest
Airport Sponsor	Norfolk Airport Authority	Antelope County Airport Authority	Albion County Airport Authority
Type of Airport Sponsor	Authority	Authority	Authority
Type of Fueling Operator	Sponsor Operated	Sponsor Operated	Sponsor Operated
Part of an Airport System	No	No	No
NPIAS Classification	General Aviation	General Aviation	General Aviation
Asset Study Classification	Regional	Local	Basic
Airport Size (acres)	926	296	113
Number of Runways	2	1	1
Longest Runway	5,806	3,700	3,700
Weight Bearing Capacity	75,000 (single-wheel) 192,000 (dual-wheel)	Not Available	Not Available
Precision Approaches	Yes	No	No
Non-Precision Approaches	Yes	Yes	Yes
Air Traffic Control Tower	No	No	No
Airport Rescue and Firefighting	No	No	No
Aircraft Operations			
Air Taxi	0	2,658	0
General Aviation Local	5,800	6,100	4,100
General Aviation Itinerant	5,700	3,500	1,000
Military	0	0	0
TOTAL	11,500	12,258	5,100
Based Aircraft			
Single-Engine	39	20	12
Multi-Engine	7	0	1
Jet	1	0	0
Helicopter	0	0	1
Other	0	0	0
TOTAL	47	20	14
Commercial Operators			
Number of FBOs	1	1	0
Number of SASOs	1	0	0
Aircraft Fueling			
Avgas Price (as of 12/15/2021)	FS: $5.11 SS: $5.01	N/A	$4.50 (restricted)
Jet Fuel Price (as of 12/15/2021)	FS: $4.16	SS: $4.95	N/A
Mogas Price (as of 12/15/2021)	N/A	N/A	N/A
Aircraft Ground Handling Services	Yes	No	No
Passenger and Crew Services	Yes	No	No
Passenger and Crew Facilities	Yes	No	No
Technical Services			
Airframe MRO	Yes	Yes	No
Powerplant MRO	Yes	Yes	No
Propeller MRO	Yes	Yes	No
Radio and Instrument MRO	No	No	No
Paint	No	No	No
Interior	No	No	No
Flight Services			
Aircraft Rental	No	No	No
Flight Training	Yes	No	No
Aircraft Management	No	No	No
Aircraft Charter	No	No	No
Aircraft Sales	No	No	No
Crop Dusting	Yes	Yes	Yes
Type of Facilities			
General Aviation Terminal	Yes	No	No
Community Hangars	Yes	Yes	Yes
Executive Hangars	Yes	No	No
T-Hangars	Yes	Yes	Yes
Government	No	No	No

Table 13 – Competitive Airport Profiles

Type of Airport	Subject Airport	Competitive Airport 3	Competitive Airport 4
Airport Name	Norfolk Regional Airport/Karl Stefan Memorial Field	Columbus Municipal Airport	Wayne Municipal Airport/Stan Morris Field
FAA Airport Identifier	OFK	OLU	LCG
City and State	Norfolk , Nebraska	Columbus, Nebraska	Wayne, Nebraska
Distance/Direction to CBD	4 Miles South	1 Mile Northeast	1 Mile West
Airport Sponsor	Norfolk Airport Authority	City of Columbus	Wayne County Airport Authority
Type of Airport Sponsor	Authority	City	Authority
Type of Fueling Operator	Sponsor Operated	FBO Lease Agreement	Sponsor Operated
Part of an Airport System	No	No	No
NPIAS Classification	General Aviation	General Aviation	General Aviation
Asset Study Classification	Regional	Local	Local
Airport Size (acres)	926	602	281
Number of Runways	2	2	3
Longest Runway	5,806	6,801	4,201
Weight Bearing Capacity	75,000 (single-wheel) 192,000 (dual-wheel)	43,000 (single-wheel) 58,000 (doulbe-wheel)	30,000 (single wheel)
Precision Approaches	Yes	No	No
Non-Precision Approaches	Yes	Yes	Yes
Air Traffic Control Tower	No	No	No
Airport Rescue and Firefighting	No	No	No
Aircraft Operations			
Air Taxi	0	200	0
General Aviation Local	5,800	2,750	6,800
General Aviation Itinerant	5,700	5,000	1,100
Military	0	50	0
TOTAL	11,500	8,000	7,980
Based Aircraft			
Single-Engine	39	36	16
Multi-Engine	7	5	0
Jet	1	0	0
Helicopter	0	1	0
Other	0	0	0
TOTAL	47	42	16
Commercial Operators			
Number of FBOs	1	1	1
Number of SASOs	1	0	0
Aircraft Fueling			
Avgas Price (as of 12/15/2021)	FS: $5.11 SS: $5.01	FS: $5.29	SS: $4.66
Jet Fuel Price (as of 12/15/2021)	FS: $4.16	FS: $4.62	N/A
Mogas Price (as of 12/15/2021)	N/A	N/A	N/A
Aircraft Ground Handling Services	Yes	Yes	Yes
Passenger and Crew Services	Yes	Yes	Yes
Passenger and Crew Facilities	Yes	Yes	Yes
Technical Services			
Airframe MRO	Yes	Yes	Yes
Powerplant MRO	Yes	Yes	Yes
Propeller MRO	Yes	Yes	Yes
Radio and Instrument MRO	No	No	No
Paint	No	No	No
Interior	No	No	Ys
Flight Services			
Aircraft Rental	No	Yes	Yes
Flight Training	Yes	Yes	Yes
Aircraft Management	No	No	No
Aircraft Charter	No	No	No
Aircraft Sales	No	No	No
Crop Dusting	Yes	Yes	Yes
Type of Facilities			
General Aviation Terminal	Yes	Yes	Yes
Community Hangars	Yes	No	No
Executive Hangars	Yes	Yes	Yes
T-Hangars	Yes	Yes	Yes
Government	No	No	No

VII. APPENDIX

A. Definitions

- GPS – Global positioning system.
- Itinerant – Aircraft operations terminated at an airport which (1) arrive from outside the airport area or (2) depart the airport and leave the airport area.
- Local – Aircraft operations which (1) remain in the local traffic pattern, (2) execute simulated instrument approaches or low passes at an airport, or (3) operate to or from an airport and a designated practice area within a 20-mile radius of the Air Traffic Control Tower.
- ILS – Instrument Landing System.
- LOC – Localizer.
- RNAV – GPS – Area navigation-global positioning system.
- T-Hangar - A Hangar that typically has the capacity to store only one aircraft, usually not larger than a cabin class multi-engine aircraft. This type of hangar derives its name from its shape (in the form of a "T") which increases the efficiency of the design so as to accommodate the wingspan and the tail section of an aircraft. T-Hangars may be stand-alone structures, or they may be combined and "nested" so that the tail sections of the "T" configuration interlock to form a single congruous structure.
- Tiedown - An aircraft parking area typically signified by a painted "T" and equipped with three-point tiedown anchors to secure the aircraft wingtips and tail.
- VOR – Very high frequency omnidirectional range.
- VOR/DME – Very high frequency omnidirectional range/distance measuring equipment.

B. General Aviation Industry Trends

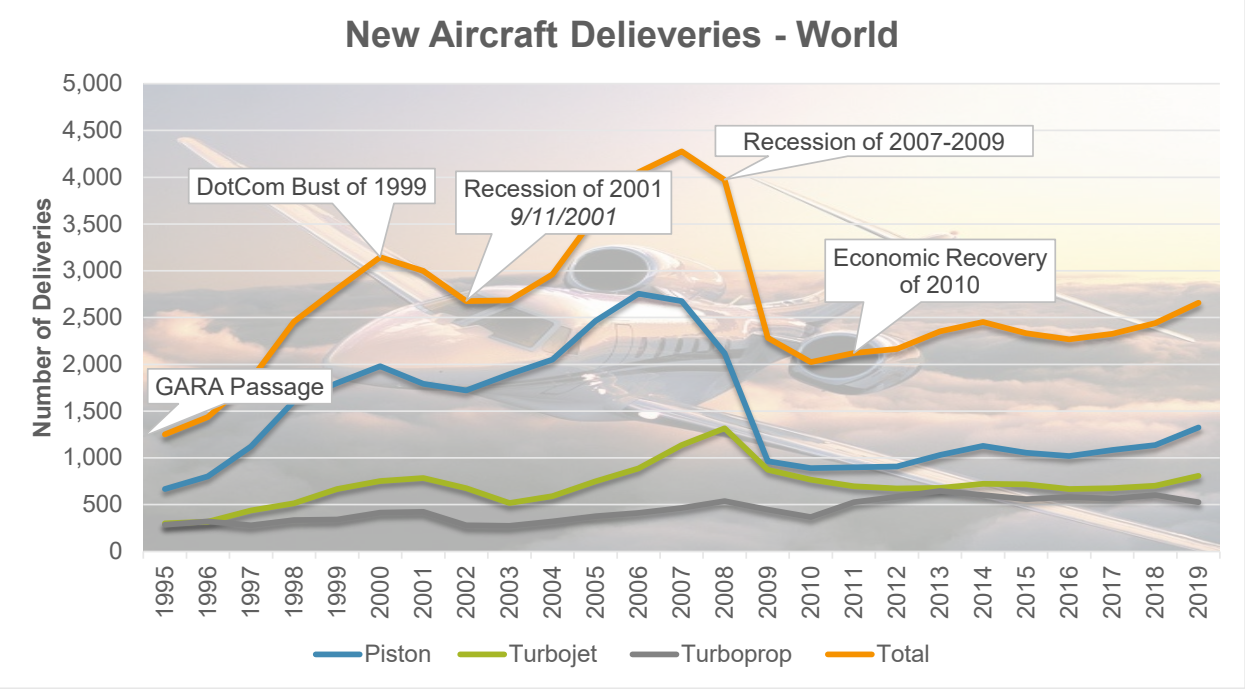
General Aviation New Aircraft Deliveries

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

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

Following this decline, general aviation aircraft deliveries increased from 929 annual shipments in 1994 to 1,771 annual shipments in 2019 which represents an increase of 90.6% or a compounded annual increase of 2.6% over the period.

Figure 5 – General Aviation New Aircraft Deliveries



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

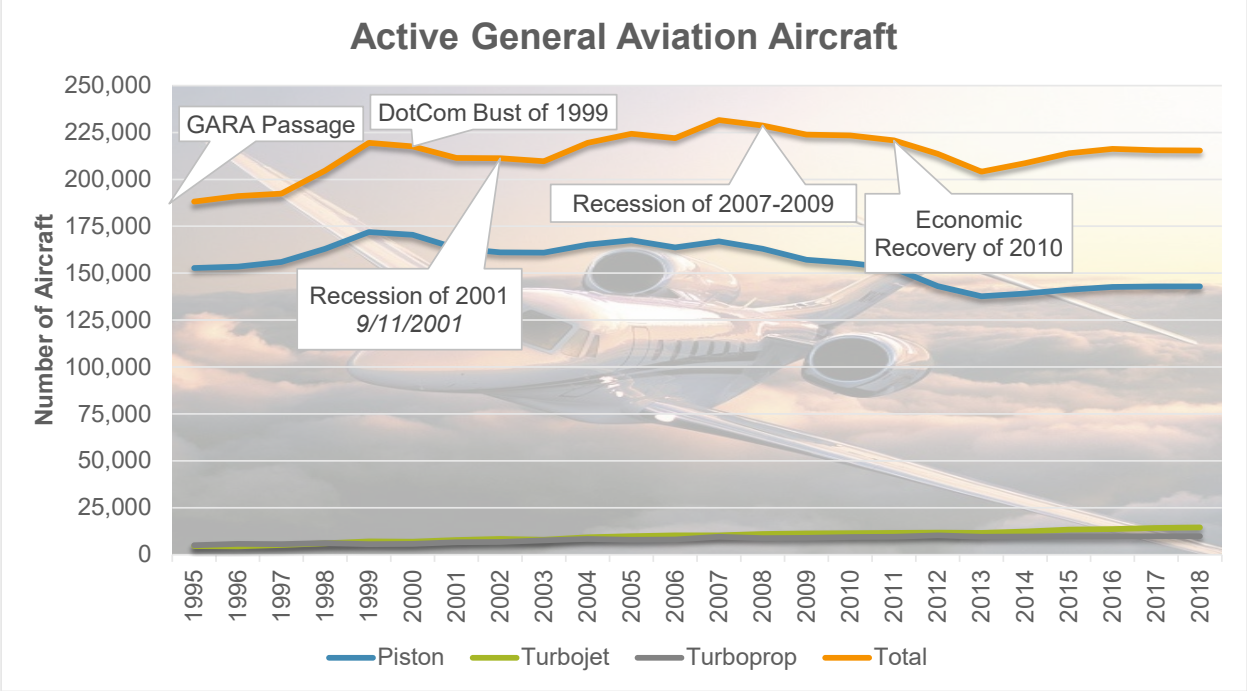
- The passage of the General Aviation Revitalization Act (GARA) in 1994 that limited the liability of aircraft and aircraft parts manufacturers to 18 years
- The proliferation of fractional aircraft ownership programs
- A strong economy during the late 1990s to the mid-2000s (including low interest rates)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

Subsequently, annual general aviation new aircraft deliveries decreased sharply from 3,279 in 2007 to 1,334 in 2010 due to the economic recession. Over the last 5 years, annual deliveries increased 11.2% to 1,771 or a compounded annual increase of 2.2%.

General Aviation Active Aircraft

As with new general aviation aircraft deliveries, the number of active general aviation aircraft hit a low in 1994 of 172,936. Since that time, the number of active aircraft increased to a high of 231,607 in 2007. This increase was attributed to the growth of experimental and turbine aircraft, the resurgence of new aircraft manufacturing (i.e., the growth of new aircraft deliveries and the number of companies developing Supplemental Type Certificate programs to modify and keep the aging aircraft fleet active). However, since the peak in 2007, active aircraft has dropped year after year. Over the last 5 years, active aircraft increased 4.1% to 212,885 or a compounded annual decrease of 0.8%.

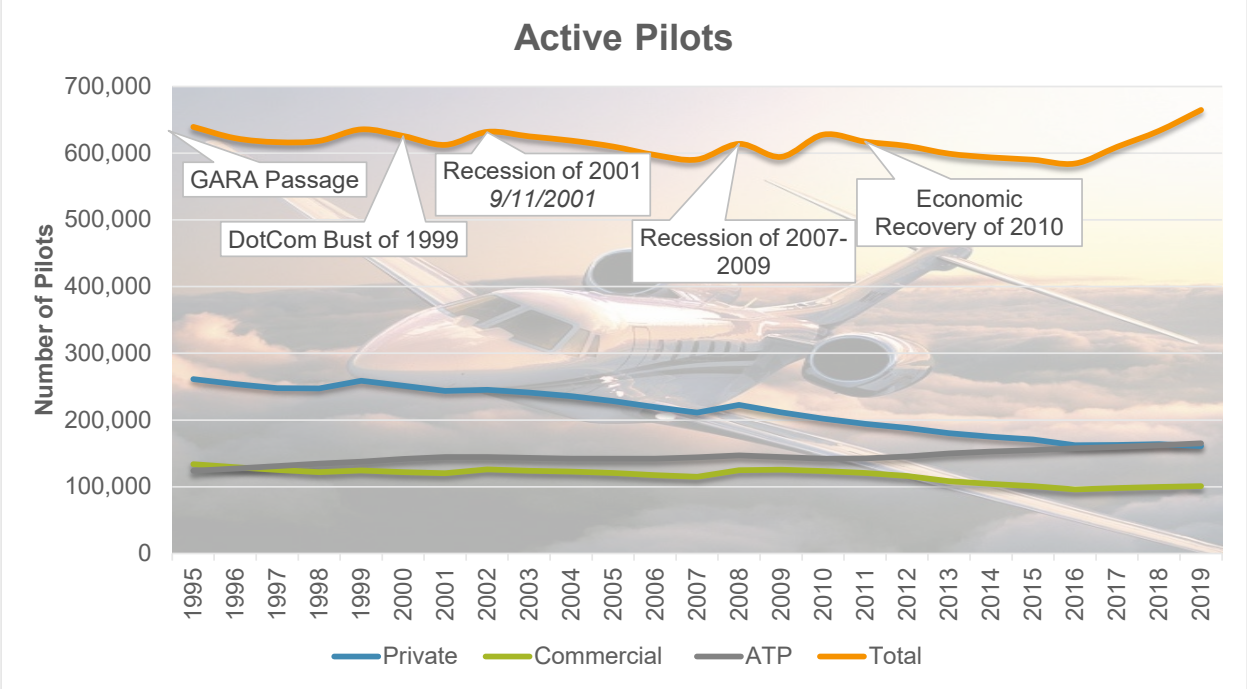
Figure 6 – Active General Aviation Aircraft



Active Pilots

The number of active pilots in the United States decreased throughout the 1980s and 1990s. Since peaking at 827,071 in 1980, the number of active pilots has declined 19.6% to 664,565 active pilots in 2019. During this overall decrease, the number of active pilots increased slightly in the late 1990s and early 2000s which can be attributed to pilot development programs. Over the last 5 years, active pilots increased 12.6% to 664,565 or a compounded annual decrease of 2.4%. Out of the 664,565 active pilots in 2019, 113,445 or approximately 17% hold a Certified Flight Instructor certificate and 314,168 or 47% hold instrument ratings.

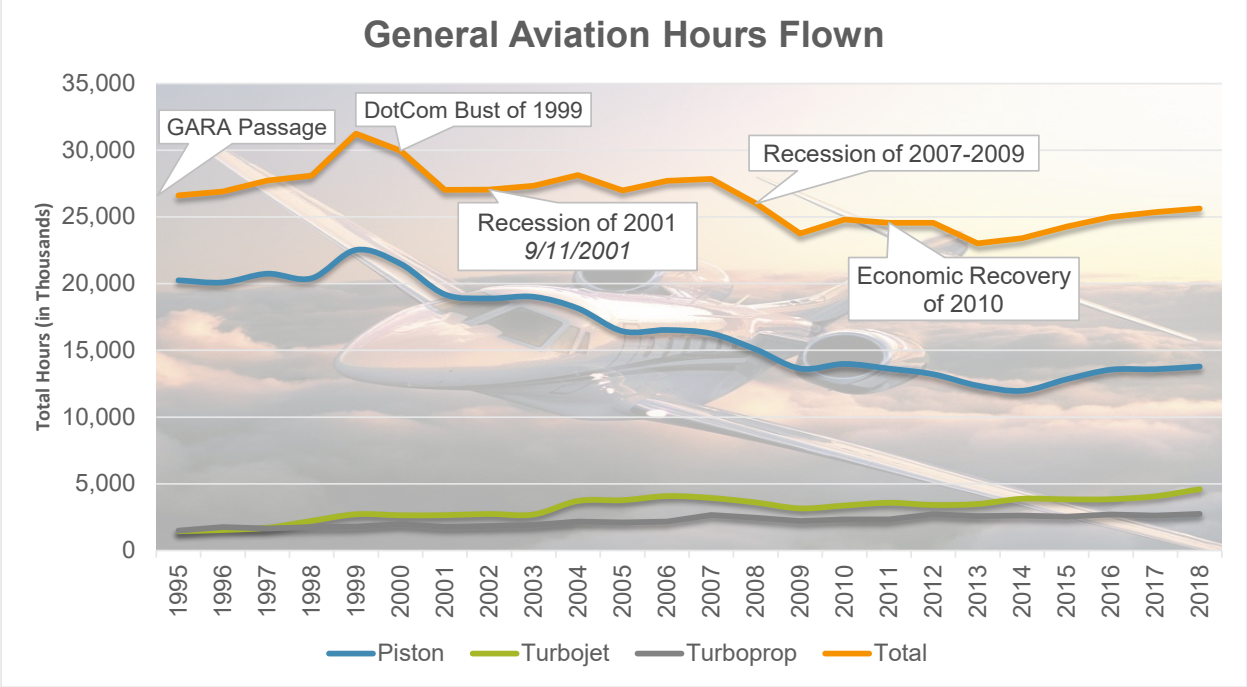
Figure 7 – Active Pilots



General Aviation Hours Flown

The total number of general aviation hours flown in the United States reached a low in 1994 of 26,472,000 hours, which represents a decrease of 40.6% and a compounded annual decrease of 3.7% over the period from the high of 44,589,000 hours achieved in 1980 (which corresponds with the first year data was available). While this downward trend reversed for a period (general aviation hours flown increased 30.1% or a compounded annual increase of 1.3% from 1994 to a peak of 34,450,000 hours in 2007). Over the last 5 years, general aviation hours flown increased 9.6% to 25,506,000 hours or a compounded annual decrease of 1.9%.

Figure 8 – General Aviation Hours Flown



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

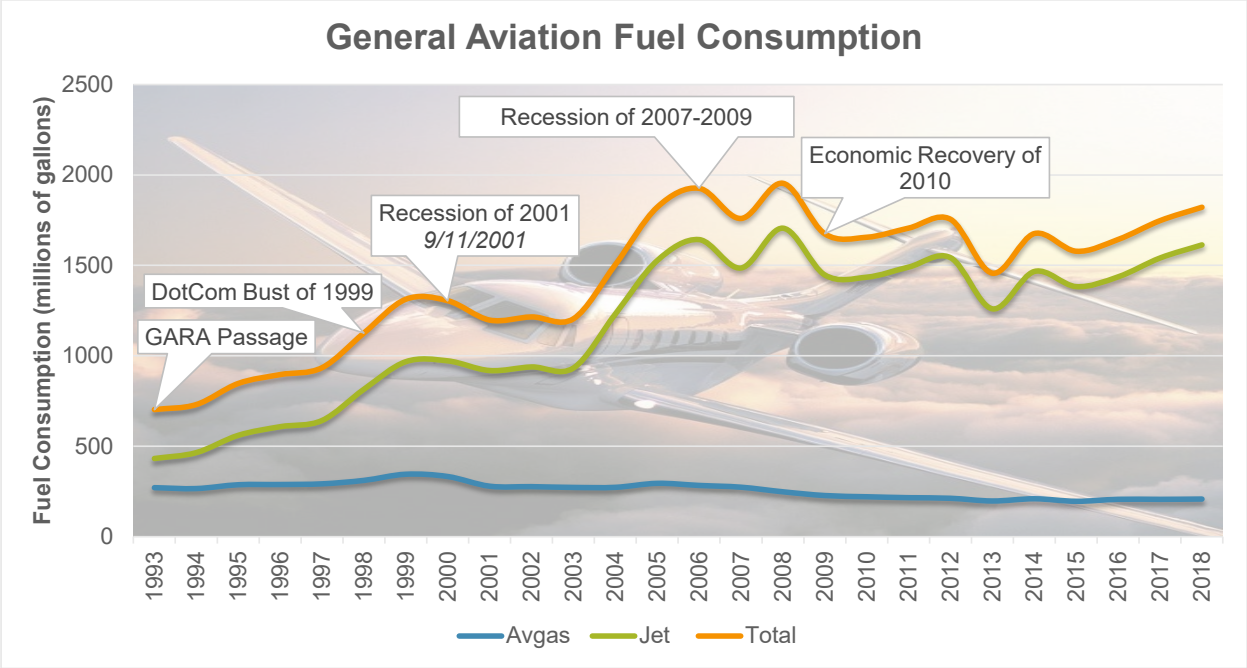
At first glance, the increase in the number of active general aviation aircraft since 1994 and the decline in general aviation hours flown since 1999 appear to be contradictory. However, these divergent trends are supported by the decline in the average number of hours flown per aircraft which has decreased from a high of 139.3 hours per aircraft in 1994 to 121 hours per aircraft in 2018.

General Aviation Fuel Consumption

Total general aviation fuel consumption increased steadily from 1993 (702.8 million gallons) through 2008 (1,953.8 million gallons), which represented a total increase of 178% or a compounded annual increase of 7.1%. This trend can be attributed to an increase in aircraft manufacturing, expansion of fractional aircraft ownership, and a robust economy (particularly in the late 1990s). While general aviation fuel consumption declined slightly from 2000 through 2003 (resulting from the attacks of 9/11 and the economic recession that followed), general aviation fuel volumes rebounded to well past 2000 levels reaching 1,821.3 million gallons in 2018.

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

Figure 9 – General Aviation Fuel Consumption



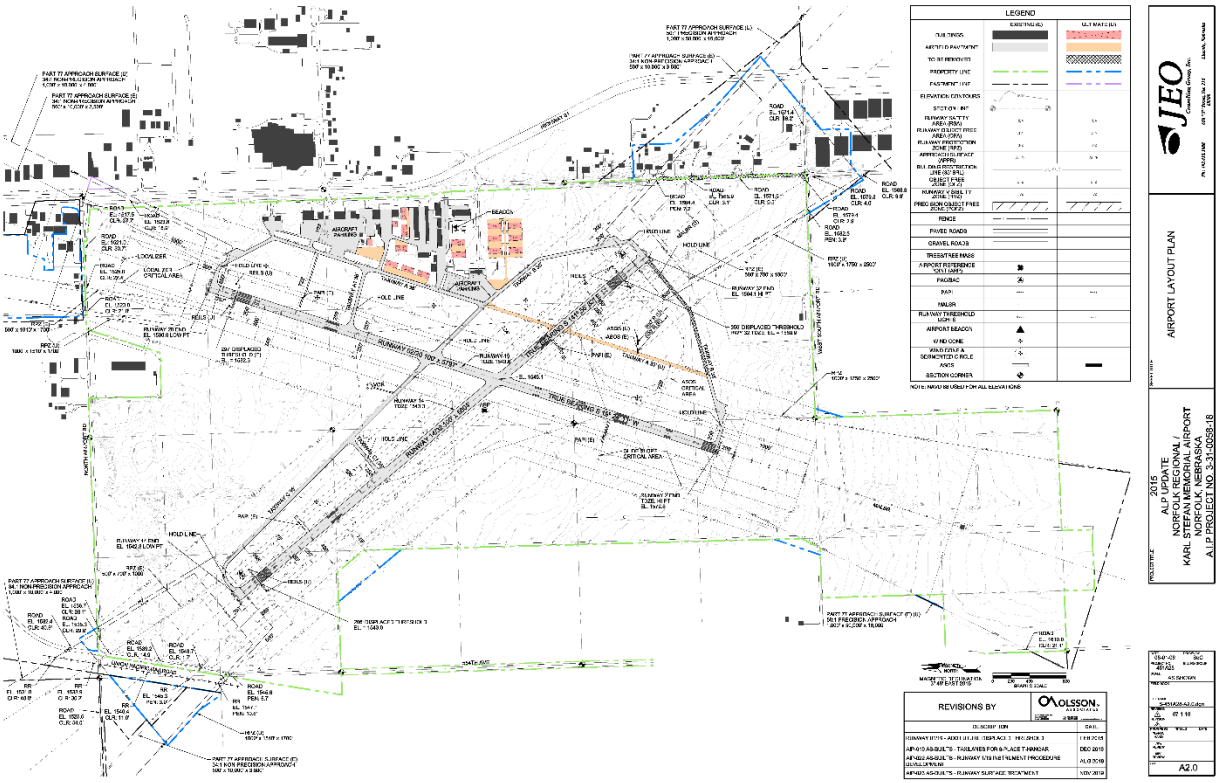
General Aviation Industry Forecasts

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

- **Total Active General Aviation Aircraft** – Decrease 0.01% annually through 2039
- **Turbine Active General Aviation Aircraft** – Increase 2.0% annually through 2039
- **Total Hours Flown in General Aviation Aircraft** – Increase 0.8% annually through 2039
- **Total Turbine Hours Flown in General Aviation Aircraft** – Increase 2.4% annually through 2039
- **Active General Aviation Pilots** – Decrease 0.2% annually through 2039
- **New Business Jet Deliveries** – Increase 4.0% annually through 2024

C. Airport Layout Plan

Figure 10: Airport Layout Plan



D. Market Segments

The aviation industry can be segmented into three primary areas:

- **Air Carrier** – includes scheduled passenger and cargo airlines
- **Military** – includes all branches of the military
- **General Aviation** – includes all aviation except for the air carrier and military segments of the industry

The products, services, and facilities that are offered in the general aviation marketplace have been predicated primarily on the demand created by four distinctly separate operating classifications – personal, business and corporate, commercial, and government. These classifications are briefly described below:

Personal

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

The aircraft utilized for personal (and recreational) flying are typically based at public-use and private-use general aviation airports. For the most part, the aircraft used for personal flying are single-engine and light multi-engine piston-powered aircraft, although some larger aircraft, including turbine-powered aircraft, are also used for this purpose. This segment of the market is typically price oriented, seeking the best price for the commercial aeronautical products, services, and/or facilities. According to FAA data, approximately 68% of active general aviation aircraft are utilized for personal use, yet approximately 30% of general aviation hours flown are personal use hours.

Business and Corporate

The business and corporate segment of the market is viewed as an integral part to the long-term growth and development of the general aviation industry. The business segment is made up of aircraft owners flying their own aircraft and the corporate segments includes aircraft owners that hire professional flight crews to fly the aircraft for business purposes.

As of 2018, this segment was comprised of more than 26,000 active aircraft (approximately 13% of active general aviation aircraft), including over 12,000 turboprop and turbojet aircraft, in the US. In 2018, business flights are estimated to make up over 17% of the 26 million hours flown by active general aviation aircraft.

One of general aviation's most important roles in the United States economy is enhancing the profitability and competitive strength of companies and industries within the United States. Companies that utilize general aviation routinely outperform businesses relying solely on the airlines for travel. Studies have shown that, on average, Standard & Poor's 500 firms that use general aviation to transport management teams, employees, business partners, and customers increased revenues by a factor of 3.34 more than those that do not utilize general aviation (NexaAdvisors). This analysis revealed a correlation between firms utilizing general aviation aircraft and revenues. It did not conclude that the use of general aviation aircraft increased financial performance.

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

Commercial

The commercial aviation segment is a significant economic engine as it represents companies that use general aviation aircraft for commercial purposes including flight instruction, air taxi (non-scheduled, on-demand), medical transportation (air ambulance), sightseeing, aerial observation (e.g., pipeline/power-line patrol/inspection), aerial application (e.g., agriculture, photography, firefighting, etc.), cargo, and much more. This segment is comprised of more than 42,000 active aircraft.

It is estimated that general aviation aircraft used for commercial purposes make up approximately 53% of the 26 million hours flown by general aviation aircraft each year. The commercial segment of the market is typically value oriented, seeking the best combination of service and price.

Government

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

I. SWOT ANALYSIS SURVEY RESULTS

A. Purpose

The purpose of a SWOT Analysis is to identify actual and perceived strengths and weaknesses (from an internal perspective) and opportunities and threats (from an external perspective) for Norfolk Regional Airport (Airport). Each aspect of the SWOT Analysis is outlined below:

- Strengths – internal items accomplished particularly well or unique assets of the Airport, especially in comparison to competitive and comparable airports. Strengths need to be preserved, built on, and leveraged.
- Weaknesses – internal items not accomplished particularly well, hinder or prevent desired performance, or are acutely lacking or need to be improved. Weaknesses need to be addressed and remedied.
- Opportunities – external items that could help realize the mission and vision for the Airport. Opportunities are typically identified by studying changes or trends within the industry, the community, the market, or at the Airport. Opportunities need to be seized or capitalized on.
- Threats – external items could threaten the realization of the Airport's mission and vision. Threats are typically identified by studying changes or trends within the industry, the community, the market, or at the Airport. Threats need to be managed or, if possible, eliminated.

The SWOT Analysis results set the stage for developing the mission, vision, and goals for the Airport.

B. SWOT Analysis Survey

As part of the Airport Strategic Plan development, a SWOT Analysis Survey was conducted by the Steering Committee. The SWOT Analysis Survey was provided to each member of the Steering Committee on Tuesday, March 15, 2022. A total of 11 survey responses were received prior to the SWOT Analysis Survey being closed on Sunday, April 10, 2022. The survey responses represented the following stakeholder groups:

- 6 – Airport Sponsor (Authority), Elected Official, Management, or Staff
- 1 – Airport Tenant or User
- 3 – Community Organization Representative
- 1 – Other

C. SWOT Analysis Survey Results

The SWOT Analysis Survey results are outlined below on an internal (strengths and weaknesses) and external (opportunities and threats) basis. The greatest strength (or opportunity) and greatest weakness (or threat) are identified as well as key themes from the open-ended comment responses received.

Figure 1 – Strengths and Weaknesses

Category	Score	Greatest Strengths	Greatest Weaknesses	Comment Themes
Authority Organization				
Airport Authority	4.6	Airport Authority City Support	City of Norfolk	Communication/internal relations need improvement to address misunderstandings, knowledge gaps, and lack of collaboration.
City of Norfolk	3.7			
City Support *(Police, Fire, Finance, etc.)*	4.6			
Tax Levy Authority	4.4			
Bonding Authority	4.3			
Airport Organization				
Airport Management *(background, experience, knowledge, etc.)*	4.7	Airport Staff Industry Participation Airport Management	Marketing Program	Airport management/staff are an asset but could improve long-term planning. Lack of marketing and outreach limits potential for growth and promotion.
Airport Staff *(number, background, experience, capabilities, etc.)*	5.1			
Volunteers *(number, type, participation, etc.)*	4.3			
Community Support	3.6			
Industry Participation	4.8			
Airport Name *(recognition, graphics, colors, etc.)*	4.2			
Marketing Program *(website, promotional materials, advertising, etc.)*	2.3			
Airport/FBO Training Program	4.0			
Airport Planning, Management, and Compliance Documents				
Airport Layout Plan *(Airport Development Plan)*	4.2	Aeronautical Rents Minimum Standards	Non-Aeronautical Rents Non-Aeronautical Fees	Existing planning supports future development.
Aeronautical Rents *(Hangars and Land)*	5.0			
Aeronautical Fees	4.8			
Non-Aeronautical Rents	3.3			
Non-Aeronautical Fees	2.5			
Minimum Standards	5.0			
Rules and Regulations	5.1			
Airport Operations				
Security *(vehicles, equipment, personnel, etc.)*	4.0	Snow Removal FBO Fuel Pricing	N/A	Vehicle and equipment are well maintained. Fuel pricing is competitive and helps attract transient aircraft.
Mowing *(vehicles, equipment, personnel, etc.)*	4.4			
Snow Removal *(vehicles, equipment, personnel, etc.)*	4.7			
Hours of Operation	3.7			
FBO Fuel Pricing	4.7			

Figure 2 – Strengths and Weaknesses (continued)

Category	Score	Greatest Strengths	Greatest Weaknesses	Comment Themes
Airport Airside Land and Infrastructure				
Total Land *(acreage, utilities, grade, etc.)*	5.6	Approaches, Navigational Aids, and Lighting Total Land Runways Aprons	Hangars	Additional hangar space and improvements to appearance may help attract additional aviation businesses.
Developable Land *(acreage, utilities, grade, etc.)*	4.5			
Runways *(length, weight bearing capacity, condition, markings, number,*	5.6			
Approaches, Navigational Aids, and Lighting	5.8			
Aprons *(number, size/capacity, weight bearing capacity, condition,*	5.6			
Airside Roadways *(number, size/capacity, weight bearing capacity, condition,*	5.0			
Airside Landscaping	4.0			
Hangars *(availability, size, condition, etc.)*	3.3			
Airport Landside Land and Infrastructure				
Total Land *(acreage, utilities, grade, etc.)*	4.9	Developable Land Total Land	N/A	Enhancements to signage and appearance needed.
Developable Land *(acreage, utilities, grade, etc.)*	5.0			
Landside Roadways	4.8			
Vehicle Parking *(number, size/capacity, weight bearing capacity, condition,*	3.9			
Landside Signage, Markings, and Lighting *(number, type, size, location, condition, markings, etc.)*	4.4			
Security, Fencing, and Gates *(location, type, height, condition, etc.)*	4.6			
Landside Landscaping	4.0			
Aviation Products, Services, and Facilities				
Aircraft Fueling Products and Services *(type, level, and quality)*	5.5	Aircraft Fueling Products and Services Aircraft Ground Handling Services Airframe and Powerplant Maintenance	Instrument and Avionics Maintenance Aircraft Rental	Lack necessary hangars and FBO facilities to attract users to Airport. Aviation businesses needed to fulfill market demand in aircraft maintenance, avionics, aircraft rental, and flight training.
Aircraft Ground Handling Services *(type, level, and quality)*	5.0			
Aircraft Storage Facility *(type, level, and quality)*	3.7			
Passenger and Crew Products, Services, and Facilities *(type, level, and quality)*	3.3			
Airframe and Powerplant Maintenance *(type, level, and quality)*	5.0			
Instrument and Avionics Maintenance *(type, level, and quality)*	2.0			
Aircraft Rental *(type, level, and quality)*	2.0			
Flight Training *(type, level, and quality)*	3.3			
Exercising Proprietary Right	5.0			
Airport Facilities				
Airport Administration Building *(location, size, functionality, condition, etc.)*	2.1	FBO Fuel Storage Facility Airport Maintenance	FBO Terminal Building, Hangar, and Offices Airport Administration Building	FBO facility inadequate.
FBO Terminal Building, Hangar, and Offices *(location, size, functionality, condition, etc.)*	1.7			
Airport Maintenance *(location, size, functionality, condition, etc.)*	4.5			
FBO Fuel Storage Facility *(location, size, functionality, condition, etc.)*	4.9			

Figure 3 – Opportunities and Threats

Category	Score	Greatest Opportunities	Greatest Threats	Comment Themes
Airport Environment				
Proximity to Residential Areas	3.6	Fuel Volumes Proximity to Central Business District	N/A	Location and proximity to City and highways provide access to be a transportation hub.
Proximity to Central Business District	4.9			
Proximity to Tourist Attractions	4.2			
Comparable/Competitive Airports	4.5			
Climate *(temperature, precipitation, etc.)*	3.9			
Based Aircraft *(number, type, mix, etc.)*	4.4			
Aircraft Operations *(number, type, mix, etc.)*	3.9			
Fuel Volumes *(number, type, mix, etc.)*	5.1			
Aeronautical Tenants	4.0			
Non-Aeronautical Tenants	4.7			
Community Environment				
Demographics *(population, socioeconomics, labor force, etc.)*	5.2	Local Business and Industry Economic Development Hotel Accommodations	N/A	Support from State, local amenities (hotels and tourist attractions), and location can be aligned with additional collaboration between Airport and City. Opportunity for educational institution outreach.
Political Climate *(local, state, federal, etc.)*	4.7			
Local Business and Industry *(support and use of the Airport, etc.)*	5.5			
Community *(support and use of the Airport, etc.)*	4.8			
Economic Development *(support of the Airport)*	5.5			
State Aviation *(support of the Airport)*	5.1			
Hotel Accommodations *(number, size, proximity, condition, etc.)*	5.5			
Tourist Attractions *(number, size, proximity, condition, etc.)*	4.3			
Transportation Infrastructure *(capacity, proximity, condition, etc.)*	4.7			
Ground Transportation Service *(number, capacity, proximity, availability, etc.)*	4.7			
Educational Institutions	5.1			
Location	5.3			
General Environment				
Funding Mechanisms – Local	3.8	Funding Mechanisms - Federal Funding Mechanisms - State	N/A	Opportunity to support economy through aviation outreach.
Funding Mechanisms – State	4.7			
Funding Mechanisms – Federal	5.0			
General Aviation Trends *(aircraft, pilots, hours, fuel, etc.)*	4.4			
Economy – Local	4.6			
Economy – State	4.3			
Economy – Federal	3.7			
Programs/Initiatives *(local, state, national, etc.)*	4.4			
Special Events *(local, state, national, etc.)*	4.5			

D. Key SWOT Analysis Findings

The key findings outlined in the *SWOT Analysis Survey Results* are summarized below:

- Strengths: Airport staff, land, aeronautical infrastructure, aircraft fueling/ground handling/aircraft maintenance, proprietary exclusive right
- Weaknesses: marketing, non-aeronautical revenue, instrument and avionics/aircraft rental, Airport administration/FBO terminal building
- Opportunities: fuel volumes, local industry, economic development, hotels
- Threats: N/A