

**MANISTEE BLACKER
AIRPORT AUTHORITY
STRATEGIC PLAN 2015-2020**

Revised 2017

PREPARED BY THE MANISTEE BLACKER AIRPORT AUTHORITY

FIRST ADOPTED IN JULY 2015

REVISED IN MARCH 2017

The first Manistee Blacker Airport Authority Strategic Plan was adopted in July 2015 and reviewed, revised, and adopted in March 2017. With an understanding that the Plan is not static, but rather, needs to reflect an ever-changing environment, Board members have committed to reviewing and reflecting on the long-term vision and mission of the organization yearly. During this review, they critically evaluate the goals and strategies to ensure that they meet the ever changing dynamic of trajectory while ensuring that the organization does not veer off course.

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WITH THE HELP FROM THE ALLIANCE FOR ECONOMIC SUCCESS





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EXECUTIVE SUMMARY

“THE AIRPORT RUNWAY IS THE MOST IMPORTANT MAIN STREET IN ANY TOWN.”

-NORM CRABTREE, FORMER AVIATION DIRECTOR FOR THE STATE OF OHIO

Manistee County Blacker Airport's operations is overseen by the Manistee Blacker Airport Authority. This seven person board is responsible for the operations and assets of Blacker Airport. With this task in mind, the Board prepared this strategic plan to determine their angular position relative to the areas of focus. The intent is to realize the potential of the airport as a key piece of infrastructure to Manistee County. Economic development is the primary focus of the plan. The hope of the Airport Authority is to strategically shift the dial for the airport so that it is set at actualizing private investment and business development on airport and surrounding property, increasing the airports own business portfolio, capitalizing on marketing successes, creating strategic partnerships, and improving facilities (including lengthening the runway). Combined, this work will support the airport as an economic development catalyst that will radiate throughout Manistee County. The airport is already a large economic incubator for the County, but with the additional work completed as outlined in this strategic plan, the impact of the Airport to the economic health of the County will be measurably substantial.

With all this said, a high level of customer service for the users of the airport will always remain a top priority for the Authority Board.

THE CURRENT SCENARIO

The Manistee County Blacker Airport has an east/west 5500 foot long main runway and a north/south 2700 foot runway, that comfortably supports up to 30 seat aircraft with associated terminal and a mix of old and new hangers. The Airport receives daily commercial airline service to Chicago with 19 and 30 seat turbo-prop aircraft. This scheduled airline service is made possible by an annual \$2.4 million Federal grant under the Alternate Essential Air Service program. Funding for the airport is procured by a revenue stream that is not able to meet the demands necessary to keep the airport in step with a changing and more modern aviation industry. The budget is funded by a mixture of Federal, State and local (County of Manistee) monies as well as fees from airport users.

With changes in the airline industry moving to 50 and then 70 seat aircraft as the entry level air carrier aircraft size, it becomes apparent that the main east/west runway is not long enough to accommodate these aircraft. The existing hangers do not accommodate modern general aviation or air carrier aircraft nor are they desirable by general aviation owners of older aircraft. The funding for capital improvements is not readily available as the number of enplanements is less than half what it needs to be in order to receive full Federal grant funding and the level of local dollars are less than similar airports in Michigan, leaving the airport unable to undertake capital improvement projects in a timely fashion.

While aggressive work is being done to develop innovative marketing strategies and then actualize the strategies in order to increase enplanements and demonstrate a “need”, the Catch 22 is that most of these efforts require improved infrastructure to be realized.

THE VISION SCENARIO

The Manistee County Blacker Airport demonstrated a need and is therefore serviced by an east/west 6500 foot long runway able to accommodate in all seasons a 50+ seat regional jet with the ability to meet the changing industry trends towards a 70 seat jet. Yearly the airport sees over 10,000 enplanements and thus is able to receive a higher level of Federal capital grant funding.

Manistee County, with an understanding that their return on investment is considerable, along with other funding streams is more than adequate to meet the operating expenses and capital expenses of the Airport. Funding sources have positioned the airport on secure financial footings. Therefore, the hangers and other infrastructure and services offered by the Airport meets the demand of the aviation industry and users.

Relationships with stakeholders capitalize on innovative opportunities to market the services of the Airport and broaden the Blacker Airport prestige throughout the County, the region, the state and other states. These relationships allow for creative and functional use of the Airport that meets the needs of the users of the airport. The ability to provide quality service that meets identified needs during all seasons allows the Airport to stand out in the region. As new markets are discovered and capitalized upon, the Airport continuously improves and grows.

Ultimately, the airport's ability to leverage itself as a catalyst for economic development in Manistee County and the region is evident by the contributions of the airport to transport people to the County, transport regional users to their destinations, and their ability to service the private and commercial sectors in a way that meets their needs.

CURRENT FUNDING SOURCES

Currently the Airport spends approximately \$450,000 annually for operations, approximately \$200,000 annually for capital improvements, and \$2.4 million annually for commercial air service.

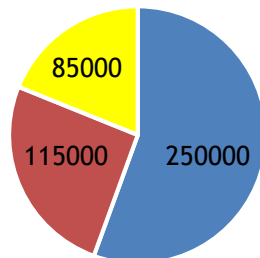
Funds for the Airport's operating budget come from the following mix of revenue sources: 56% from airline fees, 19% fees from other airport users (such as landing fees, fuel fees, hanger rents, car rental fees and Passenger Facility Charges), and 25% from the County of Manistee.

Funds for capital improvements are provided mostly through annual Federal grants. These grants have a 5% match requirement of which the State provides half and the Airport provides half. Small capital projects may be funded through State and Airport funds.

All funds for airline service come from a Federal grant through the Alternate Essential Air Service program.

Blacker Airport Operating FUNDING SOURCES

■ 56% from Airline Fees ■ 25% Manistee County ■ 19% PFC & Other Fees



REVENUE GENERATING PROJECTS AND NON-REVENUE GENERATING CAPITAL IMPROVEMENT PROJECTS

The various funding sources are restricted to their use and may be categorized as non-revenue generating capital improvement funds and revenue generating capital improvement funds. Federal capital improvement grants may only be used for non-revenue generating capital improvements. The only funds that may be used for revenue generating capital improvements are local and State funds. A capital improvement project, such as a runway expansion, is an example of where the non-revenue generating funds may be used. But these funds may only be used if the airport can demonstrate a “need”.

Thus there is a “Catch 22” as the airport must demonstrate a need for increased capacity, but how do you do this if you don’t actually have the facilities to accommodate that capacity?

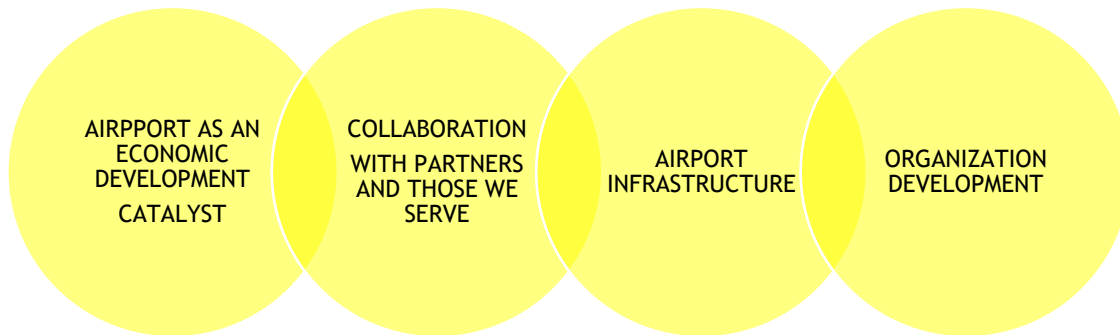
WHY STRATEGIC PLAN?

The purpose of a strategic plan is to help chart a course of direction that the Airport Authority will follow in their tasks of providing leadership and governance for the Manistee County Blacker Airport for the next 5-10 years. The Strategic Plan identifies goals, strategies and action items that will need to be taken to achieve the goals.

- A goal is a broad primary outcome, or a “what”, that the organization wants to achieve. It takes a look at the organization from a broad lens.
- A strategy lays a specific step to take that will move the Airport Authority in a direction that will help achieve their goal.
- A task is the identified priorities and/or steps, or the “how”, that needs to be taken to achieve a specific strategy.

The goals are based on an understanding of the organizations strengths, weaknesses, opportunities and challenges as well as, and more importantly, the needs of the Airport Authority. The Tasks are based upon a true understanding of the authority of the Airport Authority Board as decision makers, staffing capacity and capabilities as well as budgetary constraints. Nothing is unachievable but a realistic outlook is prudent. With that said, by identifying goals, the organization can work diligently to seek resources such as talent and funding to make their goals a reality.

AREAS OF STRATEGIC FOCUS



MISSION STATEMENT OF THE MANISTEE BLACKER AIRPORT AUTHORITY

Provide high quality and sustainable aviation services and facilities.

VISION STATEMENT OF THE MANISTEE BLACKER AIRPORT AUTHORITY

The Manistee County Blacker Airport will be instrumental to the economic well-being of the region.

VALUES

The Manistee Blacker Airport Authority values:

- being good stewards of public funds;
- providing excellent air service to and from Manistee County and the region;
- our assets;
- maintaining good communication with all of our stakeholders;
- maintaining a distinguished reputation for the services we provide;
- transparency;
- affordability;
- continuing prosperity of the region;
- providing excellent customer service.

GOALS, STRATEGIES AND ACTION ITEMS

GOALS

The following is a list of the goals under each area of strategic focus identified during the 80 available hours for public input. These goals are meant to guide and direct decision making for the next 5-10 years.

Goal #1 *Economic Development*: Increase and diversify the revenue and business activities to create dynamic, long term economic growth, stability and solvency of the airport.

Goal #2 *Communication/Collaboration*: Create collaborative opportunities to strategically position the airport throughout the region, state and beyond as a “go to” airport for Western and Northern Michigan.

Goal #3 *Airport Infrastructure*: Improve the infrastructure so that it is in keeping with, and functioning at, industry standards and needs.

Goal #4 *Organization Development*: Ensure that the airport’s organizational development is planned, well organized and increases organizational effectiveness in order to fulfill the mission of Blacker Airport.

1. GOAL #1 ECONOMIC DEVELOPMENT

INCREASE AND DIVERSIFY REVENUE AND BUSINESS ACTIVITIES TO CREATE DYNAMIC, LONG TERM ECONOMIC GROWTH, STABILITY AND SOLVENCY OF THE AIRPORT.

1.1. STRATEGY: NUMBERS OF FLIGHTS

Increase the number of flights to meet the full potential demand.

1.2. STRATEGY: ENPLANEMENTS

Increase enplanements to a minimum of 10,000 a year thus allowing for the increase in Federal funding to \$1 million annually.

1.3. STRATEGY: CUSTOMER SERVICE AND REPUTATION

Work to grow the airport by providing quality service and earn an exemplary reputation.

1.3.1. TASK: SURVEYS

Tabulate and annually monitor the airline survey responses to keep track of trends and respond to those trends.

1.4. STRATEGY: GRANTS AND OTHER FUNDING SOURCES

Convene a group of key individuals to investigate funding sources to implement the strategies found within this Plan.

1.5. STRATEGY: ECONOMIC DEVELOPMENT THROUGH PRIVATE INVESTMENT ON AIRPORT PROPERTY

Investigate ways to increase economic development opportunities at the airport and in the community by attracting other commercial and general aviation services and facility businesses.

1.5.1. TASK: FEASIBILITY STUDY

Commission a feasibility study that will look at aviation related business development on and off airport property. Until the feasibility study is completed the following examples should be aggressively pursued:

BUSINESS IDEA#1: RESTAURANT

Pursue a long term lease for an onsite restaurant.

BUSINESS IDEA #2: AIRCRAFT MAINTENANCE BUSINESS

Pursue an on-field maintenance business that will provide additional air traffic and other ancillary revenues.

BUSINESS IDEA #3: AIR CARGO HAULERS

Pursue a long term arrangement with United Parcel Services or other air freight hauler to provide regional services that are not already being covered by other area airports.

BUSINESS IDEA #4: LONG TERM NEW HANGAR FACILITY

Build a hangar that provides long term aviation services (such as storage, repair services, etc.).

BUSINESS IDEA #5: CAR RENTAL FOR TRAVELERS AND AREA BUSINESSES

Attract a car rental company whose business model is also focused on providing rental cars to area businesses and industries.

BUSINESS IDEA #6: TAXI AND SHUTTLE SERVICE

Attract or create taxi and shuttle services that provide reliable, relevant, and predictable transportation for incoming visitors.

BUSINESS IDEA #7: AIR RELATED BUSINESSES FOR OFF SITE PROPERTIES

Recognizing that the airport is an asset for the County's economic development goals, it may be used to support aviation related businesses that would utilize property near the airport or found in surrounding communities such as the City of Manistee Industrial Park.

2. GOAL #2 COMMUNICATION/COLLABORATION

CREATE COLLABORATIVE OPPORTUNITIES TO STRATEGICALLY POSITION THE AIRPORT THROUGHOUT THE REGION, STATE AND BEYOND AS A “GO TO” AIRPORT FOR WESTERN AND NORTHERN MICHIGAN.

2.1. STRATEGY: COLLABORATE WITH STAKEHOLDERS

Work to collaborate with strategic stakeholders to achieve common goals.

2.2. STRATEGY: BUILD MARKETING PARTNERSHIPS

Develop one strategic partner a year. (Little River Band of Ottawa Indians, Interlochen, Fly-Fishing Guides, golf, Mountain Biking Big-M, brewery tours ...to create packages of activities)

2.3. STRATEGY: PUBLIC RELATIONS WITH THE AVIATION INDUSTRY/USERS AND COMMUNITY

Improve public relations between the airport, the aviation industry, and community so that there is a clear understanding of the positive attributes of the airport.

2.3.1. TASK: EVENTS, PROGRAMS, OPERATIONS

Create tools made up of events, programs, and various operations activities that communicates and portrays strategic messages to key audiences.

PUBLIC RELATIONS IDEA #8 FLY IN

Spear head the arrangement of a “fly in” event utilizing volunteers in the community.

PUBLIC RELATIONS IDEA #9 BUSINESS AFTER HOURS

Continue to host “After Hours” (a social event for business professionals in the community)

PUBLIC RELATIONS IDEA #10 REWARDS AND LOYALTY PROGRAM

Establish an airport rewards and loyalty program.

PUBLIC RELATIONS IDEA #11 MARKETING PLAN

Prepare an annual marketing plan produced and reviewed by the Board.

PUBLIC RELATIONS IDEA #12 PROVIDE DATA

Gather data and make it available to the public.

2.4. STRATEGY: INTERMODAL GROUND TRANSPORTATION

Create connections and foster partnerships to create an intermodal ground transportation system of options.

2.4.1. TASK: LOCAL TRANSPORTATION PLAN

Collaborate with the County Board of Commissioners (which includes the County Planning Department), Dial-A-Ride and other transportation providers to develop a Local Transportation Plan that comprehensively evaluates and suggests a leading practice intermodal transportation system that not only services the airport but also the community. The transportation plan should address the following ideas with some as actionable before the Plan is prepared:

TRANSPORTATION IDEA #13 CAR RENTAL

With the help of the Alliance of Economic Success and the Manistee County Chamber of Commerce, work with car rental companies to provide a car rental presence in Manistee County which might include creative partnerships and connections with local operators, such as auto body shops and car dealerships, to provide the service.

TRANSPORTATION IDEA #14 ON-LINE CAR RENTAL BOOKING

Provide an on-line car rental booking option on the airport webpage.

TRANSPORTATION IDEA #15 TRANSPORTATION PROVIDERS

Seek out creative partnerships with transportation providers in the region.

TRANSPORTATION IDEA #16 TAXI SERVICES

Establish partnerships with the taxi services to provide ground transportation.

TRANSPORTATION IDEA #17 DIAL-A-RIDE

Work with Dial-A-Ride to align service with airport user needs.

3. GOAL #3 AIRPORT INFRASTRUCTURE

IMPROVE THE INFRASTRUCTURE SO THAT IT IS IN KEEPING WITH, AND FUNCTIONING AT, INDUSTRY STANDARDS AND NEEDS.

3.1. STRATEGY: ASSET MANAGEMENT ASSESSMENT

Conduct an Asset Management Assessment to understand the assets condition, use, and current status and then make the necessary improvements.

3.1.1. TASK: CAPITAL IMPROVEMENT PLAN

Annually prepare and prioritize items within the ten year Plan for Capital Improvements.

3.1.2. TASK: FUTURE HANGARS

Evaluate current and future needs for aircraft hangars incorporating the findings within the Ten Year Capital Improvement Plan.

3.1.3. TASK: TERMINAL

Evaluate, and incorporate the findings into the Ten Year Capital Improvement Plan, the terminal to determine if it is able to accommodate current and future use.

3.2. STRATEGY: LENGTHEN RUNWAY

Lengthen the runway.

3.2.1. TASK: PURCHASE LAND

Purchase 40 acres to the east of the Airport to accommodate the lengthening of the runway.

3.3. STRATEGY: EXISTING HANGAR

Expand or replace the existing damaged hangar with one that is correctly sized and able to accommodate industry appropriate airplanes.

4. GOAL #4 ORGANIZATION DEVELOPMENT

ENSURE THAT THE AIRPORT'S ORGANIZATIONAL DEVELOPMENT IS PLANNED, WELL ORGANIZED AND INCREASES ORGANIZATIONAL EFFECTIVENESS IN ORDER TO FULFILL THE MISSION OF BLACKER AIRPORT

4.1. STRATEGY: REGIONAL AIRPORT AUTHORITY

Investigate the possibility of expanding the current airport authority to have a regional focus. A regional airport authority encompassing some or all of Mason, Manistee, Benzie and Wexford counties, could provide operational and other efficiencies for the five airports in the four-county region.

4.2. STRATEGY: BOARD GOVERNANCE AND FUNCTIONALITY

Evaluate, conduct discussions, and make decisions about the governance of the Board and Board functionality.

4.2.1. TASK: COMMITTEE

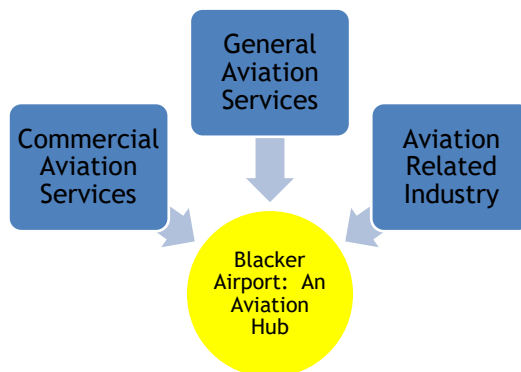
Review, discuss and refine the committees to ensure they are in keeping with the Authorities needs and are aligned with implementing the Strategic Plan.

4.2.2. TASK: BY LAWS

Conduct a formal process of, and then undertake, updating the By-Laws.

4.3. STRATEGY: AIRPORT BUSINESS MODEL

Ensure that the airports' business model is suitable in that it provides the framework for revenue generation from operations while still providing excellent customer service.



4.3.1. TASK: STEP 1: BUSINESS MODEL CONVERSATIONS

With the help of the Alliance for Economic Success, establish a schedule and parameters for a discussion about the different business model options that the airport could follow (such as having a general aviation focus, commercial aviation focus, aviation related industry development focus - or focusing on all three).

4.4. STRATEGY: INCREASE BOARD AND STAFF CAPACITY

Ensure that the Board and staff has all the resources at their disposal, including education, professional development, and professional consultation, to perform their duties.

4.4.1. TASK: EXECUTIVE DIRECTOR EVALUATIONS

Evaluate, yearly, the Executive Director at the beginning of the budget cycle to align expectations and provide for accountability.

4.4.2. TASK: COMPOSITION OF BOARD MEMBERSHIP

Ensure that the Board membership is made up of a diverse range of stakeholders that may include a representative of the tourism industry, general aviation owner, business owner, etc

COMPARISON CHART OF AIRPORTS

Manistee Blacker Airport		Pellston Airport		Alpena County Regional Airport	Delta County Airport
Runway: Number & Length	2 Runways: East West 5500 North South 2700-for private planes	2 Runways: 6,512 5,395	2 Runways: RWY 1/19 9001’ X 150’ RWY 7/25 5028’ X 100’	2 Runways: EW 6500 ft NS 5000 ft	
Plane Types	BAE 32 19 seats BAE 41 30 seats	Commercial: CRJ200 50 seats CRJ900 70 seats	CRJ200 50 Seats	Commercial: CRJ200 50 seats	
Facilities Owned	<div>1. Main Commercial & General Aviation Terminal</div> <div>2. (revenue generating)</div> <div>3. 1 equipment building</div> <div>4. Fuel Farm: one 12,000 gallon Jet-A fuel tanks and one 12,000 gallon 100LL fuel.</div> <div>5. 1 privately owned hangers. Authority owns the land which they lease but the individuals build and own the hangar.</div> <div>6. 15 Authority owned hangars. Authority leased hangars to individuals.</div>	<div>1. Main Commercial Terminal (revenue generating): Commercial carrier, car rental, shuttle, full service restaurant</div> <div>2. Snow removal equipment/rescue firefighting building (non-revenue generating): Equipment storage and maintenance, storage of fire truck General Aviation Building (revenue generating): FBO/Unicom location. Money generated through fuel sales, ramp and landing fees, general aircraft service charges</div> <div>3. Fuel Farm: three (3) 20,000 gallon Jet-A fuel tanks and one (1) 20,000 gallon tank for 100LL fuel. Diesel and gas for airport equipment and airlines</div> <div>4. 7 privately owned hangers. County owns the land which they lease but the individuals build and own the hangar.</div> <div>23 County owned hangars. County leases hangars to individuals</div>	<div>1. Main Commercial Terminal (revenue generating):</div> <div>2. Commercial carrier, car rental, shuttle service</div> <div>3. Snow removal equipment (non-revenue generating):</div> <div>4. Equipment storage and maintenance, storage of Reg.</div> <div>5. 7 Medical Disaster Trailer (revenue generating) Money generated through fuel sales, ramp and landing fees, general aircraft service charges 10 County owned hangars leased to individuals and</div> <div>Experimental Aircraft Association</div> <div>Fuel farm: 2 X 10K gallon JET A below ground tanks.</div>	<div>1. Main Commercial Terminal (revenue generating): Commercial carrier, and car rental</div> <div>2. Snow removal</div> <div>equipment/rescue firefighting building (non-revenue generating): Equipment storage and maintenance, storage of fire truck, sand storage</div> <div>3. Fuel Farm: One (1) 15,000 gallon Jet-A fuel tanks and one (1) 12,000 gallon tank for 100LL fuel. Diesel and gas for airport equipment and airlines</div> <div>4. 26 closed hangers, 6 opened T’s all owned by the County. 1 owned by DNR and one privately.</div> <div>5. Passenger Boarding Ramp</div>	
Manistee Blacker Airport		Pellston Airport		Alpena County Regional Airport	Delta County Airport

Governance	<ol style="list-style-type: none"> 1. Manager is contracted by the Authority. 2. Airport Authority comprised of 3 County Commissioners and 4 at large appointees (1 or which is a City of Manistee nominated representative). 3. Airport Committee makes recommendations to County Board of Commissioners who make the final decisions. 	<ol style="list-style-type: none"> 1. Manager is County employee. 2. Airport Committee comprised of 3 County Commissioners and 3 at large appointees. 3. Airport Committee makes recommendations to County Board of Commissioners who make the final decisions. 	<ol style="list-style-type: none"> 1. Manager is County employee. 2. Airport Committee comprised of 3 County Commissioners. 3. Airport Committee makes recommendations to County Board of Commissioners who make the final decisions. 	<ol style="list-style-type: none"> 1. Manager, Assistant Manager and (4) Maintenance Specialist are County employees. 2. Airport Board includes 2 County Commissioners and 5 appointees. The Committee serves as an advisory group to make recommendations to the County Board of Commissioners.
Funding Sources	<ol style="list-style-type: none"> 1. Receives \$115,000.00 from Manistee County due to the <10,000 enplanements. 2. 95% and 5% funding ratio of Federal to Local match 3. AEAS designation (voluntarily chosen) 4. MI Bureau of Aeronautics estimates airport generates 16 million economic impact to community 5. No millage 	<ol style="list-style-type: none"> 1. Receives \$1 million a year due to >10,000 enplanements. 2. 95% Federal, 2.5% State, 2.5% Local. 2.5% local match is covered by PFC. 3. EAS designation 4. Generates revenue from fuel sales, landing and ramp fees, aviation services, hangar and ground leases 5. County subsidizes the deficiency of revenue over expenses out of the County General <ol style="list-style-type: none"> a. Fund. In 2014 it was approximately b. \$600,000.00 6. No millage 7. MI Bureau of Aeronautics estimates airport generates \$3.8 million to local economy 	<ol style="list-style-type: none"> 1. Receives \$1 million a year due to >10,000 enplanements. 2. 95% Federal, 2.5% State, 2.5% Local. 2.5% local match is covered by PFC. 3. EAS designation 4. Generates revenue from fuel sales, landing and ramp fees, aviation services, hangar and ground leases 5. County subsidizes the deficiency of revenue over expenses out of the County General Fund. In 2014 it was approximately \$230,000.00 6. No millage 7. MI Bureau of Aeronautics estimates airport generates \$XX million to local economy 	<ol style="list-style-type: none"> 1. Receives \$1 million a year due to >10,000 enplanements. 2. 95% Federal, 2.5% State, 2.5% Local. 2.5% local match is covered by PFC. 3. EAS designation 4. Generates revenue from <ol style="list-style-type: none"> a. fuel sales, landing and ramp fees, aviation services, hangar and ground leases 5. MI Bureau of Aeronautics estimates airport generates \$38 million to local economy 6. 130 Acres Industrial Park (3 businesses currently located here) 40 acre lot is available of sale and the rest is lease only. 7. No millage
Manistee Blacker Airport		Pellston Airport		Alpena County Regional Airport
				Delta County Airport

Enplanements	4,500 in 2014	28,400 in 2014	12592 in 2014	17,200 2014
Greatest asset contributing to success	1 flight a day in the winter and 2 in the summer	Tourists, summer traffic, strong local support	Tourism, military passengers from Alpena CRTC, supporting Unmanned Aerial Systems through NMUASC.	FAA marketing grant, Strong local support from community, Strong relationship with the Media, Facebook presence, seasonal traffic.

IMPLEMENTATION AND MEASURES

It is the intent of the Airport Authority to utilize this strategic plan as a document referred to often. The following “worksheet” is intentionally left blank in some areas to allow the Authority to prioritize tasks, designate timeframes, and assign champions (folks who will see the task to completion) to implement the Plan. However, the two to three priorities within each Areas of Focus are identified. Some of the following tasks, and their accompanied ideas, are projects that will need to be accomplished while others speak to the attitude and culture the Airport Authority is creating within its working operations and way of doing business. Ultimately, the decisions made by the Authority will have been checked against this strategic plan to ensure that they are in keeping with the Authorities identified intent.

Goal	Strategy	Task	Idea	Priority	Timeframe	Champion
<div>#1 Economic Development</div> <div>Measures</div> <div>1. Operations Revenue</div> <div>2. Ratio of Enplanements to Operating Revenue</div>	1.1 Number of Flights					
	1.2 Enplanements					
	1.3 Customer Service & Reputation	1.3.1 Surveys				
	1.4 Grants & Other Funding Sources					
	1.5: Economic Development Through private investment on Airport Property	1.5.1 Feasibility Study		2	2017	Dontz
			Idea #1 Restaurant			
			Idea #2 Aircraft Maintenance Business	1	2017-18	Bell
			Idea #3 UPS			
			Idea #4 Long Term Maintenance Business			
			Idea #5 Car Rental for Travelers and Area Businesses			
			Idea #6 Airport Taxi Shuttle Service	3	2017	Shafer
			Idea #7 Air Related Businesses for Off Site Properties			

Goal	Strategy	Task	Idea	Priority	Timeframe	Champion
#2 Communication/Collaboration	2.1 Collaborate with Stakeholders					
	2.2 Build Marketing Partnerships					
	2.3 Public Relations with the Aviation Industry/Users and Community	2.3.1 Events, Programs, Operations				
			Idea #8 Fly In	2	2017-18	Bell
			Idea #9 Business After Hours	4	2017	Lind
			Idea #10 Rewards & Loyalty Program			
			Idea #11 Marketing Plan			
			Idea #12 Provide Public with Data	3	2017	Schulert
	2.4 Intermodal Ground Transportation	2.4.1 Local Transportation Plan		1	2017-18	Shafer
			Idea #13 Car Rental			
			Idea #14 On-Line Car Rental Booking			
			Idea #15 Transportation Providers			
			Idea #16 Tax Services			
			Idea #17 Dial A Ride			
	3.1 Asset Management Assessment	3.1.1 Capital Improvement Plan		1	On-going	Bergstrom
		3.1.2 Hangars				
		3.1.3 Terminal				
#3 Airport Infrastructure	3.2 Lengthen Runway	3.2.1 Purchase Land		2	2017	Board
	3.3 Existing Hangars			3	2017	Hangar Expansion Committee
	4.1 Regional Airport Authority			2		
	4.2 Board Governance and Functionality	4.2.1 Committee				
#4 Organization Development		4.2.2 By Laws				
	4.3 Airport Business Model	4.3.1 Step 1: Business Model Conversation		1	2017	AES/Bergstrom

MEASUREMENTS OF SUCCESS

Within the Implementation Chart are the measures the Board will use to gauge success of the Airport Authority Strategic Plan.

Measurement of success will be achieved by the continuous implementation and achievement of the projects, policy, and creation of culture within the Airport Authority and airport.

A number of strategies and tasks will require dedicated Authority Board members to champion to ensure the project reached completion.

The following list is NOT ordered based on priority or timeframe for implementation, but could be as the Plan continues to evolve. In addition to the measurements found within the Implementation Chart, the following list of projects may be used as a check list to see what work has been achieved and what work still needs to be done.

Projects are (in no order of importance):

- A. Annually report the results of the customer surveys
- B. Create a committee to investigate funding sources
- C. Develop a business plan to grow competitive ancillary operations at the airport
- D. Commission a feasibility study to look at aviation related business development of airport property
- E. Arrange a meeting with stakeholders to determine ways to collaborate
- F. Arrange a “fly in” event
- G. Create a rewards and loyalty program
- H. Arrange a meeting to create intermodal ground transportation options
- I. Arrange a meeting with Dial-A-Ride to discuss aligning their service to meet flight times
- J. Create a marketing plan- yearly updating it
- K. Compile data and forward it to the AES, Visitors Bureau, and Chamber of Commerce
- L. Hire a company to evaluate runway and other surfaces of the airport- have surfaces re-surfaced
- M. Commission an architect, or contractor, to design a new hangar and have it built
- N. Evaluate the terminal to determine if it is providing the services required
- O. Purchase land, apply for funds, and then lengthen the runway
- P. Arrange a meeting with key individuals to discuss governing structure of the airport
- Q. Assign an agenda item during a board meeting to discuss the Authority’s committees- re-structure/create committees
- R. Update the by-laws
- S. Arrange a meeting to discuss the larger picture concerning the airport’s business model
- T. Arrange for the yearly evaluation of the Executive Director- set day, time, and establish criteria for the evaluation
- U. Have the County Board of Commissioner representatives work with the County to establish criteria for recruiting Authority Board members

Possible measurements for success include:

- 1. Number of enplanements on a monthly basis.
- 2. Operating budget- ratio of enplanement to operating budget.
- 3. Rental car revenue- trends over time.
- 4. Hangar revenue- trends over time.
- 5. Fuel revenue-trends over time.
- 6. Number of incoming air crafts.
- 7. Number of time maintenance services are utilized- trends over time.

APPENDICES

The following stake holders were contacted in the preparation of this Plan. The Airport Authority offered over 80 hours to engage in one-on-one personal contact with each stakeholder wishing to speak about the airport. The questions asked to each stakeholder aligns with the values of the airport authority. The rationale behind this method of question formation was to ensure that the values of the Airport Authority align with the community and to determine the Authorities strategic direction. The result of the stakeholder comments may be found imbedded within the goals, strategies, and tasks of this Plan.

STAKEHOLDERS

- Residents of Manistee County
- Manistee County Government
- City of Manistee Government
- Township of Manistee Government
- Manistee, Mason, Benzie and Wexford County Chamber of Commerce
- Manistee, Mason, Benzie and Wexford County Visitors Bureau
- General Aviation Owners
- Manistee Manufacturers Council
- Little River Band of Ottawa Indians
- Arcadia Bluffs
- Crystal Mountain
- Caberfae Peaks Ski & Golf Resort
- Airline passengers
- Public Charters
- Federal Aviation Administration
- Michigan Department of Transportation
- Michigan Department of Natural Resources
- Neighboring Property Owners
- Mowry Leasing and Rental

STAKEHOLDER QUESTIONS

- What do you know about the airport?
- Do you value the airport?
- Do you use the airport?
- Do you have concerns about the airport?
- Do you have any ideas about opportunities involving the airport?
- If you could give one piece of advice to the Airport Authority Board what would it be?
- Do you think that the Airport Authority is being good stewards of the public funds?



**Manistee Blacker Airport Authority
Strategic Plan**

Public Input Responses: Raw

Friday, February 6, 2015

On January 13, 15, 21 and 22 (as well as welcoming anyone at any time including accepting emails and conducting interviews on the phone) AES provided over 80 hours of opportunity for community input into the Black Airport Authority Strategic Plan. The stakeholders who attended were as follows:

City of Manistee City Council
Alliance for Economic Success Board Members
County Commissioners
Convention/Conference Sales
Little River Band of Ottawa Indians
Airport General Users
Residents
Cadillac Visitors Bureau
Airport Authority Board Members
Manistee Area Chamber of Commerce
Plane/Hanger Owners
Ludington/Scottville Area Chamber of Commerce

The results, in word for word format recounting, is as follows (a X# means more then one person had the same comment):

- | |
|--|
| <p>1. Do you believe the Blacker Airport Authority is being good stewards of the public funds?</p> <ul style="list-style-type: none">• Yes, but I think accountability is important• Yes X 9• Need more information- not sure what local there is. What do we as a City put in, what is the value, what are the trends• No. Checks are not deposited on a regular basis and bills not issued on a reliable basis |
| <p>2. Do you use the airport? If not, why?</p> <ul style="list-style-type: none">• Sometimes, but I have a hard time with understanding how to schedule connecting flights. X 1 |

<ul style="list-style-type: none"> • Yes, I find it very convenient. X4 • No. There is no customer service options available between differing carriers and the out of state airport means I can not drive to another airport to catch another flight. Have the carrier fly to Grand Rapids. • No. Business model is wrong and needs to be changed. • Occasionally. Limiting factor is cost and connections are an issue. However, going to Chicago is great. • No. No logical and time sensitive way to get to where I want to go. Not convenient in that respect. Nothing leaves Manistee that allows for practical connections. • No. I don't travel much. • Just plain cheaper to fly to a main hub. • YesX1
<p>3. Do you feel the Airport Authority's communication with you as a stakeholder is what it should be? If not, please offer some advice on how communication could be improved.</p> <ul style="list-style-type: none"> • It's fine, but, I'd like to understand ways I can help the airport grow. • I don't feel it is where it needs to beX1 • Social media is under-utilizedX1 • Have an open house event. • Send e-mail Newsletter to interested parties X 1 • Include "reliability" in the surveys. • Use the information from the surveys to help promote the airport. X1 • Extend an "olive branch" to neighboring land owners to promote good communication and transparency. • Utilize an internet search engine to make it easy and simple to book flights and make connections. • Continue to provide and enhance information about the airport to the community especially the businesses that utilize the airport. Make/Strengthen the relationship between businesses and the airport. • Communicate with the general aviation users- plane owners, lease/owners of hangers, folks who fly in with a private jet, etc. Anyone not a "paying" user with a commercial carrier. • Would like more information about connections, relationships and links to the Chambers web site. • No, efforts could be improved to reach people we need to form relationships with. Example: MMA and other organizations • Need to get the Airport on the County website and City to help promote it.
<p>4. Do you have any concerns regarding the Airport Authority's transparency? If so, how could transparency be improved upon?</p> <ul style="list-style-type: none"> • I'm not sure how it achieves transparency. Need more information. X1 • Conflicts exist in the By-laws that lessen transparency. • Not enough information to answer. X2 • Look at By-Laws as structured and how they may be changed. X1 • No concerns. Documents are public information - if I need it I can find it. X2 • Might want to have a binder with By-laws and other documents available at airport. • Need public to understand that it is not a "good old boys club". • Want to ensure the County Board of Commissioners are transparent in their decisions regarding the airport. Need to develop criteria for Board of Commissioner that help guide appointments to the Authority.
<p>5. Do you feel the airport services are affordable? Services include price of flights, auto rental, leasing prices for hangers, conference rooms, and aviation fuel.</p> <ul style="list-style-type: none"> • Flights seem reasonable. I don't use other services. X3 • Affordable, but not a competitive bargain. X4 • Flights to Chicago affordable- connections to final destination not necessarily so. • Flight may not be as affordable as we'd like. • Very affordable.
<p>6. If the Airport needs to expand its services to achieve greater impact for economic development for the County, would you support continuing local public financial support?</p>

<ul style="list-style-type: none"> • YesX8 • Must generate jobs, new investments and new businesses- true economic investment • For a corporation it has value, for economic development it has value. But, for personal travel it has little value. Need to focus on permanent residents to meet their needs. • Should attempt to get a mileage. ½ a mil would cover it...X1
<p>7. Do you have any ideas about opportunities that could increase the Airport's ability to add to the prosperity of the region?</p> <ul style="list-style-type: none"> • Create or help develop tourism packages linking our assets to tourists so they know/or have something to do when they arrive- or it's something that attracts people to the County. X2 • Communicate with Ludington and Cadillac. X1 • Better coordination with Visitors Bureau. X2 • Engage the Chamber as well as the Visitors Bureau. • Examine opportunities to market airport property to businesses needing and interested in access to an airport as their business model is aviation related. X2 • Convenience to access the area is a plus/bonus- Corporate brings in their own aircraft, park and service their aircraft. • Connect to other big hubs on a regular basis. • Booking online aspects of travel- flights, car rental, hotel, events.... Packages of travel.
<p>8. Do you have any concerns regarding customer service of the Airport?</p> <ul style="list-style-type: none"> • No X2 • No at all... very friendly and helpful. X6 • Need to get Blacker Airport phone number and information in the phone book • Based on customer satisfaction surveys they are doing a good job. • Good service • We could do better: exterior, grass cutting, clearing snow, making ground appealing to visitors. Appearance says something.
<p>9. Do you have any general concerns about the airport?</p> <ul style="list-style-type: none"> • I'm concerned about the knowledge people have about the airport, whether they understand what an important piece of infrastructure it is to the County. X1 • Regional awareness. Need to look at it from a regional perspective. X2 • Commitment of airlines carrier long term. • Upgrade of hangers, they are horrible. X2 • Self serve fuel pump. • Under utilized because of issue of connectivity and customer service between carriers. • Clarify ownership • Developing economic opportunities are enhanced through airport. AEAS How critical is it to have our airport and what does it mean for long term sustainability (Federal government support). • We need to grow customer base and round out our services to meet the needs of the industry (handlers, runways extension, etc.) X1
<p>10. Do you value the airport? If not, why?</p> <ul style="list-style-type: none"> • Yes X12 • Yes from the perspective of a community development generator but not necessarily for air travel- not subsidizing for personal air travel but yes for economic development and community development. Need to draw on "corporate activity" X1 • It can be a help to other airports/airlines/private planes.
<p>11. If you could give one piece of advice to the Airport Authority, what would it be?</p> <ul style="list-style-type: none"> • Please be as knowledgeable about air services and opportunities as possible X2 • Increased exposure and marketing X1 • Self service fuel pump to have lower fuel prices X1 • Make the Visitors Bureau work for you. X2 • Refer to the answer regarding connections and customer service at relevant hubs such as Grand Rapids.

<ul style="list-style-type: none"> • Out reach to communities (Cadillac, Ludington, Frankfort) • Keep working hard at your community development contribution. Ask yourself the question “is personal air service a viable service?” It’s a unique, wonderful “historic” asset but is “people moving” what we should be doing. • Understand your economic value to community and communicate it to the community. • Board needs to think not only locally but also think and act regionally. • Outreach/Communicate with the Chamber to get business community involved. • Take care of the car rental issue. • Focus 100% on what is best for community and airport. • Utilize the results of the survey to help promote the airport (review the questions to make sure they are up to date).
12. Do you feel the Airport is an economic catalyst for the region? <ul style="list-style-type: none"> • Yes, without a doubt. X7 • Yes, but I always think there is room for improvement X5
13. What do you feel the function of the airport authority is....

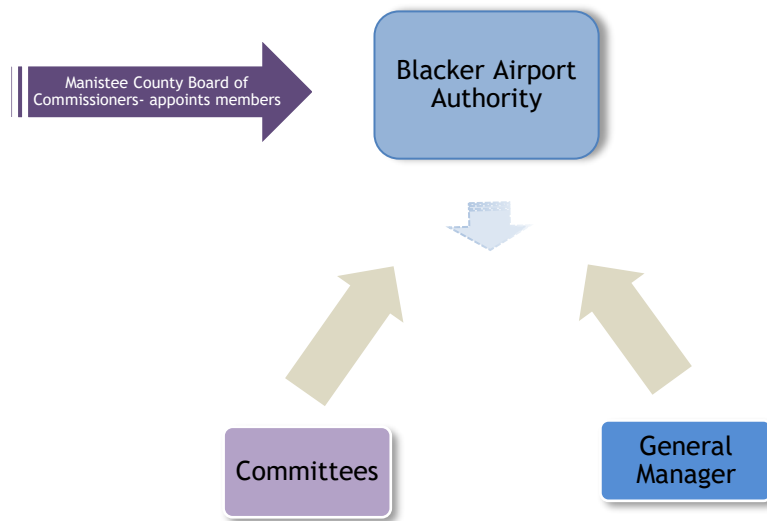
ORGANIZATIONAL STRUCTURE & RESPONSIBILITIES

RESPONSIBILITIES

The Airport Authority is responsible for all assets found at Manistee County Blacker Airport, with the exception of the extra aviation tools, VOR (VHF Omni Directional Radio Range), ILS (Instrument Landing System), and GPS (Global Positioning System), whose responsibility lies with the Federal Aviation Administration.

ORGANIZATIONAL STRUCTURE

The Blacker Airport Authority is a quasi-department of the Manistee County Board of Commissioners. As a membership organization with two official members, the County of Manistee and the City of Manistee, The Authorities finances are over seen by the County Board of Commissioners. The Authority Board members are appointed by the Manistee County Board of Commissioners. However, the Airport Authority is stewards and decision makers regarding all the assets found at Manistee County Blacker Airport.



PLANNING PROCESS USED

The Airport Authority utilized a very simple, straight forward process. As depicted in the following chart.



STRENGTHS, OPPORTUNITIES, CHALLENGES ANALYSIS

STRENGTHS: LIST OF ASSETS

- runways
- building terminal
- maintenance building
- hangers
- aviation services

- fire trucks
- employees including the ground crew
- land- current used and other vacant land
- four year contract with the United States Department of Transportation 2014-2018
- “Essential Air Service” designation
- maintenance equipment: tractor, mower, two plow trucks, snow blower (1/2 million dollar investment)
- two underground fuel tanks to provide refueling capability
- runway lights
- aviation tools: VOR (**VHF Omni Directional Radio Range**), ILS (Instrument Landing System) and GPS Approach (Global Positioning System)
- aviation easements
- public support
- location

OPPORTUNITIES

- Ownership and/or issue of authority for governance
- Funding
- Increasing days of service to get to the desired number of passengers annually
- Extending runway
- Capturing more passengers through organic growth and by expanding the services towards destination flights
- Expand general aviation
- Become a hub of general aviation businesses

CHALLENGES

- Ownership and/or issue of authority for governance
- Unclear ownership/authority may jeopardize FAA grant opportunities
- Funding to achieve sustainability
- Increasing the number of passengers (need to generate 10,000 passengers over the next 4 years)
- Deterioration of assets- currently need to resurface the runway at approximately \$650,000.00
- Limitation of the north and south runway- limited ability to lengthen thus the airport is restricted to the current class of aircraft
- City of Manistee water well location/extraction issue