



McKinney Airport Development Corporation Strategic Plan

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References

The following plans and studies are made part of the Strategic Plan by reference. Some are included as attachments to **Appendix – A (Implementation)**.

- ❖ 2004 Master Plan and Airport Layout Plan
- ❖ 2011 ALP Update (on-going at this revision)
- ❖ 2004 Part 150 Noise Study
- ❖ 2007 Air Service Feasibility Study
- ❖ MADC Perimeter Access Control and Security Strategic Plan
- ❖ MADC Perimeter Access Control -- Phase 1 Implementation
- ❖ MADC Marketing Plan
- ❖ City of McKinney Comprehensive Plan
- ❖ Fiscal Year Budget Documents

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GENERAL

This strategic plan is the product of Board discussion over a period of ten months in open meetings and a strategic planning work session held October 9 and 10, 2008 moderated by Coffman Associates, Lee's Summit, Missouri, and annual updates as approved by the MADC Board of Directors.

The McKinney Airport Development Corporation (MADC) realizes the importance of general aviation / business aviation to the D/FW Metroplex and appreciates the potential for scheduled passenger service. In this regard, MADC has elected to focus its efforts on becoming the premier general / business aviation airport while incorporating the future needs of commercial aviation in its plans and projects.

MISSION STATEMENT

Develop the premier general aviation reliever airport in the D/FW Metroplex with future commercial service goals.

VISION

Collin County Regional Airport is an air transportation center and economic engine for the North Dallas Region facilitating general aviation and business aviation and related services supported by an aggressive marketing program and aeronautical service, infrastructure and facility development.

STRATEGIC DIRECTION, GOALS AND INITIATIVES

Direction

Over the next five (5) years the MADC shall increase the economic value of the airport by implementing a marketing program, improving and expanding aeronautical services and progressively developing infrastructure and facilities complemented by an expanded and enhanced perimeter access management and control platform. In part, this will be done by striving to achieve these goals:

Goals

- ❖ Growing the economic value of the airport guided by reasonable, detailed plans.
- ❖ Constructing infrastructure that will support business aviation activity as well as scheduled commercial air service.
- ❖ Marketing the airport to companies that use business aircraft and/or provide aeronautical services.
- ❖ Recruiting and accepting only the highest quality aviation service providers.
- ❖ Conducting business in such a manner that will reduce the airport's financial dependence on the City of McKinney.
- ❖ Continuing to enhance Airport Access Control and Security.
- ❖ Pursuing land acquisition for projects and economic development.

Initiatives

The following Strategic Initiatives will support the achievement of MADC's strategic goals. Details of these initiatives are discussed in **Appendix A, Implementation**.

INITIATIVE ONE

Focus on Business Aviation Activity

- ❖ Continue to implement the airport master plan and updated Airport Layout Plan (ALP) to guide development of infrastructure that will promote increased business activity and growth.
- ❖ With support of the City's Communications and Marketing Department and MEDC, develop and implement a marketing plan and program focused on pursuing business aviation development opportunities consistent with Strategic Initiatives.
- ❖ Acquire facilities.
- ❖ Construct new hangars for prospective tenants using a cap rate, ad valorem tax equivalents, and land lease fees to enhance efforts to be as financially self-sufficient as possible.

- ❖ Prepare a policy position defining specific parameters that will guide the active pursuit of additional Fixed Base Operators at an appropriate time.

- ❖ Prepare Airport Standard Operating Procedures (SOP) following the guidelines and requirements of an Airport Certification Manual (ACM), which is a major requirement of the process to be granted CFR 14, Part 139 Airport Certification that must be received prior to begin commercial air service.

- ❖ Continuously review and update Airport Minimum Standards for changes and enhancements that define and support MADC policy.

INITIATIVE TWO

Continue to assess perimeter access and airport security

Airport perimeter access controls will be expanded and enhanced with the continued development and expansion of the airport. The following are general descriptions of MADC's phased Access Control and Security strategy.

- ❖ Phase I – Perimeter Access Control Platform: Develop and implement an intelligent perimeter access control platform to limit access through Airport-

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owned automated vehicle and pedestrian gates to persons with a bona fide purpose for entering the AOA.

- ❖ Phase II –Establish appropriate security oversight in response to airport growth and activity.
- ❖ Phase III – CFR Part 1542 Airport Security Plan: Develop and implement an Airport Security Plan (ASP) in accordance with Transportation Security Administration (TSA) requirements to support commercial air carrier service operations.

INITIATIVE THREE

Acquire Land for future growth and development

MADC recognizes the need to expand the airports land base. The following is a general description of MADC's plans to acquire and use airport property.

- ❖ Categorize and prioritize acquisition requirements in support of future capital improvements.
- ❖ Specifically identify adjacent private property that would be acceptable for Through-the-Fence (TTF) operations.
- ❖ Identify financing options and alternatives.
- ❖ Acquire land in accordance with federal acquisition requirements so that the cost is eligible for future federal reimbursement.

INITIATIVE FOUR

Continue to prepare for commercial air service

- ❖ When appropriate, update the March 2007 Air Service Feasibility Study.
 - Analyze air service markets.
 - Identify air carriers that serve the top markets.
 - Prepare cost estimates for airport certification.
 - Prepare cost estimates for support of air carrier operations.
- ❖ Identify a site location for the development of a commercial air service terminal complex.

INITIATIVE FIVE

Airport Master Plan and Airport Layout Plan Update

MADC is required to maintain an up-to-date Airport Layout Plan (ALP) on file with TxDOT's Division of Aviation. Each major capital improvement must include an ALP update.

- ❖ Using an ALP update:
 - Add a second runway and taxiway on the airport's eastside.
 - Identify additional, commercial, general and business aviation needs to be supported as part of MADDC's marketing program.
- ❖ Prepare a Terminal Area Plan.
 - Identify temporary operational and facility requirements for scheduled commercial passenger service on the airports west side.
 - Identify and reserve a permanent future commercial passenger and cargo terminal area site.
 - Identify other aeronautical and non-aeronautical development sites.
 - Identify future FBO sites.

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APPENDIX - A

STRATEGIC PLAN IMPLEMENTATION

This document addresses Strategic Initiatives in greater detail where possible. In some cases, implementation will be a matter of timing or circumstances. Several Initiatives are tied directly to separate detailed plans that are included as attachments to this Appendix.

STRATEGIC GOALS AND INITIATIVES (Restated)

Goals

MADC's airport development goals re-stated are:

- ❖ Grow the economic value of the airport guided by reasonable, detailed plans.
- ❖ Construct airfield infrastructure that will support business aviation activity as well as scheduled commercial passenger service.
- ❖ Market the airport to pursue business and development opportunities.
- ❖ Recruit and accept only the highest quality aviation service providers.
- ❖ Reduce the airport's financial dependence on the City of McKinney.
- ❖ Continue to update and enhance Airport Access Control and Security .
- ❖ Pursue land acquisition for projects and economic development.

Initiatives

Like the preceding goals, the following Strategic Issues were discussed during the initial MADDC strategic planning work session (October 9 and 10, 2008) and among members during subsequent meetings.

INITIATIVE ONE

Focus on Business Aviation Activity

1. Continue to implement the airport master plan and ALP to develop infrastructure that will promote increased business activity and growth.
 - a. Programmed¹ projects and milestones
 - 1) Construct Replacement Runway (7,002' x 150')
Completion: December 2012
Funding Sources: FAA, TxDOT, MEDC, City

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¹Projects that are listed in the TxDOT CIP.

- b. Planned, but un-programmed projects and milestones
 - 1) Construct Runway Extension
Request TxDOT financial Assistance when we can justify funding for an extension using 500 annual operations by an aircraft requiring an extended runway length.
 - 2) Acquire land as part of future expansion projects
Refer to the implementation of Initiative 3, below.
- c. As facility development proposals are received from private developers:
 - 1) Analyze the airport's need for the specific development project and/or business proposal.
 - 2) Depending upon the situation, weigh alternatives of facilities development by MADC as a revenue generation initiative.
 - 3) Conduct due diligence as deemed necessary.
 - 4) Ensure compliance with federal, state and local laws and guidelines using the ALP, federal grant assurances, minimum standards and local building codes.

NOTE: This process is already part of the existing City Code (Airport Minimum Standards Sec.30-142.)

- 2. With support of MEDC and the City's Communications and Marketing Department, develop and implement a marketing program using direction from MADC's Marketing Strategic Plan to focus on pursuing business aviation development opportunities consistent with Strategic Initiatives at **Attachment 1** (*Airport Promotion and Marketing Plan*).
 - a. Coordinate marketing the development of existing airport property and adjacent, privately-owned, Thorough-the-Fence property.
 - 1) Develop and use detailed brochures that specify and highlight on airport lease land and facility availability, incentives, airport services and amenities, capital development program, professional management and perimeter access control.
 - 2) Identify media that appeals to the target markets, i.e., prospecting potential customers by cold calls, direct mail, promotion through mass media, etc.

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- 3) Establish *Account Executives* from MADC members and influential business leaders to visit potential new airport tenants.
 - b. General promotional activity to call attention to the fact that the airport serves private aviation North of Dallas and adjacent land is prime real estate for growth and business activity.
 - 1) Coordinate with MEDC and City Communications and Marketing Department
 - 2) Schedule general promotional outreach for April and October of all years.
3. Prepare a MADC position defined by specific parameters that will prepare MADC for the active pursuit of a second FBO at an appropriate time.

NOTE

Airport compliance with Federal Grant Assurances: It is important to note that if any entity is interested in establishing a FBO on the airport to compete with an existing FBO; and, if (1) land or space is available; (2) the proposed project complies with the Airport Layout Plan (ALP), Federal Grant Assurances and Airport Minimum Standards; and, (3) the entity passes due diligence; then the FAA requires that MADC negotiate in good faith to provide a site or space for the entity's use.

- a. Although MADC does not believe it is prudent to actively seek multiple FBO's at this time, it recognizes the National Air Transportation Association's (NATA) suggested standard for sustaining multiple, financially viable FBO's on an airport: (paraphrased) *When an FBO sells 2 million gallons of non-contract aviation fuel, an airport could support another FBO to enhance competition without damaging the financial health of the existing FBO(s).*
 - b. Take into consideration space presently reserved on the current ALP for a second FBO facility so as to reserve the most centrally located, non-leased airport site upon which to develop FBO facilities and introduce competition when deemed appropriate.
5. Prepare Airport Standard Operating Procedures (SOP) for the safe, secure and efficient operation of a GA airport following guidelines and requirements of an Airport Certification Manual (ACM), which is a major requirement of the process to be granted CFR 14, Part 139 Airport Certification that must be received prior to begin commercial air service. **Complete by December 2011.**
6. Continue to review and update Airport Minimum Standards as required to define and support MADC policy.

INITIATIVE TWO

Continue to Assess Perimeter Access and Airport Security

Airport perimeter access controls shall be expanded and enhanced with the continued development and expansion of the airport. MADC will continue to enhance perimeter access controls and digital surveillance as it monitors threats and/or receives Department of Homeland Security directives. It will consider plan phase advancement accordingly. The following are general descriptions of the *Airport Access Control and Security Strategic Plan* phases. See **Attachment 2** (*Access Control and Security Plan*) for details.

1. Phase I – Perimeter Access Control Platform: Develop and implement an intelligent perimeter access control platform to limit access through MADC-owned automated vehicle and pedestrian gates to persons with a bona fide purpose for operating on the AOA. See **Attachment 3** (*Access Control and Security Plan – Phase I Implementation*) for details.
2. Phase II – Establish appropriate security oversight in response to airport growth and activity
3. Phase III – CFR Part 1542 -- Airport Security: Develop and implement an *Airport Security Plan (ASP)* in accordance with Transportation Security Administration (TSA) requirements in order to establish scheduled commercial air service.

INITIATIVE THREE

Acquire Land for Future Growth and Development

The airport is bordered on all sides by available, undeveloped, privately owned property. Airport expansion to meet the air transportation needs of a growing region will require that adjacent properties be purchased or identified for Through-the-Fence access. MADC will develop confidential, attorney-client privileged documents under Texas Government Code Sections 552.022, 552.104 and 552.105 to insure the most competitive prices for real property sought for acquisition. Land acquisition according to the attorney-client, confidential documents will be implemented as follows.

1. Pursue cost-competitive land acquisition in support of programmed projects.
2. Include land acquisition plans as part of the Airport Layout Plan.
3. In coordination with City Right-of-Way acquisition specialists, acquire land in support of capital improvements in accordance with federal acquisition requirements in order to qualify for future reimbursement in accordance with federal and state programs of financial assistance to airports.

INITIATIVE FOUR

Continue to Prepare for Commercial Air Service

MADC will monitor the airline industry for signs of financial resurgence and a renewed interest in providing air service from low-cost airports in large markets such as ours. MADC will also continue to construct airport infrastructure to support General Aviation operations as it complies with and supports commercial air service operational needs and requirements.

During the City's 2007 Air Service Feasibility Study, it was suggested that new entrant, low cost carriers might provide our best opportunity for start-up air service because legacy airlines and many existing low cost carriers are invested in DFW International and Love Field. If the airline industry demonstrates interests in providing passenger service to and from low-cost airports in large passenger markets, the airport should be prepared to act quickly. In this regard MADC will:

1. Update Air Service Feasibility Study when the airline industry demonstrates interests in providing passenger service to the North Dallas Region.
 - ❖ Reassess potential passenger Airport Service Regions (catchment areas).
 - ❖ Identify destination markets.
 - ❖ Identify air carriers that serve the top destination markets.
 - ❖ Prepare an airport and community briefing and visit airlines.
 - ❖ Reassess the outcome of airline visits, adjust and continue to visit airlines.
2. Construct airport infrastructure to support commercial service as well as General /Business aviation infrastructure and facility needs and requirements.
3. Prepare for airport certification pursuant with 14 CFR Part 139 (*Certification*).

NOTE

14 CFR Part 139 (Certification) requires the FAA to issue airport operating certificates to airports that –

- a. Serve scheduled and unscheduled air carrier aircraft with more than 30 seats.*
- b. Serve scheduled air carrier operations in aircraft with more than 9 seats but less than 31 seats.*
- c. Required to be certified by the Administrator.*

- a. Identify and estimate annual costs of operating under Part 139 to include:
 - 1) Staffing and equipment needs.
 - 2) ARFF requirements.

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- 3) Security requirements. Coordinate passenger screening and security requirements with the Department of Homeland Security.
4. Analyze probable costs to support airline operational requirements.

INITIATIVE FIVE

Airport Master Plan and Airport Layout Plan Updates

MADC is required to maintain an up-to-date ALP on file with TxDOT's Division of Aviation. Major capital improvements must be included in an ALP update.

1. A second runway will introduce significant infrastructure changes and show expanded perimeter access controls. This update will also include:
 - a. Future capital improvements.
 - b. Identify additional general / business aviation needs to be supported as part of MADDC's continued marketing plan.
2. Prepare a *Terminal Area Plan* (TAP) The TAP will:
 - a. Identify and reserve a future, permanent passenger and cargo terminal area on the airports east side site that will accommodate commercial facility requirements.
 - b. Identify and size operational and facility requirements for scheduled commercial air service to include phased expansion.
 - c. Reserve future FBO sites.
 - d. Identify aeronautical and non-aeronautical development sites.

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ATTACHMENT 1

(Attachment 1 to the MADC Strategic Plan)

McKinney Airport Development Corporation Airport Promotion and Marketing

PURPOSE AND MISSION

This Marketing Plan is designed to increase the number of based aircraft, aviation businesses, and aircraft operations at Collin County Regional Airport (TKI) as well as garnering public support for airport growth and activities.

The information in this plan will provide a basis upon which to strategize and implement a promotion and marketing program designed to attract new business, based aircraft tenants, itinerant users, and enhance public support for the growth of aviation activities in Collin County.

MISSION STATEMENT

Develop the premier general aviation airport in the D/FW Metroplex with future commercial service goals.

SITUATIONAL ANALYSIS SUMMARY

Situational awareness is an inventory of facilities, products, and services. Our analysis (**Enclosure 1 of this attachment**) has determined that competition for our efforts to attract new Commercial Aeronautical Activities and based and itinerant business aircraft to Collin County Regional Airport (TKI) is primarily at Dallas Love Field (DAL) and Addison Airport (ADS). The information and data on the Airport Inventory listing was gathered from websites and interviews. It lists infrastructure, facilities, and services provided by or at each airport including TKI.

Dallas Love Field is an air carrier airport harboring many GA aircraft. Because it is a Part 139 airport serving air carriers, it is required to maintain standards and services that GA operators benefit from such as the presence of dedicated law enforcement officers (LEO), airport security, and aeronautical and other retail businesses that provide services to the general public to include commercial passengers. Its location and proximity to the residences of corporate CEO's and their downtown Dallas offices makes the airport a top choice for aircraft owners. Dallas-based corporations with flight departments almost always locate where it is most convenient for their CEOs, therefore, would most likely choose to evaluate Love Field before looking at ADS or TKI.

Addison Airport is a General Aviation Reliever airport like TKI. Demand for services is spurred by high levels of GA activity. Addison lists a variety of aeronautical and non-aeronautical businesses on their website. They provide a LEO presence because the Town's police department is located on the airport. The airport is the

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center of activity for a popular and active business community that has a day time population of more than 30,000 and night time population of about 14,500. Major corporate headquarters and offices are located in Addison because of the convenience of the airport, its proximity to the Legacy Business Park, Love Field and Downtown Dallas.

Collin County regional airport has many amenities that attract GA aircraft operators and businesses. We currently have an excellent GA runway and will have a world-class runway system within 36 months and plenty of surrounding land to develop. We have three of the busiest corporate flight operations in the D/FW Metroplex. There are several other flight departments in the region that might consider a move to TKI.

RUNWAY COMPARISONS SUMMARY

Runway, taxiway and parking ramp space as well as instrument approaches dictate airport capacity, aircraft operational limitations, and airport access in all weather conditions. A *runway comparison analysis* for DAL, ADS and TKI can be found at **Exhibit A of this attachment**. The analysis determines that:

- DAL is best equipped to handle higher traffic volumes due to its multiple runway system.
- ADS experiences a greater number of annual operations than TKI with little to no training aircraft operations. We are aware that its runway must be repaired soon, which could cause a temporary closure.
- TKI and DAL are tied for the best approach minimums for all weather access, a moderate advantage for attraction of business and commercial aircraft as well as Commercial Aeronautical Activities.

SWOT ANALYSIS SUMMARY

A SWOT Analysis was completed for the three airports. Highlights of the SWOT Analysis *as it affects* TKI follow.

Strengths

- We are developing vs. redeveloping TKI. This means that we have more choices for facility development as the industry and business climates change and ground floor opportunities for aeronautical as well as non-aeronautical businesses.
- We have a rehabilitated and strengthened runway and taxiway system to accommodate larger, heavier aircraft. The system enhances airport utility.
- We will soon have a Replacement Runway constructed to commercial standards, which means that with the exception of a catastrophic event, TKI should not have to close the airport for runway repairs and maintenance again.
- A variety of developable hangar pad sites are available with utilities and adequate storm water drainage.
- We enjoy a high level of political support of state, local and federal officials to develop and promote airport growth.

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- Financial incentives to relocate business aircraft and construct hangars are available from the McKinney Economic Development and Community Development Corporations (MEDC and MCDC respectively)..
- FAA contract tower air traffic controllers provide excellent service to all customers while maintaining a high level of aviation safety.
- No departure or arrival delays.
- Excellent road access via SR121 and Routes 75 and 380.
- Located on the edge of Class B Airspace means cost saving.
- Landing Rights airport – convenience of US Customs on the field.

Key Weaknesses

- Corporate aircraft normally base in close proximity to the CEO/owners. The CEOs of many Dallas-based companies using business aircraft live in Highland Park near Love Field.
- A single runway, which limits operational capacity, flexibility and access reliability (same as ADS).
- The level of aircraft operations to support multiple Commercial Aeronautical Activities for enhanced competition.
- Lack perception that development opportunities and alternatives are available.
- Airport operational revenue generation capability is limited to land lease income and fuel flowage fees.
- No dedicated on-airport law enforcement. Both DAL and ADS have dedicated police presence.
- New construction must meet the latest fire codes, which means an added expense for fire suppression to meet hangar development standards.
- TKI's location, services and amenities are misunderstood or unknown to itinerant pilots wishing to travel to the Dallas Area.

Opportunities

- Use select media to reach out to GA aircraft operators and focus on certain essential services and products such as those presently provided by Air-O Services and Select Avionics that will attract aircraft.
- Promote TKI as being the perfect place to grow a business or base and aircraft as the economy recovers.
- Focus on the Replacement Runway project ground breaking and construction as well as the availability of pad sites.

Threats

- Lack perception that development opportunities and alternatives are available.
- DAL will continue to draw based and itinerant aircraft and aeronautical services because of its proximity to downtown Dallas.
- GA reaps the benefit of a Part 139 airport security plan at DAL.
- ADS will continue to harbor business aircraft due to its Addison location a highly desirable area for businesses that use aircraft.
- ADS proximity to Legacy and millennium Business Parks.
- TKI fire code requirements on new green field construction could hinder hangar development due to high costs.

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MARKETING AND PROMOTIONAL GOALS

Based on the above information, interpretation of *Initiative One* of the Strategic Plan the following marketing and promotional goals should be considered for implementation.

- Attract business aircraft and aeronautical service and product businesses.
- Invest in hangar/office facilities for existing and new tenants.
- Build increased public support for development initiatives and future bond referendums.

STRATEGIES

Attract business aircraft and aeronautical businesses.

- Meet regularly with business aircraft operators and aeronautical businesses listed at **Reference A of Enclosure 1**.
- *MADC Account Executive* visits to corporate decision makers.
 - Use major CIP projects to promote and market the airport.
 - Emphasize airport amenities.
 - Emphasize the availability of financial incentives.
- Regional marketing: Work with EDC's and Chambers of Commerce throughout Collin County to market TKI as their regional airport as they work with business prospects.

Build public support for airport development.

- Presentations to community service clubs and newspaper articles to emphasize the value of General Aviation to businesses and the community.
- Print media ads in Dallas area publications most likely read by area aircraft operators in our target markets.

ACTION PLAN AND IMPLEMENTATION

The action plan and its scheduled implementation is designed to use on-going capital projects and available on-airport pad sites as attractors to present business opportunities to potential new tenants and itinerant users.

- Stay-in-touch Direct mail and e-mail Campaign to businesses listed at Reference A. (post cards, letters, holiday Cards, etc.)
 - Follow up on direct mail with *MADC Account Executives* and one-on-one meetings with key personnel of the select aircraft owners/operators listed at **Reference A** to establish communications and begin a working relationship.
- Continuous presentations to government, educational and service organizations.
- Pursue hiring a full-time *Airport Marketing Coordinator* during the FY12 budget year to assist with

Media Plan Suggestions

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- Use maximum potential of airport website to promote and market existing infrastructure, services, facilities and business opportunities.
- Develop unique website for the 2011 Super Bowl touting the airports location and amenities.
- Distribute brochures via direct mail.
- Print media stories and small ads emphasizing services and facility development opportunities.
- Press release everything of significance.
- Radio ads and live talk-show appearances.
- Maximize TV and print media coverage of ground breaking and ribbon cutting ceremonies.
- Increase airport coverage on McKinney's Channel 16.
- Outdoor advertising in Addison, along the Dallas North Tollway, and along Lemmon Avenue at Dallas Love Field.
- Boost the airport's proximity to Plano, Richardson, Allen, Frisco, Dallas and the Legacy and Millennium Business Parks.
- Sponsor and host *Open Houses* and development opportunity forums for business aircraft owners and developers.

Budget

- Budget for a full-time Airport Marketing Coordinator during the FY12 budget cycle.
- Include a minimum of \$60,000 to finance a marketing program that will support the achievement of airport/MADC goals.
- MADC will be included in and benefit from the City's marketing and promotional efforts.

Assignments

- MEDC will focus on attracting new companies that use business aircraft.
- MADC will focus on attracting existing business aircraft from Love Field and Addison Airport.
- MADC will arrange for service club presentations around Collin County.
- MEDC and MADC will work with the airport staff and FBO to increase itinerant flight operations.

Situational Analysis Summary (Enclosure 1)

Collin County Regional Airport (TKI)

1. **Runway system.** The runway and instrument approaches at TKI dictate the type of aircraft operations and access limitations imposed by inclement weather. TKI 's runway will allow the operation of aircraft up to and including the Boeing 737 or approximately 95% of the business aircraft fleet on a regular basis without limitation. **(See the *Runway Comparison Analysis* at Enclosure 1 of this attachment.)**
2. **Aircraft parking ramps.** The airport has an aircraft parking deficit, although various aircraft parking ramps provide the capability of parking light and heavy aircraft.
 - (a) 86 tiedowns for light aircraft
 - (b) Parking for heavy aircraft (north ramp)
3. **Target markets served.**
 - (a) Collin County
 - (b) Northern Dallas County
 - (c) Southern Grayson County
 - (d) Western Hunt County
4. **Developable land.**
 - (a) Approximately 50 acres of airport (public) land is available for aeronautical facility development. Leased public land provides developers with a reduced real estate tax incentive. The airport controls and maintains on-airport public taxilanes and vehicular access roads as well as perimeter access management and control.
 - (1) West Hangar Area.
 - (i) Seven (7) hangar pad sites are available for the construction of clear span hangars up to 15,000sf.
 - (ii) Aircraft access by taxilanes.
 - (iii) All utilities (gas, 3-phase electric, water and sanitary and storm sewers)
 - (iv) Vehicular access to/from Industrial Boulevard. Two pad sites have direct access to Industrial Boulevard.
 - (2) Southwest Quadrant.
 - (i) Five (5) pads sites for clear-span hangars up to 30,000sf.
 - (ii) Sixteen pad sites for clear-span hangars up to 12,000sf. Eight pad sites with direct access to FM546.
 - (3) Utilities include gas, water, sanitary sewers, and above ground storm sewers.
 - (4) Aircraft access directly to Taxiway-A via Taxilane - G.
 - (b) Adjacent, privately-owned land west of the airport for aeronautical and non-aeronautical development. (Refer to the *Land Acquisition Plan* for acreage and location.)
 - (1) Through-the-Fence (TTF) aircraft operations allowed for a fee (must comply with Airport Minimum Standards).

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- (2) Aeronautical development design and operation must comply with City Code (airport minimum standards & Rules and Regulations).

5. Capital Improvement Program (CIP). The CIP includes the construction of the following projects. Funding is identified and programmed by TxDOT.

- (a) *Replacement Runway* capable of accommodating 98% of the business aviation fleet. (Note that the runway designations will change with this project because of magnetic variance.)
 - (1) Located 550' east of and parallel to the existing runway.
 - (2) Runway 18 will be 7,002' x 150' concrete.
 - (3) Runway 36 will be 7,002' x 150' concrete.
 - (4) Existing runway will become a parallel taxiway which can be used as an emergency runway.
 - (5) Weigh-bearing capacity designed for 450,000 lbs Double Dual tandem.
 - (6) Will incorporate a 7-foot, barbed wire-topped perimeter fence and extensive storm water management techniques to meet federal, state and local laws.

6. Products and Services. Commercial Aeronautical products and services are provided by Commercial Aeronautical Activities. Airfield maintenance and operational services are provided by the airport.

- (a) Commercial Aeronautical Activities.
 - (1) Cutter Aviation. Provides aircraft fueling and line services.
 - (2) Cutter has aircraft maintenance, sales and service for Socata, Beechcraft, Piper and Honda Jet in the future.
 - (3) Air-O Specialists. Provides a wide range of excellent light aircraft maintenance service.
 - (4) Select Avionics. Sells, installs and repairs a wide range of aircraft communications and navigation devices (Avionics).
- (b) Airport Services (MADC).
 - (1) Provides for a US Customs Agent on the airport during business hours Monday through Friday.
 - (2) Provides extended Air Traffic Control Tower services between 6:00 am and 7:00 am daily.
 - (3) The McKinney Fire Department provides professional on-airport structural and Aircraft Rescue and Firefighting services 24/7.
 - (4) Manages perimeter access control and digital surveillance.
 - (5) Conducts daily AOA FOD and Maintenance checks.
 - (6) Conducts and maintains Storm Water Pollution Prevention inspections and checks in accordance with a Storm water pollution and prevention plan.
 - (7) Maintains the airport fuel farm secondary containment to include storm water drainage.

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- (8) Conducts and maintains an FAA approved Wildlife Management Program.
7. **Availability of financial incentives.** The City of McKinney and/or McKinney Economic Development Corporation may be called upon for financial incentives based on job creation and/or the receipt of new ad valorem taxes from new businesses and business aircraft. The following list of incentives is indicative of what can be provided.
 - (1) Real or Business Personal Property Tax Abatements
 - (2) Freeport Tax Exemptions
 - (3) Infrastructure Cost Participation
 - (4) Development Fee Rebates
 - (5) Tax Increment Financing
 - (6) Public Improvement Districts
 - (7) 380 Agreements
8. **Perimeter access management and control.** MADC manages a system of fencing and automated gates that provide perimeter access control using Smart Cards and readers. The system can be expanded to meet airport development and growth. See the *Access Control and Security Plan (Attachment 2 of the MADC Strategic Plan)*.
9. **Federal contract air traffic control tower.** Airport air traffic is controlled by professional, licensed and certified Air Traffic Controllers. The control tower, which is owned by MADC and managed by Robinson Aviation, Inc., is operational daily between 6:00 am and 10:00 pm.
10. **Experienced, professionally accredited management.** Airport management is provided by a small, but experienced staff of airport management professionals. Staff priorities are safety, security, infrastructure and grounds maintenance and efficient operations. Staff is assisted by KSA Engineers, Inc., who is the airport engineer of record.

Dallas Love Field (DAL)

1. **Runway system.** Among other things, airport runways govern the type of aircraft that can access an airport. They are an airport's key infrastructure that determines the capabilities of competing airports. See the *Runway Comparison Analysis (Exhibit A of this attachment.)*
2. **Aircraft parking ramps.** DAL has adequate ramp space to accommodate current and future operations.
3. **Target markets served:**
 - (a) Provides regional commercial air passenger service.
 - (b) Dallas County General Aviation business class aircraft owners and operators.
4. **Developable land:** DAL is in a re-development mode. There is no airport green space upon which to develop new facilities or major infrastructure such as runways without acquiring additional land.
5. **Capital improvements.** The City of Dallas recently released plans to construct a \$516 million, high-capacity, 20-gate passenger terminal that will provide Southwest, Continental and American Airlines with new gates from which to decrease aircraft turn-around times for an increased number of direct flights outside of the Wright Perimeter once the Wright Amendment is repealed in 2014.
6. **Products and services:** A combination of infrastructure and facilities designed to accommodate large commercial aircraft as well as its proximity to downtown Dallas and North Dallas County make DAL an ideal operational base for some corporate flight departments.
 - (a) DAL accommodates convenient, low-fare commercial passenger air service by Southwest, Continental and American Airlines.
 - (b) DAL has three runways capable of accommodating large commercial aircraft during most weather conditions.
 - (c) Because DAL has for years accommodated commercial passenger service and some cargo, it has the infrastructure, facilities and services in place to support these operations. This means that the same are available for GA / business aircraft operators as well.
 - (d) Seven full service fixed base operators (FBO's) at Love Field provide general aviation users with a wide variety of services including line services, fuel, maintenance, hangar rentals, and charters. FBO's at Love Field are well equipped to handle business aircraft passenger needs providing first class amenities such as meeting rooms, car rentals, limousine service and restaurants.
 - (1) Piedmont Hawthorn Associated
 - (2) Dalfort Fueling
 - (3) Regal Aviation

McKinney Airport Development Corporation Strategic Plan

- (4) Vitesse Aviation Services
- (5) Business Jet Center
- (6) Jet Aviation
- (7) Signature Flight Support

A list of aircraft owners and operators is attached as **Reference A of this Situational Analysis.**

- 7. Availability of Financial Incentives.** The City of Dallas has designed an incentive package that can assist a company to establish a business location in the City of Dallas or help a Dallas company achieve its expansion goals. Working through a public/private partnership, Dallas can offer:
- (a) Real or Business Personal Property Tax Abatements
 - (b) Freeport Tax Exemptions
 - (c) Infrastructure Cost Participation
 - (d) Development Fee Rebates
 - (e) Tax Increment Financing
 - (f) Public Improvement Districts

We are unaware of any types of direct incentives that might be offered to a corporate flight department or other business aircraft owners to locate at DAL or Dallas Executive Airport.

- 8. Perimeter Access Management and Control.** As an air carrier airport operating in accordance with CFR 14 Part 139, DAL is a Certified airport and therefore is required to maintain a strict Airport Security Plan that goes beyond perimeter management and control to an enforced, complex on-airport security program.
- 9. FAA Control Tower.** All air traffic control operations are provided by the FAA.
- 10. Experienced, professional management.**

Addison Airport (ADS)

1. **Runway system.** Among other things, airport runways govern the type of aircraft that can access an airport. Runways are an airport's key infrastructure that determines the capabilities of competing airports. See the Runway Comparison Analysis (**Exhibit A of this Attachment.**)
2. **Aircraft parking ramps.** Various aircraft parking ramps provide the capability of parking light and heavy aircraft.
 - (a) Tie downs for light aircraft
 - (b) Parking for heavy aircraft
3. **Target markets served.** Addison's website lists the following focus markets.
 - (a) Downtown Dallas, 14 miles south
 - (b) Legacy/Plano/Frisco, 9 miles north
 - (c) Las Colinas/Irving, 13 miles west
 - (d) Richardson Telecom Corridor, 12 miles east
4. **Developable land.** Addison Airport has approximately 5 acres of developable green space. Like DAL, ADS is primarily in a re-development mode.
5. **Products and Services.** ADS has three full service FBO's and several aeronautical service providers on the airport.
 - (a) Commercial Aeronautical Activities
 - (1) 24-Hour Fixed Base Operators:
 - i. Million Air
 - ii. Atlantic Aviation
 - iii. Landmark Aviation
 - (2) A list of aircraft owners and operators is attached as **Reference A of this Situational Analysis.**
 - (b) Airport / Government Services
 - (1) FAA Control Tower
 - (2) US Customs
 - (3) Airport Police provide dedicated 24-hour security.
 - (4) Hangar and office leasing. ADS has a variety of aircraft storage options available for the aeronautical enthusiast, commercial operator, business executive and corporate flight department. Facilities range from single aircraft storage facilities (T-hangars, patio hangars and tie-downs) to conventional commercial facilities to ground lease development and re-development opportunities.

The *airport owns and manages* approximately 180 T-hangars and 10 clear span hangars averaging 10,000sf each. *According to ADS officials, 75% of their \$4 million*

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annual budget is generated from real estate (land and facility leases.)

6. **Availability of Financial Incentives.** Unlike TKI and DAL, Addison provides financial incentives on a case-by-case basis for infrastructure and facilities using *airport funds*. The Town has a no tax incentive policy.

7. **Perimeter Access Management and Control.** All Commercial Aeronautical Service Providers are required by Town of Addison Code to control the Premises so as to prevent unauthorized access to the airport. The airport reserves the right to install security devices in or on the premises as it deems necessary at its expense. Any devices installed by the airport do deny access to the employees of that facility without the concurrence of the Service Provider. Likewise, Service Providers cannot deny access to the Airport staff in order for the devices to be installed.

Addison Police Department is located on the airport and provides two dedicated patrol officers to the airport. Airport Administration is discussing the probability of requiring the display of badges by personal inside the perimeter.

8. **FAA Control Tower.** All air traffic control operations are provided by the FAA.

9. **Experienced, Professional Management.** Addison Airport is managed and operated by URS Corporation.

**Reference A to Enclosure 1
Aircraft Owners and Operators
Addison Airport & Dallas Love Field**

The following list of aircraft owners and operators are members of the *National Business Aviation Association* at Addison Airport and Dallas Love Field.

AIRCRAFT OWNERS AND OPERATORS FOR ADDISON (ADS) AIRPORT:

Active Organics

1097 Yates St
Lewisville, TX 75057-4829
Tel: (972) 221-3324
Web: www.activeorganics.com
N664CE
Cessna C560 ENCORE

Alpha Industries, Inc.

1600 N. Redbud Boulevard
Suite 200
McKinney, TX 75069
Tel: (972) 741-7562
Fax: (972) 562-0914
Web: www.alphasteelusa.com
[Mitchell D. Reeves](#), President
N224TX
Cirrus SR22

Aviation Services Elite

4502 Claire Chennault
Addison, TX 75001
Tel: (972) 735-8247
Fax: (972) 692-5958
Web: www.mylitejet.com
[John T Jury](#), Executive Vice President
[Ronny Hall](#), Maintenance Mgr
N354PM
Learjet LR35
N354LQ
Learjet LR35
N660AS
Learjet LR60
N700MP
Dassault Falcon Jet DA50
N84XP
Beechcraft BE-200
N885C
CESSNA C421C/TP

McKinney Airport Development Corporation Strategic Plan

N747RC
PIPER PA46-350

Basic Capital Majestic

1800 Valley View Lane
Suite 300
Dallas, TX 75234-8945
Tel: (214) 213-5000
Fax: (940) 387-2852
[Ray Roberts](#), Aviation Director
[J.D. Daniel](#), Chief Pilot
[Frank Driver](#), Maintenance Manager
[Tom Jones](#), Pilot
[Ken Wright](#), Maintenance Mgr.
N370BC BOEING B-737

Cimarron Av Corp

5907 Gladeside Court
Dallas, TX 75248
Tel: (972) 380-1888
Fax: (972) 380-1515
[James Keyes](#), President
N125DJ Cessna C350

Copper Beech Capital LLC

/o Million Air, Addison Airport
4300 Westgrove
Addison, TX 75001
Tel: (214) 454-8490
[Rick Lust](#), Chief Pilot
N927LT Cessna C680 Sovereign

DS Aviation, Inc.

4500 Westgrove Dr
Suite 216
Addison, TX 75001
Tel: (214) 350-3424
Fax: (214) 350-3477
Web: www.dsaviation.com
[Daniel Suez](#), President
N514DS CESSNA C525

Eclipse 1 Management LLP

10995 Crooked Creek Drive
Dallas, TX 75229
Tel: (214) 693-1159
Fax: (214) 739-1990

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[David Miller](#), Owner
N396DM Cessna C510

Freeman

PO Box 660613
Dallas, TX 75266-0613
Tel: (214) 445-1000
Fax: (214) 445-0200
Web: www.freemanco.com
[Don Freeman, Jr.](#), Chairman
N695TA Beechcraft BE400A

Global Aerospace, Inc.

One Sylvan Way
3rd Floor
Parsippany, NJ 07054-3879
Tel: (973) 490-8509
Fax: (973) 490-5640
Web: www.global-aero.com
[Jeff Bruno](#), Executive Vice President
[Robert J. Conyers](#), Director, Safety & Development
N3198L Beechcraft BE-A36

Jackson-Shaw Co

4890 Alpha Road
Suite 100
Dallas, TX 75244
Tel: (972) 628-7400
Fax: (972) 628-7444
Web: www.JacksonShaw.com
N125EA CESSNA C501

Jani-King International, Inc.

16885 Dallas Parkway
Addison, TX 75001-5215
Tel: (972) 991-0900
Fax: (972) 380-0505
[Don R. Kell](#), Chief Pilot, Director of Aviation
[Eric Gruchet](#), Senior Captain
[Doug Jeanes](#), Maintenance Director
N100CU Dassault Falcon Jet DA10
N200CU Dassault Falcon Jet DA200

Lennox International, Inc.

4700 Glenn Curtiss
Addison, TX 75001
Tel: (972)733-1450
Fax: (972)250-0477

McKinney Airport Development Corporation Strategic Plan

[Charles L. Skinner](#), Aviation Manager
[Serena Gayle Sartor](#), Scheduler/Pilot
[David L. Williams](#), Chief Of Maintenance / Captain
N64LX CESSNA C560XLS

Mitsubishi Heavy Industries America, Inc.

4951 Airport Pkwy Ste 530
Addison, TX 75001-6045
Tel: (972)934-5480
Fax: (972)934-5488
[Ralph M. Sorrells](#), Deputy Gen. Mgr
N400PS MITSUBISHI MU2B-40
N794MA MITSUBISHI MU2B-60

N604FJ LLC

1401 Burnham Drive
Plano, TX 75093
Tel: (972) 989-9086
Fax: (972) 930-9521
[Michael D. Tiller](#), President
[Michael Chinn](#), Chief Pilot
[Brian E. Ruhl](#), Chief of Maintenance
N604FJ Bombardier CL600

Soaring Seagull LLC

11226 Indian Trail
Suite 200
Dallas, TX 75229-3518
Tel: (972)406-5213
Fax: (972)406-5221
N8YM Beechcraft BE400

Trinity Private Jet Charter

4553 Glenn Curtiss Drive
Addison, TX 75001-5358
Tel: (972) 559-1000
Fax: (972) 931-6062
Web: imaginairejet.com
[Gerald Shaw](#), Director of Operations
N213HP CESSNA C650
N747GM Learjet LR35A
N175J CESSNA C650
N972W British Aerospace BAe125-700A

Turbine Aircraft Marketing, Inc.

4550 Jimmy Doolittle Drive
Addison, TX 75001-3270

McKinney Airport Development Corporation Strategic Plan

Tel: (972) 248-3108
Fax: (972) 248-3321
Web: www.turbineair.com
[Patrick Cannon](#), Vice President
[Craig Fahning](#)
[David Finley](#), Director
N8YM Beechcraft BE-200

WI Realty I, L.P.

13647 Montfort Drive
Dallas, TX 75240
Tel: (214) 493-2529
[Mike O'Barr](#), Chief Pilot
N750FL CESSNA C560

William K. Gayden

9827 Vistadale Dr
Dallas, TX 75238-1529
Tel: (214)341-4344
Fax: (214)341-3705
[Robert A. Palmer](#), Aircraft Mgr
N541WG Cessna C525B

Yum! Brands, Inc.

1180 Standiford Avenue
Louisville, KY 40213
Tel: (502) 874-8072
Fax: (502) 874-8973
[Gary Brock](#), Sr. Director of Aviation
[Robert Heine](#), Director Technical Services
[Robert A. Schneider](#), Senior Captain
[Bridget K. Stoll](#), Flight Attendant
N800YB Bombardier CL-600-2B16 SDF
N400TB Bombardier CL-600-2B16 SNA
N600YB Gulfstream G200 ADS
N870CM Gulfstream G550 SDF
N880CM Cessna C550

DALLAS LOVE

ADM, LLC

1701 Campbell Trail
Richardson, TX 75082
Tel: (972) 690-8064
Fax: (972) 907-0158
[Ronald Roland](#), President
N326MA CESSNA C560 Excel

Avant Aerospace, Inc

720 Industrial Blvd
Suite 500
Grapevine, TX 76051
Tel: (817) 416-0110
Fax: (817) 416-0111
Web: www.avantaero.com
[Al Zito](#), President & CEO
[Michael L. Lane](#), CFO
[Chris Lesniak](#)
Dassault Falcon Jet DA900

Blue Star Management Corporation

8611 Lemmon Avenue
Dallas, TX 75209
Tel: (214) 802-5775
Fax: (214) 350-0080
[Gary Cook](#), Chief Pilot
[Mike Evans](#), Chief of Maintenance
N1DC Gulfstream G-V
N183JS Cessna C560 Excel

Bondstone Corp

1601 Elm St Ste 300
Dallas, TX 75201-7277
Tel: (214)871-3320
Fax: (214)871-1620
Web: www.sowellco.com
[Scott Tracy](#)
[Keith Martin](#)
N188JS Gulfstream G-II

BP Capital

8117 Preston Rd Ste 260
Dallas, TX 75225-6321
Tel: (214) 351-0639
Fax: (214) 350-8604
[Jimmy Wilson](#), Dir. Aviation

McKinney Airport Development Corporation Strategic Plan

N522BP Gulfstream G-IV

Business Jet Access

8611 Lemmon Ave

Main Terminal

Dallas, TX 75209-1614

Tel: (214) 654-1500

Fax: (214) 654-1555

Web: www.businessjetaccess.com

[Brian Hoffman](#), General Mgr.

[James Cox](#), Director of Operations

[John Hayes](#), Director of Maintenance

[Tammy Williams](#), Chief Financial Officer

[Mike Wright](#), Partner

[Robert J. Wright](#), Partner

N999BW

British Aerospace BAC-1-11

N416KD

Gulfstream G-II

N62MW

Gulfstream G-III

N77HF

CESSNA C650

N650K

CESSNA C650

N85HH

British Aerospace HWKR 850XP

N589HM

Gulfstream G-IV

N480CB

Bombardier CL300

N900TR

Dassault Falcon Jet DA900B

N809VC

Israel Aircraft Industries IAI 1124

N53LB

Raytheon HWKR 800XP

N752M

Bombardier CL300

N949PC

Beechcraft BE300

N214ML

Beechcraft BE350

N36MW

Gulfstream G-II

N901TX

Dassault Falcon Jet DA900B

N620M

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Gulfstream G-IV

Crow Family, Inc.

2750 Burbank St
Dallas, TX 75235-2603
Tel: (214) 725-8268
Fax: (214) 904-0072
[Hans Wang](#), Chief Pilot
N601TX Bombardier CL600

Dal Briar Corp.

8611 Lemmon Avenue
Dallas, TX 75209-1614
Tel: (214) 654-0511
Fax: (214) 902-9484
[Marty Klindt](#), Aviation Dept Manager
[Jeff Kennedy](#), Dir. Maintenance
N150BB Bombardier CL604

Dallas Jet International

556 Silicon Drive
Suite 103
Southlake, TX 76092
Tel: (817) 328-2900
Fax: (817) 328-2907
Web: www.dallasjet.com
[Brad Harris](#), President & CEO
[Danny Barfield](#), Director of Maintenance
[Jim Cook](#), Executive Sales
[Tim Corter](#), Chief of Maintenance
[Doug Daniels](#), Captain
[Shawn Dinning](#), Managing Director of Aircraft Sales/Acquisitions
[E.C. Harris, III](#), VP Operations
[Win Kutz](#), Chief Pilot
[Chris Peaton](#), Aircraft Research and Analyst
[Gilbert Rodriguez](#), Director of Technical Services
[Mike Stateler](#), Captain
[Mike Tutt](#), Captain
[Heather Williamson](#), Director of Aviation Operations
N664AJ CESSNA C550
N284RJ CESSNA C501
N455FD Cessna C501
N6197D Cessna C510
N272DJ Learjet LR60

McKinney Airport Development Corporation Strategic Plan

Dallas Jet Management Group, Inc.

9301 Weiss Street
Hangar D
Dallas, TX 75235
Tel: (214) 350-8654
Fax: (214) 350-0819
[Mef McKnight](#), Dir. Operations/Chief Pilot
[Jim Browning](#), President
[Robert Gordon](#), Dir. Maintenance
N200LH CESSNA C650
N944D CESSNA C750
N528KW CESSNA C560
N960KC Cessna C750

Dean Foods Co.

2750 Burbank Street
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Dallas, TX 75235
Tel: (214) 352-3759
Fax: (214) 352-3213
[Kenneth E. Person](#), Aviation Manager
[Rhonda Hatfield](#), Scheduler/Dispatcher
[Trey Pendergraft](#), Chief of Maintenance
[Doug Spiger](#), Chief Pilot
N604MU Bombardier CL-600-2B16
N604MC Bombardier CL-600-2B16

General Datatech LP

2750 Burbank Street
Dallas, TX 75235
Tel: (214) 352-3759
Fax: (214) 352-3213
Web: www.gdt.com
[Scott Miller, CAM](#), Chief Pilot
N727SJ Learjet LR60

Hicks Holdings LLC

8611 Lemmon Ave
Dallas, TX 75209
Tel: (214) 352-9991
Fax: (214) 352-9996
[Robert Kelly](#), Chief Pilot
[Gilbert Rodriguez](#), Director of Maintenance
N699HH Gulfstream G-IV

McKinney Airport Development Corporation Strategic Plan

Hill Air Corp.

9415 Weiss Street
Dallas, TX 75235-2030
Tel: (214) 351-5823
Fax: (214) 350-7451
[Charles "Ched" E. Bart](#), Mgr. Aviation
[D. Kay Andrews](#), Scheduler
[Jay Morris](#), Chief of Maintenance

Holly Corp.

7344 Aviation Place
Dallas, TX 75235-2802
Tel: (214) 350-1088
Fax: (214) 350-4431
Web: www.hollycorp.com
[Gary Thompson](#), Director of Operations
[Bryce Skeen](#), Chief of Maintenance
N18HN Dassault Falcon Jet DA20F-5
N56LN Dassault Falcon Jet DA50
N560BC CESSNA C560

Intercity Investment Properties, Inc.

4301 Westside Drive
Suite 100
Dallas, TX 75209-6570
Tel: (214)520-2565
Fax: (214)520-2463
[Gary Poplin](#), Dir. Flight Operations
N171CP Beechcraft BE300

Jack Prewitt & Associates, Inc. Prewitt Leasing, Inc.

3029 Airport Freeway
Bedford, TX 76021-6011
Tel: (817) 283-2826
Fax: (817) 267-4805
Web: www.jackprewitt.com
[Rick Pitts](#), Vice President
[Monica Ethridge](#), Finance Manager
[BreAnna Foddrill](#), Administrative Assistant

[Clint Holly](#), Sales
[Casey Kidwell](#), Chief of Maintenance
[Colleen Pitts](#)
[Jack D. Prewitt](#), President
[Martha Prewitt](#)
[Renee Prewitt](#), Account Executive
[Sabrina Prewitt](#), Corp. Secretary

McKinney Airport Development Corporation Strategic Plan

Ian Scott-Jackson

B.J. Young, Chief Pilot
N275WC BOEING B-727-200
N198MR Dassault Falcon Jet DA50

JCPenney Co., Inc.

8111 Lemmon Avenue
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Dallas, TX 75209-2613
Tel: (214) 353-3802
Fax: (214) 353-3804
Web: www.jcpenney.com

Keith R. Kreeger, Director of Aviation
Rosemary Forbes, Flight Ops. Coord. & Scheduler & Dispatcher
Kermit Getz, Chief Pilot
Jack G. Griffith, Captain
Vincent A. Simone, Maintenance Mgr. & Mgr. Inflight Svcs.

N1904P	Bombardier CL-600-2B16
N244J	Gulfstream G-IV
N451C	Gulfstream G450
N1902P	Bombardier CL-600-2B16

JetSelect LLC

4130 E. 5th Avenue
Columbus, OH 43219
Tel: (614) 338-4380
Fax: (614) 338-0984
Web: www.jetselect.net
Dawn Fields, Dir. of Charter
Robert Austin, COO
Steve Lister, Vice President - Sales
Gordon MacSwain, Dir. of Maintenance
Marvin Stein, Dir. of Operations
N903SC British Aerospace BAe125-700A
N923SK Learjet LR60
N652KZ Learjet LR35

JLT Beverages / Turner Holdings LLC

3232 Love Field Drive
Dallas, TX 75235-2002
Tel: (214) 616-1236
Fax: (214) 366-1221
Kenneth Grantham, Jr., Chief Pilot
N1221J Learjet LR60

McKinney Airport Development Corporation Strategic Plan

Landmark Aviation

1500 CityWest Boulevard

Suite 600

Houston, TX 77042

Tel: (713) 895-9243

Fax: (713) 690-9553

Web: www.landmarkaviation.com

[Charlotte Cheatham](#), Director of Marketing

[Dan Bucaro](#), President & CEO

[Terry Cole](#), Safety Officer

[Peter S. Fobia](#), Director of Operations

[Annette Garrisi](#), VIP Flight Operations Charter Sales & Management

[Ted Hamilton](#), EVP Operations

[Jim Hopkins](#), Vice President, Logistics

[Tom Rowe](#), VP Sales & Marketing

[Andy Schweickert](#), Director of Marketing

N129DV Cessna C550

(Have approximately 57 aircraft stationed all over the country)

MyJetGuy Aviation, Inc.

17205 Meadow Tree Circle

Dallas, TX 75248

Tel: (214) 353-0947

Fax: (214) 353-0969

[Bruce McNeely](#), President & CEO

[Ron S. Manning](#), V.P. of Charter Operations

N408RT Raytheon HWKR 800XP

PNB Aero Services, Inc

8611 Lemmon Ave

Dallas, TX 75209-1614

Tel: (214) 354-3841

Fax: (972) 889-3941

[Randy Haile](#), Chief Pilot

N622PC CESSNA C560

The Richards Group, Inc.

8750 North Central Expressway

Suite 1200

Dallas, TX 7523-6437

Tel: (214) 891-5700

Fax: (214) 357-4103

Web: www.richards.com

[Bob Chrampanis](#), Chief Pilot

[Dennis Burton](#), Chief of Maintenance

N60SB Bombardier CL300

McKinney Airport Development Corporation Strategic Plan

Rosewood Resources, Inc.

7515 Lemmon Avenue
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#113
Dallas, TX 75209-3017
Tel: (214) 351-5737
Fax: (214) 351-5780

[Neil A. Taylor](#), Mgr. Flight Dept.

[Fred Borland](#), Captain

[Matt Riordan](#), Captain

[David Sands](#), CEO

N680RC Cessna C680 Sovereign

SPG Frank Group

8611 Lemmon Avenue
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Dallas, TX 75209-1614
Tel: (214) 358-4801
Fax: (214) 358-4801

[Edward A. Borowy](#), Chief Pilot

[Todd Osborne](#), Director of Maintenance

[Raymond H. Taylor](#), Captain

N794SB Bombardier CL601-3A

Trinity Industries, Inc.

3351 Tom Braniff Ln.
Dallas, TX 75235-4819
Tel: (214)689-0569
Fax: (214)350-9551

[Joe Young](#), Chief Pilot

[Jody Thrasher](#), Pilot/Director of Maintenance

N33TR Rockwell/Sabre N265-65

TTG Enterprises Ltd.

8001 Lemmon Ave.
Dallas, TX 75209-2613
Tel: (214)956-1980
Fax: (214)956-1982

[Rick D. Moore](#), Chief Pilot

[Todd Osborne](#)

N431JT Gulfstream G-III

U.S. Home Corp.

1707 Marketplace Boulevard
Suite 120
Irving, TX 75063

McKinney Airport Development Corporation Strategic Plan

Tel: (941) 928-1683

Fax: (469) 587-5220

Web: www.lennar.com

[Allen Douglas Morgan](#), Director of Aviation

N615L Bombardier CL601-3R

McKinney Airport Development Corporation Strategic Plan

Exhibit A -- Runway Comparison Analysis

	Dallas Love Field (DAL)		Addison Airport (ADS)		Collin County Regional Airport (TKI)		
R/W 13R / 31L		R/W 15 / 33			R/W 17 / 32		
<i>Length x width</i>	8,800' x 150' (Concrete)		7,202' x 100' (Asphalt)		7,001' x 100' (Concrete)		
<i>Weight-Bearing</i>							
Single Wheel	100,000 lbs		80,000 lbs		75,000 lbs		
Double Wheel	200,000 lbs		100,000 lbs		150,000 lbs		
Double Tandem	350,000 lbs		160,000 lbs ²		176,000 lbs		
<i>Instrument Minimums</i>	13R	31L	15	33	17	35	
ILS	200 (200-3/4)	200 (200-1/2)	250 (300-1)	250 (300-1) ¹	200 (200-1/2)	NA	
RNAV	442 (500-1 1/4) ^{Y1}	293 (300-1/2)	300 (300-1)	596 (600-1 1/2)	261 (300-1/2)	282 (300-1)	
RNAV	468 (500-1 3/4) ^{Z1}	NA	NA	NA	NA	NA	
VOR/DME-A	NA	NA	NA	NA	775 (800-1) ³	775 (800-1) ³	
R/W 13L / 31R		<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 45%;"> <p><i>Length x width</i></p> <p>7,752' x 150'</p> <p><i>Weight-Bearing</i></p> <p> Single Wheel: 100,000 lbs</p> <p> Double Wheel: 200,000 lbs</p> <p> Double Tandem: 350,000 lbs</p> <p><i>Instrument Minimums</i></p> <p> 13L: 200 (200-1/2)</p> <p> 31R: 200 (200-1/2)</p> <p> RNAV: 435 (500-3/4)^{Y1}</p> <p> RNAV: 533 (600-1/2)</p> <p> RNAV: 461 (500-1 1/4)^{Z1}</p> <p> NA</p> </div> <div style="width: 45%;"> <p>¹ Radar required for this approach.</p> <p>² Weight restriction of 120,000 lbs by airport management.</p> <p>³ Circling only.</p> </div> </div>					
<i>Length x width</i>	7,752' x 150'						
<i>Weight-Bearing</i>							
Single Wheel	100,000 lbs						
Double Wheel	200,000 lbs						
Double Tandem	350,000 lbs						
<i>Instrument Minimums</i>	13L						31R
ILS	200 (200-1/2)						200 (200-1/2)
RNAV	435 (500-3/4) ^{Y1}						533 (600-1/2)
RNAV	461 (500-1 1/4) ^{Z1}						NA
R/W 18 / 36							
<i>Length x width</i>	7,752' x 150'						
<i>Weight-Bearing</i>							
Single Wheel	100,000 lbs						
Double Wheel	200,000 lbs						
Double Tandem	350,000 lbs						
<i>Instrument Minimums</i>	NA	NA					

AIRPORT	RUNWAY	RUNWAY LENGTH AND WIDTH (FT)	RUNWAY WEIGHT BEARING CAPACITY (LBS)				RUNWAY LGT SYSTEM	ILS (CAT)
			SINGLE	DUAL	DUAL TANDEM	DOUBLE DUAL TANDEM		
Corpus Christi	13-31	7,508'x150'	150,000	170,000	245,000	/	HIRL	I B
Addison	15-33	7,020'x100'	80,000	100,000	160,000	/	MIRL	I B
Dallas / Forth Worth	17R-35L	13,401'x150'	120,000	200,000	600,000	850,000	HIRL CL	III E
Dallas Love Field	13R-31L	8,800'x150'	100,000	200,000	350,000	/	HIRL CL	I T
El Paso	08R-26L	9,025'x150'	100,000	180,000	350,000	/	HIRL	/
Fort Worth Alliance	16L-34R	9,600'x150'	/	200,000	400,000	870,000	HIRL CL	III E
Fort Worth Meacham	16-34	7,501'x150'	80,000	100,000	190,000	350,000	HIRL	I T
George Bush Intercontinental	08R-26L	9,402'x150'	75,000	210,000	498,000	/	HIRL CL	IIIE
Houston Hobby	04 22	7,602'x150'	75,000	200,000	400,000	/	HIRL CL	III E
Lubbock	08 26	8,001'x150'	100,000	170,000	350,000	/	HIRL	I E
McKinney	18-36	8,500'x150'	?	?	?	?	?	?
Midland	10 28	8,302'x150'	160,000	200,000	350,000	/	HIRL	I E
San Antonio	12R-30L	8,502'x150'	95,000	190,000	270,000	/	HIRL CL	II E
Sugarland	17-35	8,000'x100'	80,000	120,000	200,000	600,000	HIRL	/
TSTC Waco	17L-35R	8,600'x150'	50,000	200,000	450,000	/	MIRL	/
Tyler Pounds	04 22	7,200'x150'	40,000	60,000	100,000	/	MIRL	I C
Sheppard AFB / Wichita Falls	15C-33C	10,003'x150'	60,000	160,000	250,000	/	HIRL	I T

Texas Airport Runway Statistics

ATTACHMENT 2

Access Control and Security

GENERAL

Airport access control and security is a continuous effort. Implementation of each phase of this plan will be contingent upon operational need, airport development and the availability of adequate staffing and funding.

This plan is part of MADC's Airport Development Strategic Plan and is a living document that will be updated as necessary. An advisory committee led by MADC and made up of stakeholders will meet annually, or as needed, to discuss and review the plan's status, effectiveness and direction.

DEFINITIONS

Air Operations Area (AOA): All of the area contained within the perimeter fence that requires access through a building, automated gate or other access controlled point.

Access Card: A proximity card issued to authorized persons used to grant access to specified areas through airport-owned access controlled pedestrian and vehicle gates. Access cards will display the airport logo, cardholder's name, photograph, qualifying organization, a color-coded category, expiration date and card number. Three (3) categories of access cards include:

- ❖ *Air Operations Area or AOA (Blue)* – Intended for most tenants and users, grants access to the AOA, except through Gate 8. Gate 8 is restricted to reduce the number of vehicles operating in close proximity to the FBO transient ramp, tower, taxiways and runway
- ❖ *Restricted Area Access (Red)* – Assigned to airport staff, commercial aeronautical activity (CAA) employees, air traffic controllers, FAA and other personnel that demonstrate a need to access the AOA and certain restricted areas on the airport that may include the fuel farm, air traffic control tower, airport administration offices, etc.
- ❖ *Temporary Access (Orange)* – Designated for contractors, vendors, visitors or any other applicant that demonstrates a need to temporarily access the AOA or certain restricted areas. Temporary access cards will not include the applicants photograph, may be time restricted and shall be set to expire on a predetermined date.

Access Level: Different levels of access will be assigned to access cardholders based on demonstrated need and may include: the AOA, airport administrative offices, the air traffic control tower, the fuel farm or a combination thereof.

Closed Circuit Television Cameras (CCTV) - Unmonitored cameras that record activity at each airfield automated gate and high-traffic areas on the airport.

VISION

Manage access to the AOA and certain restricted areas on the airport, balance the operational needs of airport stakeholders, reduce the potential impact of known threats to general aviation and support the possibility of future commercial airline service at Collin County Regional Airport.

PHASE I – PERIMETER ACCESS CONTROL PLATFORM

Goals and Objectives:

An intelligent perimeter access control platform has been developed and implemented to limit access through Airport-owned automated vehicle and pedestrian gates to persons with a bona fide purpose for operating on the AOA. The system maintains records of activity generated by the use of proximity cards at each access point. The system will be expanded to meet the needs of airport expansion.

- ❖ Conduct or verify background checks for all personnel requesting Unlimited, Fuel Farm or Tower Access privileges.
- ❖ Establish recommended practices and procedures to reduce the potential impact of known threats to general aviation infrastructure, facilities, aircraft and users.
- ❖ Incorporate the expansion of the perimeter access control system into each airport improvement and private development project.
- ❖ Reduce the likelihood of vehicle and pedestrian deviations and runway incursions in the AOA.

PHASE II – AIRPORT SECURITY DEPARTMENT

Goals and Objectives:

- ❖ Continue meeting the goals of Phase I.
- ❖ Establish appropriate security oversight as dictated by demand from growth of facilities and operations.
- ❖ Expand presence on the AOA to protect general aviation infrastructure, facilities, aircraft and users.
- ❖ Work with the advisory committee to establish policies and procedures.
- ❖ Employ security personnel, acquire vehicles and equipment.
- ❖ Implement personal identification badge program.

McKinney Airport Development Corporation Strategic Plan

Milestones:

- ❖ Issue personal identification badges to 100% of airport tenants and users.
- ❖ Amend the City Code to enforce the proper display and use of personal identification badges.

PHASE III – 49 CFR PART 1542 - AIRPORT SECURITY

Goals and Objectives:

- ❖ Continue meeting the goals of Phase I and Phase II pertaining to general aviation activities.
- ❖ Develop and implement an Airport Security Plan (ASP) in accordance with Transportation Security Administration (TSA) requirements in order to establish scheduled commercial air carrier service.
- ❖ Separate air carrier security requirements from general aviation security programs and procedures.
- ❖ Plan, design and develop improvements to meet the requirements of the ASP.
- ❖ Expand Airport Security Department as necessary to meet the requirements of the ASP.
- ❖ Conduct background checks as required by the ASP.

Milestones:

- ❖ Upon receipt of an airline letter-of-intent to provide commercial air service, coordinate a draft ASP with TSA.
- ❖ Complete construction, acceptance and training for use of improvements to meet the requirements of the ASP.
- ❖ Finalize and implement the ASP.

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ATTACHMENT 3

Access Control and Security

Phase I Implementation

(Updated July 19, 2011)

GENERAL

Phase I includes the implementation of an intelligent perimeter access control platform and unmonitored CCTV system to manage access to the air operations area (AOA) and to record activity on the airport. Although the initial system has been installed, it will expand as airport growth; therefore, this phase will remain an active part of this Strategic Plan.

DEFINITIONS

Air Operations Area (AOA): All of the area contained within the perimeter fence that requires access through a building, automated gate or other access controlled point.

Access Card: A proximity card issued to authorized persons used to grant access to specified areas through airport-owned access controlled pedestrian and vehicle gates. Access cards will display the airport logo, cardholder's name, photograph, qualifying organization, a color-coded category, expiration date and card number. Three (3) categories of access cards include:

- ❖ *Air Operations Area or AOA (Blue)* – Intended for most tenants and users, grants access to the AOA, except through Gate 8. Gate 8 is restricted to reduce the number of vehicles operating in close proximity to the FBO transient ramp, tower, taxiways and runway
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Access Level: Different levels of access will be assigned to applicants based on demonstrated need and may include: the AOA, airport administrative offices, the air traffic control tower, the fuel farm or a combination thereof.

Closed Circuit Television Cameras (CCTV): Unmonitored cameras that record activity at each airfield automated gate and high-traffic areas on the airport.

PERIMETER ACCESS CONTROL ASSESSMENT (June 2011)

- ❖ 780 - acre general aviation reliever airport.
- ❖ Approximately 714 acres of airport property, called the AOA, are surrounded by a 6' chain-linked fence with 1-foot of barbed wire topping, which meets federal security standards.
- ❖ Twelve (12) portals (8 vehicular access gates, 3 pedestrian gates and 1 pedestrian door in the passenger terminal) are managed with proximity card readers to enhance airfield access control.
- ❖ Thirty (30) CCTV cameras are installed in high-traffic areas for video recording only.
- ❖ AOPA's Airport Watch Program was adopted in 2004.
- ❖ ATCT personnel monitor 3 tower access control points and 4 CCTV cameras and report security concerns to the airport staff.

PHASE I - PERIMETER ACCESS CONTROL SYSTEM TRANSITION

The airports state of the art and expandable perimeter access control system will enable the airport staff to manage access to the airfield through the use of proximity card readers at each of the eleven (11) airport-owned and operated access controlled pedestrian and vehicle gates.

A thirty (30) CCTV camera system has been implemented to record activity only. The combined use of individual access cards and CCTV will allow the identification of most personnel who enter the airport through a Airport-owned gate. CCTV will also act to deter unauthorized vehicles and/or personnel.

ACCESS CARD PROGRAM LOGISTICS

- ❖ The access card program will be administered by the airport staff from the administrative offices located at 1500 E. Industrial Blvd., Suite 118.
- ❖ All card processing equipment, data storage and servers are located in a secure room on the first floor of the airport Traffic Control Tower.
- ❖ Access card applications will be made available online, in the Cutter terminal building and at the airport administrative offices.
- ❖ Office hours for application and processing of access cards are Monday thru Friday from 8am to 5pm.
- ❖ Access cards will display the airport logo, cardholder's name, photograph, qualifying organization, a color-coded category, expiration date and card number.

McKinney Airport Development Corporation Strategic Plan

- ❖ A database for managing active access cards has been implemented.
- ❖ Staff will compile and maintain a database of Access Card users to communicate pertinent issues via email.

ACCESS CARD PROGRAM POLICIES AND PROCEDURES

- ❖ One (1) access card will be distributed per application.
- ❖ Airfield driver's safety training information will be distributed with each access card distributed.
- ❖ Access cards will have a standard format that will contain the airport logo, cardholder's name, photograph, qualifying organization, a color-coded category, expiration date, and card number. Temporary and Pedestrian Gate Access Cards will not have photographs.
- ❖ Cards will expire two (2) years from the date the card was applied for, extended or re-issued. All Access Cards must be renewed bi-annually.
- ❖ Each applicant must complete an application; present a valid driver's license and proof of vehicle insurance at the time of application.
- ❖ Applicants shall provide proof of qualifying affiliation at the time of application.
- ❖ *Pre-qualified persons* include those individuals requesting access to the airport. They include:
 - Employees, customers, approved vendors, and tenants of approved Commercial Aeronautical Activities.
 - Employees, passengers and agents of flight departments.
 - Members of flying clubs or other organization approved to operate on the airport.
 - Regular passengers, family members, guests or approved vendors.
 - Others as decided on a case by case basis by the Executive Director.
- ❖ A temporary PIN may be issued to contractors, vendors or visitors on a case by case basis and only if extenuating circumstances would make it impracticable to issue an access card.
- ❖ Airport staff reserves the right to limit or deny access to any applicant on a case by case basis after discussing the circumstances with the applicant and their affiliated organization.

McKinney Airport Development Corporation Strategic Plan

- ❖ Upon request, intercom access is available at each gate for the use of Commercial Aeronautical Activities,
 - This system assigns a code that will ring a given telephone number subsequently allowing the call recipient to remotely open a specific gate.
 - Codes will only work with specific gates.
- ❖ Each vehicle gate and other locations on the airport have CCTV cameras that record activity. Recorded video shall not be shared with the public except when requested through freedom of information laws.
- ❖ Cardholders who forget their Access Card can come to the Airport Administration office during office hours to arrange for access.
- ❖ All applicants shall agree to comply with all airport rules and regulations prescribed in Chapter 30 of the City of McKinney Code of Ordinances.
- ❖ Applicants shall accept responsibility for damages or injuries that result from the improper use of an airport-owned automated gate.
- ❖ Access Cards are non-transferable. Lost or stolen Access Cards shall be reported to the airport administration within 24-hours. Access Cards shall be returned to the airport administration within seven (7) days of when no longer needed.
- ❖ Failure to comply with the provisions of the Access Card Program may result in a warning, fine, suspension and/or revocation of access privileges.
- ❖ Penalties for violations are outlined in Chapter 30 of the City of McKinney Code of Ordinances.

FEE SCHEDULE

In order to recover the cost of the access cards and administrative expenses associated with the access card system the following fees shall be charged:

- ❖ Application fee - \$25
- ❖ Replacement card fee - \$35
- ❖ Bi-annual renewal fee - \$15
- ❖ Deposit - \$25 (Temporary Access Only)

Payment will be accepted by cash or check only (Code of the City of McKinney, Appendix 1).

Federal, state and local government employees conducting official business shall be exempt from the \$25 application fee. The application fee will also be waived for each applicant who returns an Access Card of a cardholder that no longer needs access.

SUPPORTING MATERIALS

- ❖ *Draft* access card application.
- ❖ Sample access card format.
- ❖ 2008 security improvements diagram.