



MANASSAS REGIONAL AIRPORT

FIVE-YEAR STRATEGIC PLAN

2020-2025

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I. INTRODUCTION

The purpose of this Strategic Plan is to establish broad goals for the development of Manassas Regional Airport through the next 5 years. This plan provides guidelines and context for making decisions regarding future development of the airport. The environment in which the airport operates – including economic and market forces, technology, regulatory, and a host of other factors – will surely change in unanticipated ways. Therefore, it is essential that this plan be periodically updated and that it permits sufficient flexibility to adapt to changing conditions. Most importantly, the plan must align with the goals and aspirations of the Airport Commission, the users of the Manassas Regional Airport, and the values of the Manassas City Council.

A. Need for a Strategic Plan

Strategic planning is a critical component of good management and governance. Planning helps assure that an organization remains relevant and responsive to the needs of its community, and contributes to organizational stability and growth. A well-designed strategic plan:

- Provides a basis for monitoring progress, and for assessing results and impact
- Facilitates new program development
- Enables an organization to look into the future in an orderly and systematic way

From a governance perspective, it enables the setting of policies and goals to guide the organization, and provides a clear focus to the leadership and staff for organization management and program implementation.

A strategic plan is the formalized road map that describes how an organization executes a chosen strategy. A plan spells out where an organization is going over the next year or more and how it is going to get there. It is a management tool that:

- Helps build competitive advantage
- Communicates strategy to staff
- Prioritizes financial needs
- Provides focus and direction to move from plan to action

B. How the Plan was Developed

The strategic planning process for the Manassas Regional Airport began in the spring of 2018 with the formation of the airport strategic planning team. The team began by reviewing the current status of the airport, including the market(s) being served, and identifying critical issues that will affect the development of the airport in the near future. The team had no preconceptions or any pre-determined outcome in mind: everything was “on the table” and as many points of view and options for future development that could be gathered were given full consideration. Key steps in the strategic planning process are briefly reviewed hereafter and include data collection; review and refinement of organizational tenets; review and refinement of goals, along with strategies and tactics to achieve those goals; and finally, development of key findings and recommendations. Supporting information is contained in the Appendices.

II. THE ENVIRONMENTAL SCAN

A. Airport History

In 1930, the Manassas Town Council proposed the construction of an airfield landing strip along Virginia Route 234. At the time, the only modes of local transportation available were personal automobiles and the Southern Railway trains that made regular stops in Manassas, a town of 1,215 residents. In 1931, a group of investors purchased 95 acres of land along Route 234, and leased the property to Manassas to support the airport initiative. The airport opened officially on June 8, 1932, and consisted of a single, small runway to accommodate recreational aircraft and flying lessons. The next several years saw increased activity and the need to expand airport capabilities. An additional 12.6 acres were purchased, the runway was extended to 3000 feet, and the first airplane hangar was constructed. In 1945, the City purchased the airport outright for \$7,926.04 and took over operations of the airfield.



As Manassas and the surrounding area continue to grow and develop, it was necessary to move the airport to a new location that would provide opportunities

for expansion. In 1963, the city established an airport committee to investigate options for location and funding. They eventually arranged for the purchase of a piece of 268 acres of farmland outside the City limits using a combination of federal, state, and local funds. Construction began in 1963 and the Manassas Municipal Airport was dedicated on September 20, 1964. The new airport featured a 3700' x 100' paved runway, a rotating beacon, parking facilities, a maintenance hangar, office, and a dedicated airport manager. Within 5 years, over 150 aircraft were based at the airport.



Airport expansion continued through the next several decades. By the 1970s, the airport hosted the largest flying school in Virginia and maintained a regularly scheduled charter service. More land was purchased to accommodate the construction of a second, parallel runway and taxiway, and the extension of the east runway to 5700 feet. New lighting, aircraft parking, and hangars facilitated airport operations, while new roads, entrances, and a main terminal building made the airport more accessible to the public. In 1992, the city purchased an air traffic control tower from Centennial Airport near Denver, CO, and reassembled it at the

airport – the first “recycling” of an air traffic control tower.



Today, 889 acres are dedicated to airport use. The airport boasts 156 t-hangars and 141 tie-downs for aircraft. Takeoffs and landings average 230 per day, and total over 85,000 annually. Perhaps most importantly, the airport returns over \$375 million annually to the local economy.

B. The External Environment

1. National Situation and Trends (FAA Aerospace Forecast, 2018-2038).

Since its deregulation in 1978, the U.S. commercial air carrier industry has been characterized by boom-to-bust cycles. The volatility that was associated with these cycles was thought by many to be a structural feature of an industry that was capital intensive but cash poor. However, the great recession of 2007-09 marked a fundamental change in the operations and finances of U.S Airlines.



Since the end of the recession in 2009, U.S. airlines revamped their business models to minimize losses by lowering operating costs, eliminating unprofitable routes, and grounding older, less fuel-efficient aircraft. To increase operating revenues, carriers initiated new services that customers were willing to purchase and started charging separately for services that were historically bundled in the price of a ticket. The industry experienced an unprecedented period of consolidation with three major mergers in five years. The results of these efforts have been impressive: 2017 marks the eighth consecutive year of profitability for the U.S. airline industry. Looking forward, there is confidence that U.S. airlines have finally transformed from a capital intensive, highly cyclical industry to an industry that generates solid returns on capital and sustained profits.



Fundamentally, over the medium and long term, aviation demand is driven by economic activity, and a growing U.S. and world economy provides the basis for aviation to grow over the long run. The 2018 FAA forecast calls for U.S. carrier passenger growth over the next 20 years to average 1.9 percent per year, slightly slower than last year’s forecast. The uptick in passenger growth in 2016-17 continued into 2018 spurred on by favorable economic conditions in the U.S. and the world. Oil prices averaged \$48 per barrel in 2017 rising to \$51 in 2018, and the FAA forecast assumes they will increase thereafter to exceed \$100 by 2030 and approach \$119 by the end of the forecast period.

The headwinds that have buffeted the global economy during the past few years – uncertainty surrounding “Brexit”, recession in Russia and Brazil and inconsistent performance in other emerging economies, a “hard landing” in China, and lack of further stimulus in the advanced economies seem to be diminishing. The U.S. economy is showing signs of accelerating, powered by gains in the stock market and should see additional stimulus in 2018 with the passing of the tax cut bill in December 2017.

System traffic in revenue passenger miles (RPMs) is projected to increase by 2.3 percent a year between 2018 and 2038. Domestic RPMs are forecast to grow 1.9 percent a year while International RPMs are forecast to grow significantly faster at 3.2 percent a year. System capacity as measured by available seat miles (ASMs) is forecast to grow in line with the increases in demand. The number of seats per aircraft is growing, especially in the regional jet market, where we expect the number of 50

seat regional jets to fall to just a handful by 2030, replaced by 70-90 seat aircraft.



Although the U.S. and global economy saw growth accelerate in 2017, a combination of higher energy prices and labor cost increases resulted in profits for U.S. airlines falling from 2016’s record levels. The FAA expects U.S. carrier profitability to remain steady or increase as solid demand fed by an improving economy offsets rising energy and labor costs. Over the long term, we see a competitive and profitable aviation industry characterized by increasing demand for air travel and airfares growing more slowly than inflation, reflecting over the long term a growing U.S. and global economy.

The long-term outlook for general aviation is stable to optimistic, as growth at the high-end offsets continuing retirements at the traditional low end of the segment. The active general aviation fleet is forecast to remain relatively stable between 2018 and 2038. While steady growth in both GDP and corporate profits results in continued growth of the turbine and rotorcraft fleets, the largest segment of the fleet – fixed wing piston aircraft continues to shrink over the forecast. While the fleet remains level, the number of general aviation hours flown is

projected to increase an average of 0.8 percent per year through 2038, as growth in turbine, rotorcraft, and experimental hours more than offset a decline in fixed wing piston hours.



With increasing numbers of regional and business jets in the nation’s skies, fleet mix changes, and carriers consolidating operations in their large hubs, we expect increased activity growth that has the potential to increase controller workload. Operations at FAA and contract towers are forecast to grow 0.9 percent a year over the forecast period with commercial activity growing at five times the rate of non-commercial activity. The growth in U.S. airline and business aviation activity is the primary driver. Large and medium hubs will see much faster increases than small and non-hub airports, largely due to the commercial nature of their operations.

2. Local Situation and Trends. The local airport area environment can be characterized as a mixture of urban and rural. To the north and east of the airport lies the urbanized and developed areas of the City of Manassas and Prince William County while to the south and west of the airport is primarily undeveloped agricultural, heavily forested and low-density residential development. Although

most of the nearest residential development would be classified as relatively low density, residents in some of the subdivisions (i.e., Windy Hill, Moor Green, etc.) have voiced their concerns about airport noise.



The 889-acre airport site is located within the Potomac River Basin part of the larger protected watershed for the Chesapeake Bay. Much of the immediate airport property is impacted by the Broad Run flood plain and to a lesser extent the Cannon Branch flood plain. The Broad Run stream itself travels south and east around and through the airport property until reaching the confluence with the Occoquan River (about 5 miles downstream) and the Lake Jackson/Occoquan Reservoir area (about 8 miles downstream) which is a major source of drinking water for many portions of Northern Virginia. These environmental features and the attendant flood plain, wetland and water quality considerations influence facility planning and require all development at the airport to strictly adhere to a rigid environmental approval process.



While the airspace around Manassas Regional Airport is complicated by the proximity of Washington-Dulles and Reagan-National Airports, the local air traffic control tower provides convenient traffic management services for the airport users so that airspace issues do not impede the use and development of the facility. Manassas Regional Airport is considered Class D airspace with a ceiling elevation up to but not including 2-000-feet msl, and a 5 nautical mile radius.

3. Summary of Opportunities and Threats.

Opportunities and threats generally relate to external factors that affect an organization and include the environment the organization operates in (political, economic, social, technological, legal, and environmental), its market, ecosystem, and all of the third parties involved.

Opportunities:

- Proximity to Washington D.C (30 miles) (customer convenience)
- Proximity to Dulles International Airport (itinerant and overflow air traffic)
- Transportation options for travelers (Virginia Railway Express, Interstate 66)
- Availability of State and Federal Grants

- New hotel construction in Manassas
- Growth and expansion of Manassas businesses and local population

Threats:

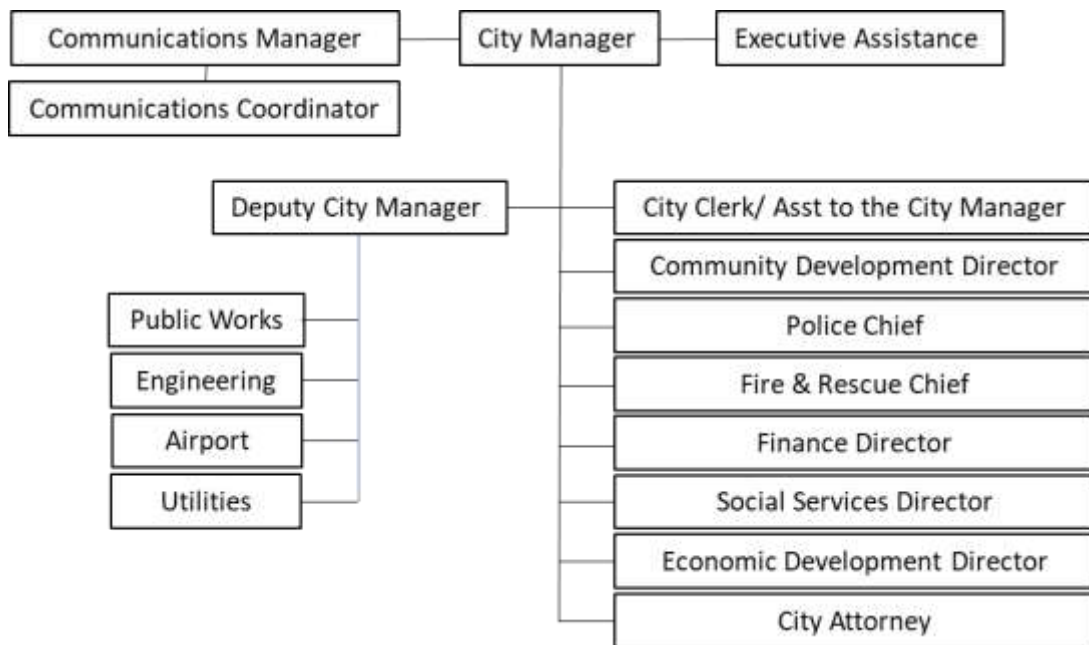
- National security issues impacting air travel
- Reduction in FAA funding
- Special Flight Rules Area restrictions; airspace congestion
- Overall poor economy; increased cost of doing business
- Local opposition to the Airport; change in local government support
- Restrictions on available land; encroachment of non-compatible land use
- Limited land available for long-term development beyond current footprint
- Drive time to D.C. due to periodic road congestion (I 66, I 95, Route 28)
- Lack of local access to world class hotels and conference centers
- Competition from other local Airports
- Environmental laws and requirements, esp. storm water

C. The Internal Organization

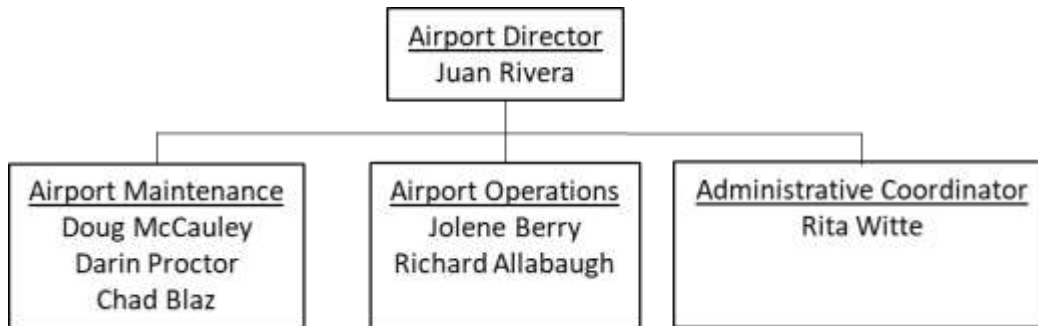
1. Governance. Manassas Regional Airport is owned by the City of Manassas, Virginia, which uses a council-manager system of government. Under the form of government, an elected governing body is responsible for legislative functions such as establishing policy, passing local ordinances, voting appropriations, and developing an overall vision, similar to a corporate board of directors. The legislative body appoints a professional manager to oversee the administrative operations, implement its

policies, and advise it. The manager position is similar to that of corporate chief executive officer, providing professional management to the board of directors. The position of “mayor” present in this type of legislative body is a largely ceremonial title, and may be selected by the council from among its members or elected as an at-large council member with no executive functions, similar to a non-executive chairman in a corporation.

2. Operating Model. The Airport Director reports to the deputy city manager and serves as the staff liaison to the City’s Airport Commission. The director provides administrative and operational oversight of the Manassas Regional Airport. He prepares and monitors both the capital improvements program and the operating budgets for the department, and ensures fund balances are maintained at the airport by recommending annually the appropriate rates for the airport fund.



3. Management.



Airport Staff

- Juan E. Rivera, Airport Director
- Rita Witte, Admin Coordinator
- Jolene K. Berry, Sr. Airport Operations
- Richard Allabaugh, Airport Operations
- Doug McCauley, Airport Maintenance
- Darin Proctor, Airport Maintenance
- Felix Rivera, Airport Maintenance

Airport Commission Members

- Dan Radtke, Chairman
- Charles T. Lemmon, Jr., Vice Chairman
- Lawrence Pigeon
- Harry J. Clark
- Howard W. Goodie
- Richard H. Seraydarian
- James L. Uzzle
- Juan E. Cabrera
- Ross Snare
- John Snider

4. Scope of Activities. The airport is designated as a general aviation reliever airport in the 2019-2023 National Plan of Integrated Airport Systems and is designed in part to provide capacity relief for the heavily congested airspace around Reagan-National and Dulles International Airports. This category also represents the funding category for the distribution of Federal aid. There are 393 aircraft hangared or based at the airport. Included in this aircraft count

are single engine, multiengine, jets, and helicopters as reported by the airport and verified by the N number registry.

5. Summary of Strengths and Weaknesses. Strengths and weaknesses generally relate to internal factors that affect an organization and should be evaluated in terms of how they compare to those of competitors. Strengths are internal characteristics of a company such as skills,

resources, capabilities and brands.
Weaknesses are internal characteristics

such as such as sources of customer or
employee dissatisfaction.

Strengths:

- Modern facilities, security, and aircraft rescue and firefighting resources
- Longest general aviation airport runway in Northern Virginia, with room for extension
- Available infrastructure to support a charter service and FBO development and expansion
- Resources for generating income and increasing awareness of the airport, e.g., terminal building, conference room, tours, etc.
- Land available for development and expansion
- Legacy events that raise awareness of the airport in the local activities, e.g., airshow, community events
- Good reputation and excellent communication among airport staff, city and tenants
- Efficient and effective daily operations to provide services to the public: personal attention from airport and FBOs, minimal wait time for arrivals and departures, privacy for users
- Effective mix of FAR Part 135 aircraft to encourage broad customer base
- Consistent effective use of FAA and Virginia grant money to improve the airport in a strategic manner

Weaknesses:

- Lack of effective marketing and promotion to raise awareness of airport services and capabilities
- Lack of on-site Aircraft Rescue and Firefighting
- Lack of effective signage to and around airport
- Many decision makers/target audiences
- Long waits for aircraft release
- Current runway length limits types of aircraft that can use the airport
- Freedom Museum limits broader use of terminal building and perpetuates the perception of the airport as “Podunk”
- Current lease agreements contribute to customer’s perception of risk to investment in long-term infrastructure development

III. VALUES, VISION, AND MISSION

A. City of Manassas Values

- **Customer Service:** Our primary duty is to be accessible and responsible to the community that we serve. To that end we must maintain an organizational reputation for consistency, openness, transparency, understanding and active engagement with the stakeholders that we serve.
- **Honesty:** We must demonstrate the highest standards of being true to what we say and do and standing up for our beliefs so that our public activities inspire confidence and trust in our government.
- **Respect:** We honor diversity and individual rights in every interaction we have with another person. We look for balance between self, family, community and work.
- **Integrity:** The courage to be true to yourself and your position. We value integrity in ourselves and others as we work every day with staff, residents and visitors.
- **Stewardship:** We must be diligent to maintain an atmosphere where public resources are always used for the public good. Our organization constantly strives to provide the greatest possible efficiency and

effectiveness in the delivery of public services.

- **Teamwork:** It takes teamwork to create success. We work as a team that encourages trust, cooperation and a commitment to communications within the organization. We use our professional judgment to meet customer needs and exceed customer expectations through behaviors consistent with our values.

B. City of Manassas Vision. A community that takes pride in our authentic history, livable neighborhoods, quality schools, healthy economy and outstanding quality of life.

C. Airport Mission Statement. Manassas Regional Airport provides modern facilities and excellent services for business and general aviation in Northern Virginia and the Washington, D.C. area. As a catalyst for our community's economic vitality, Manassas Regional Airport achieves the highest levels of safety, customer satisfaction and fiscal responsibility.

IV. GOALS AND STRATEGIES

A. Airport Vision. Manassas Regional Airport is the business and general aviation airport of choice for Northern Virginia and Washington, D.C.

B. Goals.

1. Safe, modern facilities
2. Financial self-sufficiency
3. Actively engage stakeholders
4. Manage environmental impact

C. Strategies.

1. Safe, modern facilities
 - Evaluate and integrate new technologies when developing the Capital Improvement Plan as identified in the Airport Master Plan
 - Continue to meet all requirements for a Part 139 Airport which are achievable within existing resources
 - Enhance safety and security of Airport operations
 - Maintain/replace airport infrastructure
 - Ensure users adhere to Airport rules and regulations
2. Financial self-sufficiency
 - Maintain unrestricted net assets equal to one year of operations
 - Manage Airport without subsidies from the City of Manassas or Prince William County
 - Increase leasable owned land square footage by 25% over 5 years
 - Increase Airport revenue from leased space
 - Increase overall based aircraft by 5% over next 10 years
 - Increase transient traffic by 15% over next 10 years
 - Increase based turbine aircraft by 25% over next 5 years
 - Maintain minimum standards for businesses located on the airport
3. Actively engage stakeholders
 - Increase website online engagement
 - Identify and maintain community partnerships in order to enhance Airport outreach opportunities
 - Increase awareness of Airport amenities and services by business users
 - Maintain and improve partnership Prince William County
 - Achieve a 100% satisfaction rate among Airport users within the next 5 years

4. Manage environmental impact

- Meet environmental regulations
- Evaluate and select environmental insurance
- Minimize noise complaints as operations increase over the next 10 years



APPENDICES

A. Data Collection Sources

B. Interview & Survey Questions

C. Metrics/Scorecard

**APPENDIX A
DATA COLLECTION SOURCES**

A. Interview Candidates.

- City/County Leadership
- Fixed-Base Operator (FBO) General Managers
- Airport Businesses

B. Survey Candidates.

- Airport Commission

C. Airport Visits.

D. SWOT Analysis. Data collected 19 March – 6 April 2019

E. Industry Standards. Continuous review

APPENDIX B INTERVIEW & SURVEY QUESTIONS

Stakeholder Questions.

- What services do you offer that support or are supported by the airport?
- How do you measure success in this context?
- How does the airport support you?
- What could it do better?
- What do you see as the airport's Strengths?
- What do you see as the airport's Weaknesses?
- What do you see as the airport's Opportunities?
- What do you see as the airport's Threats?
- What did I not ask that you think is important for this strategic plan?

Survey Questions.

- What are the strengths of the airport (internal attributes; can be physical/infrastructure, managerial, financial, political, brand, tenants, and other)?
- What are the weaknesses of the airport (internal attributes; can also include physical/infrastructure, managerial, financial, political, brand, tenants, and other)?
- What are the opportunities of the airport (external conditions that may be available to the airport; can include such items as regional business, on-airport business, funding, aviation trends, branding, and other)?
- What are the threats to the airport (external conditions that may threaten the airport's viability; may include funding operational activity, local, national or international political events, governmental regulations, and other)?

**APPENDIX C
METRICS/SCORECARD**

Goal #1: Safe, modern facilities

Goal #1: Safe, modern facilities				
Objective 1: Evaluate and integrate new technologies when developing the Capital Improvement Plan as identified in the Airport Master Plan	POC	Recurring	2019-2021	Long-Range
<ul style="list-style-type: none"> • Monitor developments in Next Gen technology FAA, state and local technology companies <ul style="list-style-type: none"> ○ Green technologies ○ Solar/wind technologies 	Airport Staff & Commission	Ongoing		
	Airport Staff & Commission	Ongoing		
	Airport Staff & Commission	Ongoing		
<ul style="list-style-type: none"> • Foster an aviation partnership with an educational institution or private entity that will provide access to technological expertise and knowledge <ul style="list-style-type: none"> ○ Explore partnership opportunities with George Mason University and NVCC 	Airport Staff & Commission		Summer 2020	
	Airport Staff & Commission		Summer 2020	
Objective 2: Continue to meet all requirements for a Part 139 Airport which are achievable with existing resources				
Objective 2: Continue to meet all requirements for a Part 139 Airport which are achievable with existing resources	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> • Maintain Part 139 standards for safety and security <ul style="list-style-type: none"> ○ Update the Airport Certification Manual annually ○ Seek courtesy review and recommendations from FAA every 3 years 	Operations & Maintenance	Ongoing		
	Operations	Annual		
	Operations			FY 2022
Objective 3: Enhance safety and security of Airport operations				
Objective 3: Enhance safety and security of Airport operations	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> • Conduct security audits semi-annually 	Operations	Semi-annual		

○ Attend and conduct safety and security training quarterly	Operations	Quarterly		
● Improve emergency response times (within 5 years)	Operations			FY 2024
● Implement Airport Rescue Firefighting equipment and personnel on airfield (within 10 years)	Operations			FY 2029
● Expand access control	Operations			FY 2022
● Expand security camera	Operations			FY 2022
● Update security plan (every 3 years)	Operations			FY 2022
● Increase perimeter lighting	Operations			FY 2023
● Conduct mock disaster drill (every 4 years)	Operations			FY 2023
Objective 4: Maintain/replace airport infrastructure				
	POC	Recurring	2020-2021	Long-Range
● Submit annual CIP budget for approval	Airport Staff & Commission	Annual		
● Report quarterly progress for work orders	Maintenance	Quarterly		
Objective 5: Ensure users adhere to Airport rules and regulations				
	POC	Recurring	2020-2021	Long-Range
● Ensure users adhere to the airport rules and regulations	Airport Staff & Commission	Ongoing		
● Review and update minimum standards every five years			2021	

Goal #2: Financial Self-Sufficiency

Objective 1: Maintain unrestricted net assets equal to one year of operations				
	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> • Update airport Financial Plan annually 	Administration	Annual		
<ul style="list-style-type: none"> • Increase income to ensure that the Airport's strategic goals and objectives are fiscally achievable <ul style="list-style-type: none"> ○ Hold a review budget meeting with staff ○ Assist Commission in development of airport operating budget and CIP 	Administration & Commission	Annual		
	Administration	3 rd Qtr		
	Administration	3 rd Qtr		
Objective 2: Manage Airport operations without subsidies from the City of Manassas or Prince William County				
	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> • Review City Council strategic objectives for additional perspectives 	Airport Staff & Commission	3 rd Qtr		
<ul style="list-style-type: none"> • Submit a balanced budget annually for approval by City Council, then for review by Prince William County 	Airport Commission	Annual		
<ul style="list-style-type: none"> • Conduct an annual Rates and Fees Study to ensure Airport charges are competitive and sustainable 	Operations	Annual		
Objective 3: Increase leasable square footage of owned land (25% over 5 years)				
	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> • Continue build-out of Airport to include developing the southeast corporate pad site and initiating redevelopment of west side of Airport <ul style="list-style-type: none"> ○ Update Master Plan ○ Complete marketing plan to include strategies for developable land ○ Restructure terminal for intended use • Seek opportunities for additional land purchase around airport for business development 	Airport Staff & Commission	Ongoing		
	Airport Staff			FY2022
	Airport Staff		FY 2021	
	Airport Staff		FY 2021	
	Airport Staff	Ongoing		

Objective 4: Increase Airport revenue from leased space	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> • Maintain 90% occupancy of leasable office space 	Operations	Annual		
<ul style="list-style-type: none"> • Maintain 90% occupancy of hangar space 	Operations	Annual		FY2022
<ul style="list-style-type: none"> • Determine appropriate long-term aeronautical uses of the terminal building <ul style="list-style-type: none"> ○ Conduct facility redesign study 	Airport Staff & Commission		FY 2020	
<ul style="list-style-type: none"> ○ Conduct facility redesign study 	Airport Staff		FY 2021	
<ul style="list-style-type: none"> • Increase new business tenants by at least 20% during each of the next five years <ul style="list-style-type: none"> ○ Incorporate relevant strategies in marketing plan 	Airport Staff	Ongoing		
<ul style="list-style-type: none"> ○ Incorporate relevant strategies in marketing plan 	Administration		FY 2021	
<ul style="list-style-type: none"> • Continue to search for a scheduled charter service <ul style="list-style-type: none"> ○ Identify potential charter companies that serve region ○ Provide information regarding Airport to potential companies 	Administration	Ongoing		
<ul style="list-style-type: none"> ○ Identify potential charter companies that serve region 	Administration	Ongoing		
<ul style="list-style-type: none"> ○ Provide information regarding Airport to potential companies 	Administration	As needed		
Objective 5: Increase overall based aircraft (5% over next 10 years)	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> • Update a marketing plan for Airport operations, including targeted efforts for each type of user <ul style="list-style-type: none"> ○ Develop targeted advertising and marketing campaigns based on recommendations of marketing plan ○ Identify and communicate amenities and assets of the Airport that appeal to each type of aircraft user ○ Incorporate relevant strategies in marketing plan 	Airport Staff & Commission		FY 2020	
<ul style="list-style-type: none"> ○ Develop targeted advertising and marketing campaigns based on recommendations of marketing plan 	Airport Staff	Annual		
<ul style="list-style-type: none"> ○ Identify and communicate amenities and assets of the Airport that appeal to each type of aircraft user 	Airport Staff	3 rd Qtr		
<ul style="list-style-type: none"> ○ Incorporate relevant strategies in marketing plan 	Airport Staff	Annual		
<ul style="list-style-type: none"> • Complete runway extension to 6,500 feet 	Airport Staff & Commission			FY2024
<ul style="list-style-type: none"> • Gain additional t-hangars and storage 	Airport Staff & Commission			FY2024

Objective 6: Increase transient traffic (15% over next 10 years)	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> Market Airport 	Airport Staff & Commission	Ongoing		
<ul style="list-style-type: none"> Attend Conferences (Aviation & Marketing Conferences) 	Airport Staff & Commission	Ongoing		
Objective 7: Increase based turbine aircraft (25% over next 5 years)				
Objective 7: Increase based turbine aircraft (25% over next 5 years)	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> Keep Marketing Plan updated 	Airport Staff & Commission	Ongoing		
<ul style="list-style-type: none"> Fund Marketing Plan annually 	Airport Staff & Commission	Annual		
Objective 8: Maintain minimum standards for businesses located on the airport				
Objective 8: Maintain minimum standards for businesses located on the airport	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> Enforce minimum standards annually 	Airport Staff & Commission	Ongoing		
<ul style="list-style-type: none"> Review and update minimum standards every five years 	Operations		FY2021	

Goal #3: Actively engage internal and external stakeholders

Objective 1: Increase website online engagement.				
	POC	Recurring	2020-2021	Long-Range
• Develop a stand-alone website for the Airport	Airport Staff			FY 2022
○ Reach agreement with City to create a website with a distinct look and navigation to meet the Airport’s unique needs	Airport Staff			FY 2022
○ Include links to and from the main City website	Airport Staff			FY 2022
• Develop social media presence	Administration		FY 2020	
○ Increase geofence campaigns to increase airport visibility	Administration	Ongoing		
○ Include on website link to airport LinkedIn page	Administration		FY 2020	
○ Include on website more information on Uber/Lyft and ground transit opportunities	Administration		FY 2021	
Objective 2: Identify and maintain community partnerships in order to enhance Airport outreach opportunities.				
	POC	Recurring	2020-2021	Long-Range
• Partner with the airport business groups to foster business development on and around the Airport	Administration & Operations	Ongoing		
○ Hold annual business luncheon	Administration	Annual		
○ Hold annual tenant luncheon for (T-hangar and Tie-down tenants)	Administration	Annual		
• Enhance the Airport’s working relationship with Prince William Chamber of Commerce	Airport staff & Commission	Ongoing		
○ Invite Chamber members for Business after Hours annually	Administration	Annual		
○ Participate in appropriate Chamber of Commerce Committees	Airport Staff	Ongoing		
• Maintain close communication and strong working relationships with state and regional economic development organizations, including the Virginia Economic Development Partnership, City of Manassas and Prince William County	Administration	Ongoing		
○ Foster communications with County’s Economic Development Department and Council	Administration	Ongoing		

<ul style="list-style-type: none"> • Maintain close communication and partnership with Virginia Department of Aviation 	Director & Operations	Ongoing		
<ul style="list-style-type: none"> ○ Participate in Virginia Airport System Economic Impact Study 	Director & Operations	Ongoing		
<ul style="list-style-type: none"> ○ Annually, brief Virginia Aviation Board on Manassas projects 	Administration	Annual		
Objective 3: Increase awareness of Airport amenities and services by business users.	POC	Recurring	2020-2021	Long-Range
<ul style="list-style-type: none"> • Review and evaluate marketing plan annually 	Administration	Annual		
<ul style="list-style-type: none"> • Promote availability of U.S. Customs in all appropriate communications vehicles 	Administration	Ongoing		
<ul style="list-style-type: none"> • Develop a marketing plan and branding strategies that position the Airport as the “best-value alternative” for business and general aviation in the region (evaluate annually) 	Airport Staff		FY 2020	
<ul style="list-style-type: none"> ○ Work with PWC Department of Economic Development and City Community Development 	Airport Staff	Ongoing		
<ul style="list-style-type: none"> ○ Convey the benefits of using Manassas Regional Airport versus the competition 	Airport Staff & Commission	Ongoing		
<ul style="list-style-type: none"> ○ Utilize Rates and Fees Study to convey economic benefits of Airport 	Airport Staff & Commission	Ongoing		
<ul style="list-style-type: none"> ○ Include the Interstate 95 corridor, particularly defense-related businesses and military contractors, in the Airport’s targeted marketing efforts 	Airport Staff	Ongoing		
<ul style="list-style-type: none"> • Update SWOT analysis every two years to assess Airport’s position relative to competition 	Airport Staff		FY 2021	
<ul style="list-style-type: none"> • Improve visibility and accessibility to airfield facilities, FBO’s, etc 	Operations	Ongoing		
<ul style="list-style-type: none"> ○ Implement a signage program with clear, easy-to-read signage. 	Operations	Ongoing		
<ul style="list-style-type: none"> ○ Ensure Airport facilities and addresses are updated on GPS and other way-finding technologies 	Operations	Ongoing		
Objective 4: Maintain and improve partnership with Prince William County	POC	Recurring	2020-	Long-

			2021	Range
• Provide annual report to Board of County Supervisors	Commission	Annual		
• Enhance the Airport's working relationship with Prince William County	Airport Staff & Commission	Ongoing		
○ Brief PWC Board of County Supervisors annually about Airport	Airport Staff & Commission	Annual	FY 2020	
○ Invite BOCS and County Executive for airport tour annually	Airport Staff & Commission	Annual		
• Explore development opportunities for Southwest land development and East parcel	Administration & Commission	Ongoing		
• Support efforts to bring high-end hotel/conference center to area	Administration & Commission		FY 2021	
○ Explore opportunities to work with companies of INNOVATION Technology Park to use the airport	Airport Staff & Commission	Ongoing		
○ Work with City's Community Development Director and PW Chamber on related initiatives	Airport Staff & Commission	Ongoing		
• Improve timely Site Plan review of Prince William County properties within the airport zone	Operations	Ongoing		
○ Work with Prince William County staff to receive plans for review in a timely manner	Operations	Ongoing		
Objective 5. Achieve a 100% satisfaction rate among Airport users (within the next 5 years)				
	POC	Recurring	2020-2021	Long-Range
• Monitor airfield users' satisfaction with customer service at the Airport	Rita & Ops			FY 2024
○ Conduct survey for airfield tenants and users to submit feedback utilizing suggestion boxes in prime airport locations	Rita & Ops			
○ Increase tenants' response rate to the survey	Rita & Ops			
• Undertake employee customer service training, with topics based on annual survey results	Airport Staff & Commission			
○ Establish a regular, ongoing customer service training program	Administration			

for Airport employees & tenants				
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Goal #4: Manage environment impact

Objective 1: Meet environmental regulations				
	POC	Recurring	2020-2021	Long-Range
• Review permits	Operations	Ongoing		
• Attend Training	Operations	Ongoing		
Objective 2: Environmental insurance				
	POC	Recurring	2020-2021	Long-Range
• Evaluate and select environmental insurance	Administration & HR	Annual		
Objective 3: Minimize noise complaints as operations increase over the next 10 years				
	POC	Recurring	2020-2021	Long-Range
• Review and update Fly Friendly Program every two years to minimize noise complaints	Operations	ongoing		
• Educate the pilots annually about the Airport's efforts to minimize noise impacts	Operations	ongoing		
• Monitor noise tracking technology bi-annually	Operations	ongoing		
○ Determine appropriate location	Operations	ongoing		
○ Design necessary pad sites for monitor	Operations	ongoing		
• Noise monitors - annually	Operations	ongoing		
• Updated Fly Friendly Program – as needed	Operations	ongoing		
• Respond to noise complaints timely - ongoing	Operations	ongoing		
• Work with local jurisdictions for land use development - ongoing	Operations	ongoing		
• Review Zoning Regulations – 3years	Operations		FY2020	

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