Douglas Municipal Airport (DGL) Master Plan
Planning Advisory Committee (PAC) Meeting #1/Kick-Off
Meeting Notes

6/7/16 at 4PM

The presentation from the meeting is provided at the conclusion of the meeting notes. The following summarizes the discussion from the first PAC meeting for the DGL Master Plan:

- Current operational activity/users:
    - Lifeline – Average a few operations/day, up to 3/day; they have 3 rotorcraft in fleet, 1 based at DGL
    - Office of Air/Marine uses DGL for refueling
    - National Guard
    - Takata
- Activity reported as 18,000 (around 350 operations per week) is likely high
- Based aircraft reported as 30 is not accurate based on what is currently in storage
- Existing storage:
    - Large Hangar = 6 fixed-wing
    - Small Hangar = 1 rotorcraft (Lifeline)
    - T-Hangar = 6 aircraft (fixed wing)
- Total Based Aircraft: 13 including 1 helicopter
- Airport needs:
    - Existing runway condition is highest priority
    - Users identified crosswind runway as a need; dirt would be acceptable; not highest priority
    - Parallel taxiway extension is also priority, but not as high as runway rehab
        - Back taxiing is okay, but not ideal
        - Goal of Airport should be to draw additional users, and parallel taxiway would help
    - Weather station would be ideal
    - Upgrade terminal and/or museum, add pilots lounge
    - Runway upgrade (several PAC members agreed)
    - Helipad (possibly multiple) are needed; Lifeline currently uses medium-sized helicopter; ideal location would be away from fixed-wing aircraft
    - Perhaps additional hangar or T-shades
- Matt from ADOT identified that at June 17th State Transportation Board meeting, $250,000 grant would be up for approval for runway design
- Airport zoning for height protection and land use does not currently exist
- Cargo was identified as an activity at DGL:
    - Ford/Nissan (Takata)
- Takata operates Corporate Jets, 3-4 daily operations regularly when transporting cargo
- Communication (CTAF/UNICOM) had not been functioning properly of late
- 80% of occupants in T-Hangars are non-local
    - Regional vs. transient demand
    - Users from Tucson, elsewhere?
- BDI closes at 3:00pm, Nissan/Ford (Takata) moved to DGL for fueling and operations (specifically Miguel's service for them)
- Several jets visit maquiladoras

- BDI has acreage and large old hangars, but not other facilities
- Question: Why DGL not included in NPIAS?
    - Difficult to get into FAA system (FAA does not want more airports in their funding system)
- CBP does not use airport for operations, but Marines do; Base helipad is 20 miles east; sometimes fuel at DGL; Utilize multiple rotorcraft
- CBP directs officers they are not allowed to drive on runway/taxiway pavements with ATVs or vehicles; sometimes people illegally crossing have gone to park; CBP has waited until they clear Airport pavement to pursue; this activity has subsided in recent years
- FBO – There had been interest from an FBO at DGL since the previous one had ceased operation, but it never materialized
- Business growth noted:
    - Nissan/Ford (Takata) is growing
    - Port of Entry is choking off shipping due to limited hours, size, capacity
    - Toyota expansion in Mexico (Perhaps Agua Prieta?)
    - 2008 maquiladoras = 40k employees, 80% increase since 2008
    - No place for truckers to stay in Douglas, not adequate transport (i.e.: 4-lane highway). ADOT corridor study looking at needs
- BDI – drones take 2nd to operating aircraft
    - Discussed possibility of drones operating at DGL; airport's proximity to U.S./Mexico border may pose issues; conversely, it could attract potential tenants to the Airport.
- A presentation of the Airport Business Plan (ABP) was provided to explain the components of the plan and discuss the Business Plan and the Master Plan inter-relationships
- The Presentation discussed the business plan process, including preparation, analysis, development of key plan elements, and plan implementation
- The ABP will use the data generated by the physical inventory of the airport (Master Plan) along with a review of the airport's existing business operations to form a base of DGL physical and economic conditions
- After the basic information of the airport is gathered, the team will conduct a SWOT analysis with stakeholders to set mission, vision, goals and objectives for the ABP
- In collaboration with the MP team, working group, and airport management, a financial, operational, and action plan will be developed
- All ABP project activities will be coordinated within the overall schedule as key elements of the MP are developed
- Next steps for the ABP include:
    - Preparing a list of both volunteers and suggested members to Mr. De La Torre, PE, City Manager/Engineer for review and approval
    - Develop an invitation letter to proposed working group members
    - Establishing the ABP working group
- Begin collection of background information including current and past operation and financial dataAt the conclusion of the Master Plan Presentation, a two-page work sheet was distributed to the PAC attendees. The handout was a SWOT Analysis worksheet (Strength, Weakness, Opportunities, and Threats), for the attendees to review and start the inter-active and collaborative process of the ABP
- The worksheets will be used at the future SWOT workshop scheduled for the next PAC and ABP working group meeting
- PAC members were asked to consider being part of the Airport Business Plan working group and if interested to contact KHA or Genesis
- KHA and Genesis will also reach out to individuals for participation
- Attendees requested KHA send a list of PAC current members and meeting attendees

Douglas Municipal Airport

SWOT Analysis - Preparing the ELEMENTS of an Airport Business Plan

The purpose of the SWOT analysis is to isolate and categorize actual and perceived strengths and weaknesses of an airport and its organization from an internal perspective and opportunities and threats from an external perspective. The results of the SWOT analysis serve to document the planning team's understanding of the airport and its organization. The SWOT analysis sets the stage for establishing goals for the airport. The four components of the SWOT analysis are:

- Strengths – internal items accomplished particularly well or unique assets of the airport or the organization, especially in comparison to competitive and comparable airports or organizations. *Strengths need to be preserved, built on, and leveraged.*

- Weaknesses – internal items that: (1) are not accomplished particularly well; (2) hinder or prevent desired performance; or (3) are acutely lacking or need to be improved. *Weaknesses need to be addressed and remedied.*

- Opportunities – external items that could help realize the mission and vision for the airport. Opportunities may be identified by studying changes or trends within the industry, the marketplace, or the community. *Opportunities need to be seized or capitalized on.*

- Threats – external items that could threaten the realization of the airport's mission and vision. Threats are typically identified by studying changes or trends within the industry and the local marketplace. *Threats need to be managed or, if possible, eliminated.*

The SWOT analysis can be summarized in a four-quadrant graphic that identifies each component of the analysis.

Douglas Municipal Airport

S.W.O.T. Analysis Worksheet

Identify Strengths Here:

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Identify Weaknesses Here:

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Identify Opportunities:

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Identify Threats Here:

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GENESIS CONSULTING GROUP

City of Douglas Arizona

DOUGLAS
Municipal Airport
MASTER PLAN

Kickoff Meeting June 7th 2016

Kimley»Horn

Agenda

- Introductions and Roles
- Airport Master Plans and Process
- Airport Overview and Historical Perspective
- Goals Discussion
- Next Steps in Master Plan
- Strategic Business Plan
- Schedule

DOUGLAS MUNICIPAL AIRPORT
MASTER PLAN

Project Team

City of Douglas
Douglas Municipal Airport

ADOT
Airport Development

Pam Keidel-Adams
Project Manager

Colin Wheeler
Project Planner

Kevin Clarke
MP Technical Lead

Tammy Martelle
Grants Manager

Mary Ortega-Itsell
Rick Crosman
Business Plan

Kimley»Horn

DOUGLAS MUNICIPAL AIRPORT
MASTER PLAN

Planning Advisory Committee Role and Responsibilities

- Assist in development of long-term vision
- Provide objective evaluation and input to study process
- Review study documentation
- Participate in review meetings and discussion

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Overview of Airport Master Plans

- **Define concept for development over a 20-year planning period**
- **Framework to guide future airport development**
  - **Meet State standards and general FAA design criteria for safe and efficient airport**
  - **Satisfy aviation demand**
  - **Consider potential environmental and socioeconomic impacts**

Master Plan Process

DOUGLAS MUNICIPAL AIRPORT MASTER PLAN

Airport Overview

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2008 SASP Objectives
GA Community Airport

Airport Criteria	Minimum Objectives	Douglas Municipal Compliance?
ARC	B-II	Yes
Runway Length	75% of LG. aircraft, 60% load	Yes
Runway Width	To meet ARC	Yes
Taxiway	Full or Partial Parallel; width per ARC	Yes
Surface	Asphalt/Paved	Yes
Approach Capability	Non-Precision	No

DOUGLAS MUNICIPAL AIRPORT MASTER PLAN

2008 SASP Objectives
GA Community Airport

Airport Criteria	Minimum Objectives	Douglas Municipal Compliance?
Visual Aids	Rotating Beacon, Lighted Wind Cone/Segmented Circle, REILs, VGSI (PAPI)	Yes
Lighting	MIRL/MITL	Yes
Approach Lighting System	None	Yes
Fencing	Perimeter Fencing	Yes
Services	Limited Service FBO/Limited Maintenance/On-Site Ground Transportation/Phone/Restroom/Fuel (Jet and AvGas)	Yes
Facilities	Terminal with appropriate facilities Hangars: 60% of based fleet & 25% overnight Apron: 40% of based fleet & 50% for transient Auto Parking: 33% of based fleet	Yes

Horn

Estimated Historical Aviation Activity

	AIRCRAFT OPERATIONS									
	Itinerant Operations					Local Operations				
	Air Carrier	**Air Taxi**	**GA**	**Military**	**Total**	**Civil**	**Military**	**Total**	**Total**	**Based Aircraft**
2005	0	0	8,500	500	9,000	11,500	0	11,500	20,500	17
2006	0	0	9,500	0	9,500	11,500	0	11,500	21,000	23
2007	0	0	9,500	0	9,500	11,500	0	11,500	21,000	23
2008	0	0	9,500	0	9,500	9,500	0	9,500	19,000	34
2009	0	0	9,500	0	9,500	9,500	0	9,500	19,000	34
2010	0	0	9,000	0	9,000	9,000	0	9,000	18,000	32
2011	0	0	9,000	0	9,000	9,000	0	9,000	18,000	30
2012	0	0	9,000	0	9,000	9,000	0	9,000	18,000	30
2013	0	0	9,000	0	9,000	9,000	0	9,000	18,000	30
2014	0	0	9,000	0	9,000	9,000	0	9,000	18,000	30
2015*	0	0	9,000	0	9,000	9,000	0	9,000	18,000	30

Source: FAA Terminal Area Forecasts Issued January 2016

1994 Master Plan Recommendations

- Extend Runway 03-21 to 5,760', widen to 75', and strengthen pavement to 25,000 lbs.
- Construct crosswind RWY 13-31
- Extend partial parallel TWY for 03-21 to full length
- Installation of ASOS (weather station)
- Update airfield signage
- Expand aircraft parking apron
- 2 additional box hangars by 2014
- Installation of rotating beacon
- Adoption of height limitation zoning ordinance surrounding the Airport

DOUGLAS MUNICIPAL AIRPORT MASTER PLAN

Regional Market – Nearby Airports

Nearby Airports (60 mi.)

Bisbee Douglas Intl. (DUG)
-GA NPIAS, Primary RWY = 6,430'x100'

Sierra Vista Muni/Libby Airfield (FHU)
-GA NPIAS/Military, Primary RWY = 12,000' x 150'

Bisbee Muni (P04)
-GA Non-NPIAS, Primary RWY = 5,930' x 60'

Cochise College (P03)
-GA Non-NPIAS, Primary RWY = 5,550' x 60'

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DOUGLAS MUNICIPAL AIRPORT
MASTER PLAN

Goals Discussion for 2015 Master Plan

- What are significant changes since 1994?
- What are the current constraints?
- What future issues may affect the Airport?
- What are the current needs?
- Are there other regional plans that may affect the Airport?

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Next Steps in Master Plan

- Data Collection/Inventory
- Environmental Overview
- Forecasts of Aviation Demand
- Demand/Capacity and Facility Requirements Analysis

Why Prepare A Strategic Business Plan

"Before everything else, getting ready is the secret of success" – Henry Ford

- **Best Management Practices**
- **Business Vision and Goals**
- **Financial Strategies**
- **Operational Success Strategies**
- **Aviation Trends**

Business Plan vs. Master Plan

Airport Master Plan	Airport Strategic Business Plan
Formation of long term physical needs	Establish Strategies to Achieve Business Goals and Objectives
Twenty Year Time Frame	Mission and Vision of Airport
Determine Aviation Needs	Maximize Revenue and Development Potential
Address Concerns of a Development Plan	Funding
	Focus Strategies for Development

Inter-relationships

Strategic Vision

- Mission, Vision, & Value Statements
- SWOT Analysis
- Internal Assessment
- External Assessment

Business Plan

- Situational Analysis
- Business Goals
- Airport Market
- Operations
- Facilities
- Financials

Master Plan and ALP

- Inventory
- Forecasts
- Demand/Capacity
- Environmental
- Alternatives
- CIP
- Infrastructure

Business Plan Process

- Preparation
- Analyze Organization, Operations, Market, and Financials
- Develop Principal Elements
- Develop Plan and Implement

Business Plan Preparation

- Inventory of Physical Conditions (Master Plan)
- Existing Business Operations
  - Real Estate Holdings
  - Fixed Base Operators
  - Applicable Through-the-Fence Operations
- Existing Airport Operations
- Other Conditions

Business Plan Analysis

- Conduct S.W.O.T. Analysis
- Collect and Review all Background Data
- Collect and Review Financial Data
- Conduct Situational Analysis
- Alignment of Priorities and Goals

Business Plan Report & Implementation

- **In collaboration with Airport Management and Working Group develop:**
  - **Financial Plan**
  - **Operational Plan**
  - **Project Cost Estimates for Action Items**

Business Plan Implementation Process

- **Implementation**
  - **Develop Draft BP Implementation Plan**
  - **Coordinate BP Elements with Airport Master Plan**
    - Airport Business Review
    - Regional Rates and Charges
- **Establish Criteria for Measuring Success**
- **Prepare a Marketing Plan (By Others)**

Next Steps in Business Plan

- Establish Business Plan working group
- Conduct SWOT workshop
- Document findings and establish Mission and Vision Statements

DOUGLAS MUNICIPAL AIRPORT MASTER PLAN

Project Schedule

		Months after Notice-to-Proceed											
Number	Task Name	1	2	3	4	5	6	7	8	9	10	11	12
		May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April
1	Pre-planning and Project Initiation												
2	Coordination and Public Outreach												
3	Introduction and Inventory												
4	Forecasts												
5	Demand/Capacity and Facility Requirements												
6	Airport Alternatives												
7	Airport Development Plans (MPU Concept)												
8	Financial Management and Development Program												
9	Airport Layout Plans												
10	Airport Business Plan												
	Kick-Off Meeting Overview of Business Plan Process		▲										
	SWOT Analysis					▲							
	Working Paper Nol. 1						▲						
	Business Plan Alternatives							▲					
	Business Plan Development Ares									▲			
	Priority Reconciliation with Financial & Airport Develop									▲			
	Working Paper No 2									▲			
	Final Document												
11	Final Reports and Approvals										▲		
	Local Coordination Meeting										●		
	PAC and/or Business Plan Working Group Meeting		▲			▲			▲				▲
	Public Workshop					★			★				★

Legend	
●	Local Coordination Meeting
▲	Business Plan Working Group Meeting
▲	PAC Meeting
★	Public Workshop
	Task Work Underway

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Project Contact Information

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- **Mary Ortega-Itsell (Genesis)**
  - mary@genesis-aviation.com
  - 210-488-1019

Sign-In Sheet:

Initials	Name	Organization / Involvement	Phone	Email
Cochise County				
	Karen Riggs	Community Development Administrator	520-432-9300	kriggs@cochise.az.gov
	Jay Howe	Facilities Director	520-432-9380	jhowe@cochise.az.gov
	Lisa Marra	Communications & Community Relations Administrator	520-432-9742	lmarra@cochise.az.gov
SEAGO				
	Larry Catten	Economic Development Planner	520-432-2622	lcatten@seago.org
Tucson Hispanic Chamber of Commerce-Douglas Affiliate				
	Arturo Escalante	Membership Director	520-620-0005	arturo@tucsonhispanicchamber.org
Greater Douglas Chamber of Commerce				
	Nubia Romo	President	520-364-2477	
City of Douglas				
	Carlos De La Torre, P.E.	City Manager/City Engineer	520-417-7302	carlos.delatorre@douglasaz.gov
	Miguel Gutierrez	Airport Attendant	520-417-7329	miguel.gutierrez@douglasaz.gov
Arizona Lifeline (Air Ambulance)				
	Gale Clawson	Medical Manager	520-349-5399	gale.clawson@medtrans.net
	Ed Brouse	Program Manager	520-872-4738	edwin.brouse@medtrans.net
Cochise College				
	Belinda Burnett	Director of Aviation Program	520-417-4092	
Border Patrol				
	Jorge Roman	Border Community Liaison	520-805-6912	jorge.o.roman@dhs.gov
TAKATA				
	Hector Quijada	Area Manager	520-364-2171	hector.quijada@takata.com
ADOT/Aeronautics Group				
	Matt Smith	Airport Grants Manager	602-712-7597	Msmith3@azdot.gov
Ft. Huachuca				
	Timothy Merrymon	Director of Public Works	520-533-5125	timothy.l.merrymon.civ@mail.mil
	Carolyn Thompson	Libby Airfield Manager	520-538-2891	Carolyn.y.thompson2.civ@mail.mil

Initials	Name	Organization / Involvement	Phone	Email
Airport Authority Board				
	Leslie Stimac	Airport Advisory Board	520.364.9344 818.903.3219	drstim@email.com
	Tom Hanigan		520.236.5175	vansav699699@yahoo.com
	Joey Barreras		520.456.7510	twfin@hotmail.com
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	Bill Wendt		520.364.5218 520.249.5964	shortstop11@mac.com
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City of Bisbee				
	Andy Haratyk	Interim Public Works Director	520-432-6262	aharatyk@bisbee.az.gov
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	Tammy Martelle	Kimley-Horn – Grants Manager	602-678-3421	Tammy.martelle@kimleyhorn.com
	Mary Ortega-Itsell	Genesis Consulting Group – Principal	210-488-1019	mary@genesis-aviation.com
	Rick Crosman	Genesis Consulting Group – Principal Planner	970-209-5117	Rick@genesis-aviation.com
	Highlighted names indicate attendance at 6/7 PAC/Kickoff Meeting			