



**TERRE HAUTE
INTERNATIONAL AIRPORT
HULMAN FIELD**

“Your World Within Reach”

Strategic Plan

2012 – 2017



A MESSAGE FROM THE EXECUTIVE DIRECTOR

On behalf of the Terre Haute International Airport Authority, I welcome you to our Strategic Plan. The Airport Authority Board members, as well as Stakeholders from the community, have updated the previous Strategic Plan to reflect our new direction and values. This document has been created to assist us as we move forward with the development of the airport, in the short term, 12 to 24 months, and the longer term, three to five years.

The Terre Haute International Airport is an excellent location for existing or start-up companies as well as those businesses looking to expand their operations. Terre Haute boasts the closest average distance to every single consumer in the continental United States, at 821 miles. Additionally, 75% of the U.S. population lies within 1,000 miles of Terre Haute. Your business, family and friends can easily reach out to the overwhelming majority of our country's population with this conveniently located air transportation facility.

The Airport offers one of the longest runways in the State, at a length of 9,020 feet with a second runway of 7,200 feet, both being 150 feet wide. The Airport's runways, taxiways and aprons can accommodate all but the very newest and largest military and commercial aircraft. This Airport has hosted military C-17's, C-5's and C-130's as well as commercial air carrier B-747's and 757's, Airbus 320's and smaller air carrier aircraft as well as all sizes and types of business, corporate and general aviation aircraft. With a fully functioning and operational Air Traffic Control Tower offering 24/7 approach and ground control services, as well as instrument approaches and radar services, we offer all of the amenities of a larger, more complex airport without the hassles, delays and costs of those facilities.

In 2010 we completed an \$11 million resurfacing of our main runway and we continue to make additional improvements such as a new \$1.7 million airfield electrical vault. An update to the Airport's Master Plan is currently underway. We also continue to work on building and grounds updates in order to ensure our infrastructure is in top-notch condition.

Our Airport and community offer everything you could need from an air transport facility in the middle of the United States. With the Airport Authority Board's guidance, and support from our stakeholders and community leaders, we are proud to be able to offer our facility for your aviation needs. We are all committed to creating the best aviation experience for our customers and tenants and invite you to visit us to see for yourself the amenities we offer.

Dennis Wiss

Dennis Wiss, A.A.E.
Executive Director
Terre Haute International Airport Authority

Evaluation

The Terre Haute International Airport Authority owns and operates a 1,400 acre facility comprised of three runways, and associated taxiways as well as numerous aircraft parking ramps and aprons. In addition to the airside infrastructure, the Airport owns over 20 buildings and hangars ranging in size from a 4,000 square foot hangar to an 85,000 square foot combination hangar and office building complex.

The Authority leases these buildings and grounds to a number of aviation-related companies and businesses including:

- Federal Aviation Administration: Air Traffic Control Tower and System Support Center
- Hoosier Aviation: Fixed Base Operator
- Indiana Air National Guard, 181st Intelligence Wing
- Lifeline Air Ambulance
- S&T Fulfillment: Trucking and logistics
- Tri-Aero: Precision metal works for civilian and military aircraft
- Turbines, Inc.: Turboprop engine repair and maintenance
- Vextec, Inc.: Computerized component mapping and analysis
- Williams Aviation: General aviation aircraft repair and maintenance

A 2007 Economic Impact Study found that this airport had a direct and indirect economic impact of over \$78,000,000 with an employment base of over 500 people. The Airport benefits from a Tax Incentive Funding program as well as an Airport Development Zone that encompasses not only the airport proper but additional acreage totaling over 5,000 acres. The TIF and ADZ provide attractive financing and tax abatement incentives to prospective businesses and companies looking to relocate near the airport.

Principle Foundations

Our Values

Service to the public
Continuous Improvement: Excellence
Distinction
Results
Integrity

Our Vision

The Terre Haute International Airport will provide the air transportation needs of West-Central Indiana and East-Central Illinois; provide a prime location for innovative and high-technology businesses; and support existing and future military installations and activity.

Our Mission

To maximize the potential of the Airport through primarily aviation-related activities and, secondarily, non-aviation activities which combined provide the maximum economic benefits to the Airport, and which support the area's businesses and citizens; and thereby contribute to the prosperity of the City of Terre Haute, Vigo County and the Wabash Valley area through an active and thriving Airport facility.

Culture

Our Values, Vision and Mission form the core principles that guide the Airport Authority in its relationships with its stakeholders, both on and off the airport. Delivering and maintaining excellence in all we do shapes the Airport Authority's organizational philosophy.

Purpose

The purpose of the Terre Haute International Airport Strategic Business Plan is to provide a short and long-term vision of the Airport in order to guide future growth and development of the Airport in terms of infrastructure growth and financial self-sustainability.

Asset Maximization

Strategy

To efficiently manage and operate the Authority's air and land side infrastructure; including grounds, buildings, airfield facilities, as well as employees, in order to ensure maximum utilization, positive growth and economic vitality.

2012 Objectives

- Complete the renovation and remodeling of portions of the terminal building
- Establish a maintenance management program for facilities and vehicles
 - Establish priority ranking of maintenance needs
 - Define capital improvement needs
- Streamline procedures and processes through increased utilization of technology
- Continue to provide airport outreach through speaking engagements, tours and press releases and tenant meetings
- Continue to pursue new tenants and businesses with a focus on aviation-related companies
- Complete dissolution of Authority-owned flight school through sale of aircraft
- Review ownership of lands outside the airport proper for possible sale
- Maintain infrastructure at levels needed to sustain operations and usability while establishing in-depth maintenance and repair needs for future budgetary consideration
- Monitor and review the Authority's health and liability policies to ensure adequate coverage at economical costs

2013 – 2016 Objectives

- Continue to seek additional revenue from leasing of airport buildings and grounds
- Ensure existing tenants' needs are met through maintenance, repair and upgrades to buildings and facilities
- Continue to work with the Indiana Army National Guard and their plans for construction of a new facility
 - Maintain contact with Indiana Air National Guard personnel to ensure their facility needs are met and maintained
- Pursue full occupancy of all existing buildings

Business Development

Strategy

To increase the number of airport tenants and the level of corporate and general aviation activity through increased exposure and awareness of airport opportunities. To maximize occupancy of all of the airport's assets and infrastructure through expansion and growth of existing tenants and businesses, and the pursuit of new and additional tenants and business partners.

2012 Objectives:

- Promotion of business opportunities at the airport through increased marketing and advertising of available airport properties and buildings via social media, website enhancements, attendance/participation at industry events and creation of an interactive airport land-use plan
- Assist Indiana State University as necessary with the implementation and start-up of an ISU flight school
- In conjunction with ISU, host the 2012 National Intercollegiate Flying Association Regional event
- Preliminary revisions and updates to Airport Master Plan in order to outline infrastructure improvements and development
- Partner with Fixed Base Operator to increase air traffic and usage of the airport
- Establish and expand relations with existing military installations and contractors including Indiana Army National Guard maintenance facility
- Engage the services of MTSI to assist in the promotion of the airport to the UAV industry and other industries including defense and aircraft support
 - Partner with military/contractors on use of airport for UAV flights and/or testing

2013 – 2016 Objectives:

- Rehabilitation of existing buildings and grounds to provide better facilities for tenants and customers
- Completion of the revision and update of the Airport Master Plan
- Concept development of high-technology business corridor along Hunt Road
 - Research installation of additional utilities and other improvements along Hunt Road in cooperation with City of Terre Haute and Vigo County
- Realignment of SR 342 and opening of lands on northeast corner of airport for development
- Increased activity and use of the Airport and its infrastructure both airside and landside

Finance and Budgeting

Strategy

To achieve self-sustaining revenue levels by fully utilizing all of the airport's assets and infrastructure. Development of sufficient general fund revenue streams in order to fully utilize tax receipts for capital improvements.

2012 Objectives:

- Prepare and adopt financial policies and guidelines
- In-depth review of revenues and expenses
- Increased use of computerized software to assist in projection of future expenses
 - Computerized maintenance management software
- Expanded budgetary item explanations for analysis and review
- Creation of long-term, five-year budget plan
- Review of Rates and Charges Schedule and update as necessary
- Management and oversight of business procedures to ensure reliable financial and data reporting

2013 – 2016 Objectives:

- Increase Tax Increment Financing (TIF) deposits through expanded development of properties and buildings in TIF district
- Increase revenue stream from diversified business opportunities
- Implement workplace and lifestyle wellness plans to reduce overall health care plan expenses
- Prepare Requests for Proposals for health and liability insurance quotes

Operational Excellence

Strategy

To provide exemplary customer service and care to our existing tenants and businesses; and to attract additional air traffic to the facility by providing outstanding customer care.

2012 Objectives:

- Maintain safe and secure airfield operating areas at all times
- Identify areas requiring attention and addressing these as necessary
- Work with airport tenants, local businesses and others interested in utilizing the Airport for aviation and non-aviation related events
- Renovation of terminal building
- Inventory of infrastructure assets and creation of priority schedule for maintenance to ensure viability of assets

2013 – 2016 Objectives:

- Continued emphasis on serving the customer/tenant to the fullest extent possible
- Continued and expanded employee training
- Establishment of organization and individuals to coordinate, promote and fund airshows

Customer Satisfaction

Strategy

To provide exemplary service to tenants, customers and others utilizing the airport's facilities and

2012 Objectives:

- Participate in Super Service Training provided by the Super Bowl Host Committee
- Training of Airport Staff in exemplary customer service
 - Motivation
 - Appearance
 - “What can we do for the customers and tenants?”
- Facilitate tenant meetings to provide comments and discussion on airport events, improvements and suggestions
 - Continue to provide airport updates via email, Facebook and airport website
- Coordinate and assist the FBO and others as necessary for airport events
 - Aircraft Fly-Ins
 - Warbird Events

2013 – 2016 Objectives:

- Support continued training and professional development of staff members
- Continued upgrades to facilities and grounds
- Benchmark historical information against current trends

Outcomes & Measure

Strategy

Staff will review the Strategic Plan at least bi-annually to assess objectives and measure if objectives are being met or are in progress

Additional Action Steps

Strategy

The executive staff and department heads will be proactive in ensuring the details of the strategic plan are known by all employees and will take the lead in implementing the respective ideas within the Plan.

At the conclusion of each bi-annual, or other review, a report will be given to the Airport Authority Board informing the Board of progress made as well as any feedback received from tenants and customers.

This Strategic Plan is a living document and changes in the development of the Airport's operations may require deviating from the Plan. If necessary, the Plan may be revised as the need arises in the future.

Airport Authority Organizational Chart

