



CITY OF TITUSVILLE AIRPORT

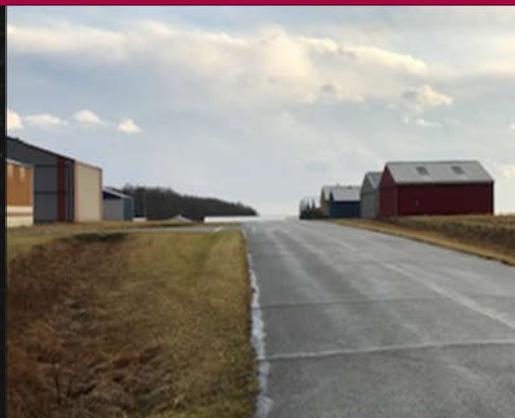
Business Plan



City of Titusville Airport

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Titusville Airport Business Plan

MISSION – CITY OF TITUSVILLE AIRPORT

Although there currently is no formally documented mission statement for the Airport, a possible mission statement might be:

The City of Titusville Airport will strive to be the tri-county area's first choice for business and personal air transportation, providing an engine for economic growth, while maintaining operational safety, outstanding service, and a safe environment for aircraft owners, operators, and the flying public.

MISSION, VISION AND GOALS – CITY OF TITUSVILLE

The **Mission** of the City of Titusville is to deliver the highest level of service to its residents efficiently, effectively and professionally as possible while maintaining affordability. The City of Titusville, as the business and population hub of the Region, will continue to provide the sustenance necessary to encourage and promote the development of future partnerships responsible for building a stronger economic future for the City and the surrounding region.

The **Vision** of the City of Titusville, its City Council and Administrators, will endeavor to continuously improve in the areas of delivery of basic services, accountability, ethics, customer satisfaction, planning and employee training.

The **Goals** of the City of Titusville, its City Council and Administrators include to:

- Search for alternate forms of revenue generation through the exploration of grants and other non-traditional funding sources.
- Develop a long-range plan for the purchase of City equipment and infrastructure improvements.
- Work to identify and implement procedures, which will facilitate the City's ability to sell services to neighboring communities.
- Search for ways to develop regional financial support for City assets that serve the Region.
- Endeavor to preserve, whenever possible, the historical significance of the City; support civic and community group projects; and protect the environment, thus improving the general health, safety, and welfare of all City residents.

HISTORY

The Titusville Airport is owned by the City of Titusville and has been operated by an Authority since 1988. From 1988 thru 2009 the City maintained control of all finances of the Airport. In 2009, with a change in city manager's, the city transferred all finances and grant assumptions over to the Authority.

The Airport has always been managed by a volunteer part-time manager who used volunteers for maintenance at the airport. As the manager was a volunteer the Authority had very little control over the duties and time spent at the Airport by the manager. As a result of this the City discovered that many management responsibilities had not been done.



WEAKNESSES AND THREAT ANALYSIS

The City has great concern for liability and future grant opportunities due to neglect of the previous airport authority president/manager. Below is a list of items that were not being addressed.

1. Audits had not been done for four years straight even though the city made several requests to the Authority
2. Annual reports were not filed with DCED
3. The Airport has underground fuel tanks. No one was certified to manage them
4. None of the Airport equipment was insured. (equipment purchased with grants)
5. Receivables were not being invoiced for several months
6. Lease between City and Authority was being ignored
7. Free hangar rent for local club
8. Hangars were being used exclusively for non-aircraft purposes
9. Private businesses being operated out of the city owned hangar
10. Many Bureau of Aviation (BOA) safety inspection items not being addressed

STRENGTHS, OPPORTUNITIES, AND CORRECTIVE ACTIONS

The City of Titusville intends to contract a part-time manager who will report to the city manager the same way police, fire, public works, and water/wastewater departments do. The part-time manager will be paid from airport funds and will be required to work 20 hours per week or 4 hours per day and will be on call 24/7.

Since the city owns the property, many maintenance issues will also be handled by city employees at the city's expense. The airport manager will be responsible for the posting of NOTAMS and has his contact information posted at the airport if necessary.

Accounting for all receivables, donations, payables, and reporting will be handled at City Hall through the city treasurer and finance department to help ensure the finances will not be compromised or abandoned.

As was done prior to 2009 all airport funds will be put in a separate fund for airport use only. A new part-time manager was hired by the Authority July 2018 and most of the concerns the city has have either been corrected or are pending proper permits and weather.

CITY IMPROVEMENTS SINCE JULY 2018

- Replaced drainage pipe in airport entry, cemented apron and rock lined ditch
- Mill and crack repairs to runway
- Painted interior of terminal building
- Airport Manager donated materials, supplies, and labor to wainscot the terminal building
- Applied for permit to replace septic holding tank
- Oversaw completion of snow removal equipment (SRE) building
- Met with BOA for possible grants



FUTURE DEVELOPMENT OBJECTIVES

The Titusville Airport sits on 204 acres of land. The City has plans to develop some of this property to grow the airport. We are currently working with neighboring Cherrytree Township, Venango County to apply for a USDA Grant to extend the city sewer three miles to include the airport. We have applied for a Grant to upgrade our fuel pumps to accept credit cards 24/7. We now have an outdated 1995 system that will only accept private cards. We will also keep an updated webpage and advertise our facility to attract more General Aviation aircraft and work towards possibly building a corporate hangar.

To ensure the planning process is no longer undermined or sidetracked, establishing goals for the airport will be a collaborative effort and no longer dictated by a single individual.

CONCLUSION

The Titusville Airport is considered a major asset to attract business to our area. The city is committed to making improvements and successfully managing the airport in the same way it successfully manages the City.