




Salina Airport Authority
Board of Directors
Special Meeting

March 29, 2023



Call to order, determine that a quorum is present and confirm that the meeting notice has been published.

Tod Roberg, Chair



Recognition of Guests

Tod Roberg, Chair



Additions to the agenda and agenda overview

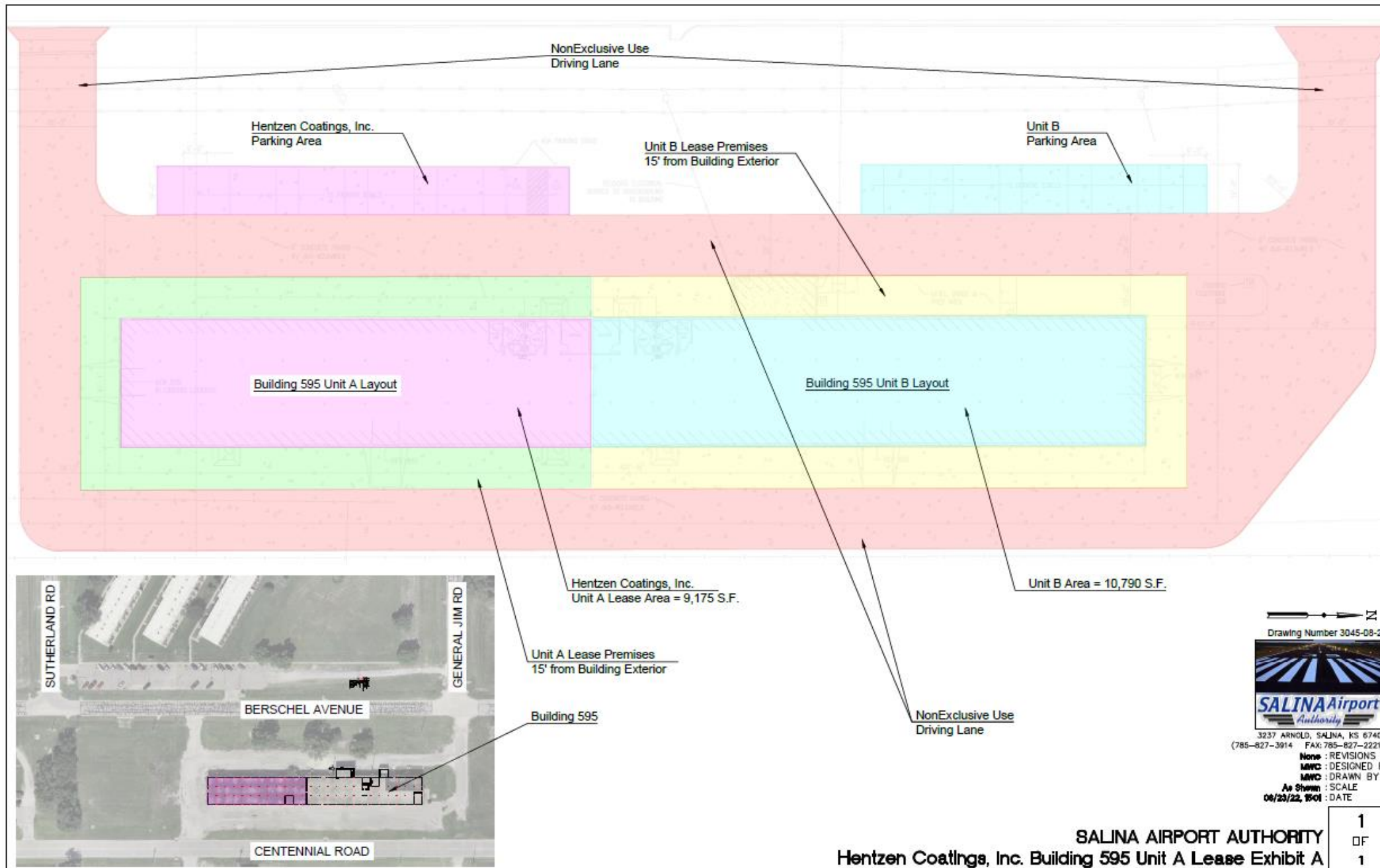
Tim Rogers, A.A.E.



Termination Agreement Hentzen Coatings

Shelli Swanson, C.M.



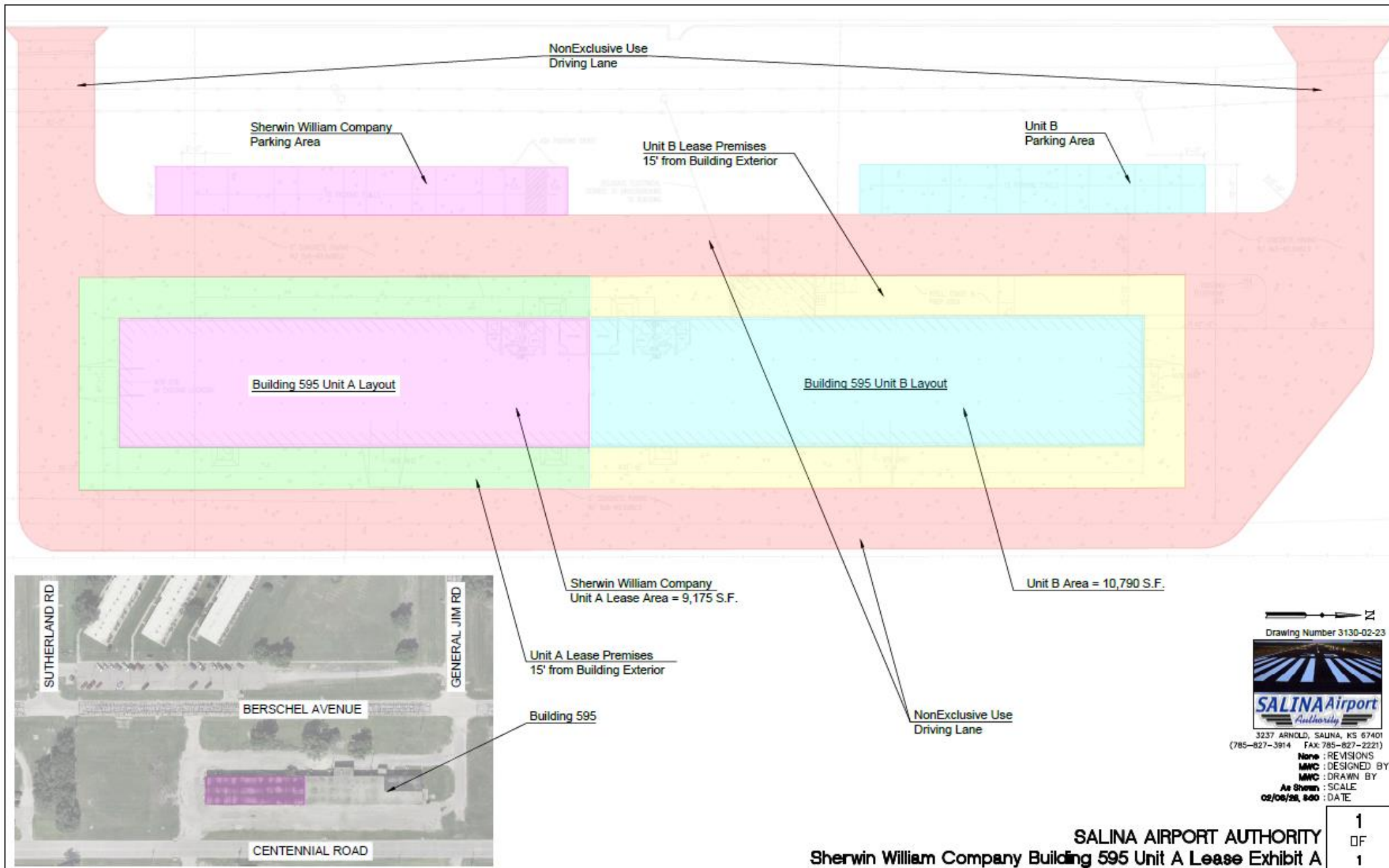




Lease Agreement Sherwin- Williams Company

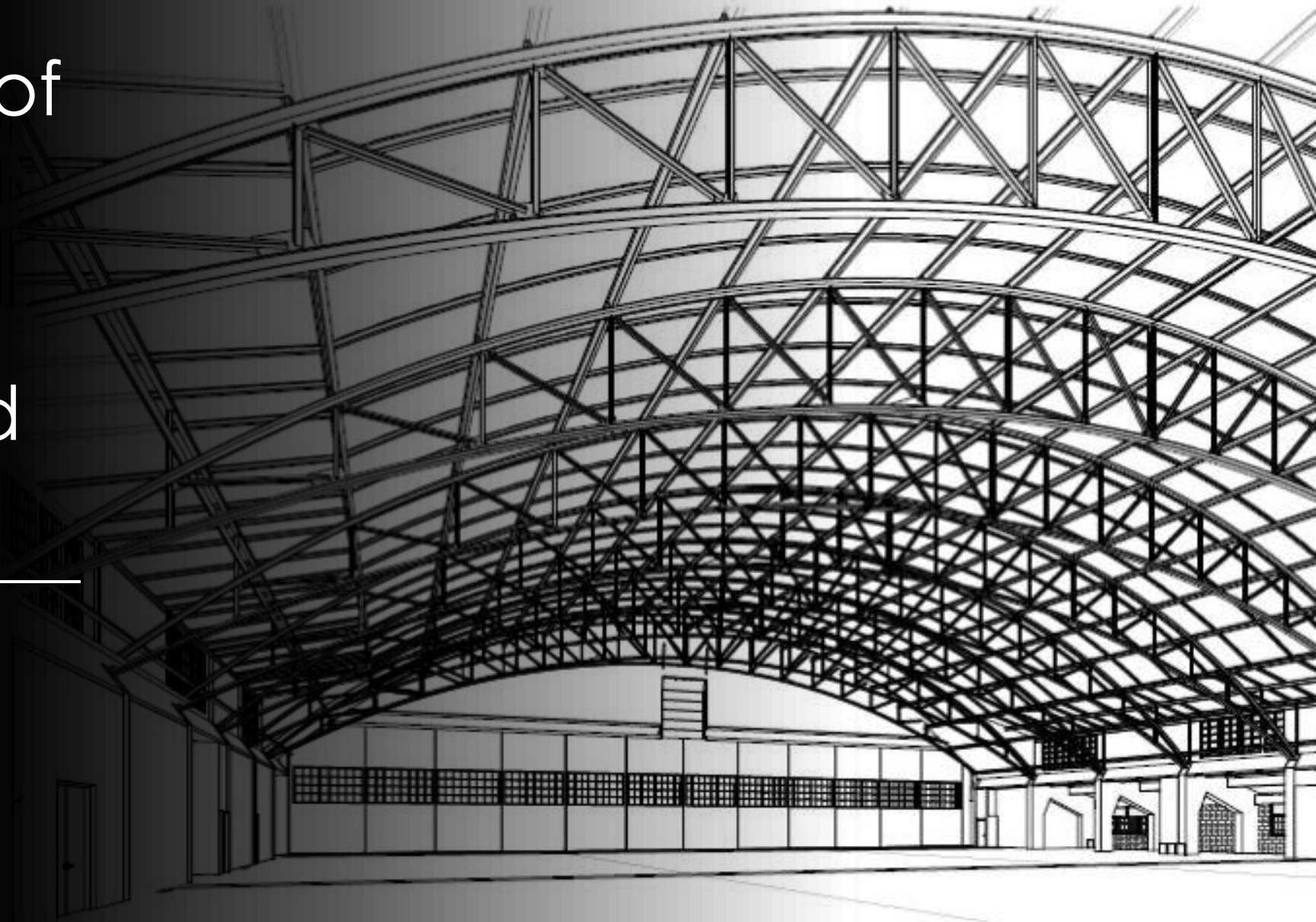
Shelli Swanson, C.M.





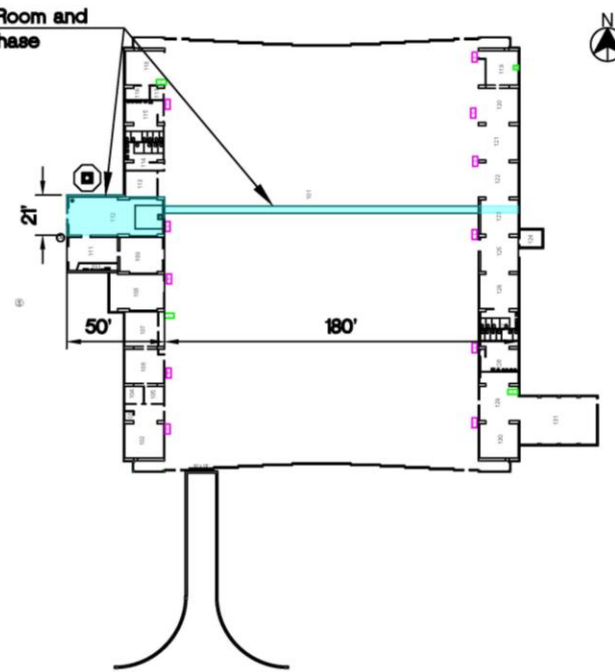
Consideration of bids – Hangar H626 Boiler Room Equipment and Piping

Maynard Cunningham



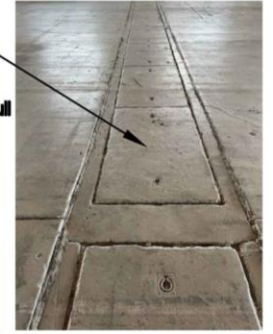


Boiler Room and
Pipe Chase



Pipe Chase
Covers

NOTE:
Recommend to pull
pipe into boiler
room and cut
sections from the
pipe until it is all
removed, instead
of remove covers
to access pipe



Pipe Chase



NOTE:
All asbestos containing insulation has been removed from
boiler equipment and piping

F:\Public\Facility_Master\00EmailDuplication\B\Buildings\Misc Drawings\626\626BoilerRoomAsbestos

Bid Tabulation				10-Mar-23
Project:	H626 - Boiler Room Equipment Demolition & Removal			
Sponsor:	Salina Airport Authority			
Contractor:	Systems 4	TRR, Inc	Cheney Construction	
Boiler Room Equipment Demolition & Removal	\$ 32,411.00	\$ 19,375.00	\$ 31,000.00	
Recommendation				

Tim Rogers, A.A.E.

LEGAL DESCRIPTIONS

Rose K. Dropp _____, Notary



Salina Airport Authority

Strategic Planning

March 29, 2023

Dreiling Aviation Services & SAA Teams

Agenda

- Introductions
- Current Status
- Internal Analysis
- Future Visualization
- Goals
- Actions & Timeline

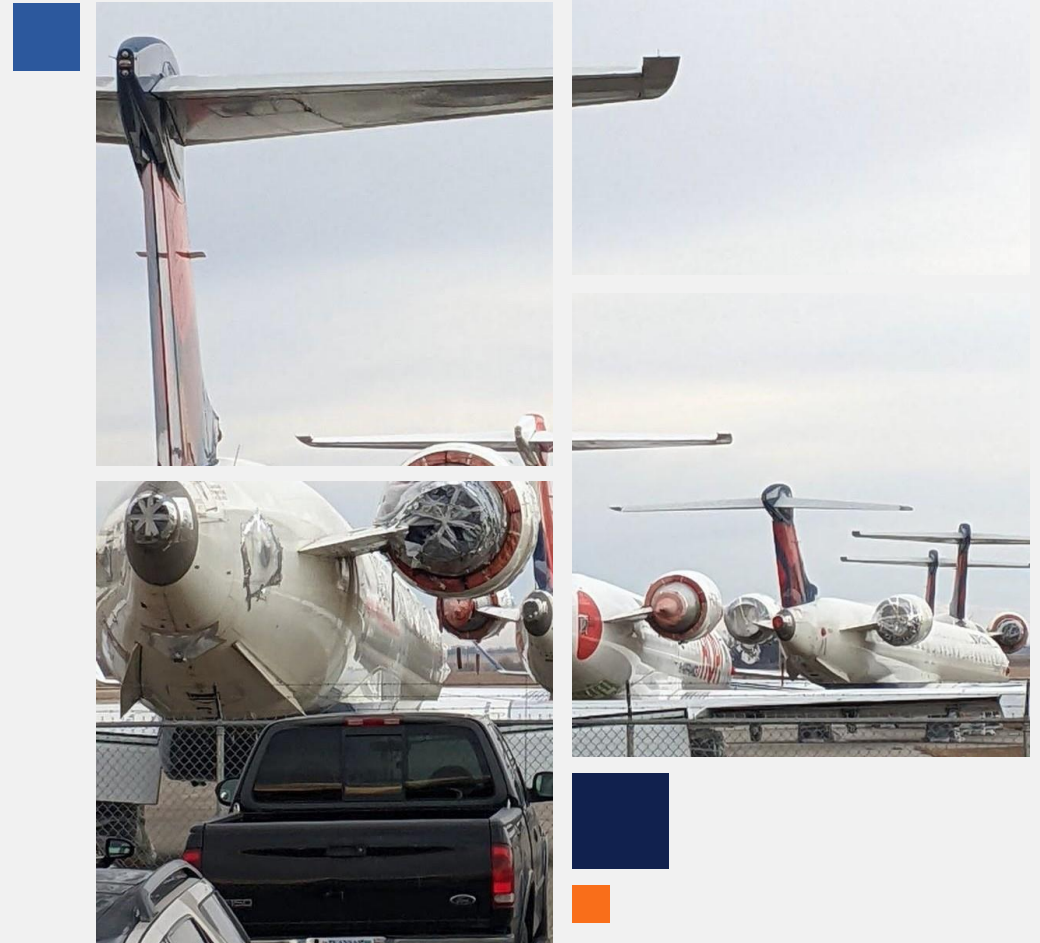


Introduction

Welcome!

Thanks for being here to help SAA set its vision, mission, and values and to assist with goal setting, action planning, and organizational success. These actions will serve as a guide for decision-making, strategic planning, and organizational growth.

Let's do this!





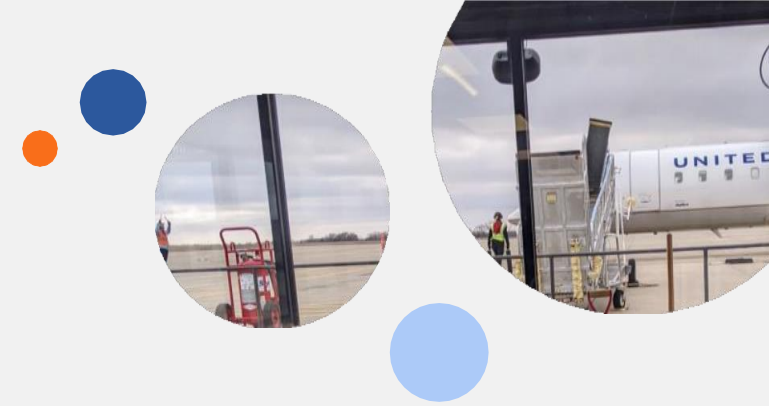
SAA Current Status


**Review where SAA is today &
Current SAA messaging**

SAA Today

As Reported at Board of Directors Meeting 3/15/23


- Increase in air traffic
- Fuel flowage on target
- High demand for hangar space
- Financially stable with growth projected





Salina Regional Airport is known as "America's Fuel Stop," its central location and 12,300-foot runway is ideal for mid-continent fuel stops. KSLN is used by military aviation units as their forward operating location and is referred to as "FOL Salina." AVFLIGHT Salina is located on the airport to support all aircraft fuel and ground service needs.

Message: Regional Airport

An aerial photograph of the Salina Airport Industrial Center. The image shows various industrial buildings, parking lots filled with cars and trucks, and a large area with many semi-trailers parked in rows. In the background, there's a runway and a control tower. A large, semi-transparent blue circle is overlaid on the center of the image, containing white text. There are also three smaller solid circles: a light blue one at the top left, an orange one at the top center, and a dark blue one at the bottom right.

The Salina Airport Industrial Center is home to over 100 businesses and organizations. Total employment exceeds 7,005 people and an annual payroll of \$143.2 million. Airport and Airport Industrial Center account for 17.6% of total Saline County employment. Available Hangars, buildings, and development lots can be viewed under our real estate page.

Message: Industrial Center



United Express operated by SkyWest Airlines provides daily scheduled passenger air service to Denver International Airport and Chicago O'Hare International Airport.

Message: Fly Salina

Internal Analysis

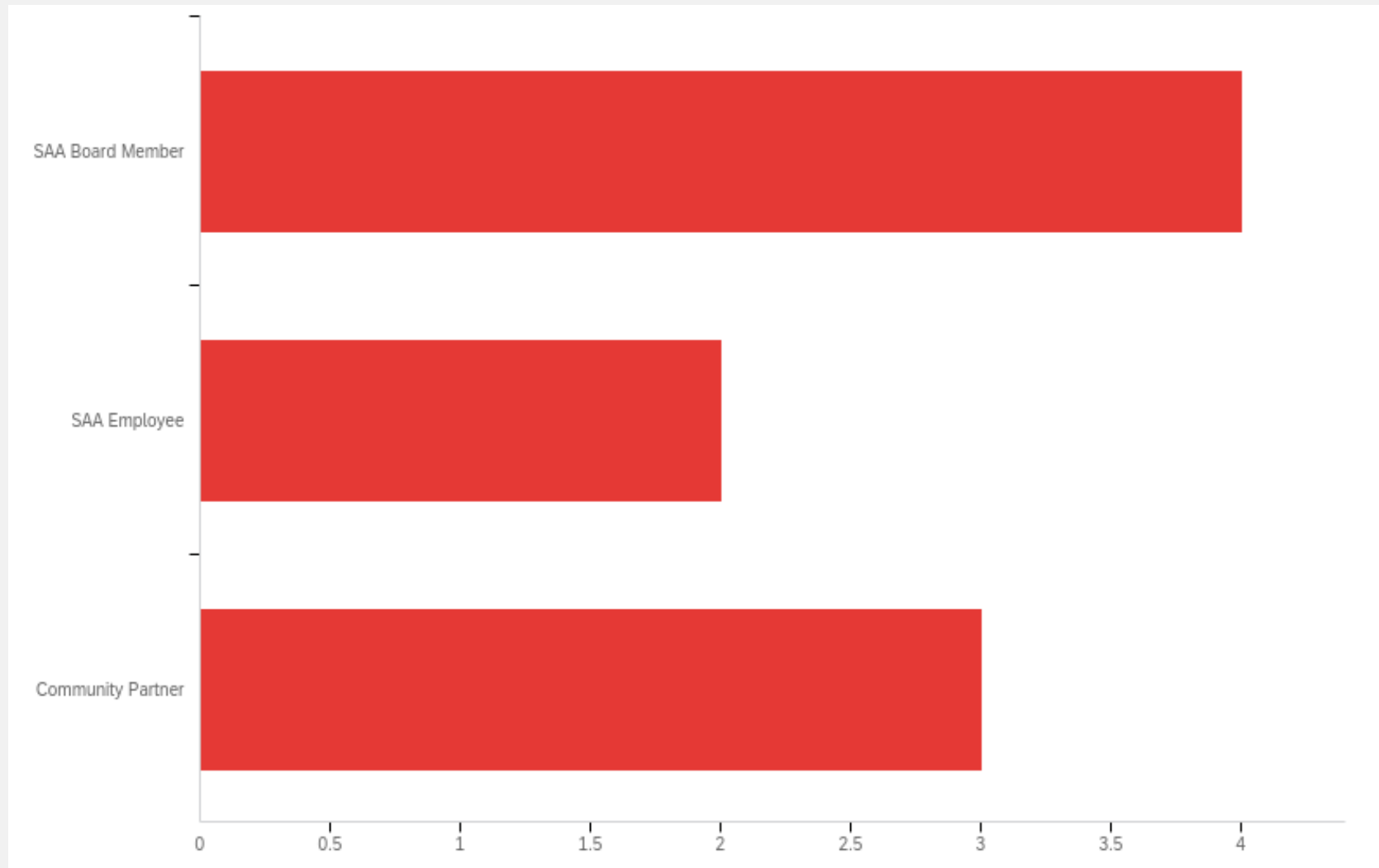
**Review survey results to
reflection questions**



Survey Results

- #1: Who do you consider SAA's aspirational peers and competitors? Why?
- #2: From your perspective, what sets SAA apart from other airports and airport industrial centers?
- #3: When you think about the future of SAA, what concerns you the most?
- #4: What are your aspirations for SAA considering commercial air service, airport infrastructure, and business operations?
- #5: Beyond the current 2023 Priorities set by SAA, what are your capital improvement project priorities?
- #6: How does and/or should SAA measure success?

What best describes your connection to SAA?



Q1 - Who do you consider SAA's aspirational peers and competitors?

1) Who do you consider SAA's aspirational peers and competitors?

SAA peers are MHK, FOE because we provide support to Fort Riley deployments. Competitors are MHK, ICT, MCI because we compete for commercial air service

The Albany International Airport in Upstate New York has always been an aspirational peer, in particular as it relates to their financial practices including planing and report. I will frequently check to see how "ALB" handles a new accounting standard or reporting requirement. They also annually conduct a measurement of their performance goals as it relates to their mission statement.

Since I work closely with other Kansas Airports, I see them as allies as opposed to competitors. I view other states as our competitors for jobs and economic development opportunities.

Aspirational peers;

1.)Commercial aviation; Manhattan

2)Aspirational; Lincoln, NE, Wichita, KS

3)Business Development; Kansas City

Why? As listed by category 1, 2, 3.

Other regional airports and industrial parks... Mahattan, Hays, Hutchinson, Topeka

Peers: HYS and MHK are our peers and competitors. MCI, though more remote, draws some flyers to them due to their wide range of flight options. ICT is, I think, "aspirational" due to its new terminal and covered (though expensive) parking.

Manhattan - due to its geographic proximity, size, and the success of its EAS and flight dependability.

Q1 - Who do you consider SAA's aspirational peers and competitors?

1) Who do you consider SAA's aspirational peers and competitors?

Airport wise, Manhattan and Wichita. It is not too inconvenient to drive to these airports for a more reliable airline, or better hangars/services for general aviation.

- No comment.

This is a broad question and depends on context. From an EAS provider, any small, rural EAS in the State of Kansas or surrounding states could be an aspirational peer and/or competitor. From a community perspective peers would include our community partners: Saline Area Chamber of Commerce, Saline County, City of Salina, Salina Economic Development Committee, K-State Salina, Salina Tech, SRHC, and many others who are committed to strengthening and growing the Salina Community. Local competitors could be those same partners, especially the City of Salina and Saline County as SAA competes for taxpayer dollars.

Peers & Competitors



Q2 - From your perspective, what sets SAA apart from other airports and airport industrial centers?

2) From your perspective, what sets SAA apart from other airports and airport industrial centers?

Available space for future business opportunities, partnership with K-State Salina, and 1 Vision's capabilities as an MRO on site set us apart from other airports and airport industrial centers.

Our team of employees. We are very solution driven with a "can-do" attitude and willingness to think and work with innovation. Many organizations refer to us as the "easy button" because of our willingness to find a way to overcome a challenge or capitalize on an opportunity. Also, I believe we are unique in the way our staff dedicates time and effort with our strategic partners such as the Kansas Association of Airports for the betterment of aviation for the entire State. This is just one example and there are many more.

SAA has private and commercial air service coupled with Business Development.
SAA has location. Centrally located and close by access to Interstate Highways.
Most importantly, SAA has developed unique relationships with National, State and local leadership individuals and organizations.

Salina's central KS location along with the strong, thriving community are key contributors along with the substantial footprint and facilities located within the Airport district.

- SLN Airport: It's "easy"...easy parking (no cost, too!), easy access to terminal, easy check-in, easy boarding. Terminal is fresh and clean. It is easy to get to the aircraft even though not covered by a sky bridge.
- SLN Industrial Center: Facilities are in good repair. Cost is very competitive. Access to ground transportation going any direction. Growth brings about growth. Great working relation with KSU. Most importantly, the SAA Management is outstanding.

Q2 - From your perspective, what sets SAA apart from other airports and airport industrial centers?

2) From your perspective, what sets SAA apart from other airports and airport industrial centers?

Certainly, the industrial center given its size relative to the size of the Salina market. The impact of the Airport industrial center when viewed as a whole, with employment, military impact and certainly the educational piece.

Outstanding utilization of land under its authority.

- Location in the middle of the country.
- Large runway and apron for compared to size of community.
- Kansas State University Salina Aerospace and Technology campus.
- Smoky Hill Air National Guard Range.
- Air Space.
- The planning and investment in Salina and Saline County since 2014 that has established our area as a destination. There is more to come. The word is just getting out. Friendly welcome people make organizations want to return to Salina.
- Outstanding SAA administration and staff.
- Ongoing strategic planning.

I have not had exposer working with other airports or airport industrial centers. However, I believe one reason the SAA has been so successful, especially in recent years, is attributed to the staff, lead by Tim Rogers and the relationships he has built throughout his career, not to mention his invaluable relationship with Gary Foss.

Strengths



Q3 - When you think about the future of SAA, what concerns you the most?

3) When you think about the future of SAA, what concerns you the most?

Pavement maintenance costs and building maintenance costs are the largest concern.

1. Funding for larger capital improvement projects.
2. Recruiting and retaining labor
3. Airline/Air Service uncertainty

Obviously the future is bright. Biggest concern for me is future leadership when the time comes.

Short term concerns are few. Long term concerns with the overall domestic economy that could impact area businesses along with the continued support from the FAA.

- Workforce availability of affordable housing. Although improvements are on the way, speed and cost are key drivers.
- Given the impact of the C19 pandemic, having a healthy respect for "Black Swan" events is reasonable.
- I have concerns about the competency of the entire Biden Administration and fear that they will adversely impact fuel costs and regulative burdens which will hurt flight ops and ticket sales.
- Finally, Tim's retirement is very concerning. Tim takes with him a vast trove of experience and managerial excellence. Replacing him will be a challenge.

EAS

For our companies to be able to gain and maintain employees. (Housing being a primary constraint to this.)

Q3 - When you think about the future of SAA, what concerns you the most?

3) When you think about the future of SAA, what concerns you the most?

- Availability of quality MRO operations is critical to quality long-term growth. Need to do all we can to ensure 1Vision Aviation is viable over the long-term and/or bring in another MRO company.
- Smooth transition to eventually replace current administration.

The succession plan for Tim Rogers, Shelli Swanson, and Gary Foss.

Concerns

- **Costs**

- Funding for larger capital improvement projects
- Pavement maintenance & building costs

- **Commercial Air Service**

- Availability & expanding service

- **Workforce**

- SAA Leadership – Succession planning
- Recruiting and retaining employees for local aviation businesses

- **Community Issues**

- Economy – Rising Costs
- Housing

- **Partnerships**

- FAA
- MRO

- **MRO**

- Maintaining service for the long-term

Q4 - What are your aspirations for SAA considering commercial air service, airport infrastructure, and business operations?

4) What are your aspirations for SAA considering commercial air service, airport infrastructure, and business operations?

Aspirations include increase in passenger enplanements on commercial air service, continue improvements in runway, taxiway, and apron layout, drainage and pavement surfaces, and business operations growth with more tenants.

1. Secure SkyWest/UA service for another 2-3 year EAS contract
2. Continue to grow passenger enplanements and expand service to other hubs such as Houston.
3. Establish a SkyWest maintenance base
4. Continue to develop the 100 acre north ramp for aeronautical purposes

I would like to see Commercial air service expanded to extra flights to and from Denver and Chicago. Not necessarily more destinations direct from Salina. Flight cancellations happen often with limited number of flights daily. Some sort of food service would be great in the area. Increased number of employees at the terminal would be helpful particularly at arrival and departure times.

Current flight offerings are very good and will hopefully continue with little change.

- Continue with terminal improvements.
- Continue planning for a brand-new terminal down the road. Further utilization of currently vacant ramp space for additional business development.
- Lease of the old mole hole on the far north piece of the property.
- New hangers and building to meet customer demands
- Continue the hazard mitigation project. Publicize the effort going into ensuring Salina's water supply stays safe and clean.

Q4 - What are your aspirations for SAA considering commercial air service, airport infrastructure, and business operations?

4) What are your aspirations for SAA considering commercial air service, airport infrastructure, and business operations?

Air service is dependability, you couple flights not going at all or going on time with limited times to fly it is difficult to choose Salina over Wichita or Manhattan. I think staff has done a good job of staying on top of the infrastructure and certainly a remarkable job regarding the business ops.

To become an affordable and reliable commercial airport. Become a first choice over Kansas City, Manhattan, and Wichita.

- Aviation paint operations.
- Flights to and from: Denver, Chicago, Houston, Other?
- Expanded terminal to meet our needs for the foreseeable future.

I hope SAA continues to be a leader in EAS in the State of Kansas and surrounding States by growing and strengthening commercial air service in addition to providing support to the military and others in the aerospace industry. In addition, I believe SAA needs to continue to be a bi-partisan organization that can foster growth and economic development in our community and bring, sometimes conflicting, community partners together for the greater good of Salina and the State of Kansas.

Aspirations



Commercial Air Service

- Leader in Essential Air Service
- Become an affordable & reliable commercial airport
- Become the first choice to fly Salina
- Secure SkyWest/UA service for 2-3 EAS contract
- Increase enplanements
- Expand service to other hubs (i.e. Houston)
- Additional flights to DEN & ORD

Airport Infrastructure

- Continue improvements for runway, taxiway, apron, drainage, pavement
- Continue to develop north ramp
- Continue with terminal improvement and expansion
- New Hangars to meet demand
- Continue Hazard mitigation project

Business Operations

- Grow tenants & leases
- Establish SkyWest maintenance base
- Increase paint operations
- Support military operations
- Establishing food service
- Increase employees
- Continue to be a bi-partisan org to foster growth & eco dev for our community
- Publicize efforts to public

Q5 - Beyond the current 2023 Priorities set by SAA, what are your capital improvement project priorities?

5) Beyond the current 2023 Priorities set by SAA, what are your capital improvement project priorities?

Terminal building renovation, continue maintenance and improvements to existing building and hangars, north ramp development

1. Rehabilitate Runway 12/30 and Taxiway Alpha
2. Terminal Bldg. Rehabilitation and Parking Lot expansion
3. Continued work on the former Schilling Air Force Base remediation project

- 1) Expanded paved parking at the terminal.
- 2) Better signage throughout the area.
- 3) Hangar upgrades.

SAA priorities seem appropriate.

- Maintain and improve physical infrastructure (sewer, electric, paint) so that everything looks nice, stays clean, and operates correctly.

I would love to have an unmanned aerial vehicle company have research and development or provide services here.

- H-600 was a spec hanger which turned out to be a major asset to SAA for a number of reasons. Is it time to build another spec hanger for future growth?
- Warehouse space in the industrial area. Salina needs to better capitalize on interstate crossroads.

Capital Improvement Priorities



Airport Infrastructure

- Terminal building renovation
- Maintenance to existing buildings & hangars
- Improve physical infrastructure (sewer, electric, paint)
- North ramp development
- Rehabilitate runway 12/30 & taxiway Alpha
- Parking lot expansion & pavement
- Remediation project
- Warehouse space in industrial area

Business Operations

- Recruit Uncrewed Aircraft Vehicle company to provide R&D and services
- Capitalize on interstate crossroads

Q6 - How does and/or should SAA measure success?

6) How does and/or should SAA measure success?

SAA should measure success, in part, by revenue brought to Salina and the surrounding area through commercial air service passenger travel, special events, and business growth at the airport industrial center.

1. Jobs and payroll created for Salina and Saline County
2. Safe and efficient access to the air transportation system
3. Meeting and exceeding financial performance goals and objectives

Good question! Don't have a response. Balanced budget, more jobs availability of rental units? Seems like most of these are already in place or being worked upon.

Commercial flight usage
Private flight and fuel usage
SAA available space usage
maintaining or reducing SAA tax assessment on community

Key Performance Indicators (KPI), while many, are typically associated with Materials, Labor, and Overhead.

- Materials consumed in the course of normal ops. This always directly impacts the bottom line.
- Employee turnover kept low
- Overhead costs (lighting, heating, labor overheads, etc.) kept low. This, along with other cost reduction efforts, will break free money that can be used for business development efforts.
- Etc, etc, etc.

Unknown in regards to currently. I think continued focus on the industrial centers economic impact is a good measure.

Q6 - How does and/or should SAA measure success?

6) How does and/or should SAA measure success?

Sound financial growth with wise risk management

- SAA does a great job of keeping score. Keep telling the story as it's a great one.

Being held accountable for achieving the identified, annual priorities, in addition to meeting or exceeding budget in a fiscally responsible manner and by promoting the economic development of Salina by playing a significant part in the community meeting its objectives.

Success

COMMUNITY
FINANCIAL GROWTH
ECONOMIC IMPACT
AIR SERVICE
BUSINESS GROWTH
EMPLOYEE RETENTION
JOB CREATION
RISK MANAGEMENT
SPECIAL EVENTS
COST REDUCTION

- Safe & efficient access to the air transportation system
- Jobs and payroll created for Saline County
- Promoting the economic development of Salina by playing a significant part in the community
- Keep telling the story it's a great one



Future Visualization

**Development of SAA's Vision,
Mission & Values**

Google Jamboard

- <https://jamboard.google.com/d/1jTjKP72qb8yFI3c91s5WouR6M7edAd7pYWM5azrjk4E/edit?usp=sharing>



Vision

A concise statement that describes SAA's long-term aspirations and future goals.

Example vision statement template: "Our vision is a [description of the ideal future state or outcome] where [specific stakeholders or groups] are [description of the positive impact or benefit they experience]."



Mission

A concise statement that describes the SAA's purpose and how it will achieve its vision.

Example mission statement template:
"Salina Airport Authority exists to [verb] [target audience] by providing [products/services/solutions] that [unique value proposition] while [core value/belief]."



Values

A list of guiding principles or beliefs that reflect the organization's culture and priorities.

Example Core Value Template: "Integrity: We act with honesty and transparency in all of our interactions."

Core Value: This is a one-word or short phrase that represents a guiding principle important to SAA. **Description:** This is a brief statement that describes what the core value means and how it is embodied by SAA.

Goals

Recap 2023 priorities &
Discuss future goals



SAA 2023 Priorities

- M.J. Kennedy Air Terminal Bldg.
 - Secure grant funding and complete the design of the Terminal Bldg. and parking lot expansion renovation
- Airport Operations
 - Promote maximum air traffic through KSLN (UA, transients, military, etc.)
 - Attract special events (aerobatic competition, etc.)
 - Support scheduled 2023 FOL deployments
 - In partnership with Avflight, continue fuel flowage stabilization and growth
 - Continue enhancement of air service
 - Support Kansas National Guard and Ft. Riley operations
- Airfield
 - Secure grant funding and complete design of Runway 12/30 rehabilitation
 - Complete design and secure grant funding to commence construction of Pumphouse 305 project
 - General aviation aircraft storage hangars construction
 - Negotiate snow removal equipment (SRE) specification development contract
 - Complete design and construction upgrades to Hangar 626 to support aircraft maintenance, repair and overhaul operations

SAA 2023 Priorities

- Airport Industrial Center

Drive for maximum occupancy in Airport Authority buildings

Continued support of current Airport/Industrial center business and industry

Airport & Industrial area operations, maintenance and development

Market and lease available airport and airport industrial center buildings and space

Promote SAA industrial center growth and job creation

Complete platting and annexation for the development of 80 acres south of Water Well Rd.

- Facilities Maintenance and Development

Develop a systematic facilities maintenance and inspection program for the 1.6 million sq. ft. of building space, drainage structures, rail spur, and perimeter fencing. Key 2023 areas of focus in this plan include:

Develop plan for Bldg. 673 warehouse

Hangar and building roof replacements

Hangar and building HVAC upgrades and replacements

Facility asbestos abatement and removal

Airport and Industrial Center deferred maintenance

SAA 2023 Priorities

- Former Schilling Air Force Base Environmental Project
 - KDHE approval of final work plans, bid remedial action work, and start-up operation of the pilot, ground water treatment plant.
- Finance / Admin
 - Issue GO Bonds for the Hangar 626 rehabilitation construction
 - Update Disadvantaged Business Enterprise (DBE) Program
 - Implement Cybersecurity Plan—Phase II
 - 2022 Audit/CAFR
 - Compliance with new GASB 87 (Leases)
 - Maintain \$1.8M operating cash/reserve fund balance
 - Maintain Aa3 on GOULD
 - Continued leasing activity to achieve a 90% building occupancy rate
 - Reduce turnover rate ARFF crew
 - Prepare to maximize available grant funding opportunities through the Federal Aviation Administration
 - Economic Development Administration and the Kanas Department of Transportation

SAA 2023 Priorities

- Staffing

Staff management and development and future replacements

Employee satisfaction analysis

Develop employee morale and job satisfaction program

- Partnerships

Continue to be a lead partner and trusted advisor with Kansas State University Salina Aerospace and Technology

Campus aviation programs as their future growth will be a catalyst for significant economic activity in Saline County

Expand partnership with Salina Area Technical College in meeting business and industry labor requirements

Continued relationships with City of Salina, Saline County, Salina Economic Dev. Organization, Salina Area

Chamber of Commerce and the State of Kansas

Contract with Salina Area Chamber of Commerce for services to meet aerospace workforce recruitment and housing needs

Continue partnership with Kansas State University Salina Aerospace and Technology Campus to support the




Kansas Simulation Center initiative

Expand strategic partnership and support 1 Vision Aviation






Continue alliance with Wichita State University's WERX division of the National Institute for Aviation Research (NIAR)

Legend

Part 77 Surfaces

-  Existing Approach (NP-D)
-  Inner Transitional
-  Ultimate Approach (PIR)

EB 99 A Surfaces

-  Departure Section 1
-  Departure Section 2
-  OCS M Existing
-  Taxiway Centerline
-  ADG V Taxiway OFA: 276' Wide

1 inch = 500 feet

Part 77 Approach
Type Non-Precision D
34:1

Runway 17-35 (12,300' x 150')

Point values in the staging area
is the clearance from the ground
to the Inner Transitional surface.

Aircraft Parking and
Staging

100.37

46.56

46.06

45.01

45.44

46.44

45.73

Point values on the hangars are the estimated
clearance from the building height of 76 feet
to the Inner Transitional surface.

Hein Avenue

Hays Rd.

Compton Rd.

Tony's Rd.

Seanlan Rd.

Additional Goals for 2023



Employee opportunities

■ -

Business priorities

■ -

Goals for 2024 & beyond

Salina Regional Airport



-

Industrial Center



-

Fly Salina



-





Actions



Valued Customers

Commercial Air Service, Infrastructure & Business operations



Business Growth

Commercial Air Service, Airport space rentals, & Business operations



Aviation Innovation

Pulse on Advanced Air Mobility, Aviation, & Transportation



New Projects

Build for the future



Team Growth

Planning for succession and team growth



Industry Leadership

Highlighting Strengths – Local to Global

Succession Planning



Assessment of Key Positions

- Actions: Updating Position Descriptions, Identify desired Leadership Competencies

Identification of Potential Talent

- Actions: Recruiting, Hiring, Mentoring New & Upskilling Current Staff

Transition & Implementation

- Actions: Transfer Knowledge, Cross training, Job rotation, Integration of new roles

Timeline



Conclusion

We look forward to building the future of Salina Airport & Industrial Center together!

Tim Rogers 
trogers@salair.org

Lindsey Dreiling 
lindsey@dreilingaviation.com



Department

Headquarters Kansas
Wing Civil Air Patrol

Salina Regional Airport

[Hot link to Google Earth](#)



Adjournment

Tod Roberg, Chair

