



WAUKESHA COUNTY AIRPORT  
STRATEGIC PLAN  
2008-2010

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## WAUKESHA COUNTY PURPOSE STATEMENT

The purpose of Waukesha County government is to promote the health, safety and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner.

## WAUKESHA COUNTY AIRPORT STATEMENT OF PURPOSE

The mission of Waukesha County Airport is to maximize the net economic and recreational benefit it provides to the Southeastern region of Wisconsin by being a leader in ensuring quality facilities and services are available to all users; to oversee and undertake proactive and environmentally sensitive development, construction, and improvements to equipment and facilities through short and long range planning, as well as to establish systems to maintain such existing and future improvements. Airport operations shall provide for the safety, convenience, and needs of all members of the aviation community while maintaining cooperation and coordination with all levels of government. The Airport shall additionally operate and promote itself in a fiscally prudent manner, working toward reducing its dependency on County taxpayers.

## WAUKESHA COUNTY AIRPORT CRITICAL ISSUES

### Environmental

One ongoing issue facing Waukesha County Airport is that of environmental protection. Airports, like many industries are currently curing the “ills” of the past when it comes to the environment. Airports currently face the possibility of new and/or changing fueling regulations from the Department of Natural Resources (DNR) and the Environmental Protection Agency (EPA), storm water discharge permits, air quality issues, runway/taxiway/pavement de- and anti-icing agents, contaminated soils, noise issues, wetland mitigation, and increased protection for plants and animals. With the addition of the new environmental requirements come increased monitoring, program creation/administration, and new/increased fees.

### Fiscal

Since September of 2007 the FAA and its programs have been operating and funded under a series of continuing resolutions. A bill that would authorize multi year funding of the FAA and programs such as Airport Improvement Program (AIP) and the contract tower program failed being passed by Congress for the 2008 federal fiscal year and 2009 is following the same path.

Short-term funding extensions and continuing resolutions have led to delays and shortfalls in AIP funding levels. The end result being that federally funded capital projects have been delayed.

Each time the end of a continuing resolution approaches it takes a monumental effort by leading aviation managers and leaders to pressure congressional representatives to the point of putting enough money in to keep airports well maintained and growing where necessary.

Further complicating the fiscal outlook is the state of the economy and a growing opinion of the administration in Washington that corporate aviation is an excessive perk. If the recession deepens and this view of general aviation continues this could cause the number of operations and fuel sales to be negatively impacted.

Another issue that is currently being talked about in the aviation industry is the possibility of establishing user fees to be passed onto users for services received. User fees, if and how implemented could halt and/or lead to decreases in general aviation activity (operations, aircraft sales, new pilot starts). Even with the security enhancements that have taken place at the airport, the possibility of safety and security related requirements will still have some impact on Waukesha County Airport. Mechanisms for funding possible security mandates are unknown at this time.

## Operational/Maintenance

An issue that has become a concern at the airport, as well as all airports around the country, is increased security and safety practices. The Transportation Security Administration (TSA) has focused on commercial service airports in recent years to tighten security after the tragic events of September 11, 2001. The TSA's focus is slowly shifting to the general aviation side, which has led to recommendations on security measures for different types of airports ranging from single runway small airstrips to large general aviation reliever airports. Regulations requiring certain large general aviation airports to have specified security measures in place are imminent. There is a Notice of Proposed Rulemaking that would require aircraft operators of aircraft with a weight of 12,500 pounds or greater and the airports that serve them to implement a Large Aircraft Security Program, (LASP). If passed Crites Field, designated as a General Aviation Reliever Airport to Mitchell Airport in Milwaukee, will have regulations imposed when that time comes.

With the grants that were made available in 2005, security enhancements were made that placed Crites Field in a position to better comply with possible future security regulations that will most likely be implemented.

## Land Use

Compatible land use is a problem which is increasing at most, if not all airports. Airports generally facilitate/stimulate business and industrial development which then facilitates/stimulates residential development in turn stimulating more business/industry, etc. This development severely hampers growth and development of the Airport. Additionally, objects affecting navigable airspace such as T.V., radio, and cellular phone towers have consistently increased in number around airports. Land use includes a Height Limitation Zoning Ordinance (HLZO), in which a 3 mile radius surrounding the airport has building and crane height restrictions that limit how high a structure can be erected within specific areas of that radius. This ordinance is strictly enforced by the Airport Commission.

Another land use tool that is gaining popularity is Smart Growth, which is a set of tools that communities can use to ensure that the growth they get is the growth they want. It is a broad movement embraced by environmentalists and public officials who seek ways not to prevent progress, but to ensure that growth is planned, in order to produce a high quality of life. In regards to airports, Smart Growth ensures that development surrounding an airport is done with the best interests of the airport at hand. Approach paths and future airport development can be well protected with a well implemented Smart Growth program.

## WAUKESHA COUNTY STRATEGIC OUTCOMES

1. A safe county.
2. An economically vibrant county.
3. An environmentally responsible county.
4. A well-planned county.
5. A county that assists at-risk citizens.
6. A county that provides customers with quality programs and services.
7. A county that provides cost-effective services delivered with competence and skill.

## WAUKESHA COUNTY AIRPORT ENVIRONMENTAL SCAN/ANALYSIS

The following is a list of stakeholders and/or customers who have a “stake” in the Airport, including what each stakeholder/customer needs/expects from the Airport.

End Users (Local): Local end users are individuals and businesses that utilize the Airport facilities and have based aircraft here. They include, but are not limited to hangar renters, land lessees, and aviation clubs/organizations.

The county strategic outcome of providing cost-effective services delivered with competence and skill relates well to this group of users. These users need/expect a safe and efficient facility that provides the services they require at a reasonable cost. They require this because they have aircraft based here and most likely live in the vicinity. They pay fees for basing their aircraft and utilizing the Airport and its services and want these services at a fair price. They do not want to have to worry about Airport safety when they fly in or out.

End Users (Itinerant): Itinerant end users are individuals and organizations who utilize

the Airport facilities but do not base their aircraft here. This group includes all aircraft that utilize the Airport not specified above.

The county strategic outcome of providing cost-effective services delivered with competence and skill also relates well to this group of users. These users need/expect a safe and efficient facility that provides services they require at a reasonable cost. They require certain services/facilities to be available since their desire to fly into the area may be based on other factors outside of the Airport, and therefore having needed services/facilities available is crucial. Since they are not based at the Airport, they are most likely less familiar with the Airport and therefore are more likely to rely on the safety of the Airport and its landing aids.

**Businesses (Based):** Based businesses are those businesses which are located on the Airport and include, but are not limited to Atlantic Aviation, Skycom Avionics, and Spring City Aviation.

The county's strategic outcome of providing cost-effective services delivered with competence and skill goes along with the businesses wishes to do the same for their customers. These businesses need/expect to be able to provide services/facilities which are desired by the users of the Airport, having minimal restrictions, which also allow them to make a return on their investment. They ask that competition be required to compete on a "level" playing field since they are more likely to expend capital in constructing, renovating, or developing structures.

**Businesses (Local):** Local businesses are those companies who utilize the Airport in the furtherance of their business who may or may not be both a local and itinerant end user. An example would be an engineering company located in Brookfield who has an aircraft based at the Airport, or who has a corporate aircraft at another location that flies into or out of the Airport.

The county's strategic outcome of providing cost-effective services delivered with competence and skill fits the need for this type of stakeholder. These businesses need/expect basically the same services as identified with the "End Users (Local)", but would be more sensitive to being able to get in and out of the Airport when required since their flying is usually

involving business trips (i.e., flying clients into/out of the Airport or flying to business meetings).

**Businesses (Itinerant):** Itinerant businesses are those companies who utilize the Airport in the furtherance of their business where the business is not based locally. Examples would be Lands End and Menards who utilize or have utilized the Airport but are not based in the Waukesha County area.

The county's strategic outcome of providing cost-effective services delivered with competence and skill fits the need for this type of stakeholder. These businesses need/expect basically the same services as identified with the "End Users (Itinerant)", but would be more sensitive to being able to get in and out of the Airport when required since their flying is usually involving business trips (i.e., flying clients into/out of the Airport or flying to business meetings).

**County Departments:** Departments in the County who provide administrative (Finance, Purchasing, Central Services, Corporation Counsel, County Executive, County Clerk, Human Resources, Information Systems, and Treasurer) and technical support (Facility Management, Sheriff Department, Highway, Park & Planning, and Fleet) to the Airport.

The county's strategic outcome of being a well-planned county relates to the needs for this stakeholder. For the support departments, they need from the Airport information required to support the Airport or the County in an accurate format, submitted in a timely manner, consistent with County or departmental guidelines. They also need the Airport to make requests for services/information in accordance with the correct procedures providing sufficient lead-time. For the technical support departments, they require requests for services/information in accordance with correct procedures with sufficient lead-time, and with accurate information to make scheduling decisions.

**County Executive and County Board** The County Executive and County Board provide overall guidance and direction to the Airport and the Airport support departments which include funding for the Airport and its operations.

The Executive and the Board expect the Airport to provide

facilities and services in accordance with County guidelines in a fiscally responsible manner, which relates to the county's strategic objective of providing cost-effective services delivered with competence and skill. The Executive and the Board expect the Airport to provide information it may request in a timely manner, and to be responsive to County residents.

Local Communities:

These would be the local communities surrounding the Airport and in the general Airport vicinity.

The main focus for this stakeholder is safety, which relates to the county's strategic outcome of being a safe county overall. These communities/citizens need/expect the Airport to operate a safe facility which reduces the chance for accidents off Airport property. They also need/expect the Airport to be responsive to complaints (such as noise) and to implement any needed procedures. They expect to be able to develop lands around the Airport but need compatible land uses (often a source of conflict). Finally, they expect the Airport to support economic development in the area.

Local Municipality -

This would currently be the City of Waukesha who has jurisdictional control over the Airport grounds including providing fire protection, building standards, zoning, and etcetera.

The city should have a good plan for procedures to use at the airport, which correlates with the county's strategic outcome of being a well-planned county. The City needs to be familiar with the Airport property, services, and facilities for fire/police protection. It also needs to be aware of Airport growth and development and further needs/expects to maintain a working relationship with the Airport in this regard.

State Agencies:

The State agencies which have a direct impact on the Airport's operations include, but are not limited to the Department of Industry Labor and Human Relations (DILHR), Department of Natural Resources (DNR), and the Bureau of Aeronautics (BOA).

The State agencies expect the Airport to follow State rules/regulations/statutes and implement required programs, which goes along with the county's strategic outcome of having a safe county. They expect the Airport to provide accurate,

timely information when required.

Law Enforcement:

These would be the law enforcement agencies which have, or would have jurisdictional control over parts or the entire Airport in certain circumstances, or would have Airport contact on a routine/periodic basis. These agencies would include the Federal Aviation Administration (FAA) Air Marshals, Federal Bureau of Investigation (FBI), U.S. Customs, Bureau of Alcohol, Tobacco and Firearms (ATF), U.S. Secret Service, Waukesha County Sheriff, City of Waukesha Police, Wisconsin State Patrol, and the Drug Enforcement Agency (DEA).

The county's strategic objective of having a safe county relates to this stakeholder. These agencies expect the Airport to comply with all rules/regulations/laws, and to cooperate in any incident when acting in an official capacity. They also need to be familiar with the Airport facilities and to be kept aware of any formal procedures/plans established on the Airport for emergencies, security, crowd control, natural disasters, bomb threats, hijacking, theft, drug trafficking, etc.

Federal Agencies:

Federal agencies which have responsibilities over the Airport or Airport operations include the Federal Aviation Administration: Air Traffic Control, Airway Facilities, Flight Service Station, Flight Standards, Airport Certification, Airport District Office, Flight Standards District Office, and the Civil Aviation Security Office; OSHA; and the EPA.

The Federal agencies expect the Airport to follow Federal rules/regulations/statutes and implement required programs, which correlates with the county's strategic outcome of being a safe county. They expect the Airport to provide accurate, timely information when required.

Suppliers/Contractors:

These would include suppliers of goods and services to the Airport and the businesses/users of the Airport, to include aircraft parts, aviation fuel, airfield lighting equipment, etc., as well as contractors who provide service to the Airport, to include capitol projects, maintenance (snow removal, grass cutting), and air traffic control.

These suppliers/contractors (in dealing with the County) expect to have an opportunity to provide goods/services to the Airport, and to be considered equally in any service/product evaluation.

This correlates with the county's strategic outcome for providing cost-effective services delivered with competence and skill.

**Strategic Outcome:** Cost effective service delivered with competence and skill.

**Objective:** To effectively run the airport to maintain standing in the Federal Contract Tower program, thereby insuring continued Federal Aviation Administration (FAA) subsidy for air traffic control personnel.

**Objective Owner:** Keith Markano

<b>Action Steps to Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete:</b>
1. Daily inspections of the airfield to ensure aircraft user safety	Kurt Stanich	Continuous
2. Maintenance of tower equipment to ensure reliability of traffic control	Keith Markano	Continuous
3. Acquire funding for capital projects to improve airport facilities	Keith Markano	Continuous
4. Plan and implement capital projects including runway 10/28 safety areas and rehabilitation.	Keith Markano	Continuous

**Evidence of Success (KOl, Target Indicator and Thresholds):** To maintain a benefit/cost (BC) ratio of 1.0 or greater as conducted biannually by the FAA. A ratio of 1.0 or greater ensures full funding. A rating of less than 1.0 would place the airport in the Cost Sharing program and the County would be responsible for a portion of the air traffic control personnel salaries.

**Strategic Outcome:** Cost effective service delivered with competence and skill.

**Objective:** To have Crites Field comply with the suggested enhancements of the Transportation Security Administration's published General Aviation Security Guidelines point scale. This point scale determines suitable measures to address security for a facility. Objective is to implement those items/procedures applicable to our facility to remain ahead of any possible regulations.

**Objective Owner:** Keith Markano

<b>Action Steps to Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete</b>
1. Monitor security information via e-mail by regulatory agencies.	Keith Markano Kurt Stanich	Continuous
2. Attend state and national Conferences to go to sessions that will have security updates.	Keith Markano Kurt Stanich	Yearly

**Evidence of Success** (KOI, Target Indicator and Thresholds): To maintain a number of 45 or greater to ensure compliance with future general aviation security regulations that may be forthcoming. A number greater than 45 ensures that the airport is compliant with security recommendations of similar sized airports. A number less than 45 means enhancements are needed to become recommendation compliant.

**Strategic Outcome:** Cost effective service delivered with competence and skill.

**Objective:** Monitor condition of runway and taxiway pavement to prolong useful life of pavement and reduce costs.

**Objective Owner:** Keith Markano

<b>Action Steps to Complete This Objective:</b>	<b>Individuals Involved</b>	<b>Target Date To Complete</b>
1. Review and comply with updated maintenance plans.	Keith Markano Kurt Stanich	Continuous
2. Continue with biannual non-destructive state pavement testing.	Keith Markano Kurt Stanich	Continuous

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 3. Daily pavement inspections to physically monitor deterioration. Kurt Stanich Continuous

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**Evidence of Success** (KOI, Target Indicator and Thresholds): To maintain a specific pavement's PCI rating to 41 or higher. Plan capital projects to replace pavement sections when PCI's reach 56. PCI Ratings 86-100 Excellent, 71-85 Very Good, 56-70 Good, 41-55 Fair, 26-40 Poor, 11-25 Very Poor, 1-10 Failed.

**Strategic Outcome:** Cost effective service delivered with competence and skill.

**Objective:** Keep the airport open continuously regardless of severe winter conditions by adhering to the maximum two hour snow removal regulation as outlined in FAA Advisory Circulars 150/5200-30A and 150/5210-5B.

**Objective Owner:** Keith Markano

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Action Steps to Complete This Objective:	Individuals Involved	Target Date To Complete
1. Develop, monitor, and update snow removal plan as needed.	Keith Markano Kurt Stanich	Continuously
2. Ensure contractor plans ahead for any upcoming snow events.	Keith Markano Kurt Stanich	Winter Months

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**Evidence of Success:** (KOI, Target Indicator and Thresholds): To clear runway 10/28 within a 2 hour time frame during a snow event to ensure the airport remains open at all times. 2 hours or less clearance time keeps the airport open, over two hours clearance time could mean diversion of aircraft to other airports.