



Cottonwood Municipal Airport 2022 Arizona Airport of the Year

Arizona Department of Transportation (ADOT) has named the Cottonwood Municipal Airport as the 2022 Arizona Airport of the Year!

Cottonwood Municipal Airport is owned by the City of Cottonwood and located in Yavapai County, approximately 40 miles southwest of Flagstaff. With 64 based aircraft, Cottonwood had 18,900 operations in 2019.

The Airport was initially privately owned and included a 3,600-foot dirt runway, one hangar, and an office facility. Aircraft maintenance and fuel were offered to local and itinerant pilots, and weekend air shows were held to entertain residents. In 1940, the Airport was acquired by Yavapai County in order to establish a county airport and oversee future improvements, maintenance, and operations

In the 1940s, Clemenceau Airport hosted primary flight training schools for both the Army and the Navy. After World War II, the Airport (then referred to as the Cottonwood-Clemenceau Airport due to the dwindling population of Clemenceau and the growing community of Cottonwood) offered pilot training, charter air service, scenic rides, and aircraft sales and maintenance services.

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2023 Calendar of Events

March 25-26

Thunder and Lightning Over Arizona
(Davis-Monthan AFB)

April 30 to May 2

Spring Conference
(Flagstaff)

July 2023

Summer Mixer
(TBD)



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In 1968, the newly incorporated Town of Cottonwood (which became the City of Cottonwood in 1987) acquired the Airport from Yavapai County and has since operated the Airport. Since its acquisition of the Airport, the City of Cottonwood has continuously invested in development and improvements.

A key consideration for their award was the establishment of their noise abatement program.

“The first challenge was to determine what had been done in the past, what citizens may have been previously told (both factually and erroneously), public perception, local zoning, and how supportive the city is of the airport” according to Jeffrey Tripp, Airport Manager. “Because noise abatement is a constant, never-ending issue, I try to focus on educating the public, city council and staff, and pilots to help promote the noise program initiatives, provide factual answers and information, and address issues to mitigate issues to the extent possible.”

The noise action program reduced noise complaints from the public and increased public support for the airport. Airport staff developed and implemented a noise abatement program to include:

- Updating and modifying the airport’s request noise abatement practices.
- Creating a FAQ section for the noise abatement webpage.
- Developing a monthly Airport Operations Noise Abatement report for the Airport commission, City Manager, City Council, and the public.

Matthew Munden, ADOT’s Aeronautics Group Manager, said Cottonwood Airport’s community outreach, implementation of action items from its 2018 noise action plan and support for a local youth program helped the airport stand out.

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In addition, Cottonwood Airport is a big supporter of the Young Eagles youth program. Mr. Tripp notes that, "EAA Chapter 952 is very active in supporting the Young Eagles program and is one of the most active chapters in the country. Chapter 952 flew a total of 95 Young Eagles at their three 2022 Rallies along with flying one-on-one individual flights and receives support from pilots based in Flagstaff, Payson, Phoenix, and Prescott." Pilots, and former Young Eagles, Wylie Howe and Alex Herman are testaments to the value that Cottonwood Airport brings to their community. Just this year these two EAA Chapter 952 Ray Scholar recipients have flown 33 Young Eagle flights in their own aircraft!

At the airport, ADOT worked with the City of Cottonwood Public Works Department to complete crack sealing of the runway and ramp along with other projects.

The award recognizes an airport for its dedication to community collaboration, reputable management, and providing a safe and secure aviation facility. This is the first time the Cottonwood Airport has won the Arizona Airport of the Year award.

Cottonwood Airport is one of 67 airports that are publicly-owned and publicly-operated in Arizona and provides emergency medical and fire response from the state.

The three most recent Arizona Airport of the Year recipients are: Yuma International Airport (2021), Prescott Regional Airport (2020), and Phoenix-Mesa Gateway Airport (2019).

Student Career Day Phoenix-Mesa Gateway Airport

Brian Sexton, Community Relations Manager, Phoenix-Mesa Gateway Airport Authority

Phoenix-Mesa Gateway Airport hosted 'Aviation Career Education Day' in January. The purpose of the event was to inspire fifth grade students to learn about Science, Technology, Engineering, Arts, and Mathematics (STEAM) and to consider a career in aviation.

Approximately 500 students from multiple schools located within Gateway Airport's traffic pattern airspace experienced an activity-packed ramp. Activities included booths staffed by airport engineering firms, airport administrators, aircraft engine displays with information on how to become an aircraft mechanic, and nearly 20 aircraft on static display. The event was supported by the United States' Department of Defense and included an F-35, two F-16's, an A-10, two KC-135's, a Blackhawk helicopter, as well as general aviation fixed wing aircraft, and multiple helicopters. In addition to the static displays, pilots from each aircraft (including a female F-35 pilot, two B-2 pilots, and a U.S. Thunderbird/F-15 test pilot) made themselves available to interact and inspire the visiting students.

The day prior to the event, Gateway Airport's Community Relations Manager, the U.S. Thunderbird pilot, and an aeronautical engineer visited the students and shared their personal stories on why they chose a career in aviation and how they started in their respective field. Their presentation was capped with the pilot randomly awarding two students with an introductory flight at a local flight school courtesy of 'Cajun's Aviation Dream.'

During the two days of activities, multiple students expressed strong interest in pursuing a career in aviation!



The Balanced Development Approach: How to Effectively Prepare Your Airport for New Business Opportunities

By Jenny Watts, C.M., Senior Aviation Planner, Dibble

“If you build it, he will come.”

- Field of Dreams (1989)

Introduction

This is, of course, the infamous prophetic quotation from the beloved baseball-themed movie of the 1980s, in which the story’s “field of dreams” eventually becomes a reality in more ways than one. This phrase often describes a vision to create or build something that may not be fully grounded in reality, but is attainable to those who believe in it.

In the realm of public airport development, many airport sponsors have visionary goals for their own “airfield of dreams” but are often stifled by challenges in the airport development process. More and more airports today, including general aviation (GA) airports, are reinventing themselves to be run like a business that happens to have aircraft taking off and landing. The growing demands of airport users—coupled with the needs of businesses and industries that recognize an airport’s economic potential—are driving the need for airport sponsors to grow and diversify their airfields with both aeronautical and non-aeronautical development. Airports have become a hot spot for various kinds of development, such as upscale retail and dining, hotels, and rental car centers, with the potential for both the airport and other invested parties to profit considerably. These are the airports with the aspiration to take their airport to the next level and become self-sustaining.

The Balanced Development Approach

So how does one take their airport to the next level? How does an airport sponsor balance the “if you build it, they will come” mentality with the current complex processes that drive development at airports?

In this series, we will explore the concept of a balanced development approach to create new business opportunities at airports. Drawing from Dibble’s experience as a planning, design, and construction consulting firm working at airports across the Southwest, we have found this balanced development approach to center around four key areas of understanding:

1. Planning
2. Promotion
3. Funding
4. Timing

Together, these four considerations prepare an airport sponsor to take on the task of transforming their vision into reality—their “airfield of dreams.”

The Balanced Development Approach: Planning and Promotion

Dibble has found planning, promotion, funding, and timing to be the four key areas of focus for airports with visionary goals for development and business opportunities. Here we explore the first two considerations—planning and promotion.

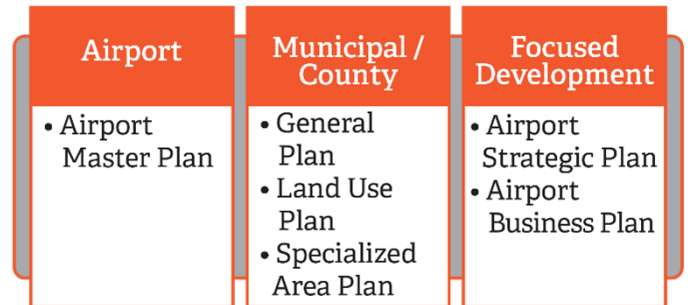
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Planning

Undoubtedly the cornerstone of the balanced development approach is planning. The aviation and airport industries encompass many facets of planning, such as system planning, master planning, environmental planning, and specialty or focused planning. For airports looking to expand their development, an updated airport master plan will determine the what, why, and when.

PLANNING IS THE FORESIGHT OF DEVELOPABLE ACTION.

In essence, a master plan assesses an airport's current assets and facilities; projects future activity and demand; identifies deficiencies in assets and facilities; evaluates development alternatives; estimates costs and timelines associated with a preferred development; and provides options for funding the development. If aeronautical and non-aeronautical development is a key focus area for the airport sponsor, this should become an integral component of the master plan to ensure future development has dedicated space and will meet Federal Aviation Administration (FAA) design standards on the airfield. Community engagement and buy-in are also essential so the public understands the airport's direction.



While a master plan may be the most logical place to start, an airport master plan is just the first piece of a much larger puzzle. Planning at the municipal (or county) level to incorporate airports into general and land-use plans is vitally important to achieving a holistic approach to successful future development. General plans—and to a greater extent, land use, and specialized area plans—can identify strategic land adjacent to the airport property that should be preserved for land use compatibility, expansion, or future infrastructure needs.

The final piece of the puzzle may be a specialized airport strategic plan, followed by an airport business plan, to help provide a clear roadmap for the airport's future development in becoming a profitable transportation and business hub. This is done by identifying goals, initiatives, and specific business markets considering land constraints, socioeconomic realities and trends, existing infrastructure, and resource availability.

Promotion

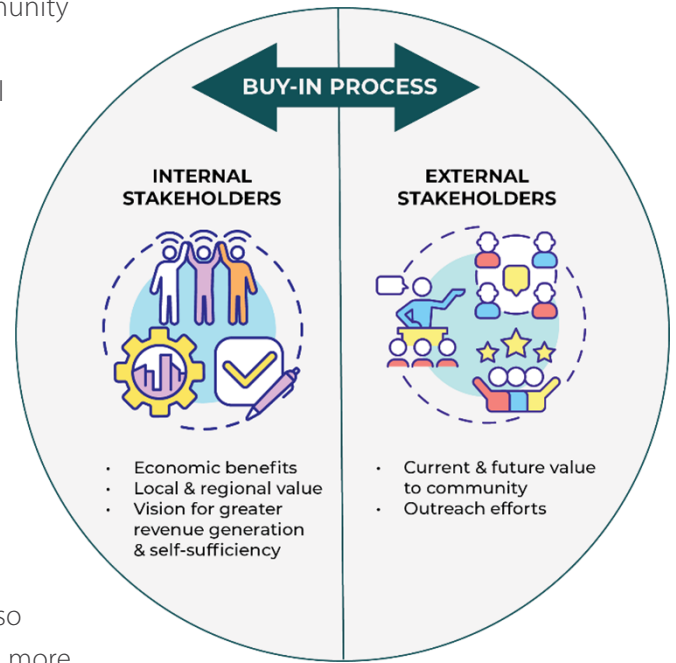
Visionary goals backed by the proper planning documents may be insufficient if an airport sponsor cannot properly promote the airport—the airport must also obtain buy-in from both the community and internal system. Arguably, one of the biggest challenges for airport administrators is proving their airport has value. No one will care about growing the airport if it is viewed as an urban island taking up valuable space and requiring a detour to reach its ultimate destination.

This is where the concept of promotion comes in. Airports bring tremendous value to the table—they bring employment, promote tourism, generate on- and off-airport direct and indirect spending, serve as a living history museum and community point of interest, aid the overall transportation network, and so on much more. Internal stakeholders—the council or board of supervisors, economic development and planning departments, and other government leaders—must be educated on the airport's indirect and direct economic benefits, locally and regionally. They can assist the vision to achieve greater revenue generation on a path to the airport's self-sufficiency.

*PEOPLE DON'T CARE HOW MUCH VALUE YOUR AIRPORT CAN ADD,
UNTIL THEY KNOW HOW VALUABLE YOUR AIRPORT ALREADY IS.*

External stakeholders also need to be educated to achieve community buy-in. It is good to share visions of growth while being a good neighbor and proactively disseminating information on potential inconveniences such as increased aircraft noise, changes to surrounding aesthetics, or increased traffic around the airport. Small outreach efforts, such as monthly newsletters, a social media presence, a voluntary noise abatement program, a dedicated website, or open house or fly-in events, can positively promote the airport. When it comes time to grow, the community is more likely to support the airport's efforts because they have experienced the value it adds.

Some of the most successful airports in the country, both financially and socially, have comprehensive marketing and community relations programs and dedicated personnel. While such an investment may be a tough sell for some airports that also may be competing for general fund money for maintenance and more traditional staffing, it is true that "you have to spend money to make money." In the long run, such an investment will pay off for the airport's bottom line.



Funding

Airport sponsors can pursue either traditional or non-traditional funding sources. For public-use airports in the U.S. that are part of the Federal Aviation Administration's (FAA's) National Plan of Integrated Airport Systems (NPIAS), funding is available through the Airport Improvement Program (AIP). To receive AIP funding, funding must be available and programmed on the airport capital improvement plan (ACIP); airport sponsors must not be in violation of any grant assurances; and projects must meet strict eligibility parameters, one of which is justification. Justification is defined in the AIP Handbook as advancing AIP policy, fulfilling an actual need, and having an appropriate project scope.

FUNDING WILL ULTIMATELY EITHER MAKE OR BREAK THE "AIRFIELD OF DREAMS" BECOMING A REALITY.

Projects related to airfield safety and capacity—such as extending a runway, correcting non-standard pavement geometry or safety areas, or expanding terminal space—will always take priority over projects such as constructing an airport maintenance building or reconstructing an airport entrance road or parking lot. It's the classic scenario of "must-have versus nice-to-have." Since public-use airports are funded with public money, the FAA has to ensure projects are truly justifiable and will provide a fair return on investment, given the high price tags of airport development projects.

If an airport's visionary future development is deemed justifiable, it is important to begin working early with internal government leaders, the fiscal team, the state aeronautics division, and the FAA

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Where the Money Comes From	
Traditional FAA Funding	Alternative Funding
Programmed on ACIP	Public-Private Partnership (P3)
Airport not in violation of grant assurances	Municipal Bonds
Meets Eligibility Parameters	Private Developers/ Businesses
Justified	

to identify and earmark potential funds early. The project should be added to the next iteration of the ACIP. Even if it gets pushed out year after year for various reasons, it gives all parties responsible for funding a heads up of what may be coming down the pipeline in the future.

If an airport sponsor's visionary future development is *not* justifiable from the FAA's perspective, they should begin researching alternative forms of funding, such as a public-private partnership (P3) or municipal bonds. Engagement with the sponsor's economic and airport business development personnel is paramount. If going the non-traditional route, airports should be cautious about unvetted business propositions or developers who sense their vulnerability due to a lack of funding. Airport development should focus on the best opportunities mutually beneficial for all parties, including the community, even if it takes time to find the right opportunities.

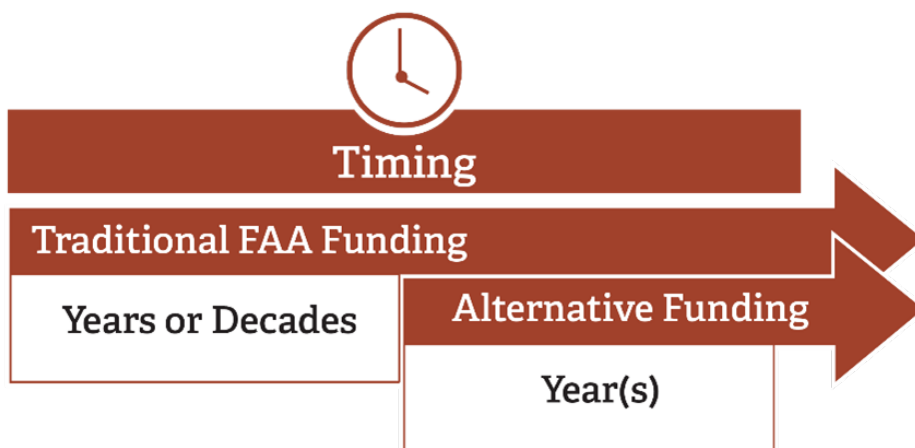
Funding plays a significant role in the lifecycle of the development process. Although traditional federal and state funding is viable (if justifiable), the process is lengthy and time-consuming, even for a relatively "easy" project. Alternative funding may speed up the process and may be necessary if the project does not meet FAA eligibility requirements. Still, it can be challenging to find an entity with the same vision that is willing to take a risk with large amounts of money.

Timing

The timing from concept to construction often depends on the funding source. Traditional FAA funding can take many years to procure depending on the priority status of the development project, AIP fund authorization from Congress, environmental review and clearance lead time, changes in political affiliations at the national and local level, or controversy associated with the project. Even if the project is justified, it could take years or even decades to receive FAA funding. In many cases, the airport sponsor may want or need to identify some non-traditional or alternative funding sources to make their vision come to fruition.

*FUNDING AND TIMING ARE INTRICATELY LINKED - BUT NO MATTER THE FUNDING SOURCE,
THE PROJECT WILL LIKELY BE A LONG JOURNEY.*

Although non-traditional funding may be procured more rapidly than traditional government funding, the process can still be complicated and lengthy. Pre-planning and environmental clearance, in most cases, must still occur, and the design and construction industry are always in a state of ebb and flow in terms of labor and materials. Timing must be planned to align with funding—and planning and promotion jumpstart the whole process. It is important to look at the whole process and see how the vision fits into the big picture.



The Balanced Development Approach: Key Takeaways

A balanced approach to airport development centers around four themes—planning, promotion, funding, and timing. Together, these four considerations will prepare an airport sponsor to take on the task of transforming their vision into reality—their airfield of dreams.

When considering taking an airport to the next level of development, key takeaways include the following:

- ❖ Airport development should focus on the best opportunities for mutual benefits for the airport, community, and interested business entities.
- ❖ Be sure to have a plan (or multiple plans). Planning precedes action.
- ❖ Invest in strategic, business, and/or marketing plans that will highlight what your airport offers today and what you aspire to offer in the future. Consider adding a dedicated marketing and/or community relations professional to assist in promoting and attracting new business.
- ❖ Educate internal and external stakeholders on airport-related development projects early to instill a sense of ownership and buy-in.
- ❖ Approach business opportunities on and around the airport optimistically but also cautiously. Be wary of unvetted business propositions, especially those that pressure immediate action or seem too good to be true. There are plenty of opportunities—be patient and remember the ultimate vision.
- ❖ Begin the discussion on funding sources early with internal officials and government agencies. If traditional Airport Improvement Program (AIP) funding is not available or justifiable, consider alternative funding sources, such as bonds or private-public partnerships.
- ❖ Understand the timing of the entire process, from vision to grand opening—it will never happen as fast as one imagines or a developer promises. Traditional or alternative funding can get an airport where it wants to go but be prepared for the journey either way.

Updates from ADOT

Matthew Munden, Aeronautics Group Manager



- Aeronautics received Board approval on its amended FY23 5-year ACIP on December 16th
- The FY24 SL program will be \$10.0M
- The FY 24 APMS program will be increased from \$5.0M
- The Triennial is set at \$1M in FY24 to be completed December 2025
- ADOT-Procurement currently estimates solicitation of the RFP for the Land Use Study on March 8th
- Remaining FY22 APMS projects and FY23 APMS projects will be constructed this summer
- The Triennial Study is completed. There will be a presentation at AzAA spring conference
- We have funding to match all FSL grants, including AIP & Bipartisan Infrastructure Law

Updates from FAA

Mike Williams, AAE, CAE; Phoenix ADO, FAA



ADO Staffing

Airports Program Specialist - We are pleased to announce Zaina Aljazzar recruiting for one (1) candidate to fill one (1) position. We are working through the final stages of this recruitment.

Management/Program Analyst - We will be recruiting for one (1) candidate to fill one (1) position.

Civil Engineer - We will be recruiting for one (1) candidate to fill one (1) position

Assistant Manager - We will be recruiting for two (2) candidates to fill two (2) positions.

Tim Morrison, Lead Civil Engineer - will be serving a 90 day detail to our Headquarters Office of Planning & Programming. Tim will begin this temporary opportunity starting on February 27, 2023. Tim will be focusing on various activities associated with grant programming, including alternative delivery methods, procurement, etc.. Tim will remain engaged with his airports sponsors, however, you may have other ADO staff participating.

Electronic Signatures

As we continue using electronic signatures for grant processing, please remember to keep your contact information, specifically email addresses current. Not having current contact information delays the grant processing.

- Jocelyn Hazlewood is available to assist

Section 163

Updated guidance was published on August 3, 2022 and is available via [FAA.gov](https://www.faa.gov/airports/planning_capacity/airport_layout_plan_reviews_projects_potentially_affected_section_163), https://www.faa.gov/airports/planning_capacity/airport_layout_plan_reviews_projects_potentially_affected_section_163

Bipartisan Infrastructure Law (BIL)

The [Bipartisan Infrastructure Law \(BIL\)](#), formerly known as the Infrastructure Investment and Jobs Act (IIJA) has been enacted. This new legislation will improve airport safety and capacity, address climate change, create good jobs, and advance equitable access to airports. BIL establishes two new programs directly relevant to the Office of Airports, 1) the Airport Infrastructure Grants Program and, 2) the Airports Terminal Program.

- [Learn more about BIL](#)
- [Frequently Asked Questions](#) are available.
- The [Airport Infrastructure Grants](#) Program allocates \$15 billion over 5 years primarily for formula grants to both primary and nonprimary airports, with each year's money available for obligation over five years.
- [Airports Terminal Program](#) - Through BIL, \$5 billion has been granted to provide competitive grants for airport terminal development projects. These grants will fund safe, sustainable and accessible airport terminals, on-airport rail access projects and airport-owned airport traffic control towers. Projects may also include multimodal development.

NEPA Submittal Process

All official NEPA submittals should be sent via email to 9-PHX-ADO-Environmental@faa.gov

Subject lines MUST include your airport's three character LOCID, Project Name, and documentation type (i.e., CATEX, Purpose and Need, Preliminary Draft EA). If the submitted document is a CATEX supporting an upcoming grant application, FYXX GRANT APPLICATION must also be included in the subject line.

The body of the email must include the federal action that the document is intended to support (i.e., federal funding (with proposed fiscal year), ALP change, land release).

Submittals from Sponsor authorized consultants will be accepted with the following provisions:

- The Sponsor Director/Manager and/or Primary Point of Contact shall be a CC on the submittal. Submittals without the Sponsor as a CC will be returned without ADO action.
- Sponsors are expected to have read the documentation and understand and concur with the contents. Sponsors are held responsible for the quality of all documents.

REMINDERS

SAM (System of Award Management) Account
Check the SAM registry

- <https://uscontractorregistration.com/>

DELPHI - Expired or Incorrect Delphi Account

Check your account – if you need to register a new user, follow help directions at

- https://www.faa.gov/airports/aip/grant_payments/

- Jocelyn Hazlewood, Airports Program Specialist is available as needed to assist.

GUIDANCE DOCUMENTS

Advisory Circular (AC) 150/5300-13B

- [Airport Design](#) was updated on August 19, 2022.

Advisory Circular (AC) 150/5200-18D

- [Airport Safety Self Inspection](#) was updated on September 27, 2022.

Advisory Circular (AC) 150/5190-4B

- [Airport Land Use Compatibility Planning](#) was updated on September 16, 2022.

Advisory Circular (AC) 150/5230-4C

- [Aircraft Fuel Storage, Handling, and Dispensing on Airports](#) was updated on April 27, 2022.

Advisory Circular (AC) 150/5345-44K

- [Specification for Runway and Taxiway Signs](#) was posted on January 19, 2022.

Advisory Circular (AC) 150/5210-17C - [Programs for](#)

[Training of Aircraft Rescue and Firefighting Personnel](#) was updated on January 19, 2022.

Advisory Circular (AC) 150/5000-9B

- [Guidelines for Sound Insulation of Structures Exposed to Aircraft Noise](#) was posted on June 8, 2022.

Advisory Circular (AC) 150/5300-19 - [Airport Data and](#)

[Information Program](#) was posted on April 8, 2022.

Advisory Circular (AC) 150/5200-28G

- [Notice to Air Missions \(NOTAMs\) for Airport Operators](#) was posted on May 26, 2022.

Advisory Circular (AC) 150/5335-5D

- [Standardized Method of Reporting Airport Pavement Strength - PCR](#) was posted on May 12, 2022.

Additional information is available via the Internet

https://www.faa.gov/airports/resources/recent_advisory_circulars/

President's Corner

*Matt Smith, Arizona Airports Association President 2022-2023
Airport Administrator, Glendale Municipal Airport*



AzAA Contacts

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Making us whole again

We are very fortunate to have legislators who understand the tremendous importance the State Aviation Fund has to individual airports and the entire state system. This year Representative David Cook (R-District 8) sponsored House Bill 2643, with the intention of returning \$20 million dollars to the State Aviation Fund as well as adding \$6 million for Phoenix-Mesa Gateway Airport to complete their terminal project started under the BIL Terminal grant program. We are still \$66 million in arrears, but thanks to the hard work and generosity of key legislators, we are making progress.

Both Representative Cook and Senator Carroll (R-District 28) have proven themselves to be great allies and advocates for aviation in Arizona. A group of us had the pleasure of meeting these legislators as well as two newly elected Democrats, who were also very thoughtful and attentive to our needs as airport operators. Air transportation is, thankfully, an issue that often garners bi-partisan support, which is a nice feature of a group like ours that is overtly non-partisan.

In return for the \$20 million we anticipate receiving in FY24, let us reciprocate the good done for us by doing good for the legislature and the taxpayers of Arizona. Let's put the best projects forward in our ACIPs, let's get those grants in-hand without dillydallying, and let's start spending the money on high-value projects. We show our gratitude by giving taxpayers the greatest return on investment that we can deliver.

Thinking long term, we may want to start discussing how the State Aviation Fund is appropriated each year. Currently, a large portion of aviation-generated revenue is channeled away from the State Aviation Fund. This adversely affects us in two ways: a) we have less money to use for projects statewide, and b) it artificially deflates the grant cap. This is especially damaging considering how much the cost of construction has increased over the years. Projects that were once whole now must be phased, making them more expensive and causing more hassle for our tenants. The grant cap has not kept up with inflation and if we were allowed to keep the entirety of aviation-generated revenue, the cap would be double what it has been historically, making our projects whole again.