

Airport Action/ Business Development Plan Section Three

Marketing Action Plan



Marketing Action Plan

3.0 Management Approach

The H.H. Coffield Regional Airport is presently classified as a general aviation airport. The Airport has the capability at the present time to handle general aviation and limited, small-sized corporate aircraft. The Airport will need to address major issues like facilities, incentives, resources, and competition to develop a position as a prime general aviation airport in the region.

This Chapter of the Business Action Plan will suggest marketing strategies to be utilized for the attraction of aviation patrons and new businesses that require airport facilities. It is critical for the City of Rockdale, the Airport and its advisory board to heed directives from the FAA and TXDOT when making changes in the Airport's organizational structure and business practices toward achieving self-sustaining revenue streams to remain eligible for future funding opportunities from these agencies.

3.1 Organization of the H.H. Coffield Regional Airport

Presently, the H.H. Coffield Regional Airport does not employ a dedicated airport manager, and operational decisions are made by the City Manager or Public Works Director. The Airport Aviation Board is comprised of local volunteers to collaborate with the City on policy, operational and facilities issues at the airport. The Rockdale City Council typically follows the recommendations of the Advisory Board and the City Manager on airport-related issues or projects.

The City Manager is the established point-of-contact for the Airport with TXDOT, the FAA in limited interactions, the general public and aviation patrons.

At some point in the near future, the hiring of an airport manager, whether part or full-time, as a city employee or independent-contract operator will be a significant step towards establishing a more professional managerial approach to operating the Airport.

3.2 Situation Analysis

A quick review of the airport environment:

The H. H. Coffield Regional Airport is located approximately 2.5 miles southeast of downtown Rockdale in Milam County at the intersection of U.S. Highway 77 and Farm to Market Road 908. The Airport is well-situated at the confluence of U.S. Highways 77 and 79 to effectively serve a large triangular Texas metropolitan business market of Austin, College Station and Waco. The Airport is owned and operated as a general aviation airport by the City of Rockdale.

The City of Rockdale and the H.H. Coffield Regional Airport are well-positioned within this triangular region to become a prime business hub for commerce with a viable community airport to serve the region. This five-county area (Milam, Burleson, Brazos, Robertson and Williamson) has experienced modest population growth since 1990 and increasing retail sales which result from a strong, above average median household income.

H.H. Coffield Regional Airport is at an elevation of approximately 474 feet. The Airport has eight based aircraft that contribute to approximately 2,400 annual operations as of the September 2011 annual inspection. All aircraft are single engine, but anecdotal observation has witnessed occasional turbine operations. Aircraft annual operations comprise 1,600 local general aviation operations and 800 itinerant general aviation operations. Runway 17-35 is 2,962 feet long and 50 feet wide with unknown pavement strength. The runway is equipped with non-standard Low Intensity Runway Lights (LIRL) and markings and no VGSI, REIL, or airfield signage or supplemental wind cones.

The Airport encompasses approximately 41 acres dedicated to airport services, as well as future development. The airport facilities include three hangars; and non-self serve fuel. The airport does not offer any aircraft-related services, i.e. – flight instruction, aircraft rental, airframe and power plant maintenance.

3.3 Marketing Plan and Materials

3.3.1. Airport Marketing Organizational Team

Effective marketing begins with creating an organizational structure that establishes a strong team of professionals and clearly identifies each member's role within the team. The City of Rockdale has many skilled individuals which can contribute to a successful team.

The City Council, City employees, Rockdale Chamber of Commerce, Municipal Development District (MDD), Airport Advisory Board members and individuals from the community all have skill sets that can contribute to an effective and successful team. This community has demonstrated strong support for a viable community airport.

This team can be created in a variety of styles but a recommended structure is where key community leaders work to formulate the marketing strategy and select the appropriate channels to distribute key messages. The execution of the strategy through the requisite channels will fall to one or two individuals that either perform the necessary tasks or supervise employees or vendors based on a budget created just for airport marketing tasks.

Presently, the City is taking the lead on the majority of economic development activities with support from the Chamber of Commerce and MDD. Unless conflicts or objectives arise, it is suggested to recommend that the City also manage and execute economic development activities for the airport.

3.3.2 Identifying Target Market Prospects

Earlier in this plan, a range of identified aviation-related businesses categories were presented as prospects for location at the Airport. It is critical at the beginning of this process to develop and refine to create a focus of what type of businesses fit the community profile.

Before the team publishes the first ad or mails the first letter to a prospect, it should have a very clear picture of what type of business they want to recruit to the H.H. Coffield Regional Airport.

Important criteria to review may include:

- What business segment, or individual, generates the greatest ROI the fastest for the airport?;
- How many business segments can we take on initially to recruit?;
- What makes sense for the airport, and community?;

- What are their requirements to operate at the airport?;
- How much will the required facilities cost to attract that business?;
- What's the ROI for this prospect to our community?;
- What's the acquisition cost through our marketing strategy to successfully recruit this prospect?; and
- What's the most effective marketing channel spend to our limited marketing budget to effectively recruit legitimate prospects?.

Each distinct target market may require a different campaign strategy from one another and effective use of time and resources will require careful planning and execution to successfully recruit singular or multiple tenants from each group. Some target groups may align closely in strategy scope and message channel that budgets can be combined to achieve wider distribution in messaging channels.

3.3.3 Promotional Strategy

A mixed-media campaign will begin when appropriate elements of the campaign are ready for channel implementation and funds secured to execute elements of the campaign. These elements should include Internet airport website, facebook, twitter, print and electronic advertising materials, printed collateral materials, trade show participation and development of a 'sales force' to deliver the message of locating to this region.

Many distribution channels exist to promote the Airport. The basic channels to be implemented will be:

- Direct mail;
- Direct sales;
- Giveaways;
- Sales promotion, including airport informational kits and brochures;
- Event promotion; and
- A strong Internet presence: airport website, facebook, twitter, etc.

The strategy to attract aviation-related business and non-airside business prospects is the same. The first step is to identify the potential companies, as outlined in 3.3.2, which may be target customers for the H.H. Coffield Regional Airport. Reference sources and market research will identify companies that match the business profile as developed by the Airport Marketing Team. The promotional program will need to create a special point of difference between air and non-air side businesses for the Airport that meets the needs of these prospective companies.

3.3.4 Reaching Business Prospects and Pilots

Direct mail is the best medium to use for attracting new pilots and business prospects. It will be the primary marketing channel for this campaign in partnership with a distinct Internet site promoting business opportunities at the airport.

This website will provide a low-cost promotional information channel for prospective customers that is easily updated as new information evolves about development activities and new business tenants are announced at the airport.

An airport brochure will be developed describing the development opportunities available, as proposed under the Airport Development Plan/Airport Layout Drawing, for non-air and airside site development at the Airport. This brochure should be a high quality four-color piece with a mail-back card. The brochure would be included with a letter from the Marketing Team and addressed to the

President, or chief decision-maker, of the prospective company. The mail-back card will ask for more information on H.H. Coffield Regional Airport and Rockdale, and will include the name of the decision-maker at the company for contact.

When the mail-back card is received, a sales kit will be sent to the President or designated contact at the prospective company. The sales kit will include information on the airport and community, material from the economic development groups, plus a *special invitation*. The *special invitation* will be from the City and Marketing Team inviting the company President or the key contact person to visit the airport and spend a couple of days to get to know the region. This invitation could include two complementary nights at a local hotel, an escorted tour of the Airport by community leaders, and a special dinner/luncheon reception with designated community and government dignitaries.

Also, all the direct-mail, e-mail, advertising and collateral material will carry the website's URL for immediate reference and campaign identification. It is critical to create a simple, but powerful, URL campaign title that is easily remembered and leverages current Internet search engine optimization (SEO) best practices to place the site at the top of the page for any search results created by the Internet's leading search engine providers, i.e. – Google, Yahoo, Bing, etc. This URL can also be inserted into traditional news media communications for use in print publications around the globe.

Pilots

A key target group to reach immediately is the registered aircraft in the multi-county region around the Airport as noted in the Airport Market Comparison chart at the end of Chapter 1. This FAA database is updated periodically so the records can be outdated but it is a reliable source to communicate with aircraft owners in the region.

The database can be located on the web at:

http://registry.faa.gov/aircraftinquiry/StateCounty_Inquiry.aspx

A low-cost postcard mailing inviting these aircraft owners to a hamburger fly-in or offering them a discount on a fuel purchase using a new self-serve fuel system are only a couple of reasons to engage pilots to fly to your airport. Once at the Airport, they will talk about their airplanes and swap information about other airports they frequent. This information is invaluable toward learning how the H.H. Coffield Regional Airport compares to other airports, and in what areas you can compete favorably and areas that require improvement.

The postcard campaign can also drive these aircraft owners to the Airport website where they can participate in online surveys, register for free prizes or sign in to the guest registry. While engaging with these potential new patrons, the Marketing Team has the opportunity to collect valuable contact information to keep the Team's list current.

3.3.5 Airport Image and Recognition

H.H. Coffield Regional Airport maintains a low-profile among the regions' airport. As the marketing campaign begins, it is critical for the Airport to separate itself from its area competitors. A professionally designed identity element, or logo, can have a substantial impact toward creating a recognizable image of the Airport and begin to build market 'buzz.'

A logo can be simple or complex; but it must clearly tell the customer in an instant who you are and where you are located, like these logos from other airports.



3.3.6 Advertising and Collateral

The initial recruiting materials will include a full-color airport brochure, sales kit folders, airport pictures, and charts and maps to be used in the recruiting presentation. Additional advertising material will include a series of black and white and four-color advertising to be used in various periodicals and magazines. It is important to have ads on hand to take advantage of promotional opportunities.

An example of a simple, tri-fold brochure created for an airport client in Mississippi is located in the Appendix of this Chapter.

Presentation packages that include community data and information, airport information and activity forecasts, operating plans, airport layout plans and incentive programs are the best support tools for the direct sales program. These presentation packages are sent directly to the company president or CEO for review; and this information is used as presentation tools by airport leaders during community presentations as well.

Magazines are good mediums for advertising business relocation or new opportunities for the Airport. They can include airline/airport publications, trade magazines for specific industries, special business magazines that appear in the metropolitan areas, statewide business publications, and magazines supporting special interest groups. Additionally, many of these publications now offer e-mail publications to compliment their traditional print products as well as text messaging announcements and Really Simple Syndication (RSS), an Internet tool used to feed subscribers with free news updates.

Suggested publications titles could include:

Aviation Industry:

Aerospace America
 Aerospace Daily
 Air Transport World
 Aircraft Interiors
 Aircraft Maintenance Technology
 Air Cargo News
 Air Cargo World
 Airport Business
 Airport Press
 Airports
 AOPA
 ATC Market Report
 Aviation Maintenance
 Aviation Telephone Directory

Aviation Week
 Avionics Magazine
 Business & Commercial Aviation
 GPS World
 GSE Today
 NBAA
 Overhaul & Maintenance
 Professional Pilot
 Rotor & Wing
 Show News
 The Weekly of Business Aviation
 World Aviation Directory
 Airport Magazine

Property Development:

Site Selection Magazine

Business Publications:

Metropolitan Business Journals in: Atlanta, Birmingham, Chicago, Cincinnati, Dallas, Denver, Houston, Kansas City, Memphis, Nashville, New Orleans, St. Louis and others.

Newspapers:

Texas Press Association

USA Today

Wall Street Journal

Major regional metropolitan newspapers (Denver, Salt Lake City, Kansas City, Omaha, New Orleans, Dallas, Houston, Memphis, Atlanta, etc.)

A 12-15 minute video should be placed on the project horizon for creation and distribution when promotion funding becomes available. This video will visually articulate the benefits of locating to H.H. Coffield Regional Airport or Rockdale. The video can be easily replicated on DVD for distribution into the sales kits, use at public presentations and inserted into the new website to augment the site's information and visual appeal. A professionally scripted and produced video will add a significant level of credibility to the recruiting effort. Typically, the costs associated with this production will range from \$10-20,000.

Wall display ads, banners and promotional kiosks at regional/hub airport terminals are also cost effective. In-terminal advertising costs can be leveraged jointly by the airport, and the local Chamber of Commerce. Travelers have more time today at these airports due to security requirements and these travelers can be target customers. Target airports can include Los Angeles, San Diego, Kansas City, Omaha, Chicago, Jackson, Atlanta, Memphis, New Orleans, and Dallas-Fort Worth placed at the respective airline terminals that service the Austin, College Station and Waco region with incoming passengers and business prospects.

3.3.7 Public Relations and Promotions

A nimble and effective public relations program will be required to keep interest high and focused on developments at the Airport. Initial steps toward creating the program involve:

- Establishing a point-of-contact on behalf of the Marketing Team to handle media inquiries;
- Creation of a budget for promotional elements and PR events;
- Flexible timeline of PR media releases and events to bring focus on the development opportunities at the Airport and within Rockdale;
- Establish working relationships with industry and general assignment reporters to facilitate flow of information to promote the Airport and Rockdale;
- Establish a H.H. Coffield Regional Airport 'Go Team' to serve as a sales force for promoting development opportunities at local and regional events along with greeting and entertaining tenant prospects during site visits to the airport and Rockdale.

Media releases will serve as the primary announcement communication channel for major activities and events involving the Airport. Releases will be distributed using e-mail technology with a primary goal of driving prospect traffic back to the website.

As plans solidify for initial master planning and infrastructure development, with a goal of obtaining that first tenant, the H.H. Coffield Regional Airport requires a significant public relations and promotions campaign focused on driving local, national and global prospects to the airport website [to learn more about opportunities available at the Airport.](#)

3.3.8 Trade Shows

The Marketing Team should allocate resources to attend one or two strategic industry trade shows annually to promote the H.H. Coffield Regional Airport. Shows such as the National Business Aviation Association (NBAA), Aviation Industry Expo, Sun-n-Fun, etc., can provide invaluable connections and leads for future tenants. Also, traditional economic development site development trade shows should also be included in the annual list to cultivate non-airside tenant prospects. If Team members are unable to attend, an alternative to attendance is the purchase of program ads and purchasing the attendance list from the conference organizers for use in a direct mail campaign.

3.3.9 Incorporating E-Mail into the Campaign

A second direct contact strategy to disseminate information, and with lower costs, is to create and execute an electronic mail (e-mail) campaign to targeted prospects. List acquisition of targeted companies can be generated in-house or industry-specific lists can be purchased/rented from vendors.

The ability to directly contact decision-makers moments within sending information is cost effective and creates the opportunity for more rapid response for information inquiries on the Airport. An e-mail strategy creates a cost-effective alternative to the costs associated with creating four-color process brochures, information kits, and specialty items.

As with the traditional direct mail campaign, all electronic communications will be designed to reflect the overall campaign identity and drive response traffic back to the Airport website for additional information and contact with the 'Go Team.'

3.3.10 Telemarketing

A telemarketing channel should be created to serve two key functions: 1) field incoming phone calls in a timely response and provide the caller with the appropriate information or attempt to schedule a site visitation; 2) engage in limited outbound telemarketing to designated prospects deemed high profile for potential location at the H.H. Coffield Regional Airport.

This small team will be coached on all elements of the airport development, capabilities and timelines; and also have at their disposal the most current information, contact numbers and team decision-makers to contact when a prospect is showing more than casual interest.

3.3.11 Recruiting Process

The actual process of utilizing the Marketing Action Plan to effectively recruit new business is comprised of several elements: lists of Target Companies must be developed; Presentation packages, and a direct mail program to potential new clients must be built; Sales kits developed to be utilized when initial contact is made; and a 'Go Team' established that will meet directly with new companies interested in relocating, or learning more about the Airport.

Marketing Team assignments for the recruiting process are recommended at follows:

ASSIGNMENTS FOR CAMPAIGN DEVELOPMENT

Assignments

Complete Master Plan and establish date benchmarks
Establish criteria for recruiting appropriate businesses
Develop list of New Business Target Companies
Develop Media Campaign Elements:
 Budget
 Web site
 Promotional Video
 Presentations: prospect, stakeholder, community
 Direct mail campaign
 Create advertising elements/strategy /buy schedules
 Other collateral material
 Recruit/train 'Go Team' members
Send initial direct mail piece to target companies
 Follow-up calls
Follow up with Sales Kits to interested companies
 Follow-up call
Meet with new business opportunities
 Presentations at their company location
 Presentations/tour within El Paso County

3.3.12 Campaign Budget

To effectively execute elements of the Marketing Action Plan, a project budget is required. An initial funding source could come from Municipal Development District (MDD).

As the plan moves through the development stages, elements can be executed as funds become available.

The following begins a first-pass look at identifying various campaign elements and their related costs. Based on the scope of the campaign, this list may not be all inclusive:

Website creation
Website hosting and monthly updates (annual cost)
Media Releases prepared, approved and distributed (\$200 ea) x 4/year
Logo creation
Direct-mail campaign sales kit - 200 kits @ \$20.00 / kit
Postage for kit mailing (Est. \$7 ea.)
Direct mail campaign creation
Direct mail campaign postage
Promotional collaterals/giveaways (folders, pens, notepads, etc.)
Creative for advertising, media placement and evaluation
'Go Team' recruitment and training
Campaign support and administration (est. 15 hours/month/\$100/hr)
Optional – DVD promotional video for Web and sales kit

A comprehensive 5-year estimated budget for review and discussion may look like this:

Five-Year Estimated Marketing Campaign Budget

| Item | Year 1 | Year 2 | Year 3 | Year 5 |
|---|-----------------|-----------------|-----------------|------------------|
| Website creation | \$3,000 | \$0 | \$3,000 | \$3,000 |
| Annual Website hosting and monthly updates | \$1,000 | \$1,100 | \$1,200 | \$1,300 |
| Media Releases prepared, approved and distributed (\$200 ea) x 4/year | \$800 | \$900 | \$1,000 | \$1,000 |
| Logo Creation (1x expense) | \$2,000 | - | - | - |
| Direct-mail campaign sales kit; 200 kits @ \$20.00/kit | \$4,000 | \$5,000 | \$5,000 | \$5,000 |
| Kit Mailing (USPS, FedEx, UPS) (Est. \$7/kit) | \$1,400 | \$1,600 | \$1,800 | \$2,000 |
| Direct mail campaign creation | \$1,000 | \$1,200 | \$1,200 | \$1,500 |
| Direct mail postage (Est. 500 pieces annually) | \$1,000 | \$1,100 | \$1,200 | \$1,500 |
| Promotional collaterals & giveaways (folders, pens, notepads, etc.) | \$3,000 | \$3,000 | \$4,000 | \$6,000 |
| Creative for advertising, media placement and evaluation | \$10,000 | \$11,000 | \$12,000 | \$15,000 |
| 'Go Team' recruitment and training | \$3,000 | \$3,000 | \$3,000 | \$4,000 |
| Trade Show Participation (Est. 2x/yr) | \$15,000 | \$16,000 | \$18,000 | \$20,000 |
| Travel Expenses | \$10,000 | \$10,000 | \$11,000 | \$15,000 |
| Campaign support and administration | \$18,000 | \$20,000 | \$25,000 | \$25,000 |
| Campaign Total | \$73,200 | \$73,900 | \$87,400 | \$100,300 |
| Optional Video on DVD | \$12,000 | \$1,000 | \$1,000 | \$1,000 |

SAMPLE LETTER FOR NEW BUSINESS RECRUITMENT

July 1, 2013

Mr. Business Owner
Alpha Aircraft Associates
2222 South Aviation Blvd.
Anytown, USA Zip

Dear Mr. Owner;

Enjoy the best of both worlds – clean living away from Austin and College Station and business success for your aviation company in a low-cost business environment that opens your markets to the world!

The H.H. Coffield Regional Airport is located about two miles south of Rockdale, Texas, in Milam County. This publically-owned general aviation has served the region for more than 40 years. H.H. Coffield Regional Airport has competitive ground leases for sites available for business development, and Rockdale has low business costs, and a skilled labor force to offer prospect employers.

Your employees will enjoy the high quality of living and regional business opportunities in Rockdale.

The enclosed material shares more information about the advantages of locating your aviation company to the H.H. Coffield Regional Airport. We will follow-up soon with a phone call to see how we can tailor a development strategy to assist your relocation to our community and airport.

If you would like more information or to set up a date to visit Rockdale, please contact us by phone (123) 123-1234; or e-mail us at info@hhcoffieldairport.com.

Sincerely yours,

Name, Airport Manager
H.H. Coffield Regional Airport

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Once the Marketing Team has created a targeted list of aviation-related business sectors to contact, the Team can create their own list by canvassing multiple industry directories, publications or web searches; or purchased professionally prepared prospect lists created by Direct Marketing Firms.

This sample list provides only an illustration of the type of lists necessary to generate sufficient interests and leads for business prospects across multiple aviation business sectors.

Prospect list of potential aviation-related companies:

Aircraft Avionics Instruments

Air Tech Coatings
1 Paradise Park Rd
Jacksonville, AR 72076
(501) 985-1484

Burbank Aircraft Supply Incorporated
117 E Rose Ave
Foley, AL 36535
(251) 943-4855

Central Flying Service
1501 Bond Ave
Little Rock, AR 72202
(501) 375-3245

Gemini Aviation
2899 S Mendenhall Rd
Memphis, TN 38115
(901) 795-5000

Solar Turbines Incorporated
6128 Jefferson Hwy
New Orleans, LA 70123
(504) 734-8241

Aircraft Dealers

Craig Mike R and Associates Inc.
1025 Harrington Ave
Little Rock, AR 72202
(501) 372-8071

M Squared Aircraft
9900 Highway 90
Irvington, AL 36544
(251) 957-1533

Northrop Grumman Shipyard Inc.
5100 River Rd
Westwego, LA 70094
(504) 436-9708

Signature Flight Support
2488 Winchester Rd
Memphis, TN 38116
(901) 345-4700

Sportair USA
LTR Airport
North Little Rock, AR 72116
(501) 833-2222

Tulsair Beechcraft
8182 Hornet Ave
Millington, TN 38053
(901) 873-4144

**Aircraft Equipment Parts
& Supplies**

Aerospace Industry Resources Inc
1814 Fifteenth St
Mobile, AL 36615
(251) 432-8787

Aerospace Products International
3778 N Distriplex Dr
Memphis, TN
(901) 365-3629

Aircraft Parts International
5335 Mineral Wells Rd
Memphis, TN 38141
(901) 370-5781

Aircraft Service International Inc
2491 Winchester Rd
Memphis, TN 38116
(901) 922-8280

Aviation Engines Inc
249 Airport St

Centreville, AL 35042
(205) 926-5186
Audio Intl. Inc.
7300 Industry Dr
North Little Rock, AR 72117
(501) 955-2929

Aviation LLC
Serving Your Area
(501) 371-8787

Aviall Inc
5851 Advantage Cv
Memphis, TN 38141
(901) 362-6710

Avspar International Corporation
5308 Cottonwood Rd
Memphis, TN 38118
(901) 365-1050

Bell-Memphis Inc
1650 Channel Ave
Memphis, TN
(901) 947-1102

Corporate Aviation Service Inc
2930 Winchester Rd
Memphis, TN 38118
(901) 345-9800

Crestview Aerospace
16150 Greeno Rd
Fairhope, AL 36532
(251) 929-3420

Desser Tire & Rubber Co
3400 Chelsea Ave
Memphis, TN 38108
(901) 380-9212

Diehl Avionics Inc
Serving Your Area
(205) 678-7101

Floats & Fuel Cells
4010 Pilot Dr

Memphis, TN
(901) 794-8431
Gulf Thrust Air
21530 Casril Dr
Mandeville, LA 70471
(985) 871-8080

Intersky Inc
4005 S Mendenhall Rd
Memphis, TN 38115
(901) 366-6900

L A Aloft
Foley, AL 36535
(251) 981-2628

Linda Lou Inc
3514 Winhoma Dr
Memphis, TN 38118
(901) 365-6611

M Squared Aircraft
9900 Highway 90
Irvington, AL 36544
(251) 957-1533

Management Universal Asset
6000 Poplar Pl
Memphis, TN
(901) 682-4064

Memphis Group, The
3914 Willow Lake Blvd
Memphis, TN 38118
(901) 362-8600

Mid-South Aircraft
Alton Rd
Birmingham, AL
(205) 836-5101

Milpar
3914 Willow Lake Blvd
Memphis, TN 38118
(901) 360-9988

Qwest Air Parts Inc
3960 Crowfarn Ave

Memphis, TN 38118
(901) 797-9229

Razorback Aircraft Custom Cabinets
1100 Harrington Ave
Little Rock, AR 72202
(501) 374-0497

River City Avionics
2843 Business Park Dr
Memphis, TN 38118
(901) 366-7080

Signature Flight
2488 Winchester Rd
Memphis, TN 38116
(901) 345-4700

Smith & Smith Aircraft International
111 Veterans Memorial Blvd
Metairie, LA 70005
(504) 833-9915

Southwind Industries LLC
2755 Windham Pl
Germantown, TN 38138
(901) 624-8922

Teledyne Continental Motors
Serving Your Area
(251) 438-3411

W W Insulate Inc.
Serving Your Area
(501) 227-8517

Charter Rental Leasing
Alabama Air Shuttle Inc
Serving Your Area
(205) 408-9696

Air Charter Express
8200 Remount Rd
North Little Rock, AR 72118
(501) 833-5600
Air Logistics
18594 Highway 3235
Galliano, LA 70354

(985) 475-5400

Air Reldan Inc
8219 Lloyd Stearman Dr
New Orleans, LA 70126
(504) 241-9400

Airborne Air Ambulance
Serving Your Area
(800) 247-3010

Aircraft Charters & Tours USA
Serving Your Area
(800) 585-5555

Aviation Department
2540 Winchester Rd
Memphis, TN 38116
(901) 345-9745

Aviation Services Group
4243 E Lake Blvd
Birmingham, AL 35217
(205) 849-3848

Bird of Paradise Biplane Rides
3190 Airport Dr
Gulf Shores, AL 36542
(866) 687-8359

Central Flying Service
1501 Bond Ave
Little Rock, AR 72202
(501) 375-3245

Centrion LLC
209 N Main St
Benton, AR 72015
(501) 315-7228

Charter Direct
1636 N Lopez St
New Orleans, LA 70119
(504) 947-8181

Charter Services Inc.
2445 Woodland Rd

Mobile, AL 36693
(800) 657-1555

East Tennessee Helicopters Inc.
182 K And R Rd
Butler, TN 37640
(423) 727-0129

ExecuFlight LLC
133 Airport Rd
Monroeville, AL 36460
(800) 251-0890

Executive Jet Management
Serving Your Area
(800) 609-5146

Flight works
Serving Your Area
(877) 749-1145

Helicopter Charter and Tours USA
Serving Your Area
(800) 585-5555

Louisiana Aircraft Inc
Serving Your Area
(800) 535-8129

Lucky Egg Charters LLC
Serving Your Area
(251) 747-2804

Maverick Aircraft Leasing LLC
13301 Valentine Rd
North Little Rock, AR 72117
(501) 945-3854

Omni Air Charter
2008 Beckenham Cv
Little Rock, AR 72212
(501) 374-5022

Palm Air
2456 Winchester Rd

Memphis, TN 38116
(901) 398-6900

Petroleum Helicopters Inc
5804 River Rd
New Orleans, LA 70123
(504) 733-7673

Rotor Wing Inc
Serving Your Area
(205) 631-6531

Saint Tammany Aviation
25048 Highway 36
Abita Springs, LA 70420
(985) 892-9936

Sanders Joey
20 Ellis Haynes Dr
Jasper, AL 35503
(205) 384-4359

Shelby Aviation Inc
3870 Fite Rd
Millington, TN 38053
(901) 873-3838

Southern Seaplane Inc
Serving Your Area
(504) 394-5633

Vectair USA
11922 Airport Rd
Olive Branch, MS 38654
(901) 309-8079

Schools

Air Charter Express
8200 Remount Rd
North Little Rock, AR 72118
(501) 833-5600

Air Venture Flying Center
8000 Terminal Dr
Memphis, TN 38654
(901) 521-1068
Barrett Aviation Inc.
8318 Remount Rd

North Little Rock, AR 72118
(501) 835-7767

Central Flying Service
1501 Bond Ave
Little Rock, AR 72202
(501) 375-3245

Country Air Flight Training
1421 Lingo Rd
Lonoke, AR 72086
(501) 676-0320

Flight Training Of Mobile LLC
2241 Michigan Ave
Mobile, AL 36615
(251) 441-0723

Fly By Knight Inc
800 Judge Leon Ford Dr
Hammond, LA 70401
(985) 340-8800

Memphis Navy Flying Club
5796 Eniwetok
Millington, TN 38053

Pan Am International Flight Academy
8150 T & B Blvd
Memphis, TN 38125
(901) 748-7500

Spartan College Of Aeronautics &
Technology
8820 E Pine
Tulsa, OK 74115
(918) 836-6886

Servicing & Maintenance

92nd West Aviation Inc.
1423 Lingo Rd
Lonoke, AR 72086
(501) 676-7529

Air Charter Express
8200 Remount Rd
North Little Rock, AR 72118
(501) 833-5600

Aircraft Charters & Tours USA
Serving Your Area
(800) 585-5555

Aircraft Service International Inc.
Kenner, LA 70062
(504) 468-8740

Aircraft Service West Mobile
8400 Airport Blvd
Mobile, AL 36608

Avionics Specialist Inc
3833 Premier Ave
Memphis, TN 38118
(901) 362-9700

Barnett Electronics
330 Highway 236 W
Lonoke, AR 72086
(501) 676-5506

Barrett Aviation Inc.
8318 Remount Rd
North Little Rock, AR 72118
(501) 835-7767

Blue Aviation
1100 Harrington Ave
Little Rock, AR 72202
(501) 663-2583

Branham Ag Aviation
33725 County Road 507
Itta Bena, MS 38941
(662) 254-7275
Central Flying Service
1501 Bond Ave
Little Rock, AR 72202
(501) 375-3245

Dassault Falcon Jet Corporation
3801 E 10th St
Little Rock, AR 72202
(501) 372-5254

David Minton Trucking Inc.

13383 W Sardis Rd
Bauxite, AR 72011
(501) 557-9945

Diehl Avionics Inc
Serving Your Area
(205) 678-7101

Executive Jet Management
Serving Your Area
(800) 609-5146

Freeman Aircraft Painting Inc
119 Airport Parkway Dr
Covington, TN 38019
(901) 476-1222

Garrett Aviation Services Centers
3223 E 10th St
Little Rock, AR 72202
(501) 375-1650

Gulf Shores Aviation LLC
Gulf Shores, AL 36542
(251) 948-6480

Helicopter Charter and Tours USA
Serving Your Area
(800) 585-5555

Mid-South Aircraft
Alton Rd
Birmingham, AL
(205) 836-5101

Morrow Aviation Company
166 Fifth Ave
Greenville, MS 38703
(662) 332-0757

Onesky Jet Network
1001 Elm Street, Suite 106 PO Box
Manchester, NH 03105
(866) 678-7089

Little Rock, AR 72201
(501) 399-4500

Rotorcraft Leasing Co
430 N Eola Rd
Broussard, LA 70518
(337) 839-9996

Saint Tammany Aviation
25048 Highway 36
Abita Springs, LA 70420
(985) 892-9936

Select Aircraft Painting Incorporated
700 Commerce Dr
Gulf Shores, AL 36542
(251) 967-1778

Signature Flight Support
2488 Winchester Rd
Memphis, TN 38116
(901) 345-4700

Slidell Aviation Services Inc
62512 Airport Rd
Slidell, LA 70460
(985) 641-4390

South -Central Aviation
Downtown Airport
Little Rock, AR 72215
(870) 862-8622

Tech Services
5306 Getwell Rd
Memphis, TN 37501
(901) 377-7394

TMG Airepairs
3914 Willow Lake Blvd
Memphis, TN 38118
(901) 794-9898

Raytheon Aircraft Services Little Rock
2400 Grundfest Dr Adams Fld

Tulsair Beechcraft
8182 Hornet Ave

Millington, TN 38053
(901) 873-4144

Upholstery & Interiors

Aircraft Acoustics Inc.
14 Vista Dr
Little Rock, AR 72210
(501) 221-0300

Arloe Designs
312 Aviation Way
North Little Rock, AR 72116
(501) 833-3633

Precision Aircraft Cabinets
1310 S Highway 161
Jacksonville, AR 72076
(501) 982-3980

Skytravel Avionics Inc.
2503 Frazier Pike
Little Rock, AR 72206
(501) 372-0600

Unlimited Upholstery Inc.
7217 Ross Ln
Benton, AR 72015
(501) 316-3416

Greenwood-Leflore Airport tri-fold promotional brochure:

About Greenwood

Greenwood is situated in Leflore County at the eastern edge of the Mississippi Delta, approximately 98 miles north of Jackson, MS, and 130 miles south of Memphis, TN. Greenwood is the gateway to the Delta and has a vast array of things to do, places to visit, first-class shopping and wonderful world-renowned dining and lodging options.

It is home to such corporations as Viking Range, Milwaukee Electric Tool, Staplcoth, America's Catch and Heartland Catfish, John-Richard, Balkamp and more. Greenwood is alive with cultural opportunities, including live blues music, live theater productions, museum exhibits, offerings of various art and culinary classes and much more.

Community Fast Facts:

Population: Greenwood - 18,425; Leflore County - 37,316
 Median Age of county population: 30.1
 Land Area: (County) 605 square miles
 Property Tax: Average County Millage = 99.75
 Transportation: Highways in Greenwood include MS Highway 7, U.S. Highway 49 and U.S. Highway 82
 Railroads: Columbus & Greenville, Canadian National-Illinois Central
 Labor Force: (Annual Average, 2001)
 Leflore County = 15,880; Commuting Area = 56,630
 Wages: (Annual Average, 2000)
 Manufacturing = \$408/wk; Services = \$431/wk
 Retail Sales: (2001) Greenwood \$306 million; Leflore Co. \$403 million
 Health Care: Greenwood Leflore Hospital (260 beds)
 Education: Greenwood Public Schools, Leflore County Public Schools, Pillow Academy, St. Francis of Assisi
Largest Manufacturers in Leflore County: Viking Range Corp. (1,208); Greenwood Leflore Hospital (874); Greenwood Public Schools (477); Mississippi Valley State University (450); Heartland Catfish (420); America's Catch Catfish (372); John-Richard (350); Milwaukee Electric Tool Corp. (270); J.J. Ferguson Sand & Gravel (263); Staplcoth (150).

Source: Greenwood, MS Chamber of Commerce

Our Industrial Park Development Team is ready to assist with creating a leasing and incentive package to meet your company's growth needs.

Please contact our team for more information:

Greenwood-Leflore Airport



502-A Airport Road
 Greenwood, MS 38930
 (662) 453-1526
 Fax (662) 453-1530
 Bardin Redditt,
 Airport Manager
 gwoairport@bellsouth.net
 www.gwoairport.com

Chamber of Commerce



Box 848
 Greenwood, MS 38935
 (662) 453-4152
 info@greenwoodms.com
 www.greenwoodms.com

Economic Development Foundation



402 Highway 82 Bypass
 Greenwood, MS 38935-0028
 1(800)844-SITE
 angcur@bellsouth.net
 www.glcedf.com

Mississippi Development Authority

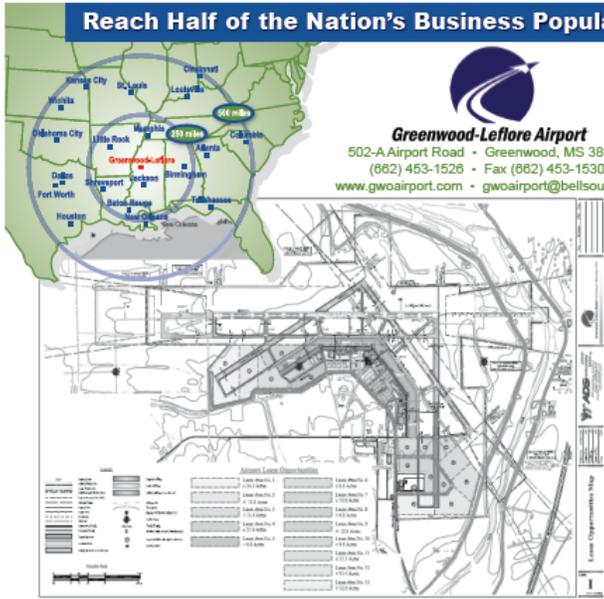


Post Office Box 849
 Jackson, MS 39205
 (601) 359.3449
 (601) 359.2832 fax
 www.mississippi.org

It's Wheels Up with Your Business in the Delta



Reach Half of the Nation's Business Population from Greenwood



Greenwood-Leflore Airport

502-A Airport Road - Greenwood, MS 38930
 (662) 453-1526 - Fax (662) 453-1530
 www.gwoairport.com - gwoairport@bellsouth.net

In the heart of the Mississippi Delta, the Greenwood-Leflore Airport Industrial Park offers business owners the opportunity to enjoy hometown comfort with world-class impact.

GWO offers flexible sites for lease and development with the built-in advantages of an all-weather, heavy jet cargo airport, full-service fixed based operators and growing tenant list of aviation-related businesses. The airport is adjacent to U.S. Highway 82, and is just 20 minutes west of Interstate 55.

Greenwood's location, which is central to both U.S. coasts, is within a day's roundtrip flight of more than 50 percent of the U.S. business population, including such major markets as Atlanta, Birmingham, Dallas, Houston, Little Rock, Memphis, Mobile, Nashville, New Orleans and St. Louis.

A strong educational system, combined with a growing pool of workers already trained in aerospace and aviation operations, ensures that your company will find a highly skilled workforce available to meet your needs.

Greenwood offers a strong, supportive business climate, where the cost of doing business is low, and many other tools to help your business compete in today's global economy. The cost of doing business in Greenwood offers substantial savings over many regions of the U.S.

Let our development team create a business package that provides the right incentives to locate your company in the Delta.

Airport Fast Facts:

- All-weather navigation airport
- Heavy weight-bearing runway construction
- FBO
- More than 45,000 annual flight operations
- Commercial service acquisition in progress

Industrial Park Fast Facts:

- Competitive Lease Terms
- Flexible tract sizes
- Utility infrastructure complete
- Responsive economic development team
- Ready for construction & occupancy