



FIVE-YEAR BUSINESS PLAN

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EXHIBIT TABLE OF CONTENTS

- A) LEASE SUMMARY
- B) CATCHMENT AREA
- C) CAPITAL IMPROVEMENT PLAN
- D) AIRPORT LAYOUT PLAN
- E) STRATEGIC PLAN GOALS STATUS

Five-Year Business Plan

Comprehensive Guide for Launching and Growing the Roswell Air Center in Roswell, New Mexico.

Page | 1

Executive Summary

This business plan outlines the strategy, objectives, and operations for establishing and growing a successful international airport. It provides a roadmap for achieving financial stability, market penetration, and long-term sustainability. The plan includes an overview of the business concept, market analysis, organizational structure, product/service offerings, marketing approach, financial projections, and risk assessment.

In addition, the plan emphasizes the importance of strategic partnerships, regulatory compliance, and innovative infrastructure development to support the airport's growth ambitions. By leveraging advanced technology, fostering workforce development, and prioritizing safety and security measures, the Roswell Air Center is poised to attract key stakeholders and deliver a superior experience for airlines, passengers, and business partners alike. These initiatives collectively lay the groundwork for a resilient and adaptable aviation enterprise that can respond to evolving industry demands and contribute meaningfully to the region's economic vitality.

Strategic Overview

This business plan details the comprehensive strategy for launching and advancing a successful international airport. It defines clear objectives and operational guidelines essential for establishing the Roswell Air Center as a leading aviation hub.

Building upon this foundation, the plan emphasizes the implementation of strategic initiatives focused on financial stability, innovative infrastructure development, and robust market penetration. By leveraging technology, fostering workforce excellence, and ensuring regulatory compliance, the Roswell Air Center is prepared to meet evolving industry demands and deliver a superior experience for all stakeholders. These efforts, underpinned by a commitment to safety, sustainability, and partnership, will drive operational excellence and position the airport for enduring success in the competitive aviation landscape.

Strategic Framework for Airport Development

The business plan presents a comprehensive strategy designed to guide the launch and advancement of the Roswell Air Center as an international airport. Central to this approach is the articulation of essential objectives that will shape the airport's growth and development. These objectives serve as the guiding principles for all major initiatives, ensuring that each phase of the airport's evolution remains focused on its core mission.

To support the realization of this vision, the plan details operational guidelines that are vital for establishing the Roswell Air Center as a prominent aviation hub. These guidelines encompass the standards, procedures, and best practices necessary for efficient and effective airport

management. By implementing these operational guidelines, the airport positions itself to deliver consistent value to stakeholders while maintaining high levels of safety, compliance, and service quality.

Page | 2

By clearly defining the airport's strategic direction, this plan provides a structured framework for achieving its vision of leadership in the aviation sector. The objectives set forth within the plan form the foundation for informed decision-making and operational execution. This ensures that every aspect of the airport's development—ranging from infrastructure investments to workforce development—aligns with the overarching goal of positioning the Roswell Air Center as a leader in aviation.

In alignment with this strategic foundation, the plan advances into actionable pathways that fortify the airport's financial stability and competitive standing. By integrating revenue diversification, cost containment measures, and progressive growth strategies, Roswell Air Center aims to secure its place as a dynamic force in the aviation industry. These initiatives are complemented by ongoing market analysis and adaptive organizational structures that allow the airport to anticipate industry shifts and respond proactively. Through this holistic approach, the plan not only builds upon the established operational guidelines, but also sets the stage for expanding market reach and sustaining long-term success, ensuring that every aspect of the airport's operations contributes to its enduring viability and leadership in the sector.

Path to Financial Stability

The plan sets forth a roadmap designed to achieve financial stability. This approach includes the deliberate planning and management of revenue streams to ensure consistent and reliable income for the airport. In conjunction with revenue planning, the plan outlines comprehensive cost management strategies aimed at optimizing operational efficiency and maintaining financial discipline throughout all airport activities.

Central to this roadmap are sustainable growth initiatives that support the airport's long-term viability. By prioritizing responsible expansion and investment, these initiatives are intended to reinforce the financial foundation of the Roswell Air Center, securing its ability to thrive in a competitive aviation environment while maintaining its commitment to operational excellence and service quality.

In parallel with these financial measures, the plan incorporates ongoing evaluation and adaptation of fiscal strategies to address dynamic market conditions and industry trends, ensuring the airport remains agile and forward-looking. This proactive stance is further reinforced by a commitment to transparency and stakeholder engagement, fostering trust and alignment as the Roswell Air Center pursues both immediate objectives and long-term ambitions. By integrating these elements, the business plan positions the airport to not only solidify its financial footing but also to invest purposefully in initiatives that drive growth, enhance competitiveness, and support sustainable market penetration, all while upholding the highest standards of operational integrity and responsibility.

Market Penetration and Sustainability

A core component of the business plan is the deliberate expansion of the airport's market reach. To achieve this, the airport will implement targeted strategies designed to strengthen its position within the aviation sector. These strategies focus on identifying and capturing new market

Page | 3 opportunities while reinforcing the airport's existing presence.

At the same time, the plan emphasizes the importance of maintaining a steadfast commitment to sustainability. All market expansion efforts are balanced with initiatives that ensure long-term environmental, operational, and financial viability. By integrating sustainable practices into its growth plans, the airport aims to support its ongoing success and secure its role as a responsible and resilient leader in the industry.

Building on these priorities, the plan details how Roswell Air Center will leverage collaborative partnerships and innovative technologies to further enhance its reach and reputation within the aviation industry. By fostering alliances with key stakeholders, including airlines, service providers, and regulatory authorities, the airport will be able to anticipate emerging trends and adapt its offerings to meet evolving market demands. This collaborative approach will not only drive business growth, but also facilitate the adoption of best practices that promote operational excellence and environmental stewardship. In addition, the integration of advanced technologies—ranging from digital infrastructure improvements to sustainable resource management—will enable the airport to streamline operations, improve customer experience, and uphold its commitment to responsible development. Through these initiatives, Roswell Air Center seeks to establish itself as an attractive destination for both new and existing partners, ensuring its continued relevance and competitiveness in a rapidly changing sector.

Key Elements of the Plan

- Business Concept Overview: An outline of the foundational idea and vision for the airport's development.
- Market Analysis: Evaluation of industry trends, target markets, and competitive landscape.
- Organizational Structure: Description of the management and operational framework supporting the airport's objectives.
- Product and Service Offerings: Summary of the core services and value propositions provided to customers and stakeholders.
- Marketing Approach: Strategic initiatives to promote the airport and attract tenants, airlines, and partners.
- Risk Assessment: Identification and evaluation of potential challenges to ensure proactive mitigation.

Business Description

Roswell Air Center

5500-acre commercial Part 139 airport.

Roswell, New Mexico

Mission Statement: Roswell Air Center (ROW) is the cornerstone of aviation and economic development with our abundant airspace, year around weather and exceptional runways and infrastructure. Our mission is to promote successful aeronautical and industrial services for our stakeholders. Our goal is to become the preferred aviation destination in the region while maintaining self-sustainability.

Organization and Management

ROW is owned and operated by the City of Roswell

The airport management team consists of a Director, a Deputy Director, an Air Center Supervisor, property manager, airport maintenance staff, airport security personnel and administrative support.

Teamwork for Results

Teamwork forms the core of a successful organization. At Roswell Air Center, every member of the team is empowered to deliver their best performance, knowing that support from colleagues is always available when needed. This environment of trust and autonomy enables individuals to exercise sound judgment in any situation, fostering a workplace where dedication and enjoyment go hand in hand. Through collaboration and mutual encouragement, ROW ensures that hard work and a positive, engaging atmosphere are not mutually exclusive, but rather integral to achieving organizational success.

By fostering a culture where each individual is valued for their unique contributions, ROW empowers employees to inspire and innovate within their roles. The ripple effect of this shared enthusiasm extends beyond the workplace, impacting guests, the community, and fellow team members. This commitment to inclusivity and active participation strengthens the organization, as employees freely share ideas that drive continuous improvement and success, cementing ROW's reputation as a dynamic and forward-thinking aviation destination.

Inspire and Innovate

At Roswell Air Center (ROW), fostering a culture of inspiration and innovation is a central value that shapes the organization's success. Every employee possesses unique talents and passions that contribute to a vibrant workplace. With each interaction, whether with guests, community members, or colleagues—employees have the opportunity to spark a positive ripple effect, reminding one another of the significance of their work and the impact they have on those around them.

ROW recognizes the importance of active participation from every team member. Employees are encouraged to freely share their ideas, knowing that their contributions play a vital role in driving the organization forward. By valuing each individual's input and creativity, ROW cultivates an environment where innovation thrives, and every employee feels empowered to help shape the future of the Air Center.

This dedication to collective ingenuity seamlessly aligns with ROW's strategic priorities, guiding the Air Center's direction over the next five years. As employees innovate and collaborate, their

contributions become foundational to achieving organizational goals, whether by enhancing safety and security, optimizing facilities for the future, or elevating the customer experience. Through this shared commitment, ROW not only strengthens its internal community but also advances as a regional leader in aviation excellence, ensuring continued growth and sustainability for all who depend on and benefit from the Air Center's success.

Strategic Priority Overview

Strategic priorities provide the framework for the direction of ROW over the next five fiscal years. With a holistic focus across the whole organization, the priorities provide clarity on the intent of how ROW will achieve its vision.

- *Safety and Security* – Create a safe and secure environment for everyone that utilizes the Air Center.
- *People* – Bolster our employees who are the current and future strength of our organization.
- *Facilities for the Future* – Optimize existing facilities and plan and construct new infrastructure to address market demand through the implementation of an aggressive Airport Capital Improvement Program (CIP) and encourage private equity investment.
- *Financial Stewardship* – Establish a culture of fiscal integrity; responsibly manage our business cost, diversify our revenues, engage commercial business opportunities, and pursue grant funding.
- *Air and Cargo Service* – Retain and increase existing and new opportunities.
- *Customer Experience* – Provide a positive environment and experience for all.
- *General Aviation* – Support the current limited general aviation activities and develop structures and services to attract increased operations and activities.
- *Sustainability* – Operate and manage the airport with an all-inclusive approach reflecting sustainability policies and practices while maintaining environmental stewardship.

Safety and Security

ROW has a strong history of implementing comprehensive safety and security measures that are essential for operating a commercial service airport around the clock. The airport has recently enhanced its capabilities by adding 24-hour security personnel, as well as acquiring larger and more efficient Aircraft Rescue Fire Fighting (ARFF) equipment. These advancements represent a significant upgrade in overall safety and emergency response readiness.

Proactive strategies in policing, security, and fire prevention are central to the mission of the airport's security and fire departments. The airport prioritizes preparedness for all types of hazards, ensuring that staff and systems are equipped to respond effectively to any emergency situation. The safety and security plan encompasses not only immediate response to emergencies but also establishes continuity of operations protocols to address incidents that may have long-term effects on airport operations.

ROW continually seeks to improve safety and security by considering both design and technology as key opportunities. With the ongoing development of new technologies, the airport embraces innovations that enhance safety, strengthen security, and create positive experiences for customers. Facility and infrastructure improvements are evaluated for their potential to integrate

advanced technological and environmental design elements, further supporting the airport's commitment to maintaining the highest standards in safety and security.

In tandem with these advancements, the airport prioritizes ongoing staff development and operational readiness by regularly updating emergency response protocols and investing in specialized training for personnel. This dedication to continual improvement ensures that the workforce remains agile and well-prepared to address emerging challenges, while fostering a collaborative environment rooted in shared organizational values. By integrating innovative infrastructure with robust personnel strategies, the airport is well-positioned to anticipate and effectively meet the evolving needs of its customers and stakeholders.

People

ROW acknowledges that our people are the cornerstone of maintaining and operating a world-class airport. We are committed to upholding and strengthening our organizational values, which serve as the foundation for fostering collaborative and supportive relationships throughout the workplace.

To cultivate a vibrant and engaged workforce, we prioritize ongoing staff engagement by consistently recognizing and valuing the contributions of every team member. By doing so, we enhance the overall employment experience and sustain the passion that drives our organizational values forward.

Establishing a forward-focused framework is essential to ensuring our workforce remains aligned with the evolving needs of the organization. This approach includes strategic succession planning, comprehensive training programs—including cross-training opportunities—and proactive recruitment and retention efforts. Through these initiatives, we ensure that our team is equipped to efficiently and effectively support the airport's mission now and into the future.

As ROW embraces this commitment to its people, the ongoing development of facilities and infrastructure is equally vital for meeting current demands and anticipating future growth. By integrating strategic workforce initiatives with expansion plans—such as enhancing auto parking, upgrading rental car operations, and evaluating terminal improvements—the airport ensures a seamless experience for both staff and travelers. This holistic approach allows ROW to balance operational excellence and employee engagement while proactively addressing aging infrastructure and evolving customer expectations. Through coordinated planning, financial stewardship, and continuous improvement efforts, ROW is positioned to foster a resilient, innovative environment that supports both its workforce and the broader community it serves.

Facilities for the Future

To ensure that ROW remains responsive to market changes and poised for future growth, it is crucial to proactively enhance airport facilities. Strategic planning for the evolving needs of our customer base is essential, and growth targets must be deliberately pursued. This approach requires close coordination, management, and financial support for the Capital Improvement Program (CIP), the new Airport Master Plan, potential terminal expansion or construction of a new terminal, as well as landside development projects.

Understanding the travel patterns and preferences of our passengers is a priority and will be actively explored. Improvements to auto parking facilities are necessary to better accommodate travelers and potentially increase revenue. Additionally, enhancing rental car operations and associated services is recognized as a key element in addressing customer expectations and operational efficiency.

The current airport terminal, now over 50 years old, faces challenges related to updated security standards, the addition of new air carrier operations, and growing passenger volumes. As a result, expansion of the existing terminal or the construction of a new terminal is identified as a high priority to meet these demands.

Addressing aging infrastructure across the airport will require ongoing monitoring, thorough analysis, sufficient funding, and timely repairs. ROW intends to seek State and Federal Grants to maintain or, when necessary, replace critical assets such as ramps, taxiways, and runways. A comprehensive review of all airport buildings, both leased and unoccupied, will inform decisions regarding the financial implications of repairing or removing these structures. The current lease and occupancy report, referenced in Exhibit A, provides valuable insights into the airport's real estate status.

Finally, ROW will maintain ongoing communication with Spaceport to explore all available options and opportunities for collaboration and development.

As ROW advances its facilities for the future, a continued emphasis will be placed on leveraging technology and design to create adaptable infrastructure that supports both air service and cargo activities. Thoughtful integration of automated systems and upgraded amenities will streamline operations, preparing the airport to accommodate additional airlines and expanded destinations in response to regional growth. Collaboration with stakeholders, including city planners, transportation providers, and commercial partners—will foster a dynamic environment where both passenger and cargo services can thrive. While focusing on the ongoing enhancement of physical assets and operational processes, ROW will also pursue innovative solutions for sustainability and efficiency, ensuring that each development contributes to the long-term vitality of the airport, the city, and the surrounding region.

Air Service and Cargo

Retaining and expanding both commercial air service and cargo operations are critical to supporting the ongoing development of the airport, the city, and the region as a whole. Currently, passenger growth faces limitations, largely attributable to reliance on a single carrier serving only one destination. Although passenger enplanements have shown continued growth in 2025, challenges such as higher-than-average rates, frequent flight delays, and cancellations are having a tangible effect on the airport's future growth trajectory.

In an effort to address these challenges, strategic initiatives are underway to attract additional airlines and expand the number of available destinations. These efforts are intended to diversify the airport's offerings, enhance connectivity, and better serve the needs of the traveling public.

Cargo activity at the airport remains minimal, consisting primarily of limited charter flights handling the off-loading or transportation of materials. To stimulate growth in this sector, airport staff have

initiated the exploration of reinstating a foreign trade zone. This measure aims to attract larger cargo operators on a consistent basis and establish the airport as a more significant player in the regional cargo market.

Near-term objectives include the pursuit of pre-cleared nonstop flights from Canada as well as the accommodation of narrow-body aircraft from Mexico and Central America. These targeted efforts are designed to broaden the airport's international reach and foster a more robust and sustainable air service portfolio.

The ongoing growth and long-term sustainability of air service at the airport depends on cultivating strong partnerships, maintaining open lines of communication, and effectively marketing to the catchment area (Exhibit B). To this end, the airport will continue to pursue new partnerships and reinforce existing relationships through focused marketing campaigns and active coordination with State Tourism. These combined strategies will position the airport to better meet the transportation needs of the region while supporting economic growth and development.

Financial Stewardship

ROW in recent past months and going forward is to be maintained on the principle of financial self-sufficiency. Revenues are generated from aircraft parking fees, aircraft landing fees, facility rentals and land leases, concessions and other service charges. Airport revenues are highly regulated by the federal government and can only be used for qualified purposes. Budget planning addresses major capital improvement projects to repair, rehabilitate or replace infrastructure, roadways, terminal buildings, other facilities and major equipment. Funding for major capital projects includes grants, capital appropriations, customer facility charges, passenger facility charges, non-aeronautical revenues, or airport funds.

Budgetary operating expenses will be prioritized to be within the range of four to six percent annually with a plan to maintain sufficient reserves to withstand major revenue interruptions. In recent months staff have been working diligently to update our lease template and ensure all tenants have leases that are up-to-date, and lease payments that are current. Additionally, we have initiated discussions with current tenants regarding their interest in making capital improvements and private equity investments in the airport in new or existing facilities.

Effective financial stewardship also relies on ongoing evaluation of revenue streams and expense management. Regular audits and benchmarking against similar airports will help identify opportunities for efficiency and improvement. The airport will further explore alternative funding sources, such as public-private partnerships and new concession opportunities, to diversify income and strengthen long-term financial stability.

Looking ahead, ROW will complement its financial stewardship efforts by actively engaging with tenants and private partners to explore collaborative investment opportunities that support infrastructure upgrades and operational enhancements. By leveraging feedback from stakeholders and analyzing industry best practices, the airport aims to implement innovative financial strategies that promote resilience and adaptability. These forward-thinking initiatives, combined with a commitment to transparency and sound fiscal management, will help safeguard the airport's ability

to serve the region's transportation needs, foster economic development, and ensure sustainable growth into the future.

In addition to prudent financial management, ROW recognizes that fiscal stability directly supports its ability to deliver an outstanding customer experience and foster growth in general aviation and sustainability initiatives. As the airport advances its operational priorities, investment in technologies and amenities that elevate passenger satisfaction will be aligned with budgetary goals, ensuring that enhancements are both impactful and cost-effective. This approach includes strategic allocation of resources toward innovations such as real-time information systems, improved communication channels, and modernized facilities, all designed to reinforce ROW's reputation as a welcoming gateway to the region. Moreover, by maintaining transparent financial practices and engaging stakeholders in ongoing dialogue, ROW aims to create a dynamic, resilient environment that attracts new tenants, supports diverse aviation activities, and upholds its commitment to environmental stewardship. Ultimately, these integrated efforts will position the airport to meet the evolving needs of travelers and the community while securing a prosperous and sustainable future.

Customer Experience

The airport plays a pivotal role in shaping the first and last impressions of individuals traveling to and from the region. Recognizing this responsibility, we are dedicated to fostering an environment defined by kindness, respect, safety, and security, ensuring that all members of our diverse customer base feel welcome and valued. Our objective is to provide every traveler with a memorable and positive journey through our facility.

To achieve this, we are committed to delivering exceptional customer service, striving for continuous improvement and aiming to reach award-winning standards. This commitment includes the proactive adoption of innovative approaches designed to elevate the overall travel experience. Key initiatives to enhance communication include keeping travelers informed through timely updates on social media platforms, the airport website, clear and effective signage, and regular e-blasts. These channels help ensure passengers have access to the latest information, contributing to a seamless and stress-free journey.

In addition, we are actively exploring the integration of advanced technologies to further improve the customer experience. The planned implementation of self-service kiosks and real-time flight information displays is intended to streamline the passenger process and minimize wait times. By making timely updates and convenient services readily available, we aim to enhance both the efficiency and satisfaction of our travelers.

Furthermore, we recognize the value of ongoing feedback in refining our services. Regularly gathering input through customer surveys and interactive engagement platforms will enable us to adapt and evolve our offerings to meet changing expectations. Through these measures, we are committed to creating a welcoming, responsive, and modern airport environment that prioritizes the needs and experiences of every traveler.

As we look ahead, our focus on enhancing the customer experience will naturally extend to supporting the revitalization of general aviation at the airport, recognizing that exceptional service

and upgraded amenities are essential to attracting new GA tenants and users. By aligning customer service initiatives with forthcoming improvements in hangar facilities, maintenance operations, and fuel pricing, we seek to create a comprehensive and inviting environment for all aviation enthusiasts, whether commercial or general aviation. This integrated approach underscores our commitment to serving the entire aviation community, fostering growth, and ensuring that every visitor to the airport, from business travelers to recreational pilots, benefits from an atmosphere of excellence, convenience, and hospitality.

General Aviation

ROW currently faces significant challenges in attracting general aviation (GA) tenants, users, and amenities. The primary issue is a shortage of suitable GA hangars, which directly impacts the airport's ability to serve GA customers. The absence of adequate facilities has limited the growth and presence of GA activity at the airport.

To address these deficiencies, ROW has initiated discussions with private investors with the goal of improving and expanding useable GA facilities and services. Presently, the focus is on developing new hangars, enhancing aircraft maintenance operations, and offering competitive fuel prices to better serve the GA community.

In addition to these infrastructure improvements, ROW is actively researching regional market demand and trends for both GA and corporate aviation activity. This parallel effort is intended to ensure that any investments or enhancements made are aligned with the current and future needs of the aviation market, thereby positioning ROW as a more attractive destination for GA tenants and users.

Recognizing that infrastructure upgrades and expanded amenities are only part of the solution, ROW is also committed to fostering a vibrant, inclusive general aviation community through ongoing stakeholder engagement and collaborative planning. By supporting a diverse mix of aviation activities, facilitating networking opportunities among pilots and operators, and encouraging educational initiatives, the airport aims to create an environment where GA tenants and users feel valued and supported. These efforts, combined with targeted investments in facilities and services, are designed to stimulate growth, enhance the overall appeal of the Air Center, and reinforce ROW's role as a regional leader in general aviation. This holistic approach not only promotes financial sustainability but also aligns with ROW's broader mission to balance operational excellence with environmental stewardship and long-term community benefits.

Sustainability Initiatives

We are committed to operating and managing the Air Center using a holistic approach that prioritizes financial sustainability. This principle guides our decision-making processes, ensuring that all operational and developmental activities are conducted with an eye toward long-term fiscal responsibility. By carefully balancing resources and expenditures, we seek to secure the airport's future and maintain its ability to serve the community effectively.

Sustainability is a key focus within our operational planning and development efforts. Our team is actively evaluating a range of initiatives aimed at reducing the airport's environmental footprint. These include implementing energy-efficient upgrades to our facilities, adopting responsible water

management practices, and expanding recycling programs throughout the Air Center. Each of these measures is designed to minimize our impact on the environment while supporting the ongoing growth and success of the airport.

By embracing sustainable practices, we strive to achieve a balance between development and environmental stewardship. Our goal is to ensure that both the airport and the surrounding community benefit from our commitment to sustainability, creating lasting positive outcomes for current and future generations.

Building on these sustainability initiatives, we are also proactively identifying, assessing, and mitigating risks that could impact our operations and long-term objectives. Through regular staff training focused on risk awareness and preparedness, as well as ongoing compliance checks and market research, we are strengthening our capacity to respond to evolving challenges. By diversifying our offerings and maintaining reserve funds, we are further safeguarding our financial stability. Periodic reviews of our risk management protocols ensure we remain resilient in the face of market fluctuations, competition, and regulatory changes, enabling us to uphold our commitment to operational excellence and community service.

Risk Assessment and Mitigation

Key Risks

The primary risks faced by the organization include market fluctuations, increased competition, operational challenges, and regulatory changes. Each of these factors has the potential to impact the airport's ability to maintain stable operations and achieve long-term objectives.

Mitigation Strategies

To address these risks, the organization is committed to diversifying its offerings, ensuring that a broad range of services and amenities are available to meet varying market demands. Maintaining reserve funds is another critical strategy, providing a financial buffer to help manage unexpected challenges and fluctuations.

Ongoing market research and compliance checks are regularly undertaken to stay informed of changing industry trends and regulatory requirements. These efforts ensure that the organization remains agile and responsive to external pressures.

Regular staff training programs focused on risk awareness and response preparedness are implemented to equip team members with the knowledge and skills needed to identify potential threats early and respond effectively. This proactive approach helps minimize negative impacts on operations.

Periodic reviews of risk management protocols are conducted to adapt to evolving challenges. By continually assessing and updating these protocols, the organization strengthens its operational resilience and ensures sustained success in a dynamic environment.

As we look ahead, our commitment to rigorous risk management not only supports the airport's ongoing stability but also reinforces the foundational values that guide our organization. By integrating systematic assessments, responsive planning, and continuous improvement into our

daily operations, we foster an environment where teamwork, respect, and recognition flourish. This approach enables us to navigate uncertainty with confidence, empowering our staff to contribute their best while upholding the principles that define our culture and drive our mission forward.

Core Values: Principles That Direct Our Conduct

Page | 12

Teamwork for Results

Teamwork serves as the foundation of our organization's success. We believe that trust among staff members is essential, empowering the team to perform at its highest level and achieve optimal results, regardless of the challenges or tasks at hand. Within our workplace, every team member is empowered to deliver their best work. This empowerment is grounded in the assurance that support is always available and that each individual has the autonomy to exercise their best judgment in any situation. By cultivating an environment of trust, support, and independence, we enable staff to confidently address their responsibilities and make meaningful contributions to our collective success.

We recognize that dedication and enjoyment can coexist. By working diligently while maintaining a positive atmosphere, our team not only accomplishes goals but also finds satisfaction and enjoyment in daily activities.

Respect and Recognition

Respect and recognition are fundamental values that underpin our organizational culture, and they are extended and received by all team members. We foster a respectful environment where open and courteous communication prevails, no matter the topic or circumstances. This approach reflects our belief that every individual plays a vital role in fulfilling our mission.

The ROW Team is committed to acknowledging and celebrating positive contributions by employees, whether achieved individually or as part of a team. Recognition is woven into our culture to emphasize the significance of each person's efforts. Additionally, staff members consistently seek to understand diverse perspectives before making decisions, ensuring that all viewpoints are considered. This practice encourages informed decision-making and strengthens mutual respect within our organization.

Inspiration and Innovation

Every Air Center employee possesses the capacity to inspire and innovate. Through their unique talents and passions, team members have the ability to spark a ripple effect of positive influence throughout the organization. Each interaction is a reminder of the meaningful impact our work has on colleagues and the City. By valuing the influence of every employee and encouraging open sharing of ideas, ROW affirms that all staff actively contribute to the organization's success.

Looking ahead, our dedication to inspiration and innovation is upheld by a culture that supports ongoing learning and adaptability. We encourage team members to embrace new ideas and seek opportunities for growth, nurturing an environment where creative solutions and continuous improvement are valued. This shared commitment elevates our workplace and ensures we remain

responsive to the evolving needs of both our colleagues and the City, reinforcing our reputation as a forward-thinking and impactful organization.

Enthusiasm for Excellence

Page | 13

Maintaining a positive attitude is a driving force behind our achievements at ROW. We believe that enthusiasm for excellence is crucial in every task our staff undertakes. By approaching each responsibility with energy and commitment, we not only highlight the value of each employee's contributions but also reinforce our dedication to continuous improvement.

In our collaborative environment, every individual's efforts matter. This commitment to ongoing improvement ensures we are always striving to do better, with each new opportunity providing a chance to surpass previous accomplishments. By embracing these values, we set standards of excellence that others within the airport aspire to emulate, further demonstrating our commitment to outstanding performance and organizational growth.

As we advance, our steadfast pursuit of excellence is evident in both our accomplishments and the supportive atmosphere we create. By encouraging one another and celebrating milestones, whether large or small, we strengthen our collective resolve and inspire each other to reach new heights. Nurturing a culture where motivation and dedication are the norm, we ensure our team remains resilient and adaptable, prepared to meet the evolving challenges of our dynamic environment while upholding the high standards that define ROW.

Facilities for the Future

To ensure that the Air Center remains adaptable and continues to prosper in a changing marketplace, we are deeply committed to the optimization and ongoing development of our facilities. Our strategy encompasses both the enhancement of current infrastructure and the pursuit of new projects, all guided by a robust capital plan that is specifically designed to address today's needs while anticipating future requirements.

This proactive approach allows us to provide reliable support for our existing tenants, ensuring that their operational demands are consistently met. At the same time, our focus on facility improvement and expansion strengthens our ability to attract new businesses, reinforcing the Air Center's position as a desirable and competitive location within the industry.

By prioritizing investments in our facilities, we establish a solid foundation that supports sustainable growth. Our unwavering dedication to these efforts is essential for maintaining a dynamic environment that appeals to both current and prospective partners, securing the long-term success of the Air Center.

As we look to the future, our commitment to facility excellence extends beyond immediate improvements, embracing innovation and adaptability to accommodate the evolving needs of our stakeholders. By closely monitoring industry advancements and regularly engaging with tenants, users, and community partners, we are able to identify emerging opportunities and respond proactively with targeted upgrades and strategic expansions. This forward-thinking mindset ensures that the Air Center does not merely meet current marketplace demands but is also well-positioned

to anticipate and address the challenges of tomorrow, enabling us to deliver exceptional value and maintain our reputation as a leader in aviation infrastructure and service.

Terminal Building Needs and Challenges

Page | 14

The ROW terminal building, constructed in 1975, has played a pivotal role in supporting airport operations for many years. While the facility was originally designed to meet the needs of the airport at the time of its opening, it now faces significant challenges that must be addressed to align with modern regulatory requirements and to provide an enhanced customer experience.

A critical issue currently affecting the terminal is a shortage of available space. The recent addition of a second airline, along with the necessary support services and personnel, has placed substantial pressure on the existing infrastructure. As a result, the terminal does not have adequate capacity to accommodate the growing demands associated with security, baggage processing, ground operations, and passenger services.

Over the years, advancements in technology, shifting expectations among passengers, and changes in security protocols have surpassed the capabilities of the terminal's original design. These developments have led to operational constraints, including outdated infrastructure, insufficient space for essential passenger services, and inefficiencies that hinder both staff and traveler experiences. Overcoming these obstacles is essential to upholding the Air Center's reputation for reliability and excellence.

Given these considerations, there is an urgent need to expand and modernize the terminal building. Such improvements are necessary to ensure the facility can continue to meet current operational requirements while also preparing to support future growth and evolving standards.

To address these pressing challenges and maintain the Air Center's commitment to operational excellence, the next phase involves developing a comprehensive terminal improvement plan that incorporates input from key stakeholders and leverages industry best practices. This plan will focus on reconfiguring and expanding existing spaces to optimize passenger flow, enhance security screening areas, and integrate modern amenities that cater to evolving traveler expectations. By adopting innovative design solutions and prioritizing flexibility, the Air Center aims to future-proof the terminal, ensuring it remains a welcoming, efficient, and secure gateway for the community while supporting the broader goals of facility growth and air service development outlined in ongoing strategic initiatives.

Airport Auto Parking

The Airport currently provides several auto parking areas designated for public use, offering both short-term and long-term parking options. At this time, visitors can utilize these parking areas without incurring any charges, as there are no fees associated with their use.

All parking facilities at the Airport are uncovered, and the condition of the paved parking lots has deteriorated significantly, leaving them in very poor shape. Compounding this issue, the lighting throughout these areas is inadequate during nighttime hours, resulting in concerns about visibility and overall public safety.

To address these challenges, immediate attention is being directed toward maintenance and lighting improvements in the parking facilities to ensure the safety of the public. While several approaches are under consideration for generating future revenue from parking—including the possibility of outsourcing management to an external vendor—these discussions and reviews are scheduled to occur during the FY2027 planning cycle.

In addition to resolving immediate concerns related to facility maintenance and enhanced lighting, the Airport is also exploring long-term strategies aimed at improving the overall visitor experience and increasing operational efficiency. As planning advances toward the FY2027 review, any prospective changes to parking management or fee structures will be carefully evaluated to maintain a balance between public safety, accessibility, and sustainable revenue generation. The overarching objective is to ensure that airport parking remains convenient and secure for all users, while continuing to support the growth and competitiveness of the Air Center.

Looking ahead, the Airport recognizes that enhancements to parking infrastructure not only elevate the safety and convenience for travelers but also play a pivotal role in supporting future air service growth initiatives. With anticipated increases in passenger traffic driven by strategic partnerships and the expansion of air routes, it is essential that parking solutions are scalable and integrated into broader airport development plans. By proactively aligning parking improvements with projected operational needs, the Air Center can ensure seamless access for visitors, facilitate efficient ground transportation connections, and reinforce its reputation as a forward-thinking gateway. This all-inclusive approach to infrastructure planning will enable the Airport to accommodate rising demand, optimize user experience, and contribute meaningfully to the sustained economic vitality and connectivity of the region.

Air Service Retention and Growth

Retaining and expanding commercial air service activities are essential to advancing the region's economic development and ensuring the long-term success of the Air Center. The ability to grow commercial air service is fundamentally supported by three key pillars: airlines, the airport, and market demand. These pillars are shaped by the economic climate, levels of inbound tourism, and the volume of both business and leisure travel originating from the area.

The Air Center is dedicated to reinforcing and cultivating these pillars throughout its entire catchment area and beyond. This dedication is evident in the ongoing efforts to build strong collaborations with airlines and community stakeholders, all aimed at maintaining, expanding, and attracting a diverse array of air service offerings.

To further enhance air service retention and growth, the Air Center is proactively seeking partnerships with local businesses, tourism organizations, and regional development agencies. These partnerships are intended to synchronize marketing initiatives and service improvements with the evolving needs of the community. By utilizing insights from continuous industry analysis and gathering feedback from airline partners and passengers, the Airport is working to design innovative programs that improve route viability, open up new market opportunities, and support ongoing passenger growth.

Additionally, through focused outreach and engagement strategies, the Air Center strives to remain an appealing and competitive choice for both established and potential carriers. This approach helps foster an environment where air service can flourish, directly contributing to the region's broader economic goals.

Recognizing the importance of sustained air service retention and expansion, the Air Center integrates these collaborative efforts with a strategic approach that addresses both immediate and long-term objectives. By leveraging data-driven market analysis and fostering ongoing dialogue with airlines, local businesses, and tourism partners, the Airport is able to adapt swiftly to emerging industry trends and regional demands. This adaptability not only strengthens existing service offerings but also positions the Air Center to capitalize on new opportunities for route development and passenger growth. Through targeted marketing initiatives, enhanced service quality, and an unwavering commitment to innovation, the Air Center ensures it remains a preferred and competitive gateway, supporting the continued vitality and connectivity of the region.

Strategic Approach to Air Service Growth

The Air Center is committed to a strategic approach for achieving sustained growth in air service. This approach incorporates short-, medium-, and long-term objectives, each designed to retain and expand air service activities over the next five years. By focusing on strategies that support both current operations and future expansion, the Air Center aims to strengthen its position as a vital regional gateway.

Collaborative Partnerships and Market Development

Central to these strategies is the Air Center's dedication to building collaborative relationships with airlines, local businesses, and tourism organizations. Through these partnerships, the Air Center develops tailored programs that address evolving market needs. Ongoing industry analysis and proactive engagement with community stakeholders enable the Airport to identify and take advantage of emerging opportunities in route development and passenger growth. Targeted marketing initiatives and service enhancements further ensure that ROW remains an attractive and competitive destination for both carriers and travelers. The Air Center's emphasis on adaptability and innovation positions it to navigate market fluctuations and advance air service retention and expansion, thereby contributing to the economic vitality and connectivity of the region.

Retaining and Expanding Air Service

ROW benefits from several positive regional trends that support its continued growth. The area has experienced a notable increase in tourism, largely driven by the popularity of the National Championship Air Races. This influx of visitors is complemented by new business activities and a modest but steady rise in the local population. Additionally, a variety of community events across the region highlight the growing need for expanded passenger capacity and enhanced air service offerings.

As these favorable demographic and economic trends continue, the Air Center is well-positioned to capitalize on rising demand. By strategically aligning air service enhancements with the evolving needs of the community and local industries, the Air Center not only anticipates growth in

passenger volume but also reinforces its commitment to providing reliable, high-quality service that meets regional development and travel expectations.

Proactive Market Monitoring

Page | 17

The Airport staff maintain a vigilant approach by consistently monitoring industry trends and airline strategies. This proactive stance allows the team to identify and address potential weaknesses or shifts in the market before they impact ROW's air service. By anticipating changes and responding promptly, the Air Center ensures continued adaptability to evolving conditions and readiness to meet both current and future demands.

Building on this vigilant monitoring, the Air Center is committed to ongoing agility by regularly updating operational strategies based on the latest data and stakeholder feedback. This dynamic approach supports continuous improvement in route planning, service quality, and partnership development, positioning ROW to seize new opportunities as they arise. By integrating advanced analytics and maintaining open communication with airline partners and the broader community, the Air Center remains resilient amid industry fluctuations and is well-equipped to deliver sustained value to travelers and the region.

Cargo Operations

Currently, cargo operations at ROW are minimal. However, discussions with specific tenants and emerging businesses indicate a potential for moderate cargo activity over the next five years. In the coming months, staff will be reaching out to major carriers such as FedEx, UPS, DHL, and Amazon to explore these opportunities further.

Looking forward, the Air Center intends to further solidify its role as a regional economic driver by expanding its reach into new market segments and leveraging innovative approaches to air service development. Continued investment in infrastructure upgrades, digital technology integration, and sustainable practices will underpin its efforts to attract additional carriers and diversify its service portfolio. By staying attuned to industry advancements and actively engaging with both established and emerging partners, the Air Center will foster a dynamic environment where passenger and cargo operations can thrive. This forward-thinking strategy not only supports the Airport's goal of long-term growth and resilience but also ensures that ROW remains responsive to the evolving needs of travelers, businesses, and the broader community, strengthening its position as a pivotal gateway for regional connectivity and prosperity.



EXHIBIT A

Summary Report

	Landside	Airside	Land	GA	Totals
Lease Building /Parcels	26	24	24	10	84
Commercial Aeronautical	14	17	14	10	55
Non Aeronautical	12	7	10	0	29

Expiration	Landside	Airside	Land	GA	Totals
Expired	2	2	2	0	6

Status					
Active	24	22	22	10	78
Negotiations	2	2	2	0	6
Approval in Process	2	0	1	0	3
Terminating	1	0	0	0	1
Holdover	4	3	2	0	9

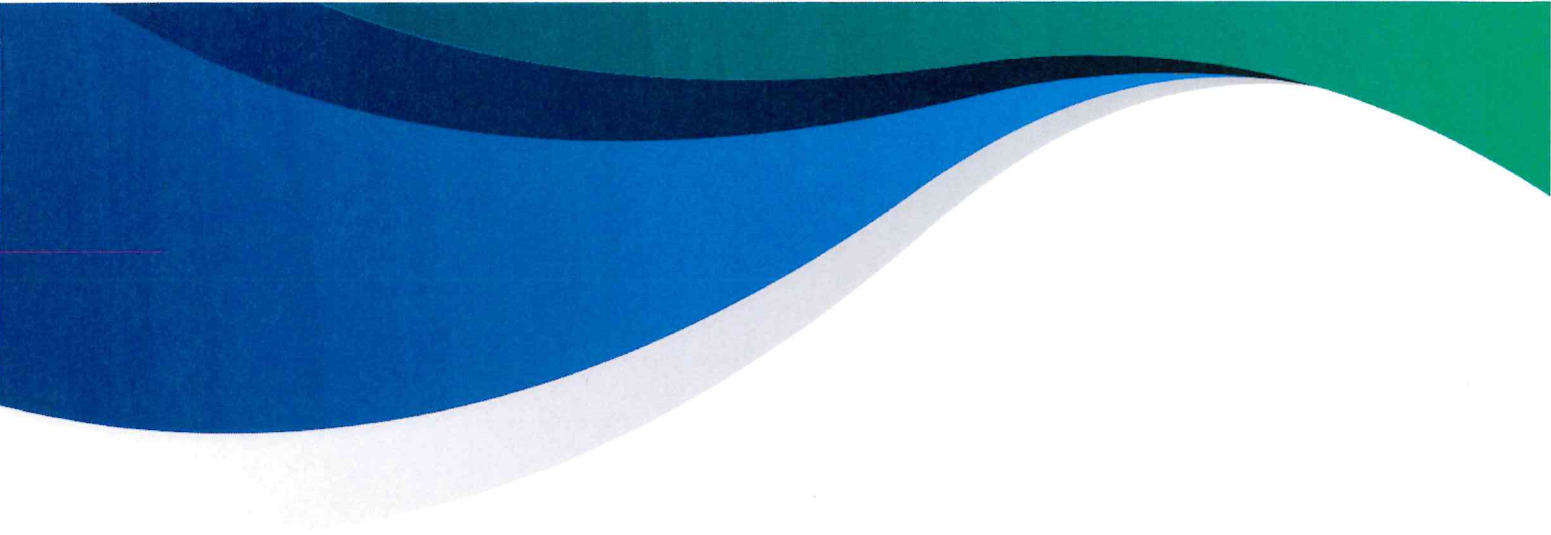
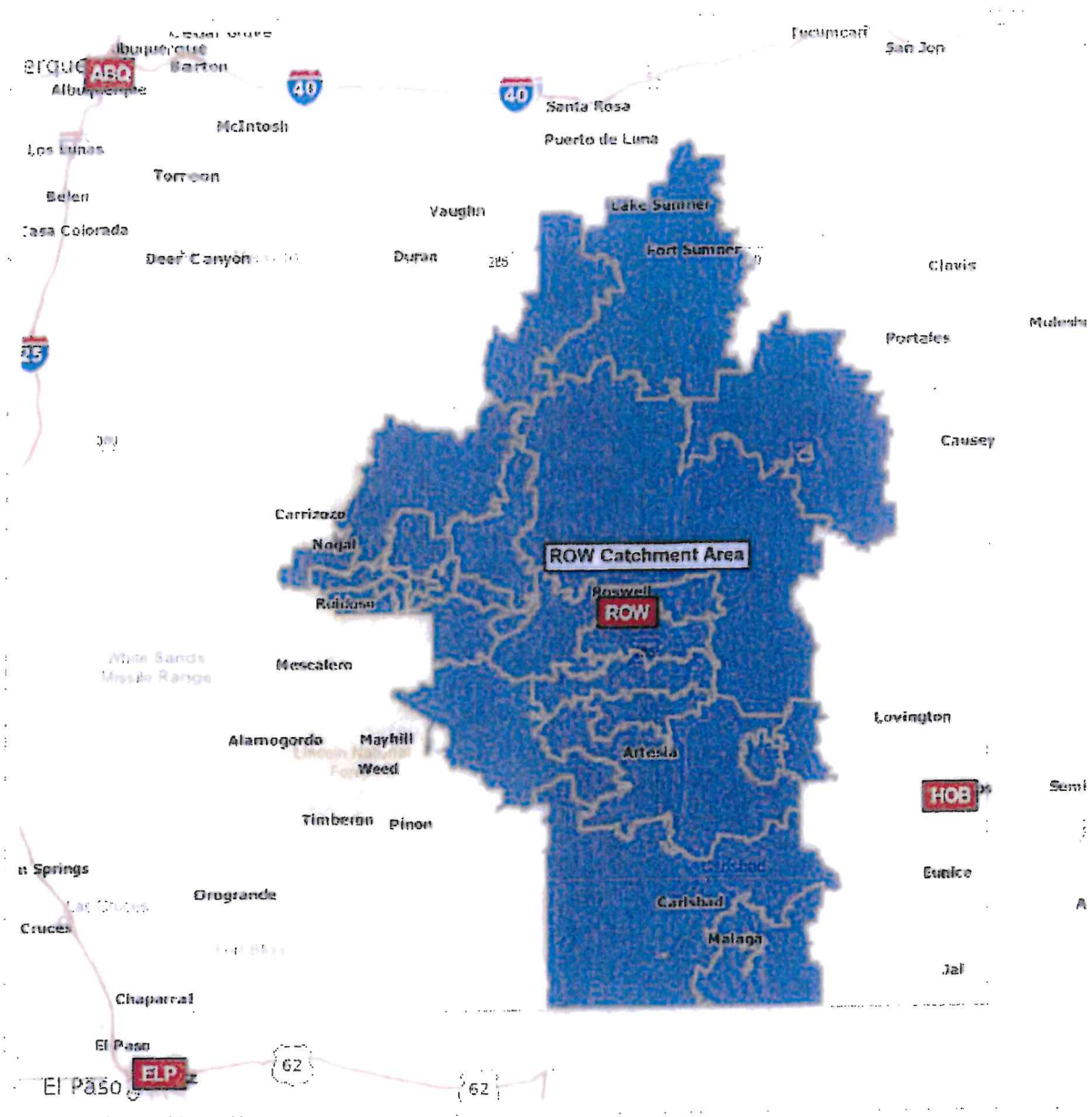


EXHIBIT B



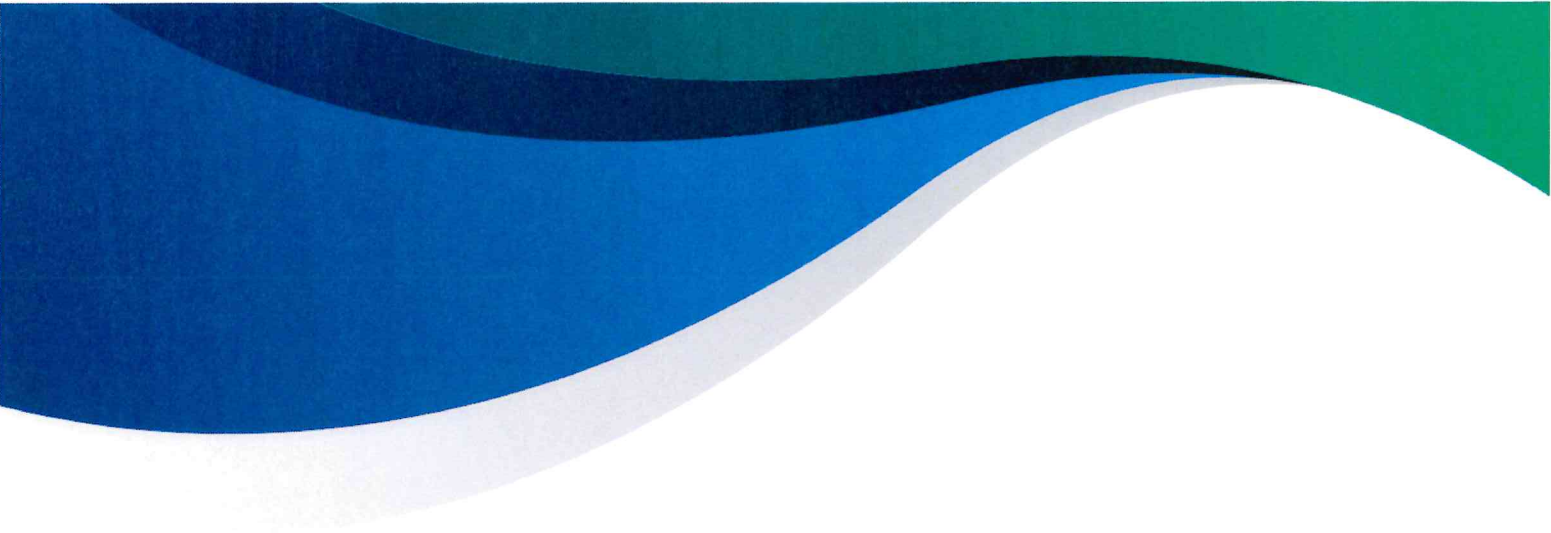


EXHIBIT C

5 Year Capital Improvement Plan (CIP)

Airport Name (LOC ID), ST: Roswell Air Center (ROW), Roswell, New Mexico		CIP START YEAR: 2026	
\$1,038,580	2024 Passenger & Cargo (Expires FY26)	\$1,038,580	2023 AIG (Expires FY26)
\$1,300,000	2025 Passenger & Cargo (Expires FY27)	\$1,037,886	2024 AIG (Expires FY27)
\$1,300,000	Estimated Passenger & Cargo (for planning through 2030)	\$1,327,063	2025 AIG (Expires FY28)
			Passenger and Cargo Match FY 27-30
		\$1,327,063	2026 AIG (for planning through 2026)
			AIG Match FY 27-30
			95%
			95%
			90%
			90%

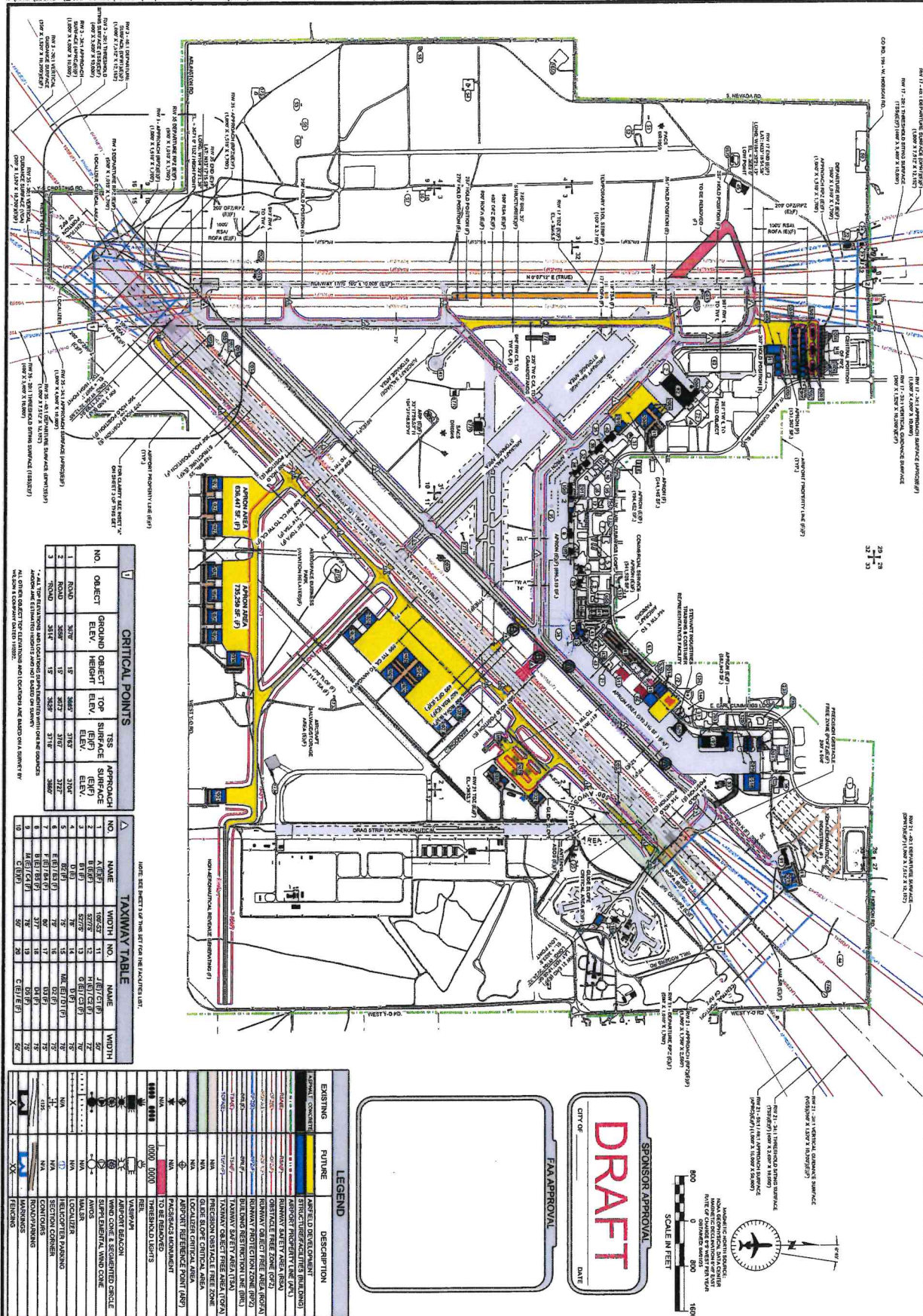
Fed FY	Available		Funding Source	Data sheet - Project Component/Phase	Estimated Cost	Funding Plan					
	Passenger & Cargo	AIG				AIP	AIG	Additional AIP	Other	Match	
2026	\$3,638,580	\$4,730,592	AIP	Reconstruct Runway 17/35 (RC RW IM) Phase II (Design)	\$500,000	\$475,000			\$25,000		
			Other	Runway 3/21 Remarking / Route and Seal	\$2,000,000						
			Other	(MAP) Construct Parking Lot (OT OT PA) Parking System	\$3,000,000				\$3,000,000		
			AIP	Rehabilitate Taxiways A, J, C, G, & H (RS TW IM)	\$1,000,000	\$950,000			\$50,000		
			BIL	Electrical Vault Construction	\$5,000,000		\$4,730,592		\$250,000		
			Other	Apron Lighting	\$2,000,000				\$2,000,000		
Other	5-Ton Forklift	\$30,000				\$30,000					
Other	Taxiway C In-Pavement LED Lighting	\$700,000				\$700,000					
Total = \$8,369,172											
2026 Annual Subtotals:					\$14,230,000	\$1,425,000	\$4,730,592		\$7,730,000	\$325,000	
Remaining Funds											
2027	\$3,513,580		AIP	Rehabilitate Taxiways D, E, F, & M (RS TW IM) (Preservation)	\$1,000,000	\$900,000			\$100,000		
			AIP	Reconstruct Runway 17/35 (RC RW IM) Phase III (Const.)	\$20,000,000	\$1,613,580		\$16,386,420	\$450,000		
			Other	(MAP) Widen Taxiway B (ST TW IM) Phase I (PER & Design)	\$450,000				\$22,000		
			State	State Maintenance Grant	\$22,000				\$22,000		
			AIP	Hot Spot Reconstruction Phase I (PER & Design)	\$700,000	\$665,000			\$70,000		
			Total = \$3,513,580								
2027 Annual Subtotals:					\$22,172,000	\$3,178,580		\$16,386,420	\$450,000	\$2,192,000	
Remaining Funds											
2028	\$1,635,000		AIP	Hot Spot Reconstruction Phase II (Construction)	\$1,500,000	\$1,350,000			\$150,000		
			Other	Widen Taxiway B (ST TW IM) Phase II (Construction)	\$3,500,000				\$3,500,000		
			Total = \$1,635,000								
			Remaining Funds								
2029	\$1,585,000		2028 Annual Subtotals:			\$5,000,000	\$1,350,000		\$3,500,000	\$150,000	
			AIP	Runway 3/21 Pavement Maintenance	\$2,000,000	\$1,485,000			\$200,000		
			State	State Maintenance Grant	\$22,000				\$22,000		
			Total = \$1,585,000								
			Remaining Funds								
			2029 Annual Subtotals:					\$2,022,000	\$1,485,000		\$315,000
2030	\$1,400,000		AIP	Runway Hold Bars Remarking	\$1,000,000	\$900,000			\$100,000		
			Total = \$1,400,000								
			Remaining Funds								
			2030 Annual Subtotals:					\$1,000,000	\$900,000		
5 Year CIP Totals:					\$44,424,000	\$8,338,580	\$4,730,592	\$16,701,420	\$11,680,000	\$2,989,000	

SPONSOR SIGNATURE: _____

DATE: _____



EXHIBIT D



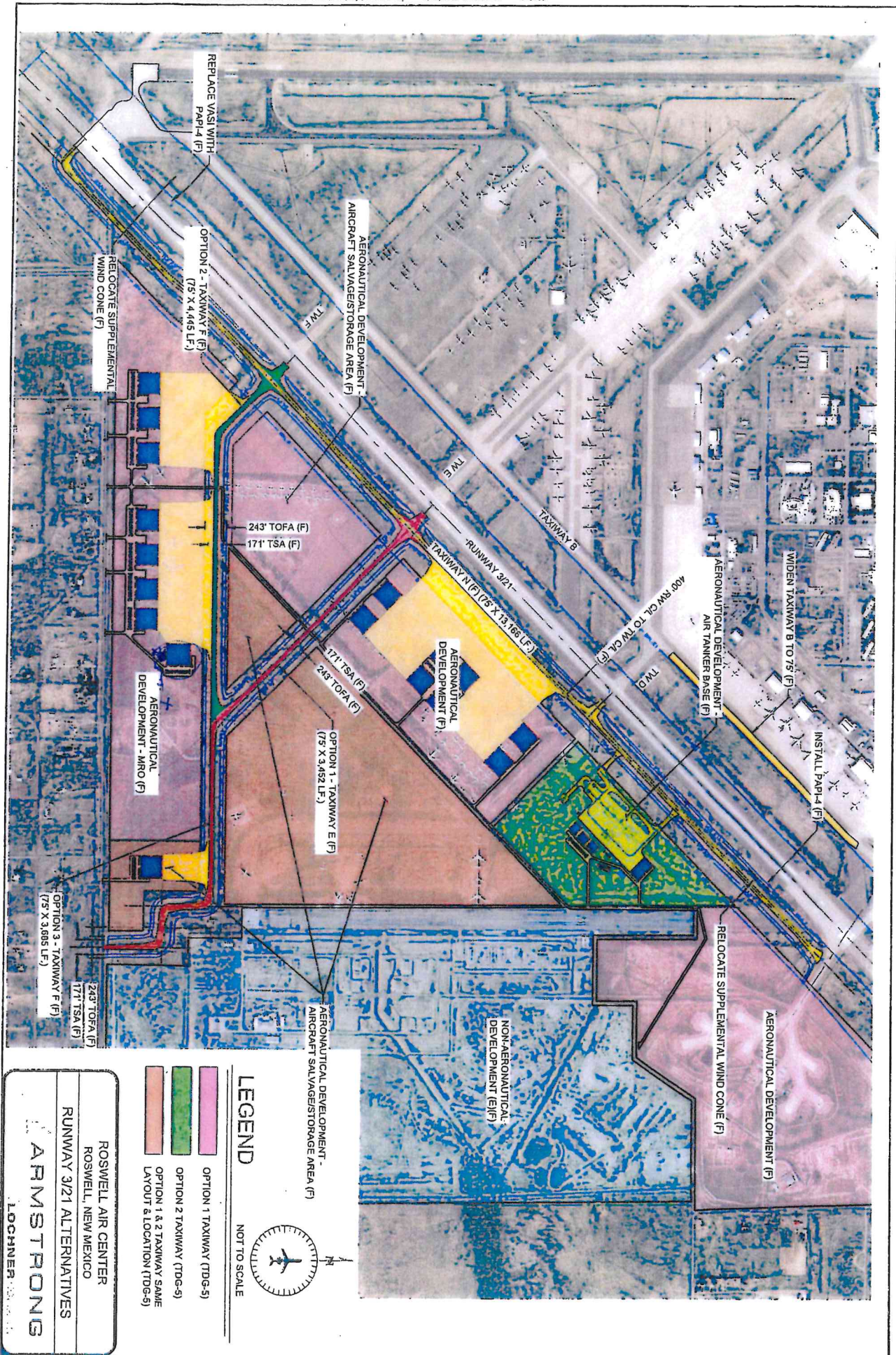




EXHIBIT E

Goals and Objectives	Role Accountable	Year				Future	Note
		2024	2025	2026	2027		
Reinforce Airport Administration							
Goal 1: By July 2025, recruit, hire and onboard an experienced Airport Director capable of implementing the Airport Strategic Plan.							
Objective 1-1 : By September 2024, review Airport management organizational structure, Airport Director job descriptions, and compensation package to assure market competitiveness.	City Manager	Q3					Complete
Objective 1-2: By December 2024, either proceed with City hiring process or engage an aviation industry management recruiter to identify and recruit qualified Airport Director candidates.	City Manager	Q4					Complete
Objective 1-3: By January 2025, interview qualified Airport Director candidates.	City Manager		Q1				Complete
Objective 1-4: By March 2025, make offer and hire qualified Airport Director	City Manager		Q1				Complete
Objective 1-5: By May 2025, onboard qualified Airport Director to ensure overlap with the current Airport Director.	City Manager		Q2				Complete
Leverage Facility Development							
Goal 2: By January 2027, Complete an begin implementation of an Airport real estate plan, with a focus on the development of a 100,000 square foot hangar space to accommodate wide-body aircraft and 30 general aviation T-Hangars							

Goal 5: By January 2027, in cooperation with the City, County, Airport tenants, and regional economic development organizations, promote and identify opportunities to leverage Airport facilities and land resources to retain current tenants and attract more community, regional, and national investment.	Objective 5-3: By March 2025, conduct a comprehensive search to identify federal, state and local funding sources to support economic development opportunities.	City Manager							Ongoing at all times with Engineering Contractor
	Objective 5-5: By December 2024, develop leasing, rents, and fees policy to be approved by the City Council.	City Manager	Q4						
	Objective 5-6L By July 2026, initiate a spaceport Feasibility Study to gain understanding of how the airport can take advantage of the growing space economy already gaining traction in New Mexico.	City Manager			Q3				Visit with Spaceport. Spaceport visited here.
	Objective 5-7: By July 2026, in coordination with Airport investment Task Force, create an Emerging Technologies implementation Plan to better understand the feasibility of advancing emerging technologies such as Advanced Air Mobility (AAM) and High Altitude Platform Systems (Haps) research development at the Airport.	City Manager			Q3				Future work.