

COMMERCIAL SERVICE TRANSITION PLAN



STATEMENT OF FACT

In 2023, the Manassas City Council approved a 40-year lease granting Avports exclusive rights to manage commercial service at the city-owned airport. Following inspections completed in May 2025, the FAA determined that the airport met the safety and operational requirements for an Airport Operating Certificate. The FAA also approved the City Council's request to rename Manassas Regional Airport as Washington Manassas Airport and authorized funding for additional improvements to support the expansion. The first commercial flights are currently expected in the third quarter of 2027. The airport's most critical challenge now and over the next two to three years is managing a successful transition while continuing to support existing General Aviation services and maintain its financial base.

PURPOSE OF THIS PLAN

Successfully transition Washington Manassas Airport from a General Aviation airport to a Commercial Service airport while maintaining safe operations, financial stability, community confidence, and long-term growth opportunities. This framework is intended to guide the airport through the commercial service transition period and operational stabilization phase.

OBJECTIVE #1 - Launch Commercial Service Successfully

Desired Outcome - Commercial passenger service begins safely, efficiently, and in compliance with all regulatory requirements.

Key Actions

- Complete terminal and supporting infrastructure projects
- Ensure operational readiness across all airport functions
- Coordinate with TSA, FAA, airlines, and service providers
- Establish customer service standards
- Conduct readiness assessments and tabletop exercises

Success Measures

- Commercial service launched on schedule
- No major operational disruptions
- Regulatory compliance achieved
- Positive passenger experience metrics

Lead - Airport Staff

Commission Role - Governance oversight, policy direction, strategic guidance, and resource advocacy



TRANSITION OBJECTIVE #2 - Maintain Financial Stability During Transition

Desired Outcome - Commercial service growth does not compromise the airport's financial position or existing revenue streams.

Key Actions

- Monitor transition-related costs
- Protect existing General Aviation and aviation business revenues
- Evaluate airline sustainability and retention strategies
- Identify funding opportunities and partnerships
- Establish a PFC Program
- Develop and implement an Air Carrier Incentive Program
- Establish a sustainable Landing Fee Structure
- Maintain a competitive value proposition and operational support for existing GA tenants

Success Measures

- Revenue targets achieved
- Existing GA based tenants retained
- Commercial service maintained beyond initial launch period
- Financial performance remains stable

Lead - Airport Staff / Commission

TRANSITION OBJECTIVE #3 - Engage the Community and Stakeholders to Improve Collaboration and Confidence

Desired Outcome - The Airport is viewed as a valued community asset and regional transportation resource.

Key Actions

- **Communications & Public Engagement**
 - Develop proactive communications plan
 - Establish rapid-response process
 - Engage elected officials and community stakeholders



- Monitor public sentiment
- Conduct community outreach regarding commercial service implementation and operational impacts
- **Marketing & Awareness**
 - Coordinate with AVPORTS on marketing strategy
 - Develop passenger awareness initiatives
 - Conduct passenger satisfaction surveys
- **Regional Partnerships**
 - Engage regional Chambers of Commerce
 - Strengthen business community relationships

Success Measures

- Positive stakeholder engagement
- Reduced misinformation
- Community concerns addressed effectively
- Strong regional partnerships

Lead - Airport Staff

TRANSITION OBJECTIVE #4 - Ensure Organizational Capacity and Readiness

Desired Outcome - Airport staff, Commission members, and partners have the resources and training necessary to support commercial operations.

Key Actions

- Assess staffing needs and workload impacts
- Identify training requirements
- Clarify governance roles and responsibilities
- Evaluate support contracts and partnerships

Success Measures

- Staffing gaps addressed
- Training completed
- Governance processes functioning effectively
- Reduced risk of organizational overload

Lead - Airport Staff / Commission



TRANSITION RISKS

Risk	Mitigation
Construction delays	Project oversight and contingency planning
Airline withdrawal	Diversified airline recruitment and retention strategy
Staff capacity limitations	Workforce planning and partnership support
Community opposition	Proactive communications and engagement
Revenue shortfalls	Financial monitoring and phased implementation
Based GA tenants leave	Maintain competitive rates, preserve operational access and service levels, proactively engage tenants, and continue investment in critical GA infrastructure throughout the transition period.

LONG-TERM PLANNING (*POST-TRANSITION*)

To begin after 24+ months of commercial service operations and sufficient performance data are available.

Topics:

- Future land use and land banking
 - Technology modernization
 - Regional growth opportunities
 - Economic development strategy
 - Long-range airport development
 - Redevelopment of GA infrastructure projects
-