



2026

Business Plan

Tulsa Airports
Improvement Trust



Mission

Our mission is to provide a **safe, efficient, self-supporting airport system** for the citizens of Tulsa and the surrounding region.

Core Values (SOAR)

SAFETY

Above all, we are to operate in a safe and secure manner to protect our employees and customers.

OPPORTUNITY

We value continuous education and will seek opportunities to improve ourselves and our airport.

ATTITUDE

We will have a positive attitude of serving each other and delivering excellence in all that we do.

RESPONSIBILITY

Each of us is responsible for the image of our airports and will conduct ourselves in a positive manner.



Key Priorities

Operate Reliably and Sustainably

Deliver safe, efficient, and resilient operations. Build the infrastructure, processes, and capabilities needed for reliable performance and sustainable growth.

Innovate! Innovate!

Identify opportunities throughout our operating environment to think creatively, introducing new concepts and approaches that improve operational performance and service delivery to airport customers.

Win for Tulsa

Attract development to airport property while adding services and facility improvements that support passenger satisfaction, all contributing to Tulsa's economy and civic pride.



Operate Reliably & Sustainably

Ensure reliable and sustainable airport operations through strategic energy investments, cost-effective funding, and long-term planning that reduce operating expenses while supporting future growth.

Goal	Completion Date	Outcome	Owner
Implement a water usage tracking program for cooling towers to secure sewer credits.	Q1	Cooling tower water usage will be tracked, enabling accurate measurement and documentation of water consumed versus water evaporated, allowing TAIT to qualify for and obtain sewer credits on our water bill for water not discharged into the sewer system.	Facilities
Thoroughly evaluate and successfully implement a new open-source building automation system.	Q1 - Evaluate options Q4 - Full implementation	Modernizes our building automation infrastructure, enabling seamless integration with existing systems, enhancing operational efficiency, and eliminating the need for costly planned service agreements.	Facilities
Investigate alternative energy delivery or generation options and identify and integrate the adoption of these expanded sources into the airport's long-range CIP.	Q2 - Explore Q4 - Update into CIP	Ensures consistent power to support airport operations while expanding capacity for the development of airport property.	Real Estate, Engineering, Facilities



Operate Reliably & Sustainably

Strengthen TAIT's financial position through funding diversification, cost control, and a focus on long-term planning that supports operational reliability and future capacity.

Goal	Completion Date	Outcome	Owner
Seek FAA grant funding opportunities to support projects that improve TAIT facilities and prepare our airports for additional capacity.	Q2	Lowers energy costs, expands capacity to meet growth projections, improves operational conditions for employees and customers.	Engineering, Facilities
Develop a comprehensive five-year financial model.	Q2	Supports strategic planning for upcoming capital projects and enables informed, long-term financial decision-making.	Finance
Prioritize site development needs and identify funding pathways to support infrastructure development.	Quarterly Milestones	Most critical site prep needs are addressed through funding mechanisms (i.e. TIF, grants, etc.) and remaining needs are identified for future CIPs.	Real Estate, Engineering
Audit TUL/RVS zoning and consider adjustments to best support land use scenarios.	Quarterly Milestones	Zoning of airport land provides the maximum flexibility for use without impeding aeronautical operations of the airport.	Real Estate, Legal
Identify and implement a project tracking software that supports TAIT's project-based approach (versus contract based) for capital improvement projects.	Q1 - Identify software solutions; Q3 - Fully implement solution	Retain and track project documentation and budget from start to completion.	Engineering, Technology
Dive into alternative project delivery methods by structuring TAIT's first Construction Manager At Risk (CMAR) project.	Q2 - CMAR under contract	Improved understanding of pros and cons of alternative project delivery.	Engineering, Legal

Operate Reliably & Sustainably

Enhance operational reliability through modernized infrastructure, integrated systems, and established processes that support safe, efficient, and uninterrupted airport operations.

Goal	Completion Date	Outcome	Owner
Select an insurance broker to oversee the purchase of all insurance products needed to support TAIT's operation, including wellness benefits.	Q1	Maximize available resources for coverage across airport that aligns with operational risks while minimizing costs.	Legal, HR
Evaluate, select, and implement a modern, all-inclusive Computer-Aided Dispatch (CAD) and Records Management System (RMS) that streamlines communication and record management.	Q1 - Evaluate options Q4 - Full implementation	Replace multiple outdated tools with one platform that seamlessly integrates report generation, supervisor monitoring, and real-time data analytics.	Police, Technology
Consolidate airport receiving locations into one centralized receiving warehouse to provide clarity for vendor deliveries.	Q2	Provides a single point of delivery and distribution for all deliveries while maximizing the utilization of the asset management team across the airport system.	Finance, Facilities
Design and implement a comprehensive Service Level Agreement (SLA) incentive program that rewards vendors and service contractors for consistently achieving high standards of reliability and on-time performance.	Q2	Foster stronger partnerships, improve service delivery, and drive operational excellence throughout our supply chain and service network.	Facilities, Legal
Deliver flawless, safe, and efficient international operations by successfully activating our new Customs/FIS facility in May, ensuring operational readiness, regulatory compliance, passenger satisfaction, and seamless coordination with all airport partners.	Q2	On time facility opening, fully compliant with CBP and TSA regulatory requirements, with zero security incident during the launch month.	Operations, Facilities, Engineering
Implement Vendor Risk Management (VRM) program through the establishment of processes and/or software that protects TAIT's assets.	Q3	Reduced risk to TAIT's tech assets.	Technology

Innovate! Innovate!

Foster innovation by introducing creative solutions and new approaches that elevate the airport customer experience and make travel easier, more efficient, and more enjoyable.

Goal	Completion Date	Outcome	Owner
Deploy a self-service visitor check-in system for the airport administration office.	Q1	Frees staff for higher value/higher impact assignments while providing visitors with an interactive tool that connects them with needed resources.	Tech, Marketing
Install new digital advertising/video walls in key passenger areas and explore advertising options for RVS.	Q1 - Design Q3 - Deploy	Expanded options for advertisers who have expressed significant interest in digital platforms that will generate revenue while providing a positive customer experience.	Tech, Marketing, RVS
Install a digital plane spotting area to replace the lost view at the Concourse A waiting area.	Q3	Airport visitors waiting on arriving flights will be able to see the airfield while also getting real time flight information regarding the aircraft in view.	Tech
Deploy a robot floor cleaner.	Q3	Improves overall cleanliness while allowing our janitorial contractor to focus on other activities.	Facilities



Innovate! Innovate!

Improve technology efficiency by optimizing systems and tools that streamline operations, reduce manual processes, and support reliable, cost-effective service delivery.

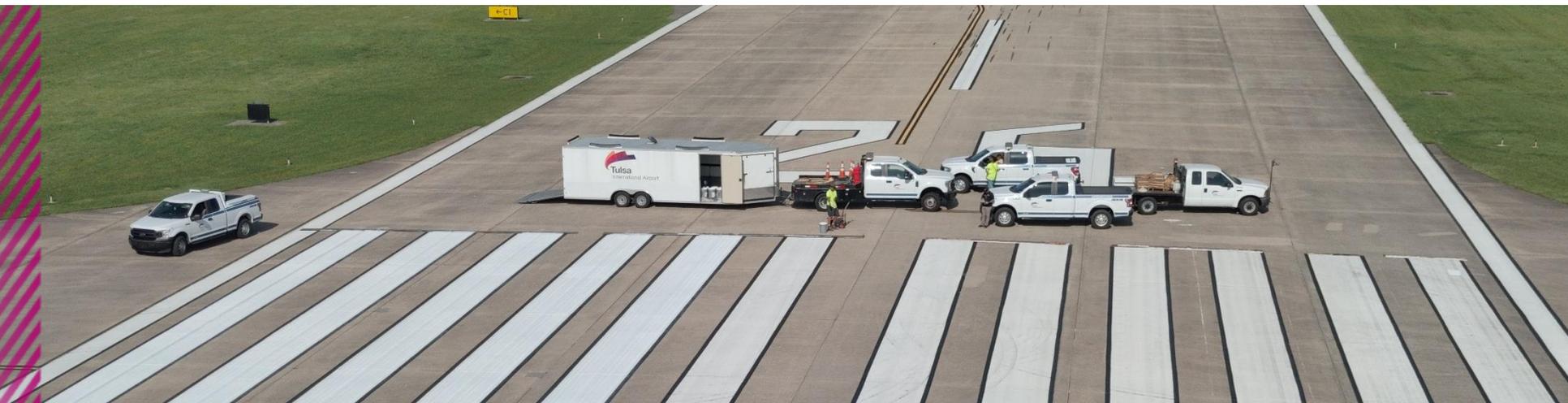
Goal	Completion Date	Outcome	Owner
Deploy drone detection technology at RVS and establish GA specific awareness protocols for pilots, tenants, and stakeholders.	Q1	Improve the safety of piloted aircraft within the proximity of the airport.	RVS, Operations
Identify, evaluate, and implement (if feasible) digital payment solutions for tenant payments.	Q2	Improved experience for airport tenants.	Contracts, Finance, Tech
Explore the implementation of AP Invoice Capture in Dynamics 365 Finance & Operations, and if feasible, implement the tool which uses optical character recognition (OCR) to automatically read vendor invoices and convert them into structured data.	Q2	Eliminates the need for TAIT's current system (Fraxion), reduces manual data entry, improves accuracy, accelerates invoice processing and further standardizes Accounts Payable operations.	Finance, Tech
Evaluate access control software packages to identify areas for savings, improvements and efficiency.	Q2	Lowered costs while maintaining required levels of service.	Tech, Operations



Win for Tulsa

Strengthen organizational culture by investing in our people, promoting collaboration and innovation, and creating an environment where employees are proud to serve.

Goal	Completion Date	Outcome	Owner
Develop a communication campaign highlighting TAIT employees and their role in supporting Tulsa's airports.	Launch Q1	Foster stronger employee engagement while showcasing our talent to our community.	Marketing, HR
Focus on leader training related to active listening, conflict resolution and recognizing burnout in order to identify and resolve employee concerns quickly.	Q2	Improved employee well-being, performance, and long-term retention.	HR
Host quarterly Tech Awareness sessions for TAIT employees on how to use digital products more efficiently and effectively.	Q4	Employee utilization of technology will improve, creating more value for the organization in both project management and communication.	Technology



Win for Tulsa

Create engagement opportunities with members of our community, fostering a greater understanding of the airport operational environment to harness broad support of airport initiatives.

Goal	Completion Date	Outcome	Owner
Conduct a full assessment of vacant land at RVS and develop a strategic leasing plan to optimize land use and support long-term airport growth.	Q1	Support additional aeronautical development while maximizing revenue for TAIT.	Real Estate, RVS
Transform the Airport Tour Program into a signature community offering with age-specific tour kits, curriculum aligned fact sheets, and accessible materials.	Q1	Educate, inspire, and build long-term airport supporters who discover their niche in our industry.	Marketing
Reestablish a unified, airport-wide approach to customer service, utilizing data to measure customer satisfaction.	Q1 - Design CX training modules Q2 - Launch training Q3 - Establish metrics to measure progress	Elevate the traveler experience across all touchpoints of their journey.	Marketing
Develop a Citizen's Academy program in partnership with TAIT stakeholders to highlight airport operations, public safety, emergency response, and TAPD functions.	Q1 - Develop Curriculum; Q3 - Launch	Build trust, transparency, and community engagement by offering a behind-the-scenes look at airport policing.	Police, Operations
Expand TUL's ambassador program to provide opportunities for high school students, college students, and interested parties to volunteer and serve airport customers.	Q2	100% of scheduled volunteer shifts are filled with a waiting list for future openings.	Marketing
Collaborate with the Federal Aviation Administration and area stakeholders to establish a designated drone corridor between the Skyway Range and TUL, ensuring safe integration of unmanned aircraft systems (UAS) into controlled airspace.	Q4	A formally approved and operational drone corridor that enables secure, efficient, and compliant UAS operations supporting innovation in advanced aerial mobility.	Operations, Marketing

Win for Tulsa

Showcase Tulsa International Airport as a hub for economic growth and community pride.

Goal	Completion Date	Outcome	Owner
Investigate the launch of a "social" ambassador program, inviting our users to share tips and tricks on traveling through TUL.	Q1	Unscripted content creation that generates organic impressions on the Tulsa travel experience.	Marketing
Position Tulsa International Airport as a transparent, community-centered, and future-focused public asset by launching high-impact events and education programs.	Quarterly Milestones	Deepen public understanding, celebrate major milestones, and strengthen relationships with key stakeholders.	Marketing
Create a unifying, memorable TUL mascot that enhances the airport's brand identity, deepens community connection, and serves as a flagship symbol leading into the Centennial celebration.	Q4	Provides TUL a consistent, lovable character for campaigns, promotions, and public appearances while supporting engagement across all age groups at all airport sponsored events.	Marketing
Highlight our success in attracting new business and supporting the expansion of existing commercial operators.	Quarterly Milestones	Awareness generates additional inquiries of development opportunities, leading to multiple site visits in 2026.	Real Estate, Marketing



Win for Tulsa

Deliver exceptional experiences by improving airport services and facilities. Make every visit seamless, enjoyable, and reflective of Tulsa's hospitality and pride.

Goal	Completion Date	Outcome	Owner
Celebrate the arrival of new carriers and new routes to the Tulsa market by engaging with community stakeholders to share airline service information.	Ongoing	Successful launch of new routes, generating a load factor of 75% or higher.	Marketing
Explore options for mobile ordering applications with Areas (food and beverage concessionaire).	Q2	Customers enjoy predictability and convenience when traveling, resulting in increased F&B sales.	Contracts
Identify a service provider that will offer interactive and engaging activities for customers to enjoy while waiting for flights at TUL.	Q2	TUL customers discover a new amenity that provides entertainment while waiting for flight departures.	Contracts
Evaluate and implement a new parking loyalty program to increase customer retention, drive repeat usage, and maximize overall satisfaction.	Q3	By leveraging modern technology and customer-centric incentives, the program will offer greater value, convenience, and personalized rewards to users.	Facilities, Marketing

