

The City of Nacogdoches Development Corporation

September 3, 2026

Notice is hereby given of a Regular Meeting of The City of Nacogdoches Development Corporation to be held on the above date in the City Council Chambers of City Hall, 202 E. Pilar Street, Nacogdoches, Texas, beginning at 5:00 p.m. for the purpose of considering the following agenda items. Some Members may attend via videoconference but a quorum of The City of Nacogdoches Development Corporation and the Presiding Officer will be present at the above-stated physical location. The meeting will be streamed live at: <https://www.nactx.us/21>.

1. CALL TO ORDER.
2. PLEDGE OF ALLEGIANCE.
3. REGULAR AGENDA: The City of Nacogdoches Development Corporation will receive staff recommendations and public input on the following items, and may deliberate and take formal action on the item.
 - A. Consider approval of the minutes from The City of Nacogdoches Development Corporation's regular meeting held on August 6, 2026.
 - B. Receive an update on the City of Nacogdoches Economic Development Fund
 - C. Review proposed scoping and possible funding of an Airport Business Plan.
4. ADJOURN.

CERTIFICATION

This meeting will be conducted pursuant to Chapter 551 of the Texas Government Code. The Corporation reserves the right to adjourn into Executive Session at any time during the meeting to discuss any of the above posted agenda, as authorized by Texas Local Government Code Sections 551.071 [litigation and certain consultation with attorney], 551.072 [acquisition of interest in real property], 551.073 [prospective gift to city], 551.074 [certain personnel deliberations], 551.076 [deployment/implementation of security personnel or devices], or 551.087 [deliberations regarding economic development negotiations]. The City of Nacogdoches is committed to compliance with the Americans with Disabilities Act. Reasonable modifications and equal access to communications may be provided upon request. Please contact the City Secretary at (936) 559-2506 for information. I certify the notice of meeting was posted in the directory outside of City Hall, 202 E. Pilar Street, Nacogdoches, Texas 75961, on August 28, 2026 by 5:00 PM pursuant to Chapter 551 of the Texas Government Code.

Mary Frances Bradford
Interim President and CEO/Director of Business Development



City Council Meeting

Date: September 3, 2026

Agenda Item: 3.A.

PRESENTER: Mary Bradford, Interim President and CEO/Director of Business Development

ITEM/SUBJECT: Consider approval of the minutes from The City of Nacogdoches Development Corporation's regular meeting held on August 6, 2026.

SUMMARY/BACKGROUND:

FINANCIAL:

No financial impact.

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

CITY CONTACT: Mary Frances Bradford, Executive Director of Economic Development

ATTACHMENTS: 1. 2026-08-06 Minutes of the Meeting

Regular Session
The City of Nacogdoches Development Corporation
August 6, 2026 5:00 p.m.
City Council Chambers
202 E. Pilar, Nacogdoches, TX

Board Members Present: Robert Flores, Rick Beverlin, William (Bill) Gandy, Scott Bowyer and Chad Huckaby.

Board Members Absent: Randy Johnson and Garland (Mark) Simmons

Staff Present: Jerry Baker, City Attorney

Mary Frances Bradford, Interim Executive Director Economic Development

1. CALL TO ORDER

President Robert Flores called the meeting to order at 5:00 PM and recognized quorum.

2. PLEDGE OF ALLEGIANCE

Chad Huckaby led the Pledges of Allegiance.

3. REGULAR AGENDA

President Robert Flores called for the first item on the Regular Agenda.

3A. Consider approval of minutes from The City of Nacogdoches Development Corporation regular meeting held on May 7, 2026.

Chad Huckaby made a motion to accept May 7, 2026, minutes as presented. Bill Gandy seconded; motion carried with unanimous vote.

3B. Receive an update on The City of Nacogdoches Economic Development Fund.

Mary Frances Bradford, Executive Director of Economic Development, reported that staff are working to reconcile the City's Economic Development Fund balance. The fund was established by City Council in 2017 and strives to allocate \$150,000 per year to the fund. The fund is to be used to finance projects or programs that create or

retain jobs, increase the tax base, support entrepreneurial programs, or prepare the city for future growth.

Bradford explained that staff are developing a complete list of the active Chapter 380 agreements to identify incentives offered and their funding source. They will identify any agreements that might be in default, and the City Attorney will send formal notices to the applicable parties. Once the fund is reconciled to ensure sufficient funding for all outstanding obligations, the city attorney will prepare and execute a 380 agreement between the City and the City of Nacogdoches Development Corporation authorizing the transfer of unrestricted Economic Development Fund balance to the Corporation. There were no questions following the discussion.

4. ADJOURN

Robert Flores adjourned the meeting at 5:08 PM.

There was no video recording of The City of Nacogdoches Development Corporation meeting the August 6, 2026, because of software issues with the recording equipment.

Robert Flores, President

ATTEST:

William (Bill) Gandy, Secretary



City Council Meeting

Date: September 3, 2026

Agenda Item: 3.B.

PRESENTER: Mary Bradford, Interim President and CEO/Director of Business Development

ITEM/SUBJECT: Receive an update on the City of Nacogdoches Economic Development Fund

SUMMARY/BACKGROUND: Update on the City's Economic Development Fund

FINANCIAL:

No financial impact

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

CITY CONTACT: Mary Frances Bradford, Executive Director of Economic Development

ATTACHMENTS:

PRESENTER: Mike Neu, Executive Director of Development and Infrastructure

ITEM/SUBJECT: Review proposed scoping and possible funding of an Airport Business Plan.

SUMMARY/BACKGROUND: The City is considering the solicitation of a consultant to produce a comprehensive airport business plan. This plan would:

- Update airport governance and administration documents and boards
- Offer market analysis and guidance for airport fees and services
- Provide recommendations for airport development and infrastructure
- Help identify additional revenue sources and business development opportunities
- Evaluate fuel sales operations and strategies
- Assess airport staffing and operational structure
- Provide planning, implementation, and marketing strategies for all recommendations

FINANCIAL:

COUNCIL PRIORITIES: THIS AGENDA ITEM IS CONSISTENT WITH THE FOLLOWING CITY COUNCIL PRIORITIES

CITY CONTACT: Mike Neu, Executive Director of Development & Infrastructure

ATTACHMENTS: 1. Airport Business Plan Draft Scope

Scope of Services

Business Plan and Administrative Framework Development Nacogdoches A.L. Mangham Jr. Regional Airport

The City of Nacogdoches seeks professional consulting services to prepare a comprehensive Business Plan and update the administrative and regulatory framework governing operations at Nacogdoches A.L. Mangham Jr. Regional Airport. The project will evaluate operational efficiency, revenue generation opportunities, airport governance structures, and strategic development options to support the Airport's long-term sustainability and economic growth.

The Airport currently operates a 5,000-foot runway and supports a variety of general aviation activities including hangar leasing, fuel sales, flight training, and precision instrument approach operations. The City seeks to strengthen financial performance, modernize its regulatory framework, and identify strategic opportunities for aviation and aviation-related business development.

This effort will include evaluation of existing airport operations and revenue sources; development of updated administrative and regulatory documents; assessment of airport fees, leases, and fuel operations; and preparation of financial projections and implementation strategies. The study will also evaluate potential aviation-support businesses, landside commercial development opportunities, and infrastructure needs that could enhance the Airport's role as a regional economic asset.

The Consultant shall complete the following tasks.

Task 1 – Project Initiation and Data Collection

The Consultant shall initiate the project through coordination with the City and Airport leadership to confirm project objectives, data needs, and study parameters.

Work under this task shall include:

- Review of existing airport documents including leases, rates and charges, rules and regulations, minimum standards, ALP with narrative package, and relevant City ordinances
- Identification and confirmation of comparable airports for benchmarking analysis
- Collection of operational, financial, and infrastructure data necessary for the study
- Coordination with City staff regarding project schedule, communication procedures, and deliverables

Task 2 – Airport Governance and Administrative Framework

The Consultant shall review and update the Airport's administrative and regulatory framework to ensure alignment with industry best practices and anticipated operational needs.

This task will include updates to relevant provisions contained in **Chapter 10 (Aviation) of the City of Nacogdoches Code of Ordinances** and development of supporting airport administrative documents.

Subtasks include:

2.1 Minimum Standards

The Consultant shall review existing Minimum Standards and prepare updated standards governing commercial aeronautical service providers operating at the Airport. Updated provisions shall address modern service expectations, operational requirements, and facility standards.

2.2 Airport Rules and Regulations

The Consultant shall review and update the Airport's Rules and Regulations governing airport use to ensure compliance with current operational practices and applicable laws.

2.3 Lease Policy and Lease Templates

The Consultant shall review existing lease structures and prepare updated policies and template documents, including:

- Updated ground lease template for privately constructed hangars
- Alternative ground lease structure allowing recovery of City infrastructure investment supporting hangar construction
- Hangar lease template for City-owned hangar facilities
- Commercial ground lease template for landside non-aeronautical development

The Consultant shall also evaluate and provide a detailed comparison of reversion versus our current non-reversion lease structure scenarios, including financial considerations, a reversion lease template, and strategies for potential long term gradual phased implementation.

2.4 Airport Governance Provisions

The Consultant shall review and recommend updates to administrative provisions related to:

- Airport administration
- Airport zoning
- Airport Advisory Board responsibilities
- Airport Board of Adjustment provisions

Task 3 – Market and Competitive Analysis

The Consultant shall conduct a benchmarking analysis of comparable general aviation airports to evaluate rates, charges, services, and business practices.

The City will approve the final list of approximately **10–12 comparable airports** utilized in the analysis.

The analysis shall include comparison of:

- Hangar lease rates
- Ground lease rates
- Fuel pricing practices
- Airport fee structures, rates and practices
- Services and facilities offered

A summary table of comparable airport data shall be included in the final report.

Task 4 – Fuel Operations and Pricing Strategy

The Consultant shall evaluate the Airport's fuel operations and pricing strategies and provide recommendations to optimize revenue generation.

Analysis shall include:

- Current fuel pricing strategy evaluation
- Comparison of City-operated versus private FBO fuel operations
- Evaluation of proprietary or prepay fuel discount programs
- Contract Aviation Association (CAA) participation evaluation
- Bulk fuel purchasing opportunities
- Fuel branding options
- Evaluation of potential additional fuel product offerings

The Consultant shall also conduct a **flowage fee analysis**, including recommended fee structures for:

- Commercial self-fueling operations
- Private or corporate self-fueling
- Private FBO sales to the public
- Charter or airline operators

Task 5 – Hangar Development and Infrastructure Analysis

The Consultant shall evaluate current hangar capacity and forecast future demand.

This task shall include:

- Development of standards and guidelines for hangar construction and development
- Forecast of hangar demand and recommended development phasing
- Analysis of public versus private hangar development and ownership models
- Evaluation of infrastructure requirements supporting hangar and general airport development, including infrastructure shortfalls limiting development and their remedies
- Financial feasibility and rental rate analysis

Task 6 – Airport Fees and Revenue Sources

The Consultant shall review the Airport's current fee structure and provide recommendations to ensure competitiveness and long-term financial sustainability. Recommendations shall focus on revenue diversification and the airport being as self-supporting as possible.

This task shall include evaluation of:

- FBO fees
- Landing, ramp, and handling fees
- Ramp service charges
- Other customary airport fees and revenue sources

Task 7 – Aviation Business Development Opportunities

The Consultant shall evaluate opportunities for aviation-related and aviation-support business development at the Airport.

Analysis shall include potential viability and recommended structures for businesses such as:

- Aviation support services located on or adjacent to the airfield
- Aviation-related commercial enterprises on airport property
- Airport business park or landside commercial development
- Restaurant, hotel, rental car, or aviation museum concepts

The Consultant shall also evaluate the operational and financial value of the **existing City production water well located on airport property**.

Task 8 – Airport Staffing and Operational Structure

The Consultant shall evaluate airport staffing needs under current operations and potential growth scenarios.

This task shall include:

- Assessment of current and future operational staffing requirements
- Evaluation of staffing hours and operational coverage

- Development of alternative staffing structures and organizational models
- Preparation of a job description and recommended pay ranges for Airport staff

Task 9 – Financial Pro Forma and Capital Planning

The Consultant shall develop a financial planning framework to support long-term airport sustainability.

Work under this task shall include:

- Ten-year operating revenue and expense projections
- Financial modeling for hangar development scenarios
- Evaluation of fuel sales revenue potential
- Ground lease revenue projections
- Staffing and operational cost projections

The Consultant shall also develop a **recommended five-year Capital Improvement Program (CIP)** considering infrastructure needs, operational priorities, and development opportunities.

Task 10 – Implementation Strategy

The Consultant shall develop an implementation plan outlining recommended actions, sequencing, and timelines.

The plan shall address:

- Implementation of updated policies, fees, and regulations
- Immediate versus phased rollout options
- Recommended fee collection procedures and administrative processes
- Staffing and infrastructure needs required to support implementation

Task 11 – Marketing and Business Development Strategy

The Consultant shall prepare a targeted airport marketing plan designed to increase airport utilization and business development opportunities.

The plan shall include:

- Strategies to increase airport visibility and activity
- Targeted incentive programs for attracting aviation businesses
- Recommendations for updating or redesigning the Airport's website

Task 12 – Special Operational Evaluations

The Consultant shall evaluate additional strategic opportunities including:

- Feasibility of attracting scheduled or charter air service
- Evaluation of contract or remote air traffic control tower options
- Evaluation of City-owned versus FAA-owned Automated Weather Observing System (AWOS) operations

Task 13 – Documentation and Final Deliverables

All regulatory documents, policies, and supporting forms developed under this project shall be provided in formats suitable for public access, administrative use, and long-term implementation.

Deliverables shall include both draft and final versions for City review and comment.

Deliverables

The Consultant shall provide the following deliverables:

1. Updated Minimum Standards document
2. Updated Airport Rules and Regulations
3. Lease Policy and standardized lease templates
4. Market analysis of comparable airport rates and charges
5. Fuel operations and pricing strategy analysis
6. Hangar development and demand analysis
7. Airport fee structure recommendations
8. Aviation business development evaluation
9. Airport staffing analysis and job description
10. Ten-year financial pro forma and five-year CIP recommendations
11. Implementation strategy report
12. Airport marketing and business development plan
13. Evaluation of scheduled service, tower feasibility, and AWOS options
14. Final Technical Report including supporting analyses and appendices
15. Executive Summary and stakeholder presentation materials

Deliverables shall be provided in both **digital and printed formats**.

Sponsor Responsibilities

The City of Nacogdoches will provide available airport documents including leases, rate schedules, rules and regulations, and Minimum Standards, and will review and provide comments on draft deliverables.