



Strategic Business Plan

at Northeast Florida Regional Airport

Submitted to **St. Johns County Airport Authority**

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1. INTRODUCTION

The St. Johns County Airport Authority (the Authority) manages Northeast Florida Regional Airport (NFRA or the Airport) in St. Augustine, Florida. As aviation demand continues to increase at NFRA, the Authority requested that Ricondo & Associates, Inc. (the Consultant) prepare this Strategic Business Plan (the Plan) to identify the priorities of the St. Johns County Airport Authority Board (the Authority) and serve as a decision-making tool for Airport management and the Board.

The Authority updated its Airport Master Plan for NFRA in June 2020, providing a foundation for the capital improvement program (CIP) for the next 20 years. As business and operational environments continue to evolve rapidly at NFRA and in the surrounding area, the Plan will provide an opportunity to incorporate the most recent trends and refine the development priorities at NFRA and focus areas for the Authority.

The scope of work for this study includes the following tasks:

- Board, Staff, and Stakeholder Engagement
- Mission, Vision, and Values Definition
- Airport Benchmarking
- Strategic Initiatives Identification
- Strategic Action Plan

The process to prepare the Plan was guided by the following Airport Cooperative Research Program (ACRP) reports:

- ACRP Report 20, *Strategic Planning in the Airport Industry*, 2009.
- ACRP Report 77, *Guidebook for Developing General Aviation Airport Business Plans*, 2012.

2. THE AIRPORT

NFRA is a public-use Airport managed and operated by the Authority on behalf of the citizens of St. Johns County. The Authority comprises five elected officials, Michelle Cash-Chapman, Dennis Clarke, Jennifer Liotta, Reba Ludlow, and Robert Olson. The Airport Executive Director (interim), Mr. Kevin C. Harvey, oversees the daily operations of the Airport. The Authority maintains approximately 710 contiguous acres on the east side of US Highway 1 (US 1) for all aeronautical activity. It also maintains ownership of approximately 900 acres of land on the west side of US 1 that can be used for aviation and non-aviation development.

2.1 AIRPORT BACKGROUND

The Airport has an extensive history, dating back to the New Deal of 1933. A series of programs, public work projects, financial reforms, and regulations were put in place, making NFRA, then called St. Augustine Airport, the permanent airport for the city of St. Augustine on its present site.

With the outbreak of World War II in 1939, St. Augustine Airport became more militarized, and improvements were made to the airfield. The attack on Pearl Harbor terminated civil aviation at the Airport, and the US Navy took over the airfield, using it as a gunnery range base. Following the war's end in 1945, the Airport began to transition back to civilian use from its current military state and reopened in 1946 back to the city of St. Augustine.

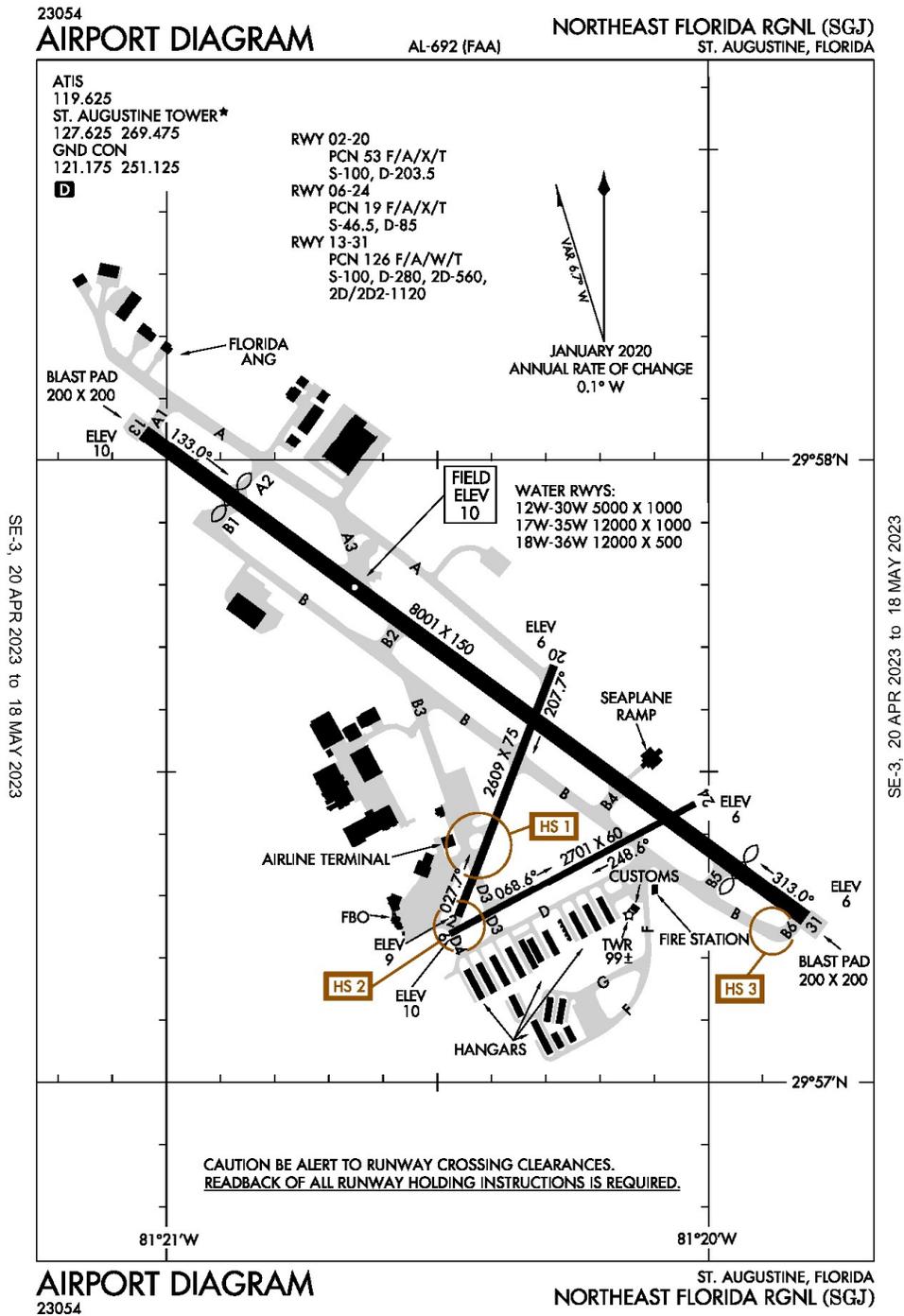
In 1954, Fairchild Engine and Airplane Corporation (now Fairchild Aircraft), an American aircraft and aerospace manufacturing company, became a tenant at the Airport. Because of the demands and nature of the company's work, the Airport expanded multiple times. In 1964, when the Airport continued to grow and operations became more complex, City of St. Augustine voters approved legislation to create an Airport authority to manage the Airport. In 1976, Fairchild closed its facilities at the Airport, which had a tremendous impact on the local economy. However, the Grumman Corporation (renamed Northrop Grumman Corporation [Northrop Grumman]) acquired the facilities in 1980.

Today, NFRA has grown into a key connection point for air travel in the Northeast region of Florida. The Airport has undergone significant development, with new passenger terminal and ramp, full parallel taxiways, box hangars on the north side of the Airport and several t-hangars on the south side of the Airport for the recreational flying population, serving over 200 corporate, commercial, and t-hangar tenants.

2.2 AIRPORT FACILITIES

The Airport has three paved asphalt runways. The primary runway, Runway 13-31, is 8,001-feet long and 150-feet wide. Runways 6-24 and 02-20 provide crosswind coverage; these runways are 2,701-feet long and 60-feet wide and 2,609-feet long and 75-feet wide, respectively. The runway lengths at the Airport primarily accommodate business jets and smaller airplanes, typically single- and twin-engine types and light jet aircraft. However, the primary runway's configuration does allow for commercial aircraft operations. **Exhibit 2-1** presents the Airport diagram.

EXHIBIT 2-1 NORTHEAST FLORIDA REGIONAL AIRPORT DIAGRAM



SOURCE: US Department of Transportation, Federal Aviation Administration, 2023.

NFRA operates with its contracted Air Traffic Control Tower (ATCT). The Airport’s ATCT was passed from Northrop Grumman to the Federal Aviation Administration’s Contract Tower Program. The ATCT currently serves Class D airspace operating from 7 a.m. to 9 p.m., within a 4-nautical-mile radius and up to 2,500 feet.

The Airport also provides on-site US Customs and Border Protection (CBP) services. NFRA is a “user fee” Airport, approved by the CBP to receive, for a fee, the services of officers for the processing of an aircraft entering the United States, allowing direct aircraft return flights to the Airport, with proper coordination, to and from other countries.

2.3 AIRPORT TENANTS

Currently, 19 tenants are located at the Airport. These tenants offer a variety of aviation-related services. The Airport also has a few non-aeronautical tenants. **Table 2-1** lists the on-Airport tenants and the types of services they provide.

TABLE 2-1 AIRPORT TENANTS

TENANT	BUSINESS TYPE
Air Traffic Control Tower	Air traffic service
Atlantic Aviation	Fixed base operator
Florida Aviation Career Training, Inc.	Flight school
First City Helicopters	Helicopter tours
Florida Flyers	Flight school
Hangar One Bistro ¹	Restaurant
Infinity Aviation Corporation, Inc.	Aviation training institute
iVenture Solutions ¹	Information technology
National Guard	Military reserve
Northrop Grumman Corporation	Aerospace and defense technology
Old City Helicopters	Helicopter tours
Old City Jets	Aircraft sales and charter
Passero Associates ¹	Engineering and architecture
Ring Power	Heavy equipment
Rivkin Aircraft Corporation	Aircraft restoration and rebuilding services
Roberts Aviation	Aircraft maintenance
Southeast Aero Services	Aircraft sales and servicing
St. Johns County Sheriff’s Office	Sheriff’s department
US Customs and Border Protection	Customs and border protection
Volato	Private aviation

NOTE:

¹ This is a non-aeronautical tenant.

SOURCE: St. Johns County Airport Authority, Northeast Florida Regional Airport, “Tenants & Service Providers,” <https://www.flynf.com/p30-Airfield-Tenants-Service-Providers-.aspx> (accessed February 8, 2023).

3. KEY STUDY FINDINGS

The strategic planning process included Board input, a benchmarking study, and stakeholder meetings. The information collected from these efforts helped to identify mission and vision statements for the Airport, as well as a set of values to establish direction for the Airport and develop buy-in and support at all levels of the organization. Following the formulation of the mission, vision, and values, strategic initiatives and associated actions were developed.

3.1 VISION, MISSION, AND VALUES

The following are the new mission and vision statements and set of new values for NFRA.

New Mission Statement

Own, operate, and develop the Airport for the benefit of the aviation and public communities to support economic development and the quality of life in the Northeast Florida region.

New Vision Statement

Explore, connect, and engage to inspire excellence.

New Values

- Safety
- Accountability
- Our people

3.2 STRATEGIC INITIATIVES

The strategic initiatives are intended to guide the Board in advancing the development of the Airport and its processes, as well as achieve the Board's mission and vision. The following are the strategic initiatives:

1. Satisfy customer demand (hangars, services, and infrastructure).
2. Maximize the Authority's financial position.
3. Align administration roles with Authority and Airport needs.
4. Effectively use the Airport's footprint.
5. Interact and engage with external organizations (stakeholders) for the benefit of all parties.

4. INTERNAL AND EXTERNAL ASSESSMENT

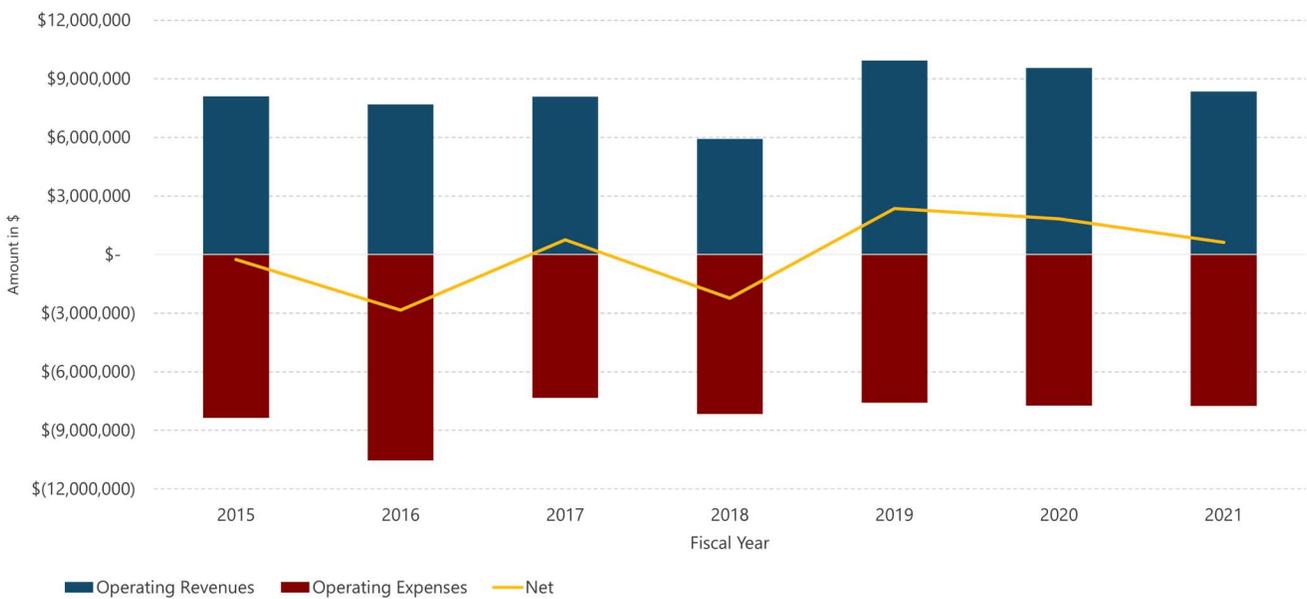
The Plan includes internal and external assessments of the Airport operational and business environment. The internal assessment identifies the strengths and weaknesses of the organization (internal environment), while the external assessment focuses on opportunities and threats of the Airport, the aviation industry’s structure, and the Airport’s operating environment (external environment). These assessments are intended to evaluate the Airport as whole and encompass business, environmental, economic, societal, and other factors.

4.1 INTERNAL ENVIRONMENT

One executive director oversees daily operations at the Airport, with an office manager, finance manager, and operations manager that report directly to the executive director. Eight maintenance personnel, one supervisor and seven maintenance technicians, report directly to the operations manager. The executive director reports to the five-member Board; St. Johns County residents elect these Board members.

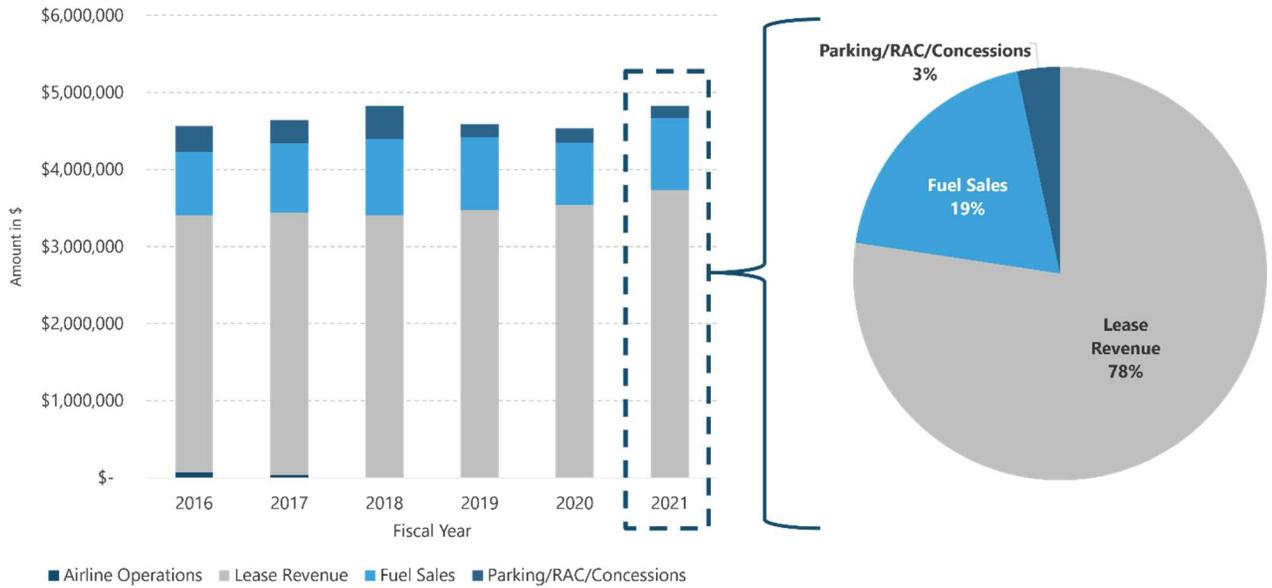
Exhibit 4-1 through **Exhibit 4-6** depicts the Airport’s financial position and **Exhibit 4-7** shows the Airport’s total aircraft operations.

EXHIBIT 4-1 THE AIRPORT’S OVERALL FINANCIAL PERFORMANCE



SOURCE: St. Johns County Airport Authority, *St. Augustine–St. Johns County Airport Authority Audit Report*, February 28, 2022 (September 30, 2016, through September 30, 2021).

EXHIBIT 4-2 AIRPORT REVENUE

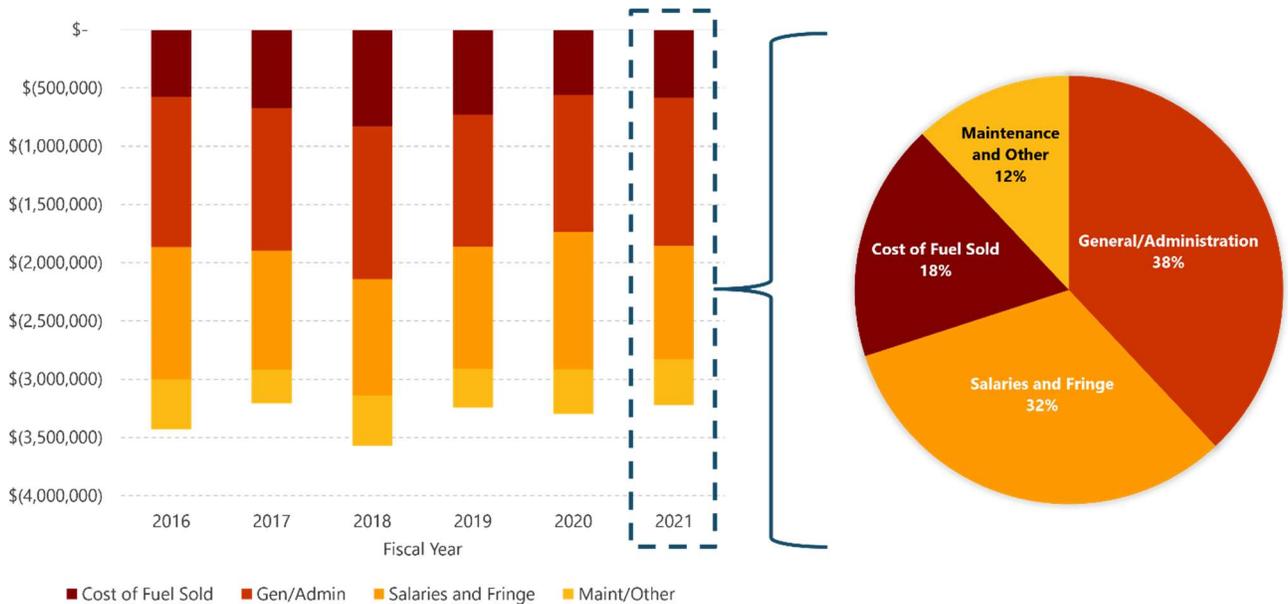


NOTE:

RAC – Rent A Car

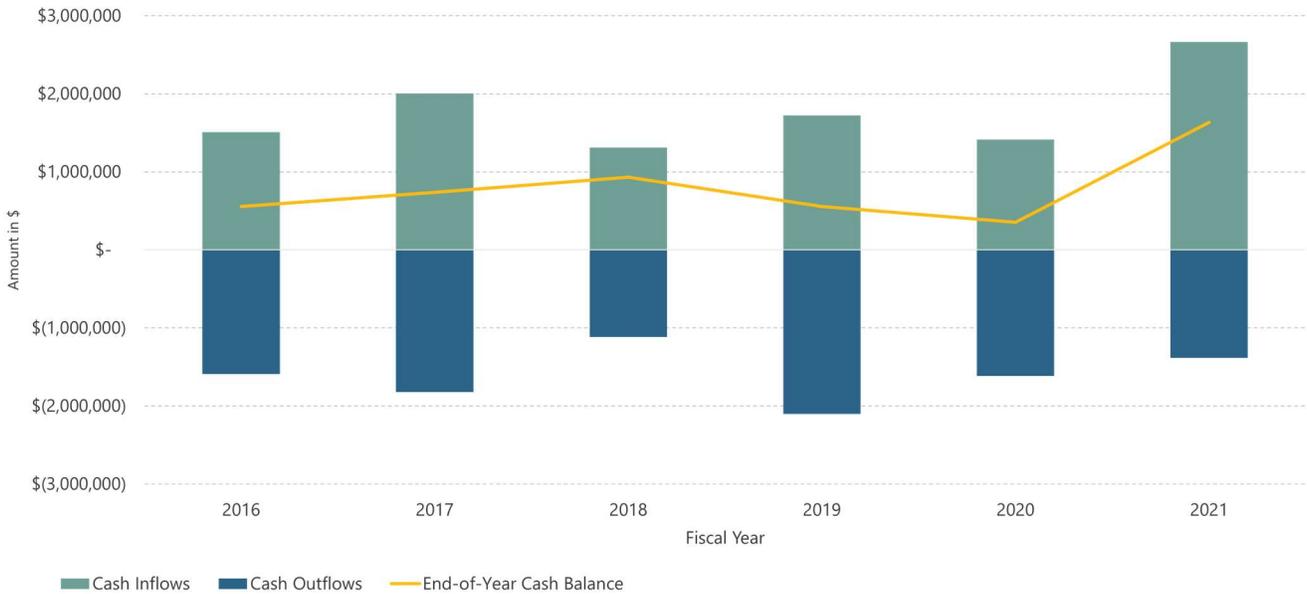
SOURCE: St. Johns County Airport Authority, *St. Augustine–St. Johns County Airport Authority Audit Report*, February 28, 2022 (September 30, 2016, through September 30, 2021).

EXHIBIT 4-3 AIRPORT EXPENDITURES



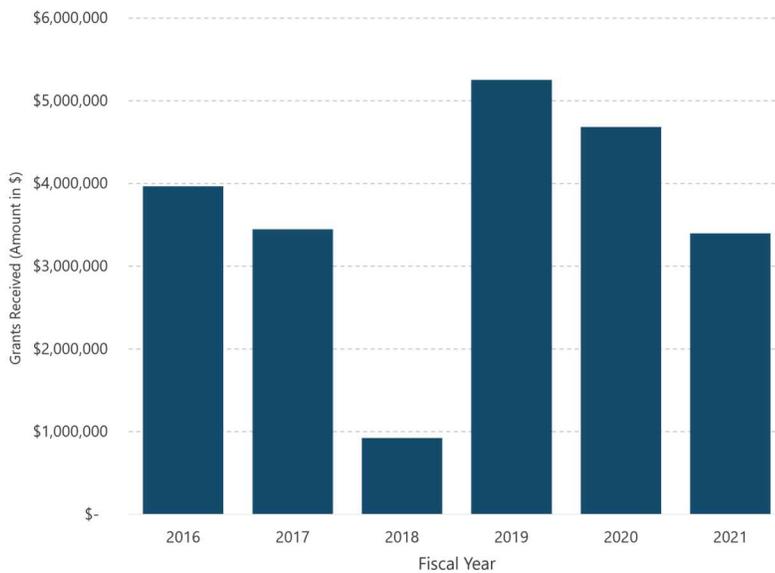
SOURCE: St. Johns County Airport Authority, *St. Augustine–St. Johns County Airport Authority Audit Report*, February 28, 2022 (September 30, 2016, through September 30, 2021).

EXHIBIT 4-4 OVERALL AIRPORT CASH FLOWS



SOURCE: St. Johns Country Airport Authority, *St. Augustine–St. Johns County Airport Authority Audit Report*, February 28, 2022 (September 30, 2016, through September 30, 2021).

EXHIBIT 4-5 AIRPORT GRANTS RECEIVED

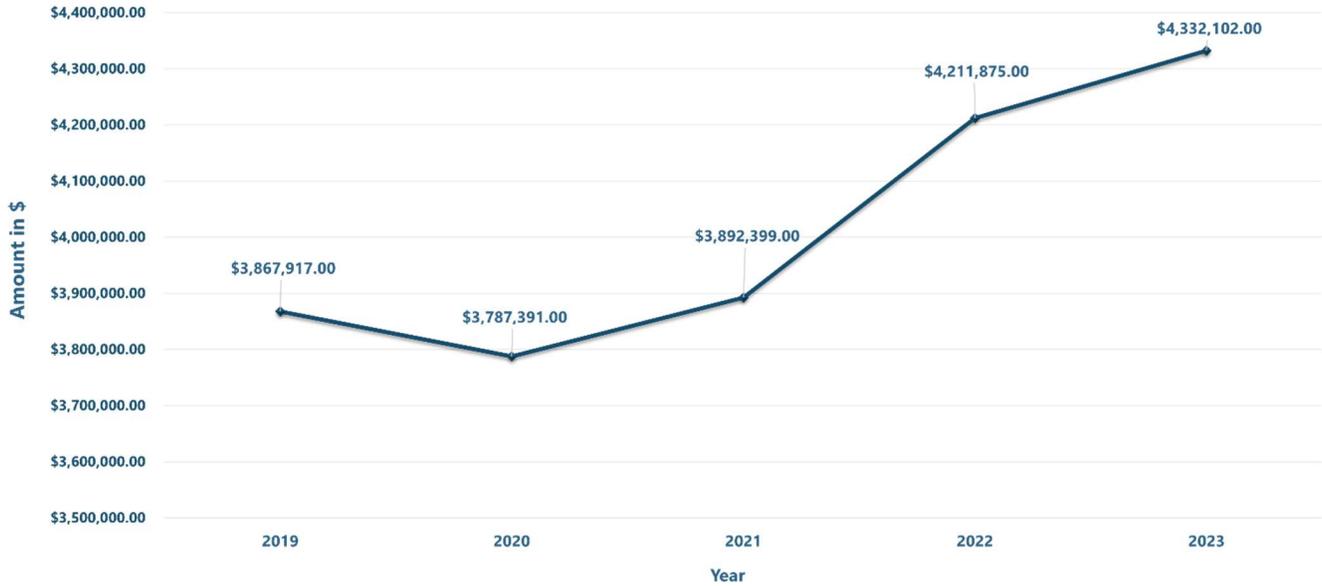


Major Past Capital Expenditures

- Acquisition of land for Airport expansion
- Air service safety equipment
- Hangar design and construction
- Airline terminal modifications
- Pavement markings
- Airfield lighting
- General aviation parking apron design and rehabilitation
- Airport master plan and airport layout plan updates

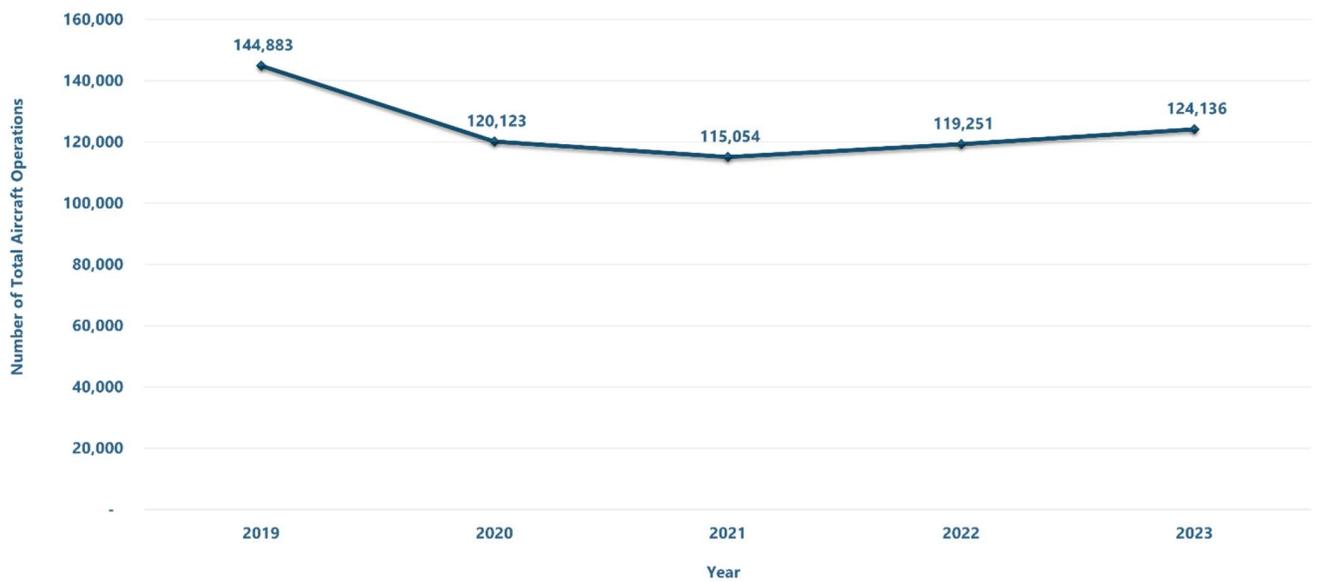
SOURCE: St. Johns Country Airport Authority, *St. Augustine–St. Johns County Airport Authority Audit Report*, February 28, 2022 (September 30, 2016, through September 30, 2021).

EXHIBIT 4-6 TOTAL AIRPORT OPERATING REVENUE



SOURCES: St. Johns County Airport Authority, Northeast Florida Regional Airport, September 19, 2022, September 20, 2021, September 14, 2020, September 16, 2019, September 17, 2018 (Authority meeting minutes for September 2022, September 2021, September 2020, September 2019, and September 2018).

EXHIBIT 4-7 TOTAL AIRCRAFT OPERATIONS

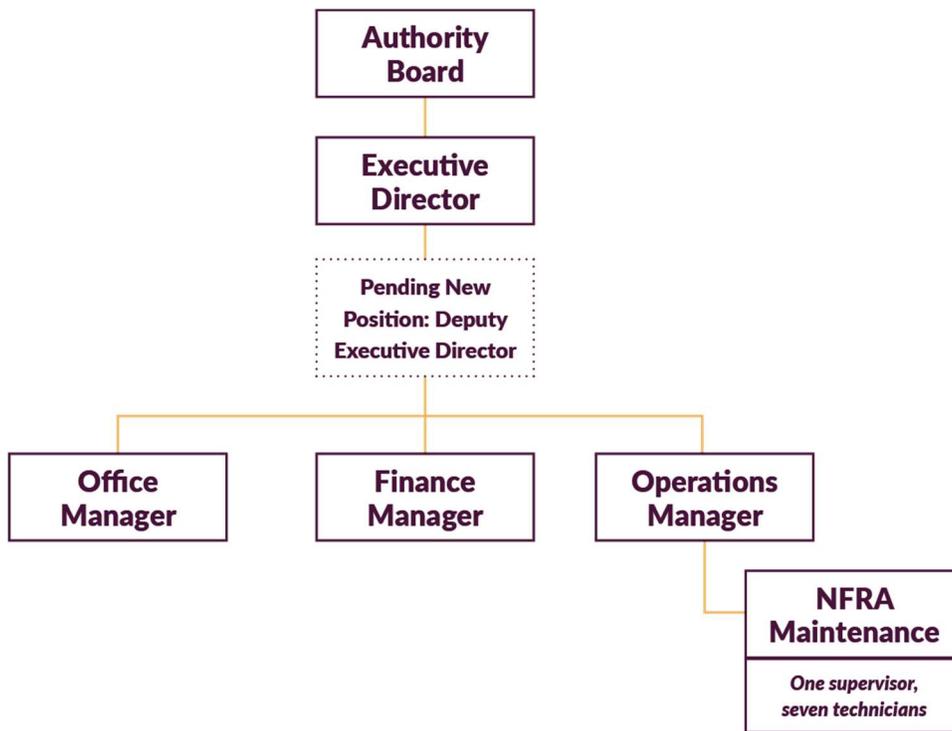


SOURCE: US Department of Transportation, Federal Aviation Administration, *Terminal Area Forecast*, June 2022.

4.1.1 ORGANIZATIONAL CHART

Exhibit 4-8 presents the Airport’s organizational chart for the 12 full-time employees.

EXHIBIT 4-8 NORTHEAST FLORIDA REGIONAL AIRPORT ORGANIZATIONAL CHART



NOTES:

This chart represents the organization as of February 10, 2023. When data were collected, a new position was opening. However, due to the departure of the former Airport director, the focus was placed on recruiting a new director.

The Authority Board consists of five elected members.

SOURCE: Cindy K. Hollingsworth, Office Manager, Northeast Florida Regional Airport, “Authority Data Request,” email to Ryan J. Lenda, Managing Consultant, Ricondo & Associates, Inc., May 2023.

4.1.2 AERONAUTICAL TENANTS

Many aeronautical businesses are tenants at the Airport. The largest aeronautical tenant at NFRA is Northrop Grumman, one of the world’s leaders in aerospace and defense. Northrop Grumman provides military support services, such as producing, modifying, and overhauling aircraft and subassemblies. In 2019, Northrop Grumman was awarded a multi-year \$3.2 billion contract to deliver an additional 24 E-2D Advanced Hawkeye aircraft to the US Navy. Atlantic Aviation serves as the only fixed base operator (FBO) at NFRA, providing hangar space, oxygen service, a pilot’s lounge, conference room, and Hertz Rental Cars.

NFRA offers more than 120 T-hangars for recreational users, a large number compared to other general aviation (GA) airports. With the growing number of recreational flyers in St. Johns County, there are plans to develop additional T-hangar spaces at the Airport to accommodate the needs of the community.

While passenger commercial service is not currently available at the Airport, airlines have served NFRA in recent years, including service by Frontier Airlines and Elite Airways. The Authority's air service development consultant provided statistics for the 12-month ending in September 2017, showing parking and rental car revenues to the Authority of approximately \$13.20 per enplaned passenger.

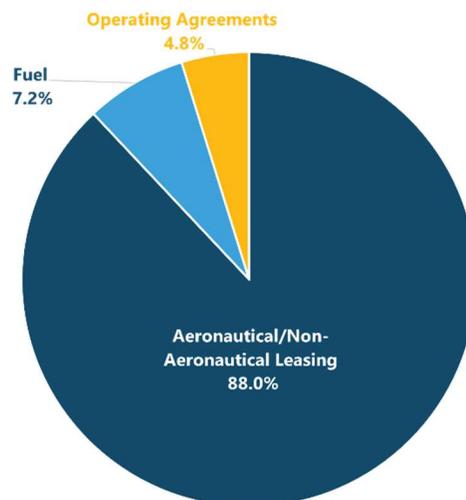
4.1.3 NON-AERONAUTICAL TENANTS

Currently, three non-aeronautical businesses are tenants at NFRA. Passero Associates is an engineering and architectural firm that currently serves as the on-call engineering firms supporting the Authority needs. Hangar One Bistro is the Airport's on-site restaurant and bar that offers views of the main runways, taxiways, and jet/aircraft parking areas. Lastly, iVenture Solutions is an information technology (IT) company that provides computer support services, including cybersecurity, network management, and more to the residents of St. Augustine and St. Johns County.

4.1.4 FINANCIAL OVERVIEW

Exhibit 4-9 depicts the Airport's main sources of revenue; the Airport's three revenue sources are leases (aeronautical and non-aeronautical), fuel, and operating agreements.

EXHIBIT 4-9 OPERATING REVENUE SOURCES



NOTE:

Revenue values are based on the averages of fiscal years 2019 to 2023 for each revenue source.

SOURCES: St. Johns County Airport Authority, Northeast Florida Regional Airport, September 19, 2022, September 20, 2021, September 14, 2020, September 16, 2019, September 17, 2018 (Authority meeting minutes for September 2022, September 2021, September 2020, September 2019, and September 2018).

4.2 EXTERNAL ENVIRONMENT

St. Johns County and the city of St. Augustine continue to thrive, representing one of the fastest-growing counties and cities in both Florida and the United States, such as for population, job growth, and income. **Table 4-1** shows the county's population growth between 2013 and 2022.

TABLE 4-1 ST. JOHNS COUNTY POPULATION GROWTH

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	% CHANGE ¹
209,647	217,919	226,640	235,087	243,812	254,261	264,672	273,425	292,466	306,841	46%

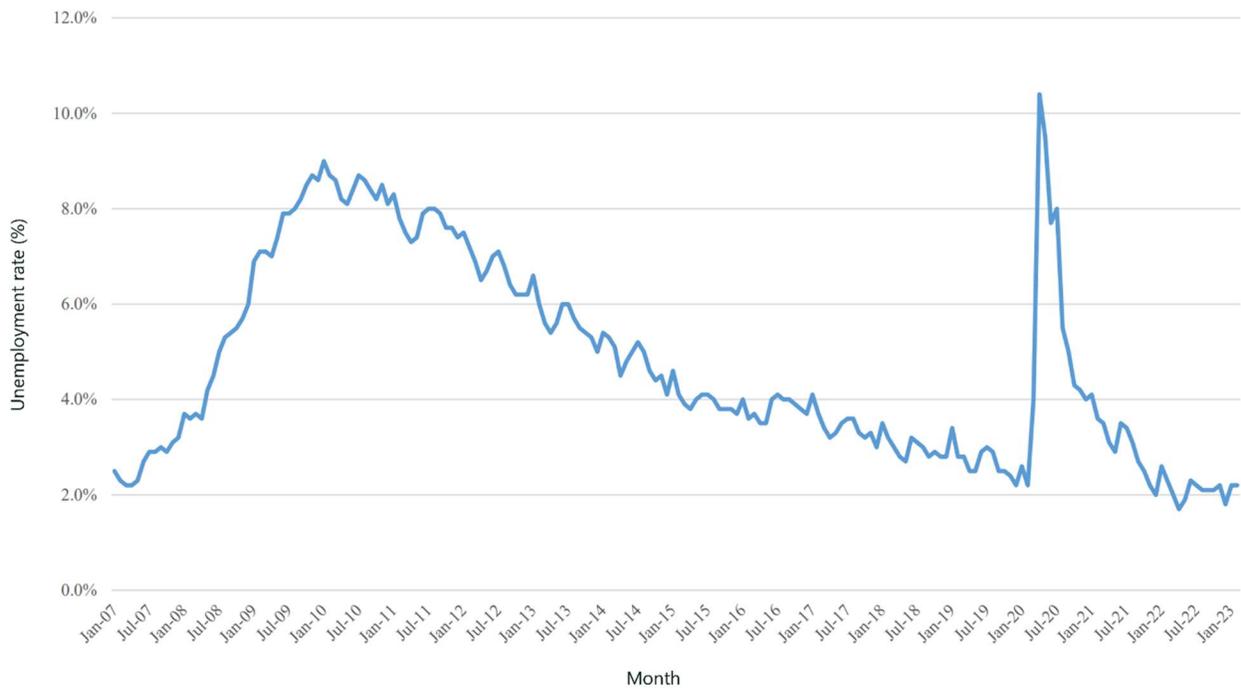
NOTE:

1 This represents the percentage change from 2013 to 2022.

SOURCE: St. Johns County Government, *Population Growth*, "http://www.co.st-johns.fl.us/economicdevelopment/Population.aspx" (accessed April 2023)

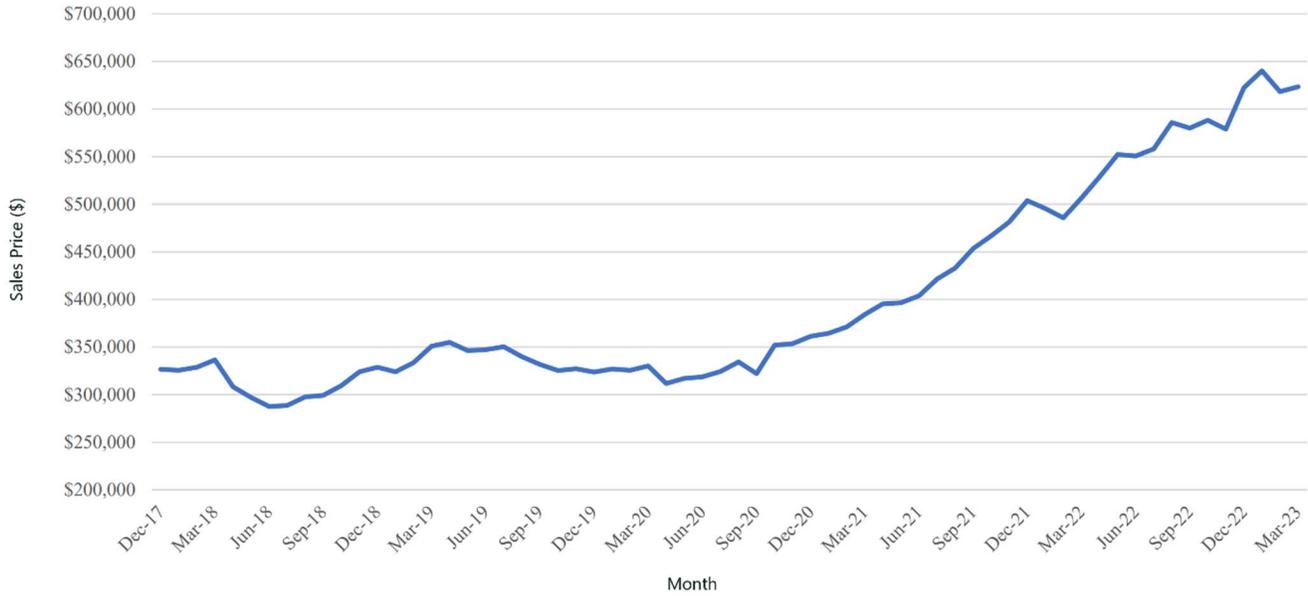
Exhibit 4-10 through Exhibit 4-13 depict the socioeconomic trends in St. Johns County, showing strong regional growth over the years.

EXHIBIT 4-10 UNEMPLOYMENT RATE IN ST. JOHNS COUNTY (JANUARY 2007 – JANUARY 2023)



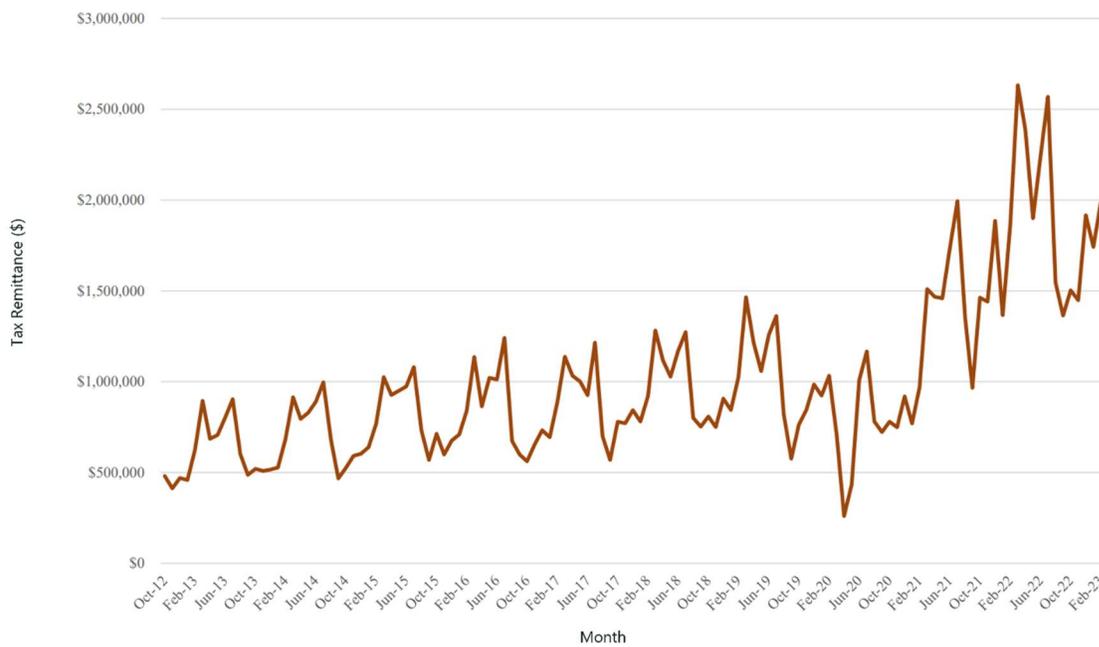
SOURCE: St. Johns County Government, "Monthly Economic Indicator Reports," http://www.sjcf.us/EconomicDevelopment/Reports.aspx (accessed April 2023).

EXHIBIT 4-11 MEDIAN RESIDENTIAL HOUSING SALES PRICE IN ST. JOHNS COUNTY, 6-MONTH MOVING AVERAGE (DECEMBER 2017 – MARCH 2023)



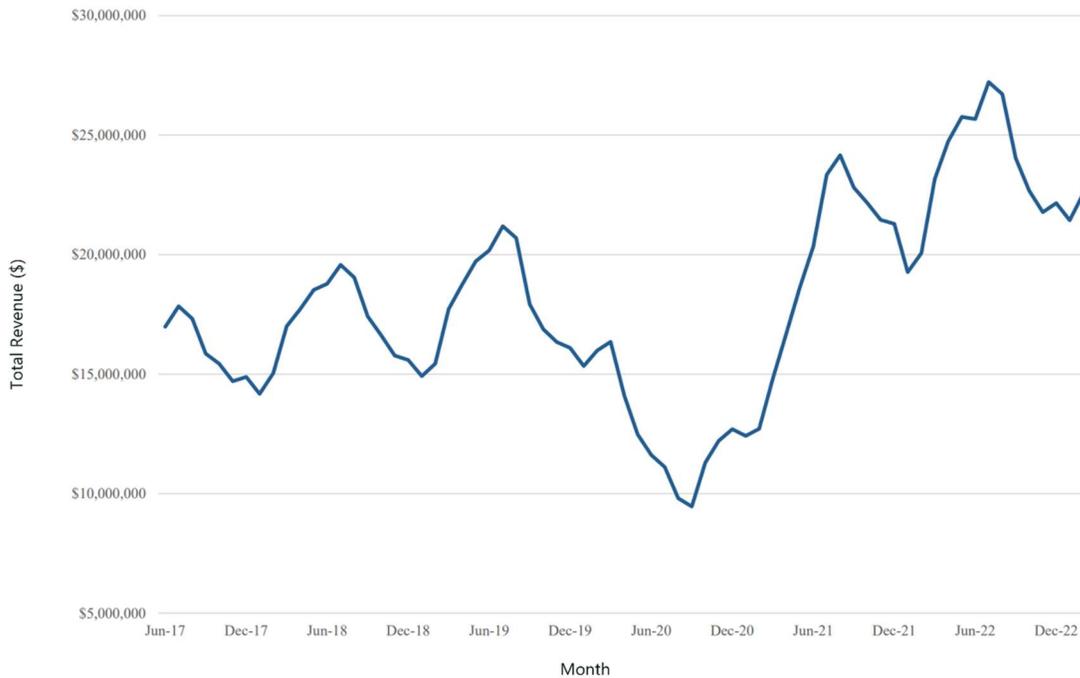
SOURCE: St. Johns County Government, "Monthly Economic Indicator Reports," <http://www.sjcf.us/EconomicDevelopment/Reports.aspx> (accessed April 2023).

EXHIBIT 4-12 TOURIST DEVELOPMENT TAX REMITTED, TOTAL (OCTOBER 2012 – FEBRUARY 2023)



SOURCE: St. Johns County Government, "Monthly Economic Indicator Reports," <http://www.sjcf.us/EconomicDevelopment/Reports.aspx> (accessed April 2023).

EXHIBIT 4-13 LODGING ESTABLISHMENTS TOTAL REVENUE, 6-MONTH MOVING AVERAGE (JUNE 2017 – DECEMBER 2022)



SOURCE: St. Johns County Government, "Monthly Economic Indicator Reports," <http://www.sjcf.us/EconomicDevelopment/Reports.aspx> (accessed April 2023).

4.3 STAKEHOLDER PARTICIPATION AND SURVEY – SUMMARY OF KEY FINDINGS

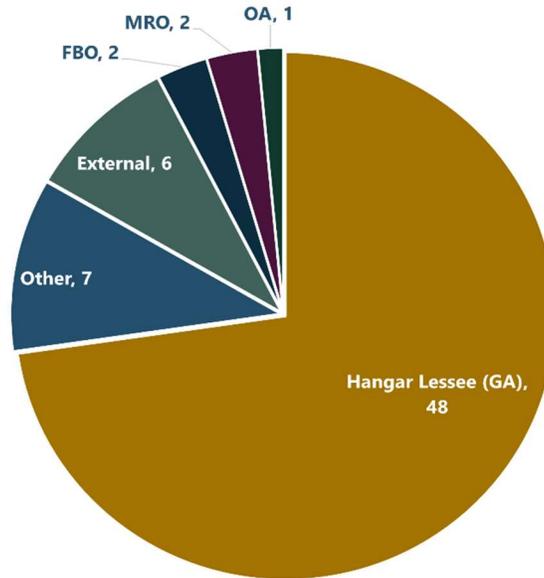
The Authority sought out the input of key local stakeholders to inform the Plan. The engagement of stakeholders is crucial as these stakeholders provide unique input from their experience working with the local community and visitors. Their input provides the Authority with specific, updated information that can be used to prioritize projects. The Authority divided the Airport’s stakeholders into three main groups:

- Large/Corporate Aeronautical Business
- General Aviation (GA)
- External

Once the groups were identified, a survey was sent to every individual stakeholder. The survey period was November 8 through November 23, 2022. The survey asked a variety of questions to gather quality feedback from all three stakeholder groups. A total of 66 respondents provided answers to the stakeholder survey.

Exhibit 4-14 through **Exhibit 4-26**, and **Table 4-2** summarize the key findings from the stakeholder survey.

EXHIBIT 4-14 ONLINE SURVEY RESPONDENTS



NOTES:

FBO – Fixed Base Operator; GA – General Aviation; OA – Other Aeronautical; MRO – Maintenance, Repair, and Overhaul
 Data represents the groups of different survey respondents and the respective group’s participants.

SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022.

EXHIBIT 4-15 ADVANTAGES OF BASING BUSINESS AT THE AIRPORT

Top Three Advantages

1 CONVENIENT LOCATION

2 LONG RUNWAY COMPARED TO OTHER GA AIRPORTS

3 AMENITIES (TOWER, US CUSTOMS) and ATTRACTIONS (HISTORY, BEACHES)

Other Advantages:

- Accessibility and services to support clients
- Beautiful facilities and area
- Excellent flight service
- Growing population
- High quality of life in the St. Johns community
- Highly educated workforce
- Lowest overall tax structure in Northeast Florida

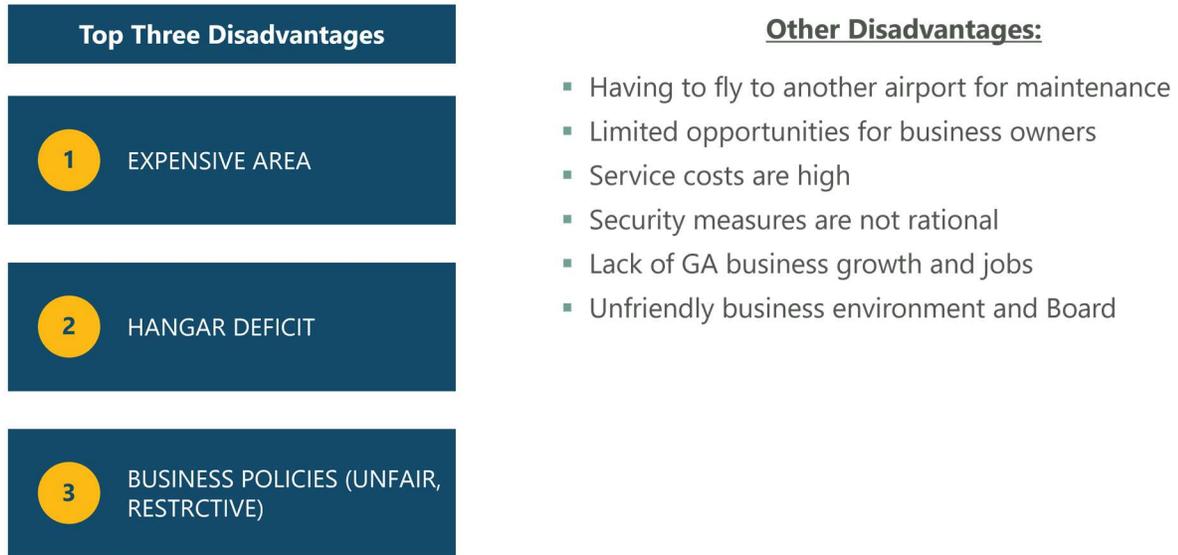
NOTES:

GA – General Aviation

This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders

SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022 (password to access survey results: R!condo)

EXHIBIT 4-16 DISADVANTAGES OF BASING BUSINESS AT THE AIRPORT



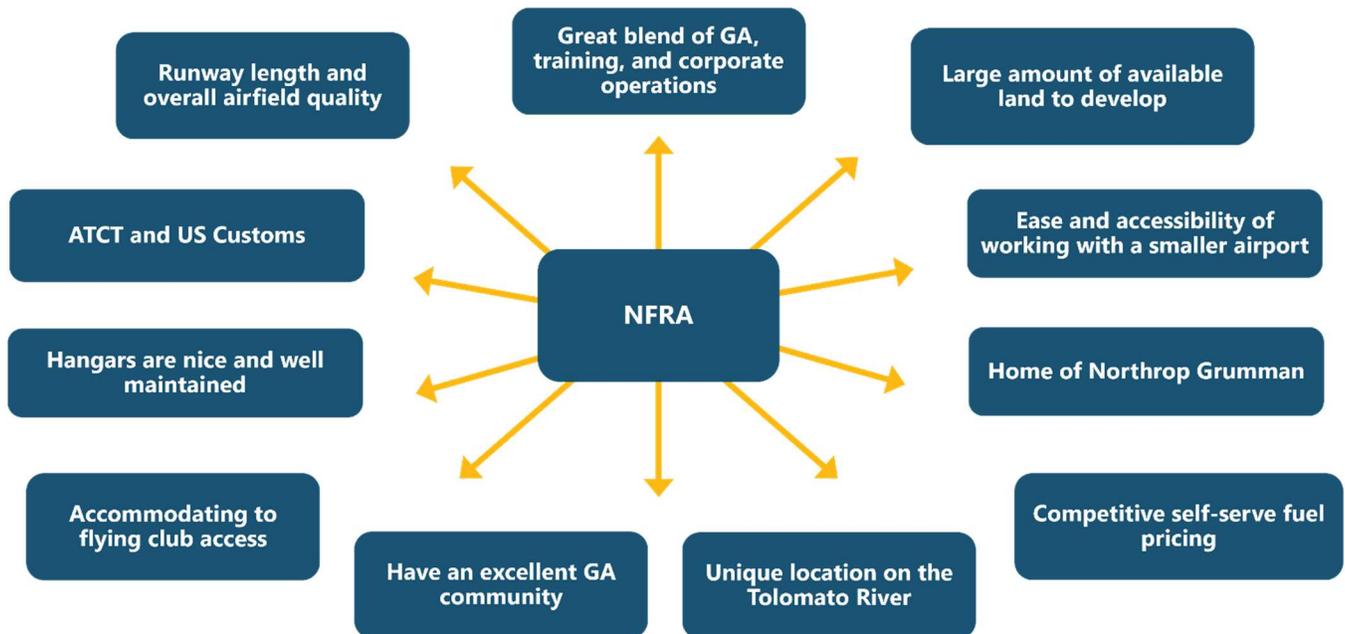
NOTES:

GA – General Aviation

This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders.

SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022.

EXHIBIT 4-17 WHAT THE AIRPORT PROVIDES OVER ITS COMPETITOR AIRPORTS



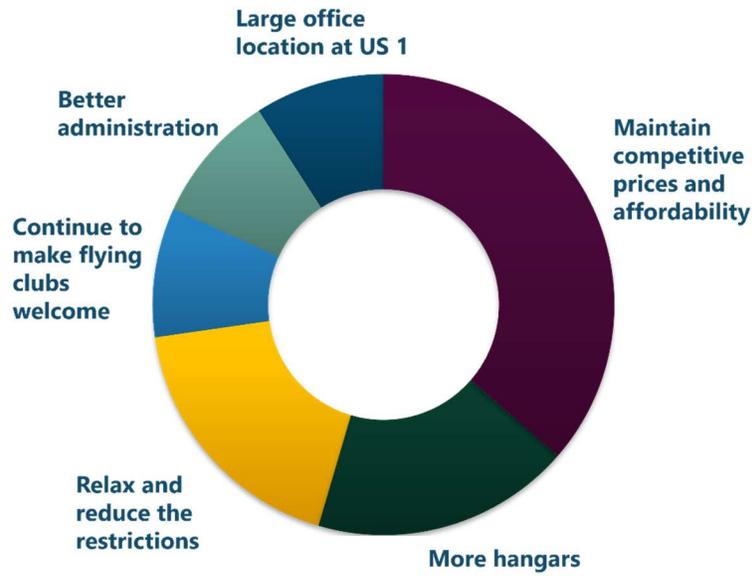
NOTES:

ATCT – Air Traffic Control Tower; GA – General Aviation; NFRA – Northeast Florida Regional Airport

This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders.

SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022.

EXHIBIT 4-18 WHAT WOULD BE NEEDED TO KEEP YOU AT THE AIRPORT?

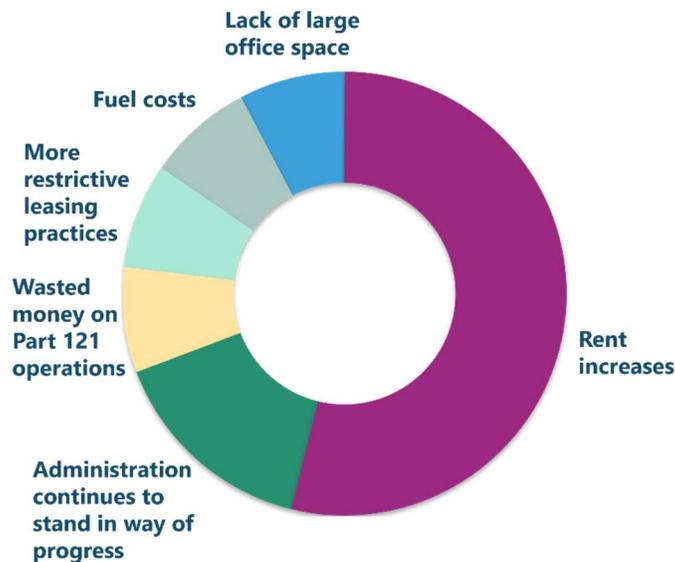


NOTE:

This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders.

SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022 (password to access survey results: R!condo).

EXHIBIT 4-19 WHAT WOULD DRIVE YOU TO LEAVE THE AIRPORT?

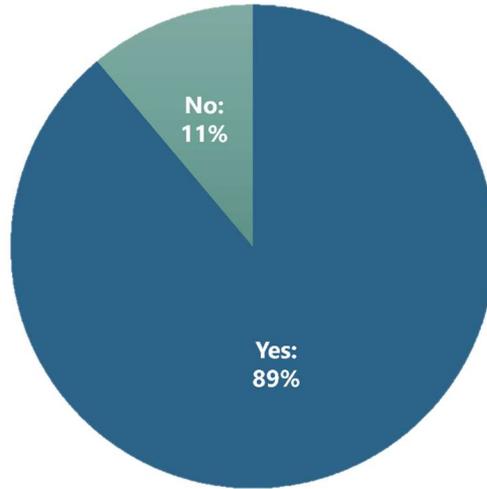


NOTE:

This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders.

SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022.

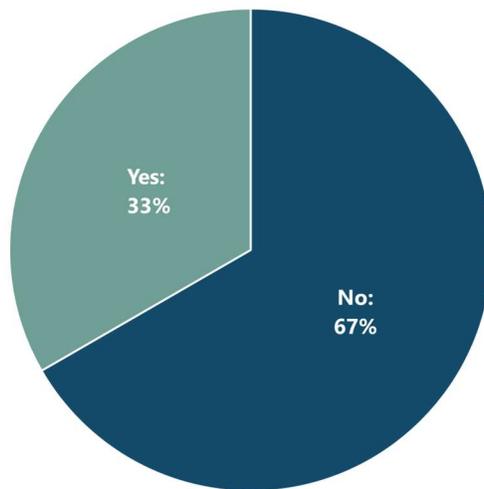
EXHIBIT 4-20 PERCENTAGE OF SURVEY RESPONDENTS WHO CHOOSE TO ATTEND SCHEDULED BOARD MEETINGS



NOTES:

There were 66 total Respondents, including stakeholders from the FBO, MRO, hangar lessees, external, and others. This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders. SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022.

EXHIBIT 4-21 PERCENTAGE OF STAKEHOLDERS AWARE OF LOCAL/REGIONAL ECONOMIC DEVELOPMENT PROGRAMS THAT BENEFIT THE AIRPORT



NOTES:

There were 66 total respondents, including stakeholders from the FBO, MRO, hangar lessees, external, and others. This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders. SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022 (password to access survey results: Rlcondo).

EXHIBIT 4-22 WHAT WOULD MAKE THE AIRPORT MORE ACCESSIBLE/OPEN TO THE REGION?



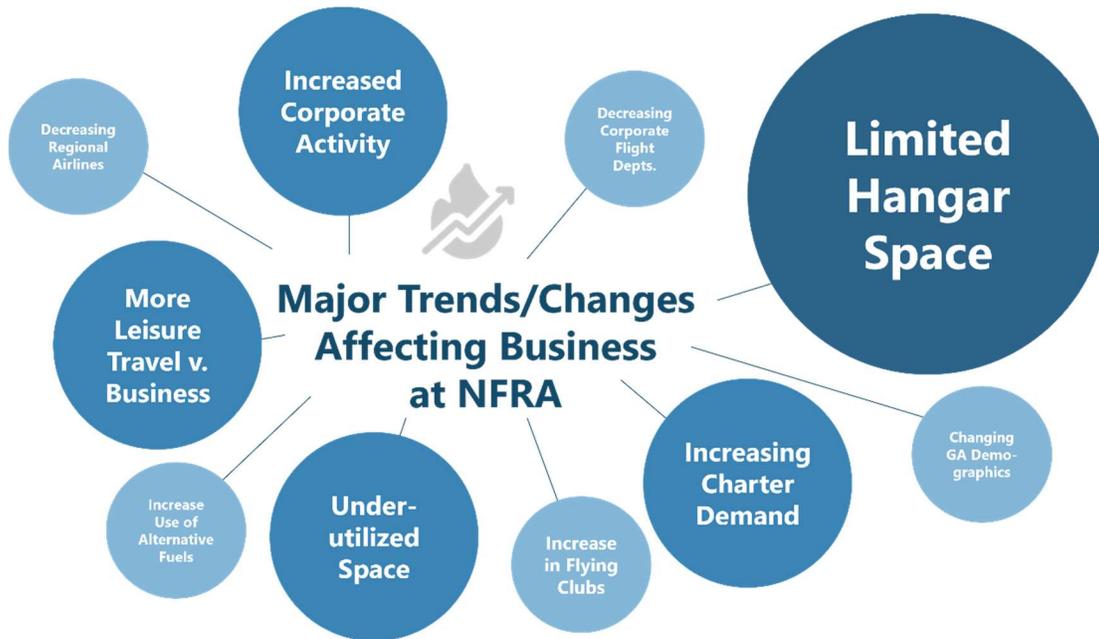
NOTES:

NG – Northrop Grumman

This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders

SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022 (password to access survey results: R!condo).

EXHIBIT 4-23 MAJOR TRENDS/CHANGES AFFECTING BUSINESS AT THE AIRPORT



NOTES:

NFRA – Northeast Florida Regional Airport

This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders

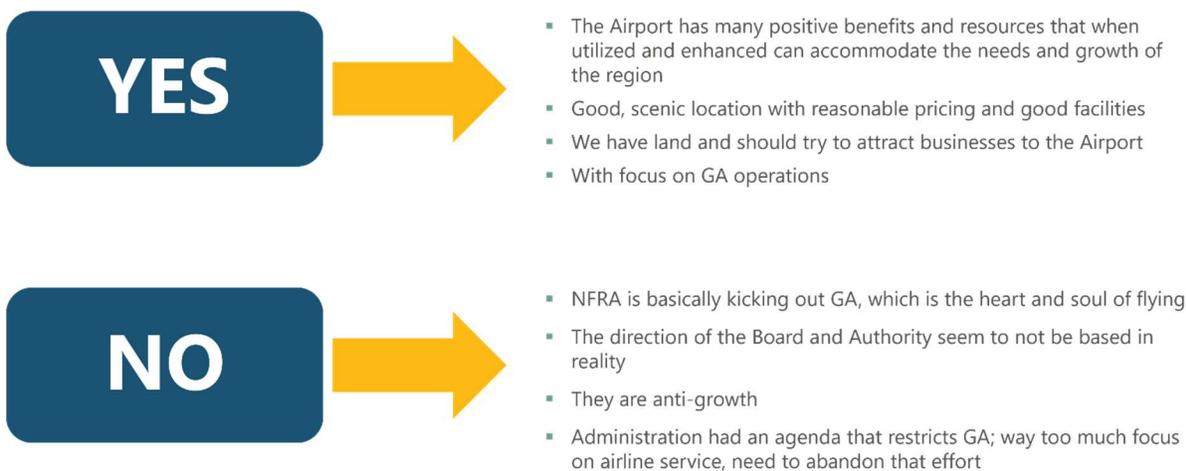
SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022 (password to access survey results: R!condo).

EXHIBIT 4-24 CONCERNS REGARDING THE FUTURE OF THE AIRPORT



NOTE:
 This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders
 SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022 (password to access survey results: R!condo).

EXHIBIT 4-25 IS THE AIRPORT IN POSITION TO ACCOMMODATE THE NEEDS AND GROWTH OF THE REGION?



NOTES:
 GA – General Aviation; NFRA – Northeast Florida Regional Airport
 This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders
 SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022 (password to access survey results: R!condo).

EXHIBIT 4-26 FEEDBACK ON PRIORITIES OF THE AUTHORITY

Tier 1	Hangar Development	Stay off Tax Rolls	Site-Ready Development Parcels	Scheduled Air Service	
Tier 2	Communication	Advertising and Marketing	Industrial/Economic Development	Community Engagement	
Tier 3	Educate About the Airport	Better Public Access	Re-Evaluate Authority Organization	Maintain Existing Assets	Re-Evaluate Rate Structure

NOTE:

This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders

SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022 (password to access survey results: R!condo).

TABLE 4-2 AIRPORT STAKEHOLDER WISHLIST

DEVELOPMENT	PUBLIC	TENANTS
Install infrastructure on the Airport’s vacant land for targeted business and economic development opportunities	Airport seems too industrial; make it more friendly to the public	More hangars/hangar growth
New office space on US Highway 1 land, not competing with hangar areas	Increase passenger airline service providers and destination locations	Public-use helipad
Develop long-term land lease program	-	Unleaded self-service gas
-	-	Area for GA to work on aircraft (maintenance, painting area, etc.)
-	-	More GA business
-	-	Better emergency preparedness with specialized equipment

NOTES:

GA – General Aviation

This reflects feedback received from the stakeholder survey and the exhibit title was a question posed to the stakeholders

SOURCE: Ricondo & Associates, Inc., "Survey for Northeast Florida Regional Airport Strategic Business Plan," November 2022 (password to access survey results: R!condo).

4.4 BENCHMARKING ANALYSIS

Benchmarking is an effective way to identify best practices at peer airports and assess an airport's position relative to peer airports. Later in a strategic planning process, benchmarking can be used as a tool to identify an authority's key performance indicators and targets. Overall, it is valuable for airport organizations that are seeking to create a continuous performance improvement process.

Benchmarking allows airport organizations to perform the following tasks:

- Identify the organization's weaknesses and practices that can be either improved or eliminated.
- Identify the organization's strengths and other airport organizations' best practices that could be integrated into the strategic planning process.
- Collect data that will be used when defining key performance indicators and targets.
- Gain better knowledge of peer/competitor airport performance.
- Develop a deeper understanding of an organization's processes.

4.4.1 METHODOLOGY

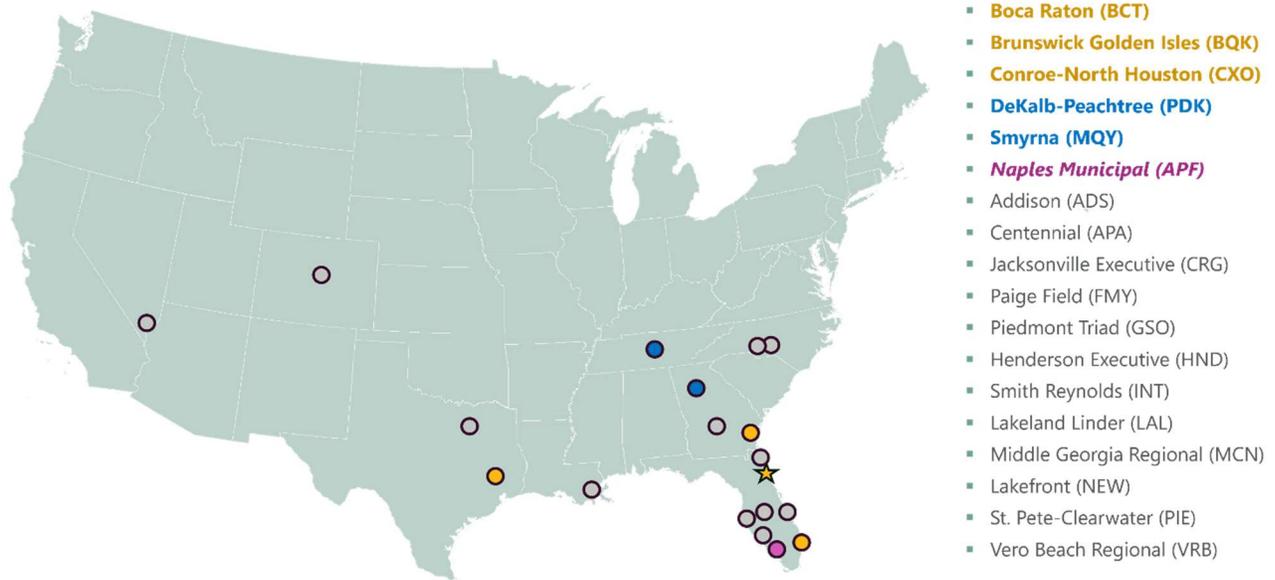
Six airports were selected for the benchmarking effort, as they were found to have comparable characteristics to NFRA:

- Boca Raton Airport (BCT), located in Boca Raton, Florida
- Naples Municipal Airport (APF), located in Naples, Florida
- Brunswick Golden Isles Airport (BQK), located in Brunswick, Georgia
- Dekalb-Peachtree Airport (PDK), located in Atlanta, Georgia
- Conroe–North Houston Regional Airport (CXO), located in Conroe, Texas
- Smyrna Airport (MQY), located in Smyrna, Tennessee

Exhibit 4-27 presents a map of all airports that were considered for the benchmarking effort, including the six airports that were ultimately selected.

A questionnaire was sent to the operator of each benchmarked airport. The questionnaire contained questions relating to revenue, community relations, marketing and airport development, project management and financing, and staffing. Three airport operators (BCT, CXO, and BQK) responded to the questionnaire.

EXHIBIT 4-27 BENCHMARK AIRPORTS CONSIDERED



SOURCE: Ricondo & Associates, Inc., February 6, 2023.

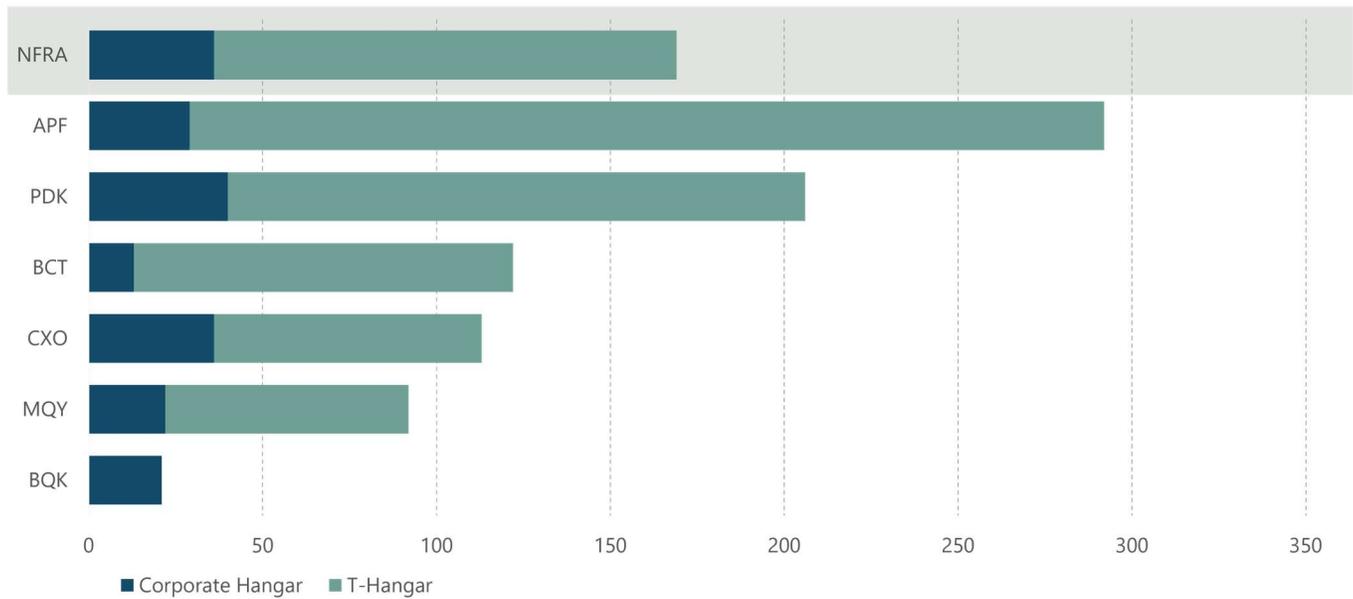
4.4.2 SUMMARY OF KEY BENCHMARKING FINDINGS

The following summarize the key findings from the overall benchmarking analysis:

- NFRA, APF, BCT, and CXO have a US CBP facility located on airport.
- Among the benchmarked airports, NFRA, BCT and BQK have reported non-aeronautical revenues.
- APF and CXO’s revenues are exclusively from aeronautical sources.
- Among the benchmarked airports, there is an average of 13 staff members per airport.
- Among airports that responded, facility and ramp fees are the responsibility of the FBO or a third-party.
- Examples of community engagement include airport tours, open houses, airshows, volunteering, and educational outreach.

Exhibit 4-28 and **Exhibit 4-29** present the approximate hangar counts and share of revenue from the benchmarked airports, respectively. **Table 4-3** summarizes other comparative information.

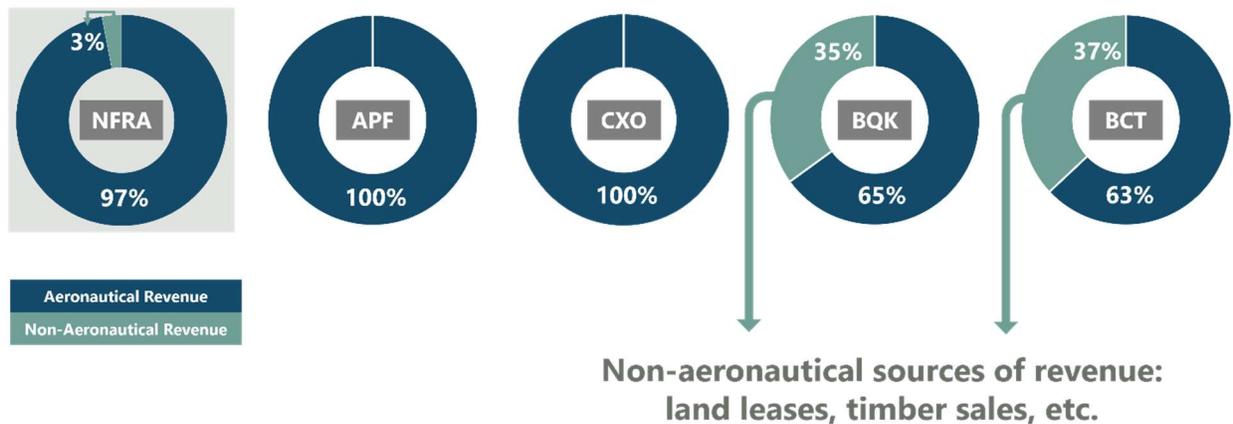
EXHIBIT 4-28 APPROXIMATE HANGAR COUNT



NOTES:

NFRA – Northeast Florida Regional Airport; APF – Naples Municipal Airport; PDK – DeKalb-Peachtree Airport; BCT – Boca Raton Airport; CXO – Conroe–North Houston Regional Airport; MQY – Smyrna Airport; BQK – Brunswick Golden Isles Airport
 SOURCE: Ricondo & Associates, Inc., October 26, 2022 (based on Google Earth Pro, 2010; GeoEye, 2010; TerraMetrics, 2010).

EXHIBIT 4-29 FISCAL YEAR 2021 SHARE OF REVENUES



NOTES:

NFRA – Northeast Florida Regional Airport; APF – Naples Municipal Airport; BCT – Boca Raton Airport; CXO – Conroe–North Houston Regional Airport; BQK – Brunswick Golden Isles Airport
 NFRA non-aeronautical revenue sources include Passero Associates, Hangar One Bistro Restaurant, and iVenture solutions.
 SOURCES: St. Johns County Airport Authority, *Financial Statements and Supplementary Information*, September 30, 2021 (NFRA); Clara Bennett, Executive Director, Boca Raton Airport Authority, “St Johns County Airport Authority Strategic Business Plan (Questionnaire),” email to Amaury Blanco, Consultant, Ricondo & Associates, Inc., January 24, 2023 (BCT); Shawna Williams, *Glynn County Airport Commission Quarterly Financial Summary*, June 30, 2021 (BQK); City of Naples Airport Authority, *Annual Comprehensive Financial Report*, September 30, 2021 (APF); James Brown, Airport Director, Conroe–North Houston Regional Airport, “Northeast Florida Regional Airport – Follow up,” email to Amaury Blanco, Consultant, Ricondo & Associates, Inc., January 24, 2023 (CXO).

TABLE 4-3 OTHER BENCHMARK COMPARATIVE INFORMATION

ITEM	NFRA	APF	BCT	BQK	CXO
Airport Governance	Authority	Authority	Authority	County	County
FBO Operator	FBO Lease	Authority	FBO Lease	FBO Lease	FBO Lease
Number of Operators	1	2	2	1	2
On-Site US Customs and Border Protection	Yes	Yes	Yes	No	Yes
Airline Service	No	No	No	Delta Connection	No

NOTES:

NFRA – Northeast Florida Regional Airport; APF – Naples Municipal Airport; BCT – Boca Raton Airport; CXO – Conroe–North Houston Regional Airport; BQK – Brunswick Golden Isles Airport; FBO – Fixed Base Operator; TAF – Terminal Area Forecast; FY – Fiscal Year

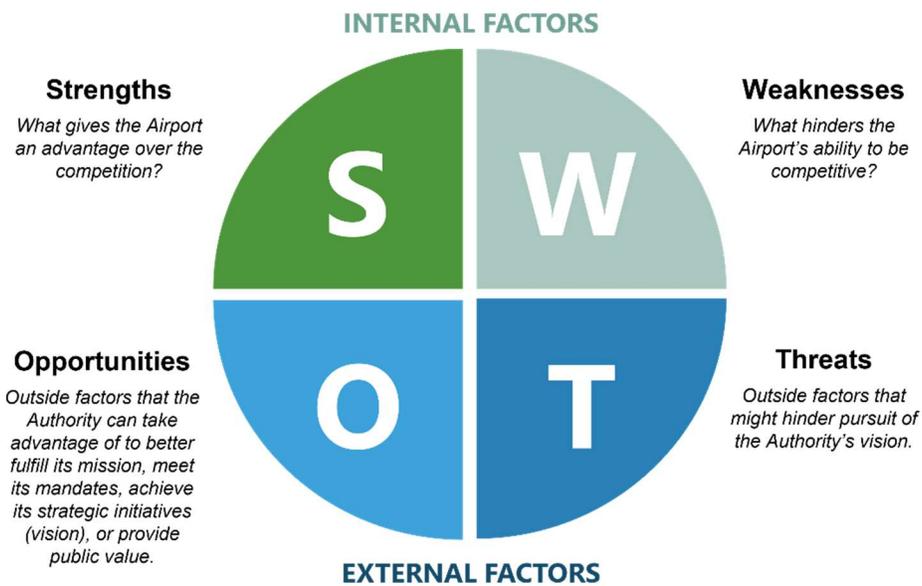
SOURCES: AirNav, LLC, <https://www.airnav.com/> (accessed December 2022); US Department of Transportation, Federal Aviation Administration, *Terminal Area Forecast*, June 2022 (data for the latest historical year available, fiscal year 2020); Clara Bennett, Executive Director, Boca Raton Airport Authority, “St Johns County Airport Authority Strategic Business Plan (Questionnaire),” email to Amaury Blanco, Consultant, Ricondo & Associates, Inc., January 24, 2023; Shawna Williams, Finance and Administration Manager, Glynn County Airport Commission, “Benchmarking for St. Augustine – (BQK),” email to Amaury Blanco, Consultant, Ricondo & Associates, Inc., December 20, 2022; James Brown, Airport Director, Conroe–North Houston Regional Airport, “Northeast Florida Regional Airport – Follow up,” email to Amaury Blanco, Consultant, Ricondo & Associates, Inc., January 24, 2023; City of Naples Airport Authority, *Annual Comprehensive Financial Report*, September 30, 2021; Ricondo & Associates, Inc., October 26, 2022.

5. STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS ANALYSIS

To understand how to improve the Airport and consider multiple points of view (i.e., stakeholders, Board, Airport executive staff, and the community), the Authority conducted a strengths, weaknesses, opportunities, and threats (SWOT) analysis. The SWOT analysis is a process in which an organization evaluates its internal and external environments and identifies future issues and strategies to overcome those issues.

There are two main components of a SWOT analysis: internal assessment and external assessment. The internal assessment encompasses strengths and weaknesses. Strengths are defined as the factors that give an airport an advantage over its competition. Weaknesses are the factors that hinder the airport’s ability to provide a competitive advantage or performance. On the other hand, the external assessment encompasses the opportunities and threats related to the airport. External factors can be influenced and anticipated but are not under an authority’s complete control. External opportunities are considered factors that an authority can leverage to better fulfill its mission, meet its mandates, achieve its initiatives, and/or provide public value. Threats are the outside factors that might hinder the pursuit or achievement of an authority’s vision. **Exhibit 5-1** summarizes these factors.

EXHIBIT 5-1 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS ANALYSIS FACTORS



SOURCE: Ricondo & Associates, Inc., December 2022.

5.1 STAKEHOLDER PARTICIPATION

To conduct an extensive and inclusive SWOT analysis, the Authority invited NFRA tenants, community pilots, and external stakeholders to participate in their respective in-person stakeholder meetings that were held between November 14 and November 15, 2022 (due to the size of Northrop Grumman, a separate in-person stakeholder meeting was scheduled on December 1, 2022). Each stakeholder group had its own meeting, ensuring each group's insight and feedback were captured.

The following tenants represented the large/corporate aeronautical businesses:

- Atlantic Aviation
- Florida Aviation
- Volato

The following entities represented the external stakeholders:

- St. Johns County Civic Roundtable
- Flagler College
- Florida Department of Transportation
- St. Johns County Visitors and Convention Bureau
- St. Johns County Chamber of Commerce

During the Authority Board workshop that followed, The Authority conducted the SWOT analysis using feedback provided by stakeholders through the various meetings.

5.2 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS ANALYSIS RESULTS

Table 5-1 summarizes the internal strengths and weaknesses identified during the SWOT analysis, and **Table 5-2** summarizes the external opportunities and threats.

TABLE 5-1 IDENTIFIED INTERNAL STRENGTHS AND WEAKNESSES

STRENGTHS	WEAKNESSES
Very long runway (8,000+ feet)	Land is being underutilized
Air Traffic Control Tower	Certain visibility problems
US Customs and Border Protection facility	No ARFF on-site unit
Airport location is ideal due to proximity to major Florida areas (Orlando, Jacksonville, and Daytona Beach)	Lack of radar coverage
High traffic/tourism in St. Augustine	Communication with tenants could improve
Serves 4.4 million passengers within a 2-hour drive	Current restaurant is not sufficient
Broad array of aviation services	Lack of lighting and approach lights
Large local talent pool	Lack of opportunities to grow and expand
Airport facilities are maintained and well-kept	Lack of community engagement
-	Lack of non-aeronautical businesses on Airport property
-	Need stronger social media/marketing presence

NOTES:

ARFF – Aircraft Rescue and Firefighting

Strengths and weaknesses derived from results following the stakeholder meetings and board workshop #2

SOURCE: Ricondo & Associates, Inc., December 2022.

TABLE 5-2 IDENTIFIED EXTERNAL OPPORTUNITIES AND THREATS

OPPORTUNITIES	THREATS
Northrop Grumman Corporation can attract vendors to the Airport	Airport reliance on fuel may be a problem as aircraft become more fuel-efficient and electric
Reliable and efficient commercial air service	Complaints by the community regarding Airport expansion
Community engagement (on-site playground, plane spot to attract community residents/tourists, airshows)	Aviation workforce shortage
Another on-site restaurant	Natural disasters (most recently Hurricane Irma)
Branding and marketing of the Airport	Automobile traffic
Connect more with Airport tenants	Proximity of residential areas to the Airport
-	Airport goes on tax rolls

NOTE:

Opportunities and threats derived from results following the stakeholder meetings and board workshop #2

SOURCE: Ricondo & Associates, Inc., December 2022.

6. VISION, MISSION, AND VALUES

Vision, mission, and value statements are essential to how an airport authority operates and interacts with its stakeholders, as well as how the airport employees perform their responsibilities.

For NFRA, a mission statement should clearly define the Authority's purpose and reason for existence, considering its customers' perspective. Once a mission statement is defined, a vision for the future of the Airport should be established. This statement should consist of a brief description of the Authority's goals and incorporate elements related to future conditions, such as the following:

- Market position
- Business activities
- Capabilities of the Authority or the Airport

The Authority also supported the development of values to accompany and support the Airport's vision and mission statement, acting as the core principles that will guide decision-making and establish a standard for NFRA. After data were collected on how the Airport operates both internally and externally, example vision, mission, and value statements were provided to the Authority for its review.

6.1 VISION

The vision statement, being future-focused, should briefly describe the Authority's goals and the ideal state the Authority aims to achieve. Four options were developed for the Authority's vision statement:

- Embrace opportunity. Advance the Economy. Seize success.
- Aviation excellence within reach.
- Inspire our stakeholders. Engage our community. Grow with our region.
- Explore, connect, and engage to inspire excellence.

After reviewing these options, the Authority selected "Explore, connect, and engage to inspire excellence."

6.2 MISSION STATEMENT

The mission statement should generally be tailored to the unique characteristics of the Authority and answer the following three questions:

1. "What do we do?" – serves to determine the reason for the existence of the Authority and what it needs to accomplish
2. "How do we do it?" – serves to address the Authority's main method to fulfill its purpose
3. "For whom do we do it?" – serves to identify the Authority's target market

Two mission statements were carefully drafted to answer these questions:

- Own, operate, and develop the Airport to support and serve the aviation community, businesses, and further improve the quality of life for residents throughout the Northeast Florida region.

- Own, operate, and develop the Airport for the benefit of the aviation and public communities and to support economic development and the quality of life in the Northeast Florida region.

The Authority preferred the second mission statement, which highlights both the economic development and quality of life within the region.

6.3 VALUES

The value statement should describe how the Authority seeks to conduct itself, both internally and externally. This statement should aim to answer the following three questions:

1. "How should our organization treat external stakeholders?"
2. "How should we treat our fellow employees?"
3. "How do we want our organization to be viewed by external stakeholders and employees?"

The Authority selected three main themes for its values and formed the following statements:

- **Safety**
 - We provide a safe and efficient operating environment for aviation users, customers, and staff.
- **Accountability**
 - We make fair decisions that are flexible and transparent and serve the public with sound judgment.
 - We believe in leaving things better than we found them.
- **Our People**
 - We serve our Airport users and businesses and are open-minded to all lines of related business.
 - We provide an engaging, collaborative, and respectful work environment and value our staff.

7. IDENTIFICATION OF INVESTMENT PRIORITIES AND STRATEGIC ISSUES

A crucial step in the Plan revolved around identifying the Board's investment priorities to help the Board gain an understanding of how to address specific priorities at the Airport and how these priorities will affect the Airport. The analysis of the Board's priorities also led to the identification of strategic issues that need to be addressed.

7.1 INVESTMENT PRIORITIES

Investment priorities provide a framework to project future conditions at the Airport, assuming varying factors (e.g., opportunities and initiatives) and support discussion with Board members. These priorities allow to test potential strategies and assess Authority priorities.

In total, the Board was presented with two investment priorities. The priorities focused on a variety of different issues at the Airport. These priorities were based on several sources, including input received from the stakeholders at the workshops and the Airport's monthly Board meetings, as well as data collected through the benchmarking effort.

Key findings from the identification of investment priorities include the following:

- There is strong support to accelerate the construction of hangars (wait list of 200+ people). Planning should be refined for hangar development and a financial analysis should be prepared to adopt a preferred funding strategy.
- There is a desire to strengthen the Authority's financial position. The diversification of revenues with new non-aeronautical developments would support the Authority's goals.
- Opportunities on land available on the west side of US 1 should be further evaluated, and the infrastructure required to enable development on the initial parcels should be defined.

7.1.1 INVESTMENT PRIORITY 1

For Investment Priority 1, the objective was to identify the development parameters for the short-term construction (within the next 5 years) of both corporate hangars and T-hangars, as well as other developments based on demand. Development locations should be based on the recommendations in the latest Airport Master Plan and Airport Layout Plan (ALP).

The following are the potential goals and outcomes of Investment Priority 1:

- **Potential Goals for Investment Priority 1:**
 - The accelerated delivery of hangars and aeronautical infrastructure will meet short-term customer demand.
 - Additional hangar leases will provide additional revenue, strengthening the Airport's financial position.
 - Identifying an administrative role to champion the accelerated delivery of facilities will help to ensure the Authority meets the near-term needs of tenants and the Airport and is completed within schedule and budget constraints.
 - Any land development will be considered per the recommendations of the master plan and will maximize the highest and best use of the Airport's footprint.

■ **Potential Outcomes for Investment Priority 1:**

- Accelerated delivery (short-term development) of hangars:
 - Up to 8 (4 to 8) corporate hangars east of Runway 13-31
 - Up to 1 row of T-hangars per year (approximately 8 or 12 T-hangar units)
- Addition of 1 FBO with maintenance, repair, and overhaul (MRO) capabilities:
 - Cost of a community hangar

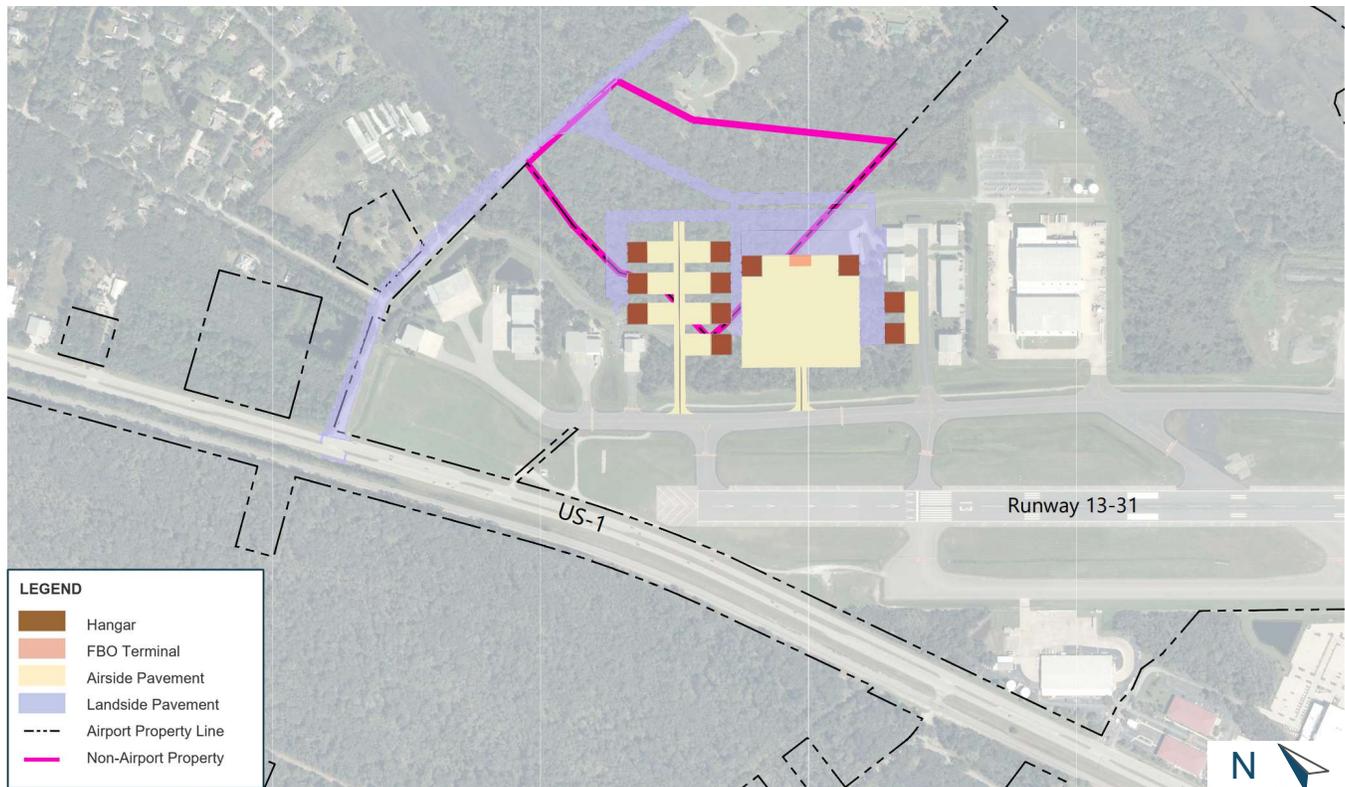
Exhibit 7-1 and **Exhibit 7-2** depict the T-hangar and corporate hangar campuses, respectively, which will meet the investment priorities of accelerated facility delivery and land development.

EXHIBIT 7-1 T-HANGAR CAMPUS



NOTE:
Proposed developments are shown for illustrative purposes and to discuss possible investment priorities.
SOURCE: Ricondo & Associates, Inc., February 2023.

EXHIBIT 7-2 CORPORATE HANGAR CAMPUS



NOTE:

Proposed developments are shown for illustrative purposes and to discuss possible investment priorities.

SOURCE: Ricondo & Associates, Inc., February 2023.

7.1.2 INVESTMENT PRIORITY 2

The objective for Investment Priority 2 was to identify non-aeronautical development both east and west of US 1 to maximize income-producing opportunities and create points of interest for the surrounding communities, including a Marshfront park, a mixture of marsh views, wooded areas, public viewing, environmental education, and recreation and public awareness of the aviation environment, and a business park.

The following are the potential goals and outcomes of Investment Priority 2:

■ Potential Goals for Investment Priority 2:

- The use of available properties will satisfy customer demand.
- Additional non-aeronautical development will provide a revenue stream that can be used for non-aviation-related items.
- Additional staff to manage non-aeronautical properties and tenants will ensure remaining staff time is efficient and not overloaded.
- The exploration of development for non-aeronautical uses will make use of the lands west of US 1, allowing for the maximization of available parcels.

- Providing a public engagement area will help foster a sense of community at the Airport.
- Development for non-aeronautical uses will increase employment opportunities and improve the quality of life throughout the region.

■ Potential Outcomes for Investment Priority 2:

- Progress will be made regarding the developable non-aeronautical property along US 1, in the south GA area (approximately 10 acres developable now [hotel, office, restaurant, etc.]).
- One large-scale industrial parcel and one business park will be established to maximize non-aeronautical development.
- A public engagement area will be a short-term development.
- The hiring of up to two additional Authority staff members (marketing manager and property manager) will help promote and manage non-aeronautical properties, or the Authority could explore outsourcing the management of leases to a private entity.
- Collaboration with state and local economic development professionals will improve.

Exhibit 7-3 depicts the Marshfront and business park, and **Exhibit 7-4** depicts the non-aeronautical campus, which will meet the investment priority of increasing non-aeronautical leases to improve the Authority's financial position.

EXHIBIT 7-3 MARSHFRONT AND BUSINESS PARK



NOTE:

Proposed developments are shown for illustrative purposes and to discuss possible investment priorities.

SOURCE: Ricondo & Associates, Inc., February 2023.

EXHIBIT 7-4 NON-AERONAUTICAL DEVELOPMENT



NOTE:

Proposed developments are shown for illustrative purposes and to discuss possible investment priorities.

SOURCE: Ricondo & Associates, Inc., February 2023.

7.2 STRATEGIC ISSUES

Strategic issues typically relate to an organization’s SWOT, as well as other challenges identified as part of the internal and external assessments.

Through data collection and analysis, including the SWOT analysis, stakeholder meetings, and review of investment priorities, the Board identified both internal and external strategic issues. To organize the different strategic issues, three themes were created:

■ Smart Planning

- The high demand for use and facilities at the Airport requires proactive planning to ensure services are provided optimally.
- The GA demand is a core element of the Airport’s business and should be accommodated.

■ Financials

- While the Authority has the desire to advance development projects, the lack of resources and funding slows down this process.

- Improving the Airport’s finances is key to supporting the growth of the Airport. This would require additional financial planning and better-defined funding strategies.
- As the Authority takes steps toward the development of the Airport and capitalizes on new opportunities, a priority should be building capital reserves as this will provide the financial means for the Authority to act on new development opportunities.

■ **Administrative**

- While the Board praised the work accomplished by the Airport staff, it appeared that some of the strategic issues would be difficult to address with the current staffing levels.
- Increased staffing levels would also provide opportunities to broaden the capabilities and skills of the Airport management staff.
- Administration staff would benefit from having access to management tools (or external support) to relieve staffing needs.

These strategic issues were used to formulate the strategic initiatives, which are discussed in Section 8.

8. SUMMARY OF BOARD-IDENTIFIED STRATEGIC INITIATIVES

According to ACRP Report 20, *Strategic Planning in the Airport Industry*, strategic initiatives are actions taken to carry out an organization's strategy to meet its objectives and contribute to the organization's overall success, which is defined by achieving the organization's vision. Strategic initiatives focus on long-term problems and often require significant organizational changes.

The following criteria should be considered when formulating strategic initiatives:

- Be understandable and explainable.
- Be flexible/adaptable.
- Be consistent with the legal requirements of airports.
- Have predictable and acceptable effects on stakeholders.
- Be measurable and verifiable.
- Be realistic and achievable.

The following list summarizes the Board-identified strategic initiatives:

1. **Satisfy customer demand (hangars, services, and infrastructure) at NFRA:** Multiple stakeholder groups identified the need for additional infrastructure to satisfy the overwhelming demand at the Airport. The existing demand was identified as a strength for the Authority that could provide immediate benefits for the development of the Airport. It was also identified as an opportunity that could be leveraged to expand the infrastructure and attract new services at NFRA. The survey and stakeholder workshops also identified a strong interest for additional on-Airport maintenance and manufacturing services.
2. **Maximize the Authority's financial position:** The Authority currently operates without debt. It leverages federal and state aviation grants to support development projects, while maintaining affordable costs for its users. While the availability of grants has supported the development of the Airport over the years, the Authority has little to no control on future availability of grants. The Board has expressed a desire to optimize the Airport's financial position and create capital reserves capable of supporting future development initiatives. Exploring other funding sources, as well as tools and processes to present, track, and direct the financial progress of the Airport, should also be considered.
3. **Align administration roles with Authority and Airport needs:** The Board workshops have identified a need to review the administration roles to support the Authority's mission and support the undertaking of future initiatives. Succession planning appears limited for existing key positions and should be prioritized in the near future. For the Authority staff to effectively operate the Airport, adequate staffing levels must be established, and staffing needs to monitor and implement the Airport plans should be evaluated.
4. **Effectively use the Airport's footprint:** Throughout the strategic planning process, the Authority has received strong input regarding the need to expand infrastructure and facilities to meet the existing demand. Currently, more than 1,000 acres of Airport land remains available for development west of US 1 and could be leveraged to expand the functional footprint of the Airport. The Board expressed a strong interest to develop

an effective plan that could identify and evaluate preferred land uses to optimize the use of available land and maximize the access to existing and future infrastructure (airfield, roadways). The airport master plan has identified future aeronautical needs that should be protected, as well as possible non-aeronautical uses that would provide opportunities for the Authority to strengthen its financial position.

5. **Interact and engage with external organizations (stakeholders) for the benefit of all parties:** Stakeholder groups identified the need for increased communication and coordination with external organizations and with the community. Among others, the desire to restore opportunities for the public to visit the Airport was raised by local organizations. The availability of the on-airport restaurant or nearby recreation area would send a strong message to the community.

9. ACTION PLAN

An action plan specifies who will do what and when to achieve an organization's objectives. The steps identified in the Plan provide a clear and measurable basis for developing budgets, schedules, trigger points, and other mechanisms for controlling the implementation of a strategy.

This action plan was prepared in collaboration with the Consultant. The following are the key elements of the action plan:

- Necessary decisions
- Completion timeline
- Responsible Authority staff
- Resources required (people, time, materials)
- Frequency of progress reporting

9.1 IDENTIFICATION OF STRATEGIC ACTIONS

When the Consultant initially met with the Airport stakeholders (external stakeholders, commercial aeronautical tenants, and private pilot tenants), the importance of gathering their feedback to discuss the Airport needs was emphasized. Through a review of the data collected, stakeholder feedback, Board feedback, and investment priorities, the Board identified strategic initiatives that would best address the perceived needs for the Airport, its users, and businesses and the community. Following the formulation of the initiatives, the Board developed actions for each initiative to organize and set milestones. The Board subsequently ranked and prioritized its actions during its third workshop, which led to the action plan matrix, a table further highlighting the strategic actions and their corresponding timelines, the cost and resources associated with them, who will be responsible in prioritizing and acting on the actions, and how it will impact NFRA's staff.

The following five strategic initiatives are not listed based on a priority ranking. The actions presented under each initiative are ranked based on their respective average priority, as voted on and determined by the Board.

1. **Satisfy customer demand (hangars, services, and infrastructure) at NFRA:**

- Prepare a financial capacity and revenue study to identify viable, creative, and sustainable funding options at NFRA.
 - One of the identified weaknesses is the minimal capital reserves, as well as the reluctance to use debt to finance development. Preparing these financial studies will assist the Authority in identifying opportunities to strengthen its financial portfolio.
- Prepare a financial analysis to assess hangar development within a 5- to 10-year development plan timeframe.
 - Board feedback, stakeholder workshops, and tenant surveys identified a strong demand for hangars, which is also supported by a substantial wait list for hangar space, with over 200 requestors. Historically, the development of T-hangars at NFRA has been optimized to align with Florida Department of Transportation (FDOT) grant availability and to minimize the end costs to the users, resulting in a metered process to

procure, design, and construct new hangars. A standalone financial analysis will identify various ways of procuring the funds to build new hangars expeditiously.

- Engage tenant(s) (including Northrop Grumman) to identify the location and demand for additional MRO and aerospace manufacturing services and market services.
 - Northrop Grumman’s presence at NFRA is a strength to the Airport and the community, as it provides high-end technical job opportunities and markets the Airport nationwide as a location for aeronautical businesses. The Board expressed its support for the continued relationship with Northrop Grumman, as well as the growth of aeronautical businesses and the need to continue engagement with these types of service providers.
- Engage with state and federal agencies to initiate planning of the new parallel runway and associated development areas (aeronautical and non-aeronautical).
 - The current Airport Master Plan completed in 2020 noted the airfield was operating at 70 percent of its annual service volume (ASV). The Federal Aviation Administration (FAA) recommends that planning to identify additional capacity solutions begin at 60 percent of the ASV and that new facilities be programmed, or demand strategies be implemented, at 80 percent of the ASV.
- Prepare a competition analysis that identifies a preferred FBO strategy for NFRA.
 - With the increasing demand in private aviation and based on the results from the benchmarking analysis conducted as part of the study, the Board identified an opportunity to consider new FBO strategies. This effort would also assess the ability to accommodate new corporate hangar demand at NFRA. A competition analysis would weigh the advantages and disadvantages of different FBO strategies appropriate for NFRA.
- Identify strategies to provide reliable and sustainable air service for the community.
 - Through multiple conversations with community members, the Board and Airport staff, tenants, and stakeholders, one of the most demanded services at NFRA is sustainable air service. There have been multiple periods when NFRA provided commercial air service to the community, but there is no commercial service at NFRA today. As a significant service to the community and as an economic development tool supporting the local economy, it is important that the Airport executive staff can receive clear directions from the Board to attract and maintain air service at NFRA for years to come. In addition, based on prior statistics at NFRA, passenger air service would provide an additional source of revenue to the Authority that could further support the implementation of other strategic initiatives. Based on previous passenger spending, automobile parking and rental car locations alone could generate around \$13 per enplaned passenger (excluding other potential revenues derived from advertising, terminal concessions or ride-sharing fee). At passenger levels reached when Frontier Airlines last operated at NFRA (2016/2017), this source of revenues would amount to around \$400,000 per year.

2. Maximize the Authority’s financial position:

- Develop a structured financial projection that assesses every revenue-generating opportunity, including the investigation of third-party funding.
 - The Board recognized that one of the Airport’s weaknesses is having minimal capital reserves. Reserves not only serve as a financial contingency, but also provide the capability to match local funds to capitalize on development opportunities. To increase reserves and provide for a more resilient financial position that is not reliant on grant funding, opportunities for other means of generating revenues should be explored.

- Identify management reports due to the Board and their desired frequency, including financial reports and an annual report.
 - While the FDOT shares an economic study/report that highlights the Airport's impact, it is not something the Authority directly summarizes and highlights for the public. Having the Authority publish and provide its financial reports (as well as other staff reports) will serve to monitor its advancements and improvements, while also highlighting key information to the public.
- Explore sustainable opportunities to increase non-aeronautical sources of revenue.
 - During the large tenant stakeholder meeting, a recurring theme and point of emphasis was the need for more non-aeronautical businesses at the Airport. Currently, the only two non-aeronautical sources of revenue are the Hangar One Bistro restaurant and iVenture Solutions (IT). Many tenants have expressed their interest and desire in another restaurant, as well as businesses around the Airport, including office buildings to create new jobs around the Airport and generate cashflow for the Authority.
- Develop a dashboard to set and measure the success of financial goals.
 - The Board expressed the importance of developing a dashboard to measure the Authority's financial goals. With the continuous growth of the surrounding communities around NFRA and ideas for development, it is important to note how the Authority can reach its financial goals throughout its upcoming projects.
- Establish a recurring process that identifies the fair market value of land and improvements at NFRA, and competitively bid new leases.
 - During the stakeholder engagement process, there was significant feedback from tenants and others with a vested interest in the Airport to remain off the County tax rolls. Furthermore, while NFRA has comparatively low lease rates, the Board recognized the importance of regularly re-evaluating its lease rates. As the Airport grows and new facilities become available, the Board should identify and implement processes to re-evaluate the value of its land and leases.

3. **Align administration roles with Authority and Airport needs:**

- Identify current administration staffing gaps and the cost impact of filling those gaps and compile annual staff utilization and workloads to assess additional staffing needs.
 - As of now, NFRA is staffed with an interim executive director, an office manager, an operations manager, a finance manager, and eight maintenance technicians. As the Authority continues to develop and look for new talent, identifying the staffing gaps and the cost of hiring, training, and filling these gaps will allow for a more efficient and effective structure.
- Ensure opportunities exist for Board members to meet with Airport management frequently to gain knowledge of previous, current, and future business items between monthly board meetings.
 - With a Board that may change on a yearly basis, and changes within the Authority management team, it is crucial for these entities to find time to review any necessary information that may require Board member input or guidance. These meetings would provide opportunities to clarify Board directions or Authority staff initiatives outside the regular Board meetings.
- Identify a champion to monitor the implementation of the Plan recommendations.
 - The Authority successfully gathered feedback from its tenants, employees, and the Airport's stakeholders. The Plan serves as a roadmap for the Authority and how it can capitalize on the Airport's strengths, improve

on its weaknesses and threats, and expand on its opportunities. It is important that the Authority finds a champion to lead the implementation of the Plan and monitor its progress or changes.

- Develop and maintain a staff succession plan.
 - As found in the SWOT analysis, there is limited succession planning for Authority staff. With its already limited staff, it is difficult to create a talent pipeline and identify future staffing needs and the appropriate people to fill future roles. By developing and maintaining a succession plan, it will aid in preparing, training, and developing employees to support the organizational structure.
- 4. **Effectively use the Airport's footprint:**
 - Prepare a holistic plan for aeronautical and non-aeronautical (i.e., industrial, business/office park, mixed-use) uses west of US 1.
 - It was discovered through the Board's completed SWOT analysis that the amount of developable land available west of US 1 is one of the greatest strengths at NFRA. With the high growth in the surrounding regions of the Airport, there is an incentive to bring business to and around the Airport. Setting a plan in place to view these parcels and their possible uses will allow for effective and efficient development of this land.
 - Engage with stakeholders to evaluate the feasibility of an airport land use compatibility plan (ALUCP) to promote the capability between the Airport and the surrounding property.
 - NFRA is unique in that there is a significant amount of land available west of US 1. However, this land and the existing Airport are in an area of St. Johns County that is experiencing rapid residential and commercial development. The Board recognized in the SWOT analysis that there is a threat of encroachment by surrounding developments, specifically residential. Per FAA Advisory Circular 150/5190-4B, *Airport Land Use Compatibility Planning*, compatible development can provide more opportunities for the efficient development of property (both aeronautical and non-aeronautical). Mitigating any incompatible issues after the fact can be extremely expensive. Airport authorities are urged to work proactively with local jurisdictions and stakeholders to identify (early in the planning process) land use patterns and growth that are compatible with both current and anticipated airport use, as well as local community needs.
 - Establish priority development parcels and prepare development business cases.
 - With the developable land available around the Airport, along with parcels with direct field access, it is important for the Authority to prioritize land parcels for new development. NFRA supports the growth of aeronautical businesses but also assesses new opportunities for non-aeronautical revenue. The availability of shovel-ready sites or development-ready parcels was highlighted as essential by external organizations and aeronautical businesses throughout the study.
 - One Board member / staff member should have a recurring meeting with Northrop Grumman to discuss current and future needs.
 - As Northrop Grumman is the largest tenant and most prominent job attractant, it is important for the Authority to continue to harbor a strong relationship with this tenant. The possibility of Northrop Grumman leaving the Airport was observed as a threat in the Board's completed SWOT analysis; therefore, holding a recurring meeting with Northrop Grumman will aid in assisting the Authority in doing everything possible to satisfy this tenant's needs and keeping them at the Airport for the long-term.

- Establish competitive bid process for the development of the 10-acre commercial park along US 1.
 - The Authority owns prime real estate with US 1 frontage, and plans had previously been drafted for the development of a 10-acre commercial park. Understanding the Authority Board's desire to establish additional sources of revenue, and with a parcel currently available, a competitive bid for the development of the commercial park could be established in the relatively near future.
- 5. **Interact and engage with external organizations (stakeholders) for the benefit of all parties:**
 - Host public events at the Airport (whether on-Airport, at the Conference Center, in the restaurant, etc.) at least once a year.
 - Following the stakeholder meetings with large aeronautical tenants, GA pilots, and external groups, one of the Airport's identified weaknesses was its lack of appeal to the surrounding communities and how it appears closed to the public. There is a public desire to engage with the Airport again, and the Authority has made it a strong priority to re-engage with the community and bring events back to the Airport.
 - Convene recurring meetings or stop-bys with tenants.
 - Following multiple conversations with the Airport's large aeronautical tenants, as well as with the GA pilots, it was found that there is a mutual feeling of disconnect between the Authority and the tenants. Tenants feel they have ideas to improve the Airport and the experience for everyone, but they feel as though the Authority has a different outlook. Recurring meetings between the tenants and the Authority will foster and strengthen relationships, ensuring tenants' needs are being met and satisfied.
 - Re-establish the south GA recreational area and walking trail.
 - As discussed among all the Airport's stakeholder groups, there is a growing desire to open the Airport to re-engage with the community. Several tenants have asked for multiple community assets to bring families back to the Airport. The re-establishment of the recreational area and walking trail around the Airport will provide the St. Johns community members with new opportunities for recreation and education.
 - Prepare monthly media / public relations press releases, establish social media engagement, and develop communications plan.
 - Excluding Facebook, there is limited social media/online engagement between the Airport and the public. The external stakeholders, along with the large aeronautical tenants, agreed that marketing and advertising was something the Airport lacked. The external stakeholders, including Flagler College and the St. Johns County Visitors and Convention Bureau (VCB), also observed that the public is not aware of any news surrounding the Airport. Therefore, the Board prioritized this action, because of the need to re-engage with the community through various platforms, spanning multiple age groups, as well as the need to bring awareness of the Airport to the St. Johns community.
 - Hold bi-annual meetings with external stakeholders/groups.
 - Highlighting the importance of convening recurring meetings with groups such as the Chamber of Commerce, St. Johns County Civic Roundtable, and FDOT, the Airport's stakeholders suggested allowing the Board and Airport executive staff to continuously receive their viewpoints. Recurring meetings between the Board and stakeholders also allow for greater and more frequent partnership/event opportunities (i.e., Flagler College, VCB).

- Initiate and administer educational programs (i.e., Airport internships and engagement with local schools and colleges).
 - With the growing public desire to engage with the Airport, and the St. Johns community being a high growth region and a desirable area, there are future opportunities to engage the youth and bring more attention to the local aviation industry. With multiple universities, colleges, and schools in the region, the Board has an opportunity to engage with students early, informing them about the Airport’s business and other industry opportunities.

9.2 ACTION PLAN MATRIX

During its third workshop, the Board reviewed each strategic action and the associated initiatives. The Board then ranked the strategic actions based on their importance and priority to the Airport. Following the workshop, an action plan matrix was developed for each strategic action to identify the proposed responsibilities, timeline, and potential resources. **Table 9-1** through **Table 9-5** provide information on the strategic action plans, which the Authority should implement into its operations.

TABLE 9-1 STRATEGIC ACTION PLAN MATRIX FOR SATISFYING CUSTOMER DEMAND

RANK	STRATEGIC ACTION	PRIMARY ASSIGNED STAFF ¹	IMPLEMENTATION TIMELINE	STAFFING IMPACTS	COST/RESOURCES
1	Prepare a financial capacity and revenue study to identify viable, creative, and sustainable funding options at NFRA.	Airport Finance Director	6 to 12 months	12 to 16 hours/month	Financial Services Support
2	Prepare a financial analysis to assess feasibility of providing hangars within a 5 -to 10-year development plan.	Airport Finance Director	6 months	8 to 10 hours/month	Airport Engineer Support
3	Engage tenant(s) (including Northrop Grumman Corporation) to identify location and demand for additional MRO and aerospace manufacturing services and market services.	Airport Executive Director	12 to 24 months	4 hours/month	Airport Planning Consultant
4	Engage with state and federal agencies to initiate planning of new parallel runway and adjacent development areas.	Airport Executive Director	12 months	2 to 4 hours/month	Airport Planning Consultant
5	Prepare a competition analysis that identifies a preferred FBO strategy for NFRA.	Airport Executive Director	6 to 12 months	2 to 4 hours/month	Airport Business Consultant
		Airport Finance Director		4 to 8 hours/month	
6	Identify strategies to provide reliable and sustainable air service for the community.	Airport Executive Director	Ongoing, starting July 2023	8 to 10 hours/month	St. Johns County Air Service Development Consultant St. Johns County Visitors and Convention Bureau

NOTES:

FBO – Fixed Base Operator

NFRA – Northeast Florida Regional Airport

MRO – Maintenance, Repair, and Overhaul

1 The Airport Executive Director is ultimately responsible for the implementation of the strategic actions

SOURCE: Ricondo & Associates, Inc., March 2023.

TABLE 9-2 STRATEGIC ACTION PLAN MATRIX FOR MAXIMIZING FINANCIAL POSITION

RANK	STRATEGIC ACTION	PRIMARY ASSIGNED STAFF ¹	IMPLEMENTATION TIMELINE	STAFFING IMPACTS	COST/RESOURCES
1	Develop a structured financial projection that assesses every revenue-generating opportunity, including the investigation of third-party funding.	Airport Executive Director	6 months	2 to 4 hours/month	Financial Services Support
		Airport Finance Director		12 to 16 hours/month	
2	Identify management reports due to the Board and the desired frequency, including financial reports and one annual report.	Airport Executive Director	Ongoing, starting July 2023	2 to 4 hours/quarter	-
		Airport Finance Director	January Annual Report	12 to 24 hours/month	
3	Explore sustainable opportunities to increase non-aeronautical sources of revenue.	Airport Executive Director	6 months	8 to 12 hours/month	Land Appraisal Report Airport Engineer Support
4	Develop a dashboard to set and measure the success of financial goals.	Airport Finance Director	6 months and ongoing	8 to 10 hours/month	-
		Office Manager		Updated monthly	
5	Establish recurring process that establishes the fair market value of land and improvements at NFRA, and competitively bid new leases.	Airport Executive Director	6 months and ongoing	1 hour/month	Land Appraisal Report Financial Services Support/Consultant
		Airport Finance Director		2 to 4 hours/month	

NOTE:

NFRA – Northeast Florida Regional Airport

1 The Airport Executive Director is ultimately responsible for the implementation of the strategic actions

SOURCE: Ricondo & Associates, Inc., March 2023.

TABLE 9-3 STRATEGIC ACTION PLAN MATRIX FOR ALIGNING ADMINISTRATION ROLES

RANK	STRATEGIC ACTION	PRIMARY ASSIGNED STAFF ¹	IMPLEMENTATION TIMELINE	STAFFING IMPACTS	COST/RESOURCES
1	Identify the current administration staffing gaps and the cost of filling those gaps; compile annual staff usage and workload reports to assess additional staffing needs.	Airport Executive Director	4 to 6 months and ongoing	2 to 4 hours/month	-
2	Ensure opportunities exist for Airport Authority Board members to frequently meet with Airport management to gain knowledge of previous, current, and future business items between monthly board meetings.	Airport Executive Director	2 to 4 months and ongoing	4 to 6 hours/month	-
3	Identify a champion to monitor the implementation of the Strategic Business Plan recommendation.	Airport Executive Director	2 to 4 months and ongoing	2 hours/month	-
4	Develop and maintain a staff succession plan.	Airport Finance Director Office Manager	2 to 4 months and ongoing	2 to 4 hours/month 4 to 8 hours/month	-

NOTE:

1 The Airport Executive Director is ultimately responsible for the implementation of the strategic actions

SOURCE: Ricondo & Associates, Inc., March 2023.

TABLE 9-4 STRATEGIC ACTION PLAN MATRIX FOR EFFECTIVELY USING AIRPORT FOOTPRINT

RANK	STRATEGIC ACTION	PRIMARY ASSIGNED STAFF ¹	IMPLEMENTATION TIMELINE	STAFFING IMPACTS	COST/RESOURCES
1	Prepare a holistic plan for aeronautical and non-aeronautical (i.e., industrial, business/office park, mixed-use) uses west of US Highway 1.	Airport Executive Director	2 to 4 months	2 to 4 hours/month	Land Market Assessment
		Airport Finance Director		4 to 8 hours/month	Airport Engineer Support
2	Engage with stakeholders to evaluate the feasibility of an ALUCP to promote the capability between the Airport and the surrounding property.	Airport Executive Director	4 to 6 months	8 to 10 hours/month	-
3	Establish priority development parcels and prepare development business cases.	Airport Executive Director	2 to 4 months	4 to 8 hours/month	Land Appraisal Report
4	One Airport Authority Board or staff member should have recurring meetings with Northrop Grumman Corporation to discuss current and future needs.	Airport Executive Director	Ongoing, starting July 2023	2 to 4 hours/quarter	-
5	Establish a competitive bid process to develop the 10-acre commercial park along US Highway 1.	Airport Executive Director	4 months and ongoing	4 to 8 hours/month	Financial Services Support/Consultant
		Airport Finance Director		2 to 4 hours/month	Airport Engineer Support
					Land Appraisal Report

NOTE:

ALUCP – Airport Land Use Compatibility Plan

¹ The Airport Executive Director is ultimately responsible for the implementation of the strategic actions

SOURCE: Ricondo & Associates, Inc., March 2023.

TABLE 9-5 STRATEGIC ACTION PLAN MATRIX FOR ENGAGING WITH EXTERNAL ORGANIZATIONS

RANK	STRATEGIC ACTION	PRIMARY ASSIGNED STAFF ¹	IMPLEMENTATION TIMELINE	STAFFING IMPACTS	COST/RESOURCES
1	Host public events at the Airport (e.g., on-Airport, at the Conference Center, in the restaurant) at least once a year.	Airport Executive Director	Ongoing, starting July 2023	4 to 6 hours/quarter	-
2	Convene recurring meetings or stop-bys with tenants.	Airport Executive Director Operations Manager	Ongoing, starting July 2023	1 to 2 hours/quarter 8 to 12 hours/quarter	-
3	Re-establish the south GA recreational area and walking trail (including security and volunteer and/or county maintenance and operation).	Airport Executive Director	4 to 6 months	2 to 4 hours/month	\$50,000 to \$750,000 External Marketing Firm
4	Create monthly media / public relations releases: social media engagement and communications plan.	Airport Executive Director Office Manager	Ongoing, starting July 2023	1 to 2 hours/month 8 hours/month	-
5	Conduct bi-annual meetings with external stakeholders/groups.	Airport Executive Director Operations Manager	Ongoing, starting July 2023	4 to 8 hours/quarter 2 to 4 hours/quarter	-
6	Initiate and administer educational programs (i.e., Airport internships, engagement with local schools and colleges).	Airport Executive Director	Ongoing, starting July 2023	4 to 8 hours/quarter	-

NOTE:

1 The Airport Executive Director is ultimately responsible for the implementation of the strategic actions

SOURCE: Ricondo & Associates, Inc., March 2023.

10. CONCLUSION

The Airport Strategic Business Plan provides guidance to the Authority Board and to Airport staff to achieve strategic initiatives that advance the Authority towards its vision. As part of the Plan, the Authority also identified a mission statement and a set of values that define how it wants to be perceived by the airport users and the Community.

The strategic business planning process is a collaborative process that brings together stakeholders of the Airport to provide input, Authority Board members and staff of the Authority to identify key characteristics and priorities of the Authority. This collaboration was realized through various public engagements, including three meetings with stakeholder groups, online survey, workshops with the Board members, and recurring presentations at the public Authority Board meetings. This input solicitation process, combined with a review of the internal and external environment of the Authority, provided the information necessary to the Consultant to formulate a series of strategic initiatives and actions.

The five strategic initiatives of the Plan establish the Authority's focus to address the demand for facilities and infrastructure, the financial resiliency of the Authority, the alignment of staffing with the Authority and Airport needs, the utilization of the Airport land, and the engagement with external organizations. For each initiative, the Plan includes a series of actions that offer a measurable roadmap towards advancing the purpose of the initiative. Actions by staff and decisions by Authority Board members may align with one or multiple strategic initiatives. The suggested implementation timeline of the actions may be adjusted as new opportunities are brought forward to the Authority Board or to Airport staff.

This Plan should continue to evolve as the Authority progresses towards its strategic initiatives and as new conditions emerge at NFRA. Updates to the Plan may be necessary every five to 10 years or when major changes occur.

APPENDIX A STAKEHOLDER ENGAGEMENT

Northeast Florida Regional Airport External Groups – Stakeholder Input Session

PRESENTED TO:
Stakeholder Group

PRESENTED BY:
Ricondo & Associates

PRESENTED ON:
Monday November 14th, 2022

Today's Agenda:

- **Introductions**
- **What Is A Strategic Business Plan?**
- **Stakeholder Engagement Objectives**
- **Benefits of Engaging Stakeholders**
- **Discussions**
 - Changes in the Regional Environment
 - Perceived Airport Needs of the Community
 - Feedback on Airport Priorities
- **Next Steps**

Introductions

Strategic Business Planning

The St. Johns County Airport Authority is looking to develop a **Strategic Business Plan**

Key Benefits of Strategic Business Planning

- Provide guiding policies
- Bring a long-term focus for the organization
- Engage stakeholders and provide input
- Maintain financial stability
- Help communicate mission and goals
- Enable management to examine new bold initiatives

Stakeholder Engagement Process

▪ Inform

- Learn about the project's purpose and desired results
- Develop interest and motivation for the project's work
- Understand the benefits of the project

▪ Involve

- Become empowered to share perspectives and opinions
- Participate as active, collaborative contributors
- Build relationships
- Recognize and value contributions of all participants

▪ Collaborate

- Apply knowledge, skills and strategies gained in previous stages
- Sustain open, trusting relationships among all participants
- Incorporate advice and recommendations to the extent possible



REFLECTION

Stakeholder Engagement Objectives

The successful formulation of the Strategic Business Plan is contingent on strong stakeholder engagement to ensure:



Alignment of vision and goals



Transparency of long-term objectives



Organization's ownership of recommendations

**Your Involvement
Today:**

To provide input for the board to consider when formulating their strategic plan

To communicate your priorities with the team

Benefits of Engaging Stakeholders



Changes in the Regional Environment

Changes in the Regional Environment

What are any potential considerations, external to the Airport, that could have an impact on its future development?

Changes in the Regional Environment

Are there suggestions on what could make the Airport more accessible/open to the region?

Changes in the Regional Environment

What are your thoughts on the business environment of the region and how the Airport can contribute?

Changes in the Regional Environment

***What are the key elements that a visitor should take away from a visit to your region
(and how could these be integrated into the Airport experience)?***

Perceived Airport Needs of the Community

Perceived Airport Needs of the Community

What is one of the greatest concerns to residents regarding the future of the Airport?

Perceived Airport Needs of the Community

Is there anything more the Authority can do to contribute to the community?

Perceived Airport Needs of the Community

What do you think the community loves most about the Airport?

Perceived Airport Needs of the Community

What changes at NFRA would benefit most to the community (both residents and businesses)?

Perceived Airport Needs of the Community

What is it that you love most about the community?

Feedback on Airport Priorities

Feedback on Airport Priorities

What should be the top priorities of the Authority?

Recap and Next Steps



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Strategic Airport Business Plan

External Stakeholder Input Session

10:00 a.m.

Airport Conference Center

MEETING FACILITATOR: Remy Lucette & Ryan Lenda		DATE TRANSCRIBED: 11/14/2022
NOTE TAKER(S): Remy Lucette & Ryan Lenda		TRANSCRIBED BY: Amaury Blanco
MEETING ATTENDEES	REPRESENTING	EMAIL
Beth Sweeney	Chamber of Commerce/Flagler College	Beth.Sweeney@Flagler.Edu
David Kiernan	St. Johns County	DKiernan@SJCFL.US
Edward "Ed" Wuellner	Airport Executive Staff	Erw@SGJ-Airport.org
Janet Patten	Civic Round Table	Janet911@Gmail.com
Jennifer Zuberer	St. Johns County	JZuberer@SJFCL.US
Kevin Harvey	Airport Authority Board	KCH@SGJ-Airport.org
Kyle Coffman	Florida Department of Transportation	Kyle.Coffman@DOT.State.FL.US
Richard Goldman	Florida Historic Coast VBC	RGoldman@Floridahistoriccoast.com
Robert "Bob" Olson	Airport Authority Board	R.Olson@Flynf.org
Scott Maynard	Chamber of Commerce	Scott.Maynard@SJCchamber.com
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Amaury Blanco	Ricondo & Associates	ABlanco@Ricondo.com
Remy Lucette	Ricondo & Associates	RLucette@Ricondo.com
Ryan Lenda	Ricondo & Associates	RLenda@Ricondo.com

SUMMARY OF MEETING DISCUSSION

The following points were discussed:

What are any potential considerations, external to the Airport, that could have an impact on its future development?

- Mr. Goldman
 - Need to fine workforce housing
 - Growth of St. Augustine as a leisure destination
 - Commercial service is crucial for the growth of the airport
 - Keep residential housing away from the airport
- Ms. Patten
 - There is a new legislature to be put in place devoted on workforce housing ("live local")

- Traffic is an immense problem
- Roads are not keeping up with the influx of residents in St. Augustine
- Need to make sure the public is educated about the Airport's future growth
- Mr. Maynard
 - 11.2% of taxes coming from commercial entities
 - Need more manufacturing opportunities
 - Airport land is favorable for manufacturing/industrial opportunities
 - Brightline is coming; Airport will play a key role in defining where the stop will occur
 - St. Augustine's resident's sentiments towards visitors/tourists is more positive versus other cities
- Ms. Sweeney
 - Strong relationship/alliance between Florida Coast and Northrop Grumman
 - North of Airport is "newer", St. Johns County is one of the fastest growing counties in the country
 - A lot of travelers are moving from the North
 - There is a lot of excitement around commercial services
 - With commercial services at the Airport, there needs to be more "consistency & reliance"
- Mr. Kiernan
 - In process of Strategic Master Plan
 - Lack of space for industrial projects
 - Not much higher education programs (STEM) that can provide employment in high-tech fields

Are there suggestions on what could make the Airport more accessible/open to the region?

- Mr. Goldman
 - Being present in other discussions
 - Consistency and reliance on commercial services
- Ms. Sweeney
 - New people aren't aware of the services provided at the Airport
 - More community connections with school
- Ms. Patten
 - Airport needs a bigger voice on other comprehensive plans
 - Needs to be a seat for Chamber of Commerce for Airport staff. Need to think of including airports for future
- Mr. Kiernan
 - Airport space doesn't necessarily look like a public space

- Looks more like a fenced-off military base rather than an Airport used by the community

What are your thoughts on the business environment of the region and how the Airport can contribute?

- Runway at NFRA (8001 ft.) is much longer than most GA Airports
- Look at Northrop Grumman's vendors to bring into the Airport
- Site ready properties (utilities and roads)
- Land availability

What are the key elements that a visitor should take away from a visit to your region (and how could these be integrated into the Airport experience)?

- Ms. Patten
 - Ease of travel
 - More modes/options of transportation
 - Try to promote transportation
 - Visitors should be enticed by area; rather than just coming to visit, to move to St. Augustine
- Ms. Sweeney
 - How area is marketed – "History & Beaches"
 - Airport can play a role on creating an identity and tying in the history of St. Augustine
 - Patty Wagstaff flies out of St. Augustine; bring attention around a prominent figure like Patty
- Mr. Goldman
 - Easy to park and find space
 - Price points of flights need to be comparable to other Airports

What is one of the greatest concerns to residents regarding the future of the Airport?

- Ms. Sweeney
 - Everyday resident is not necessarily aware regarding the future of the Airport
 - Business communities need to develop more land
 - Residents will not want development, will argue that development will lead to more traffic
- Mr. Goldman
 - Residents pay a substantial portion of the sales tax
- Mr. Maynard
 - Not enough workforce housing for St. Johns County residents

- Total of more than 100,000 people coming in and out of the county to work
- Approximately 62,000 people coming into the county and 40,000 people leaving
- Create more opportunities for people to live and work in St. Augustine

Is there anything more the Authority can do to contribute to the community?

- Ms. Sweeney
 - Being a bigger economic partner
 - Lack of awareness from the public regarding what goes on at the Airport
 - Fully elected board at NFRA (very unique compared to other Airport Authority Boards)
- Mr. Goldman
 - There should be a scholarship program put in place that is endorsed/sponsored by Airport
 - Importance of the Airport needs to be shared to the public
- Mr. Maynard
 - DOT does share an economic study/report which highlights the Airport's impact
 - Stronger relationship with Space Florida as St. Augustine is an aggressively growing area

What do you think the community loves most about the Airport?

- Ms. Sweeney
 - Community doesn't feel the Airport is necessarily for them
- Mr. Goldman
 - The introduction of commercial services will bring in a lot more love from the community
 - Again, the consistency and reliance of these commercial services will be very important; terribly limited as of now

What should be the top priorities of the Authority?

- Mr. Goldman
 - Commercial air service (#1)
 - Industrial/economic development (#2)
 - Community engagement (#3)
 - Need for infrastructure (roads)
 - Stay off tax rolls
 - Messaging and transparency to the community (Flyer/Newsletter)

- Mr. Maynard
 - Community ROI (Return on investment)
- Ms. Zuberer
 - Continue for people to come to St. Augustine
 - Industrial development
 - Site-ready infrastructure
- Ms. Patten
 - There is an untapped resource of retired executives in St. Augustine
 - Need to make sure the Airport is a first-class GA Airport before commercial services are introduced
- Mr. Maynard
 - Authority needs to make sure the current facilities are being maintained and taken care of before anything
- Ms. Sweeney
 - Identifying what trainings/programs need to be offered for students

Northeast Florida Regional Airport General Aviation – Stakeholder Input Session

PRESENTED TO:
Stakeholder Group

PRESENTED BY:
Ricondo & Associates

PRESENTED ON:
Tuesday November 15th, 2022

Today's Agenda:

- **Ricondo Overview**
- **What Is A Strategic Business Plan?**
- **Stakeholder Engagement Objectives**
- **Benefits of Engaging Stakeholders**
- **Discussions**
 - Trends in General Aviation
 - Perceived Airport Needs of the Community
 - Feedback on Airport Priorities
- **Next Steps**

Ricondo Overview

32+ YEARS IN BUSINESS
Since 1989

ONE INDUSTRY:

AVIATION

ONE CLIENT BASE:

AIRPORTS

100+
AIRPORTS SERVED
WORLDWIDE
(Includes all 30 US large-hub airports)

 INNOVATIVE SOLUTIONS FOR COMPLEX ISSUES

Florida Airport Experience



Strategic Business Planning

The St. Johns County
Airport Authority is
looking to develop a
Strategic Business Plan

Key Benefits of Strategic Business Planning

- Provide guiding policies
- Bring a long-term focus for the organization
- Engage stakeholders and provide input
- Maintain financial stability
- Help communicate mission and goals
- Enable management to examine new bold initiatives

Stakeholder Engagement Objectives

The successful formulation of the Strategic Business Plan is contingent on strong stakeholder engagement to ensure:



Alignment of vision and goals



Transparency of long-term objectives



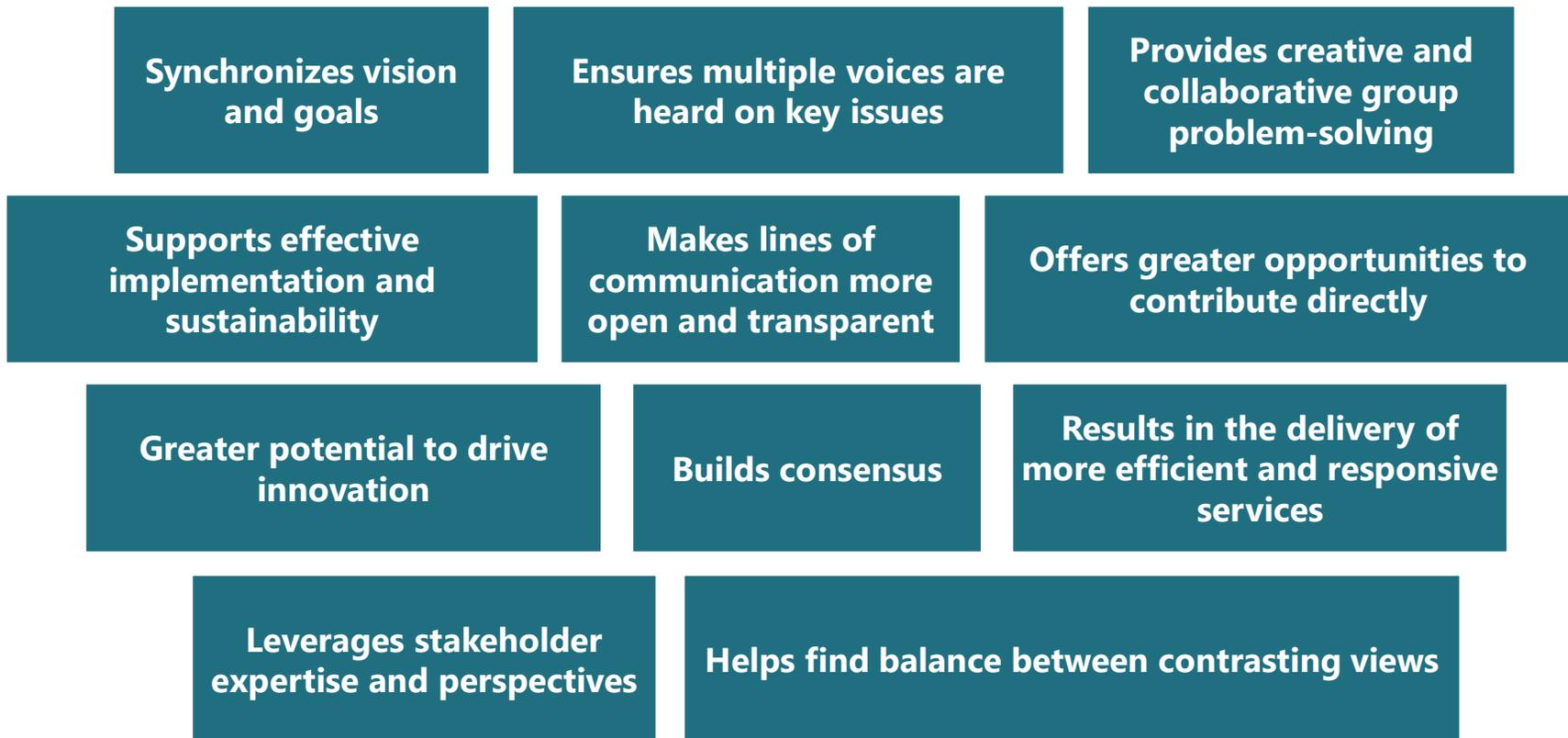
Organization's ownership of recommendations

**Your Involvement
Today:**

To provide input for the board to consider when formulating their strategic plan

To communicate your priorities with the team

Benefits of Engaging Stakeholders



Trends in General Aviation

Trends in General Aviation

What do you see as the major (trends) changes in General Aviation?

Trends in General Aviation

What are the advantages and disadvantages of basing your operation at SGJ?

Trends in General Aviation

***What can the Airport do to support you
and your operation at SGJ?***

Perceived Airport Needs of the Community

Perceived Airport Needs of the Community

What do you think the community loves most about the Airport?

Perceived Airport Needs of the Community

What is one of the greatest concerns to residents regarding the future of the Airport?

Perceived Airport Needs of the Community

Is there anything more the Authority can do to contribute to the community?

Feedback on Airport Priorities

Feedback on Airport Priorities

What should be the top priorities of the Authority?

Next Steps



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Strategic Airport Business Plan

General Aviation Stakeholder Input Session

5:00 p.m.

Airport Conference Center

MEETING FACILITATOR: Remy Lucette & Ryan Lenda		DATE TRANSCRIBED: 11/15/2022
NOTE TAKER(S): Remy Lucette & Ryan Lenda		TRANSCRIBED BY: Amaury Blanco
MEETING ATTENDEES	REPRESENTING	EMAIL
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Bruce Kreis	Self	BruceKreif@Gmail.com
Cam Anderson	Self	Cam1416@Gmail.com
Dennis Clarke	Self	DennClarke@Gmail.com
Edward "Ed" Wuellner	Airport Executive Staff	Erw@SGJ-Airport.com
Harry Ruhsam	Self	HMRuhsam@Aol.com
Joe Duke	Nimbus Aviation	JDuke@Offroadholdings.com
Joe Lopinto	Self	Andover@Spiritmail.com
Liam Mullane	Self	LiamMullane@iCloud.com
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Amaury Blanco	Ricondo & Associates	ABlanco@Ricondo.com
Remy Lucette	Ricondo & Associates	RLucette@Ricondo.com
Ryan Lenda	Ricondo & Associates	RLenda@Ricondo.com

SUMMARY OF MEETING DISCUSSION

The following points were discussed:

What do you see as the major changes (trends) in General Aviation?

- Light GA is expanding on a macro-level
- Today, it is not usual to see turbo props, single-engine, piston
- People are spending tremendous amounts of money
- Don't have enough youth in aviation
- Young pilots using GA as a steppingstone in transitioning to commercial pilots
- Flying club has gained popularity; started at around 8 members, currently at around 60 members
- Authority has worked well in getting GA pilots their hangars
- Pent up demand of varying demographics in GA

- Growth will come from the nexus area
- GA demand for hangars is a wait list of about 200+ people ready to buy
- People buying hangars before they have an aircraft
- Airport should be first in line for unleaded, alternative fuels; will require a lot of changes around the Airport
- 2-year wait for Cirrus to get \$1 million aircrafts
- Airports should consider other hangars besides t-hangars; (ex. Box hangars)

What are the advantages and disadvantages of basing your operation at SGJ?

- Advantages:
 - Beautiful Airport
 - Location, close to major events
 - St. Augustine is the perfect midpoint of an Airport to fly out of
 - ATCT is very beneficial
 - Long runway
 - Multimodal; adjacent modes of transportation
- Disadvantages:
 - Need an increase in lighting and approach lights
 - There are visibility problems
 - Being close to the ocean creates fog, visibility issues
 - Need lower minimums
 - Need more radar coverage
 - Not having an ARFF unit on site (not staffed continuously)
 - Future encroachment of communities around the Airport
 - GA pilots do not want to hear complaints regarding their aircrafts

What can the Airport do to support you and your operation at SGJ?

- Hangars are well-maintained
- Services are positive
- Airport greatly supports the GA pilots
- Self-service gas is a great plus at the Airport
- Rates are very comparable
- Some pilots do not have adequate parking for their hangars

- Authority was receptive to business plans
- Limited number of outlets in hangars
- Small water picket is needed instead of running back and forth for water
- Hangar lighting is not great (this needs to be reported by the GA pilot) *
- Flight school does their run-ups facing hangar at times (poses a safety concern)

What do you think the community loves most about the Airport?

- Residents want an airliner
- Effective and sustainable commercial service (3 flights a week, every week)
- 4 airlines have come into the Airport, all have left
- Should be attracting sub-contractors through Northrop Grumman
- Great potential for corporate and charter aviation; the wealth is here
- Grumman corporation is a huge plus for the Airport and the jobs it creates
- Community sees the Airport as a “fenced-off” location, not very inclusive
- Should hold more engaging community events (airshows, breakfasts, fly-ins)
- Security has caused limited engagement for the community, seen as more uptight
- Need for a public access point
- Yellow helicopter in front of Airport is fun for kids and families
- Good opportunities for activities/attractions
- U.S. customs; don’t have to travel to other Airports
- St. Augustine is not listed as a customs point-of-entry; needs to be advertised

What is one of the greatest concerns to residents regarding the future of the Airport?

- Residential encroachment
- Noise abatement
- Worries of an airplane crash above their residential areas
- Complaints of how low they’re flying
- Stress abatement procedures
- Airport gets too big
- Airport goes on tax rolls
- There is a public perception they’re paying for the Airport

Is there anything more the Authority can do to contribute to the community?

- Make it a better location for the public to enjoy
- Market the Airport more effectively
- Also market it as a “corporate-friendly”: Airport, attract companies that are looking to move to Florida
- Build demand to create tourism, jobs, etc.
- Find more ways to maximize revenue
- Enable business environment to create jobs
- There is a current tension between those who have hangars versus those who are on the waitlist
- Find a better use for the land not being used
- Better land access
- Hotel and shuttle for those flying in and out of the Airport

What should be the top priorities of the Authority?

- Corporate/commercial development
- Public Access
- More engaging community events
- More hangars
- Grow corporate and commercial opportunities
- STEM and other charter programs to engage aviation-related interests
- Technicians are needed; pilots are currently waiting for parts, maintenance, and other support services
- No avionics shop on the Airport
- Encourage flight schools to meet the needs of the Airport
- Prioritize financially friendly projects
- More priority on emergency response and the training involved
- Risk assessment/management
- Information pipeline/communication

Northeast Florida Regional Airport Large Tenants/Aero-businesses – Stakeholder Input Session

PRESENTED TO:
Stakeholder Group

PRESENTED BY:
Ricondo & Associates

PRESENTED ON:
Tuesday November 15th, 2022

Today's Agenda:

- **Introductions**
- **What Is A Strategic Business Plan?**
- **Stakeholder Engagement Objectives**
- **Benefits of Engaging Stakeholders**
- **Discussions**
 - Trends in Aero-Business & Corporate Aviation
 - Perceived Airport Needs of the Community
 - Feedback on Airport Priorities
- **Next Steps**

Introductions

Strategic Business Planning

The St. Johns County Airport Authority is looking to develop a **Strategic Business Plan**

Key Benefits of Strategic Business Planning

- Provide guiding policies
- Bring a long-term focus for the organization
- Engage stakeholders and provide input
- Maintain financial stability
- Help communicate mission and goals
- Enable management to examine new bold initiatives

Stakeholder Engagement Process

▪ Inform

- Learn about the project's purpose and desired results
- Develop interest and motivation for the project's work
- Understand the benefits of the project

▪ Involve

- Become empowered to share perspectives and opinions
- Participate as active, collaborative contributors
- Build relationships
- Recognize and value contributions of all participants

▪ Collaborate

- Apply knowledge, skills and strategies gained in previous stages
- Sustain open, trusting relationships among all participants
- Incorporate advice and recommendations to the extent possible



REFLECTION

Stakeholder Engagement Objectives

The successful formulation of the Strategic Business Plan is contingent on strong stakeholder engagement to ensure:



Alignment of vision and goals



Transparency of long-term objectives



Organization's ownership of recommendations

**Your Involvement
Today:**

To provide input for the board to consider when formulating their strategic plan

To communicate your priorities with the team

Benefits of Engaging Stakeholders



Trends in Aero-Business & Corporate Aviation

Trends in Aero-Business & Corporate Aviation

***What do you see as the major trends
(changes) affecting your business at
SGJ?***

Trends in Aero-Business & Corporate Aviation

What are the advantages and disadvantages of basing your operation at SGJ?

Trends in Aero-Business & Corporate Aviation

Are there suggestions on what could make the Airport more accessible/open to additional business at the Airport?

Trends in Aero-Business & Corporate Aviation

What are your thoughts on the business environment of the region and how the Airport can contribute?

Trends in Aero-Business & Corporate Aviation

***What are the key elements that a visitor should take away from a visit to your region
(and how could these be integrated into the Airport experience)?***

Perceived Airport Needs of the Community

Perceived Airport Needs of the Community

What do you think the community loves most about the Airport?

Perceived Airport Needs of the Community

What is it that you love most about the community?

Perceived Airport Needs of the Community

What is one of the greatest concerns to residents regarding the future of the Airport?

Perceived Airport Needs of the Community

Is there anything more the Authority can do to contribute to the community?

Perceived Airport Needs of the Community

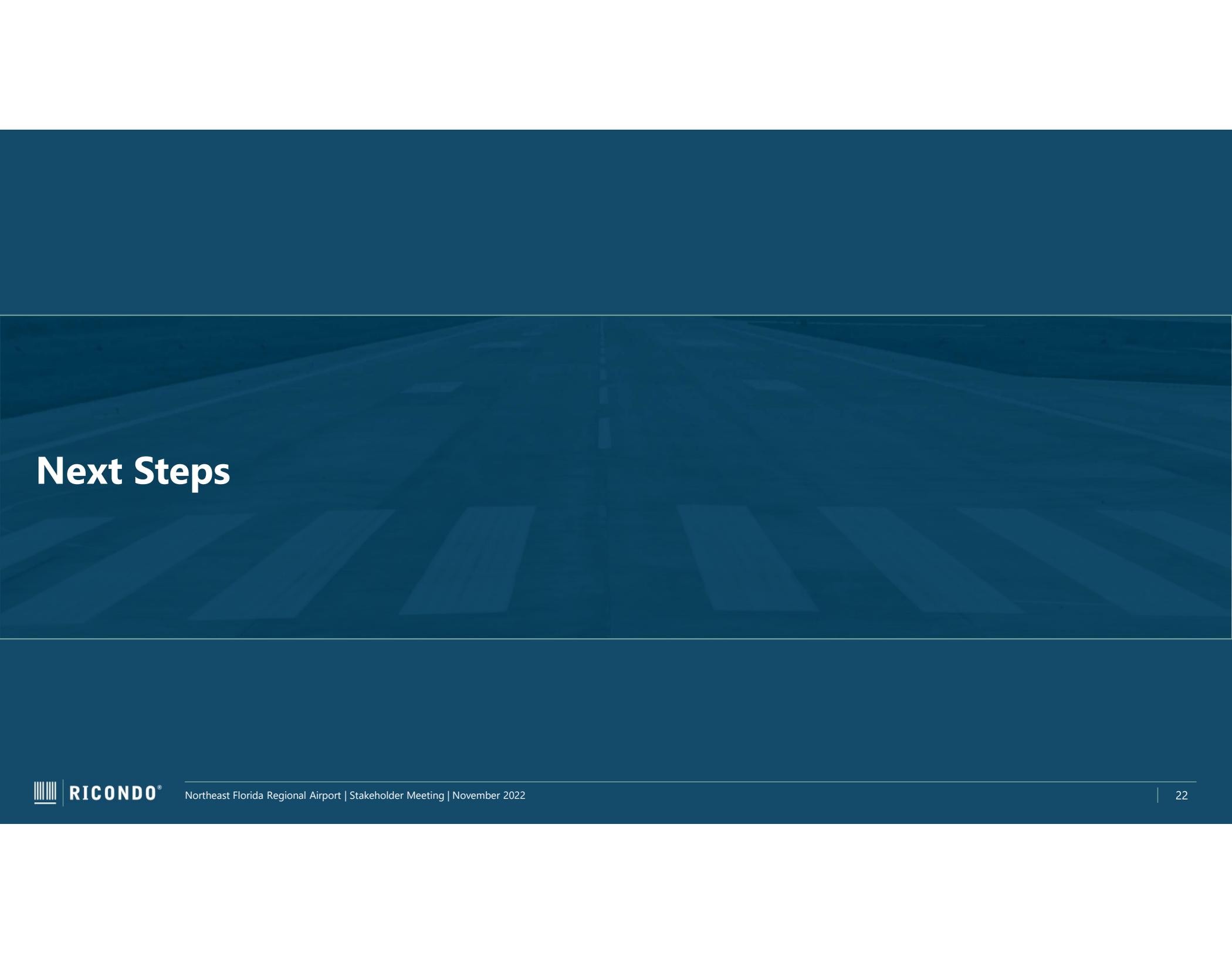
What changes at NFRA would benefit most to the community (both residents and businesses)?

Feedback on Airport Priorities

Feedback on Airport Priorities

What should be the top priorities of the Authority?

- *Revenue Growth*
- *Revenue Diversification*
- *Sustainability*
- *Non-aeronautical Development & Services*
- *Hangar Growth*
- *Flight Training*
- *Corporate Users*
- *Recreational Aviation*
- *Stakeholder/Community Engagement*
- *Support Aero-Business and Local Economic Engines*
- *Other*



Next Steps



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Strategic Airport Business Plan

Large Tenant/Aero-Business Stakeholder Input Session

1:00 p.m.

Airport Conference Center

MEETING FACILITATOR: Remy Lucette & Ryan Lenda		DATE TRANSCRIBED: 11/15/2022
NOTE TAKER(S): Remy Lucette & Ryan Lenda		TRANSCRIBED BY: Amaury Blanco
MEETING ATTENDEES	REPRESENTING	EMAIL
Edward "Ed" Wuellner	Airport Executive Staff	Erw@SGJ-Airport.com
Jeffrey Gerbert	Florida Aviation	Jeff@Florida-Aviation.com
Matt Liotta	Volato & Modern Aero	Matt.Liotta@FlyVolato.com
Matt Singletary	Passero Associates	MSingletary@Passero.com
Patricia Lang	Florida Aviation	Patti@Florida-Aviation.com
Robert "Bob" Olson	Airport Authority Board	R.Olson@Flynf.org
Vinny Beyers	Atlantic Aviation	Vinny.Beyers@AtlanticAviation.com
Amaury Blanco	Ricondo & Associates	ABlanco@Ricondo.com
Remy Lucette	Ricondo & Associates	RLucette@Ricondo.com
Ryan Lenda	Ricondo & Associates	RLenda@Ricondo.com

SUMMARY OF MEETING DISCUSSION

The following points were discussed:

What do you see as the major trends (changes) affecting your business at SGJ?

- Mr. Beyers:
 - Corporate activity
 - Overwhelming amount of people waiting for hangar space
 - Community hangars have liabilities
- Mr. Gerbert:
 - Under-utilized spaces/facilities at the Airport
 - Terminal building is currently empty and not being used
 - More hangar space for both corporate and GA
 - 7 year wait-list for hangar space
- Mr. Liotta:
 - Post-covid charter demand up 45% compared to 2019 (pre-covid)
 - Post-covid: Majority leisure, minority business vs. Pre-covid: Majority business, minority leisure

- A lot of business owners have found that airlines are no longer reliable
- There is excessive demand, not enough planes and/or pilots
- Corporate flight departments are shrinking
- Cirrus is seeing that 40% of sales are first-time buyers
- Regional airlines are in decline
- Market has changed post-covid and do not see it going back

What are the advantages and disadvantages of basing your operation at SGJ?

- Mr. Beyers:
 - St. Augustine is a hot spot, a very desirable location
 - Influx of people and development has blown up
 - Not many opportunities to grow or expand
- Mr. Gerbert:
 - Growing daily operations
 - Growing influx of people
 - Having an ATCT is a huge plus
 - Land is being under-utilized
 - Number of start-ups; sustainable aviation fuel
- Mr. Liotta
 - 8000 ft. runway is the #1 advantage
 - Customs building: can fly directly to St. Augustine and not have to stop somewhere else
 - Local talent pool
 - No willingness to grow
 - Airport is "Anti-Business"
 - GA feels pressure to not space out
- Mr. Singletary
 - Office space: not having much room to expand and grow the office

Are there suggestions on what could make the Airport more accessible/open to additional business at the Airport?

- Mr. Liotta:
 - "The American Way" – Let the free market handle it

- Airport needs more competition
- Mr. Gerbert:
 - Get more non-aeronautical businesses at the Airport
 - More restaurants would be great to have at the Airport
 - Land around is not very attractive until you get to the Airport
 - Area has growth if it's made available
 - Number of years ago, Frontier Airlines was at the airport; about 3 flights a week
 - Security; make it easier & more accessible

What do you think the community loves most about the Airport?

- Ms. Lang:
 - The Airport is small and quiet
 - Used to have a huge draw from airshows (stopped about 10+ years ago)
- Mr. Liotta:
 - Community likes that they don't know it exists
 - Not on tax rolls
 - Not much for the community at the Airport

What is one of the greatest concerns to residents regarding the future of the Airport?

- Ms. Lang:
 - Noise
 - Traffic
- Mr. Liotta
 - Developers not communicating with residents regarding Airport noise
- Mr. Gerbert:
 - Residents that don't live near the Airport will not have many concerns
 - Need to do better regarding residential engagement
- Mr. Beyers:
 - Future demand for commercial services

Is there anything more the Authority can do to contribute to the community?

- Mr. Liotta

- Economic development affects the county more than anything else
- This is an Airport that can create opportunities and jobs
- Restaurant is not sufficient
- Rental car business is “atrocious”; Go rentals is coming
- Mr. Gerbert:
 - Authority needs to reach out to residents explaining the advantages of the Airport
 - In Europe, airports have playgrounds and restaurants (always packed with people)
 - Need a “plane spot” for families to watch planes, bring more families to the Airport
- Mr. Beyers:
 - Airport needs a playground for children
 - Restaurant is too small, always seems like it’s closed
 - Most people want an “eat-and-go” experience

What should be the top priorities of the Authority?

- Mr. Liotta:
 - All priorities can be done at the same time
 - Change out the management and find members that can do everything all at once
 - Airport is not charging enough (t-hangar spaces)
 - Nobody believes they’re being listened to
 - Most of the money generated is from tenants, Authority “wastes” it on commercial scheduled services
 - This Airport expects different results by doing the same thing over again; “insane and chaotic”
 - There needs to be realistic engagement; trying to guess what the community wants is the wrong way to go about things
 - Airport is unsafe for females (on the corporate side), minimal lighting and not much security
- Mr. Beyers:
 - Development of commercial terminal
 - There seems to be a disconnect between Authority and tenants
 - Private/public services are not great (rental cars, hotels, ride-share services)
- Mr. Gerbert:
 - Catering to the needs of the tenants
 - As a resident of St. Johns County, doesn’t think commercial scheduled services are necessary
- Mr. Singletary

- Ask residents on their thoughts of commercial scheduled service
- Ms. Lang:
 - Airport needs better marketing/advertising

Advantages and Disadvantages of having Northrop Grumman at the Airport?

- Mr. Liotta:
 - Northrop Grumman's pressure is good for the Airport
 - Creates jobs
 - If Northrop Grumman continues to grow at the Airport, too much focus will be centered around them
 - If Northrop Grumman moves on from the Airport, it will turn into a "ghost town"
- Mr. Beyers:
 - Northrop Grumman's expansion creates land/real-estate issues

Northeast Florida Regional Airport Northrop Grumman Input Session

PRESENTED TO:
Stakeholder Group

PRESENTED BY:
Ricondo & Associates

PRESENTED ON:
Thursday, December 1st, 2022

Today's Agenda:

- **What Is A Strategic Business Plan?**
- **Stakeholder Engagement Objectives**
- **Benefits of Engaging Stakeholders**
- **Discussions**
 - Your Environment
 - Engagement
 - Feedback on Airport Priorities
- **Next Steps**

Strategic Business Planning

The St. Johns County Airport Authority is looking to develop a **Strategic Business Plan**

Key Benefits of Strategic Business Planning

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- Maintain financial stability
- Help communicate mission and goals
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Stakeholder Engagement Objectives

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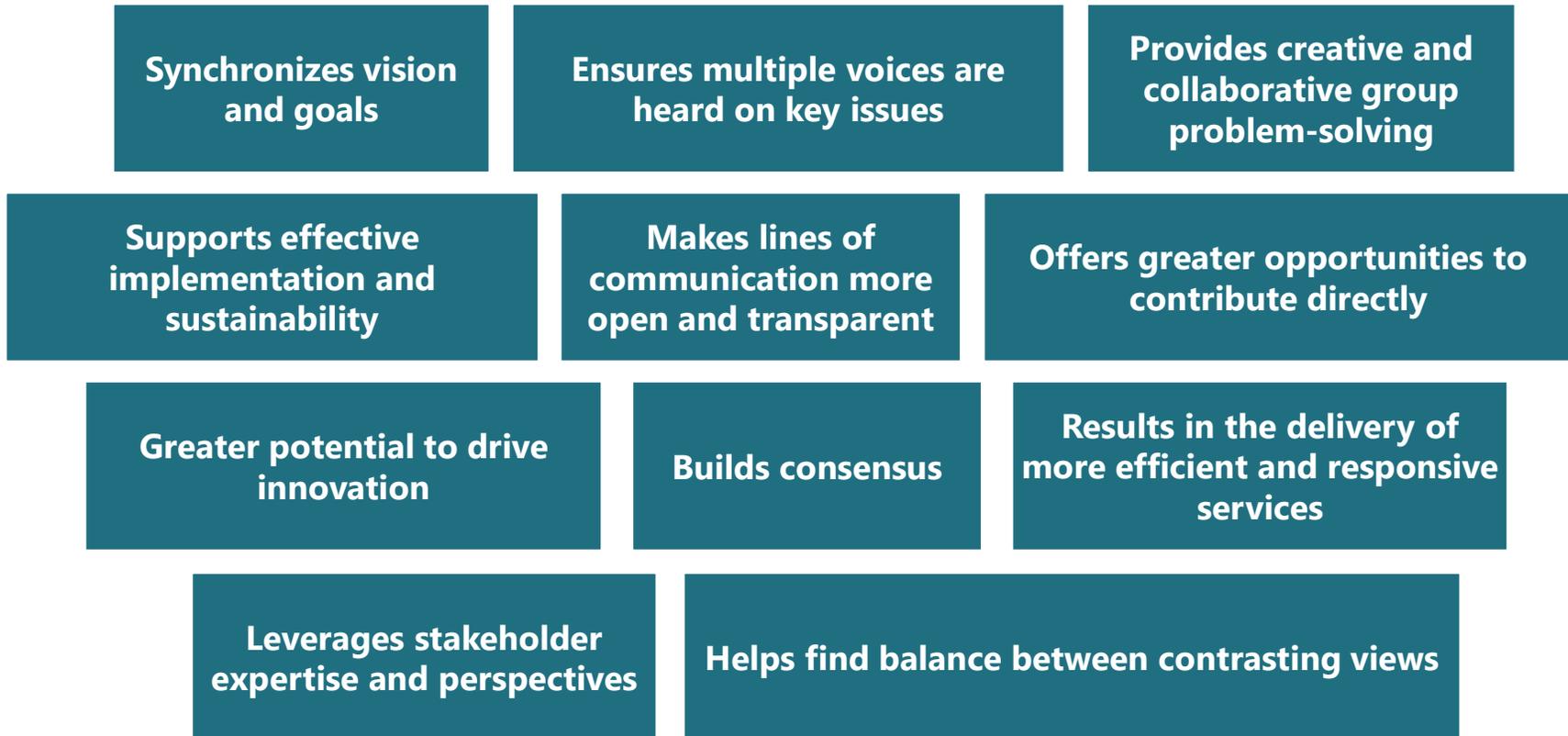
Organization's ownership of recommendations

**Your Involvement
Today:**

To provide input for the board to consider when formulating their strategic plan

To communicate your priorities with the team

Benefits of Engaging Stakeholders



Your Environment

Your Environment

What is the key to your success in St. Augustine and how can the Airport help facilitate that success?

Your Environment

What are the advantages and disadvantages of basing your operation at SGJ?

Your Environment

***What can the Airport do to support you
and your operation/mission at SGJ?***

The Community

What is one of the greatest concerns you have regarding the future of the Airport?

Engagement

Engagement

***Is there anything more the Authority
can do to serve tenants while
contributing to the community?***

Engagement

What do you think the community loves most about the Airport?

Airport Priorities

Feedback on Airport Priorities

What should be the top priorities of the Authority?

Next Steps



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Strategic Airport Business Plan

Northrop Grumman Input Session

1:30 p.m.

Airport Conference Center

MEETING FACILITATOR: Ryan Lenda		DATE TRANSCRIBED: 12/1/2022
NOTE TAKER(S): Remy Lucette & Ryan Lenda		TRANSCRIBED BY: Amaury Blanco
MEETING ATTENDEES	REPRESENTING	EMAIL
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Steve Blalock	Northrop Grumman	Steve.blalock@Ngc.com
Dave Paskert	Northrop Grumman	David.paskert@Ngc.com
Ed Wuellner	NFRA	Erw@SGJ-Airport.com
Andrew Holesko	Passero Associates	Aholesko@Passero.com
Remy Lucette	Ricondo & Associates	RLucette@Ricondo.com
Ryan Lenda	Ricondo & Associates	RLenda@Ricondo.com

SUMMARY OF MEETING DISCUSSION

The following points were discussed:

What is the key to your success in St. Augustine and how can the Airport help facilitate that success?

- Communication
- Unique business – military contractor
- All work is based on contracts
 - Longest running problem (over 50 years, close to 60)
- Great relationship with Airport Authority. Able to discuss flight operations needs with Airports
- Shared fire and rescue
- Tenant/owner for 42 years
- Flexibility to cross runway
- Fuel service is great
- Airfield
 - 8000+ ft. runway
- Capability for autonomous operations
- Can help by working on air traffic mitigation
- New runway on the north side. Could alleviate training needs

What are the advantages and disadvantages of basing your operation at SGJ?

- Great relationship with Authority for what is leased
- Room for expansion
- Location is great
- Staffing availability
 - Becoming harder to attract talent
- Increasing space launches interfering with airspace availability
- Weather
- Automobile parking availability
- Not a lot of warehouse availability in St. Johns County
- Some products can't come to Airport due to runway size

What can the Airport do to support you and your operation/mission at SGJ?

- Share investments for expansion and growth
- Cecil field: Boeing received some subsidies
- Economic support to help with infrastructure development
- Lots of old buildings would need to be raised or replaced
- Restrictions regarding flight testing
- Not so much commercial air service
- The future could be jet aircrafts. Need to have more proactive vision of zoning around the Airports
- Focus on how you grow
- Explore shared funding avenues
- Communicate

What is one of the greatest concerns you have regarding the future of the Airport?

- Knowing more about what the Airport is doing and its future development
- Coordinate growth with Airport
 - Northrop Grumman prefers its infrastructure consolidated
 - They like proximity (nearby to assets)
- Timing
 - Coordinating Northrop Grumman projects with Authority projects

Is there anything more the Authority can do to serve tenants while contributing to the community?

- Continue with what they are doing
- Support education
- Keep lines of communication open
- Creativity as they both expand and grow
- Additional partnering

What do you think the community loves most about the Airport?

- Location
 - US-1
 - Accessibility
 - NE Florida is a beautiful part of the country
- Northrop Grumman provides top tier jobs
- If you are a private pilot, it is very local
- Not sure that local community knows about the trainings that go on
- Need more awareness on Airport benefits

What should be the top priorities of the Authority?

- Figure out how to use all the property at the Airport
- Cross US-1
- How do you grow the Authority and attract additional tenants
- How does the Authority want to look 5, 10, 20 years down the road
- Focus on who you want to be
- Focus on financial stability/health for what they want to do

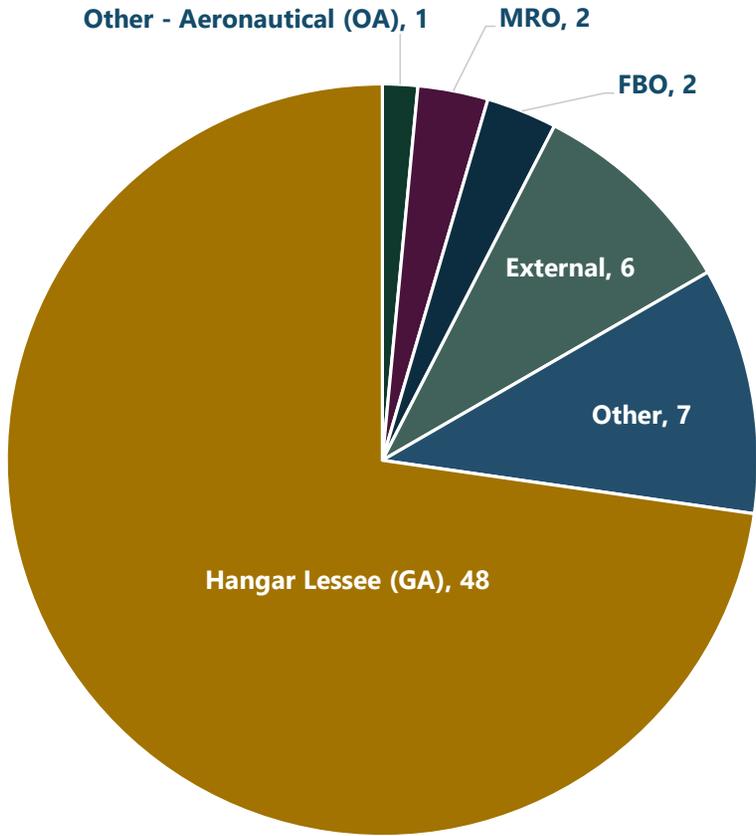
APPENDIX B ONLINE SURVEY

Strategic Business Plan Input

Online Tenant Surveys

Stakeholder Working Groups

Online Survey Respondents



SOURCE: https://www.surveymonkey.com/results/SM-_2F1vL5HeCyHnQ2iCC6rNBAQ_3D_3D/summary/

Advantages of Basing Business at NFRA

Top Three Advantages

1

VERY CONVENIENT
LOCATION

2

LONG RUNWAY
COMPARED TO OTHER
GA AIRPORTS

3

AMENITIES (TOWER, US
CUSTOMS) & ATTRACTIONS
(HISTORY, BEACHES)

Other Advantages:

- Accessibility and services to support clients
- Beautiful facilities and area
- Excellent flight service
- Growing population
- High quality of life in the St. Johns community
- Highly educated workforce
- Lowest overall tax structure in Northeast Florida



Disadvantages of Basing Business at NFRA

Top Three Disadvantages

1 EXPENSIVE AREA

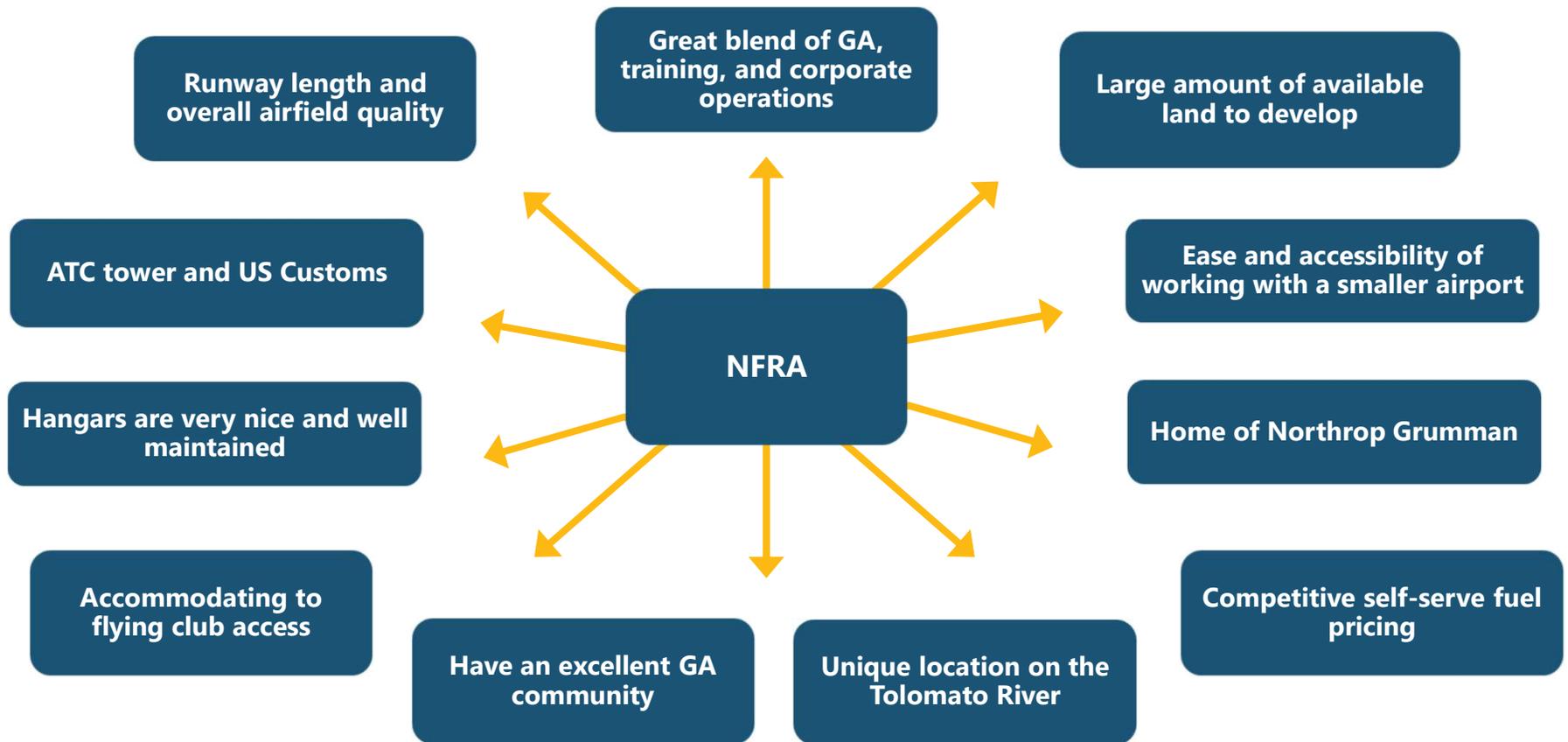
2 HANGAR DEFICIT

3 BUSINESS POLICIES (UNFAIR, RESTRICTIVE)

Other Disadvantages:

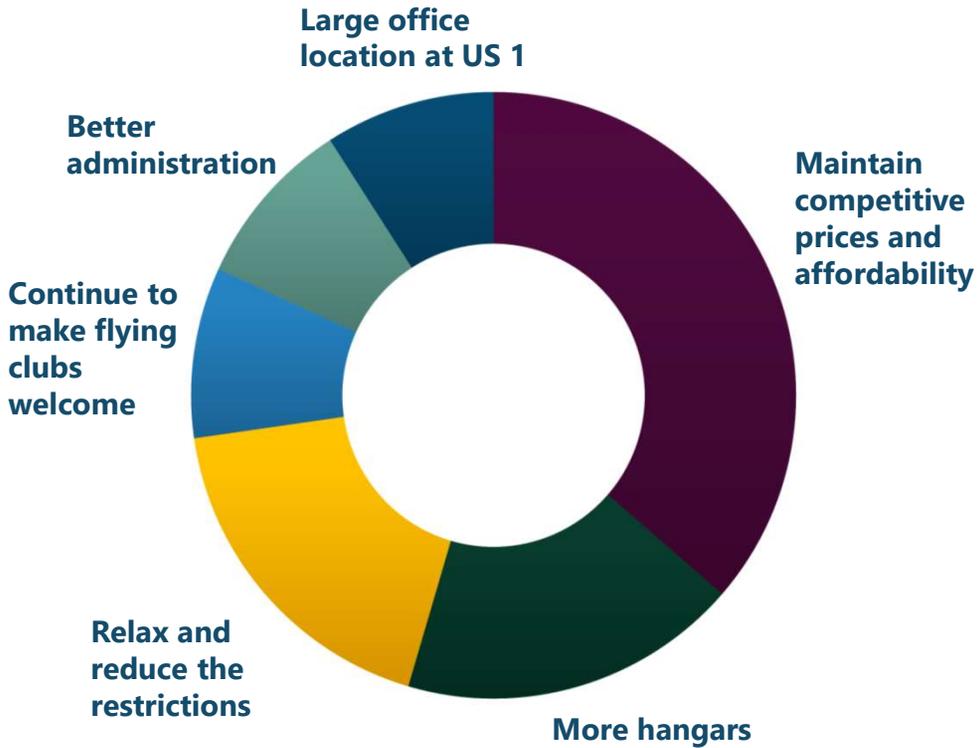
- Having to fly to another airport for maintenance
- Very limited opportunities for business owners
- Service costs are high
- Security measures are not rational
- Lack of GA business growth and jobs
- Unfriendly business environment and Board

What NFRA Provides Over its Competitor Airports

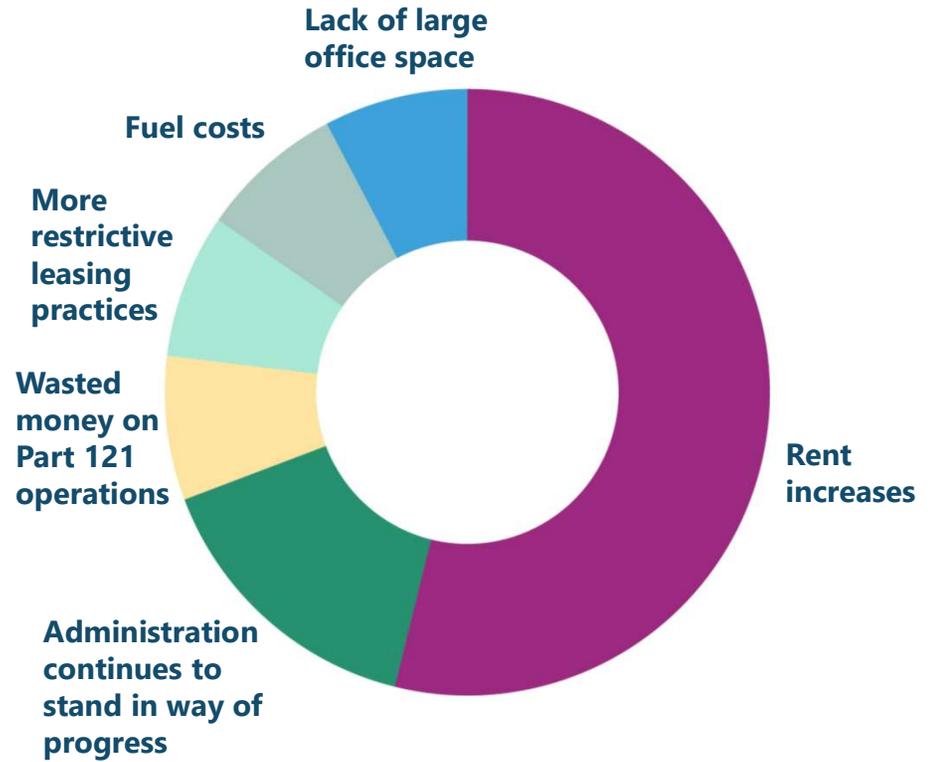


SOURCE: https://www.surveymonkey.com/results/SM-_2F1vL5HeCyHnQ2iCC6rNBAQ_3D_3D/summary/

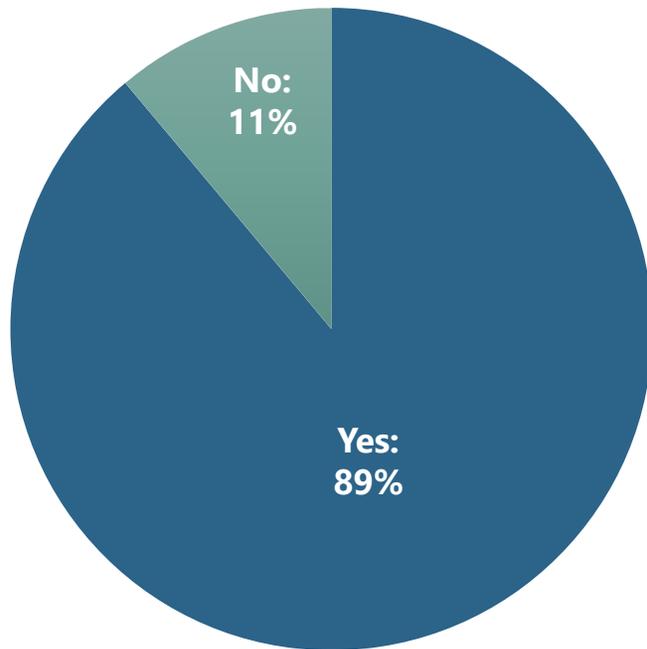
What Would Be Needed To Keep You At NFRA?



What Would Drive You To Leave NFRA?



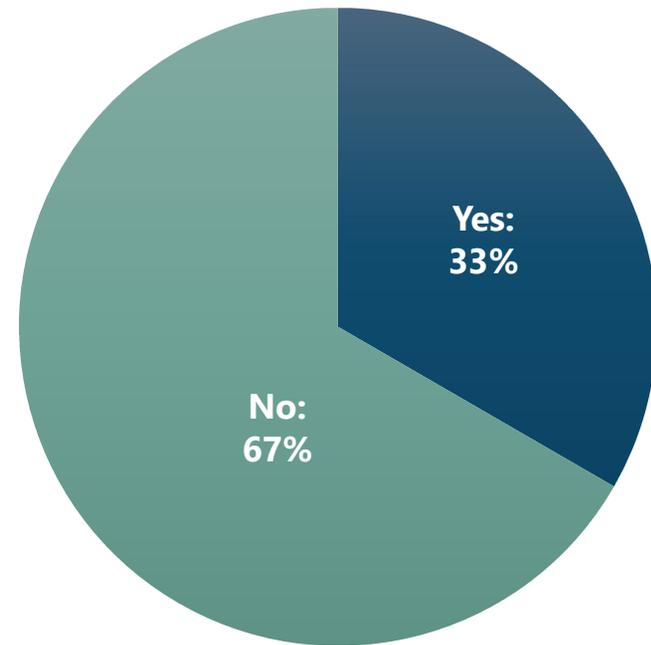
Do You Attend Board Meetings?



Reasons for “No” responses:

- “Politics is a corrupt endeavor. Too much arguing.”
- “Used to but it fell on deaf ears, so I don’t bother attending anymore.”

Aware of Local/Regional Economic Development Programs That Could Provide Benefits to NFRA?



Additional Comments:

- “St. Johns County Economic Development Program has an incentive grant program. DEO also offers the Job Growth Grant Fund that may be available for eligible projects with the Airport.”

NFRA Wish List

Development

- Install infrastructure on Airport's vacant land for targeted business and economic development opportunities
- New office space on US-1 land, not competing with hangar areas
- Develop long-term land lease program

Public

- Airport seems too industrial, make it more friendly to the public
- Increase passenger airline service providers and destination locations

Tenants

- More hangars/hangar growth
- Public use helipad
- Unleaded self-service gas
- Area for GA to work on aircraft (maintenance, painting area, etc.)
- More GA business
- Better emergency preparedness with specialized equipment

SOURCE: https://www.surveymonkey.com/results/SM-_2F1vL5HeCyHnQ2iCC6rNBAQ_3D_3D/summary/

Thoughts on Leasing, Rental, and Rate/Fee Structure at NFRA

Leasing

- "Reasonable for office space at \$20/SF."
- "Policy needs to adjust to allow for a 50-year land lease."
- "Acceptable."
- "Great."
- "Too restrictive."
- "Reasonable but could be improved from a tenant perspective instead of Authority."
- "Latest hangar rent increase was hard to understand and unjustified."

Rental

- "Acceptable."
- "Adequate."
- "Too restrictive."
- "Too low."
- "Annual is fair and appreciated."
- "Competitive."
- "Needs to be re-evaluated."

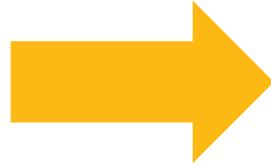
Rate/Fee

- "Too expensive." (x3)
- "Acceptable."
- "Recently began raising rates too high."
- "Not ideal."
- "Happy with competitive fuel pricing at self-serve pumps."
- "Expensive for an FAA grant recipient."
- "User-friendly for small operators."

SOURCE: https://www.surveymonkey.com/results/SM-_2F1vL5HeCyHnQ2iCC6rNBAQ_3D_3D/summary/

Do You Feel NFRA is Positioned to Accommodate the Needs and Growth of the Region and Operations?

YES

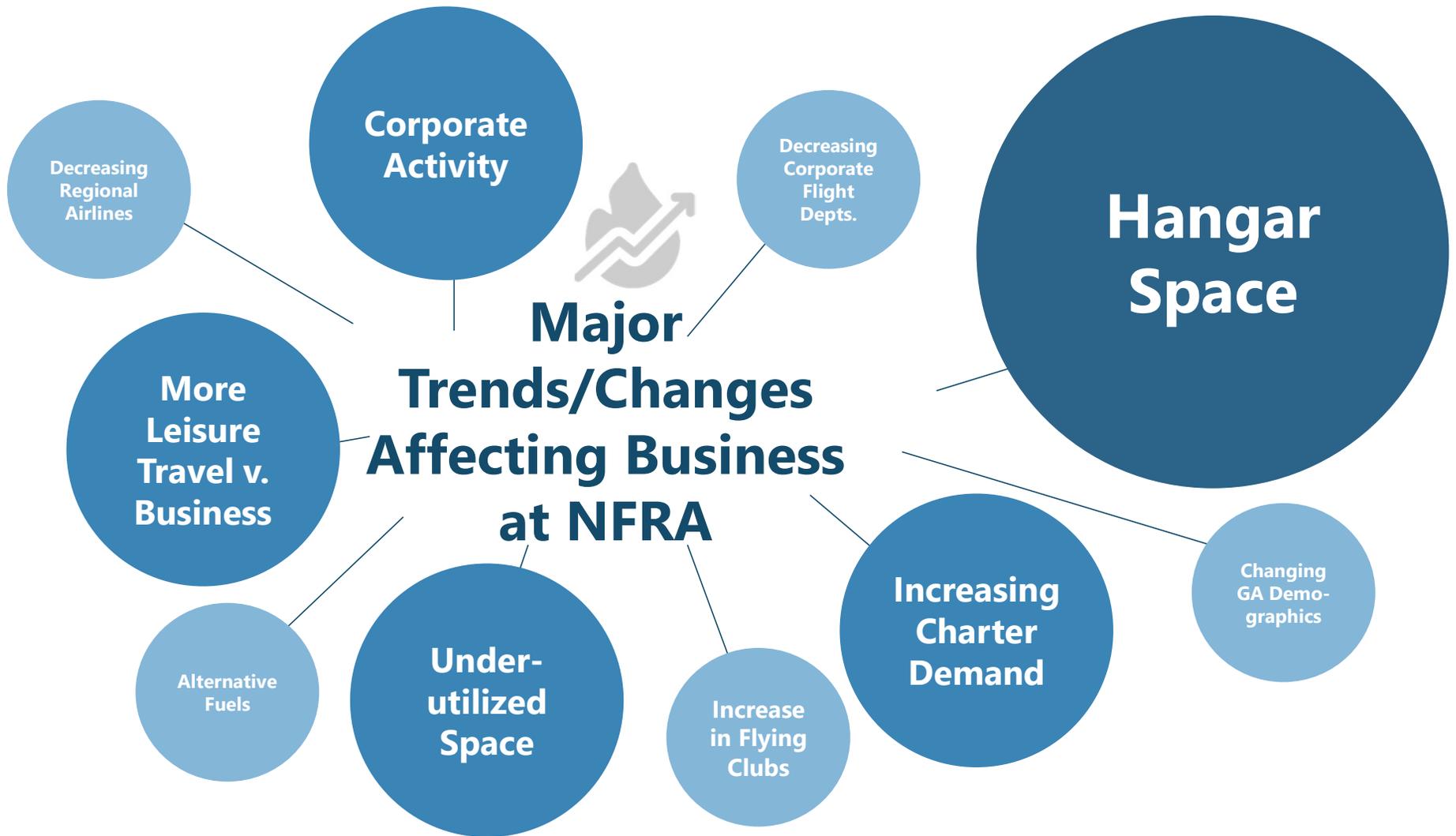


- The Airport has many positive benefits and resources that when utilized and enhanced can accommodate the needs and growth of the region
- Good, scenic location with reasonable pricing and good facilities
- We have land and should try to attract businesses to the Airport
- With focus on GA operations

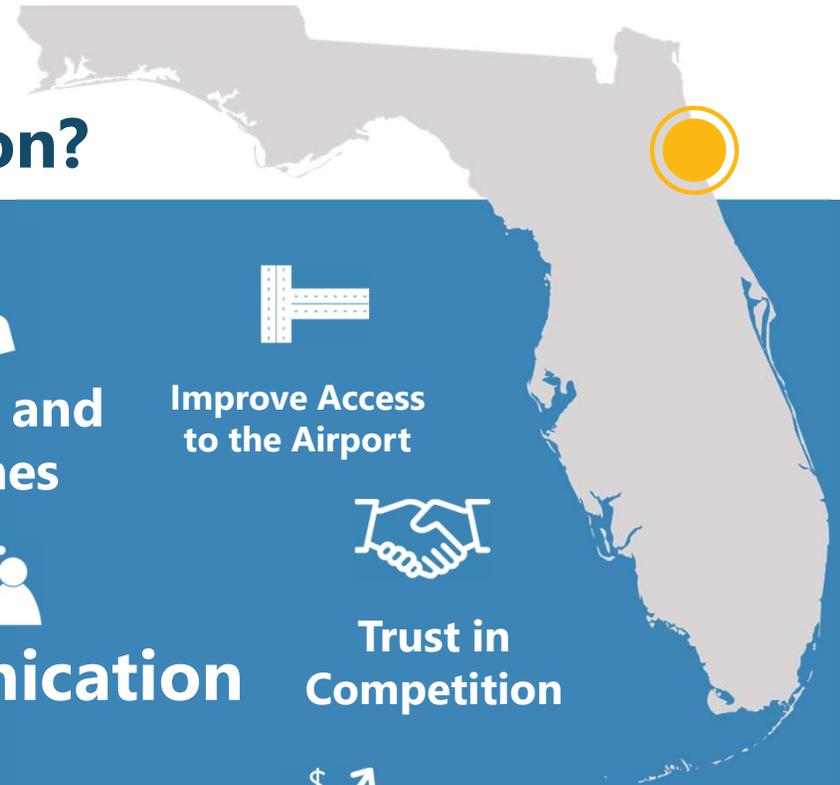
NO



- NFRA is basically kicking out GA, which is the heart and soul of flying
- The direction of the Board and Authority seem to not be based in reality
- They are anti-growth
- Administration had an agenda that restricts GA; way too much focus on airline service, need to abandon that effort



What Would Make the Airport More Accessible/ Open to the Region?



Leverage
NG Presence



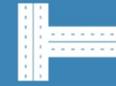
Bigger or More
Restaurants



Airshows



History and
Beaches



Improve Access
to the Airport



Consistent
Commercial
Service



Educate About
the Airport



Communication



Trust in
Competition



Airplane
Viewing Area



Be a Bigger
Economic Partner



More Non-aero
Business



Aesthetics

Concerns Regarding the Future of the Airport



Top Priorities of the Authority

Tier 1	Hangar Development	Stay Off Tax Rolls	Site-Ready Development Parcels	Scheduled Air Service	
Tier 2	Communication	Advertising & Marketing	Industrial/Economic Development	Community Engagement	
Tier 3	Educate About the Airport	Better Public Access	Re-evaluate Authority Organization	Maintain Existing Assets	Re-evaluate Rate Structure

APPENDIX C BOARD WORKSHOPS

DRAFT



Strategic Planning Workshop

PRESENTED TO:

St. Johns County Airport Authority Board

PRESENTED BY:

Ricondo & Associates

PRESENTED ON:

Thursday, October 27th, 2022

Agenda

- Introductory Remarks/Workshop Objectives
- Benefits of Strategic Planning
- Roles of the Facilitator & Participants
- Individual Observations of the Authority Members
- Mission Statement
- Vision
- Values
- Closing Remarks

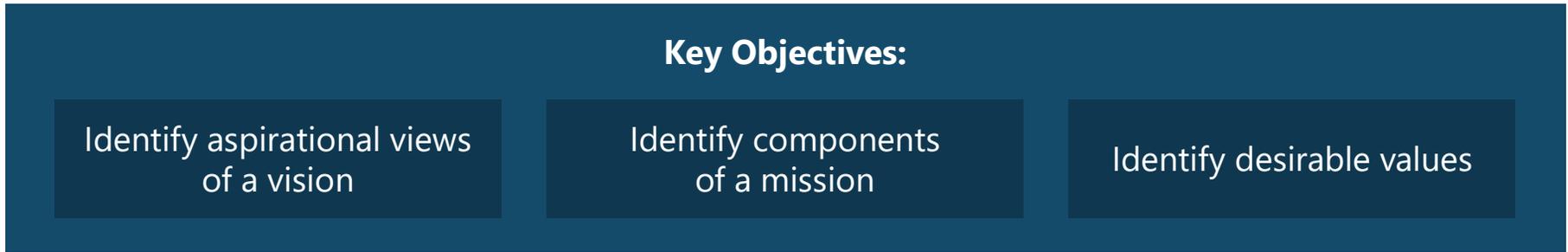
Purpose of Today's Dialogue

- The Strategic Business Plan (SBP) supplements previous airport analyses such as the Master Plan and the Airport Layout Plan

- The goal of the SBP is to
 - Serve as a decision-making tool for airport management and the Board
 - Provide an opportunity to incorporate the most recent trends and define development priorities at NFRA and focus areas for the Authority
 - Identify future airport capital investment priorities

Objectives of the Workshop

Today's discussion will focus on the mission, vision, and values of the Authority, a critical first step in the strategic planning process



Benefits of Strategic Planning



Role of Facilitator

- Facilitate strategic planning workshop sessions
 - Keep us on task and on time
 - Encourage fair participation
 - Keep interactions positive
 - Recognize agreement
 - Manage conflict
 - Offer insights, ideas, and an outside perspective

Role of Participants

- Participate actively
- Acknowledge, respect, and appreciate each other
- Listen actively
- Have fun!



Individual Observations of the Authority Members



Mission Statement

What is a Mission Statement?

- A clear and concise statement that conveys your reason for existing

What do we do?

- Implement policy
- Operate airport
- Serve need of users
- Manage and oversee operations

Why do we do it?

- Demand of customers
- Facilitate economic engine
- Provide for highest and best use

For Whom do we do it?

- Corporations / Aero-businesses
- Recreational users
- General aviation activity
- Other tenants

“The Boca Raton Airport Authority operates a first-class public use general aviation facility dedicated to embracing our cores values; promoting safety, efficiency, and environmental excellence; and advancing aeronautical and economic benefits to our business and community stakeholders.”

(Boca Raton Airport, <https://bocairport.com/wp-content/uploads/2020/08/BRAA-2020-Strategic-Business-Plan-Report.pdf>)



Authority Purpose – Individual Interview Inputs



Guide policy development



Owns and manages real estate



Provide infrastructure and services



Address constituent issues



Operates a regional airport

DRAFT

Your Customers



The Community



Pilots



Nearby Residents
and Businesses



Aircraft Owners



Airport Tenants



County Citizens

Vision



“The vision of the Naples Airport Authority is to leave a first and lasting impression of excellence.”

(Naples Airport,
<https://www.flynaples.com/wp-content/uploads/2021/07/Board-FINAL-Workshop-Meeting-Packet-May-20-2021.pdf>)

Your Dreams - Individual Interview Inputs



An airport that serves a growing region

Support for light general aviation

Ensure the community knows about and appreciates the airport

A great relationship between general aviation and commercial air service interest groups

Identify "doable" projects and implement them in the next 4 or 5 years

Commercial air service

Create a stronger relationship with economic development

Any others?

Values

1

How should our organization treat stakeholders?

2

How should we treat our fellow employees?

3

How do we want our organization to be viewed by stakeholders and employees?

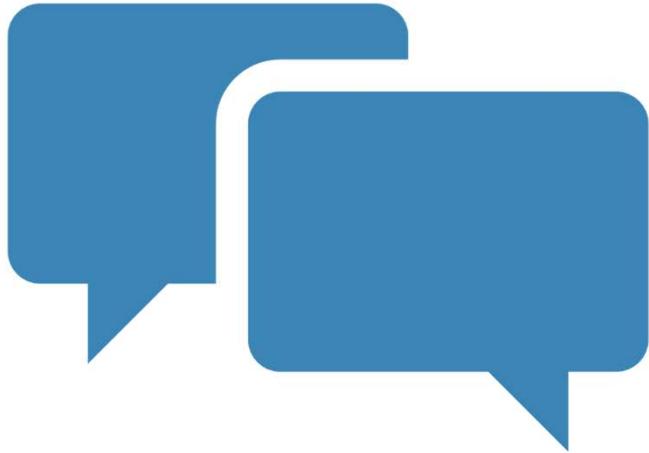
“Our core values express how we conduct our day-to-day business and provide a consistent set of expectations for all of us who work at the airport.”

- ***Safety and Security: We embrace them as our priority.***
- ***Excellence: We are committed to ensuring excellence in all we do.***
- ***Innovation: We embrace innovative solutions and are always ready for change.***

(Greenville-Spartanburg International Airport, <https://gspairport.com/mission-vision-values/>)

How You Want the Authority To Be Viewed?

Individual Interview Inputs



Open-minded

Operate like a business

Consistency in decision-making

Make best decisions for everyone

Credible

Treat everyone fairly

Incremental

Proactive

DRAFT

Closing Remarks



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Strategic Airport Business Plan

Board Workshop #1

4:00 p.m.

Airport Conference Center

MEETING FACILITATOR: Michael Audino		DATE TRANSCRIBED: October 27, 2022
NOTE TAKER(S): Remy Lucette/Ryan Lenda		TRANSCRIBED BY: Amaury Blanco
MEETING ATTENDEES	REPRESENTING	EMAIL
Bruce Maguire	Airport Authority Board	B.Maguire@Flynf.org
Edward "Ed" Wuellner	Airport Executive Staff	Erw@Sgj-Airport.org
Justin Mirgeaux	Airport Authority Board	J.Mirgeaux@Flynf.org
Michael Audino	Meeting Facilitator	Michael@Michaelaudino.com
Reba Ludlow	Airport Authority Board	R.Ludlow@Flynf.org
Robert "Bob" Olson	Airport Authority Board	R.Olson@Flynf.org
Suzanne Green	Airport Authority Board	S.Green@Flynf.org
Remy Lucette	Ricondo & Associates	RLucette@Ricondo.com
Ryan Lenda	Ricondo & Associates	RLenda@Ricondo.com

SUMMARY OF MEETING DISCUSSION

The following points were discussed:

Individual Observations of Authority Board Members

- Ms. Ludlow:
 - See more involvement with architecture of heritage. More involved with art exhibits in the terminal/conference center/lobby
 - Invite the community to the Airport
 - More involved with St. Augustine's downtown heritage
- Mr. Olson:
 - Must serve the growing region. The population has doubled in the last 15 years
- Mr. Maguire:
 - Need to be more involved in servicing the entire county
 - City does not want the Airport to be involved
 - Asked to move services to Airport but they have not responded
 - At first, Airport board was made up of pilots, primary activity was GA
 - Downtown now sees the Airport as a private club/association

Discussion Regarding Mission Statement

- Themes: Positivity/Opportunity
- What do we do?
 - Implement community activities
 - St. Augustine has an aerospace academy. Education aspect to help kids
 - Board Charter: Operation of multi-modal facility, include an educational component
 - Academic and safety programs
 - Authority outreach (becoming more of a member in the community)
 - Policy development
 - NFRA has governmental power to add a role that others don't; be a governmental entity itself. Elected board answer directly to the voters, rather than a general-purpose government
 - Greater responsibility and accountability compared to other airports
 - Provide guidance to create policies, oversee management, and ensure that Airport contributes to the community
 - Community support: General Aviation (GA), private, education, etc.
 - Airport contributes to economic development of St. Johns County
 - Providing services to the community
 - Improving the quality of life for every resident and business of the community
 - Own, operate and develop the Airport to improve the quality of life in the Northeastern Florida region
 - Large consensus would like to have "St. Augustine" back in the Airport's name

Discussion Regarding Vision Statement - Focus On Your Dream Airport

- Ms. Ludlow:
 - Doable projects to be implemented in the next 4-5 years
 - No waiting list for Airport
 - Revenue and requirements
 - Authority to be more cohesive, work more with the users of the Airport
 - Tie the Airport into St. Augustine's heritage. Related to when the Spanish came to St. Augustine
 - Every bit of our land is revenue-producing, ancillary businesses for airports
 - Sense of community and business working together
 - "What if the way of the future is corporate jets? Nobody wants to fly on an airline."

- Mr. Maguire:
 - Separate the goals from the dreams
 - Ex. Hangars – Goal or vision?
 - Must live within the County and Airport limits
- Mr. Olson:
 - Have the feel that the Airport reflects the energy of the region
 - Futuristic – where flights and air transport are headed
 - Experience the energy of a growing region
 - Ability to sense success when you interact with NFRA Airport
 - Be attractive with all the entrepreneurship happening around
- Mr. Mirgeaux:
 - What can we be? Where will be 50 years from now?
 - Aviation excellence is within reach
 - There are limits to what can be done with the runway
- Aircraft technology is poised to bring new technological changes, alternative fuels. The commercial transport of people is changing
- Create connections that may not exist now
- Aerospace initiative that the Board would like to pursue
- NG is very important for this Airport
- Region needs to diversify its economy
- Create the most welcoming platform for the aerospace industry
- Keeping an open mindset and willingness to pursue “cool” and modern ideas

Potential Vision Statement Ideas

- Ms. Ludlow:
 - Tie in the heritage of St. Augustine’s beginnings (relating to when the Spanish came over)
 - Committee to name the conference center
- Mr. Olson:
 - First coast regional Airport
 - Include heritage, identity of St. Augustine
- Mr. Mirgeaux
 - 450th anniversary of first explorers – heritage
 - Exploration is unique to St. Augustine

- Inspire travel and exploration
- Place where people want to live
- “Live, work and play” (Tourism Board)
- Mr. Wuellner:
 - Can be revolved around “key words” rather than a sentence
 - Ex.: “Explore. Engage. Inspire”

Discussion Regarding Value Statement

- Incremental: As you approach projects, don’t do everything all at once
- Also applies to Board members & staff
- Ms. Ludlow:
 - Honest representation of tenants and businesses
 - Making fair decisions
 - Involved in all aspects of Airport
 - No favoritism
 - Flexible in each case
 - Integrity
- Mr. Mirgeaux:
 - Sound judgement
 - Forward-looking
 - Leave it better than you found it – Stewardship
- Mr. Olson
 - Visionary
 - Customer-oriented
 - Public service
 - Ensuring safety (all aspects)
 - Valuing the staff properly
 - Reflecting excellence in all we do
 - Actions and results oriented
 - High standards
 - Accountable and transparent

Strategic Airport Business Plan Airport Authority Board Workshop #2

PRESENTED TO:
NFRA Airport Board

PRESENTED BY:
Ricondo & Associates, Inc.

PRESENTED ON:
Tuesday, December 13th, 2022

Agenda

- **Session 1: 4:00pm – 5:15 pm**
 - Introductory Remarks/Workshop Objectives
 - Review of Feedback
 - SWOT Analysis
 - Preliminary Strategic Issues Discussion
- **Working Break: 5:15 – 5:30 pm**
- **Session 2: 5:30 pm – 6:45 pm**
 - Preliminary Initiatives Discussion
 - Identification of Potential Development Scenarios
- **Closing Remarks: 6:45 pm – 7:00 pm**

Objectives of the Workshop

Today's discussion will focus on identifying the strengths, weaknesses, opportunities, and threats to the Airport and identifying preliminary strategic issues and initiatives.



Key Objectives:

- Perform SWOT Analysis
- Identify preliminary strategic initiatives
- Identify potential development scenarios

Review of Feedback

Advantages of Basing Business at NFRA

Top Three Advantages

1

VERY CONVENIENT
LOCATION

2

LONG RUNWAY
COMPARED TO OTHER
GA AIRPORTS

3

AMENITIES (TOWER, US
CUSTOMS) & ATTRACTIONS
(HISTORY, BEACHES)

Other Advantages:

- Accessibility and services to support clients
- Beautiful facilities and area
- Excellent flight service
- Growing population
- High quality of life in the St. Johns community
- Highly educated workforce
- Lowest overall tax structure in Northeast Florida

Disadvantages of Basing Business at NFRA

Top Three Disadvantages

1 EXPENSIVE AREA

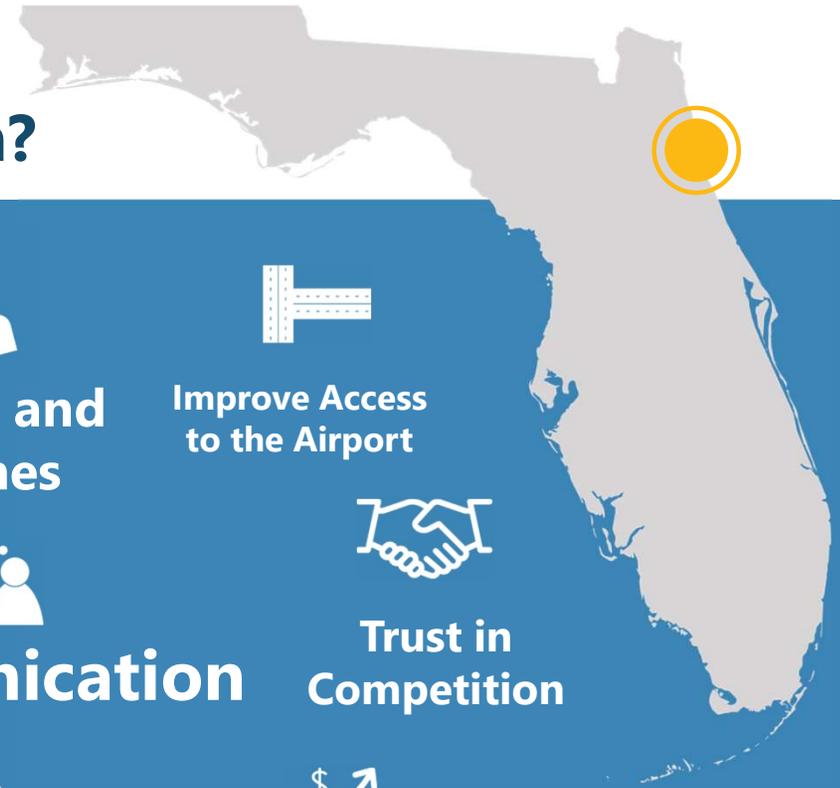
2 HANGAR DEFICIT

3 BUSINESS POLICIES (UNFAIR, RESTRICTIVE)

Other Disadvantages:

- Having to fly to another airport for maintenance
- Very limited opportunities for business owners
- Service costs are high
- Security measures are not rational
- Lack of GA business growth and jobs
- Unfriendly business environment and Board

What Would Make the Airport More Accessible/ Open to the Region?



Leverage
NG Presence



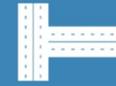
Bigger or More
Restaurants



Airshows



History and
Beaches



Improve Access
to the Airport



Consistent
Commercial
Service



Educate About
the Airport



Communication



Trust in
Competition



Airplane
Viewing Area



Be a Bigger
Economic Partner



More Non-aero
Business



Aesthetics

Concerns Regarding the Future of the Airport



Feedback on Priorities of the Authority

Tier 1	Hangar Development	Stay Off Tax Rolls	Site-Ready Development Parcels	Scheduled Air Service	
Tier 2	Communication	Advertising & Marketing	Industrial/Economic Development	Community Engagement	
Tier 3	Educate About the Airport	Better Public Access	Re-evaluate Authority Organization	Maintain Existing Assets	Re-evaluate Rate Structure

SWOT Analysis

Role of Facilitator

- Facilitate strategic planning workshop sessions
 - Keep us on task and on time
 - Encourage fair participation
 - Keep interactions positive
 - Recognize agreement
 - Manage conflict
 - Offer insights, ideas, and an outside perspective

Role of Participants

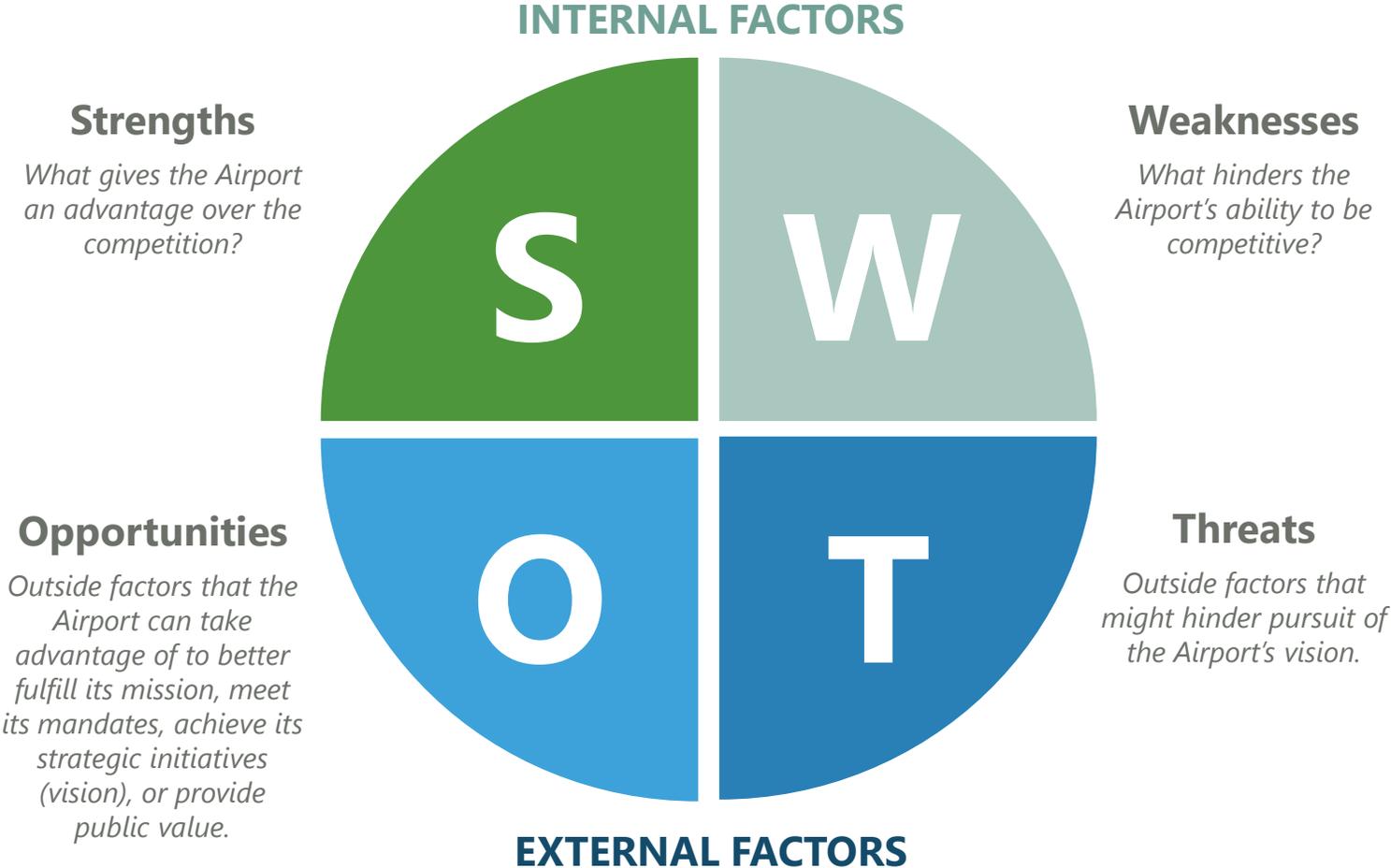
- Participate actively
- Acknowledge, respect, and appreciate each other
- Listen actively
- Have fun!



SWOT Analysis

- Stands for Strengths, Weaknesses, Opportunities, and Threats
- The process by which an organization evaluates internal and external factors to identify future issues and strategies that may affect airport operations
- Discover internal and external factors that influence or could impact the organization or Airport operations
- Anticipate potential changes warranting further study

SWOT Analysis



Preliminary Survey Findings – Internal Factors

Strengths

- Very long runway (8000+ ft.)
- Air Traffic Control Tower
- Customs Building
- Airport location is ideal due to proximity to major FL areas like Orlando, Jacksonville, and Daytona Beach
- High traffic/tourism in St. Augustine
- Serves 4.4 million passengers within a 2-hour drive
- Broad array of aviation services
- Large local talent pool
- Airport facilities are maintained and well-kept

Weaknesses

- Land is being under-utilized
- Certain visibility problems
- No ARFF (Aircraft Rescue & Fire Fighting) unit on site
- Lack of radar coverage
- Communication with tenants can improve
- Current restaurant is not sufficient
- Lack of lighting and approach lights
- Lack of opportunities to grow and expand
- Lack of community engagement
- Lack of non-aeronautical businesses on Airport property
- Need stronger social media/marketing presence

Preliminary Survey Findings – External Factors

Opportunities

- Northrop Grumman can attract vendors to the Airport
- Reliable and efficient commercial air service
- Community engagement
 - On-site playground for families
 - Plane spot to attract community residents and tourists
 - Air shows
- Another on-site restaurant
- Branding and marketing of the Airport
- Connect more with Airport tenants

Threats

- Airport reliance on fuel may be a problem as aircrafts become more fuel-efficient and electric
- Complaints by the community regarding Airport expansion
- Aviation workforce shortage
- Natural disasters
- Automobile traffic
- Proximity of residential areas to the Airport
- Airport goes on tax rolls

Preliminary Strategic Issues

Preliminary Strategic Issues

- Strategic issues are the most important challenges for you to address during the term of the strategic plan
 - A fundamental policy choice that affects your mission, vision, service mix, customers, financing structure, processes, and/or leadership
 - Combines the data gathered with the results of the SWOT analysis
- **Exercise:**
 - Identify the most important strategic issues that need to be addressed
 - Consider describing the issue in terms of a question that could have more than one answer (How can our airport ensure consistent growth relative to competing airports?)
- **Strategic Issue Example:**
 - *“Airport’s role in and contribution to local and regional economies could be overlooked or eclipsed by other external factors.”*

Preliminary Strategic Issues Discussion

Preliminary Strategic Initiatives

- Must address strategic issues
- Be understandable and explainable
- Be flexible/adaptable
- Be measurable and verifiable
- Be realistic and achievable
- The benefits of implementing the initiative outweigh the cost
- **Strategic Initiative Example:**
 - *“Integrate the Airport with the region’s political scene.”*

Preliminary Strategic Initiatives Discussion

Potential Development Scenarios

Potential Development Scenarios

- Development scenarios provides a framework (“what may happen”, “what would be the result”) to project future conditions at the Airport assuming varying assumptions (e.g., opportunities, initiatives)
- These scenarios will allow to test potential strategies and assess Authority priorities.
- For each scenario, the following parameters may be evaluated:
 - Capital projects
 - Organizational/human resources strategies
 - Financial decisions
 - Operational decisions

Potential Development Scenarios Discussion

Closing Remarks

Next Steps

- Incorporate Board feedback
- Summarize strategic issues and initiatives input
- Evaluate development scenarios
- Target Workshop #3
 - Week of February 6th



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Strategic Airport Business Plan

Board Workshop #2

4:00 p.m. to 7:00 p.m. EST

NFRA - Airport Conference
Center

MEETING FACILITATOR: Michael Audino		DATE TRANSCRIBED: 12/13/2022
NOTE TAKER(S): Remy Lucette & Ryan Lenda		TRANSCRIBED BY: Amaury Blanco
MEETING ATTENDEES	REPRESENTING	EMAIL
Robert "Bob" Olson	Airport Authority Board	R.Olson@Flynf.org
Dennis Clarke	Airport Authority Board – Elect	D.Clarke@Flynf.org
Edward "Ed" Wuellner	Airport Executive Staff	Erw@SGJ-Airport.com
Kevin Harvey	Airport Operations Manager	Kch@SGJ-Airport.com
Jennifer Liotta	Airport Authority Board – Elect	J.Liotta@Flynf.org
Michael Audino	Meeting Facilitator	Michael@MicahelAudino.com
Brad Wentz	Passero Associates	BWentz@Passero.com
Remy Lucette	Ricondo & Associates	RLucette@Ricondo.com
Ryan Lenda	Ricondo & Associates	RLenda@Ricondo.com

SUMMARY OF MEETING DISCUSSION

The following points were discussed:

- The workshop provided a high-level review of the feedback received, then proceeded with a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.
- The attendees were asked to provide themes using the results of the SWOT analysis to derive preliminary strategic issues.
- Following the identification of preliminary strategic issues, preliminary initiatives were discussed.

Summary of the SWOT Analysis Exercise

- Strengths
 - High growth/viable
 - Debt-free
 - Strong GA demand (current waitlist for hangars)
 - Coastal location
 - Northrop Grumman
 - Governance Structure

- Entrepreneur
 - Nimble
- Own 1,000 acres. West of US1 (Airport compatible)
- Located in FL
- Properties with runway access
- Strong infrastructure
- Good market for growth
- Continues to be land available
- Weaknesses
 - Staffing
 - Take on new initiatives
 - Bandwidth constraints
 - External affairs staff
 - Anything new is difficult to procure due to limitations
 - Succession planning
 - Capital reserves
 - Grant dependent
 - Environmental challenges
 - Sustainability/vulnerability
 - Fixed barriers (limited space)
 - Willingness to use debt
 - T-hangars
- Opportunities
 - Grow aero business
 - Northrop Grumman suppliers, MRO
 - Be and serve air innovation
 - EDA – St. Johns County may not be qualified but would like to leverage
 - State infrastructure programs (see: Charlotte County)
 - Revolving line of credit with grant
 - Public desire to engage with Airport
 - Wait-list – “Build it, they will come.”
 - Strong GA growth

- Nation-wide
- Private aviation
- Threats
- Climate change (rising sea level)
- Encroachment of surrounding developments
 - West of US1
- Decline of grant programs
- Community closing Airport?
- Political scene
 - Federal and State level
- Northrop Grumman leaving
 - Unlikely? Would cause a tremendous economic impact

Identification of Themes (Issues) Based on the SWOT Analysis

- Ms. Liotta:
 - High demand
 - Lack of funding/resources
 - Lack of staffing
- Mr. Clarke:
 - Smart planning
 - Solid financial management
 - Increase in staff and management tools
- Mr. Olson:
 - Build reserve
 - Accommodate GA demand
 - Increase administrative capacity

Preliminary Strategic Initiatives

- How do we ensure our H.R. can serve current and future needs?
- How do we improve our financial health to quickly respond to opportunities?
- How do we optimize income producing assets?
- How do we incorporate our environmental challenges into planning to improve resiliency?
- How do we effectively utilize our footprint?
- How do we interact with external organizations for the benefit of both parties?

Additional Issues to Consider

- Mr. Olson:
 - Revenue streams, need to understand the detail of the financial charts
- Mr. Clarke:
 - Agreed with Bob regarding revenue streams, need to develop public finance strategies

Northeast Florida Regional Airport Strategic Business Plan - Board Workshop #3: Strategic Initiatives and Actions

February 27, 2023

PRESENTED TO:
NFRA Airport Board

PRESENTED BY:
Remy Lucette & Michael Audino

PRESENTED ON:
February 27, 2023

Workshop Agenda

- Introductory remarks/recap of previous tasks for new board members
- Goals of Workshop #3
- Review strategic initiatives
- Investment priorities and related considerations
- Strategic actions discussion
- Workshop recap and next steps

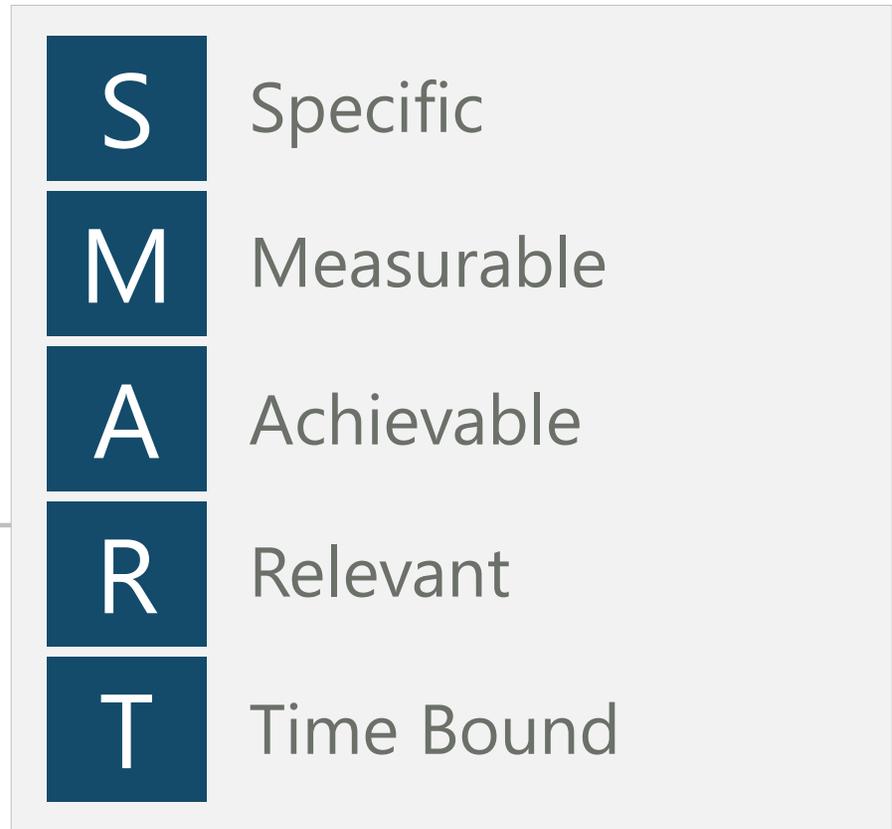
Goals of the Workshop

- Confirmation of the strategic initiatives
- Prioritized actions for each of the strategic initiatives



Strategic Initiatives

Elements of Effective Strategic Initiatives and Actions



Strategic Initiatives

- Must address strategic issues
- Be understandable and explainable
- Be flexible/adaptable
- Be measurable and verifiable
- Be realistic and achievable
- The benefits of implementing the initiative outweigh the cost

Strategic Actions

- Actionable objectives to meet the initiatives
- Short-term (accomplished in 1-2 years)
- Typically, 3 to 5 per initiative
- Should have sufficient detail so that they are clear and measurable

Strategic Themes and Potential Initiatives

Strategic Issues (Themes)

PLANNING

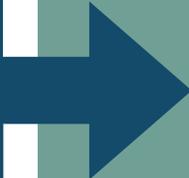
- Accommodating rapid growth in GA
- Community priority for scheduled air service
- Aero-business economic development (aerospace, MRO, etc.)
- Commercial co-development opportunity fronting U.S. 1

FINANCIAL

- Needs to increase revenues / capital reserves
- Grant dependency currently a limiting factor
- Community not supportive of use of ad valorem taxing power
- Strategies for revenue financing projects needed

ADMINISTRATIVE

- More staff needed to fully meet even current needs
- Project/program initiatives will require added admin support
- Operating funds for admin support a limiting factor



Potential Initiatives



Timely response to delivery and demand: Satisfy customer demand (hangars, services, and infrastructure) at NFRA.



Optimize our financial position.



Align administration roles with Authority and Airport needs.



Effectively utilize our footprint.



Interact and engage with external organizations (stakeholders) for the benefit of all parties.

Investment Priorities and Related Considerations

Investment Priorities and Related Considerations

- Acceleration of aviation investments
- Defining priorities in line with the Airport Master Plan development recommendations
- Increasing and diversifying airport revenues
- Two scenarios explored in line with feedback received:
 - Accelerated delivery of T-Hangars, Corporate Hangars, and a second FBO Complex
 - Non-aeronautical leases to improve financial strength

Priority #1 – Cost of Development

T-Hangars

- Cost per Unit: **\$175,000 - \$225,000**
- Proposed T-Hangar Count: 30
- Typical T-Hangar unit: ~1,000 sq ft

\$5,250,000 - \$6,750,000

Corporate Hangars

- Cost per Square Foot: **\$250 - \$300**
- Proposed Hangar Count: 9 (10,000 sq ft hangars)

\$22,500,000 - \$27,000,000

Second FBO Complex

- Community Hangars:
 - **\$250 - \$300 per sq ft**
 - Proposed Count: 2 (10,000 sq ft hangars)
- FBO Terminal: **\$450-\$500 per sq ft**
- FBO Itinerant Apron: **\$5,000,000 - \$10,000,000**

\$12,250,000 - \$18,500,000

ESTIMATED ROM COST RANGE: \$40,000,000 - \$52,250,000

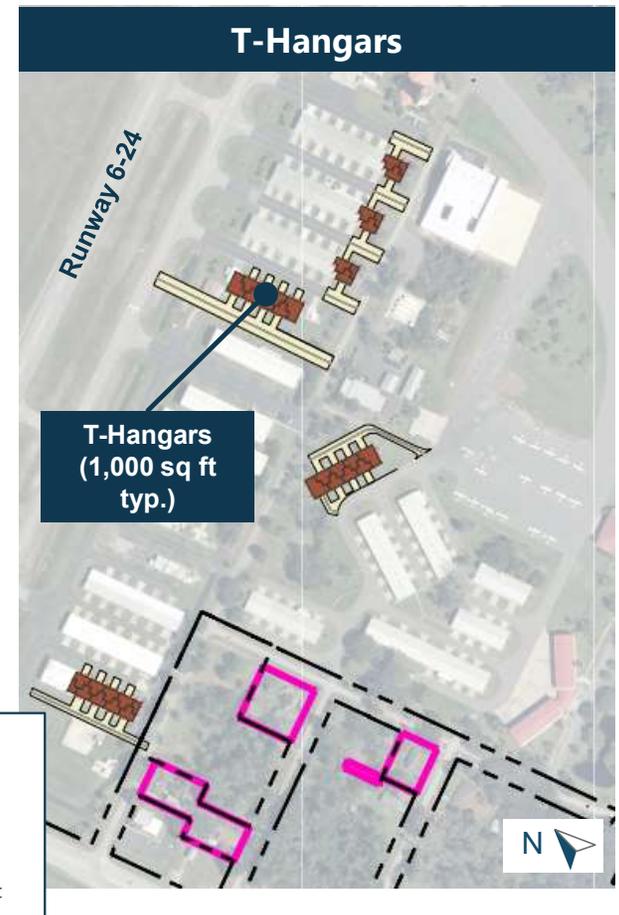
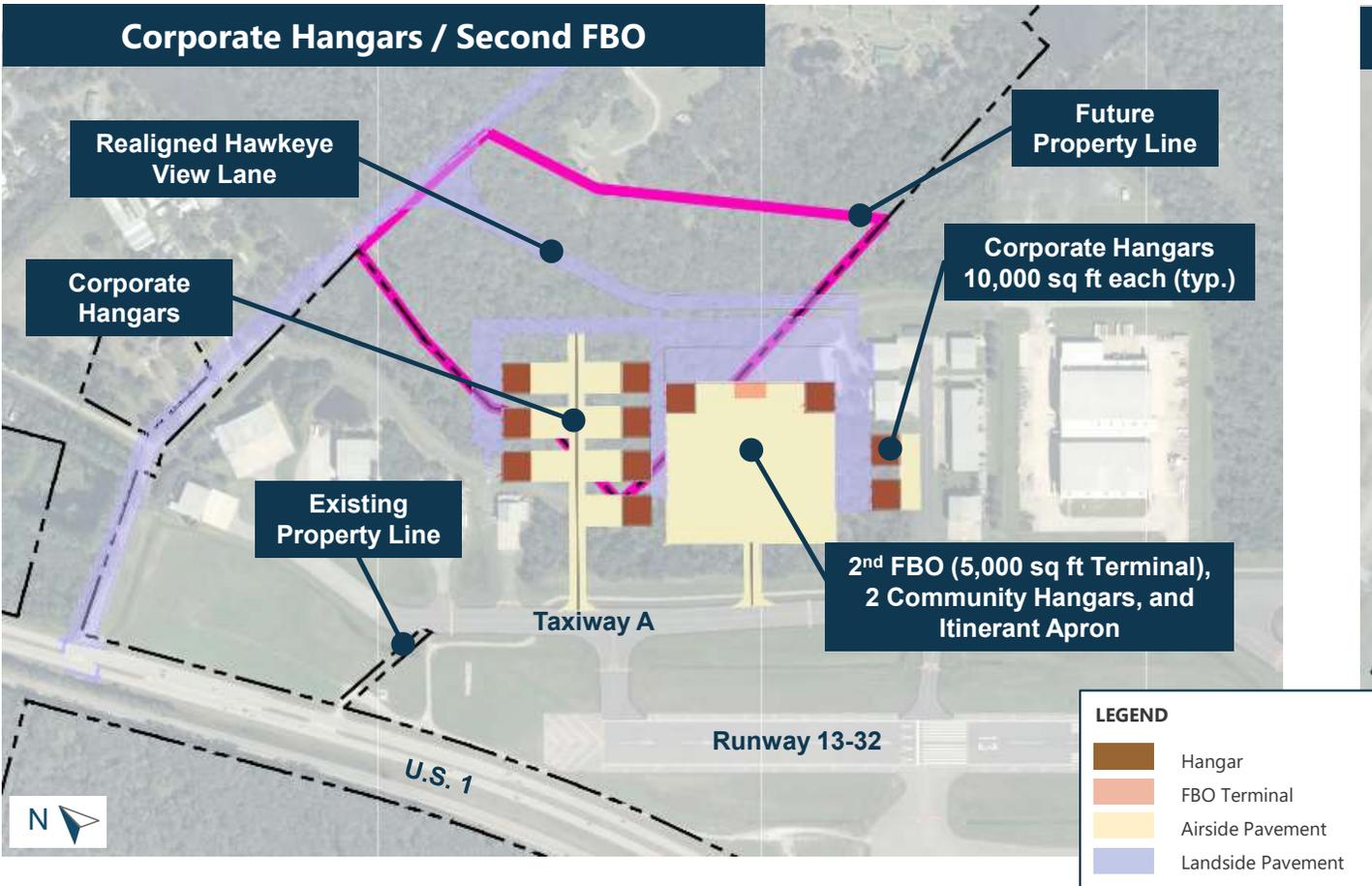
IMPLEMENTATION OPTIONS

- OPTION 1: Continue to maximize FDOT grant participation**
- OPTION 2: Build more now using Authority funds (lower FDOT percent participation)**
- OPTION 3: Ground Lease to 3rd party**

NOTE: Unit costs are intended to be all inclusive; site infrastructure, utilities and soft costs (design, administrative, oversight) included.

SOURCE: Andrew Holesko, Chief Executive Officer, Sr. Planner, Passero Associates, "Costs Supporting NFRA SBP Development Scenarios," email to Ryan Lenda, February 20, 2023 (unit costs and estimates); Ricondo & Associates, Inc., February 20, 2023 (analysis).

Priority #1 (Facility Delivery)



T-Hangar Implementation Funding Comparison

Criteria	20 T-Hangars (Baseline)	30 T-Hangars	50 T-Hangars
Cost per Unit*	\$225,000	\$225,000	\$225,000
Total Cost	\$6,750,000	\$9,000,000	\$11,250,000
FDOT Match	\$4,160,000	\$4,160,000	\$4,160,000
Authority Match	\$2,590,000	\$4,840,000	\$7,090,000
Relative Rent	Baseline	+ 35% over baseline	+ 66% over baseline

SOURCE: 2023 Estimated development costs, Passero Associates,; FDOT Match per August 2022 Board Briefing; Ricondo & Associates, Inc., February 20, 2023.

Priority #2 – ROM Cost of Development

Marshfront Park

- Minor Development: **\$50,000 - \$75,000**
- Major Development (with auto access and parking): **\$250,000 - \$350,000**
- Major Development (with auto access, parking, kayak launch, observation area): **\$500,000 - \$750,000**

\$50,000 - \$750,000

Business Park

- Infrastructure Only: **\$1,000,000 - \$1,500,000**
- Building Cost Range: **\$32,000,000 - \$48,600,000**
 - 108,000 sq ft
 - \$300-\$450 per sq ft

\$33,000,000 - \$50,100,000

Non-Aeronautical Industrial

- Infrastructure Only: **\$2,000,000 - \$6,000,000**
- Building Cost Range: **\$75,000,000 - \$120,000,000**
 - 300,000 sq ft
 - \$250-\$400 per sq ft

\$77,000,000 - \$126,000,000

OVERALL ROM COST RANGE (SCENARIO 2):

\$110,050,000 - \$176,850,000

CONSIDERATIONS FOR DEVELOPMENT

- **Business park should yield higher rental rates (US 1 frontage) and lower cost to prepare the site**
- **Non-aeronautical industrial may have higher site prep (bringing utilities to the site) and lower expected rental rates**
- **Consider appraisal study for fair market rental rates**

NOTE: Costs are highly dependent on the sizing of the utilities, planning for future expansion capabilities, magnitude and intensity of development, occupancy and both vehicular access and employee operations, and specific size and use of the buildings.

SOURCE: Andrew Holesko, Chief Executive Officer, Sr. Planner, Passero Associates, "Costs Supporting NFRA SBP Development Scenarios," email to Ryan Lenda, February 17, 2023; (unit costs and estimates); Ricondo & Associates, Inc., February 20, 2023 (analysis).

Priority #2 (Non-Aeronautical)

Non-Aeronautical/Industrial Development

Ground Lease

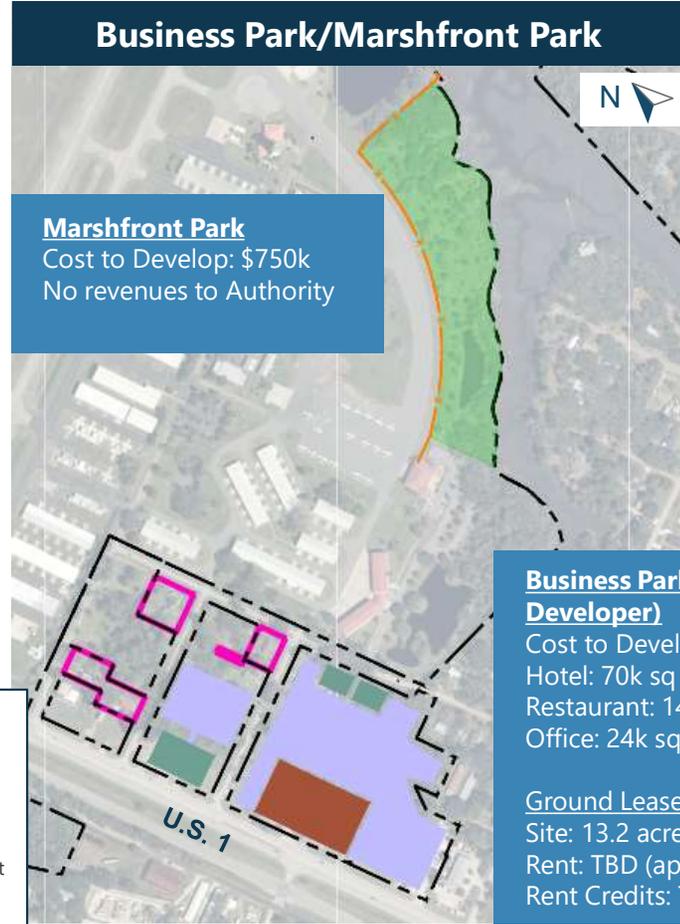
Site: ~33.25 acres
 Cost to Develop: \$126M
 Rent: TBD (appraisal required)
 Rent Credits: TBD



Business Park/Marshfront Park

Marshfront Park

Cost to Develop: \$750k
 No revenues to Authority



Business Park (Private Developer)

Cost to Develop: \$50.1M
 Hotel: 70k sq ft
 Restaurant: 14k sq ft
 Office: 24k sq ft

Ground Lease
 Site: 13.2 acres
 Rent: TBD (appraisal required)
 Rent Credits: TBD

Strategic Actions

Strategic Actions



**Satisfy
Customer
Demand**

Prepare an analysis that evaluates the feasibility of an Authority-managed FBO.

Financing capacity & revenue study

Identify options and locations commercial hangars can be privately developed.

Identify demand for additional MRO / aero businesses

Establish a 5–10-year hangar development plan

Continue to encourage / air carrier interest in serving the community and region with scheduled air service.

Strategic Actions



Optimize Financial Position

Explore sustainable opportunities on increase non-aero revenue

Provide monthly (or quarterly) reports of the Airport's financial position to the Board.

Develop dashboard to track financial goals

Develop financial projection to assess all revenue generating opportunities + 3rd party funding

Recurring fair market valuation of land and facilities every X years, competitively bid

Strategic Actions



**Align
Administration
Roles**

Identify current admin staffing gaps and cost to fill gaps

Identify a champion for the strategic business plan

Compile staff utilization/workloads to assess additional staffing needs

Develop and maintain a staff succession plan

Periodic Board/management meetings

Strategic Actions



**Effectively
Utilize
Footprint**

Develop an Airport Land Use Compatibility Plan (ALUCP)

Non-aeronautical development master plan for parcels west of US 1

Establish priority development parcels

One Board member/staff member has recurring meeting with NG

Engage developer, thru competitive bid, for non-aeronautical property on US 1 at south GA

Strategic Actions



External Stakeholder Engagement

Recurring meetings/stop-bys with tenants

Host public events on-Airport at least once a year

Re-establishment of the South GA park and trail

Convene recurring bi-annual meetings with external groups

Monthly media/PR/social media releases, internship program

Workshop Recap and Next Steps

- Workshop recap
- Compile information and feedback from the workshop
 - Provide any additional comments in writing by March 10
- Prepare draft action plan
- Draft report by end of April

Strategic Airport Business Plan

Board Workshop #3

3:00 p.m.

Airport Conference Center

MEETING FACILITATOR: Michael Audino		DATE TRANSCRIBED: 02/28/2022
NOTE TAKER(S): Ryan Lenda		TRANSCRIBED BY: Amaury Blanco
MEETING ATTENDEES	REPRESENTING	EMAIL
Michelle Cash-Chapman	Airport Authority Board	M.Chapman@FlyNF.org
Dennis Clarke	Airport Authority Board	D.Clarke@FlyNF.org
Jennifer Liotta	Airport Authority Board	J.Liotta@FlyNF.org
Reba Ludlow	Airport Authority Board	R.Ludlow@FlyNF.org
Robert Olson	Airport Authority Board	R.Olson@FlyNF.org
Edward "Ed" Wuellner	Airport Executive Staff	ERW@SGJ-Airport.com
Michael Audino	Meeting Facilitator	Michael@MichaelAudino.com
Andrew Holesko	Passero Associates, LLC	AHolesko@Passero.com
Ryan Lenda	Ricondo & Associates	R.Lenda@Ricondo.com
Remy Lucette	Ricondo & Associates	R.Lucette@Ricondo.com

SUMMARY OF MEETING DISCUSSION

The following points were discussed:

REVIEW OF POSSIBLE STRATEGIC INITIATIVES

- Timely response to delivery and demand: satisfy customer demand (hangars, services and infrastructure) at NFRA
- Optimize our financial position
- Align administration roles with Authority and Airport needs
- Effectively utilize our footprint
- Interact and engage with external organizations (stakeholders) for the benefit of all parties

All Airport Authority Board members agreed and provided consensus from Board to move to strategic actions.

REVIEW OF INVESTMENT PRIORITIES AND CONSIDERATIONS

- The two following investment priority illustrations were discussed with the Airport Authority members
 - Accelerated delivery of T-hangars, corporate hangars, and a second FBO complex
 - Non-aeronautical leases to improve financial strength (includes aerospace and aeronautical-related activity (MRO, supplier, etc.) that can benefit from being related in proximity to NFRA and is a preferred allied use)

- The ROM (Rough Order of Magnitude) costs associated with both investment priorities were also discussed with the Airport Authority Board

OVERVIEW OF STRATEGIC ACTION PRIORITIES

The following Strategic Actions were ranked by the Authority on a point system from 1 to 4, with 4 holding the highest priority

STRATEGIC INITIATIVE: TIMELY RESPONSE TO DELIVERY AND DEMAND ACTIONS

STRATEGIC ACTIONS	MS. CASH-CHAPMAN	MR. CLARKE	MS. LIOTTA*	MS. LUDLOW	MR. OLSON	TOTAL POINTS
Prepare a financial capacity and revenue study to identify viable, creative and sustainable funding options at NFRA	3	4	-	3	4	14
Prepare financial analysis to assess feasibility of providing hangars within a 5–10-year development plan	1	3	-	4	3	11
Engage tenant(s) (including NG) to identify location and demand for additional MRO and aerospace manufacturing services and market services	4	1	-	2	2	9
Activate plan to develop the proposed parallel runway to include t-hangar development	2	2	-	1	1	6
Prepare an analysis that evaluates the feasibility of an Authority-managed FBO and/or second FBO	-	-	-	-	-	0
Identify airline, marketing, and stakeholder engagement strategies to provide consistent air service for the community through the establishment of a working group	-	-	-	-	-	0

NOTES: The top four actions are highlighted in grey

*Board member Liotta recused herself due to personal conflicts

STRATEGIC INITIATIVE: OPTIMIZE FINANCIAL POSITION ACTIONS

STRATEGIC ACTIONS	MS. CASH-CHAPMAN	MR. CLARKE	MS. LIOTTA*	MS. LUDLOW	MR. OLSON	TOTAL POINTS
Develop a structured financial projection that assesses every revenue generating opportunity including the investigation of third-party funding	4	4	-	4	3	15
Provide monthly (or quarterly) and annual reports of the Airport’s financial position to the Board	3	1	-	3	4	11
Explore sustainable opportunities to increase non-aeronautical sources of revenue	2	3	-	2	2	9
Develop a dashboard to set and measure the success of financial goals	1	-	-	1	1	3
Establish recurring process that establishes, at a minimum, fair market value of land and facilities (annual, every X years); but competitively bid with lease terms as part of an RFP.	-	2	-	-	-	2
Issue/post Airport annual reports	-	-	-	-	-	0

NOTES: The top four actions are highlighted in grey
 *Board member Liotta recused herself due to personal conflicts

STRATEGIC INITIATIVE: ALIGN ADMINISTRATION ROLES ACTIONS

STRATEGIC ACTIONS	MS. CASH-CHAPMAN	MR. CLARKE	MS. LIOTTA	MS. LUDLOW	MR. OLSON	TOTAL POINTS
Identify current administration staffing gaps and cost impact of filling those gaps and compile annual staff utilization and workloads to assess additional staffing needs	4	3	2	4	2	15
Ensure opportunities exist for Board members to meet with Airport management frequently to gain knowledge of previous, current, and future business items between monthly board meetings	3	1	4	2	4	14
Identify a champion to monitor the implementation of the strategic business plan recommendations	1	4	3	3	1	12
Develop and maintain a staff succession plan	2	2	1	1	3	9

STRATEGIC INITIATIVE: EFFECTIVELY UTILIZE FOOTPRINT ACTIONS

STRATEGIC ACTIONS	MS. CASH-CHAPMAN	MR. CLARKE	MS. LIOTTA*	MS. LUDLOW	MR. OLSON	TOTAL POINTS
Identify the acceptable aeronautical and non-aeronautical (i.e. Industrial, business/office park, mixed-use, etc.) uses West of US 1 (consider a non-aeronautical development master plan)	4	4	-	4	4	16
Engage with stakeholders to evaluate the feasibility of an Airport Land Use Compatibility Plan (ALUCP) to promote the capability between the Airport and the surrounding property	3	1	-	3	2	9
Establish priority development parcels and prepare development business cases	2	3	-	1	3	9
One Board member/staff member has recurring meeting with NG to discuss current and future needs	1	-	-	2	1	4
Engage developer through competitive bid process for the developable non-aeronautical property on US 1 south GA area (approximately 10 acres, developable now [hotel, office, restaurant, etc.])	-	2	-	-	-	2

NOTES: The top four actions are highlighted in grey

*Board member Liotta recused herself due to personal conflicts

STRATEGIC INITIATIVE: EXTERNAL STAKEHOLDER ENGAGEMENT ACTIONS

STRATEGIC ACTIONS	MS. CASH-CHAPMAN	MR. CLARKE	MS. LIOTTA	MS. LUDLOW	MR. OLSON	TOTAL POINTS
Host public events at the Airport (whether it be on-Airport, use of Conference Center, the restaurant, etc.) at least once a year	4	3	3	4	-	14
Convene recurring meetings or stop-by's with tenants (frequency TBD)	2	4	2	-	4	12
Reestablishment of South GA park and walking trail (including security and volunteer and/or County maintenance and operation)	3	1	4	3	1	12
Monthly media/PR releases; social media engagement, communications plan (include monthly)	-	2	1	2	3	8
Convene recurring bi-annual meetings with external groups and speaker's bureau	-	-	-	-	2	2
Internship programs	1	-	-	1	-	2

NOTE: The top four actions are highlighted in grey

APPENDIX D BENCHMARKING RESULTS

BENCHMARK RESULTS TO DATE

Airport Strategic Business Plan

The following summarizes and consolidates the information received regarding the detailed benchmarking effort. Three airports responded to the requested information, Boca Raton Airport (BCT), Brunswick Golden Isles Airport (BQK), and Conroe-North Houston Regional Airport (CXO).

Revenue Related Questions

1. Please provide a breakdown of Operating Revenue by source for the past 5 years:

BOCA RATON AIRPORT (BCT)					
	2018	2019	2020	2021	2022
Lease Revenue:	\$3,059,742	\$3,408,707	\$4,174,419	\$4,217,419	\$4,517,044
Auto/RAC Parking Revenue:	\$70,572	\$64,192	\$46,461	\$59,594	\$59,311
Fuel Revenue:	\$812,417	\$810,025	\$623,166	\$828,266	\$1,497,325
Other (U.S. Customs) ¹ :	\$49,385	\$456,030	\$437,415	\$455,625	\$609,240

1/ U.S. Customs Facility, opened in May 2018

Source: Clara Bennett, Executive Director, Boca Raton Airport Authority, "St Johns County Airport Authority Strategic Business Plan (Questionnaire)", email to Amaury Blanco, January 24, 2023

BRUNSWICK GOLDEN ISLES AIRPORT (BQK)					
	2018	2019	2020	2021	2022
Lease Revenue:	\$2,714,037	\$3,285,324	\$2,920,011	\$3,292,751	---
Auto/RAC Parking Revenue:	---	---	---	---	---
Fuel Revenue:	---	---	---	---	---
Other:	---	---	---	---	---

Source: Shawna Williams, Finance and Administration Manager, Glynn County Airport Commission. "Benchmarking for St. Augustine – (BQK)", email to Amaury Blanco, December 20, 2022

CONROE-NORTH HOUSTON REGIONAL AIRPORT (CXO)					
	2018	2019	2020	2021	2022
Lease Revenue:	---	---	---	---	---
Auto/RAC Parking Revenue:	---	---	---	---	---
Fuel Revenue:	\$130,582	\$136,888	\$139,073	\$187,516	\$208,438
Other (U.S. Customs):	\$98,029	\$113,440	\$100,420	\$190,040	\$235,640

Source: James Brown, Airport Director, Conroe-North Houston Regional Airport, "Northeast Florida Regional Airport – Follow up", email to Amaury Blanco, January 24, 2023

2. Please estimate the share of aviation and non-aviation revenues generated at the Airport.

BCT: Aviation revenues (land leases, hangar/building rents, fuel revenue, Customs fees, rental cars/misc.) total approximately 63% of revenues. Non-aviation total approximately 37%.

BQK: Aviation 65% / Non-Aviation 35%.

CXO: 100% Aviation.

3. What are some of the activities that generate non-aviation revenues?

BCT: Land Leases.

BQK: Vehicle parking, land rental, timber sales.

CXO: N/A (100% Aviation).

4. Have you recently implemented, or do you plan to implement new strategies/ decisions to increase and/or diversify Airport revenues?

BCT: Renegotiate leases to current market value as appropriate, negotiate rent at current market value on hangars and buildings as title reverts, review investments throughout the year to maximize returns, review fee structure annually.

BQK: No, yet recently participated and received SPLOST (Special-purpose local-option sales tax).

CXO: No. We do have land available for non-aviation activities but are not leased out.

Rates and Charges

5. What are the hangar rental fees (conventional/box, t-hangar, etc.)?

BCT: Airport does not lease hangars directly to end user.

Atlantic Aviation: <https://gateway.atlanticaviation.com/Fees/BCT>

Signature: <https://signatureflight.com/locations/bct>

BQK: N/A (FBO).

CXO: Airport does not own/rent hangars.

6. Please list any ramp/tiedown fees.

BCT: Airport does not lease hangars directly to end user. Please see above.

BQK: N/A (FBO). Please see above.

CXO: N/A (FBO). Please see above.

7. What are the fuel flowage fees?

BCT: 5% per gallon on the wholesale price paid by the FBOs.

BQK: N/A - paid as part of percentage of business.

CXO: \$.07 (cents) / gallon.

8. Please list any landing fees.

BCT: The Airport does not charge landing fees.

BQK: Airline landing fees paid at a rate of \$1.67/pound of total gross landing weight.

CXO: N/A.

Community Relations

9. How often do you organize meetings with tenants and/or local communities to discuss their concerns and suggestions?

BCT: Quarterly and as needed. Tenants also attend monthly Board meetings.

BQK: Continue to participate with CVB, Chamber of development authority, occasional aviation user meetups, presenting to local civic groups.

CXO: Monthly.

10. Are there any goals or activities, as an Airport, to better serve and engage the community and if so, what are they?

BCT: The Airport Authority has a robust community engagement program involving: - back-to-school supply drives, Toys-for-Tots, airport tours, speakers bureau, volunteer opportunities, active social media, educational outreach, etc.

BQK: Aviation Career Day, Open Houses, Airshows.

CXO: Airport tours and presentations at civic clubs.

Marketing and Airport Development

11. Could you list some of the marketing strategies used by the Airport Management? Do you have a marketing plan?

BCT: Have an outside marketing firm providing services for the past 8 years. We released an RFP for a new firm to update and implement the marketing plan and develop a year-long campaign to celebrate the Airport's 75th anniversary. Marketing plan involves a coordinated social media campaign, blogs, special events, press releases, presentations, development of collateral materials.

BQK: Marketing budget plan is updated annually.

CXO: FBO's market their business.

12. Do you plan for any future short-term and long-term developments? (i.e., General Aviation terminal expansion, runway construction or expansion, etc.)?

BCT: We are currently updating the Airport Master Plan, which reflects potential re-development of certain parcels to meet forecast demand for aviation facilities. Unfortunately, the Airport is land-locked and there are no existing opportunities for expansion. The Authority would like to pursue acquisition of adjacent parcels as feasible.

BQK: Yes, there are plans to expand our industrial aviation and commercial facilities.

CXO: Yes. AIP projects (runway/taxiway maintenance, hangar development).

Project Management and Financing

13. What is your approach to managing a hangar wait list, if applicable?

BCT: The Airport Authority does not directly lease hangars; however, we work with our tenants to ensure that wait lists are treated equitably and that there no non-aeronautical lease in the hangars that would restrict aviation uses.

BQK: Business Plan is to always have sites available for private development of hangars.

CXO: N/A.

14. What is your approach to managing and setting future hangar rates?

BCT: The Airport Authority does not directly lease hangars; however, we conduct hangar rate surveys regularly to make sure that rates are consistent with rates at other area Airports.

BQK: Ground leases only.

CXO: N/A.

15. How do you approach project financing (development of new hangars, t-hangars, site prep (infrastructure/utilities, etc.)?)

BCT: We maximize available state and federal funds, or self-fund as needed.

BQK: Airport Improvement Program Grants / Provide infrastructure - private development of hangars ground lease.

CXO: We fund through budget appropriation and/or boards.

16. What is your process for reviewing development proposals and determining the most appropriate?

- BCT: The Airport is fully leased, so making sure that we maximize revenue opportunities to secure our long-term self-sustainability is essential. This must be balanced with meeting our mandate to provide aviation facilities to the flying public. Proposals for redevelopment are reviewed for consistency with the Authority's strategic plan, master plan, and land leasing guidelines which include requiring minimum investments with appropriate amortization schedules, setting rents to current market value, collecting market rent on reverted structures, including future escalators, and compliance with minimum standards.
- BQK: Site-ready aviation development is first come first serve. New development - request for proposals.
- CXO: All go through an RFP process and are scored based on value added to the Airport.

Staffing

17. How many people work for the City/County/Authority supporting the Airport?

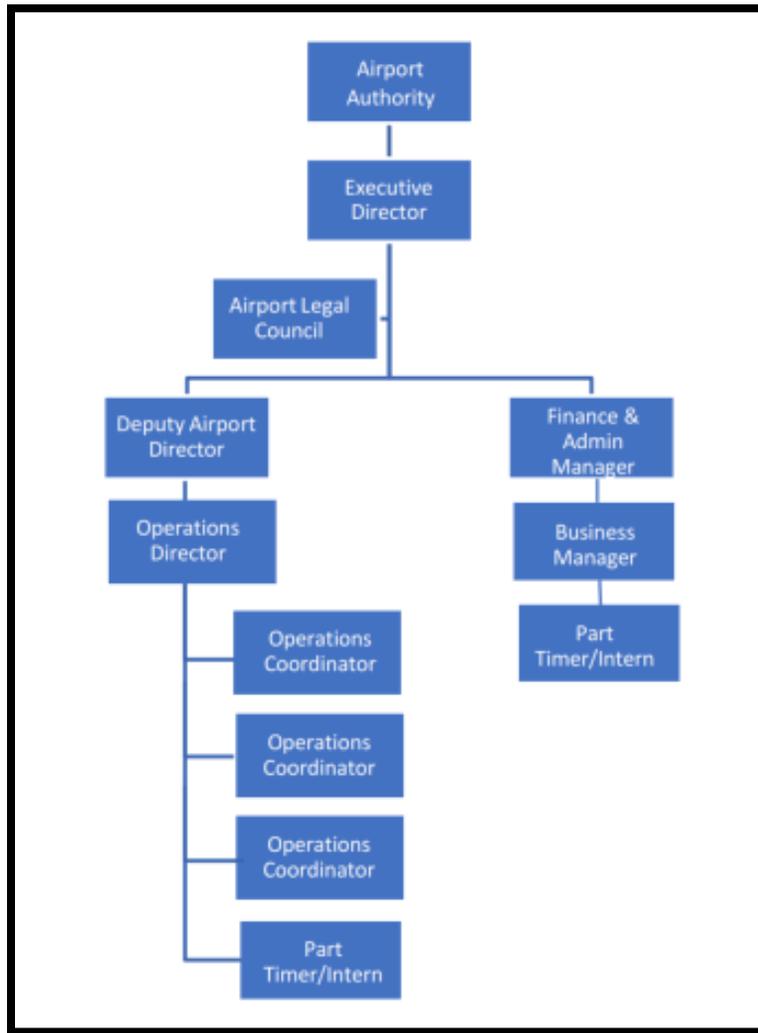
— Please provide breakdown by department, i.e., Operations, Leadership, Administration, etc.

- BCT: 8 full-time employees: Executive Director (1), Deputy Director (1), Operations Director (1), Finance Administrations Manager (1), Office Manager (1), Operations Coordinator (3).
Part-time/intern (2).
- BQK: 21 full-time employees.
- CXO: 11 total: Airport Admin (3), Airport Operations (4), Airport Maintenance (4).

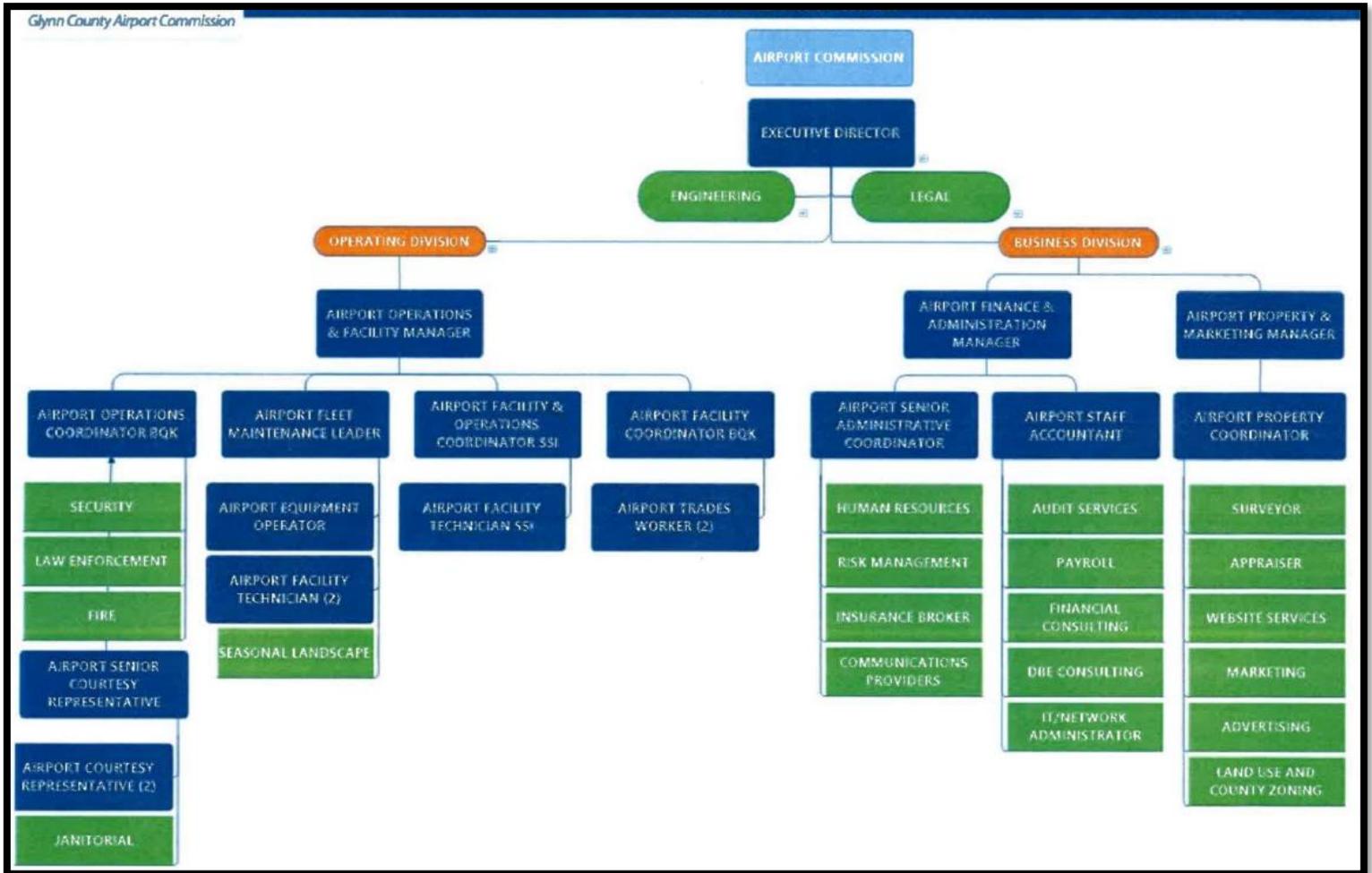
18. Can you provide information on how your department is organized (i.e., Aviation Department or Authority Organizational Chart)?

Please see the following pages.

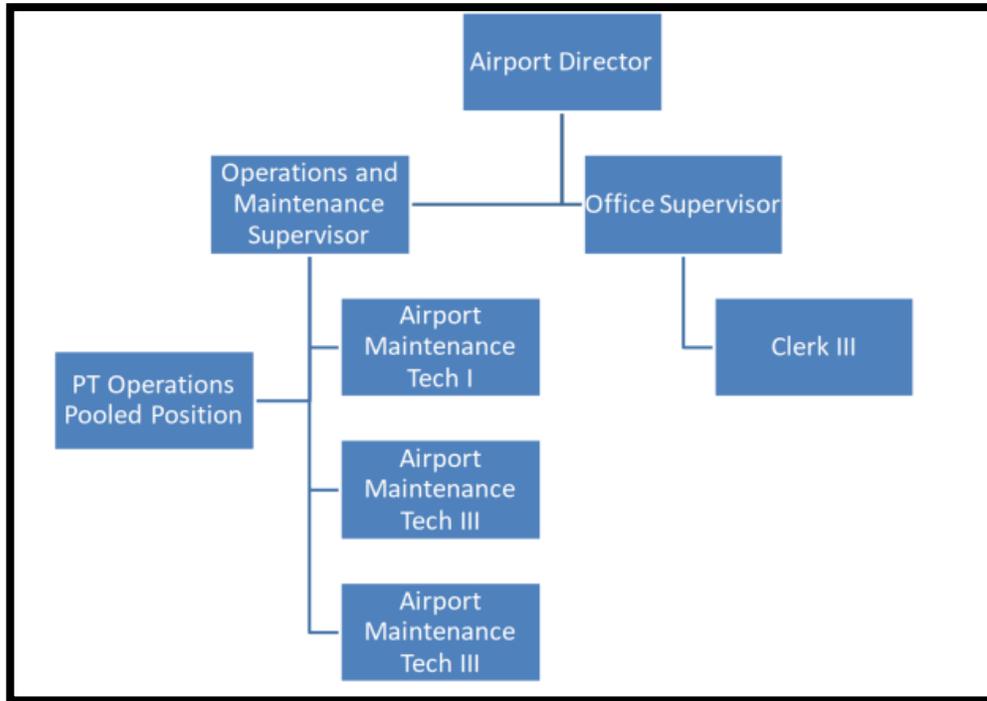
BCT:



BQK:

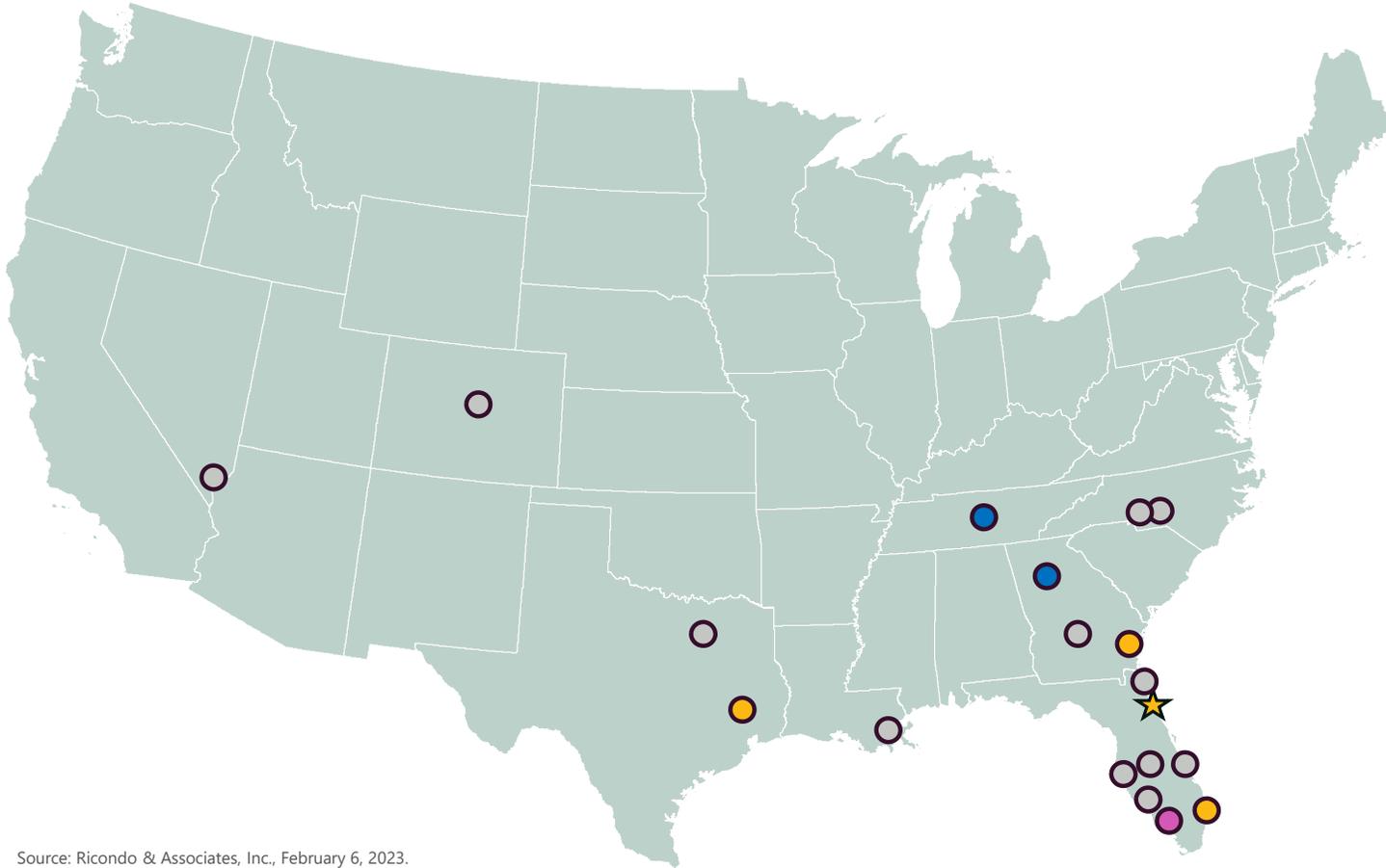


CXO:



Benchmark Update and Key Feedback

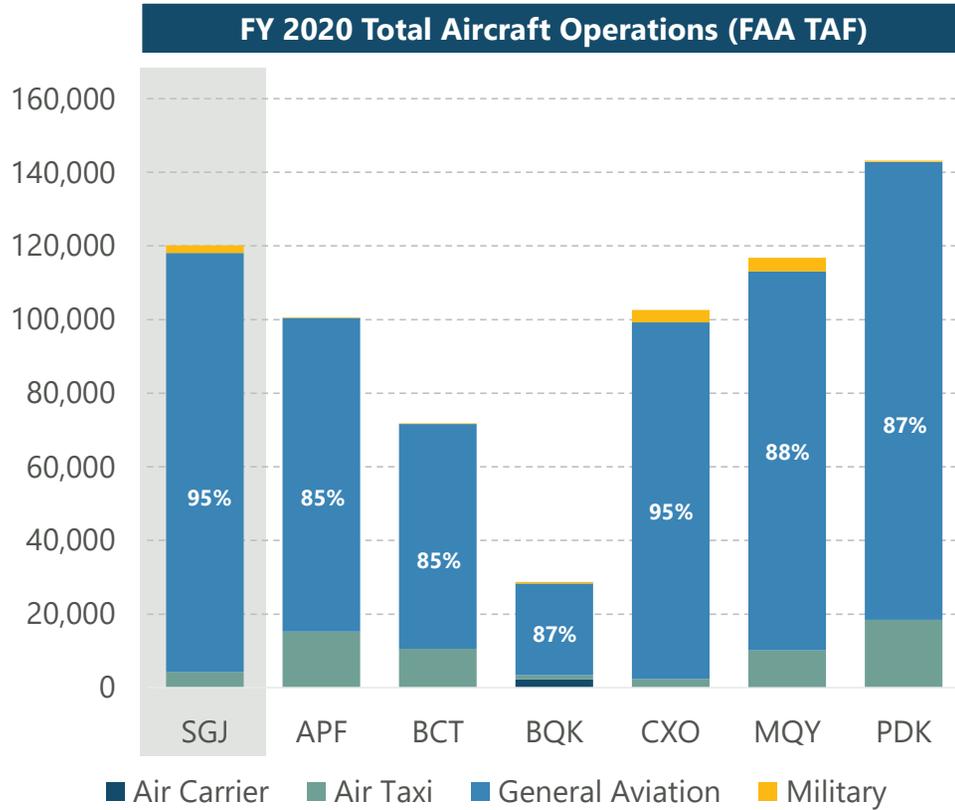
Benchmark Airports Considered



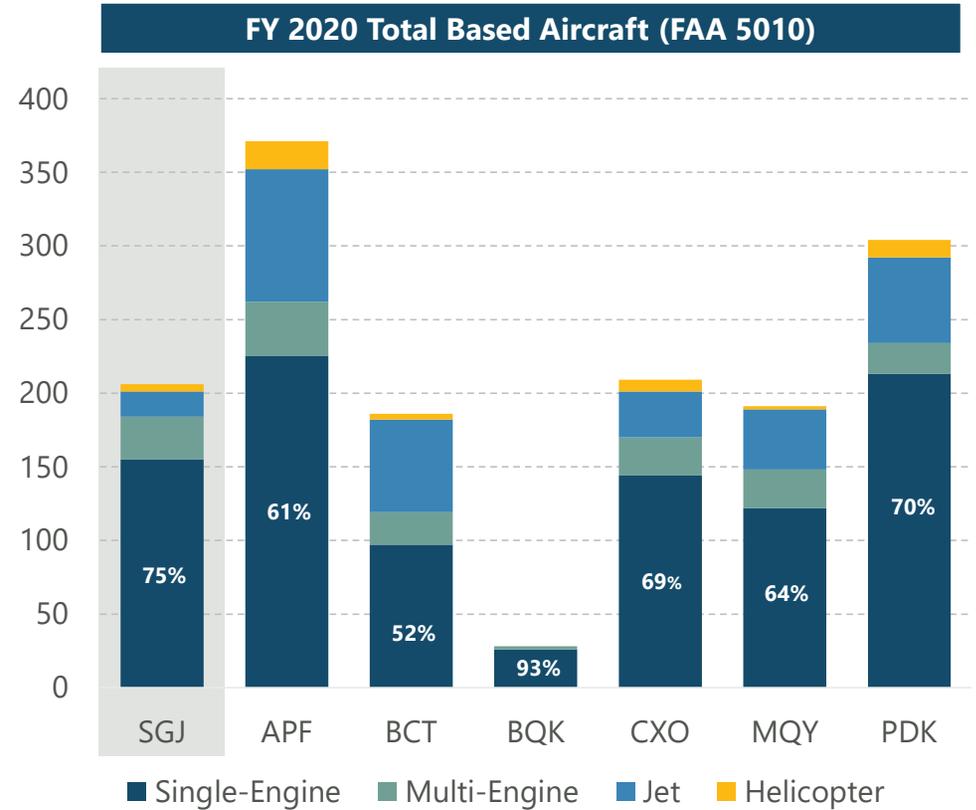
- **Boca Raton (BCT)**
- **Brunswick/Golden Isles (BQK)**
- **Conroe-North Houston (CXO)**
- **Dekalb-Peachtree (PDK)**
- **Smyrna Airport (MQY)**
- **Naples Municipal (APF)**
- Addison (ADS)
- Centennial (APA)
- Jax Executive (CRG)
- Paige Field (FMY)
- Piedmont Triad (GSO)
- Henderson Executive (HND)
- Smith Reynolds (INT)
- Lakeland Linder (LAL)
- Middle GA Regional (MCN)
- Lakefront (NEW)
- St. Pete-Clearwater (PIE)
- Vero Beach Regional (VRB)

Source: Ricondo & Associates, Inc., February 6, 2023.

Benchmark Update – Operations and Based Aircraft

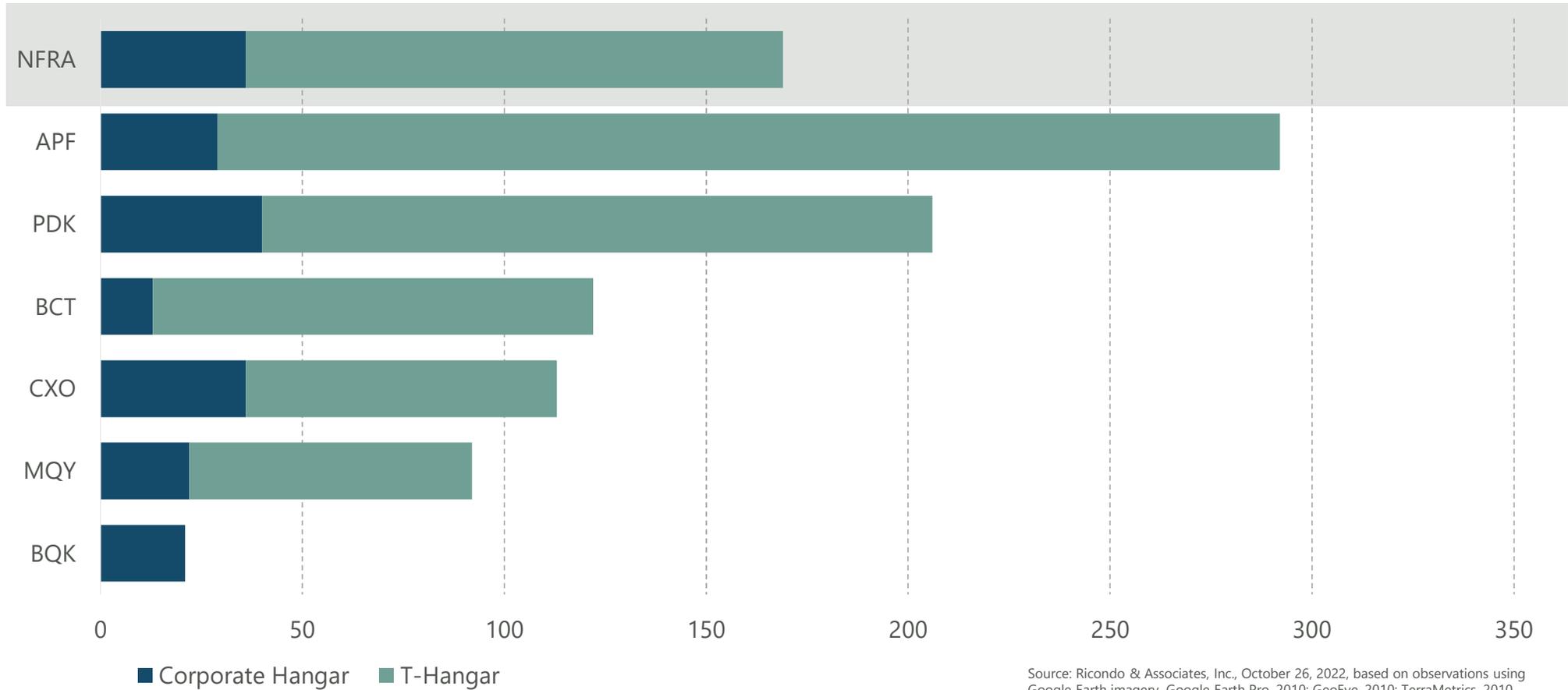


Source: Federal Aviation Administration (FAA), Terminal Area Forecast (TAF), (queried data for the latest historical year available, fiscal year 2020).



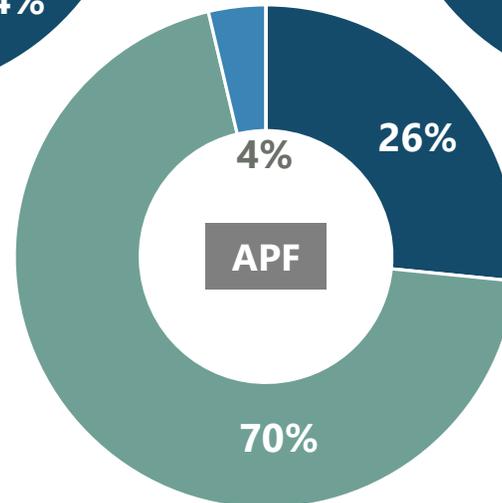
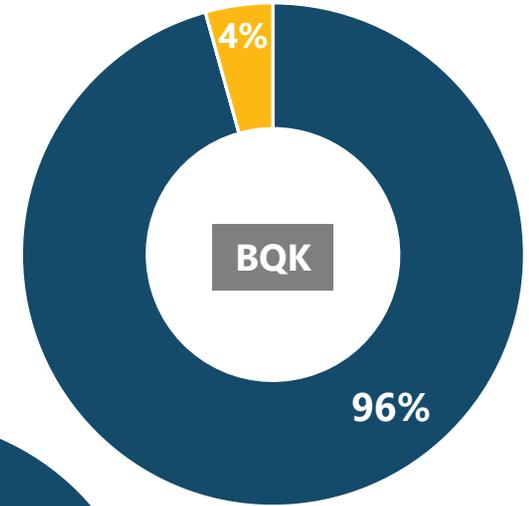
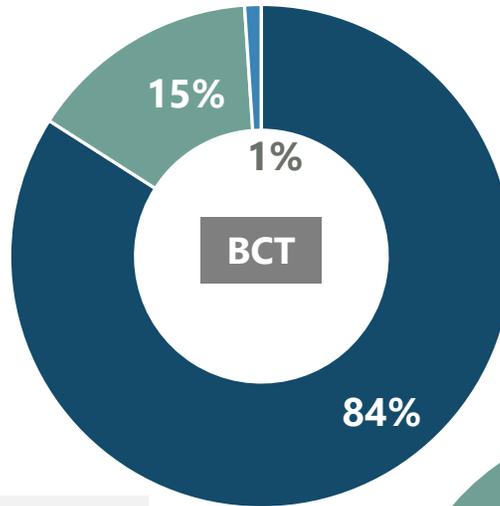
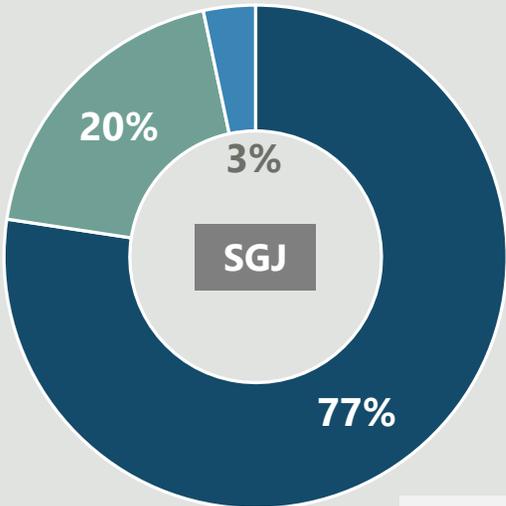
Source: Federal Aviation Administration (FAA), Airport Data and Information Portal (ADIP), (queried facility details).

Benchmark Update – Approximate Hangar Count



Source: Ricondo & Associates, Inc., October 26, 2022, based on observations using Google Earth imagery, Google Earth Pro, 2010; GeoEye, 2010; TerraMetrics, 2010.

Benchmark Update – FY 2021 Operating Revenues



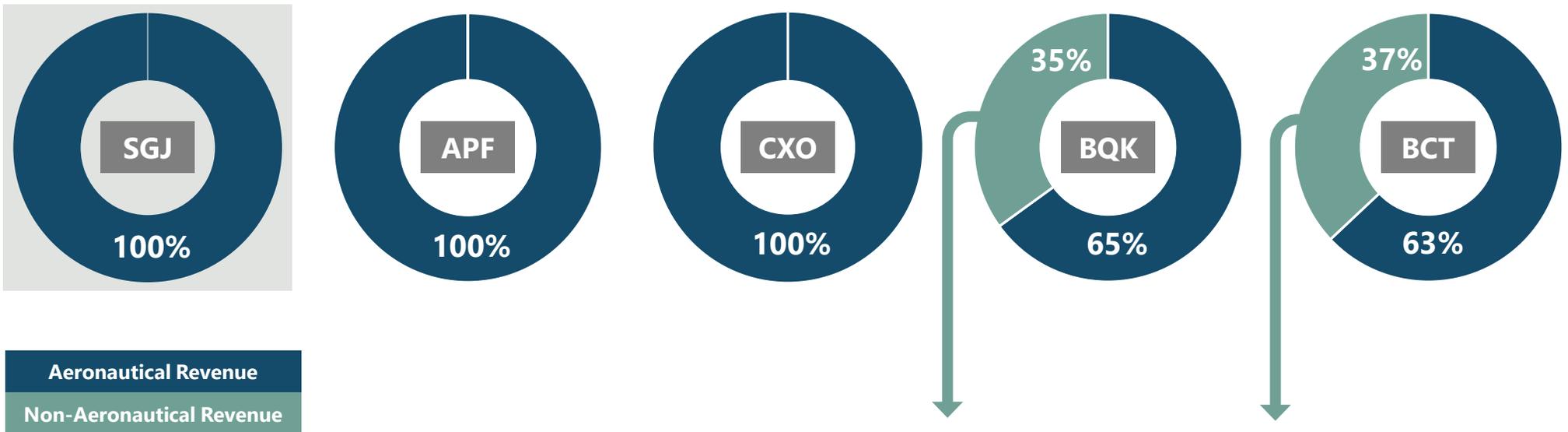
Operating revenue breakout not provided by CXO staff and not available from Montgomery County, Texas sources



Other operating revenues include PFC Collections at BQK.

Sources: St. Johns County Airport Authority, Financial Statements and Supplementary Information, September 30, 2021 (SGJ); Clara Bennett, Executive Director, Boca Raton Airport Authority, "St Johns County Airport Authority Strategic Business Plan (Questionnaire)", email to Amaury Blanco, January 24, 2023 (BCT); Glynn County Airport Commission Quarterly Financial Summary, June 30, 2021 (BQK); Annual Comprehensive Financial Report, City of Naples Airport Authority, September 30, 2021 (APF).

Benchmark Update – FY 2021 Share of Revenues



**Non-aeronautical sources of revenue:
land leases, timber sales, etc.**

Sources: St. Johns County Airport Authority, Financial Statements and Supplementary Information, September 30, 2021 (SGJ); Clara Bennett, Executive Director, Boca Raton Airport Authority, "St Johns County Airport Authority Strategic Business Plan (Questionnaire)", email to Amaury Blanco, January 24, 2023 (BCT); Glynn County Airport Commission Quarterly Financial Summary, June 30, 2021 (BQK); Annual Comprehensive Financial Report, City of Naples Airport Authority, September 30, 2021 (APF); James Brown, Airport Director, Conroe-North Houston Regional Airport, "Northeast Florida Regional Airport – Follow up", email to Amaury Blanco, January 24, 2023 (CXO).

Benchmark Update – Other Comparative Information

Item	SGJ	APF	BCT	BQK	CXO
Airport Governance	Authority	Authority	Authority	County	County
FBO Operator	FBO Lease	Authority	FBO Lease	FBO Lease	FBO Lease
# of FBOs	1	2	2	1	2
US Customs on Site	Yes	Yes	Yes	No	Yes
TAF FY2020 Enplanements	10	229	238	24,557	0

Sources: <https://www.airnav.com/>; Federal Aviation Administration (FAA), Terminal Area Forecast (TAF), (queried data for the latest historical year available, fiscal year 2020); Clara Bennett, Executive Director, Boca Raton Airport Authority, "St Johns County Airport Authority Strategic Business Plan (Questionnaire)", email to Amaury Blanco, January 24, 2023; Shawna Williams, Finance and Administration Manager, Glynn County Airport Commission, "Benchmarking for St. Augustine – (BQK)", email to Amaury Blanco, December 20, 2022; James Brown, Airport Director, Conroe-North Houston Regional Airport, "Northeast Florida Regional Airport – Follow up", email to Amaury Blanco, January 24, 2023; Annual Comprehensive Financial Report, City of Naples Airport Authority, September 30, 2021; Ricondo & Associates, Inc., October 26, 2022.

Candidate Airports for Benchmarking

	SGJ	APF	BQK	PDK	CXO	MQY
Airport Name	Northeast Florida Regional Airport	Naples Municipal Airport	Brunswick Golden Isles Airport	DeKalb-Peachtree Airport	Conroe-North Houston Regional Airport	Smyrna Airport
City	St. Augustine, FL	Naples, FL	Brunswick, GA	Atlanta, GA	Conroe, TX	Smyrna, TN
Governance ¹	Authority	Authority	County Department	County Department	County Department	Authority
# Runways ¹	3	3	1	3	2	2
Longest Runway ¹	8,001 ft.	6,600 ft.	8,001 ft.	6,001 ft.	7,501 ft.	8,038 ft.
Acreage ²	668	732	2,003	745	1,346	1,700
FBOs ¹	1	2 (Apt + 1)	1	3	2	2
MRO/SASOs ¹	2	1	2	2	2	2
Hangars (Estimated) ³	Hangars: 36 T-Hangars: 133	Hangars: 29 T-Hangars: 263	Hangars: 21 T-Hangars: 0	Hangars: 40 T-Hangars: 166	Hangars: 36 T-Hangars: 77	Hangars: 22 T-Hangars: 70
Based Aircraft ⁴	233	352	28	306	208	205
Budget Operating Revenue (21-22)	\$4,211,875 ^{6,7}	\$31,100,000 ¹⁰	\$2,249,274 ¹⁸	Unavailable	Unavailable	Unavailable
Aircraft Operations (2019, FAA TAF) ⁵						
Air Carrier	2	1	2,190	37	0	197
Air Taxi	6,459	15,272	1,000	18,873	2,124	4,227
Itinerant General Aviation	55,220	70,012	12,550	90,555	50,511	44,156
Local General Aviation	80,900	23,731	8,160	39,237	36,642	46,950
Military	2,302	219	500	402	3,564	3,630
Total	<u>144,883</u>	<u>109,235</u>	<u>24,400</u>	<u>149,104</u>	<u>92,841</u>	<u>99,160</u>
Percent Itinerant	43.7%	78.3%	66.6%	73.7%	59.2%	51.4%
Percent Local	56.3%	21.7%	33.4%	26.3%	40.8%	48.6%
Enplanements (2019, FAA TAF) ⁵						
Total	<u>124</u>	<u>99</u>	<u>39,810</u>	<u>7,740</u>	<u>0</u>	<u>1,787</u>

Candidate Airports for Benchmarking

	SGJ	ADS	APA	BCT	CRG	FMY	GSO	HND
Airport Name	Northeast Florida Regional Airport	Addison Airport	Centennial Airport	Boca Raton Airport	Jacksonville Executive Airport at Craig	Page Field Airport	Piedmont Triad International Airport	Henderson Executive Airport
City	St. Augustine, FL	Addison, TX	Denver, CO	Boca Raton, FL	Jacksonville, FL	Fort Myers, FL	Greensboro, NC	Las Vegas, NV
Governance ¹	Authority	City Department	Authority	Authority	Authority	Authority	Authority	County Department
# Runways ¹	3	1	3	1	2	2	3	2
Longest Runway ¹	8,001 ft.	7,203 ft.	10,001 ft.	6,276 ft.	4,008 ft.	6,406 ft.	10,001 ft.	6,501 ft.
Acreage ²	668	368	1,400	214	1,432	588	3,770	760
FBOs ¹	1	2	4	2	2 (Apt + 1)	1 (Apt)	2	1 (Apt)
MRO/SASOs ¹	2	1	3	1	2	2	2	2
Hangars (Estimated) ³	Hangars: 36 T-Hangars: 133	Hangars: 65 T-Hangars: 219	Hangars: 57 T-Hangars: 380	Hangars: 13 T-Hangars: 109	Hangars: 20 T-Hangars: 106	Hangars: 23 T-Hangars: 185	Hangars: 24 T-Hangars: 76	Hangars: 120 ¹² T-Hangars: 67 ¹²
Based Aircraft ⁴	233	560	853	190	225	244	107	256
Budget Operating Revenue (21-22)	\$4,211,875 ^{6,7}	\$7,061,846 ⁸	\$8,369,906 ⁹	\$5,764,683 ¹¹	Unavailable	Unavailable	\$20M to \$30M ²²	Unavailable
Aircraft Operations (2019, FAA TAF)⁵								
Air Carrier	2	68	137	0	45	1	27,178	0
Air Taxi	6,459	7,516	32,665	11,196	1,511	3,368	25,989	25,678
Itinerant General Aviation	55,220	102,839	144,166	39,210	68,062	58,716	25,949	37,817
Local General Aviation	80,900	4,982	165,865	28,832	74,941	47,018	8,246	9,772
Military	2,302	342	4,636	174	10,135	274	1,932	264
Total	<u>144,883</u>	<u>115,747</u>	<u>347,469</u>	<u>79,412</u>	<u>154,694</u>	<u>109,377</u>	<u>89,294</u>	<u>73,531</u>
Percent Itinerant	43.7%	95.7%	52.0%	63.5%	51.4%	56.9%	90.3%	86.7%
Percent Local	56.3%	4.3%	48.0%	36.5%	48.6%	43.1%	9.7%	13.3%
Enplanements (2019, FAA TAF)⁵								
Total	<u>124</u>	<u>96</u>	<u>127</u>	<u>222</u>	<u>0</u>	<u>14</u>	<u>1,058,726</u>	<u>21</u>

Candidate Airports for Benchmarking

	SGJ	INT	LAL	MCN	NEW	PIE	VRB
Airport Name	Northeast Florida Regional Airport	Smith Reynolds Airport	Lakeland Linder International Airport	Middle Georgia Regional Airport	Lakefront Airport	St. Pete-Clearwater International Airport	Vero Beach Regional Airport
City	St. Augustine, FL	Winston-Salem, NC	Lakeland, FL	Macon, GA	New Orleans, LA	Clearwater, FL	Vero Beach, FL
Governance ¹	Authority	County Department	City Department	County Department	Authority	County Department	City Department
# Runways ¹	3	2	3	2	3	2	3
Longest Runway ¹	8,001 ft.	6,655 ft.	8,500 ft.	6,501 ft.	6,879 ft.	9,730 ft.	7,314 ft.
Acreage ²	668	702	1,710	1,149	473	1,900	1,707
FBOs ¹	1	1	2	1	2	8 ²⁰	3
MRO/SASOs ¹	2	2	3	3	1	1	1
Hangars (Estimated) ³	Hangars: 36 T-Hangars: 133	Hangars: 11 T-Hangars: 41	Hangars: 25 T-Hangars: 99	Hangars: 17 T-Hangars: 8 ¹⁷	Hangars: 10 T-Hangars: 54	Hangars: 24 T-Hangars: 119	Hangars: 43 T-Hangars: 61
Based Aircraft ⁴	233	74	251	83	103	231	213
Budget Operating Revenue (21-22)	\$4,211,875 ^{6,7}	\$3,291,452 ¹³	\$10,751,371 ¹⁴	\$738,634 ¹⁹	Unavailable	\$17,775,400 ²¹	\$3,560,913 ¹⁶
Aircraft Operations (2019, FAA TAF) ⁵							
Air Carrier	2	99	13	233	15	15,612	299
Air Taxi	6,459	8,680	1,259	1,616	4,465	5,483	75,782
Itinerant General Aviation	55,220	21,645	63,079	10,509	36,451	47,642	59,892
Local General Aviation	80,900	13,963	46,659	2,214	19,428	59,185	117,216
Military	2,302	853	3,141	613	4,022	12,611	150
Total	<u>144,883</u>	<u>45,240</u>	<u>114,151</u>	<u>15,185</u>	<u>64,381</u>	<u>140,533</u>	<u>253,339</u>
Percent Itinerant	43.7%	68.8%	57.7%	85.2%	68.1%	54.6%	53.7%
Percent Local	56.3%	31.2%	42.3%	14.8%	31.9%	45.4%	46.3%
Enplanements (2019, FAA TAF) ⁵							
Total	<u>124</u>	<u>354</u>	<u>189</u>	<u>17,231</u>	<u>41</u>	<u>1,132,887</u>	<u>7,487</u>

Candidate Airports for Benchmarking

SOURCES:

- 1 <https://www.airnav.com/>; BQK = Google Earth
- 2 <https://skyvector.com/>
- 3 Google Earth
- 4 <https://www.airportiq5010.com/>
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- 12 Imagery Date: 11/17/2019 (of buildings in construction)
- 13 <https://www.co.forsyth.nc.us/Budget/assets/documents/FY22%20Adopted%20Budget.pdf>
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- 15 https://www.dekalbcountyga.gov/sites/default/files/users/user3568/FY2022%20Budget%20as%20Approved%202022.02.22_w%20TOC.pdf
- 16 <https://www.covb.org/ArchiveCenter/ViewFile/Item/218>
- 17 Additional t-hangars under construction per date of Google Earth aerial, 11/19/2019
- 18 https://flygcairports.com/images/Financials/Annual_Reports/2021-06-01_FY_21-22_Budget_Approved_Short.pdf
19. Value reported for FY 2020 for Airport Fund and inclusive of both Middle Georgia Regional Airport and Macon Downtown Airport; <https://www.maconbibb.us/wp-content/uploads/2021/01/Macon-Bibb-County-CAFR-2020.pdf>
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21. http://www.pinellascounty.org/budget/14budget/Adopted_Budget_FY14/Budget%20Message/AB%2018%20Airport%20Fund%20Review%20FY14.pdf (forecasted)
22. <https://www.aviationpros.com/airports/airports-municipalities/news/21143017/piedmont-airport-confronts-austere-budget-as-revenues-nosedive>



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Aerial Image on front, back, and inside covers Google Earth Pro, 2023; Landsat/Copernicus, 2023; TerraMetrics, 2023; Data USGS, 2023 (aerial photography - for visual reference only, may not be to scale).