

Regular Meeting Agenda

April 24, 2023

Call to Order – 4:00pm

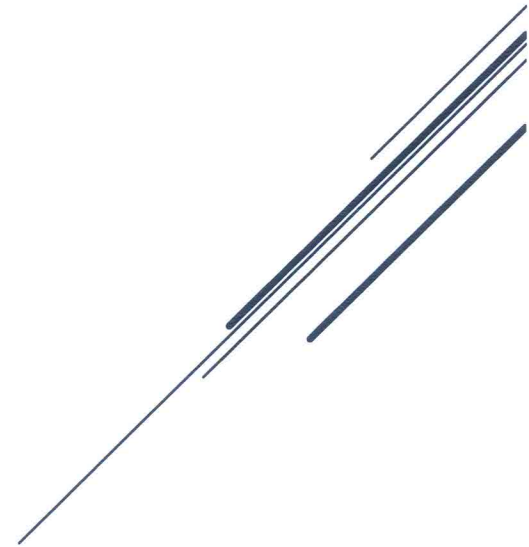
- Call to Order
- Pledge of Allegiance
- Meeting Minutes (03.27.23)
- Financial Report (March 2023)
- Agenda Approval
- Staff Report
- Business Partner Updates
- Board Committee Updates
- Old Business Items
 - Air Service Development Update
 - Strategic Business Plan Update
- Public Comment – General
- Member Comments and Reports
- Adjournment



Staff Reports – Items of Interest & Update of Projects

Proposed Land Acquisition – Gun Club Property

- * Gun Club Property Owners Contacted
- * Survey & Appraisal Forthcoming



Meeting Details

BUSINESS PARTNER UPDATES –

Mr. Henry Dean, St. Johns County Commissioner

Mr. Vinny Beyers, Atlantic Aviation

Mr. Jose Riera / Mr. Jaime Topp, SAAPA Liaison

Mr. Nate McKendrick, NGC

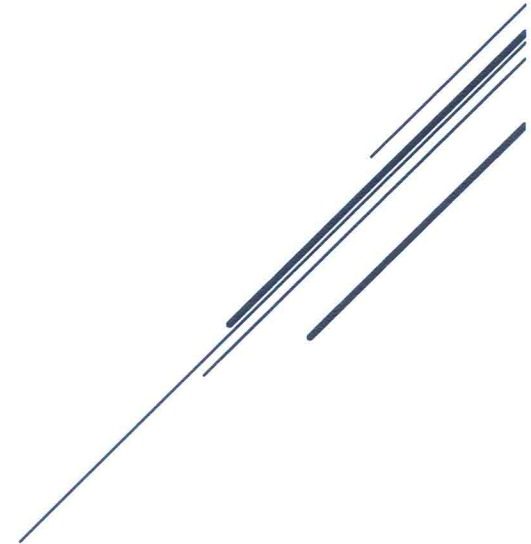
Mr. Courtney Pittman, ATC

BOARD COMMITTEE UPDATES –

- ▶ Jennifer Liotta – **Policy Committee**
 - ▶ 3 Applications Approved
- ▶ Dennis Clarke – **Audit Committee**
 - ▶ 1 Application Approved
- ▶ **Master Plan Committee**
 - ▶ 6 Applications Approved
- ▶ Reba Ludlow – **Safety Risk Management Committee**
 - ▶ 5 Applications Approved

- ▶ Approve Applications Received
- ▶ General Counsel Comments/Update
- ▶ Schedule Meeting Dates

Board Discussion
Public Comment
Motion



Meeting Details

OLD BUSINESS ITEM – Air Service Development Update

Staff Update:

- Airport Charges & Operating Agreement
- Memorandum of Understanding (MOU)

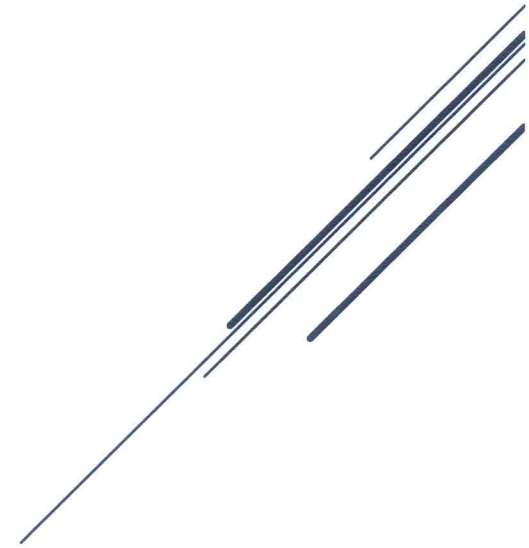
Board Discussion
Public Comment
Motion



Meeting Details

OLD BUSINESS ITEMS

- Strategic Business Plan Update

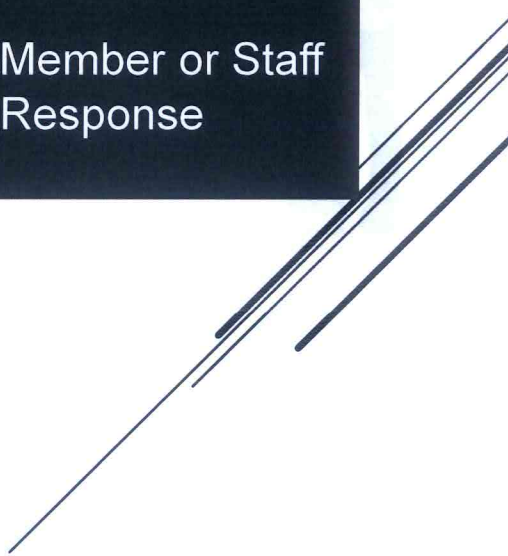


Public Comments

General

- Three (3) Minutes per Speaker
- Address Matters that Reasonably May Need Attention of the Authority

RULES OF DECORUM

- May Not Disrupt the Meeting with Personal, Impertinent or Slanderous Remarks or Boisterous Behavior
 - Please Address the Authority as a Whole, Not Any Individual Member or Staff
 - Please Refrain From Making any Demand for an Immediate Response From the Authority
- 

Authority Members

Comments and Reports

Ms. Michelle Cash-Chapman

- Aerospace Academy

Mr. Dennis Clarke

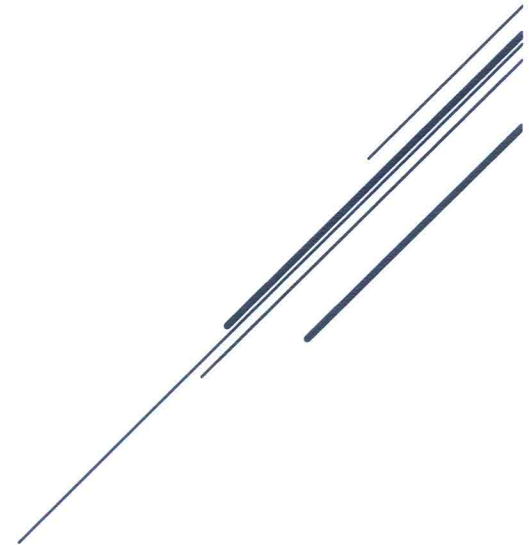
Ms. Jennifer Liotta

Ms. Reba Ludlow

- TPO

Mr. Robert Olson

- EDC



PROPOSED MEETING DATES

Regular Meetings – 2nd & 4th Monday

- May 8th
 - May 22nd
 - June 12th
 - June 26th
- **All Meetings Begin at 4pm Except as Otherwise Noted*

ADJOURNMENT



Northeast Florida Regional Airport Strategic Business Plan - Preliminary Action Plan

April 24, 2023

PRESENTED TO:

St. Johns County Airport Authority Board

PRESENTED BY:

Remy Lucette


















PRESENTED ON:

April 24, 2023

Overview

- Summary of Project Milestone Schedule
- Review of Preliminary Action Plan
- Next Steps

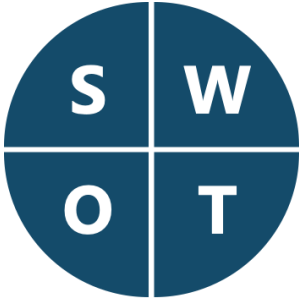
Summary of Project Milestone Schedule

Task	2022					2023					
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
SPT Meetings	 										
Board Briefings											
Board Workshops											
Stakeholder/Tenant Meetings				 							
Submit Final Draft Report											
Submit Final Deliverable											

KEY  Notice to proceed  Draft  Stakeholder Meetings  Final  SPT Meetings  Board Briefings  Board Workshops

Review of Preliminary Action Plan

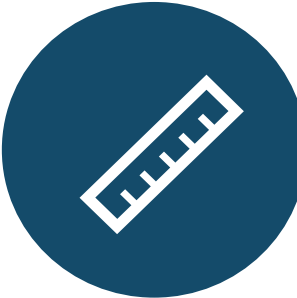
Strategic Actions Legend



SWOT



Stakeholder Engagement



Benchmarking



Board Input



Online Survey

STRATEGIC INITIATIVE:

Satisfy Customer Demand (Hangars, Services, and Infrastructure at NFRA)

 STRATEGIC ACTION	 RESPONSIBILITY	 IMPLEMENTATION TIMELINE (MONTHS)	 STAFFING IMPACTS (HOURS PER MONTH)	 EXTERNAL SUPPORT
<p>1 Prepare a financial capacity and revenue study to identify viable, creative and sustainable funding options at NFRA</p>	  Airport Finance Director	6-12	12-16	
<p>2 Prepare a financial analysis to assess hangar development within a 5 to 10-year development plan</p>	    Airport Finance Director	6	8-10	
<p>3 Engage tenants (including Northrop Grumman) to identify location and demand for additional MRO and aerospace manufacturing and market services</p>	 Airport Executive Director	12-24	4	

STRATEGIC INITIATIVE:

Satisfy Customer Demand (Hangars, Services, and Infrastructure at NFRA)

 STRATEGIC ACTION	 RESPONSIBILITY	 IMPLEMENTATION TIMELINE (MONTHS)	 STAFFING IMPACTS (HOURS PER MONTH)	 EXTERNAL SUPPORT
4 Engage with state and federal agencies to initiate planning of a new parallel runway and associated development areas (aeronautical and nonaeronautical)  	Airport Executive Director	12	2-4	
5 Prepare a competitive analysis that identifies a preferred fixed base operator (FBO) strategy for NFRA  	Airport Finance Director Airport Executive Director	6-12	4-8 2-4	
6 Identify strategies that provide reliable and sustainable air service for the community    	Airport Executive Director	Ongoing	8-10	

STRATEGIC INITIATIVE:

Maximize Our Financial Position

 <p>STRATEGIC ACTION</p>	 <p>RESPONSIBILITY</p>	 <p>IMPLEMENTATION TIMELINE (MONTHS)</p>	 <p>STAFFING IMPACTS (HOURS PER MONTH)</p>	 <p>EXTERNAL SUPPORT</p>
<p>1 Develop a structured financial projection that assesses every revenue generating opportunity including the investigating third-party funding</p> 	<p>Airport Finance Director Airport Executive Director</p>	<p>6</p>	<p>12-16 2-4</p>	
<p>2 Identify the types of management reports (e.g., financial and annual reports) that should be submitted to the Board and their desired frequency</p> 	<p>Airport Finance Director Airport Executive Director</p>	<p>4-6</p>	<p>16-24 2-4 hours/quarter</p>	<p>-</p>
<p>3 Explore sustainable opportunities to increase nonaeronautical sources of revenue</p> 	<p>Airport Executive Director</p>	<p>6</p>	<p>8-12</p>	








STRATEGIC INITIATIVE:

Maximize Our Financial Position

 <p>STRATEGIC ACTION</p>	 <p>RESPONSIBILITY</p>	 <p>IMPLEMENTATION TIMELINE (MONTHS)</p>	 <p>STAFFING IMPACTS (HOURS PER MONTH)</p>	 <p>EXTERNAL SUPPORT</p>
<p>4 Develop a dashboard to set and measure the success of financial goals</p>  	<p>Airport Finance Director Office Manager</p>	<p>Ongoing</p>	<p>8-10 <i>To be updated monthly</i></p>	<p>-</p>
<p>5 Establish a recurring process that establishes fair market value of land and improvements at NFRA and competitively bid new leases</p>   	<p>Airport Finance Director Airport Executive Director</p>	<p>Ongoing</p>	<p>2-4 1</p>	








STRATEGIC INITIATIVE:

Align Administration Roles With Authority and Airport Needs

 <p>STRATEGIC ACTION</p>	 <p>RESPONSIBILITY</p>	 <p>IMPLEMENTATION TIMELINE (MONTHS)</p>	 <p>STAFFING IMPACTS (HOURS PER MONTH)</p>	 <p>EXTERNAL SUPPORT</p>	
<p>1 Identify the current administration staffing gaps, the cost of filling those gaps, and compile annual staff utilization and workload reports to assess additional staffing needs.</p>		<p>Airport Executive Director</p>	<p>Ongoing</p>	<p>2-4</p>	<p>-</p>
<p>2 Ensure opportunities exist for Board members to frequently meet with Airport management to gain knowledge of previous, current, and future business items between monthly board meetings.</p>		<p>Airport Executive Director</p>	<p>Ongoing</p>	<p>4-6</p>	<p>-</p>

STRATEGIC INITIATIVE:

Align Administration Roles With Authority and Airport Needs

 <p>STRATEGIC ACTION</p>	 <p>RESPONSIBILITY</p>	 <p>IMPLEMENTATION TIMELINE (MONTHS)</p>	 <p>STAFFING IMPACTS (HOURS PER MONTH)</p>	 <p>EXTERNAL SUPPORT</p>
<p>3 Identify a champion to monitor the implementation of the strategic business plan recommendation.</p> 	<p>Airport Executive Director</p>	<p>Ongoing</p>	<p>2</p>	<p>-</p>
<p>4 Develop and maintain a staff succession plan.</p> 	<p>Airport Finance Director Office Manager</p>	<p>Ongoing</p>	<p>2-4 4-8</p>	<p>-</p>

STRATEGIC INITIATIVE:

Effectively Use the Airport's Footprint

 STRATEGIC ACTION	 RESPONSIBILITY	 IMPLEMENTATION TIMELINE (MONTHS)	 STAFFING IMPACTS (HOURS PER MONTH)	 EXTERNAL SUPPORT
<p>1 Prepare a holistic plan for aeronautical and nonaeronautical (i.e., industrial, business/office park, mixed-use, etc.) uses West of US 1.</p>	  Airport Finance Director Airport Executive Director	2-4	4-8 2-4	
<p>2 Engage with stakeholders to evaluate the feasibility of an ALUCP to promote the capability between the Airport and the surrounding property.</p>	  Airport Executive Director	4-6	8-10	-






STRATEGIC INITIATIVE:

Effectively Use the Airport's Footprint

 <p>STRATEGIC ACTION</p>	 <p>RESPONSIBILITY</p>	 <p>IMPLEMENTATION TIMELINE (MONTHS)</p>	 <p>STAFFING IMPACTS (HOURS PER MONTH)</p>	 <p>EXTERNAL SUPPORT</p>
<p>3 Establish priority development parcels and prepare development business cases.</p>	 <p>Airport Executive Director</p>	<p>2-4</p>	<p>4-8</p>	
<p>4 One Board or staff member to have recurring meetings with Northrop Grumman to discuss current and future needs.</p>	 <p>Airport Executive Director</p>	<p>Ongoing</p>	<p>2-4 <i>hours/quarter</i></p>	<p>-</p>
<p>5 Establish a competitive bid process to develop the 10-acre commercial park along US 1.</p>	 <p>Airport Executive Director Airport Finance Director</p>	<p>Ongoing</p>	<p>4-8 2-4</p>	









STRATEGIC INITIATIVE:

Interact and Engage with External Organizations (Stakeholders) For the Benefit of All Parties

 <p>STRATEGIC ACTION</p>	 <p>RESPONSIBILITY</p>	 <p>IMPLEMENTATION TIMELINE (MONTHS)</p>	 <p>STAFFING IMPACTS (HOURS PER MONTH)</p>	 <p>EXTERNAL SUPPORT</p>
<p>1 Host public events at the Airport (whether it be on-Airport, use of Conference Center, the restaurant, etc.) at least once a year.</p> 	<p>Airport Executive Director</p>	<p>Ongoing</p>	<p>4 to 6 hours/quarter</p>	
<p>2 Convene recurring meetings or stop-bys with tenants.</p> 	<p>Director of Operations</p>	<p>Ongoing</p>	<p>8 to 12 hours/quarter</p>	<p>-</p>
<p>3 Reestablish South GA recreational area and walking trail (including security and volunteer and/or county maintenance and operation).</p>	<p>Airport Executive Director</p>	<p>4-6</p>	<p>2-4</p>	<p>-</p>

STRATEGIC INITIATIVE:

Interact and Engage with External Organizations (Stakeholders) For the Benefit of All Parties

 STRATEGIC ACTION	 RESPONSIBILITY	 IMPLEMENTATION TIMELINE (MONTHS)	 STAFFING IMPACTS (HOURS PER MONTH)	 EXTERNAL SUPPORT
<p>4 Create monthly media/PR releases: social media engagement and communications plan.</p> 	Office Manager	Ongoing	8	-
<p>5 Conduct bi-annual meetings with external stakeholders/groups.</p> 	Airport Executive Director Airport Operations Director	Ongoing	4-8 hours/quarter 2-4 hours/quarter	-
<p>6 Initiate and administer educational programs (i.e., Airport internships, local schools, and colleges engagement)</p> 	Airport Executive Director	Ongoing	4-8 hours/quarter	-

Next Steps

- Incorporate feedback from Authority Board
- Submit draft Strategic Business Plan Report (May 15, 2023)
- Prepare executive summary of findings
- Final presentation to Board



www.ricondo.com

© 2021 Ricondo & Associates, Inc. All Rights Reserved.