

# Strategic Plan 2021

Jackson Municipal Airport Authority

Updated October 1, 2019

Hawkins Field Airport

Jackson-Medgar Wiley Evers International Airport

# Mission, Vision & Values

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The purpose of this Strategic Plan is to establish a future course for the Jackson Municipal Airport Authority by identifying goals, objectives and initiatives that will help the organization follow that course as internal and external conditions change. The cornerstone of any strategic planning process is the development of a vision and mission statements. After consideration of the roles and responsibilities of the JMAA, the staff developed the following statements:

## Mission

As the operator of the Jackson-Medgar Wiley Evers International Airport and Hawkins Field, the mission of the Jackson Municipal Airport Authority is to ...

... Connect Jackson to the world, and the world to Jackson.

## Vision

Our vision is aspirational. As we meet the objectives contained in this Strategic Plan we will make progress toward the Jackson Municipal Airport Authority's Vision. The vision of the Authority is to....

... Be the Airports of Choice.

## Values

Values are the standards or principles that are embraced by an organization. They define the organization and how it operates. They guide the organization's decision-making and influence its approach and performance. Below is a brief summary of the values held by the JMAA organization:

Our values highlight specific areas upon which we will focus when making decisions and evaluating employee development. Our values are...

- Customer Focus: Provide best-in-class customer experience.
- Continuous Improvement: Set high goals, measure performance, and advance.
- Communication: Encourage productive dialogue and generate information.
- Collaboration: Work together to build the strength of the team including strategic partners.
- Commitment: Exhibit a sense of ownership and pride in the Authority.

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## Executive Summary

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The Jackson Municipal Airport Authority (Authority) has adopted this Strategic Plan to guide future organizational, fiscal, and physical development. This Plan articulates the Authority's new mission and vision, which are the core of the Strategic Plan, and a set of values that support the Authority's mission and vision. The Plan offers six goals to help the Authority achieve the full potential of its mission and vision. Each goal is composed of several objectives which have been deconstructed into specific measurable and achievable steps in Departmental Action Plans.

### Strategic Plan Background

In January of 2015, Mr. Carl D. Newman, A.A.E. became the Authority's new Chief Executive Officer. Mr. Newman supported development of a Strategic Plan to align the Authority Board and staff around a common vision. The Authority engaged aviation consulting firm Jacobsen|Daniels to assist in developing the Strategic Plan. Beginning in July of 2015, Jacobsen|Daniels led the Authority's Board of Commissioners, its employees, and its stakeholders through a series of meetings to identify various aspects of the Authority and its environment, including its strengths, weaknesses, opportunities, and threats. Findings from these meetings were used to formulate the Authority's goals and develop objectives to articulate and achieve those goals.

### Goals

1. Organizational – Be an Employer of Choice
2. Financial – Fund Today and Tomorrow
3. Customer Service – What We Put Into It, Our Community Gets Out Of It
4. Air Service – Let's Go National
5. Infrastructure – Looks New, Runs Well
6. Opportunities – Engage, Encourage and Support DBE's and Small Businesses
7. Safety – Plan, Prepare, Prevent, and Protect

The Strategic Plan is a living document. For this reason, the fundamental value of the Strategic Plan should not be recognized in one particular goal, objective, or initiative, but through the on-going commitment to influence the future. The commitment to strategic planning is the foundation for JMAA to be a successful, performance driven organization.

# Introduction

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An organization undertakes strategic planning to shape its vision for the future. A coherent strategy, as a result of the planning effort, is based on the fundamental concept that decisions made in the present influence certain aspects of an organization's future. Strategic planning provides guidance to airport management as critical decisions are made and resources allocated to pursue the goals and objectives that meet the organization's operational, economic, and environmental responsibilities for the next three to five years. With a five-year horizon, the Authority's Strategic Plan helps to clarify and solidify its direction and plans, ensuring that management and staff, under the oversight of the Authority Board, understand and focus their efforts and resources on key priorities. Additionally, the implementation strategies and performance measures provide a basis for measuring the Authority's progress towards its desired future state.

## Purpose and Need

With a recent change in leadership, the Authority identified the need to develop a new vision for the future and a new plan to achieve that vision. The Strategic Plan will guide the Authority over the next several years, and position the Authority to better identify and meet future challenges while strengthening the organization and improving its current assets and services.

## Planning Process Methodology

Development of the Strategic Plan was divided into two phases. Phase 1 focused on creating a clear picture of the Authority's current state and identifying factors which may influence operations over a five-year period. This information was gathered through an Environmental Scan which included an analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT). The Environmental Scan identified internal and external factors that were considered likely to affect the Authority during this period. Goals were then established to align the organization toward the desired future state.

Phase 2 focused on explaining how the Authority plans to achieve the goals by developing short and long-term objectives and strategies over the next five years. In an effort to further integrate the Strategic Plan into normal business practices and clearly link job performance to the organization's long-term direction, the Authority created Action Plans at the division level, developed initiatives at the employee level, and identified categories of resources required to achieve each objective.

## Stakeholder Input

Developing the strategic plan for JMAA required extensive coordination, input and participation of many stakeholders, including JMAA staff, consultants, Jackson-Medgar Wiley Evers International Airport (JAN) and Hawkins Field (HKS) tenants, the FAA, and other interested parties. Focus groups and meetings were held with staff and officials from all of the communities surrounding JAN and HKS as well as discussions with local universities, local, state and federal agencies. These stakeholders were able to share information and provide meaningful input and feedback. This included sharing information on development plans, and strategies, zoning and other land use restrictions, planned infrastructure improvements and agency goals.

The consultant team:

- Interviewed internal and external stakeholders;
- Reviewed forecasts of aviation activity;
- Reviewed the Authority's grant history;
- Surveyed existing facilities;
- Reviewed socioeconomic and demographic data;
- Reviewed relevant financial data;
- Reviewed Authority business practices

## Stakeholder Interviews

Stakeholder interviews provided information about the strengths and weaknesses of the Authority and its operations as well as perceptions. They also helped in evaluating various courses of action that might be taken to enhance the Authority. This outreach process framed a better understanding of the importance of JAN and HKS to the surrounding communities and the region and shaped a shared vision for how best to leverage JMAA assets to promote economic development. For example, the completion of the East Metro Parkway on the east side of JAN could not only provide economic stimulus through additional business activity, but would likely result in utility improvements that could be leveraged to facilitate additional investment in the surrounding communities. Similarly, locating certain passenger-related functions within the terminal core at JAN could enhance customer service while serving as an incubator for collateral development opportunities. These and other ideas were discovered during stakeholder interviews and were incorporated into the strategic plan. The consultant team interviewed the following stakeholders:

Tony Yarber, Mayor, City of Jackson

Brad Rogers, Mayor, City of Pearl

Butch Lee, Mayor, City of Brandon

Gary Rhoads, Mayor, City of Flowood

Dr. Rosie L. T. Pridgen, Chairman, JMAA

Pastor James L. Henley Jr., Vice Chairman, JMAA

LaWanda D. Harris, Commissioner, JMAA

Vernon W. Hartley, Commissioner, JMAA

Evelyn O. Reed, Commissioner, JMAA

Jackie Anderson-Woods, City of Jackson

Jason Goree, City of Jackson

James C. Renick, Ph.D., Jackson State University

Mark Bounds, Mark S. Bounds Realty Partners

Rans Black, Federal Aviation Administration

Tommy Booth, MDOT, Aeronautics Division

Ramona Hales, Jackson Air Charter

Will Walker, Jackson Air Charter

James Davidson, Enterprise Rent-A-Car

Michael Monk, Central Mississippi Planning & Development District

Warren Hoss, Delta Air Lines

Jim Mrowczynski, Envoy Air

Christopher Ellsworth, United Airlines

Sylvester Holmes, American Airlines

Doris McKinney, United Parcel Service

Andrew Jenkins, AJA Management & Technical Services

Lt. Col. Matthew Caudell, MS Air National Guard

Chuck Mobley, Mississippi Development Authority

Duane O'Neill, Greater Jackson Chamber Partnership

Robert Gibbs, Chairman, Jackson CVB

David Wynn, Transportation Security Administration

## Background of the Authority

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The Authority is governed by a Board of Commissioners appointed by the Mayor of the City of Jackson, and confirmed by the City of Jackson, City Council. Commissioners serve five-year terms. The Authority operates two airports: Jackson-Medgar Wiley Evers International Airport (JAN) and Hawkins Field (HKS). JAN is a small hub airport situated in Central Mississippi with over 3,000 acres of property. JAN is home of the Mississippi Air National Guard 172D Airlift Wing. The Mississippi Army National Guard 185th Aviation Brigade (Theater) operates out of HKS.

Air service to the region began in 1928 when Delta Air Lines commenced multi-stop service linking what is now known as Hawkins Field to Dallas, TX and Atlanta, GA. In 1936, a terminal was constructed at HKS. From 1941 to 1949, HKS served as an Army Air Base. In 1960, the City of Jackson created the Airport Authority and seated the first Board of Commissioners.

When jet service arrived the City of Jackson began the process of annexing land in Rankin County for what was then called the Jackson Municipal Airport (JAN). JAN was one of the first airports to be constructed with dual staggered parallel runways and became an international airport in 1989 when U.S. Customs & Border Protection declared it to be an international Port of Entry. In 2004, the Airport was renamed to honor slain civil rights leader Medgar Wiley Evers.

According to the 2010 census, the Authority serves a Metropolitan Statistical Area (MSA) population of 567,122. The MSA covers portions of Copiah, Hinds, Madison, Rankin, and Simpson counties. Population increased by 0.8 percent from the 2000 census. The Authority provides service to over 1,000,000 passengers per year.

# Environmental Scan

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## SWOT Analysis

In order to analyze the Authority's current state, a SWOT Analysis was conducted. The SWOT is a compilation of information obtained from interviews with internal and external stakeholders including, but not limited to, the Authority's senior management, and a representative group of airport staff. A list of participants in stakeholder interviews is included in the Introduction.

The internal scan assessed the Authority's strengths, weaknesses, opportunities, and threats in the functional areas of leadership and management, human capital and culture, finance, planning and development, marketing and market share, community relations, business development, and operations and safety. An external scan assessed impending events and trends (i.e., forces) within and beyond the Authority's control which may impact the organization through the Strategic Plan's horizon. This scan identified forces that may affect JMAA's ability to achieve its objectives. This report summarizes common themes which were used to develop the corporate goals, objectives of the organization and the initiatives which are found in the Action Plan of each Division.

## Strengths

Strengths are positive internal factors that help the Authority.

### *Location*

JAN is located in an area with relatively few and distant major competitors. JAN is positioned in a location with developable land to expand its airfield in a safe manner. Because JAN and HKS are centrally located, they are positioned to service the major population center of the State of Mississippi and provide close access to major highways. By operating two airports, the Authority is able to diversify its opportunities and clientele.

### *Network Carriers at JAN*

Three major airlines that provide service through JAN are listed below:

- American Airlines
- Delta Airlines
- United Airlines

These airlines fly competitive routes, including nonstop service to six international gateway airports. There is ample gate space for growth and a new entrant carrier.

### *Customer Service*

The Authority operates two airports, allowing the Authority to provide service to a wider clientele than would be possible with only a single airport. Authority staff at each airport have a reputation among tenants and users for providing superior customer service through effective communication and responsiveness to customers. This has resulted in a strong sense of loyalty and legacy among customers.



### *Military Relationships*

JAN is the home of the 172<sup>nd</sup> Airlift Wing of the Mississippi Air National Guard and its fleet of nine C-17 aircraft that are actively involved in combat support, regional response, training and aircraft support. JAN supports over 27,000 military operations annually. HKS is the headquarters for the 185<sup>th</sup> Theater Aviation Brigade of the Mississippi Army National Guard, operating Sikorsky UH-60 Blackhawk helicopters, and supporting other aviation units of the Army National Guard. HKS supports 19 based military aircraft, and approximately 11,117 military operations annually.

### *Work Environment*

The Authority has installed new leadership, which is presenting a positive environment and fostering employee engagement. There is a general sense that leadership is beginning to listen to employee input. Policies supporting employee professional development combined with the recruitment of aviation professionals is helping to generate improved employee morale.

### *JAN Parking Revenue*

JAN has 100 percent of the parking market share, offering structured, surface and long-term remote (shuttle-accessed) options. JAN does not have competing external products or services.

## **Weaknesses**

Weaknesses are harmful internal factors that challenge the Authority.

### *Landside Access*

Numerous weaknesses associated with landside access to JAN were identified, specifically, access from Interstate 20. The roundabout is confusing and difficult to navigate. This issue is coupled with a need for better wayfinding and signage in the area.

### *Concessions*

JAN and HKS have very few concessions vendors. Customers and staff have identified a need for a stronger concessions program that includes better quality, products, and service.

### *Human Resources*

The analysis identified numerous deficiencies in the Authority's internal communication process, training, and staffing levels. Employees identified a break in communication between management and staff including a lack of understanding of the skills, training, and performance expectations for each position. Some employees reported they were not adequately trained to discharge their duties. Other expressed they are adequately trained but were not assigned a position for which they were trained. Divisions report being understaffed and expressed concerns about the lack of trained staff to replace staff nearing retirement. Employees also stated they either did not have opportunities for professional development, and/or they were not able to clearly identify those opportunities. Staff reported they have not received meaningful performance reviews. Positive performance has not been recognized, poor performance has not resulted in re-training or redirection. In addition, employees reported concerns with the hiring and promotion process. Specifically, employees stated their perceptions that decisions regarding new hires and promotions were based on personal relationships versus merit.

### *Community and Vendor Relationships*

The Authority, and its airports, are viewed as being disconnected from the City of Jackson. Both airports require more marketing, public awareness initiatives and community involvement. The Authority is also suffering negative relations due to airlines' and vendors public relations weaknesses. The Authority has the opportunity to not only improve its current relationships with vendors, but to begin new relationships. By identifying the correct vendors, the Authority can create a successful concessions program, create improved facilities for the rental car agencies, and provide a best-in-class parking program. The Authority can also negotiate new contracts with current vendors to improve the airports' stability, selection, and service.

## **Opportunities**

Opportunities are positive external factors that help the Authority.

### *Facility and Operational Growth*

The JMAA airports have land and developable area to lease or occupy. They also have the ability to reach and hold new markets for both JAN and HKS. JAN can add additional revenue generating facilities within the terminal core, new concessions and airside vendors such as a new Fixed Based Operator (FBO), can be added at HKS.

### *Business Opportunities*

The Authority has distinct business opportunities and relationships that it can leverage. Located in central Mississippi, the Authority's airports are adjacent to the major transportation corridors in the state, potentially facilitating land development for cargo services and other manufacturing, research and development opportunities. Additionally, the airports have the opportunity to develop collaborative relationships with the medical corridor and local universities.

## **Threats**

Threats are negative external factors that challenge the Authority.

### *Infrastructure*

The Authority's infrastructure may be aging beyond a point where it can reasonably be repaired with current funding. One of the area's major infrastructure projects is the East Metro Corridor (EMC). The Authority is responsible to maintain a portion of the EMC on Authority owned property. The Mississippi Department of Transportation will not take possession and responsibility for the section of the EMC until after it is complete; until then, the Authority bears the financial responsibility for repairs and maintenance.

### *Location*

JMAA airports are located in an area with several nearby general aviation (GA) airports and two commercial airports within a three-hour drive. The development of peer GA airports in the area surrounding Jackson presents a potential threat to HKS. Discussions supporting a new commercial air carrier airport in Madison County presents a threat to the Authority.

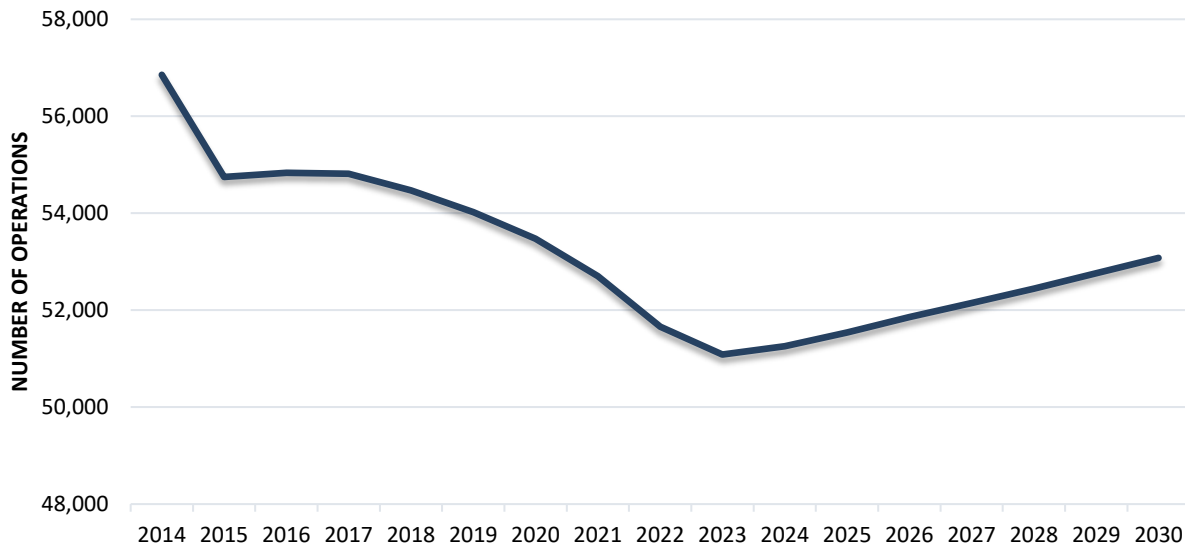
### Airline Consolidation

JAN remains vulnerable to the instabilities within the airline industry, including changes to airfares, airline staffing, and mergers. As service is concentrated on fewer hubs, the risk of losing service continues to be a significant threat to the Authority's economic stability and customer convenience.

## Projected Activity

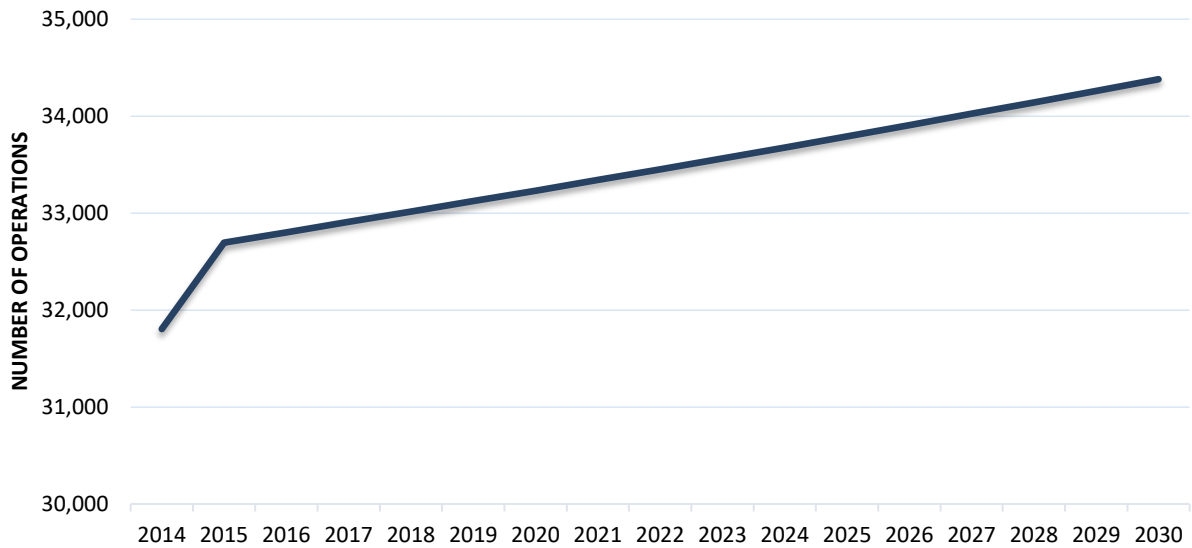
JAN experienced a significant drop in operations with the departure of Southwest Airlines. The 2015 FAA Terminal Area Forecast does not anticipate that operations will recover during the planning horizon, increasing at less than one percent per year. This is shown in **Figure 1: Jackson-Medgar Wiley International Airport Operations Forecast, 2014-2030** below. HKS activity is shown in **Figure 2: Hawkins Field Operations Forecast, 2014-2030** below.

*Figure 1: Jackson-Medgar Wiley International Airport Operations Forecast, 2014-2030*



Source FAA Terminal Area Forecast 2014.

Figure 2: Hawkins Field Operations Forecast, 2014-2030



## Conclusions

There were several themes that emerged as part of the Environmental Scan. Some of the stakeholders maintain favorable opinions of JMAA and recognize its value to the region and the state. Many agree that the airports have tremendous potential with the proper local, state and federal support. This potential can be translated into land development options, improved tenant services, enhanced customer experience, and employee engagement.

One common theme expressed by internal and external stakeholders was the need for improved air service and lower fares from JAN. While some of the existing airlines have added capacity, the loss of Southwest Airlines as the only low-fare carrier is viewed negatively, and replacing Southwest remains a challenge for the Authority.

Finally, many stakeholders believe that the local community does not understand the functional role of HKS and the economic benefits HKS and JAN provides. Signage at HKS is limited which has caused some to believe it is no longer functional and JAN is not accessible via public transit. Both airports are viewed as disconnected from the City of Jackson.

# Priority Projects

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During the strategic planning process, the staff under the leadership of the CEO and the board identified five priority initiatives to be the signature or priority projects of the strategic plan. The JMAA Board tasked the CEO and staff to achieve the following objectives:

- Identify opportunities to enhance economic development through the development or redevelopment of JMAA controlled property.
- Ensure land use recommendations are consistent with, and complimentary to the master plans of each airport and planning of the surrounding communities, and
- Provide project priorities that strengthen the overall financial position of the authority.

The vision for the development priorities of the CEO which is the centerpiece of this strategic plan were presented to the JMAA Board include the following five priority projects (*updated June 2019*):

1. Hawkins Field Economic Development
2. Renovations to the terminal with improved concessions
3. Development of a Quick Turnaround Facility (Rental Cars) in the terminal core
4. Development of airport lodging and commercial development near the terminal core
5. Completion of East Metro Parkway and land development

The priority projects achieve each of the objectives and provides the JMAA Board direction to pursue the development or redevelopment of JMAA controlled land. A brief description of each project is provided below and the Action Plans for each department includes the necessary steps to accomplish each initiative.

## Hawkins Field Economic Development

Although located within the city limits of Jackson, Hawkins Field is hidden behind industrial facilities and some residential complexes to the extent that some wonder if the airport remains operational. In fact, HKS is the primary General Aviation (GA) facility in the region with airfield facilities superior to other GA airports in the region. However, it was determined that the lack of improvements to existing facilities and decisions to not invest in new facilities has caused tenants to relocate or not to consider HKS to base their aircraft. In addition, the current street-level view of HKS does not have aesthetic appeal and the entrance may be viewed as confusing. The vision of this plan contemplates relocating the entrance of the airport to its original entrance with a focus on the historic terminal building. Any potential future development should include enhanced wayfinding and signage, landscaping, and lighting to maximize the appeal of the property consistent with location and proximity to the medical corridor. A redesigned entrance may also provide for new facilities for a new Fixed Based Operator (FBO) along with renovations to the historic terminal building. Renovations to the terminal should be consistent with the standards of the Secretary of the Interior for renovating historic properties.

## Terminal & Concessions Improvements

Reconfiguring the concourses and consolidating security and the airlines into one location at JAN was determined to provide the best operational efficiency for the Authority, the passengers and tenants. A Terminal Modernization Program will provide a significantly enhanced terminal operating environment while accommodating future growth. Consolidating resources will improve passenger convenience, ensure safe and secure facilities, provide for self-sustaining revenue producing concessions and reshape the image of the terminal facility. The vision of this project aligns with the planning and enhancement recommendations made by their concessions planning consultant.

## Quick Turn-Around (QTA) Facility

While current design and engineering efforts include improvements to the Rental Car service areas, the service operations remained split from the rental car customer service operations. It was determined that a more comprehensive look at consolidating all the rental car tenant operations could improve operational efficiency, reduce operating costs and improve customer service. A Quick Turn-Around (QTA) Facility is a single car rental facility from which all rental car companies operate. Currently, all rental car agencies at JAN operate from the first floor of the parking deck and have service operations on a remote site. The remote site requires vehicles to be shuttled from the passenger return area to the remote service locations. It was contemplated that this project would study the feasibility of establishing the basic concept, configuration, functional requirements, space program, budget, and development schedule for a QTA facility to be in the terminal core adjacent to the current parking structure. The development would include customer facilities for passengers to pick up and drop off vehicles and turn-around and service facilities for the rental car agencies. The goal is to consolidate these facilities to allow the tenants to provide their complete service within an operationally efficient environment. A feasibility and programming study is required to determine the appropriate parameters for the development.

## Airport Lodging and Commercial Development

Collateral development by an airport is often considered as an opportunity to enhance customer amenities and to increase non-aviation related revenue through ground rent. In addition, an airport development that is designed, financed, constructed and managed by a third-party developer creates new construction and permanent jobs and provides for the meaningful participation of small, minority and women owned business enterprises. The potential development was determined to be a priority project due to the available land near the terminal core, the growth of hotel options clustered in communities near the airport, and the opportunity to provide lodging convenient to JAN. A lodging feasibility study must be conducted to examine the viability of including a lodging property in the development plan to determine the appropriate hotel standard for JAN. Such a property would require adequate space to provide for parking and arrival and departure logistics to the terminal.

## East Metro Parkway and Land Development

Improving and growing the airport's non-aviation revenue resources by expanding compatible land-use development acknowledges the enormous potential of JAN on the region and the state. Completing the East Metro Parkway completes the surface transportation "ring" around the airport and provides previously unavailable land for development. Around any airport, certain parcels are reserved for aeronautical purposes such as navigational aids and protection an object free zones. These parcels are not available for development. However, JMAA, through the planning of parkways on the east and west, has opened the possibility for land development. While additional analysis is required along with certain infrastructure

improvements, it appears JMAA could benefit from aviation and non-aviation related development. It was determined that priority should be given to seeking potential development opportunities to leverage these assets to promote additional economic development for the region.

## Strategic Vision

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### Goals

The Authority's goals were developed in collaboration with senior staff during a series of meetings and workshops. The goals describe how the Authority will address the strengths, weaknesses, opportunities and threats described in the previous chapter and make progress in outperforming peers in the Benchmark Report. While all six goals will be pursued concurrently, they are presented in an order that focuses on strengthening the human and financial resources at the Authority so it will be better prepared to attract and retain new air service and ultimately be positioned to reinvest in its infrastructure.

1. Organizational – Be an Employer of Choice
2. Financial – Fund Today and Tomorrow
3. Customer Service – What We Put Into It, Our Community Gets Out Of It
4. Air Service – Let's Go National
5. Infrastructure – Looks New, Runs Well
6. Opportunities – Engage, Encourage and Support DBE's and Small Businesses
7. Safety – Plan, Prepare, Prevent, and Protect

### Objectives

Each goal is supported by several objectives to further define the intent of the broad goal statement. More importantly, objectives are considered a measure of the progress to achieve a future state. Objectives should be specific, measurable, actionable, relevant and time-bound.

### Initiatives

Initiatives are the daily work assignments each employee undertakes to achieve the goals of the organization. Initiatives are actionable or attainable and are based on issues, opportunities, or challenges that surfaced during the SWOT analysis as well as other platforms during the strategy development process. Initiatives may include work already in progress or new items that more accurately align with the strategy. Initiatives were identified for each Division of the Authority staff.

### Goal 1: Organizational – Be an Employer of Choice

Jackson Municipal Airport Authority's most important asset is its employees, therefore creating an environment that will legitimately inspire highly talented workers to join JMAA and stay is essential. Being an employer of choice means that current employees are proud of where they work and potential employees actively strive to work for the Authority. Employees who work for an employer of choice will be more engaged, more effective, and have their accomplishments recognized. This fosters a culture of productivity, openness, honesty, and friendly working environments. JMAA will enjoy the rewards through greater performance levels, greater workforce stability, and a level of continuity that assures preservation of the knowledge, customer loyalty, employee satisfaction, and stronger profits. Additionally, a key aspect

of being an Employer of Choice is having a transparent performance appraisal, career development and hiring process. A key aspect of being an employer of choice is having a transparent career development process. The objectives below are designed to transform the Authority into an employer of choice.

- Prioritize and Develop Human Capital
- Clearly Communicate Roles, Responsibilities, and Employee Opportunities
- Live Our Values

## Goal 2: Financial – Fund Today and Tomorrow

Financial health is fundamental to the Authority's development. An efficiency focused approach will help the Authority achieve financial stability, allowing it to pursue its endeavors with greater ease. The objectives necessary for the Authority to achieve financial stability are as follows:

- Diversify and Increase Revenues from Non-Aeronautical Sources
- Maintain a Stable and Strong Financial Position to Conserve Access to External Capital Funding
- Develop and Implement a Strategic Funding Plan for Capital Asset Improvements and Management
- Retain Current Businesses and Attract New Business Opportunities by Maintaining a Competitive Cost Structure

## Goal 3: Customer Service – What We Put Into It, Our Community Gets Out Of It

Providing a Best-in-Class customer experience is key to the Authority's success. Some of the Authority's strengths were providing customer service and maintaining legacy customers accordingly. However, the Authority's customer service offering does not take into consideration the entirety of a customer's experience. Because of this fact, it is important that the Authority coordinate with vendors, stakeholders, and other necessary entities to promote a positive customer experience. The Authority's objectives to achieve a positive customer experience include the following:

- Create A Communication Structure To Assess, Measure And Respond To Customer's Requests And Recommendations
- Create A Standard For Exceptional Customer Service Experiences
- Promote Internal Customer Service Culture Within The Authority Itself
- Identify and Provide Services to the Community

## Goal 4: Air Service – Let's Go National

As the Authority focuses on retaining and increasing its customer base, attracting new airlines and maintaining existing service, diversifying aeronautical and aviation businesses at the two airports will be essential to the Authority's success. Even though JAN is an International Airport, JMAA will focus on enhanced domestic services during the implementation of this strategic plan. In addition, diversifying the mix of traffic at HKS will reduce exposure to potential changes in future military operations. The Authority's objectives to attract new, maintain existing and develop diverse air services are as follows:

- Build Air Carrier Relationships to Retain Existing Service



- Implement Air Service Development Plan for New Service
- Leverage State of Mississippi Government Travel
- Diversify and Expand Hawkins Field Businesses

## Goal 5: Infrastructure – Looks New, Runs Well

The Authority’s infrastructure is the key to meeting customer needs now and in the future. The forecast indicates that existing facilities can accommodate demand for the next twenty years. Therefore, investments should be focused on preserving operational capacity and increasing space efficiency. The Authority’s objectives to keep infrastructure in good repair are:

- Build and Maintain Facilities and Equipment that are Aesthetically Pleasing to and Comfortable for the Traveling Public
- Build and Maintain Facilities and Equipment that are Compliant with Local, State and Federal Rules and Regulations
- Forecast Capital Improvement Program Projects Using a Robust Capital Improvement Program System Addressing Priorities, Schedules and Funding
- Ensure the Principles of Total Quality Management are Applied to all Capital and Maintenance Project Management Efforts
- Increase Productivity and Improve Customer Experiences at JAN and HKS
- Provide Facilities for Customers that are Safe, Secure, Efficient, Fully Functional, and Convenient
- Establish Maintenance Standards that Ensures Maximum Life Cycle of Assets

## Goal 6: Opportunities – Engage, Encourage and Support DBEs and Small Businesses

The Authority serves the Jackson Metropolitan Area directly by providing air services which in turn supports regional economic development, capital development, daily commerce, military activity, emergency services, medical support and response, education, and community events. Opportunities for participation by Small, Minority Owned and Disadvantaged Business Enterprises exist in all these areas. The Authority’s Objectives to provide opportunities are:

- Create a Robust Outreach Program to Provide the Community with Information on Opportunities to Work with and for the Authority
- Participate in Community and Government Based Education and Mentoring Programs
- Serve as a Technical Resource for Small, Minority Women Owned, and Disadvantaged Business Enterprises

## Goal 7: Safety – Plan, Prepare, Prevent, and Protect

JMAA has a duty to manage and conduct operations and business in a manner that offers maximum safety protection to every person, visitor and employee. Reducing recognize risks to an absolute minimum through assessing and controlling hazards, development of policies and procedures and employee training are the tools for success. Implementation of the tools will serve as a basis to motivate employees to create a safe culture. The Authority’s objectives to achieve a safe and healthy environment include the following:

- Create a culture of safety.

- Control and recognize hazards.
- Safety performance operational excellence.
- Identify, assess, and mitigate risks.

#### *Departmental Action Plans: Strategic Framework*

Collectively, the following Departmental Action Plans provide a strategic framework that accomplishes the objectives established through of the planning process with senior management. The framework is an outline of the strategic goals with a set of key objectives supported by measurable steps that will be implemented by Authority staff. The focus of each objective is sharpened through the development of specific initiatives as shown in each Action Plan. In this way, employees can see how their contributions help the Authority make progress toward its Vision.

#### *Ensuring Accountability*

The management team member of each Department, supported by Divisional management members, will be responsible for implementing the Action Plan for the Department. The Action Plans for each Department will be continually monitored and coordinated with the other Departments to ensure collaboration, and to determine the Authority's progress toward implementation. The senior leader of each Department will be responsible for implementing the Action Plan for the Department. The Action Plans for each Department will be monitored quarterly in order to determine progress toward its implementation. Adjustments to the Action Plan will be made as new developments and opportunities are presented.

#### *Progress Reporting*

The Departmental Action Plans have objectives and initiatives that are measurable and time-specific. Departmental management team members are expected to provide status reports to the Chief Executive Officer, and Departmental management team members to foster cooperation and cohesive efforts to achieve the Authority's Goals and Objectives. The senior leader of each Department will be responsible for reporting to the Authority Board on a quarterly basis. Adjustments to the Action Plan will be made as new developments and opportunities occur and are incorporated into the Strategic Plan when appropriate.

Progress Reports will be prepared by Division leaders, and then shared with the Departmental leadership on a quarterly basis. Departmental leaders will then prepare Summary Reports addressing major milestones for presentation to the Board of Commissioners.

# Glossary

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The following definitions are included to assist the readers of this strategic plan. They are adapted from non-definitive reference sources and are not intended to replace or contradict the terms and meanings used by other entities.

## **AAAE**

American Association of Airport Executives is the world's largest professional organization for airport executives, representing thousands of airport management personnel at public-use commercial and general aviation airports. AAAE serves its membership through results-oriented representation in Washington, D.C. and delivers a wide range of industry services and professional development opportunities including training, meetings and conferences, and a highly respected accreditation program.

## **ACI-NA**

Airports Council International – North America represents local, regional and state governing bodies that own and operate commercial airports in the United States and Canada.

## **ANTN**

Airport News and Training Network. The ANTN Digicast video training system provides thousands of airport employees with on-demand video training on every aspect needed to run an airport: operations, maintenance, security, customer service, human resources, and more.

## **CFC**

Customer Facility Charge, a fee that rental car companies collect to offset the cost of design, construction, debt service (and sometime related support services such as shuttle busing) for rental car facilities at airports.

## **Cost Per Enplanement (CPE)**

The average cost to an airline for each passenger that departs JAN Airport.

## **FAA**

The Federal Aviation Administration, an agency of the U.S. Department of Transportation regulating all aviation activity in the United States of America.

## **FBO**

Fixed Based Operator which provides aircraft fueling and maintenance services at JAN and HKS.

## **GA**

General Aviation is a term used to describe certain types of airports and aircraft operations. General Aviation airports provide services to private, cargo, military, and public service aircraft operators. General

Aviation airports do not support commercial passenger airline services. General Aviation aircraft include privately owned, commercially owned and operated cargo, military and public service aircraft to include both fixed-wing and rotor-craft.

**Part 139**

FAA Certification requirements for airports serving scheduled air carrier operations.

**PFC**

Passenger Facility Charge, a federally-authorized fee charged to commercial passengers in an amount up to \$4.50 per passenger per segment. This source of funds is dedicated to support eligible airport capital projects and promote competition.

**TSA**

Transportation Security Administration, an agency of the United States Department of Homeland Security. Its mission is to protect the nation's transportation systems.