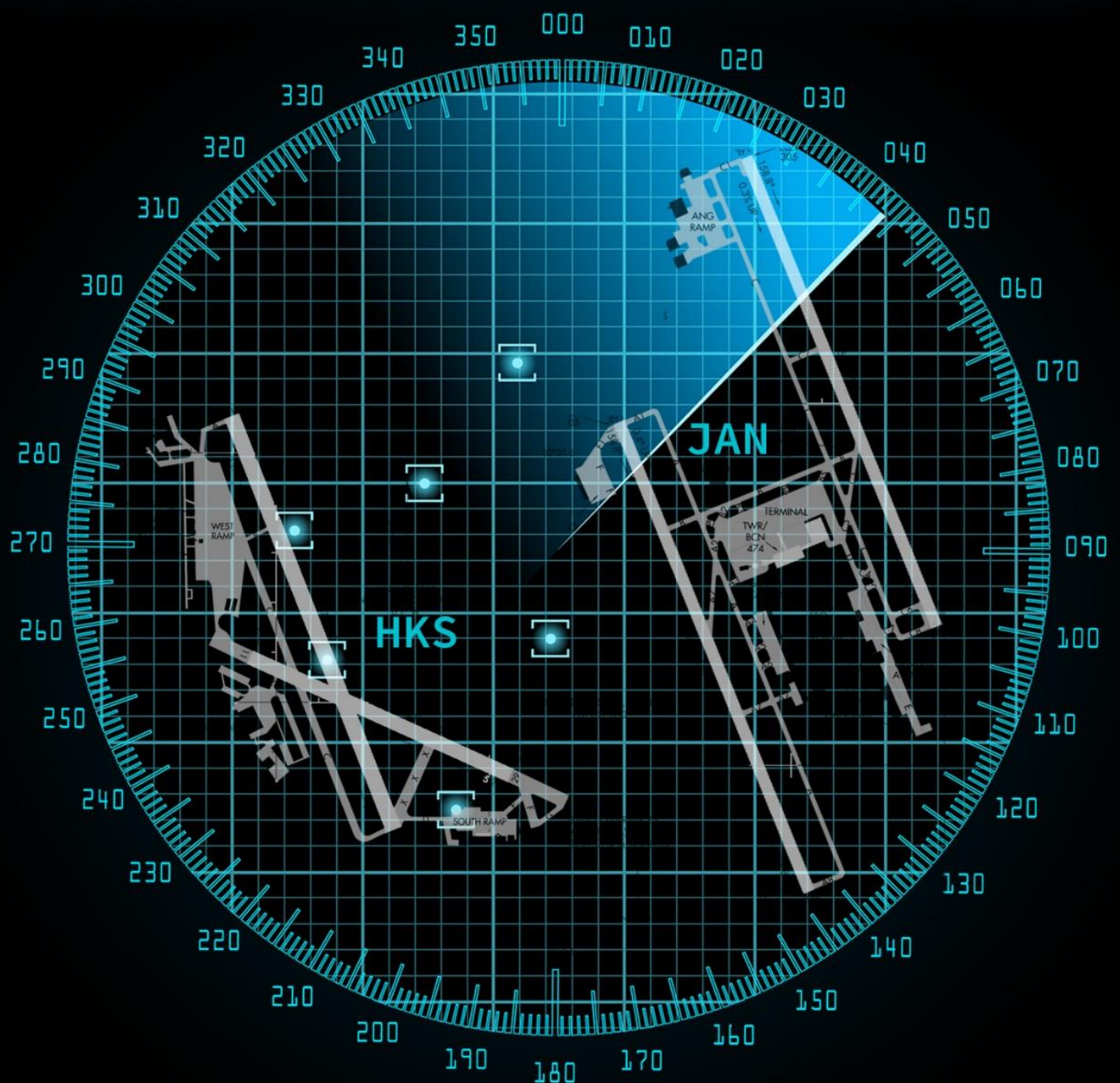




*Jackson Municipal
Airport Authority*

STRATEGIC PLAN 2021





Strategic Plan 2021

Jackson Municipal Airport Authority

February 29, 2016

Jackson-Medgar Wiley Evers Airport

Hawkins Field

Mission, Vision & Values

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.

Table of Contents

Executive Summary	1
Introduction	2
Background of the Authority	4
Environmental Scan	5
Priority Projects	10
Strategic Vision	13
Organizational Chart	17
Action Plan – Chief Administrative Officer	18
Action Plan – Director of Human Resources	25
Action Plan – Chief Operating Officer	29
Action Plan – Chief Financial Officer	36
Action Plan – Director of Disadvantage Business	
Enterprise and Community Development	40
Glossary	44

Executive Summary

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

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

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 leverage 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, Sr., 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
Steven Carpenter, 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 Partnersihp
Robert Gibbs, Chairman, Jackson CVB
David Wynn, Transportation Security Administration

Background of the Authority

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

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 172nd 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 185th 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. Others 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.

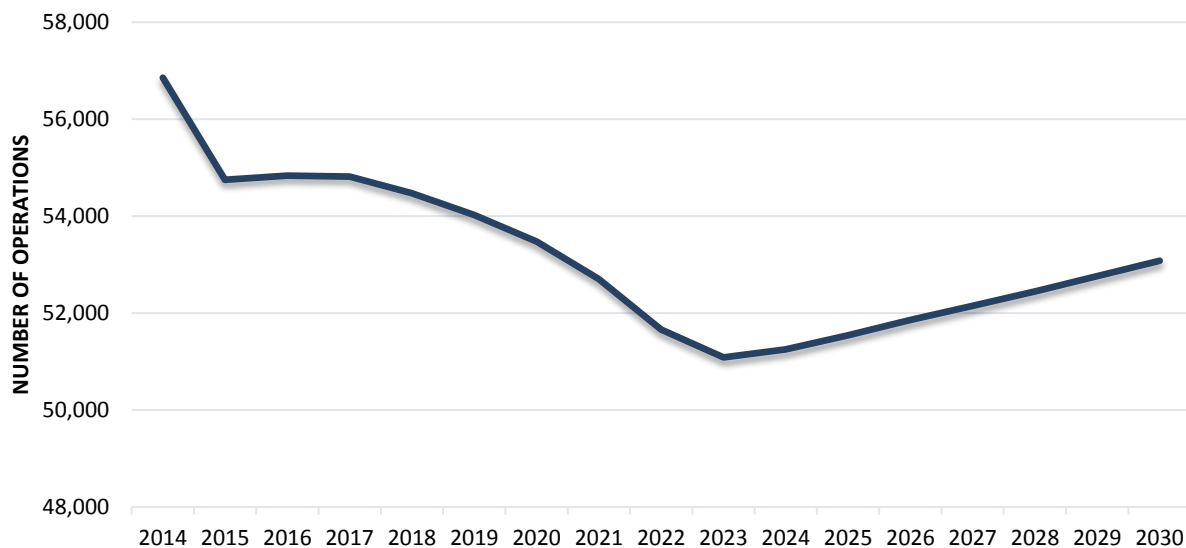
Airline Consolidation

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

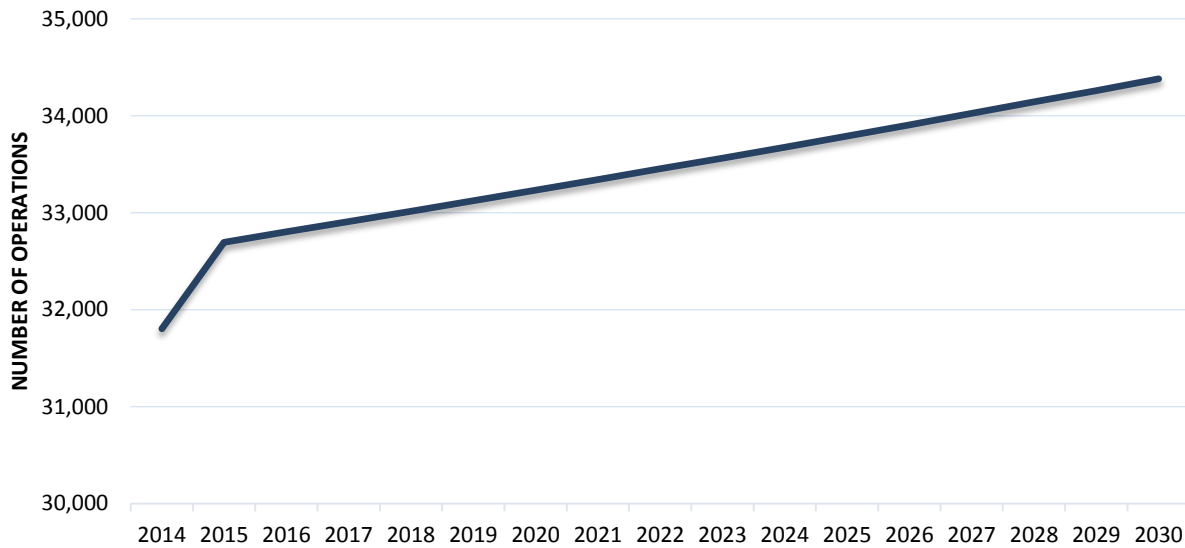
JAN experienced a significant drop in operations with the departure of Southwest Airlines. The 2015 FAA Terminal Area Forecast does not anticipate that operations will recover during the planning horizon, increasing at less than one percent per year. This is shown in **Figure 1: Jackson-Medgar Wiley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

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:

1. Development of airport lodging and commercial development near the terminal core
2. Renovations to the terminal with improved concessions
3. Development of a Consolidated Rental Car Facility in the terminal core
4. Designation of new entrance and development for Hawkins Field
5. Completion of East Metro Parkway and land development

The priority projects achieves 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.

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.

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.

Consolidated Rental Car Facility (ConRAC)

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 ConRAC is a single car rental facility from which all of the rental car companies operate. Currently, all of the 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 ConRAC located in the terminal 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.

Hawkins Field Improvements

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.

East Metro Parkway

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

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

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

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.



ACTION PLAN

CHIEF ADMINISTRATIVE OFFICER

DEPARTMENTS:

Chief Administrative Officer Action Plan

Goal 1: Be an Employer of Choice

Objective: Prioritize and Develop Human Capital

Initiative:

- Enroll the Director of Marketing Business Development and Communications, Properties Manager, Air Service Coordinator the Procurement Manager in the AAAE Certified Member program with the goal of increasing their knowledge of the technical aspects of airport business plans.
 - Date: Enrollment – October 2016; CM status October 2017.
- Identify no less than 40 hours of Airport News and Training Network (ANTN) instructional videos for completion by Procurement Specialist and Marketing & Communications Project Support.
 - Date: Identify programs by April 30, 2016 – complete assigned programs September 30 2016.
- Provide technical training and networking opportunities through involvement in ACI-NA Committees including attendance at Spring Committee Meetings set for 2017:
 - Director of Business Development, Marketing and Communications and Air Service Development Coordinator: ACI-NA Marketing Committee
 - Procurement Manager: ACI-NA Commercial Management Committee
 - Properties Manager: Risk Management Committee

Objective: Clearly Communicate Roles, Responsibilities and Employee Opportunities

Initiative:

- Convene Departmental meeting to coordinate efforts across the Divisions of the Department on a bi-monthly basis.
 - Date: Commencing February 2016.
- Working with the Chief Executive Officer create internal e-publications and forms to allow directors, managers, supervisors, and staff to access the Strategic Plan and associated initiatives to create a methods to measure organization wide performance against dates of initiatives.
 - Date: March 30, 2016.

Goal 2: Fund Today and Tomorrow

Objective: Diversify and Increase Revenues from Non-Aeronautical Sources

Initiative:

- Hire a Properties Manager.
 - Date: March 2016.
- Prepare a package of detailed information on acreage, utilities, access to aeronautical surfaces, access to ground transportation routes, local resources, economic highlights, and other market data in e-format for posting on JMAA.COM, and distribution to site selection consultants.
 - Date: October 2016.
- Identify locations/facilities and equipment for Fly-In Meeting spaces at JAN and HKS. Assess current infrastructure (e.g. power, communications, and audio visual) and develop recommendations for additional resources.
 - Date: June 2016.

- Develop a marketing strategy to publicize availability of Fly-In options. Create on-line request/scheduling tool.
 - Date: January 2017.
- Conduct a study of on airport services offered (hotel, automobile services, and quick-shop retail), rates of utilization/success at comparable airport facilities, and determine initial feasibility of similar developments at JAN and HKS. Share study findings with Finance Department and Capital Programming Division to determine economic and construction feasibility of identified options.
 - Date: October 2016.
- Identify at least two programs providing grants, rebates or other financial resources not currently supporting JMAA procurement, projects or maintenance.
 - Date: July 2016.
- Identify locations for electronic advertisement equipment, and infrastructure requirements; draft request for proposals for advertising sales and placement services; contract for advertising service provider.
 - Date: June 2016.

Objective: Maintain a Stable and Strong Financial Position to Conserve Access to External Capital Funding

Initiative:

- Hire a Procurement Manager.
 - Date: March 15, 2016.
- Prepare Procurement Procedures Manual in coordination with Capital Programming, Finance, Hawkins Field, and Maintenance.
 - Date: April 30, 2016.
- Create a matrix of lease agreement terms focused on improvements, and routine upgrades to leased spaces and facilities to include schedules for associated activities and improvements to allow for scheduling of activities, procurement of supplies and other supporting materials.
 - Date: October 1, 2016.
- Create an e-document, electronic information management system to reduce production time, material storage costs, and other associated paperwork management costs, consisting of document management protocols, retention schedule and electronic library of resource documents.
 - Date: October 2016.

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

Objective: Create A Communication Structure to Assess, Measure and Respond to Customer’s Requests and Recommendations

Initiative:

- Create a “Web-Dashboard” to promote our success and report progress on initiatives to improve performance and services based on a matrix of customer service “topics” to be populated by operations activity reports survey ratings, and individual comments received.
 - Date: July 31, 2016.
- Create a library of “e-form letters” to provide in response to comments received, with opportunity for JMAA’s direct response plan, and further referral information.
 - Date: August 2016.

Objective: Create a Standard for Exceptional Customer Service Experiences

Initiative:

- Prepare a draft set of minimum standards for customer service, “training” and marketing/promotional materials to support the program launch.
 - Date: June, 2016.

Objective: Promote Internal Customer Service Culture within the Authority Itself

Initiative:

- Identify and track predictable/routine requests for assistance made to Departmental and Divisional staff (e.g. photos, graphics, statistical data, rates and charges, official documents, etc.) and determine best “in-take” method, delegation and or assignment technique, and response protocols including “turn-times.” Create and implement service standards for routinely requested internal services and support.
 - Date: Start by October 1, 2016 and Meet or exceed all turn time goals by December 2016.

Objective: Identify and Provide Services to the Community

Initiative:

- Finalize a construction, financial and service plan to support a Request for Proposals for publication, to enter into agreements for enhance food, beverage, news and gifts services within the concourses at the Jackson-Medgar Wiley Evers International Airport.
 - Date: July 2016.
- Establish quarterly meetings between JMAA staff and Jackson State University staff to collaborate and identify avenues of partnership.
 - Date: Starting March 2016
- Identify the economic impact of JMAA within the Jackson Metropolitan Area and publish findings to the community.
 - Date: By August 2016

Goal 4: Air Service – Let’s Go National

Objective: Build Air Carrier Relationships to Retain Existing Service

Initiative:

- In coordination with the Chief Executive Officer, schedule meetings with corporate representatives of the incumbent carriers to provide information on JAN operations opportunities, local and regional business and development trends and other relevant economic data to encourage additional services.
 - Begin July 2016, once per calendar quarter following.

Objective: Implement Air Service Development Plan to New Service

Initiative:

- Develop incentive packages to attract new market participants and prepare proposal for review and approval by Airport Authority Board of Commissioners for distribution at JumpStart 2016.
 - Date: May, 2016.

- Analyze market data to determine passenger travel patterns beyond current cities served directly from JAN to identify likely markets for new service. Conduct an analysis of passenger data to determine ultimate destinations within the domestic US market. Rank the total number of passengers, frequency, seasonality, etc. of highest five markets. Determine linkage to Jackson.
 - Date: March, 2016.

Objective: Leverage State of Mississippi Government Travel.

Initiative:

- Become an active partner with the State of Mississippi Economic Development Agency, as well as other offices directly engaged in travel and tourism promotion to provide information on services available at JAN to increase aviation activity.
 - Date: June 2016.
- Contact representatives with State agencies to inquire about agendas and initiatives planned for the foreseeable future. Review data and propose plan to participate in at least one initiative/campaign per calendar quarter through Fiscal Year 2017.
 - Complete proposal for participation in identified opportunities by August 2016.
- Contact representatives with State, regional and local agencies, Chambers of Commerce, etc., to collect regional economic and business profile data for the production of marketing materials in both web and hard formats to support meeting with air carrier route development representatives.
 - Date June 2016.

Objective: Develop and Expand Hawkins Field Businesses

Initiative:

- Compile a Hawkins Field marketing package for potential users and identify at least two GA targeted venues for publication.
 - Date for distribution of final package – June 2016.
- Coordinate with the State of Mississippi, City of Jackson, military offices, local businesses and industries to develop package of services available and opportunities presented to users of HKS to increase aviation activity and associated revenue.
 - Date: September 2016.

Goal 5: Infrastructure – Looks New, Runs Well

Objective: Build and maintain facilities and equipment that are aesthetically pleasing to and comfortable for the traveling public.

Initiative:

- Develop written Minimum Standards for tenants/operators to expedite business development, and manage tenant agreements in coordination with existing and planned facility design and maintenance structure including Tenant Improvement Program standards.
 - Date for distribution of final package – October 1, 2016.

Objective: Build and maintain facilities and equipment that are compliant with local, state and federal rules and regulations.

Initiative:

- Draft standardized language for inclusion in property use and lease agreements to ensure coordination and compliance with rules and regulations. Create guidance materials and resources

to support coordinated compliant tenant operations. Compile current materials related to safety, security, and environmental compliance to draft a JMAA Tenant Guide and Minimum Standards for JAN and HKS

- Date: December 2016

Objective: Ensure the principles of Total Quality Management are applied to all capital and maintenance project management efforts.

Initiative:

- Actively assess the needs of tenants and facility customers. Conduct “on-site” visits with all tenants at least once per quarter, provide standardized quality assessment feedback reports to Capital Programming and Maintenance as appropriate.

Objective: Increase Productivity and Improve Customer Experiences at JAN and HKS.

Initiative:

- Serve as property management liaison on project management teams. Ensure that capital and maintenance project quality meets the customers’ requirements by serving as tenant liaison to Capital Programming and Maintenance project teams.
 - Date: As required

Objective: Provide facilities for customers that are safe, secure, efficient, fully functional, and convenient.

Initiative:

- Review industry publications, contact comparable airports, and compile recommendations for at least one new customer service enhancement annually.
 - Date: July 2016.
- Ensure tenant plans are included in the CIP Process
 - Date: October 1, 2016
- Conduct semi-annual stakeholder meetings with facility tenants to identify proposed and or requested capital improvements, and provide estimated costs and benefits to the CIP Committee.
 - Date: Initial meeting June 2016; bi-annually thereafter.
- Create a method to provide information to COO Division via standardized “feedback loop” mechanism to enable production of a response to customer within established time frames.
 - Feedback system in place – no later than June 30, 2016.

Objective: Establish maintenance standards that ensures maximum life cycle of assts.

Initiative:

- Incorporate tenant improvement and operational standards into agreements and facilities operations materials. Ensure that standards for equipment, facility enhancements, and materials are provided to tenants, and that lease and operating agreements reflect the requirement to comply with JMAA standards.
 - Date: October 2016.

Goal 6: Opportunities – Engage, Encourage and Support DBE’s and Small Businesses

Objective: Create a robust outreach program to provide the Community with information on opportunities to work with and for the Authority.

Initiative:

- Coordinate a schedule of upcoming/planned opportunities within Properties, Capital Programming, Maintenance, and Procurement. Prepare short descriptive statements related planned work, and publish information via all electronic media outlets available to JMAA on a routine basis.
 - Date: First Month of Each Calendar Quarter commencing October 2016.
- Actively manage procurement solicitations to ensure notice are provided to all registered DBE's, Small and Minority Owned Business within the service classification.
 - Date: October 2016.
- Coordinate current list of vendors, service providers, contractors, and other business partners with DBE vendor management software to create a single source for direct outreach and solicitations for all procurements.
 - Date: October 2016.

Objective: Participate in community and government based education and mentoring programs.

Initiative:

- Create marketing and promotional materials and reports on JMAA's activities in support of DBE's and Small Business to include: annual expenditures, new certifications, re-certifications, program graduations, and reviews of events summarizing activity per Fiscal Year.
 - Date: Draft Materials – August 2016.

Objective: Serve as a technical resource for Small, Minority Owned, and Disadvantaged Business Enterprises

Initiative:

- Provide an on-line resource for information on DBE and Small Business certification programs and standards as a resource for DBE's and Small Businesses.
 - Date: October 2016.
- Draft guidance documents and best management practices, enhanced by hyperlinks to regulations, forms, and sample materials, related to DBE and Small Business Certification and Re-Certification process for e-publication on JMAA.COM.
 - Date: Draft Materials - October 2016.



ACTION PLAN

DIRECTOR OF HUMAN RESOURCES

DEPARTMENTS:

Director of Human Resources Action Plan

Goal 1: Organizational – Be an Employer of Choice

Objective: Prioritize and Develop Human Capital

Initiative:

- Develop and implement an Employee Engagement Survey targeting a 70% response rate by June 2016
 - Share outcomes with employees asking employees to make suggestions for improvement when needed by July 2016.
 - Partner with Division leaders to design an action plan that identifies priority issues and steps needed to address these key issues within lower performing units by August 2016.
 - Conversely, identify high-performing units, and seek out lessons that can be learned by August 2016.
- Conduct Civil Treatment Training for all employees by March 2016.
- Conduct Compensation Study to create market competitive pay bands April 2016.
 - Develop standard job descriptions and salary ranges by June, 2016
- Support development of a Human Capital Management Systems, to include tracking employee recruitment activities, applicant records management, and individual employee training and development programs by January 2017.
 - Partner with IT to identify performance management system options by November 2016.
 - Implement applicant tracking system by February 2017.
- Identify areas of growth and opportunity within the organization to serve as a base for mentoring and individual development programs by August 2016.
 - Collaborate with managers to identify and anticipate potential areas that may see a decrease in Human Capital resources due to retirement eligibility, as well as, areas with projected growth due to business initiatives by August 2016.
 - Develop a strategy to recruit, train and develop employees to fill those gaps by September 2016.
- Develop a formal professional development program by September 30, 2016
- Create Internship Program designed to provide a professional workplace experience within the Airport Industry for students attending our local colleges (i.e. Jackson State University, Belhaven, Millsaps, etc.) by August 2016.

Objective: Clearly Communicate Roles, Responsibilities and Employee Opportunities

Initiative:

- Introduce Strategic Plan and inform employees of their roles in achieving goals through participation in the identified Initiatives by March 2016.
 - Provide high-level overview at Cookies with Carl by February 2016.
 - Meet with departmental managers for small group discussions as to ensure clear and concise understanding of the goals and initiatives by March 2016.
- Report Progress on Goals to Employees and recognize achievements – ongoing.
- Develop and Implement Performance Appraisal and Personal Development Plans by October 2016.
- Work with Managers to develop competency-based job descriptions with expected performance and behavioral outcomes by October 2016.

- Define and train Management on the differences between performance ratings (ex, unsatisfactory, meeting and exceeding performance expectations, etc.) for a consistent and objective methodology for evaluating performance by September 2016.
- Establish pay-for-performance structure October 2016.
- Support and participate in succession planning efforts annually, starting no later than March 2017.
 - Introduce Senior Team to the Succession Plan Process and methodology by January 2017.
 - Work with Senior Management to define future leadership needs and develop a plan to close the gaps by February 2017.
 - Collaborate with Managers to identify Mission Critical Positions and High potential employees February 2017.

Objective: Live Our Values

Initiative:

- Provide a positive work environment, through continual communication with employees at all levels – ongoing.
 - Work with Marketing to create a space on the Company Newsletter “Ask HR”, where employees can request and / or ask HR, Professional Development, etc. questions anonymously by April 2016.
 - Increase HR related communications with the employee populations through email blast, HR Town halls, etc. beginning April 2016.
- Annually increase the number of internal candidates qualified for leadership positions through increased training offerings beginning October 2016.
- Create and execute internal campaign promoting leadership initiatives to increase employee engagement by 5 percent between 2017 and 2018.
- Conduct annual employee evaluations by July 2017 and integrate updated values into evaluation criteria.
- Ensure that at least 10 percent of each work group has the relevant professional certification or accreditation by organizations such as FAA, American Association of Airport Executives, Society for Human Resource Management, etc., so by December 31, 2018

Goal 2: Financial – Fund Today and Tomorrow

Objective: Maintain a Stable and Strong Financial Position to Conserve Access to External Capital Funding

Initiative:

- Reduce Cost per Enplaned (CPE) passenger
 - Partner with Finance Division to optimize staffing levels and meet CPE reduction targets by May 2016.
 - Ensure that market-based salary evaluations are tied to productivity and CPE goals in 2016.
- Identify JMAA’s cost per hire and seek out innovative ways to reduce recruiting expenses by April 2016.
- Provide job specific training to employees in order to optimize an employee’s performance, increase productivity and efficiency November 2016.

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

Objective: Promote Internal Customer Service Culture within the Authority Itself

Initiative:

- Ensure customer service rating is part of employee evaluation criteria in 2017
- Ensure customer service skills are a key element of hiring criteria by June 30, 2016
- Partner with Business Development, Marketing, and Communications Division to ensure all Authority employees participate in customer service training by June 30, 2017

Goal 4: Air Service – Let's Go National

Objective: Build Air Carrier Relationships to Retain Existing Service

Initiative:

- Ensure staff is appropriately trained to efficiently and effectively perform job duties by April 2016.



ACTION PLAN

CHIEF OPERATING OFFICER

DEPARTMENTS:

Chief Operating Officer Action Plan

Goal 1: Be an Employer of Choice

Objective: Prioritize and Develop Human Capital

Initiative:

- (COO) Mentor at least two team members through enrollment and partial completion of a personal or professional development program by September 30, 2016.
- (Capital Programming) Support Ms. Tillman in completing MS State Personnel Board Certified Management Program by 2016.
- (Capital Programming) Continue education and training of Mr. Smash and Ms. Tillman for completing two (2) AAAE/ACI Aviation Planning, Design & Construction related webinar by December 2016.
- (Capital Programming) Attend annually AAAE Planning, Design and Construction Symposium and Airport National Conferences for continuing education and upkeep of Accreditation for Ms. Nieto by September 30, 2016.
- (Security) Achieve Airport Certified Employee (ACE) through the American Association of Airport Executives (AAAE) for 20% of staff by September 2016.
- (Police) Provide annual training for all officers in the areas of leadership, ethics, and customer service while performing the duties as a law enforcement officer. This plan will be formulated and in place no later than December 2016.
- (Police) Initiate the participation of JMAA Police Officers in the American Association of Airport Executives' Law Enforcement Officer Training by August 2016.
- (IT) Complete staff member Cisco CCNA Certification for phase two of the infrastructure project by September 30, 2016.
- (IT) Complete staff member CompTIA Network Plus Certification to maintain networked systems support by September 30, 2016.
- (Operations) Achieve ACE in Operations for 100% of staff by January 30, 2017.
- (HKS) Provide employees with more training/technical development opportunities:
 - Send each HKS employee to ASOS training by December 31, 2016.
- (COO) Encourage and support the achievement of at least 5 ACE certifications by September 30, 2016.

Objective: Clearly Communicate Roles, Responsibilities and Employee Opportunities

Initiative:

- (Capital Programming) Participate on ACI-NA and AAAE committees by Meenakshi Nieto, AAE by September 30, 2016.
- (Maintenance) Achieve a Commercial Driver's License for 50% of the Airfield Maintenance staff by April 29, 2016.
- (Police) Establish an in-service training plan that will provide quarterly training for officers in the areas of active shooter, hostage incidents and negotiations. This plan will be formulated and in place no later than January 2017.
- (Police) Equip all uniform officers with Body Cameras and Tasers. This plan will be formulated and in place no later than January 2018.
- (COO) Support efforts to identify and mediate employee concerns through surveys and vis-à-vis communications on a monthly basis by October 1, 2016.

- (COO) Reinforce the values by sharing stories of employees living our values during weekly team meetings by February 1, 2016.
- (COO) Encourage employees to report events of other team members living our values during weekly team meetings by March 1, 2016.
- (COO) Encourage employees to participate in productive dialogue in feedback sessions by February 1, 2016.

Objective: Live Our Values

Initiative:

- (Maintenance) Install fall protection on 50% of the terminal and concourse by September 30, 2016.
- (COO) Create a culture of collaboration by October 1, 2016.
- (COO) Support the development and implementation of systems for coaching, mentoring, and evaluating employees across disciplines by June 1, 2016.
- (COO) Recognize achievements in academic and profession development, and personal performance during monthly engagements by May 30, 2016.
- (COO) Enhance employee engagement through involvement in cross-divisional team exercises by September 30, 2016.

Goal 2: Fund Today and Tomorrow

Objective: Diversify and Increase Revenues from Non-Aeronautical Sources

Initiative:

- (COO) Identify and solve at least three capacity problems through the use of technology as a force multiplier by July 1, 2016.
- (Capital Programming) Install and Construct Parking Revenue Control Systems Technology by December 2016.
- (HKS) Increase rental revenue at HKS.
 - Recruit 2 new HKS based tenants by June 30, 2016.
- (HKS) Establish a self-service fueling station at HKS by December 2016.

Objective: Maintain a Stable and Strong Financial Position to Conserve Access to External Capital Funding

Initiative:

- (COO) Complete all projects and recurring activities on time and within 3% of budget by September 30, 2016.
- (Capital Programming) Increase procurement of AIP funds over previous years and identify projects for pilot program on an annual basis by September 30, 2016.
- (COO) Support the planning, design, and construction of enterprise-wide projects within time and cost constraints on a quarterly basis by March 1, 2016.

Objective: Develop and Implement a Strategic Funding Plan for Capital Asset Improvements and Management

Initiative:

- (Capital Programming) Update and Submit Airport Capital Improvement Program (ACIP) to State Aeronautics Office & FAA annually.
- (Capital Programming) Update Capital Improvement Program (CIP) for JMAA annually.
- (COO) Ensure O&M Budget and expenditures are aligned with and reflected in Strategic Plan by October 1, 2016.

Objective: Retain Current Businesses and Attract New Business Opportunities by Maintaining a Competitive Cost Structure

Initiative:

- (Security) Maintain overtime expense to within 1% of budget by September 30, 2016.
- (COO) Support the implementation of an asset management program to optimize the use of assets on a quarterly basis by March 1, 2016.

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

Objective: Create A Communication Structure to Assess, Measure and Respond to Customer's Requests and Recommendations

Initiative:

- (Capital Programming) Install smart board in Capital Programming conference room by December 2016 to provide tele conferencing and visual media resource.
- (COO) Identify and implement an enterprise application solution to manage business operations and customer relations by June 30, 2017.
- (Capital Programming) Implement Tenant Improvement Process by April 2016.
- (Security) Establish Standard Operational Procedures for the communications division by May 1, 2016.
- (IT) Complete Website Revision by July 2016.
- (COO) Implement a Dash-Board of key indicators on JMAA.COM by July 31, 2016.
- (COO) Implement Tenant Improvement Process by February 2016.
- (HKS) Establish a monthly meeting with the tenants at HKS by April 2016.

Objective: Create a Standard for Exceptional Customer Service Experiences

Initiative:

- (Security) Establish and maintain standards for the passenger flow processes by March 1, 2016.
- (COO) Support the development and implementation of standards for exceptional customer service experiences on a quarterly basis by May 1, 2016.

Objective: Promote Internal Customer Service Culture within the Authority Itself

Initiative:

- (Maintenance & COO) Reduce by 10% the total number of customer complaints on restroom condition by September 30, 2016.
- (Police) The Jackson Airport Police Department will create an active shooter plan for the Jackson-Medgar Wiley Evers International Airport. This plan will be formulated and in place no later than January 2017.
- (COO) Identify and coordinate capital needs between divisions to ensure accurate prioritization and CIP inclusion on a quarterly basis by March 1, 2016.

Objective: Identify and Provide Services to the Community

Initiative:

- (HKS) Increase Community Outreach and Awareness.
 - Create and host 2 new public events (fly-ins, charity events, etc.) at HKS by December 31, 2016.
- (HKS) Establish an additional Fixed Based Operation facility at HKS by March 2019.

- (Capital Programming) Modifying the Round-A-Bout intersection that is located at the entrance of International Drive.
 - Date: Complete the Planning Phase by March 2017
 - Date: Complete the Design Phase by March 2018
 - Date: Start Construction Phase by March 2019
- (Operations) Develop and maintain metrics for aircraft ramp movements by February 29, 2016.

Goal 4: Air Service – Let’s Go National

Objective: Build Air Carrier Relationships to Retain Existing Service

Initiative:

- (COO) Support efforts to strengthen relationships with incumbent air carriers to retain, expand and increase air service by developing a proactive approach to service calls by March 31, 2016.

Objective: Implement Air Service Development Plan for New Service

Initiative:

- (HKS) Support efforts to enhance air service offerings by ensuring facilities comply with federal and local regulations pertaining to airside and landside operations on a quarterly basis by May 1, 2016.

Objective: Diversify and Expand Hawkins Field Businesses

Initiative:

- (HKS) Support efforts to develop a Business Diversity Plan for HKS by October 30, 2016.
- (HKS) Meet with at minimum two (2) air charter service companies to be based at HKS by September 30, 2016.
- (HKS) Create a marketing brochure for HKS by May 1, 2016.

Goal 5: Infrastructure – Looks New, Runs Well

Objective: Build and maintain facilities and equipment that are aesthetically pleasing to and comfortable for the traveling public.

Initiative:

- (Capital Programming) Develop scope and correct alignment of Security Access Control Project by March 31, 2016
- (Capital Programming) Design and initiate construction of HKS South Apron by October 2016.
- (Capital Programming) Complete 5th Floor Remediation & Renovation by December 2016.
- (Capital Programming) Design and Advertise Rehabilitation of JAN Runway 16R/34L by May 2016.
- (Capital Programming) Resolve Geometry and Reconfiguration of HKS Runway 11/29 by June 2016.
- (Operations) Develop a Part 139 Airfield Maintenance Program by March 31, 2016.
- (Operations) Establish protocols to implement Safety Management System June 30, 2016.
- (HKS) Improve the public restrooms that are located in the HKS terminal building by October 2016.
- (HKS) Complete 3 projects identified in the HKS Master Plan by March 2019

Objective: Build and maintain facilities and equipment that are compliant with local, state and federal rules and regulations.

Initiative:

- (COO) Develop a prioritized list of CIP projects by February, 2016.

- (Capital Programming) Complete Master Plan (MP) & Airport Layout Plan (ALP) by October 2016.

Objective: Ensure the principles of Total Quality Management are applied to all capital and maintenance project management efforts.

Initiative:

- (COO) Align operational and maintenance divisions to accomplish strategic plan under enhanced organizational structure by March 31, 2016.
- (Capital Programming) Complete Capital Improvement Handbook by June 2016.
- (IT) Install SAP or comparable Enterprise Solution by June 30, 2017.
- (IT) Install Distributed Antenna System by September 2016.

Objective: Increase Productivity and Improve Customer Experiences at JAN and HKS.

Initiative:

- (Capital Programming) Complete Design of Consolidated Rental Car Facility by December 2016.
- (Capital Programming) Coordinate with City of Jackson to initiate JATran services to JAN by June 2016.
- (Capital Programming) Initiate analysis for JAN hotel/conference center program by December 2016.
- (Maintenance) Complete roof condition assessment for Main Terminal and Concourses by May 31, 2016.
- (IT) Install Virtual Server Replacement by May 2016.

Objective: Provide facilities for customers that are safe, secure, efficient, fully functional, and convenient.

Initiative:

- (Capital Programming) Complete Design Upgrades to East & West Concourse at JAN by December 2016.
- (Capital Programming) Collaborate with Hawkins Field Manager to create design alternatives for entryway beautification and renovation of historic terminal building & Restrooms by December 2016.
- (Capital Programming) Complete site certification for East Metro Corridor to meet Entergy requirements by July 2016.
- (Capital Programming) Design short term concession improvements for JAN terminal by December 2016.
- (Capital Programming) Roadway Signage implementation and installation at JAN by December 2016.
- (Capital Programming) Create Asset Management Program for JMAA, implement baseline framework by December 2016.
- (Maintenance) Establish and maintain a preventive maintenance program based on industry standards by September 30, 2016.
- (HKS) Increase the total number of available aircraft parking (i.e. open tie-downs, covered tie-downs, T-Hangers) by 10% by October 2016.
- (HKS) Implement strategy for entryway beautification and renovation of historic terminal building by December 2016.

Goal 6: Opportunities – Engage, Encourage and Support DBE's and Small Businesses

Objective: Create a robust outreach program to provide the Community with information on opportunities to work with and for the Authority.

Initiative:

- (COO) Create job opportunities and training with local community by December 31, 2016.

Objective: Participate in community and government based education and mentoring programs

Initiative:

- (HKS) Develop an aviation program with local high schools that will provide exposure to job opportunities in the aviation industry by December 31, 2016.



ACTION PLAN

CHIEF FINANCIAL OFFICER

DEPARTMENTS:

Chief Financial Officer Action Plan

Goal 1: Be an Employer of Choice

Objective: Prioritize and Develop Human Capital

Initiative:

- In coordination with Human Resources access the human capital financial requirements, by July of each fiscal year, and determine available funding for competitive compensation packages to include salaries, benefits, education and training starting July 2016 and annually thereafter.
- Increase the proficiency of staff through additional local training and webinars to include ANTN Courses: Airport Finance Part 1, Airport Finance Part 2, and Airport Development and Funding by December 2016.
- Support participation in additional nationwide airport and finance related seminars and conferences such as American Association of Airport Executives, Airports Council North American, National Parking Association and National Seminars starting October 2016.
- Assist in the development of systems for tracking employee recruitment activities, applicant records management, and individual employee training and development programs by July 2016.
- Hire an Accounting and Finance Manager by March 2016.

Objective: Clearly Communicate Roles, Responsibilities and Employee Opportunities

Initiative:

- In coordination with Human Resources introduce a succession plan within the Finance Department no later than January 2017.
- Introduce JMAA's Strategic Plan to the staff and provide direction for accomplishing and measuring success by February 2016.
- Provide staff with clear and concise core and technical competencies in accordance with revised annual appraisals by October 2016.

Goal 2: Fund Today and Tomorrow

Objective: Diversify and Increase Revenues from Non-Aeronautical Sources

Initiative:

- Determine and reserve funding for technological upgrades that are more efficient and meet current industry standards for accepting and remitting payments in stages.
 - Parking Revenue Control System by December 2016.
 - Accounts Payable Electronic Payments by July 2017.
- Develop a financial investment plan in accordance with State of MS Guidelines for public entities by December 2016.
- Annually, pursue additional external funding from current providers and seek new funding options to support JMAA operations and capital infrastructure and equipment outlays starting July 2016.

Objective: Maintain a Stable and Strong Financial Position to Conserve Access to External Capital Funding

Initiative:

- Evaluate the financial impact of refunding JMAA's 2007 Bonds by April 2017.
- Monitor, each quarter, days of cash on hand to ensure budgeted target levels are being achieved starting October 2016.

- Monitor, each quarter, budget to actual revenues and expenses to ensure that the projected debt service coverage target was met by April 2016.

Objective: Develop and Implement a Strategic Funding Plan for Capital Asset Improvements and Management

Initiative:

- Develop and Implement a Strategic Funding Plan for Capital Asset Improvements and Management
- Establish a process for funding a separate account for capital cash outlays by July 2016.
- Produce a fixed assets accounting and procedural manual by September 2016.
 - In coordination with departments/divisions conduct annual internal audits of fixed assets to be led by individual departmental fixed asset coordinators by December 2016.

Objective: Retain Current Businesses and Attract New Business Opportunities by Maintaining a Competitive Cost Structure

Initiative:

- Monitor, each quarter, budget to actual revenues and expenses to ensure that the projected CPE and other financial targets were met by April 2016.
- Annually, assess the impact of funding operational needs and in accordance with JMAA's Strategic Plan and Master Plan against the impact that those outlays will have on the rates and charges, debt service coverage ratio, days of cash on hand, and other financial metrics starting May 2016.
- Develop a method to benchmark cost per enplaned passengers (CPE) from other airports for utilization during the annual budgeting process by September 2016.
- Evaluate new business development opportunities that arise and the related financial impact for JMAA starting April 2016.

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

Objective: Promote Internal Customer Service Culture within the Authority Itself

Initiative:

- Ensure that staff members participate in internal customer service training by June 2017.

Goal 4: Air Service – Let's Go National

Objective: Implement Air Service Development Plan for New Service

Initiative:

- In coordination with the Business Development, Marketing and Communications Divisions and Executive Departments, determine financial support and requirements for an incentive package to attract new market participants by July 2016.

Goal 5: Infrastructure – Looks New, Runs Well

Objective: Forecast Capital Improvement Program Projects Using a Robust Capital Improvement Program System Addressing Priorities, Schedules and Funding

Initiative:

- Support the Operations Department with the development of a life cycle cost/finance plan for infrastructure and equipment repairs and replacement by December 2016.

Goal 6: Opportunities – Engage, Encourage, and Support DBE’s and Small Businesses

Objective: Serve as a Technical Resource for Small, Minority Women Owned, and Disadvantaged Business Enterprises

Initiative:

- Support the DBE reporting mechanism to track direct payments to DBE, Minority, Small Business and Community Owned Business for reporting and benchmarking purposes by providing monthly financial data. On-going.



ACTION PLAN

DIRECTOR OF DISADVANTAGE BUSINESS ENTERPRISE

AND COMMUNITY DEVELOPMENT

DEPARTMENTS:

Goal 1: Organizational – Be an Employer of Choice

Objective: Prioritize and Develop Human Capital

Initiative:

- Schedule the Administrative Support staff to complete Levels I, II and III of the Mississippi State Personnel Board's Administrative Support Certification Program.
 - Earn the Level II Certification by December 31, 2016
 - Earn the Level III Certification by December 31, 2017
- Schedule the DBE Program Manager to attend the American Contract Compliance Association's National Training Institute with the goal of obtaining a Master Compliance Administrator's Certification.
 - Earn the Certified Compliance Administrator (CCA) designation by 9/2017.
 - Earn the Master Compliance Administrator (MCA) designation by 9/2019.

Objective: Clearly Communicate Roles, Responsibilities and Employee Opportunities

Initiative:

- Develop standards of performance for the Administrative Support and DBE Program Manager positions by March 30, 2016.
- Provide feedback on performance to each employee on a quarterly basis, beginning April 1, 2016.
- Identify opportunities for training to enhance each employee's skills on an on-going basis.

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

Objective: Create A Communication Structure to Assess, Measure and Respond to Customer's Requests and Recommendations

Initiative:

- Create a customer service client database containing the contact information of everyone the DBE Program Office comes into contact with via face to face contact, telephone call, emails etc. Quarterly, this information will be forwarded to the Business Development, Marketing and Communications Division who will in turn conduct customer service surveys.
 - Dates:
 - Database creation will begin March 1, 2016.
 - The customer service surveys will be conducted on a quarterly basis, commencing the 15th of each month following the end of a quarter.

Objective: Create a Standard for Exceptional Customer Service Experiences

Initiative:

- Acknowledge receipt of certification applications within 3 days of receipt, beginning March 1, 2016.
- Conduct site visits within 30 days of receipt of a complete certification application, beginning March 1, 2016.
- Provide regulatory DBE information, including DBE eligibility criteria, on the JMAA website, beginning March 1, 2016.
- Provide current lists and/or links to lists of certified firms on the JMAA website, beginning March 1, 2016.
- Create a DBE Program Office newsletter to inform, recognize and celebrate the DBE community, and others, by October 1, 2016.

Objective: Promote Internal Customer Service Culture within the Authority Itself

Initiative:

- Create a themed initiative, e.g. “Deriving Value through Inclusion” or “Moving from Diversity to Inclusion”, for our internal efforts. The theme should be launched concurrent with the completion and adoption of our local DBE Program, March 30, 2016.
- Create and initiate a comprehensive internal training program for staff on the DBE requirements by October 1, 2016.

Objective: Identify and Provide Services to the Community

Initiative:

- Encourage firms to seek DBE Certification and support this initiative by providing Quarterly DBE Certification Workshops beginning April 1, 2016.
- Encourage newly certified DBEs to attend one Quarterly DBE Orientation Workshop. The workshops will begin July 1, 2016.

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

Objective: Create a Robust Outreach Program to Provide the Community with Information on Opportunities to Work with and for the Authority

Initiative:

- Create opportunities to assist in the development and competitiveness of M/W/DBEs through two “Industry Day” events annually, one for the Design and Construction Industry, the other for Non-Professional Services and Supplies/Commodities. Each Industry Day event will take place during the first quarter of each year, beginning in 2016.
- Distribute procurement opportunities with JMAA electronically to M/W/DBEs and the local, state and regional small business development centers which support them. On-going.
- Aggressively promote our Vendor Registration Module as a single source for outreach and solicitations by encouraging all current JMAA vendors and requiring perspective vendors, Bidders, Respondents to register with JMAA beginning March 1, 2016.
- Dramatically improve our website presence by creating a “fresher” look, significantly improved content and accessibility by mobile devices by August 1, 2016.
- Create marketing, promotional materials and accomplishments data e.g. number of firms certified, contracts awarded to DBEs, quotes from firms attending JMAA outreach events, etc. by October 1, 2016.
- Introduce technology -based tracking and monitoring mechanisms, in an effort to create greater levels of accountability, efficiency and reporting of key business diversity performance indicators by October 1, 2016.
- Formalize the business diversity and inclusion processes through policy development, standard operating procedures, and monitoring and tracking mechanisms. On-going.

Objective: Participate in Community and Government Based Education and Mentoring Programs

Initiative:

- Communicate the value of supplier diversity and inclusion, both internally and externally, to all stakeholders on an annual basis.
- Increase the number of qualified MWDBEs able to provide competitive and high-quality goods and services in a competitive market by September 30, 2016 by 3%, annually.

Objective: Serve as a Technical Resource for Small, Minority Women Owned, and Disadvantaged Business Enterprises

Initiative:

- Engage in continuous process improvements that promote opportunities for MWDBE suppliers to provide value-added products and services to JMAA. On-going.
- Increase the inclusion of diverse suppliers as a part of our strategic sourcing and procurement process by 3% annually.
- Increase participation and support of business diversity by major suppliers to JMAA who are not MWDBEs by 5% starting October 2016.
- Development and implementation of a business inclusion program for non-federally funded operating and capital expenditures by March 30, 2016.

Glossary

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.