



2018

# Eastern West Virginia Regional Airport Authority (EWVRAA) Strategic Business Plan



February 12, 2018

**ACKNOWLEDGEMENTS**

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## Table of Contents

<b>Eastern West Virginia Regional Airport Authority (EWVRAA)</b> .....	<b>1</b>
<b>Eastern West Virginia Airport (MRB) - Overview</b> .....	<b>1</b>
MRB Tenants.....	3
West Virginia Air National Guard, 167th Air Lift Wing.....	3
Air Methods-HealthNet Aeromedical Services .....	3
Civil Air Patrol – Martinsburg Composite Squadron .....	4
Experimental Aircraft Association Chapter 1071.....	4
MRB Services.....	4
Fixed Base Operator (FBO).....	4
Aircraft Storage .....	5
Aircraft Maintenance .....	5
Fire Protection .....	5
Restaurant Services.....	5
<b>Situational Analysis</b> .....	<b>6</b>
General Aviation Outlook .....	6
Multimodal Transportation Freight Network .....	6
Population.....	8
Employment.....	8
<b>Strategic Business Planning</b> .....	<b>9</b>
EWVRAA Strategic Planning Approach .....	10
Airport Master Plan and Airport Layout Plan .....	12
SWOT Analysis.....	13
Key Themes and Strategic Areas of Focus .....	16
<b>EWVRAA Mission and Vision</b> .....	<b>17</b>
<b>Strategic Goals and Objectives</b> .....	<b>19</b>
<b>Implementation Strategy</b> .....	<b>22</b>
<b>Appendix A – EWVRAA By-Laws</b> .....	<b>32</b>
<b>Appendix B – EWVRAA Fiscal Management</b> .....	<b>36</b>

## Eastern West Virginia Regional Airport Authority (EWRVRAA)

The EWRVRAA was created on June 16, 1972 and became effective on July 1, 1972 under the authority of West Virginia Code Chapter 8, Article 29, and by agreement of the City of Martinsburg, WV, and the Berkeley County (WV) Council who serve as the Authority's primary funding bodies. The purpose of the EWRVRAA is to maintain and operate the Eastern West Virginia Regional Airport (MRB) to best serve the region and do all things necessary for the improvement of the airport and the aviation community, as well as the areas surrounding the airport. The airport, also commonly known as Shepherd Field, is a publicly-owned, joint-use, general aviation reliever airport located approximately four miles south of the City of Martinsburg in Berkeley County, WV.

The EWRVRAA currently consists of 13 members that oversee all matters pertaining to the airport and pursuant to the Authority's By-Laws (**Appendix A**). The EWRVRAA membership is comprised of seven members appointed by Berkeley County and six members appointed by the City of Martinsburg. West Virginia Code Chapter 8, Article 29, which is the enabling legislation for the Authority, authorizes a maximum of 21 members from any two or more municipalities, any two or more contiguous counties, or any county or two or more contiguous counties and one or more municipalities located therein or partly therein within the State of West Virginia.

The Authority has designated special committees that provide advice and recommendations for action to be taken by the Authority. These include the Finance, Operating, Marketing and Personnel Committees. Each committee is comprised of appointed Authority Board members and each are overseen by an appointed chairperson. The EWRVRAA Chairman serves as an ex-officio member of each committee.

The Authority employs a full-time Executive Director/Manager to oversee the day-to-day operations of the airport. In addition, a full-time Operations and Maintenance Manager, and an Office Manager are also employed to provide the overall administrative, operations, maintenance, and service functions for EWRVRAA and MRB.

## Eastern West Virginia Airport (MRB) - Overview

The MRB had its humble beginnings in 1922 when Martinsburg businessman Alexander Burton Parks organized the Berkeley Aviation Committee, which discussed and promoted flying activities in the local community. In 1923, the Committee responded to the U.S. Army's Airways Office request to create an emergency landing field in Martinsburg to support the nation's first designated airway between Washington, D.C. and Dayton, OH. After careful consideration, the Committee ultimately selected Shepherd Field (via the Shephard Family's generous land donation) and through local volunteer support prepared the emergency landing field according to the Airway Office's specifications. In 1930, the Committee transitioned to become the Berkeley Aviation Club and in 1934 Shepherd Field was deeded to the City of Martinsburg and later extended to Berkeley County. World War II and the post war era brought increased improvements and activity to Shepherd Field that included the assignment of the West Virginia Air National Guard P-51 operations in the mid-1950s. Since that time, Shepherd Field ultimately transitioned to the management and oversight of the EWRVRAA on July 1, 1972.

Located four miles south of the City of Martinsburg, WV, and situated near Interstate 81, MRB is classified by the Federal Aviation Administration's (FAA) National Plan of Integrated Airport Systems (NPIAS) as a General Aviation Local Reliever Airport, and is one of six public use, general aviation airports located within a 30-mile radius of Martinsburg. **Table 1** lists these airports and compares their respective number

of based aircraft, annual flight operations and maximum runway length. This table provides insights to MRB’s general aviation competitors and highlights the competitive nature of the regional general aviation market. In light of this competitive market, the table highlights that MRB has the longest runway of 8,815 feet, which is a distinct advantage among its competitors and provides solid footing for MRB’s future growth and development opportunities as further discussed below.

**Table 1 – Public Use Airport Comparisons**

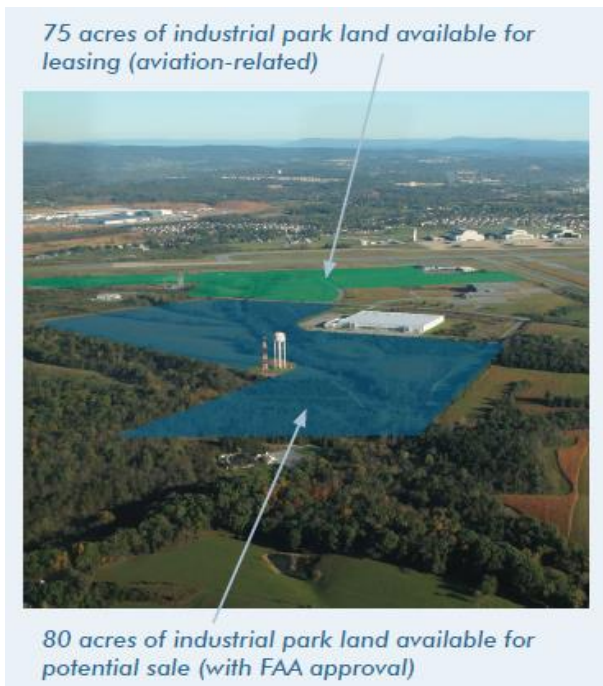
Public Use Airport and Location	No. of Based Aircraft	No. Annual Flight Operations	Maximum Runway Length (feet)
Eastern West Virginia Regional Airport Martinsburg, WV	89	26,385	8,815
Hagerstown Regional Airport/Richard A. Henson Field Hagerstown, MD	151	52,054	7,000
Frederick Municipal Airport, Frederick, MD	190	66,938	5,219
Front Royal- Warren County Airport, Front Royal, VA	52	17,877	3,007
Leesburg Executive Airport, Leesburg, VA	246	115,328	5,500
Winchester Regional Airport, Winchester, VA	103	44,115	5,498

Source: Delta Airport Consultants, EWRVRAA Airport Master Plan

Today, the airport is comprised of 1,056 acres of which 341 acres are occupied by the West Virginia Air National Guard (167<sup>th</sup> Airlift Wing). The remaining airport property (661 acres) is devoted to civilian, general aviation purposes and the 250-acre John D. Rockefeller IV Science and Technology Park.

The airport’s joint use is governed by an Airport Joint Use Agreement (AJUA) between the EWRVRAA and the United States Government via the West Virginia Air National Guard. The AJUA acknowledges the Air National Guard’s substantial use of the “Jointly Used Flying Facilities” (i.e., runways, taxiways, lighting systems, navigational aids, markings and appurtenances) owned by the EWRVRAA and defines the respective responsibilities of the Air National Guard and EWRVRAA and payments to the Authority.

Due to the presence of the West Virginia Air National Guard and its joint use of the airport facility for its global air cargo operations, the MRB possesses the longest, widest and strongest runway in West Virginia. Measuring 9,615 long and 200 feet wide (published dimensions: 8,815’ L x 150’ W), the airport’s Runway 8-26 is capable of handling the landings and takeoffs of a fully loaded (840,000 lbs.) C-5 Galaxy military transport aircraft.



**EWRVRAA Industrial Park Land Availability**

### MRB Tenants

The MRB currently hosts four primary tenants that include the West Virginia Air National Guard 167<sup>th</sup> Air Lift Wing, Air Methods-HealthNet Aeromedical Services, Civil Air Patrol, and the Experimental Aircraft Association Chapter 1071.

#### West Virginia Air National Guard, 167th Air Lift Wing

The 167th Air Lift Wing is the airport’s largest tenant encompassing 341 acres and has a personnel force exceeding 1,000. The 167th Airlift Wing of the West Virginia Air National Guard is an airlift unit that flies the C-17 Globemaster III aircraft. For more than 60 years the wing has served the state and nation by providing outstanding capability across a variety of missions, beginning in its earliest days when it flew the F-51 Mustang and F-86 Sabre fighters. The unit has deployed to the four corners of the Earth in support of the Global War on Terrorism and continues to support this effort. The 167th's focus today, and in the future, is summed up in the unit's motto: "Mountaineer Pride Worldwide."



**West Virginia Air National Guard 167<sup>th</sup> Air Lift Wing**

**Air Methods-HealthNet Aeromedical Services**  
HealthNet Aeromedical Services is a West Virginia based, not-for-profit critical care transport system. Cooperatively owned and operated by WVU Medicine, Charleston Area Medical Center and Cabell Huntington Hospital, the system has twelve aircraft serving from ten bases across central Appalachia. Each aircraft is staffed by a pilot, flight paramedic and flight nurse and is fully equipped as a flying intensive care unit. Aviation services are contracted to Air Methods Corporation.



**Air Methods-HealthNet Aeromedical Services**

Air Methods is responsible for aircraft operation, maintenance and tracking, under contract to HealthNet Aeromedical Services. The Eastern West Virginia Regional Airport Base #8 has twenty employees assigned to it serving in both clinical and aviation roles.



#### Civil Air Patrol – Martinsburg Composite Squadron

The Martinsburg Composite Squadron of the Civil Air Patrol (CAP) is a Total Force partner and Auxiliary of the U.S. Air Force. The CAP's mission is to search for and find the lost, provide comfort in times of disaster and work to keep the homeland safe. CAP not only participates in missions for the U.S. Air Force, but also partners with the U.S. Department of Homeland Security, U.S. Coast Guard, U.S. Drug Enforcement Administration and many others. Its nationwide membership of 56,000 selflessly devote their time, energy and expertise toward the well-being of their communities, while also promoting aviation and related fields through aerospace/STEM education and helping shape future leaders through CAP's cadet program.

#### Experimental Aircraft Association Chapter 1071

The Experimental Aircraft Association (EAA) is a growing and diverse organization whose members are passionate aviation enthusiasts that promote and support recreational flying. Founded in 1953 in Milwaukee, Wisconsin, by a group of individuals in who were interested in building their own airplanes, EAA expanded its mission of growing participation in aviation to include antiques, classics, warbirds, aerobatic aircraft, ultralights, helicopters, and contemporary manufactured aircraft. The EAA Chapter 1071 is based at the MRB and is one of four chapters located in West Virginia.



#### MRB Services

Services available at MRB include Fixed Base Operator (FBO), fuel storage and dispensing, aircraft storage and maintenance, fire protection/emergency services, and restaurant services. Available support facilities include, and ground support and snow removal equipment storage.

#### Fixed Base Operator (FBO)

Aero-Smith, Inc. serves as the FBO at the airport and operates activities from its primary facility located on the southwest side of the airport, near the intersection of Taxiways D and E. Landside access is from Novak Drive to the Industrial Park Access Road (Pilot Way). The FBO provides services such as aircraft fuel, aircraft charter service, pilot training, car rentals, office space, aircraft storage, aircraft management, and aircraft maintenance.



**Aero-Smith, Inc.**

The FBO owns and maintains the fuel farm and the aircraft fuel is dispensed via trucks leased by the FBO. The fuel farm is located at the south end of the general aviation apron and is accessible from Taxiway B. Originally constructed in 1996 in a landside location south of the terminal building, the fuel farm was relocated to its present location in 2006. The fuel farm contains three above-ground fuel storage tanks.

Aircraft Storage

The EWRVRAA owns and maintains both large and small T and box hangars, along with open grass and paved tie-down spaces to accommodate its customers’ aircraft storage needs. These include Large T/Box Hangars for six twin engine aircraft, 35 smaller T-hangars suitable for single engine aircraft, 28 Paved Tie-downs, and six (6) Grass Tie-downs spaces.



**EWRVRA (MRB) T-Box Aircraft Hangar**

Aircraft Maintenance

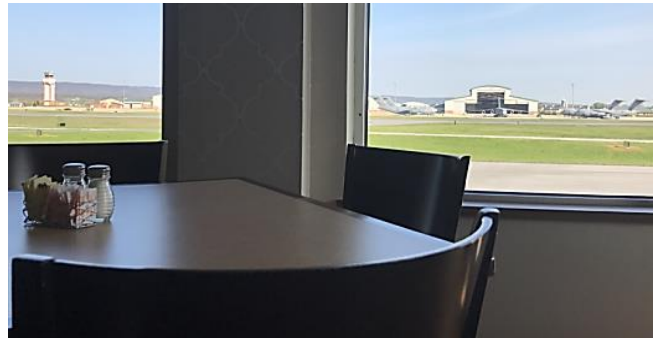
Founded in 1956 by Russ Howard, Howard Aircraft is a long-established general aviation maintenance and repair facility serving the needs of the MRB’s aviation customers. Specific services include general aviation maintenance, annual / 100-hour inspections, major airframe/power plant repair, aircraft alterations, aircraft interiors, IFR static systems checks, and light sport aircraft maintenance and repair.

Fire Protection

Although non-certificated Part 139 general aviation airports such as MRB are not required by the FAA to have on-airport rescue or firefighting services, fire protection for MRB is provided by the West Virginia Air National Guard (167th Fire Department). The fire facility was constructed by the Air National Guard and is equipped with 16 vehicle bays with 12 fire trucks, two support vehicles, and one foam trailer. Its location on the property allows for fast response and rapid access to all areas on the airport.

Restaurant Services

Crosswind’s Café is a full-service, dine-in restaurant located on the second floor of the MRB terminal with scenic views overlooking the airport’s Runway 08-26. The café is open to the public and operates Monday through Saturday from 10:30 AM – 2:30 PM. In addition, it also offers special event hosting and catering services.



**Crosswind’s Café**

## Situational Analysis

Situational analysis is the first step in the strategic planning process. A situational analysis identifies customers, markets, and trends, both internal and external, that affect an organization.

### General Aviation Outlook

General aviation airports in the United States are diverse and their aeronautical functions have evolved over time. Like MRB, many general aviation airports, were opened as private landing strips or military airfields in the 1920s, 1930s, and 1940s. The nation's general aviation airports focus mainly on more specialized services that scheduled airline service facilities cannot provide. As such, general aviation airports support a multitude of aeronautical functions that range from emergency preparedness and response to the direct transportation of people and freight and commercial applications such as agricultural spraying, aerial surveying, and energy exploration.

According to the FAA, the long-term outlook for general aviation is favorable, led by gains in turbine aircraft activity. The active general aviation fleet is forecast to increase 0.2 percent a year between 2015 and 2036, equating to an absolute increase in the fleet of about 7,000 units. While steady growth in both GDP and corporate profits results in continued growth of the turbine and rotorcraft fleets, the largest segment of the fleet – fixed wing piston aircraft continues to shrink over the forecast. Although fleet growth is minimal, the number of general aviation hours flown is projected to increase an average of 1.2 percent per year through 2036, as growth in turbine, rotorcraft, and experimental hours more than offset a decline in fixed wing piston hours.<sup>1</sup>

These trends are important for MRB to consider when making investments in general aviation services and facilities. Moreover, they provide critical insights to MRB's target markets and where best to invest in marketing and communications to ensure MRB is offering the right services and facilities at a competitive cost advantage within the region's general aviation airport market (as previously discussed).

### Multimodal Transportation Freight Network

The MRB is strategically located in the Hagerstown-Eastern Panhandle Metropolitan Planning Organization (HEPMPO) region and is positioned for tremendous growth given its access to the major freight logistics corridors consisting of Interstates 70 and 81, and the Class I Norfolk Southern and CSX rail freight lines and nearby intermodal facilities.

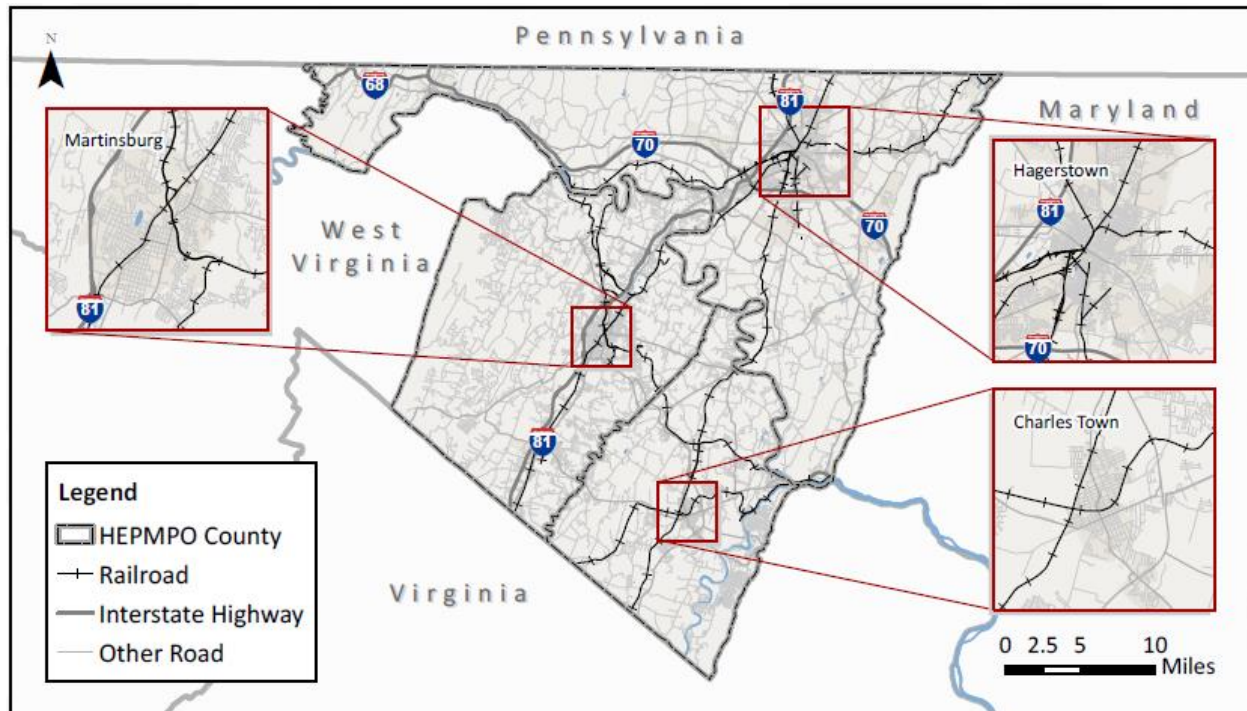
As illustrated in **Figure 1**, the region's extensive multimodal freight network supports the movement of freight from the east coast and Great Lake ports to markets throughout the United States. As shown, Martinsburg is strategically located along the Interstate 81 corridor and near major Class I railroad corridors owned and operated by both CSX and Norfolk Southern. CSX owns and operates the east/west rail lines that run through Harpers Ferry and continue west as part of the National Gateway initiative to support double stacking of freight containers. Norfolk Southern owns rail lines that run parallel to I-81 and operates freight distribution centers in the Franklin County Regional Intermodal Facility in Greencastle, Pennsylvania and the Virginia Inland Port in Front Royal, Virginia.

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<sup>1</sup> Federal Aviation Administration. FAA Aerospace Forecast: Fiscal Years 2016-2036. Accessed online at [https://www.faa.gov/data\\_research/aviation/aerospace\\_forecasts/media/FY2016-36\\_FAA\\_Aerospace\\_Forecast.pdf](https://www.faa.gov/data_research/aviation/aerospace_forecasts/media/FY2016-36_FAA_Aerospace_Forecast.pdf).

Freight networks are integral in connecting metropolitan areas to regional, national, and global markets. The Brookings Institute’s regional freight flow data indicate that the Hagerstown, MD-WV region accounts for approximately \$25.3 billion in annual trade flows (imports and exports). The region imports \$13.5 billion per year in commodities and exports approximately \$11.8 billion per year in commodities.

**Figure 1 – HEPMPO Regional Multimodal Transportation Network**



Source: HEPMPO, *Direction 2045 Long Range Transportation Plan*, 2018

According to the 2012 *West Virginia Statewide Strategic Port Master Plan*<sup>2</sup>, “The Martinsburg region benefits from existing freight network assets that can provide a foundation for logistics development and its proximity to metropolitan areas.” It further recognizes the opportunity to leverage the MRB as a strategic transportation mode to capture niche’ air cargo markets. Specifically, “Shepherd Field has capacity and runway length to accommodate large commercial aircraft. Its runway is 8,815 feet and has the capability of landing C-5 Galaxy aircraft.”

The current construction of the new 1 million square feet, 458-acre Procter & Gamble production facility near MRB coupled with the 2012 opening of the 1.3 million square feet Macy’s Inc. distribution center in Martinsburg highlights the Eastern West Virginia region’s importance to

“The [Macy’s] center will support Macy’s and Bloomingdale’s growing online sales, preparing and shipping orders primarily to customers in the Northeast and Mid-Atlantic states. According to the firm, it chose Martinsburg because of its proximity to the Interstate 81 corridor which stretches throughout the eastern US.”

Source: Area Development Online.  
<http://www.areadevelopment.com/newsItems/7-24-2012/macys-opens-martinsburg-wv-dc-262526656.shtml>

<sup>2</sup> West Virginia Public Port Authority. Phase 1: Statewide Strategic Port Master Plan, 2012. Accessed online at <http://berkeleywv.org/sharedimg/pdf/airport/184.pdf>

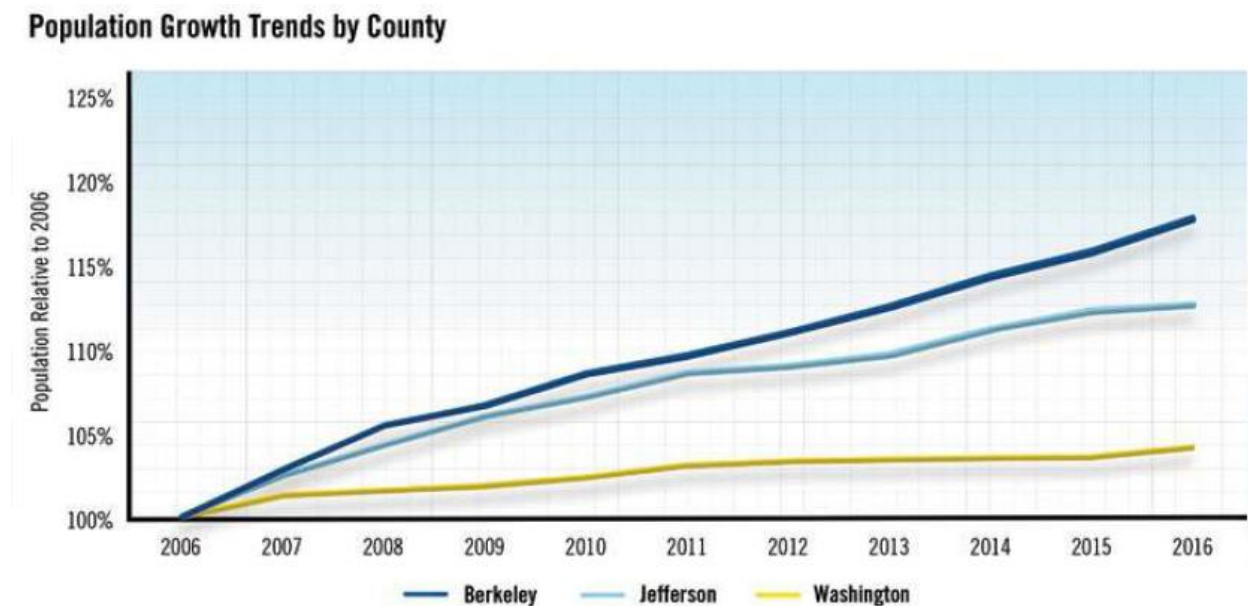
the nation's freight transportation network and strategic position within the manufacturing and distribution supply chain system.

To that end, MRB airport and its developable real estate assets have significant potential to become and critical asset to the nation's multimodal freight system network.

## Population

According to the 2016 U.S. Census Bureau's Annual Estimate of the Resident Population, the HEPMPO region has a population of 320,185, including Washington County (150,292), Berkeley County (113,525), and Jefferson County (56,368). **Figure 2** illustrates the population growth relative to the 2006 population estimates for each county. From 2006 to 2016, the region's overall population increased by approximately 10.0%, with county population increases of 4.2%, 17.9%, and 12.7% for Washington County, Berkeley County, and Jefferson County, respectively.

**Figure 2 – Population Growth Trends by HEPMPO County, 2006 - 2016**



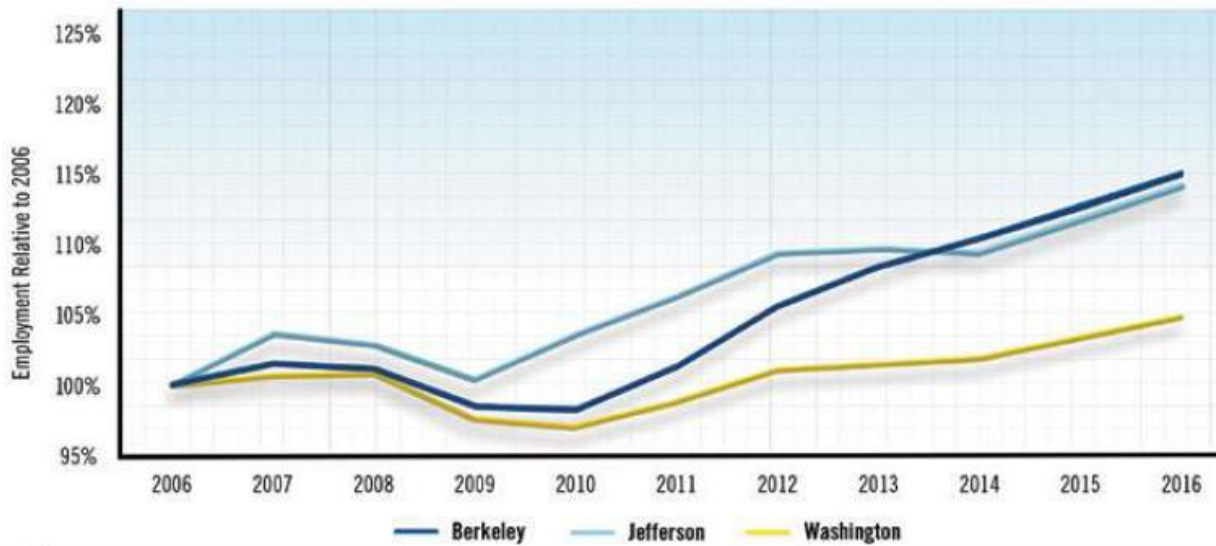
Source: HEPMPO, *Direction 2045 Long Range Transportation Plan, 2018*

## Employment

Employment statistics for the HEPMPO planning area were analyzed using the Census Longitudinal Employment Household Dynamics (LEHD) data and information from the Woods and Poole 2016 County Profiles. While Washington County, Berkeley County, and Jefferson County all experienced population growth from 2006 to 2016, the counties experienced dramatic fluctuations in employment over the same period. Although the counties currently have higher levels of employment relative to 2006 (**Figure 3**), the entire region was hit particularly hard by the 2007-2008 recession, resulting in substantial declines in employment. From 2010 onwards, the region has experienced steady employment growth, with 17.3%, 10.2%, and 8.1% percent employment growth for Berkeley County, Jefferson County, and Washington County respectively.

Figure 3 -- Employment Growth Trends by HEPMPO County, 2006 - 2016

## Employment Growth Trends by County



Source: HEPMPO, Direction 2045 Long Range Transportation Plan, 2018

## Strategic Business Planning

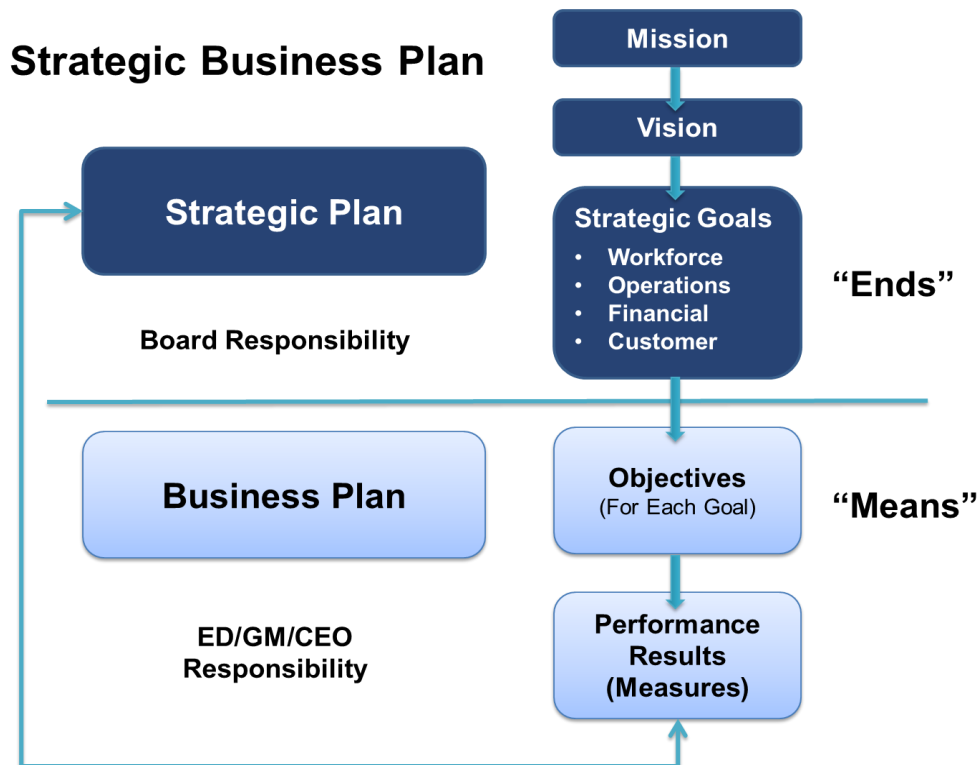
Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Strategic planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions:

- "What do we do?"
- "For whom do we do it?"
- "How do we excel?"

Strategic planning is the process for determining where an organization wants to be in the future (e.g., 3 to 5 years) and how it is going to get there. To determine where it is going, the organization needs to know exactly where it stands, then determine where it wants to go and how it will get there. The resulting document is called the "Strategic Business Plan," and as illustrated in **Figure 4** it provides both the "Ends" and the "Means" for an organization's growth and development.

***The EWVRA Strategic Business Plan confirms the Authority's Mission and Vision, and specific goals, objectives and strategies for their achievement. It also includes future fiscal year budget forecasts to project the Authority's financial position.***

Figure 4 – EWRVRAA Strategic Business Plan Framework



The Eastern West Virginia Regional Airport Authority (EWRVRAA) prepared this Strategic Business Plan to clearly define the Authority’s priority goals and financial growth strategy over the next five years (2018 - 2022). This Strategic Business Plan serves as a critical information management and communications tool among and between the Authority, Berkeley County Council, City of Martinsburg, Federal Aviation Administration (FAA), the West Virginia Aeronautics Commission (WVAC), economic development partners, and other stakeholders vested in the airport’s future growth and success. Above all, the Strategic Plan is a fundamental and necessary tool for the EWRVRAA to establish objective priorities and decisions for the appropriate and most efficient use of the airport facilities and its real estate assets including the John D. Rockefeller IV Science and Technology Park.

### EWRVRAA Strategic Planning Approach

In March 2014, the EWRVRAA began discussing the opportunity and need for developing a business and marketing plan for the airport. The initial discussions determined that the airport needed a strategy to not only effectively market its general aviation services, but more importantly strategically market its significant real estate holdings that includes the 250-acre John D. Rockefeller IV Science and Technology Park.

Through discussions and support of the Eastern Panhandle Regional Planning and Development Commission (Region 9), the EWRVRAA was successful in securing a United State Department of Agriculture (USDA) Rural Business Enterprise Grant (RBEG) to conduct a strategic business planning study that lead to

this Strategic Business Plan. The Authority engaged Region 9’s on-call technical consultant Michael Baker International, Inc. to conduct the strategic business planning process with the Authority’s leadership.<sup>3</sup>



EWVRAA Strategic Business Planning Committee, September 11, 2017

The EWRAA appointed a 16-member ad-hoc Strategic Business Planning (SBP) Committee to work with Michael Baker through the strategic business planning process. The committee included representation from Authority as well as members from the West Virginia Air National Guard, Region 9, Hagerstown-Eastern Panhandle Metropolitan Planning Organization (HEPMPO), Berkeley County Development Authority, Jefferson County Development Authority, and Berkeley County Planning Department. A full list of committee members is provided in the Acknowledgements section of this study.

The planning process was conducted over a six-month period from September 2017 to February 2018. It entailed multiple work session meetings with the Committee that included a review and update of the EWVRAA Mission Statement; a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis; identification of strategic goals; development of a new Vision Statement; and formulation of supporting objectives and an implementation strategy. **Figure 5** outlines the SBP Committee work sessions and discussion topics/outcomes.

**Figure 5 – EWVRAA Strategic Business Planning Committee Meetings**



<sup>3</sup> Michael Baker was competitively selected by Region 9 through its 2014 Request for Proposal solicitation.

The planning process also included work sessions with EWRVRAA staff to gain an understanding of the airport's annual budgeting and forecasting processes, and to obtain insights to the FBO, Air National Guard's Airport Joint Use Agreement (AJUA), and airport growth and development objectives for its extensive airport real estate holdings. Furthermore, detailed discussions with the Authority's Operations and Finance Committees were held to explore air cargo land development opportunities associated with the Authority's John D. Rockefeller IV Science and Technology Park.

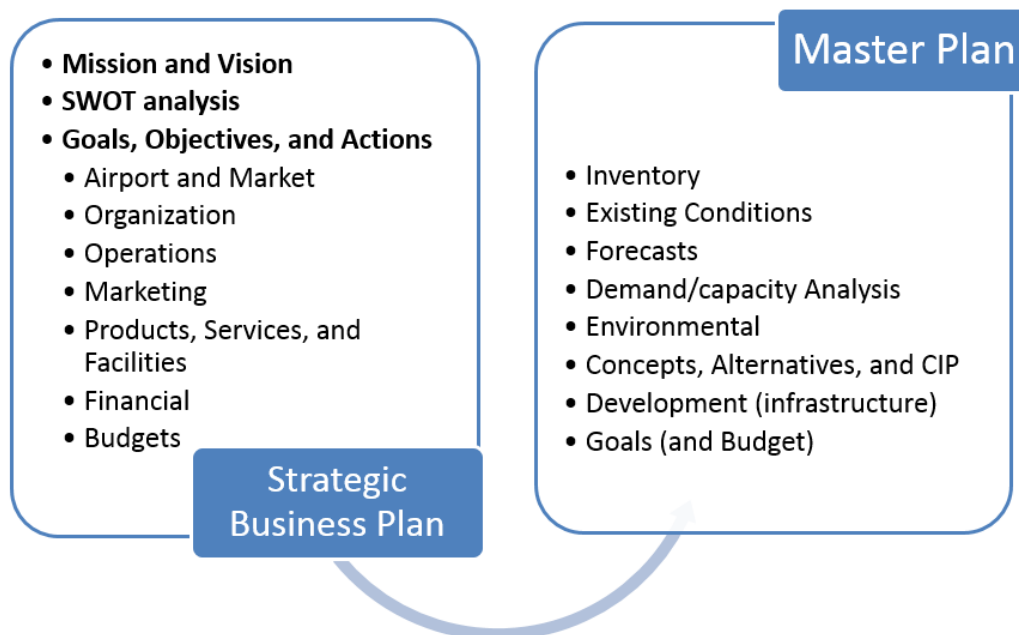
The strategic planning process culminated with the EWRVRAA's acceptance and approval of this Strategic Business Plan at its regularly scheduled meeting on February 12, 2018.

### Airport Master Plan and Airport Layout Plan

Concurrent to the strategic business planning process was the EWRVRAA Master Plan and Airport Layout Plan update for the MRB. The purpose of the Airport Master Plan and Airport Layout Plan (ALP) for MRB is to provide the EWRVRAA, the City of Martinsburg, and Berkeley County with useful, understandable information and guidance to develop and maintain a safe and efficient airport. The ALP provides the Federal Aviation Administration (FAA), the West Virginia Aeronautics Commission (WVAC), the EWRVRAA, and other key stakeholders with information concerning planned development at MRB.

Ensuring congruency between the Strategic Business Plan and Airport Master Plan was carefully considered during the planning process (**Figure 6**). Communications between EWRVRAA's strategic planning and master planning consultants (Michael Baker and Delta Airport Consultants, respectively) were conducted to ensure the planning processes were mutually informing. This Strategic Business Plan coupled with the Master Plan and ALP will serve as critical tools to guide the Authority in making decisions that maximize the Airport's facilities and real estate assets relative to its Mission and Vision.

**Figure 6 – Plan Relationships**



SWOT Analysis

The first step in a SWOT Analysis considers both the current internal and external aspects of the organization. The Strengths and Weaknesses are internal; they relate to the important controllable characteristics of MRB as an organization. Opportunities and Threats are external to the organization, and therefore beyond the Authority’s control.

The EWRVRAA SWOT analysis was conducted at the onset of the strategic business planning process and it served as an invaluable tool to engage the committee members in critical thinking about MRB’s current situation and future opportunities for its growth and positive economic impact to the region. **Figure 7** provides a description of the SWOT elements and their relationships. **Table 2**, which follows, provides a summary of the SWOT analysis findings as identified by the planning group in their discussions.

Figure 7 – SWOT Analysis Framework

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>▪ <u>Internal Positives</u> accomplished particularly well or unique assets of the airport or the organization, especially in comparison to competitive and comparable airports or organizations.</li> </ul> <p><i>Strengths need to be preserved, built on, and leveraged.</i></p>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>▪ <u>Internal Challenges</u> that (1) are not accomplished particularly well; (2) hinder or prevent desired performance; or (3) are acutely lacking or need to be improved.</li> </ul> <p><i>Weaknesses need to be addressed and remedied.</i></p>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>▪ <u>External Positives</u> that could help realize the mission and vision for the airport.</li> <li>▪ May be identified by studying changes or trends within the industry, the marketplace, or the community.</li> </ul> <p><i>Opportunities need to be seized or capitalized on.</i></p>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>▪ <u>External Challenges</u> that could threaten the realization of the airport’s mission and vision.</li> <li>▪ Typically identified by studying changes or trends within the industry and the local marketplace.</li> </ul> <p><i>Threats need to be managed or, if possible, eliminated.</i></p>

Table 2 –EWVRAA SWOT Analysis

	POSITIVES	CHALLENGES
<b>INTERNAL</b>	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Active commercial industrial developments w/in ½ mile of the airport</li> <li>• Location, Location, Location (81 Corridor/DC Metro Area)</li> <li>• Biggest undeveloped airport in the state of WV (runway length and width)</li> <li>• Untapped economic development asset to the Eastern Panhandle region</li> <li>• U.S. Customs &amp; Border Patrol Foreign Trade Zone #240 (FTZ is currently in inactive status)</li> <li>• General Aviation support capabilities</li> <li>• Low costs of general aviation services</li> <li>• Available real estate property assets for sale</li> <li>• Air National Guard Services</li> <li>• EWVRAA Board leadership and staff management</li> <li>• Progressive Authority Board (i.e., business minded w/respect to airport’s function &amp; services)                             <ul style="list-style-type: none"> <li>○ New Board members focused on “How can we make it work” and getting to “Yes”</li> </ul> </li> <li>• Airport has more political support than it has ever had</li> <li>• Need to capitalize on the airport as a community and economic development asset</li> <li>• Asset to ANG w/respect to runway capabilities, technology, proximity to Dulles                             <ul style="list-style-type: none"> <li>○ EWVRA is included in the National Plan of Integrated Airport Systems for 2011–2015, in which the Federal Aviation Administration categorized it as a reliever airport.</li> </ul> </li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lack of clear goals and objectives to direct business decisions</li> <li>• EWVRAA name may not provide a true branding</li> <li>• Lack of marketing to the airport’s potential</li> <li>• Unknown potential for the airports economic potential (no economic impact assessment), which includes the lack of and need for:                             <ul style="list-style-type: none"> <li>- Market and economic data</li> <li>- Regional economic impact analysis</li> <li>- GA competitive analysis</li> <li>- Real estate market demand analysis</li> <li>- Operations and maintenance costs documentation</li> </ul> </li> <li>- Airport FBO Service’s growth potential is not aligned to support/augment the EWRA’s growth potential in general aviation services</li> <li>- Lack of regional support from Morgan &amp; Jefferson City Commission (name was changed to EWVRA to recognize that it is a regional airport serving the Eastern WV region)</li> <li>- Lack of performance measures</li> <li>- Underutilized – unmet potential</li> <li>- Lack of financial resources to invest in the airport’s growth (this may change with the Authority’s real estate transaction pending FAA approval)</li> <li>- Viewed as an ANG facility only; the public side is not readily recognized (no commercial passenger carriers are operating from EWVRA like Hagerstown, etc.)</li> <li>- Existing contracts that are not profitable have not adjusted to be profitable</li> <li>- Competition w/other business/industrial parks, so it’s growth potential in this market sector may be limited</li> </ul>

	POSITIVES	CHALLENGES
<b>EXTERNAL</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>- Strategic Business Plan should be used to brand the airport and control the message</li> <li>- Improved cash flow through increased utilization of airport assets:                             <ul style="list-style-type: none"> <li>o Pending real estate sale</li> <li>o New property lease (Sylvanus Aviation Group - military helicopter &amp; flight training specialty)</li> <li>o Pending sale of Arcadia hanger</li> <li>o IT Data Center</li> </ul> </li> <li>- Success stories such as these need to be touted &amp; celebrated</li> <li>- Determine EWVRAA's economic development potential based on a realization of demand for airport services and capacity for storage, etc.</li> <li>- Training site for UAS (drone) technology</li> <li>- Capitalize on colleges &amp; universities for training &amp; educational opportunities</li> <li>- Improve synergies and relationships w/FAA (communicate the Strategic Business Plan to FAA to help them understand the airport's mission and vision)</li> <li>- Air Cargo services need to be capitalized on (leverage the 81-freight corridor and multimodal transport)                             <ul style="list-style-type: none"> <li>o Landing fees for cargo transport are a significant revenue source</li> <li>o Leverage the FTZ</li> </ul> </li> <li>- Strategic Business Plan needs to be the foundation for the Authority's marketing/communications</li> <li>- Legislative opportunities for policy makers to use the airport as a community and economic development asset for the region and state</li> <li>- Capitalizing on Hagerstown Airport's capacity limitations</li> <li>- Increase in general aviation business with the region's increased growth and development – more GA-type planes to increase revenue                             <ul style="list-style-type: none"> <li>o Need to increase FBO services and facilities (e.g., more hangar space for privately-owned planes)</li> <li>o Increased financial capacity to purchase jet fuel, etc. to provide adequate FBO services</li> </ul> </li> <li>- Novak Dr. connector                             <ul style="list-style-type: none"> <li>- Room to grow, provide storage space – corporate hangar space</li> <li>- Improving utilities, Water/Natural Gas</li> <li>- Measure and communicate performance</li> <li>- Support from Dev categories for marketing</li> </ul> </li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>- Potential decrease in future general aviation enthusiasts                             <ul style="list-style-type: none"> <li>o Current general aviation population is aging and next generation don't seem as interested in aviation</li> </ul> </li> <li>- Legislative policy decisions that impact airport operations and management</li> <li>- Passenger air competition from Hagerstown Airport and others (but EWVRAA doesn't offer commercial air passenger service)</li> <li>- Lack of land use restrictions to mitigate land use encroachments (note however the Berkeley County Ordinance to Limit Height Restrictions Limit Height of Objects and to Regulate the Placement of Certain Structures Within Specific Areas of Noise Level Around the Eastern West Virginia Regional Airport <a href="http://berkeleywv.org/sharedimg/pdf/airport/193.pdf">http://berkeleywv.org/sharedimg/pdf/airport/193.pdf</a>)</li> <li>- BRAC – low probability but lack of strategy to ensure legislators/policymakers understand the true value of the facility and impacts of it being downsized or closed</li> <li>- Lack of storage for planes and jets</li> <li>- Lack of knowledge from the community about the airport's mission, services and opportunities</li> <li>- FAA restrictions</li> <li>- Competition from other regional general aviation airports                             <ul style="list-style-type: none"> <li>o Hagerstown</li> <li>o Winchester</li> <li>o Frederick</li> <li>o Leesburg</li> </ul> </li> <li>- WV Property &amp; Aviation taxes                             <ul style="list-style-type: none"> <li>o PA, VA &amp; MD are more competitive</li> </ul> </li> </ul>

## Key Themes and Strategic Areas of Focus

The second step in a SWOT analysis focuses on major areas of emphasis, that is, identified priorities and goals **based on how strengths and weaknesses address threats and opportunities**:

- Where an organizational strength meets an external opportunity, it can *capitalize* on the situation.
- Where an organizational strength meets an external threat, it can mitigate the threat and *turn around* the situation.
- Where an organizational weakness meets and external opportunity, it can *improve* its performance.
- Where an organizational weakness meets an external threat, it must expend resources to *defend* itself until a weakness can be turned into a strength.

As presented in **Table 3** below, the SWOT analysis results were then used by the SBP Committee to formulate key themes and strategic areas of focus upon which to chart the EWRVRAA's future. These also provided a basis for the Committee to evaluate and hone the Authority's Mission Statement and to develop a Vision for the Authority and MRB in 2022.

**Table 3 – Key Themes and Strategic Areas of Focus**

Key Themes	Strategic Areas of Focus
<b>Financial</b>	<ul style="list-style-type: none"> <li>• Strengthen Financial Health</li> <li>• Enhance Fiscal Management</li> <li>• Capitalize on Existing Regional Assets</li> </ul>
<b>Customers &amp; Community</b>	<ul style="list-style-type: none"> <li>• Grow General Aviation and Air Cargo Business</li> <li>• Improve Political/Legislative Relationships</li> <li>• Improve Regional Perception and Brand</li> <li>• Maximize Regional Economic Impact</li> </ul>
<b>Operations/Process</b>	<ul style="list-style-type: none"> <li>• Explore Emerging Technologies</li> <li>• Provide for the Timely and Cost-Effective Delivery of Facility Improvements and Expansion</li> <li>• Optimize FBO Services and Facilities</li> </ul>
<b>Workforce</b>	<ul style="list-style-type: none"> <li>• Attract and Retain Highly Talented and Diverse Workforce</li> <li>• Enhance Training and Development</li> <li>• Maintain Organizational Effectiveness</li> </ul>

The strategic themes are broken down into four key themes, as listed above. The intent of these theme categories is to have them each driven by the Board, and assigned to specific Board committees to ensure follow-through and oversight. The pitfalls to the attainment of Strategic Business Plans in general, revolve around lack of clear strategy assignment, and follow-through. Having Board committees "own" a specified category of goals, with regular review, ensures attention and accountability.

## EWVRAA Mission and Vision

The key themes and strategic areas of focus were then used to confirm the EWVRAA's Mission and Vision statements. The EWVRAA's Mission and Vision serve as the fundamental foundation for this Strategic Business Plan, which provides the information and blueprint for the Authority to chart its course and successfully navigate the future.

The EWVRAA's Mission and Vision were carefully and purposely developed by the SBP Committee to provide a clear path forward for the EWVRAA and MRB. Using the above questions as a guide, facilitated discussions with the Committee were conducted to achieve a more succinctly and concisely worded mission statement and a new vision for the Authority was created to provide a clear path forward for the organization and the MRB.

A mission statement clearly and succinctly communicates the defining purpose of EWVRAA and MRB. It answers the questions:

- "What do we do?"
- "How do we do it?"
- "Whom do we do it for?"
- "What value do we provide?"

### **EWVRAA MISSION**

***The mission of the Eastern West Virginia Regional Airport Authority (EWVRAA) is to grow the regional economy by building, managing, and safely operating general aviation services, and supporting military cargo facilities. EWVRAA achieves its mission by delivering quality service and stimulating vibrant business and community development in the Eastern West Virginia region.***

A vision articulates the aspirations for the EWVRAA and MRB and provides a clear picture of future success. It answers the questions:

- "What are the aspirations for MRB?"
- "What role will MRB play in the local and regional economy and how will MRB function in the future?"



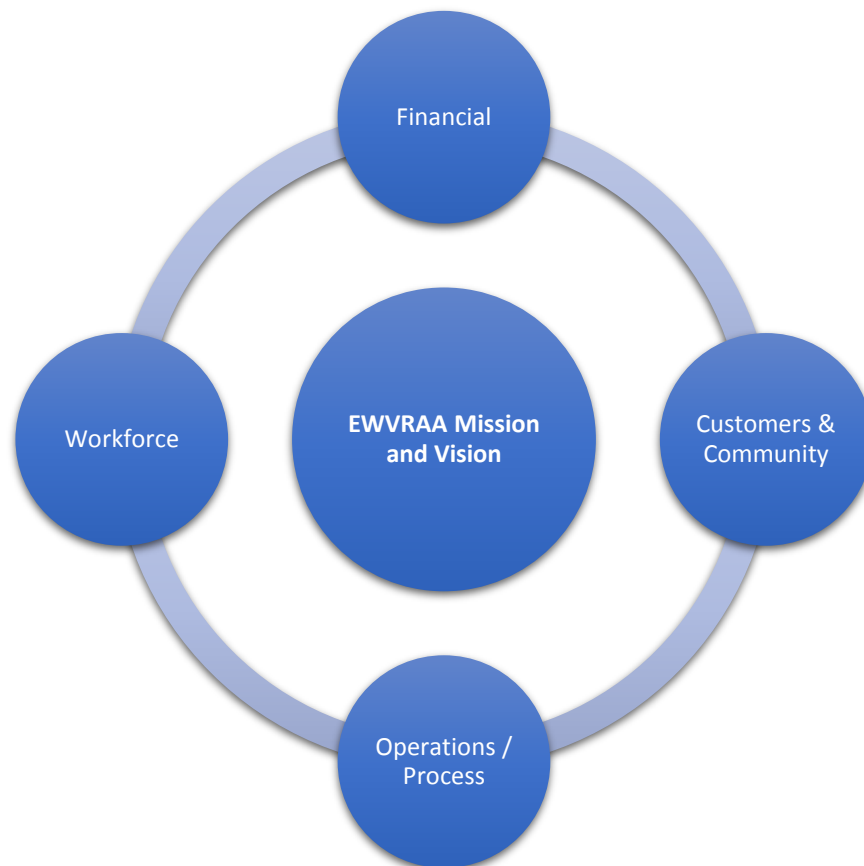
## Strategic Goals and Objectives

The fundamental principle to the Authority’s Mission and Vision is its responsibility “...to best serve the region and do all things necessary for the improvement of the airport and aviation community, as well as the areas surrounding the airport.”<sup>4</sup> The EWVRAA’s execution of its Mission and achievement of its Vision by 2022 is predicated on the priority goals and objectives outlined in **Table 4** that are further detailed under the Implementation Section and **Table 5**.

It is important to recognize the interdependencies between the priority goals and their collective implementation is paramount for the EWVRAA’s execution of its Mission and achievement of its Vision (**Figure 9**). A holistic focus on the goals’ implementation is critical to EWVRAA’s success and the execution of the goals cannot be achieved in a vacuum.

The key is that these strategies are not seen in isolation to each other but as an integrated set of goals that support each other. They translate the agency’s mission, vision, and overarching strategic themes into a coherent set of goals and objectives that are linked, and mutually conjoined to each other.

**Figure 9 – EWVRAA Mission, Vision and Priority Goals Interdependencies**



<sup>4</sup> EWVRAA By-Laws, Article II

Table 4 – EWVRAA Strategic Business Plan Priority Goals and Objectives

STRATEGIC GOALS	OBJECTIVES
<b>Priority Goal: Financial</b>	
F.1. Achieve Annual Operating Revenue of \$5 Million in 5 Years ( <i>see Attachment 1, Growth Scenarios Financial Projections</i> )	F.1.1. Develop a plan to maximize utilization of airport-owned properties and facilities
	F.1.2. Maximize airport-owned real estate holdings to increase the airport's General Aviation potential and position it for development as a domestic air cargo hub and international gateway operation
	F.1.3. Achieve enhanced FBO operations
F.2. Enhance Fiscal Management	F.2.1. Adopt standard accounting procedures and processes
	F.2.2. Develop a market-based competitive fee schedule to maintain a competitive advantage
	F.2.3. Optimize the Airport Joint User Agreement (AJUA)
	F.2.4. Conduct annual and long-term financial planning and forecasting of airport operations and capital improvements
	F.2.5. Develop and maintain a five-year capital improvements plan and budget to support the implementation of priority airport facility projects
<b>Priority Goal: Customers &amp; Community</b>	
C.1. Develop Air Cargo Services and Grow General Aviation	C.1.1. Utilize the John D. Rockefeller IV Science & Technology Park to develop a domestic air cargo hub and international air cargo gateway via the West Virginia Uniform Common Interest Ownership Act (WV Code Chapter 36B)
	C.1.2. Conduct a feasibility study for air charter service
C.2. Improve Political/Legislative Relationships	C.2.1. Provide timely briefings to local, state and federal elected officials of the airport's operations, services and Vision
	C.2.2. Continue to strengthen EWVRAA's communications and relationship with the FAA
C.3. Improve Regional Perception and Brand	C.3.1. Provide the necessary technical staff capacity/expertise to effectively implement the branding, marketing and communications plan

C.3.2. Develop and implement a branding, marketing and communications plan

C.4. Maximize Regional Economic Impact

C.4.1. Develop a regional airport economic impact study

**Priority Goal: Operations and Services**

O.1. Optimize FBO Services and Facilities

O.1.1. Develop additional hangar space for civilian piston- and business class jet-powered aircraft (through the acquisition of an existing corporate hangar or construction of a new facility)

O.1.2. Develop potential FBO service offerings and facility capabilities

O.1.3. Evaluate and update the Airport’s Minimum Standards

O.1.4. Purchase and maintain a suite of ground support equipment to augment and strengthen FBO services

O.2. Explore Emerging Technologies

O.2.1. Attract dark-fiber industries to the Rockefeller IV Science & Technology Park

O.3. Provide for the Timely and Cost-Effective Delivery of Facility Improvements and Expansion

O.3.1. Obtain Berkeley County approval(s) to protect the airport from land use encroachments

O.3.2. Identify and acquire additional real estate to expand and protect airport encroachment

**Priority Goal: Workforce**

W.1. Maintain Organizational Effectiveness

W.1.1. Develop organizational chart and refine job descriptions for existing and new positions to support the EWRVRAA’s growth objectives

W.1.2. Hire a Business/Project Manager

W.1.3. Maintain personnel policies to achieve an optimal balance of duties, responsibilities and decision-making authorities between the Authority Board and Airport Director

W.2. Enhance EWRVRAA Board and Staff Training and Development

W.2.1. Identify, prioritize, and budget for the fiscal and aviation operational training needs

W.2.2. Integrate employee training and development into the annual performance review and goal setting process

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W.2.3. Ensure all existing and new Authority Board members receive regular training and education regarding their roles and responsibilities

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## Implementation Strategy

**Table 5** outlines EWRVRAA's priority goals and supporting objectives, and provides an implementation roadmap specifying Authority and staff responsibilities, a completion schedule and performance outcome targets. Accompanying Table 5 is **Attachment 1**, which provides the Year 2022 itemized financial forecasts for the following airport growth scenarios. A discussion of the Authority's fiscal management is included in **Appendix B**.

The EWRVRAA Vision sets forth an "aggressive growth" strategy for the organization and MRB. As specified, MRB will achieve growth in its general aviation operations and services by becoming a Regional General Aviation airport, and will become a domestic commercial air cargo hub. The aggressive growth strategy was one of three growth scenarios evaluated by the SBP Committee and Authority: Status Quo, Moderate Growth, and Aggressive Growth. These are summarized as follows:

**Status Quo** – The Status Quo scenario assumes the EWRVRAA will maintain its current level of operations at MRB and make no significant decisions regarding the maximization of airport facilities, services, and real estate assets. The strategic planning process deemed this scenario counter to the Authority's Mission and Vision.

**Moderate Growth** – The Moderate Growth scenario assumes the EWRVRAA will enhance its General Aviation services and facilities, and assume the responsibilities and role of the FBO. This scenario recognizes that significant investments in new hangar facilities and acquisition of the FBO operations and assets will need to be made by the EWRVRAA, but such investments are dependent upon one-time land sales of real estate assets and reliance on low interest loans that will require significant debt service over an extended term.

**Aggressive Growth** – As specified by EWRVRAA's Financial Goal F.1., the EWRVRAA is resolved to achieve an annual operating revenue of \$5 million in 5 years (2022). This "aggressive financial growth" goal is driven by the Authority's firm belief that the airport is a unique and underutilized transportation infrastructure asset that has untapped potential for the local, regional and national economy. Furthermore, the Authority recognizes that its real estate holdings – particularly the John D. Rockefeller IV Science and Technology Park – coupled with its airport facility capabilities and strategic location provide significant potential for the airport to serve as a domestic air cargo hub; a critical element to the region's growing manufacturing supply chain.

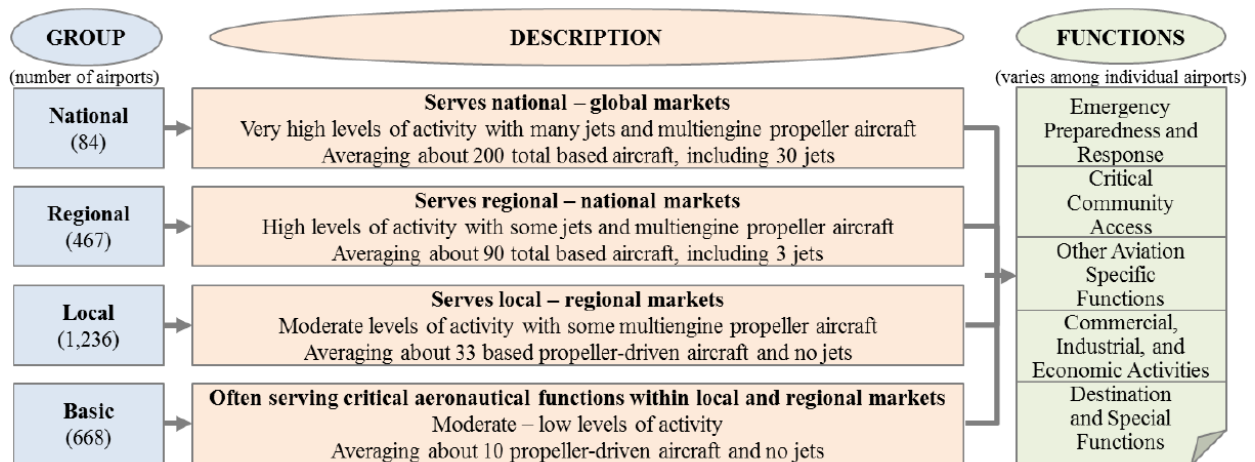
Air cargo development opportunities have been previously explored and evaluated by EWRVRAA for many years, but recent market shifts and technology advances in the global supply chain management industry have significantly improved upon the airport's position as a vital modal link in the movement and storage of raw materials, of work-in-process inventory, and of finished goods from point of origin to point of consumption. Furthermore, the air cargo industry has undergone significant changes for more than a decade with the growth and specialization of door-to-door services offered by the all-cargo express carriers.

The Authority acknowledges that the successful advancement of the air cargo development strategy assumes a level of risk that must be shared with a well-versed, experienced and financed air cargo developer. Therefore, the Authority must in this endeavor seek a viable private-sector partner to spearhead the required air cargo due diligence effort, construct the cargo movement and storage facilities, and ultimately manage and operate the air cargo services for the maximum use of the airport facility and benefit to the community.

The aggressive growth goal is also driven by the Authority’s continued focus on optimizing its General Aviation operations and FBO services, which are vital to both its civilian and military customers and tenants. General aviation is a key contributor to regional economic growth and development, and the Authority understands the need to make improvements to its general aviation services and operations by investing in infrastructure improvements and ensure that its FBO is well-positioned for the future.

Currently, the MRB is classified by the FAA as a Local General Aviation airport, which is characterized by the FAA along with other general aviation airport group types in **Figure 10**. To achieve its Vision of becoming a Regional General Aviation Airport, the EWVRAA will most definitely need to optimize its general aviation and FBO services to meet the FAA’s designation requirements. The Aggressive Growth Strategy provides for the growth opportunities necessary to increase MRB’s level of importance to the regional and national economies.

**Figure 10 – FAA General Aviation Airport Categories**



Source: FAA. *General Aviation Airports: A National Asset* (May 2012). Accessed online at [https://www.faa.gov/airports/planning\\_capacity/ga\\_study/media/2012assetreport.pdf](https://www.faa.gov/airports/planning_capacity/ga_study/media/2012assetreport.pdf).

Table 5– EWRVRAA Strategic Business Plan Implementation Blueprint

<b>PRIORITY GOAL: FINANCIAL</b>				
<b>Strategic Goals</b>	<b>Objectives</b>	<b>Owner(s)</b>	<b>Timeframe</b>	<b>Performance Metric</b>
<b>F.1. Achieve Annual Operating Revenue of \$5 Million in 5 Years</b> (see Attachment 1, Growth Scenarios Financial Projections)	F.1.1. Develop a plan to maximize utilization of airport-owned properties and facilities	Finance Committee Airport Manager	6/29/2018	Completed Airport Master Plan and Airport Layout Plan (ALP) confirming the airport’s near-, intermediate-, and long-term improvements to support the Aggressive Growth Scenario
	F.1.2. Maximize airport-owned real estate holdings to increase the airport’s General Aviation potential and position it for development as a domestic air cargo hub and international gateway operation	Finance Committee Airport Manager	6/29/2018	Obtained/Created Charter for the John D. Rockefeller IV Science & Technology Park
		Finance Committee Airport Manager	12/31/2018	Environmental due diligence and clearances
		Finance Committee Airport Manager	6/29/2018	Property survey of the airport real estate holdings
		Finance Committee Airport Manager	8/31/2018	Due Diligence Agreement with a qualified commercial air cargo developer/operator as specified under Objective C.1.1.
	F.1.3. Achieve enhanced FBO operations	Finance Committee Airport Manager	8/31/2018	Renegotiated FBO agreement

<b>F.2. Enhance Fiscal Management</b>	F.2.1. Adopt standard accounting procedures and processes	Authority Board Airport Manager	5/31/2018	Approved standard accounting procedures and processes
	F.2.2. Develop a market-based competitive fee schedule to maintain a competitive advantage	Airport Manager	4/30/2018	Approved Fee Schedule
	F.2.3. Optimize the Airport Joint User Agreement (AJUA)	Finance Committee Airport Manager	9/28/2018	Confirm revisions to AJUA
	F.2.4. Conduct annual and long-term financial planning and forecasting of airport operations and capital improvements	Airport Manager	Annually (4/30/2018)	Presentation of Semi-Annual Report of actual financials relative to Strategic Business Plan’s financial growth strategy
	F.2.5. Develop and maintain a five-year capital improvements plan and budget to support the implementation of priority airport facility projects	Airport Manager Finance Committee	Annually (April)	Develop draft Capital Plan and Budget
EWVRAA Board		Annually (May)	Approve Capital Plan and Budget	

**PRIORITY GOAL: CUSTOMERS AND COMMUNITY**

Strategic Goals	Objectives	Owner(s)	Timeframe	Performance Metrics
<b>C.1. Develop Air Cargo Services and Grow General Aviation</b>	C.1.1. Utilize the John D. Rockefeller IV Science & Technology Park to develop a domestic air cargo hub and international air cargo gateway via the West Virginia Uniform Common Interest Ownership Act (WV Code Chapter 36B)	Finance Committee Airport Manager	5/31/2018	Request for Proposal (RFP) solicitation issued to prospective air cargo developers/operators
			7/31/2018	Developer/operator proposals received
	C.1.2. Conduct a feasibility study for air charter service	Marketing Committee Airport Manager	3/30/2019	Request for Proposals (RFP) solicitation issued to qualified consultants
			5/31/2019	Consultant proposals received
			6/29/2019	Consultant selected and Notice to Proceed issued
<b>C.2. Improve Political/Legislative Relationships</b>	C.2.1. Provide timely briefings to local, state and federal elected officials of the airport's operations, services and Vision	Marketing Committee Airport Manager	Annually	Participate in a minimum of two (2) meetings per year for each Berkeley, Jefferson and Morgan County Commissions, and Martinsburg City Council
			Annually	Participation in Region 9 Quarterly Council Meetings (minimum of 1 / year)
			Annually	Participate in a minimum of two (2) meetings per year per County

				Economic Development Authority (Berkeley, Morgan and Jefferson)
			Annually	Host one (1) legislators' roundtable per year
	C.2.2. Continue to strengthen EWVRAA's communications and relationship with the FAA	Airport Manager	Annually	Engage FAA at annual WV State and National Aviation Conferences  Annually meet with FAA in Washington, DC  Host an annual FAA site visit to MRB
<b>C.3. Improve Regional Perception and Brand</b>	C.3.1. Provide the necessary technical staff capacity/expertise to effectively implement the branding, marketing and communications plan	Marketing Committee Airport Manager	12/31/2018	Identify internal/external marketing/branding technical lead to develop the marketing and communications plan
	C.3.2. Develop and implement a branding, marketing and communications plan	Marketing Committee Airport Manager	12/31/2018	Completed Branding, Marketing and Communications Plan
<b>C.4. Maximize Regional Economic Impact</b>	C.4.1. Develop a regional airport economic impact study	Marketing Committee (via Jim Klein)	12/31/2018	Completed Economic Impact Study

**PRIORITY GOAL: OPERATIONS AND SERVICES**

Strategic Goals	Objectives	Owner(s)	Timeframe	Performance Metric
<b>O.1. Optimize FBO Services and Facilities</b>	O.1.1. Develop additional hangar space for civilian piston- and business class jet-powered aircraft (through the acquisition of an existing corporate hangar or construction of a new facility)	Operations Committee	8/31/2018	Develop and advertise bid specifications package for construction contractors
		Airport Manager	10/31/2018	Bid opening and contractor selection
			8/31/2019	Construction/modifications completed
	O.1.2. Develop potential FBO service offerings and facility capabilities	Operations Committee	12/31/2019	Finalize decision on FBO service provider
		Airport Manager		
	O.1.3. Evaluate and update the Airport’s Minimum Standards	Finance Committee	4/30/2018	Approve new Minimum Standards
		Airport Manager		
	O.1.4. Purchase and maintain a suite of ground support equipment to augment and strengthen FBO services	Authority Board	6/29/2019	Identify equipment needs and their costs and authorize their procurement
	Airport Manager	12/31/2019	Procure the equipment	
<b>O.2. Explore Emerging Technologies</b>	O.2.1. Attract dark-fiber industries to the	Finance Committee	6/29/2018	Obtain FAA approval on land asset disposition (sale or lease)
		Airport Manager		

	Rockefeller IV Science & Technology Park			
<b>O.3. Provide for the Timely and Cost-Effective Delivery of Facility Improvements and Expansion</b>	O.3.1. Obtain Berkeley County approval(s) to protect the airport from land use encroachments	Operations Committee Finance Committee Airport Manager	6/29/2018	Berkeley County ordinance amendment(s) approved by Council
	O.3.2. Identify and acquire additional real estate to expand and protect airport encroachment	Operations Committee Finance Committee Airport Manager	4/30/2018 and Ongoing	Land acquisition complete

**PRIORITY GOAL: WORKFORCE**

Strategic Goals	Objectives	Owner(s)	Timeframe	Performance Metrics
<b>W.1. Maintain Organizational Effectiveness</b>	W.1.1. Develop organizational chart and refine job descriptions for existing and new positions to support the EWRVRAA’s growth objectives	Personnel Committee	4/30/2018 and Ongoing Based on Growth	Revised organization chart and job descriptions
	W.1.2. Hire a Business/Project Manager	Personnel Committee	6/29/2018	Business/Project Manager hired

	W.1.3. Maintain personnel policies to achieve an optimal balance of duties, responsibilities and decision-making authorities between the Authority Board and Airport Director	Personnel Committee	Ongoing	Revised, approved, and published personnel policies
<b>W.2. Enhance EWRVRAA Board and Staff Training and Development</b>	W.2.1. Identify, prioritize, and budget for the fiscal and aviation operational training needs	Personnel Committee Finance Committee Airport Manager	Annually (April)	Training needs identified and budgeted
	W.2.2. Integrate employee training and development into the annual performance review and goal setting process	Personnel Committee	Ongoing	Updated Employee Performance Review Procedures
	W.2.3. Ensure all existing and new Authority Board members receive regular training and education regarding their roles and responsibilities	Personnel Committee	Ongoing	Training attained

Attachment 1 – Comparative Growth Scenarios - Revenue Projections

EWRRAA Strategic Business Plan – Financial Growth Projections (2022)						
Recurring Annual Income/Revenue Source		Maintain Status Quo		Moderate Growth (Enhanced FBO & GA)		Aggressive Growth (Air Cargo + Enhanced FBO & GA)
<b>Airport Fees</b>						
Through-the-Fence Airfield Access Fees	\$	29,913.76	\$	29,913.76	\$	29,913.76
Commercial Operating Permit (Service Fees)	\$	3,600.00	\$	4,800.00	\$	7,200.00
Aircraft Landing Fees	\$	7,000.00	\$	8,000.00	\$	55,075.60
FAA Maintenance Service Fees (Snowing/Mowing)	\$	2,900.00	\$	2,900.00	\$	2,900.00
Fuel Flowage Fees	\$	15,000.00	\$	-	\$	-
FBO Fuel Revenues	\$		\$	500,000.00	\$	1,878,000.00
Triumph (Sino) Maintenance & Use Fee	\$	10,000.00	\$	17,000.00	\$	17,000.00
NGB Air Guard Airport Joint Use Agreement (AJUA)	\$	27,247.00	\$	35,000.00	\$	35,000.00
<b>Subtotal Airport Fees</b>	<b>\$</b>	<b>95,660.76</b>	<b>\$</b>	<b>597,613.76</b>	<b>\$</b>	<b>2,025,089.36</b>
<b>Hangar/Ramp Lease Income</b>						
EWRRAA-Owned Hangar Leases	\$	100,000.00	\$	100,000.00	\$	100,000.00
Corporate Hangar Lease	\$		\$	125,000.00	\$	125,000.00
FBO Hangar Rents	\$		\$	115,000.00	\$	115,000.00
Air Cargo Ramp Fees	\$		\$		\$	15,600.00
FBO Ground Handling, Apron, Other Fees	\$		\$	49,500.00	\$	49,500.00
EWRRAA Ramp Tie Downs	\$	4,032.00	\$	4,032.00	\$	4,032.00
<b>Subtotal Hangar/Ramp Lease Income</b>	<b>\$</b>	<b>104,032.00</b>	<b>\$</b>	<b>393,532.00</b>	<b>\$</b>	<b>409,132.00</b>
<b>Land Lease Income</b>						
NGB Air Guard Land Lease	\$	1.00	\$	1.00	\$	1.00
Triumph Property Group (Sino-Swearingen)	\$	33.04	\$	33.04	\$	33.04
Aero-Smith West (Former Tiger Aircraft)	\$	26,945.00	\$	-	\$	-
Aero-Smith East Parcels/Tracts	\$	4,953.83	\$	-	\$	-
Sylvanus Aviation Center (Former Arcadia)	\$	19,798.08	\$	-	\$	-
Panhandle Real Estate Trust (Schwab)	\$	60,000.00	\$	-	\$	-
EAA Chapter 1071 Ground Lease	\$	100.00	\$	100.00	\$	100.00
Farm Leases	\$	400.00	\$	400.00	\$	400.00
Shentel Ground Lease	\$	15,201.24	\$	15,201.24	\$	15,201.24
Common Interest Community Air Cargo Declarant Lease	\$	-	\$	-	\$	3,000,000.00
<b>Subtotal Land Lease Income</b>	<b>\$</b>	<b>127,432.19</b>	<b>\$</b>	<b>15,735.28</b>	<b>\$</b>	<b>3,015,735.28</b>
<b>Terminal Lease Income</b>						
Office Leases	\$	24,600.00	\$	24,600.00	\$	24,600.00
Restaurant Lease	\$	12,885.00	\$	12,885.00	\$	12,885.00
<b>Total Terminal Lease Income</b>	<b>\$</b>	<b>37,485.00</b>	<b>\$</b>	<b>37,485.00</b>	<b>\$</b>	<b>37,485.00</b>
<b>Local Government Contributions/Allocations</b>						
Berkeley County (7 seats)	\$	55,000.00	\$	84,000.00	\$	84,000.00
City of Martinsburg (6 seats)	\$	38,195.00	\$	72,000.00	\$	72,000.00
Jefferson County (1 seat)	\$	-	\$	12,000.00	\$	12,000.00
Morgan County (1 seat)	\$	-	\$	12,000.00	\$	12,000.00
<b>Subtotal Local Government Contributions/Allocations</b>	<b>\$</b>	<b>93,195.00</b>	<b>\$</b>	<b>180,000.00</b>	<b>\$</b>	<b>180,000.00</b>
<b>Other Recurring Income/Revenue</b>						
Air Cargo Designation Fee	\$	-	\$	-	\$	60,000.00
WVAC Yearly MX Grant	\$	15,000.00	\$	15,000.00	\$	15,000.00
Interest Income	\$	200.00	\$	400.00	\$	600.00
<b>Subtotal Other Recurring Income/Revenue</b>	<b>\$</b>	<b>15,200.00</b>	<b>\$</b>	<b>15,400.00</b>	<b>\$</b>	<b>75,600.00</b>
<b>Total Annual Operating Income/Revenue</b>	<b>\$</b>	<b>473,004.95</b>	<b>\$</b>	<b>1,239,766.04</b>	<b>\$</b>	<b>5,743,041.64</b>

## Appendix A – EWRVRAA By-Laws

### **ARTICLE I**

#### **Name**

The name of the organization shall be the Eastern West Virginia Regional Airport Authority, Martinsburg, West Virginia.

### **ARTICLE II**

#### **Purpose**

The purpose of the Eastern West Virginia Regional Airport Authority shall be to maintain and operate the Eastern West Virginia Regional Airport (EWRVRA) in order to best serve the region and do all things necessary for the improvement of the airport and the aviation community, as well as the areas surrounding the airport.

### **ARTICLE III**

#### **Authority**

The Eastern West Virginia Regional Airport Authority is established under authority of West Virginia Code Chapter 8, Article 29, and by agreement of the City of Martinsburg and the Berkeley County Council, who serve as its primary funding bodies.

### **ARTICLE IV**

#### **Board Members**

Section 1. The management and control of the Eastern West Virginia Regional Airport Authority shall be governed by a Board composed of members appointed by the City of Martinsburg and the Berkeley County Council. In addition, if they elect to do so, the County Commissions and municipalities of Jefferson County and Morgan County, WV, may appoint members to the Authority, in accordance with Chapter 8-29-4 of the WV Code.

Section 2. Members shall be appointed for a term of three (3) years and thereafter shall be eligible for reappointment by their funding body, as long as the appointing agency provides funding for that position, in accordance with Chapter 8-29-4 of the WV Code. It is recommended that the appointments should be made on a staggered schedule so that not all of the funding bodies appointed members' terms expire in the same year.

Section 3. The Authority Members shall have the power and authority to do any and all things necessary or convenient to carry out and effectuate its purpose, as outlined in WV Code 8-29-8.

Section 4. The Authority Members shall be empowered to employ a full-time, paid Airport Manager who shall conduct and direct the day to day operations of the EWRVRA. The Airport Manager, with the advice and consent of the members of the Airport Authority, may hire such full time, part time, and seasonal employees as may be needed to conduct the operations of the airport, and will keep the Authority members advised of all matters related to the said operations.

Section 5. The Airport Authority shall annually, at a time convenient to each local funding body, report to such body upon all receipts and disbursements of the Board, the scope and location of its activities and such other information that the funding body may by resolution request and shall, at the same time, present a proposed budget showing projected receipts and disbursements, describing the programs and their anticipated costs, and giving such other information as any funding body shall by resolution request. Such annual report shall be a public record.

Section 6. All members of the Authority and the Airport Manager shall file annually with the Secretary, a Conflict of Interest Disclosure Form that would reveal any potential financial, familiar, or other forms of conflicts of interest that could arise during the conduct of the business of the Airport Authority.

**ARTICLE V**

**Officers**

Section 1. The Officers of this Authority shall be a Chairman, Vice Chairman, Treasurer, and Secretary. These officers shall hold office for one (1) calendar year and shall not be eligible to serve in the same office for more than two (2) consecutive terms.

Section 2. The Vice Chairman must be an appointee from a different governmental body from which the Chairman was appointed.

Section 3. All Officers of the Authority shall be elected annually by majority vote during its regularly scheduled July meeting. The election of officers shall be the first order of business at that meeting and the term of office for the newly elected officials shall begin immediately.

Section 4. All Officers of the Authority shall be provided a blanket surety bond and/or Director’s Insurance by the Authority in an amount specified by state law.

**ARTICLE VI**

**Duties of Officers**

Section 1. Chairman

The Chairman shall be the Chief Executive Officer of the Authority and shall perform and exercise all duties and authority which may be conferred upon him from time to time by the Authority. The duties of the Chairman shall be to preside at all meetings and have a working knowledge of the Bylaws of the Eastern WV Regional Airport Authority. He shall execute, acknowledge, and deliver deeds, contracts, agreements, and instruments of whatever character for and on behalf of the Authority. The Chairman shall appoint committees with the approval of the Board, authorize calls for special meetings, see that all orders and resolutions of the Board are carried into effect and generally perform the duties pertaining to the office. The Chairman shall be an ex-officio member of all committees.

Section 2. Vice Chairman

The Vice Chairman shall assist the Chairman as needed. The Vice Chairman shall perform the duties of the Chairman in his/her absence. The Vice Chairman shall also be an ex-officio member of all committees.

Section 3. Treasurer

The Treasurer shall be the official custodian of all funds of the Eastern WV Regional Airport. The Treasurer shall work with the administrative staff's Financial Officer to keep a full and accurate account of the receipts and obligations of the Authority and shall present financial statements at the regular meetings of the Eastern WV Regional Airport Authority. The Treasurer shall ensure that a complete financial audit be conducted in accordance with state regulations by the State Auditor's Office, either by their staff or an approved private auditing firm. The Treasurer will provide the results of such audits to all Board Members, with copies to each of the local funding bodies.

The Treasurer shall ensure that all checks written by the Eastern WV Regional Airport Authority shall contain two (2) signatures. Any of the four (4) officers and the Airport Manager are eligible to sign Airport Authority checks; however, any expenditure over \$1,500, not previously approved through either the budget or grant process, shall require approval of the majority of Board Members. The Treasurer shall also serve as the Chairman of the Budget and Finance Committee.

In the absence of the Chairman and Vice Chairman, the Treasurer shall preside over the meetings of the Airport Authority.

**Section 4. Secretary**

The Secretary shall ensure that a record of attendance at meetings is kept, that minutes of the Board are properly recorded, and that the official records of all correspondence received and issued by the Eastern WV Regional Airport Authority are maintained. The Secretary shall ensure that a copy of the minutes of all Board meetings is provided to both the Board Members and each of the funding bodies.

The minutes of the Airport Authority meetings will contain:

1. The date, time, and place of the meeting.
2. The name of each member of the Airport Authority present and absent.
3. All motions, proposals, resolutions, orders, ordinances, and measures proposed, the name of the person proposing the same, and their disposition.
4. The results of all votes and, upon request of a member, the votes of each member by name.

The Secretary shall be responsible for providing notice of all meetings in accordance with WV Code 6-9A-1, et. seq. and these Bylaws.

The minutes and records of the Airport Authority shall be the property of the Authority.

In the absence of the Chairman, Vice Chairman, and Treasurer, the Secretary shall preside over meetings of the Airport Authority.

**ARTICLE VII**

**Meetings**

Section 1. Regular monthly meetings of the Airport Authority shall be held at a time, date, and location specified by the members of the Authority. The schedule of all regular meetings, along with the proposed agenda, shall be provided to the general public, as well as all local news media, at least one week in advance of those meetings. All meetings are open to the public and shall be conducted according to the most recent

version of Roberts Rules of Order and will comply with the West Virginia State Ethics Commission regulations. To the extent that there is a conflict between Roberts Rules of Order and the Open Meetings Act, the latter shall prevail.

Section 2. Special meetings may be called by the Chairman, and/or by a majority of the Board Members. The calls for special meetings must be in writing, stating the purpose for the meeting and must be delivered to members at least 48 hours prior to the meeting time. The Special Meeting notice will also need to be posted to the public at least 48 hours prior to the meeting time. Official action may be taken only on items specified in the call.

Section 3. Issues and/or matters placed on the agenda for both regular and special meetings of the Airport Authority shall be set and approved by the Chairman; except whereupon upon the request of at least three Airport Authority members, other issues and/or matters shall also be placed on the agenda.

Section 4. Notice of all regularly scheduled Airport Authority meetings will be posted annually in a conspicuous location in the airport terminal and will be updated throughout the year, as necessary.

Section 5. Any and all committee meetings shall conduct their meetings in compliance with WV Code 6-9A-1, et.seq, and these Bylaws.

Section 6. A majority of the appointed Authority Members shall constitute a quorum at any meeting of the Airport Authority.

Section 7. At all meetings of the Airport Authority, voting on any and all the matters or issues coming before the Authority shall be in accordance with the “Organizational Agreement” established between the City of Martinsburg and the Berkeley County Council, dated April 30, 2015, unless superseded by a future agreement. Matters and issues brought before the Authority shall be determined by the majority of the votes cast for or against the same.

**ARTICLE VIII**

**Amendments**

These Bylaws may be amended at any regular meeting of the Eastern WV Regional Airport Authority by a two-thirds (2/3) vote of the entire membership of the Board; provided, notice was given at a previous meeting, and in accordance with WV Code 6-9A-1, et. seq.

**ARTICLE IX**

**Effective Date**

This set of Bylaws shall supersede all previous versions and the effective date of these new Bylaws shall be January 1, 2016.

## Appendix B – EWVRAA Fiscal Management

The EWVRAA is responsible for the preparation and adoption of an annual budget, as well as the creation, maintenance, and distribution of supporting financial statements in accordance with generally accepted accounting principles. This includes the design, implementation, and maintenance of internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement.

Within the Authority's management structure, the EWVRAA Treasurer is responsible for maintaining an accurate account of the Authority's income and expenditures. The Treasurer, in concert with the Airport's Executive Director/Manager and Office Manager, presents a complete budget to the Authority's Board of Directors for approval before the commencement of the fiscal year, and presents a financial statement for each regular meeting of the Board of Directors.

The Airport's Executive Director/Manager and Office Manager are responsible for, among other duties, the day-to-day fiscal management and accounting of the Airport's operations according to the EWVRAA's adopted fiscal year budget. With the recent hiring of both a new Executive Director/Manager and Office Manager, coupled with a more fiscally-minded Authority Board, the Authority is taking the appropriate steps to evaluate and strengthen its fiscal management policies and procedures, that includes updating its accounting methods and practices with current technologies (e.g., utilization of QuickBooks™).

The EWVRAA currently maintains a balanced annual operating budget of \$506,535.09. **Figure B.1** and **Figure B.2** illustrate the budget allocation of the Authority's operating revenues and expense for FY 2017-18. As shown, the Authority's greatest share (nearly 75%) of revenue sources are derived from lease income and airport fees. With ample real estate assets that remain underutilized for commercial and industrial development, the Authority has a significant opportunity to increase the airport's annual sustainable revenue-generating potential through additional land leases (as opposed to one-time land sales). Any land sales need to be carefully studied against this Strategic Business Plan and the Airport Master Plan, as discussed in the next section. For example, maximizing the airport's real estate assets for an airport-related commercial or industrial use (e.g., air cargo operations) should be a consistent focus of not only the EWVRAA, but also the greater Eastern West Virginia region to ensure maximum economic benefit to the region's development, growth and prosperity.

The EWVRAA's Fiscal Year 2017-18 expenses shown in **Figure B.2** clearly show the investments made in the Authority's personnel. However, future growth and investment in the Airport's facilities and maximum utilization of its real estate assets will require a greater share of revenues be invested in capital budget expenditures. Historically, these capital investments, coupled with the WVAC's share, represent the local share contribution (10%) towards the FAA's Airport Improvement Program (AIP) funding for the Airport's eligible projects. The Authority has participated in the FAA's Airport Improvement Program (AIP) since 1976 and to date received \$18,134,734. These investments do not represent the capital investments made by the U.S. Government pursuant to the AJUA nor do they represent past federal investments made in military facilities and support infrastructure at the airport.

Figure B.1 - EWRVRAA FY 2017-18 Operating Revenue

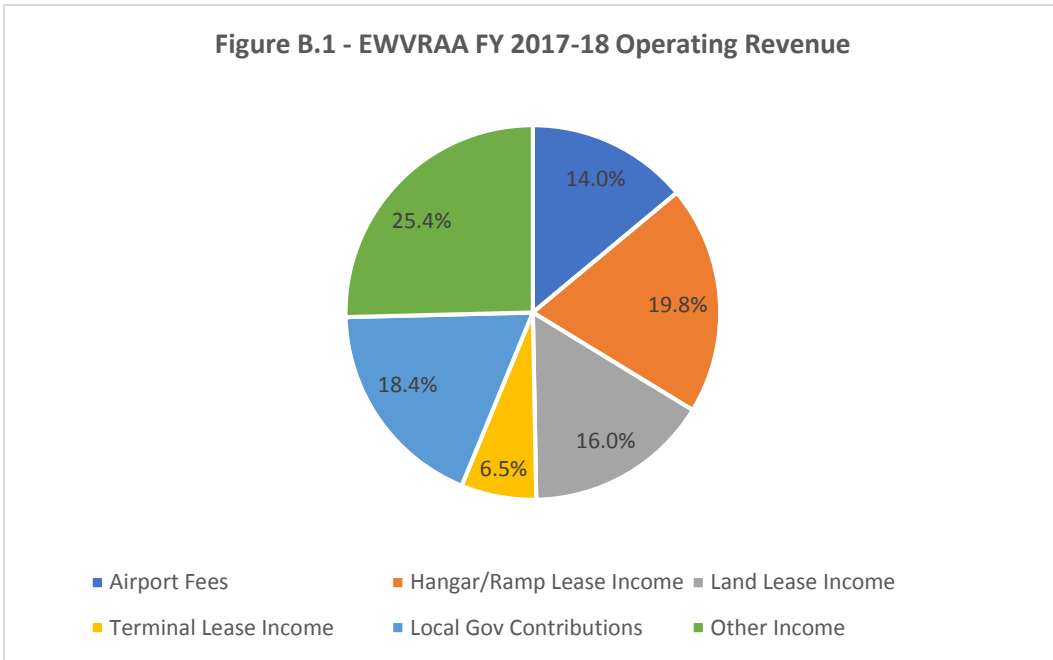


Figure B.2 - EWRVRAA FY 2017-18 Operating Expenses

