



Final Report and Recommendations

Prepared for Reading Regional Airport



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Executive Summary

In an effort to maintain self-sustainability in a dynamic industry, the Reading Regional Airport Authority hired BBP Solutions in February, 2022, to facilitate strategic planning. The following report outlines the methodology, findings, and goals that were developed in partnership with the Airport Authority, staff, County Commissioners, tenants, and others.

The Reading Regional Airport, also known as Carl A. Spaatz Field, is a Part 139 general aviation airport located in Bern Township. It boasts two runways over 5,000 ft and has a control tower to support its aviation operations. Originally established as the Reding Municipal Airport in 1939 the airport has a vast military aviation history. It is owned and operated by the Reading Regional Airport Authority, who are appointed by Berks County.

Highlights of the airport's aviation tenants include two Fixed Base Operators, the Mid-Atlantic Air Museum, the Civil Air Patrol, and the Reading Aero Club. The airport also owns and operates a sewer treatment plant in addition to a variety of other non-aviation related businesses on its property that generate significant operational dollars that help sustain the airport.

Need for a strategic plan:

With developers looking to build hangar space, business development along the Route 183 corridor and at the Berks Park 183 industrial site, and potential consideration of commercial air service, the airport anticipates significant development around the property. This development provides ample opportunity for the airport which creates additional need for a focused plan to capitalize on those opportunities. The strategic plan gives the airport authority and the county a blueprint as to what areas to focus on and what growth could look like in the years to come to ensure that the Reading Regional Airport remains a leading economic and community development asset for Berks County.

Review process:

In order to develop a future course, we had to understand the current state of the airport. To achieve this, we gathered information from the airport's records, obtained relevant industry benchmarking data, held regular check-in meetings, and conducted surveys with airport stakeholders, which included tenants, airport users, and local organizations. The input from these stakeholders assisted the Strategic Planning Leadership to identify crucial issues that needed to be addressed as part of the strategic plan, ranging from finance and operations to external threats.

Strategic planning session:

On May 26, 2022, representatives from the airport staff, county commissioners, airport authority, and BBP Solutions met to review the state of the Reading Regional Airport and develop a set of strategic initiatives to guide future decision making. All of the goals take into consideration a balanced scorecard perspective, including measuring financial, customer, and internal processes, and

establishing a learning and development success metrics, leading to quantitative key performance indicators (also referred to as KPIs). The primary initiatives the group developed are as follows:

1. **Short term goals** - These are goals that should be accomplished in the next **18 months**. Specific goals range from construction of a business aviation hangar to developing partnerships to advance airport communication and marketing.
2. **Medium term goals** - These are goals that should be accomplished in **18 months - 5 years**. Specific goals range from upgrading essential ground and rescue equipment to rehabilitating the terminal entrance and parking lot.
3. **Long term goals** - These are long-range goals that will not be fully realized for **5+ years**. These should guide long-term investment decision making and specific goals ranging from rehabilitation of the runway to increasing the number of leases on vacant airport property.

Next steps:

While the objectives outlined above will guide the strategic direction of the airport, the conducted review revealed several trends and areas for future focus including:

1. **Communication** – Increase the transparency and frequency of communications with tenants, users, and the community.
 - a. Develop and implement a communications plan that outlines how the airport will communicate important, ongoing business operations to internal and external stakeholders.
 - b. Develop and implement a marketing plan that serves as the link between the strategic direction of the airport and the delivery of results.
2. **Leadership** – Drive greater ownership, and commitment to the direction of the airport.
 - a. Develop a shared mission and vision statement to further define the airport’s purposes, goals, and values.
 - b. Re-establish leadership / governance commitment to the airport. Berks County has commissioned an airport ownership model analysis report to pursue the most effective course of action
3. **Operational Excellence** – The day-to-day management of the airport is efficient, safe, secure and effective. Success must take this into account and be defined by more than financial reporting.
 - a. Develop and establish quantifiable Key Performance Indicators (KPIs) that look at the overall health of the airport from a balanced scorecard perspective - measuring financial, customer, internal processes, and learning / development success metrics.
4. **Diversify portfolio to maximize non-aviation revenue sources** – Airports can achieve financial independence through either aeronautical and non-aeronautical revenue. Airports with an increased variety of non-aviation revenues are empowered to invest those revenues into airport improvements

- a. Develop a strategy and partnership with local economic development corporations or developers to identify local business/community needs so that the airport can focus and offer unique opportunities through programs such as the Airport Land Development Zone (ALDZ) program.

The objectives and next steps outlined above are significant goals for the Reading Airport. They will require on-going focus and implementation as well as the engagement of multiple stakeholders. Therefore, we recommend revisiting this plan frequently (no less than twice per year) to understand progress and define immediate action items.

Original Project Scope

The scope of the project was to work with the airport to develop a strategic plan. The mission was to **enable RRAA to track progress toward goals**. To allow each department and team member to understand the airport's larger strategy, how their progress can directly impact its success, and create a top-down approach to KPIs. **4 areas of benefit** were created :

1. **Outline a clear path for RRAA** - Create a roadmap, clearly defining the best route for your organization to take in the years ahead.
2. **Focus** - help your organization develop the right goals and targets and help everyone focus their efforts into meeting them.
3. **Improve self-awareness** - of RRA's strengths and weaknesses and where it stands in the market, both individually and in relation to competitors.
4. **Motivation and accountability** - it gives everyone in the organization a sense of purpose.

To begin the project, BBP Solutions conducted an analysis of the current business operations of the airport, which was organized and consolidated to create a snapshot of airport operations. Additionally, meetings and interviews were held with the airport authority and airport management to collect data, and to understand the gaps, challenges, and expectations. We then sent out an additional survey to utilize as the base for the strategic planning session.

BBP Solutions provided an in-person strategic planning session, utilizing the Phase 1 report and information gathered through the survey and interviews. This session was an interactive, working session encouraging all leadership's involvement and participation. Over the course of six and a half hours, members of the Reading Regional Airport Authority, senior airport staff, and stakeholders from Bern Township, the Berks County Planning Commission and the Berks County Industrial Development Authority came together to set organizational priorities and objectives.

Additionally, site visits to the Arnold Palmer Regional Airport and the Lancaster Airport, comparably similarly-sized airports to the Reading Regional Airport, were arranged for best practice consideration.

Methods

The following methods were employed to gather data used in this process:

- a. Bi-weekly update meetings
- b. An analysis of current business operations of the airport
- c. An analysis of current industry trends
- d. Survey / questionnaire
 - Distributed by multiple channels
 - 135 Responses
- e. 14 individual stakeholder interviews
 - 3- County Commissioners
 - 3- Airport management team members
 - 4- Airport Authority members
 - 4- Tenants
- f. Strategic Planning Leadership Retreat
- g. Two airport site visits

Current airport assessment

BBP Solutions, in coordination with Reading Regional Airport, collected and verified information to identify trends, critical events, and ideals that characterize the historical context, culture, and structure of the organization.

Understanding that an airport is an ecosystem, and that a **positive symbiotic relationship** between transportation, business, regulators, and community is essential for the success of an airport, we analyzed all available data to ensure a basic understanding the airport’s historical actions, current operations, and how the past and the current correspond with, either promote or deter, future strategy. BBP Solutions stresses the importance that all ecosystem stakeholders are considered in this understanding.

The traditional thinking behind airport operators is that if you increase air traffic you will increase revenues. In some instances that is the case, but current data does not align with this way of thinking. We found that there has been a *drastic decrease in operations, yet an increase in revenue*.

Primary supporting documents utilized for the analysis include:

1. Bureau of Aviation (BOA) Economic Impact Study (2011, 2019, Current)

Approximately every 10 years the PennDOT BOA conducts an economic impact study of the airport system. This can be used as a tool for providing a value statement for the surrounding community and local government stakeholders. There is a significant difference between the 2011 study and the preliminary current study reports. With a reported reduction in employment of approximately 450 employees. With the preliminary reported loss of total economic impact of \$42,936,027 in comparison to \$114,201,000 in 2019 a further analysis will be required to determine methodology and basis for a reduction of the preliminary ~60%.

2011 Study

- Total Employment: 681
- Total Payroll: \$26.8 mil
- On Airport Output: \$51.6 mil
- Visitor Output: \$6.3 mil
- Indirect Output: \$44.1 mil
- Total Output: \$102 mil

2019 Interim Update

- Total Employment: 685
- Total Payroll: \$29,638,000
- Total Output: \$114,201,000

Current Study

- Total Employment: 234
- Total Payroll: \$13,688,595
- On Airport Output: \$40,239,349
- Visitor Output: \$2,696,678

2. Airport Master Records (2013-Present) and Airport Master Plan (2013)

Every 10+/- years the airport in conjunction with the FAA creates a 20-year development planning horizon, the Airport Master Plan. While the plan does not constitute a commitment by the FAA, it is a proposed facility planning study that sets forth a conceptual framework for future airport development. To provide this plan the FAA reviews and approves the aviation forecasts and approves the airport layout plan for airspace and design standards.

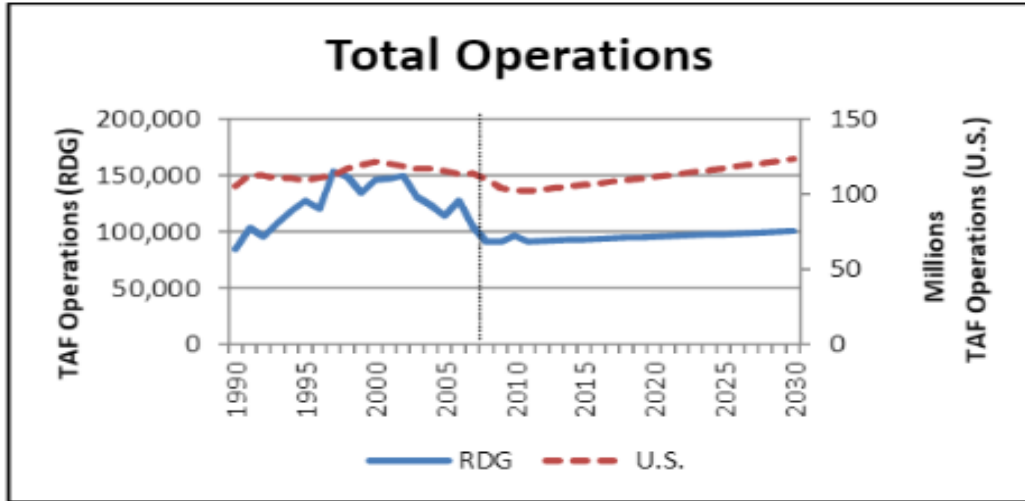
Each planning period for the Master Plan is divided into three categories of a 5-year period, followed by a 4-year period, and an 11-year period. Each time period is an assigned proposed number of projects and their associated cost estimates. To date the airport has completed or has plans to complete 90% of the first period, 50% of the second, and 5% of the third. This could be attributed to either a diversion from the original plan due to a variety of factors including new and existing tenant, maintenance issues, or the projects were cost inhibitive.

	<i>Projects Identified</i>	<i>Projects Completed/ Scheduled</i>	<i>Completed (%)</i>	<i>Total Estimated Cost</i>
2011-2015	10	9	90%	\$5,477,895
2016-2019	18	9	50%	\$13,973,061
2020-2030	20	1	5%	\$42,210,000

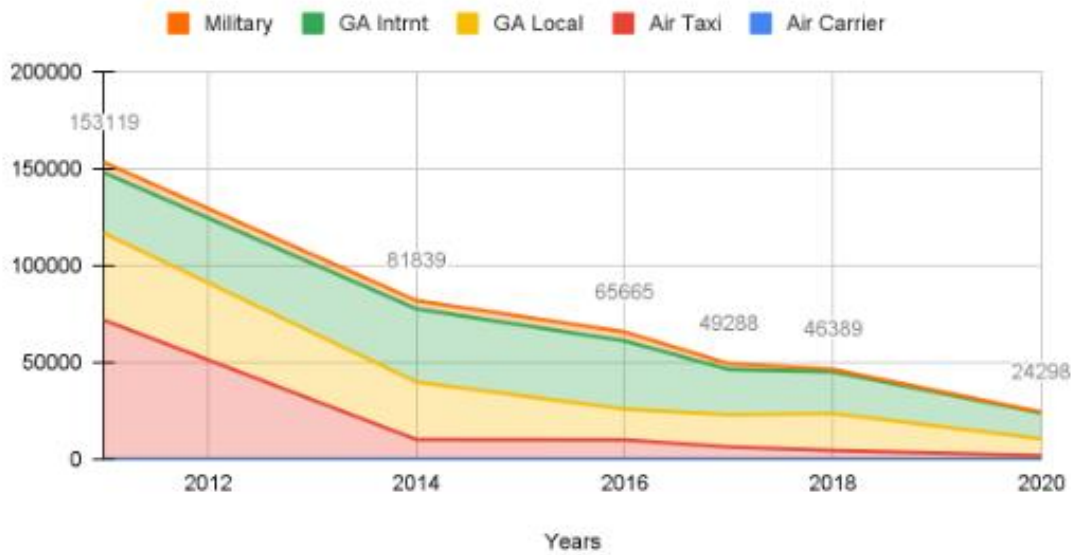
At a minimum the airport's master record (5010) must be submitted to the FAA annually by the airport. Relevant data includes general airport information and the total annual operations as well as the total number of based aircraft. Comparing the forecasted operations and based aircraft vs. the actual operations and based aircraft an anticipated gradual increase in operations was anticipated by the FAA. Approximately 100,000 operations per year was estimated. In contrast in 2011 the airport reported 153,000 total operations with a dramatic decline of total operations in 2020 of 24,000 total operations. Within the airport system, these numbers are deemed inaccurate, and highlights the importance of accurate tracking moving forward.

Additionally, the airport Master Plan estimated a growth of based aircraft from 121 aircraft in 2010 to 141 aircraft in 2020. The actual based aircraft count was maintained around 120 aircraft until recently it has declined to 92 aircraft. Based aircraft and operations are crucial from the FAA's point of view and a deviation can result in an airport classification change and result in loss of grant funding and other features such as a control tower.

Forecasted Operations (Master Plan)



Actual Operations (5010)



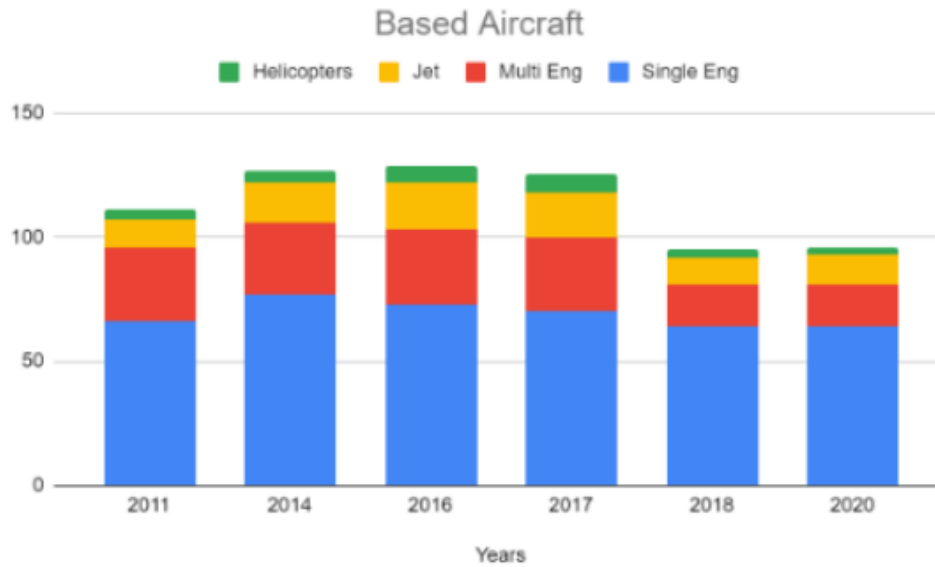
Forecasted Based Aircraft (Master Plan)

Table 1: Based Aircraft Fleet Mix Forecast

Year	Single Engine	Multi-Engine	Jet	Helicopter	Other	Total
2010*	68	32	11	6	4	121
2015	73	35	13	7	4	132
2020	77	36	15	8	5	141
2025	82	37	17	9	5	150
2030	87	38	19	10	5	160

*Actual

Actual Based Aircraft (5010)



3. Municipal Financial and Compliance Report

While airports should function as a business ecosystem, it is important to understand where support for the transportation asset can be opportunistic. Depreciation of the applicable capital assets disproportionately affects the bottom line, but this can be offset through several government supported grant programs. These programs can significantly minimize the effects of depreciation on an airport. Treat the business operations as a business but treat the infrastructure of the airport as a typical transportation asset.

We analyzed the operational revenues and expenses of the airport to understand the efficiency of the airport operation. The net income before depreciation ranged from \$465,000 in 2018 to \$1.07 million in 2021. These amounts are much higher than many airports across the commonwealth.

The current airport capital asset value of the airport is approximately \$37 million with an annual depreciation of \$2.7 million. The airport is a public transportation asset, and it is important to maximize government support to offset the financial burden of depreciation. A common goal can be to seek government sponsored funding or grant programs equal to/or above the annual depreciation expense to sustain the airport as is.

In accordance with FAA grant assurances, it is the Airport Sponsor's responsibility to be as self sufficient as possible. So a dual approach that focuses on maximizing government funding opportunities while exploring new revenue opportunities is essential.

Capital Asset and Depreciation

	2016	2017	2018	2019	2020	2021
Capital Asset	37,791,329	35,826,490	35,895,539	39,946,610	39,264,920	37,251,130
Depreciation	2,332,877	2,213,897	2,266,923	2,334,095	2,563,319	2,614,205

Net Operating Income Before Depreciation

	2016	2017	2018	2019	2020	2021
Revenues						
Rental income	1,169,818	1,246,341	1,336,484	1,374,944	1,364,512	1,388,514
Deferred rentals recognized	274,809	274,808	274,809	347,209	448,570	448,570
Water and sewer revenue	749,388	657,576	606,194	567,783	801,258	720,170
Other operating revenue	95,947	94,171	103,054	134,526	116,122	137,511
Total	2,289,962	2,272,896	2,320,541	2,424,462	2,730,462	2,694,765
Expenses						
Salaries and wages	513,878	554,233	634,777	650,130	641,268	647,997
Airport maintenance	604,063	708,197	813,133	686,464	640,672	595,936
General and administrative	191,604	223,931	238,398	232,686	202,459	205,784
Motor vehicles	168,944	171,987	168,964	177,951	161,888	167,813
Total	1,478,489	1,658,348	1,855,272	1,747,231	1,646,287	1,617,530
Net Income before Depreciation	811,473	614,548	465,269	677,231	1,084,175	1,077,235

Additional information analyzed includes:

1. Fuel Flowage and Landing Fees - To understand the revenues generated through these methods
2. Top Operator identification - To better prioritize efforts and actions taken moving forward
3. Airport Authority Minutes - To understand the dynamics of the authority and their actions
4. Calendar of Events - To see the involvement of the community at the airport
5. Current Lease Holders - To identify key individuals that have a mutual interest for activities and direction of the airport.
6. Airport Authority Member Informational Packet
 - a. Airport Layout Plan Update
 - b. Airport Sponsor FAA Grant Assurances
 - c. Authority Bylaws
 - d. Corporate Filings
 - e. Minimum Standards
 - f. Rules and Regulations
 - g. Administrative Policy
7. Tenant List and Directory - To understand the business environment at the airport

Leadership Retreat

The majority of employees work hard in their organizations and want their work to be meaningful — they want to be involved and work toward an ideal. This is especially true for those who donate their time and resources. Even in the face of conflicting demands and increasing pressures, it is imperative that employees know they contribute to progress of the organization and move their team in the desired direction.

Employees are more productive and motivated when they feel a greater sense of involvement in establishing their organization's goals and ideals. This retreat provided an opportunity to motivate employees and airport authority members by enlisting their creative participation through setting goals and contributing to decisions. Just as important, are the concrete approaches for tackling long-standing and difficult organizational problems.

This strategic planning day matched the strengths of the Reading Regional Airport to available opportunities— we collected information about the business environment that the Reading Regional Airport operates in. We observed its strengths and weaknesses with the purpose of developing clear goals and objectives.

However the retreat is not an end in itself— it is simply one step among many in a continuing process to sustain and increase the effectiveness of the airport.

Goals for the Day

In order to manage expectations and ensure follow-up with key retreat action items, the group defined what success would look like for the day and developed the following goals:

1. The airport will be financially stable.
2. The airport will have clear, long-term direction and priorities, with a defined path forward.
3. The airport will be a vital part of the county's multimodal transportation system.
4. The airport will have the information needed to make a productive plan.
5. The airport will be unified with what is articulated, with increased messaging and communication.
6. The airport will have dedicated partnerships.
7. The airport will be poised for growth.

Survey Results

A survey was conducted prior to the strategic planning retreat. There were 135 respondents. The questions were aimed at learning about the Reading Regional Airport impact and use and identify the strengths, weakness, opportunities and threats to the organization. The results were incorporated in the strategic planning process. Of particular note: 80.6% of respondents had a "Good" perception of the airport to the local community and 48.4% anticipate their usage of the airport to increase. (See PowerPoint in Appendix)

SWOT Analysis

Included in the survey was a SWOT analysis (analysis of your Strengths, Weaknesses, Opportunities and Threats) to help determine opportunities to pursue to achieve your growth goals.

- Strengths - internal attributes and resources that support a successful outcome
- Weaknesses - internal attributes resources that work against a successful outcome
- Opportunities - external factors the project can capitalize on or use to its advantage
- Threats - external factors that could jeopardize the project

Out of the data collected, regarding Reading Regional Airports the **three greatest strengths** were:

1. General Aviation 42.1%
2. People/Employees/Contractors 21.1%
3. FBO 8.8%

From the data collected, the **three greatest weaknesses**:

1. Financial standing 22.5%
2. Commercial service 20.2%
3. Governance/Leadership 14.6%

The **top three opportunities**:

1. Electrification 21.1%
2. Commercial/Charter Aviation 13.2%
3. Local Community/Business Growth 13.2%
4. Drones/Technology 13.2%

The **top three threats**: (Listing all the responses due to ties)

1. Nearby airports' services 22.2%
2. Tenant turnover 22.2%
3. Communications 11.1%
4. Community Support 11.1%
5. Economy 11.1%
6. Electrification 11.1%
7. Funding 11.1%

The team reviewed the SWOT analysis and would return to it later in the planning process to adjust/change to capitalize on strengths and opportunities to meet customer needs. The exercise went into defining customers, stakeholders and partners.

Voice of the Customer

How do you grow? By providing value. Who are you providing value to? It was important to get ownership of the variety of customers, stakeholders and partners. We began by identifying target customers. Who are they? What do they need and what do they want?

Township / County

Revenue / Funding Value	Communication Partnership	Sustainability / Growth Development Match Needs
Collaboration with Business(es)	Positive Airport	

Business Aviation / Corporate Aviation

Affordable Services	Land to Lease	Amenities
Hangar Space	Maintained Airfield / Runway	Fuel
FBO	Location	Infrastructure
135 Operator / Charter		

General Aviation

Hangar Space and T Hangars	Landing Lights	Fuel / Self-Service / Availability 24/7
Pilot Training	Air Traffic Control	Food / Destination / Amenities
FBO	Affordable Services	Maintenance at a Reasonable Cost
Community of Fellow Pilots	Updated Facilities	MRO
Transportation / Rental Cars		

Public / Community

Air Service	Positive Message	Communications
Approaches / Access to Airport	Rental Cars	Hotel
Restaurant	Jobs	Connection to National Airspace
Reason to Come to Airport	Events / Activities / Airshows	

Bond Holder

Payback Plan	Positive Revenue	Growth of Airport
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Tenants

Fair Billing / On Time	Low Costs	Sewer Capacity / Viability
Maintenance	Welcoming Terminal	Steady Revenue
Clear Runways	Strong Management	Infrastructure
Access	Suppliers	Good Credit - RRAA
Bills Paid	Continue Operations	Growth of Airport
Partnership	Accounts Receivable	Accounts Payable
Time to Sell Products	Attention from Staff	More Products
Infrastructure / Access	Get Their Buy-In	Use as a Resource

Regulatory Agencies

Knowledgeable Staff
Grants and Funding
Time
High Priority
Coordination

Inspections
Positive Image
Paperwork
Compliance
Safe Operations

Financially Sound and Well Maintained
Compliance to Keep Money Flowing
Security
Good & Responsible Management

Commercial Service

Passengers / Customers
Advertising
Incentives
Parking
Restaurant

Staff
Runway Length
User Market
Hotel(s)
Security

Steady Traffic Flow
Terminal and Apron Space
Services
Events
Safe operations

Capitalizing on Strengths and Opportunities

A public survey helped to identify the strategic focus areas by asking the participants to rank the priority of each focus area in terms of where the Reading Regional Airport should invest time and resources. (1 was the lowest priority and 5 being the highest priority.)

What is your role with the Reading Regional Airport?	Passenger service	Business aviation	General aviation	Customer experience	Financial sustainability	Operational safety & security	Facilities, equipment, infrastructure	Wastewater treatment	Organization governance
Airport Authority Member/Employee	3.7	4.9	3.7	4.3	4.9	4.3	4.3	3.9	4.0
Airport Tenant	3.6	4.5	4.3	4.2	4.2	4.1	4.1	2.7	3.5
Airport User / Pilot	3.2	4.3	4.6	4.1	4.2	4.4	4.6	2.8	3.9
Government / Regulatory Agency	3.6	4.5	3.9	4.3	4.7	4.9	4.4	3.1	4.1
Grand Total	3.5	4.5	4.3	4.2	4.4	4.4	4.3	2.9	3.8

Based on the survey data, the group aligned the three top rated focus areas based upon the highest weighted responses of 4.9 out of 5 and their associated average. Business Aviation, Financial Sustainability, and Operational Safety and Security all averaged at 4.4 and 4.5 out of 5 respectively. The group focused on aligning these strategic focus areas to the customers' needs and wants. The team was able to group the customer needs and wants into three primary categories:

Operational Safety & Security

Maintained Airfield
Landing Lights
Charging Station

Maintained Runway
Service Truck

Knowledgeable Staff
Fire Truck

Business Aviation

Passengers for 135 Operator
Space
Hotel
Amenities
FBO
Landing Lights
Pilot Community
Rental Cars

Advertising
Affordable Services
Restaurants
Hangar Space
135 Operator
Self-Service Fuel
Communications
Jobs

Runway Length
Parking
Events
Fuel
Collaboration with Businesses
MRO
Access to Airport

Financial Sustainability & Growth

Payback Plan
Steady Traffic Flow
Space
Sewer Treatment Facility
Compliance

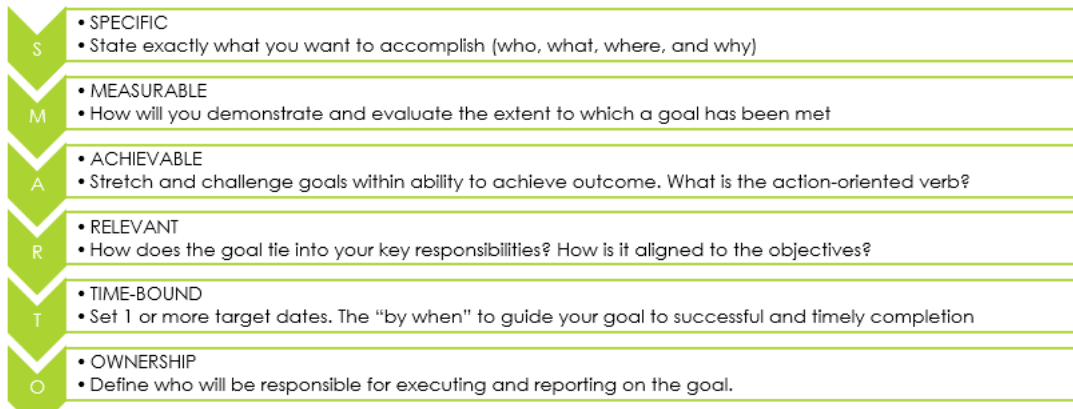
Positive Revenue
Advertising Funds
Incentives
Tenants
Suppliers

Growth of Airport
Runway Length
User Market
Grants & Funding
Communication

This exercise then set the stage for creating SMART-O Goals.

SMART-O Goals

The most effective goals are SMART - specific, measurable, attainable, realistic, and timely. The advantages of using the SMART philosophy in setting objectives include improving focus and clarity, providing a common framework for collaboration and discussion, and creating a bias toward action. Additionally, owning the goal builds into the process accountability.



After reviewing the customers' needs and wants, the participants then decided which of the needs do they **WANT** to meet, which needs **CAN** they meet, and which needs **WILL** they aim to meet. What follows is an outline of what the team discussed.

Organizational Goals

In the long term, the Reading Regional Airport wants to permanently solve its current problems and reach and optimize its goals. Long-term planning needs to take into consideration the competitive situation of the authority in its social, economic and political environment and develop strategies for adapting and influencing its position to achieve these long-term goals. It examines major capital expenditures such as purchasing equipment and facilities. When short-term planning is successful, long-term planning builds on those achievements to preserve accomplishments and ensure continued progress.

Following the formulation of the strategic initiatives during the strategic planning retreat, leadership developed strategic actions to serve as milestones for each initiative. These actions will be the focus of Airport Management as they lead the day-to-day operations and annual business objectives of the Airport Authority.

Goals (12 – 18 months)

- RRAA will upgrade the airfield lighting. This will be owned by the Airport Director in conjunction with the Airport Engineer.
- RRAA will construct a business aviation hangar, with the apron being the first step. This will be owned by the Reading Regional Airport Authority and guided by the developer.
- RRAA will attract a Part 135 operator (provides commercial, non-scheduled aircraft operations -such as private air charter and air taxi flights). This will be owned by the Airport Director and facilitated by the FBOs.
- RRAA will develop partnerships to advance communications and marketing of and about the airport. This will be owned by the Airport Director.

Goals (18 months – 5 years)

- RRAA will acquire an Index Level B aircraft rescue and firefighting (ARFF) truck. This will be owned by the Director of Operations and guided by engineers.
- RRAA will resurface and rehabilitate the terminal entrance road and terminal parking lot. This will be owned by the Airport Director and will be guided by engineers.
- RRAA will ensure that airport staff are adept and proficient with industry knowledge and technical skills. This will be owned by the Airport Director and Operations Director.
- RRAA will create a payback plan for the long-term debt beyond making principal payments as they come due. This will be owned by the Director of Administration.
- RRAA will acquire an airfield service truck. This will be owned by the Director of Operations and guided by engineers.

Goals (5+ years)

- RRAA will install electric vehicle charging stations. This will be owned by the Airport Director and Director of Operations.
- RRAA will rehabilitate Runway 13-31 to improve the flow of airport operations. This will be owned by the Airport Director.
- RRAA will lease airport real estate to take advantage of the income-producing asset. This will be owned by the Reading Regional Airport Authority.
- RRAA will develop partnerships for enhanced airport events. This will be owned by the Airport Director.

Recap and Agreement

The retreat concluded with a review of the goals the group wanted to accomplish during the strategic planning session. Each participant was asked individually if they agreed that the group attained the goals for the day. There was unanimous consensus that each objective had been achieved.

Next Steps:

While the objectives outlined in the previous section will guide the strategic direction of the airport, the following recommendations from BBP Solutions provide several suggestions in areas for future focus based upon the interviews, survey results, and airport data collected.

1. Communication

- a. **Develop and implement a communications plan** – An outline of how the airport will communicate important, ongoing business operations to internal and external stakeholders. Through confidential interviews this was a deficit that was identified.
 - i. Internal (on airport)
 1. Host bi-monthly tenant meetings (including non-aviation businesses). This allows an opportunity for all tenants to be informed on the latest activities and possible opportunities at the airport. Outside of open board meetings, this will show the tenant that they have an open platform to be heard and communicated to effectively.
 - ii. External
 1. Have a community newsletter (or other comparable communication method) that allows businesses and community members to be kept up to date on airport business. This will allow the airport to control the message.
 2. Attend and be visible at community business events (Chamber of Commerce mixers, Rotary Events, etc.).
 3. Develop a good rapport, respect and open line of communication with local media organizations.
- b. **Develop and implement a marketing plan** –It ensures that the right actions are taking place at the right time to the right audience through the right channels.
 - i. This could be through possible enhanced community involvement
 1. Host, co-host and support airport events. This will show support for tenant events and allow opportunity for more community exposure to aviation.
 2. Improve community visibility by providing available resources to meet community needs. Examples include Emergency service vehicle storage, providing space for training events, donation drop off bins, loaning equipment, etc.
 - ii. Engagement/Advocacy
 1. The airport should have frequent meetings with key decision and policy makers at the local, state, and federal level of government.
 - a. Municipal/County Leaders
 - b. Regional State Representatives and Senators
 - c. Congressional Member

- d. Both Senators
- iii. Partnerships/Relationships
 - 1. The airport should have a representative active in targeted community-based organizations.
 - 2. The airport should be active in all transportation planning, community planning, zoning, tourism, economic development, and infrastructure processes of the surrounding municipalities and county.
 - 3. Suggested county department(s) involvement
 - a. Budget and Finance
 - b. Dept of Emergency Services
 - c. Facilities and Operations
 - d. Geographic Information Systems
 - e. Industrial Development Authority
 - f. Mapping
 - g. Planning Commission
 - h. Redevelopment Authority
 - i. Workforce Development Board
 - 4. Local education institutions should be engaged in addressing workforce shortages and engaging and introducing students into aviation. Identify and target local school districts that would be interested in developing an aviation program. The AOPA Foundation offers a free curriculum for 9th - 12th grade allowing a path for both traditional and uncrewed aviation.

2. Leadership

- a. **Develop a mission, vision, and value statement** - the components that are utilized to create these statements will further define the airport's purposes, goals, and values.
 - i. A mission statement defines the airport's objectives and their approach to reach those objectives.
 - ii. A vision statement describes where the airport wants to be in the future.
- b. **Re-establish commitment**
 - i. It is important that all Authority Members are committed to the success of the airport. This comes in the form of appropriate participation in all airport matters as well as shared responsibility for key decisions and opportunities. This can be completed by:
 - 1. Establishing an attendance requirement.
 - 2. Fortifying a strong conflict of interest policy.
 - 3. Establishing required positions and detailed responsibilities
 - 4. Term limits for board positions.

3. *Operational Excellence*

- a. **Develop and establish quantifiable Key Performance Indicators (KPIs)** – they are vital to measuring the health and success of the airport. It is vital that these measures reflect a balanced scorecard.
 - i. A balanced scorecard is divided into four quadrants that help
 1. Communicate what you are trying to accomplish
 2. Align the day-to-day work that everyone is doing with strategy
 3. Prioritize projects, products, and services
 4. Measure and monitor progress towards strategic targets.
 - ii. KPIs help support your strategy and help the combined leadership team focus on what's important.
 1. Monitor airport health.
 2. Measure progress.
 3. Analyze patterns over time.
 4. Solve problems and capitalize on opportunities.
 5. Adjust and stay on track.
 - iii. An example could be total number of daily operations, total available property for lease, safety metrics, based aircraft, economic impact, environmental impact, financial targets etc.
- b. **Maximize Non-Aviation Revenue Sources** - Diversifying revenues allows for solvency and sustainable revenue sources to support aviation development and operations.
 - i. Prepare for the establishment of an Airport Land Development Zone to incentivize development on vacant land or buildings.
 1. The Airport will be able to designate up to 50 acres for an ALDZ. This land/ building must have been vacant prior to December 31, 2021. All plans should coincide with the Airport layout plan for aviation/non-aviation purposes.
 2. The ALDZ provides a \$2,100 tax credit for up to 10 years to the ALDZ employer.
 3. Zones are awarded on a first come first served basis and should be open for application by Jan. 1, 2023.
 - ii. Develop a partnership/lease agreement with a commercial developer or organization to allow for enhanced marketing and outreach for future businesses at the airport. They can utilize their resources to identify then attract specific non-aviation businesses.

4. Future Considerations

a. Integration - prepare for the future of aviation

- a. With the prevalence of uncrewed aviation systems, alternative fuels for aircraft, and more fuel-efficient aircraft Reading is uniquely positioned geographically to support advanced air mobility.
- b. Research and develop an incremental and agile plan to integrate these technologies. Investment does not have to be large to move in the right direction.
- c. Infrastructure can be virtual and provide value not only to the airport, but the community as well.

Appendix:

Resources:

- [ACRP Guidebook for Developing and Leasing Airport Property](#)
- [Airport Options for FBO Services](#)
- [Fixed Based Operator \(FBO\) Expectations](#)
- [2013 Airport Layout Plan](#)
- [2021 Airport Operations Report](#)
- [Airport Economic Impact \(2013\)](#)

Financial Audit Reports:

- [2016-17](#)
- [2017-18](#)
- [2018-19](#)
- [2019-20](#)
- [2020-21](#)

Airport Master Records:

- [2013](#)
- [2015](#)
- [2018](#)
- [2019](#)
- [2020](#)
- [2021](#)

Meeting Presentation:

- [Introduction](#)
- [What We Know](#)
- [Leadership Retreat](#)