



MOORE COUNTY AIRPORT AUTHORITY MEETING AGENDA
WEDNESDAY, FEBRUARY 10TH, 2021
PUBLIC MEETING BEGINS AT 9:00 A.M.

(TO ATTEND ELECTRONICALLY: ZOOM MEETING INFORMATION IS POSTED ON WWW.MOORECOUNTYAIRPORT.COM)

CALL TO ORDER – OPEN SESSION

A. PLEDGE OF ALLEGIANCE

B. REQUEST FOR ADDITIONAL AGENDA ITEMS (IF ANY)

C. CONFLICT OF INTEREST INQUIRY

D. APPROVAL OF AGENDA

E. APPROVAL OF PREVIOUS MEETING MINUTES

1. Moore County Airport Authority Meeting Minutes Presented:
 - **November 30th, 2020 – Special Meeting & January 13th, 2021**

F. PUBLIC COMMENTS – (See back page for Procedures)

G. PRESENTATIONS/GUEST SPEAKERS

1. Airport Manager, Scotty Malta: Review & Adoption Request of the **FY22 Budget Schedule** and present the Proposed FY22 Airport Budget Preliminary Review.

H. PUBLIC HEARING

1. In accordance with the *N.C.G.S 159-12, Article 3: Local Government Budget & Fiscal Control Act*, the Moore County Airport Authority will hold a **Public Hearing** on the FY 22 Airport Budget **Wednesday, March 10, 2021** during the regular scheduled Authority Meeting.

I. STRATEGIC ACTION PLAN

1. Monthly **Action Plan Matrix** Review.

J. RULES & REGULATIONS AND MINIMUM STANDARDS

1. Hangar/Storage Inspection Update.

K. STAFF REPORTS

1. Manager's Report
2. **Financial Summary**
3. **Operation's Report**

L. PROJECTS SUMMARIES & UPDATES

1. Grant Projects
2. Local Projects
3. Exploratory Projects

M. ADDITIONAL AGENDA ITEMS ADDRESSED (IF ANY)

N. UNFINISHED BUSINESS

(None)

O. NEW BUSINESS

(None)

P. CLOSED SESSION

1. *I hereby move that, pursuant to [N.C.G.S. 143-318.11(a)(5)(ii)], the Authority meet in closed session to establish or instruct the staff or agent concerning the negotiations of the amount of compensation or other terms of a contract.*
 - *Pinehurst Aviation Service Contract*
2. *And, to establish or instruct the staff or agent concerning the negotiation of the price and terms of a contract concerning the acquisition of real property, pursuant to [N.C.G.S. 143-318.11(a)(5)(i)].*

Q. ANNOUNCEMENTS/COMMENTS/ADJOURNMENT

1. The Moore County Airport Authority monthly meeting will be held at 9:00 a.m. via Zoom on Wednesday, March 10th, 2021.

PROCEDURES FOR PUBLIC COMMENTS
MOORE COUNTY AIRPORT AUTHORITY

The Moore County Airport Authority is committed to allowing members of the public an opportunity to offer comments and suggestions. All comments and suggestions addressed to the Authority during the Public Comment Period shall be subject to the following procedures:

- 1. The comment period will be limited to items not listed on the current Agenda. Comments related to any current agenda items will be heard at such time the Authority addresses the agenda item during the meeting and prior to any formal vote being held by the Authority.*
- 2. Any individual that wishes to speak will have five (5) minutes to make his/her remarks. Speakers are asked to state their identity for record before beginning remarks.*
- 3. The Authority reserves the right to respond to public comments but is not required.*
- 4. Speakers will be courteous in their language and presentation. Matters or comments which are harmful, discriminatory or embarrassing to any citizens, official or employee shall not be allowed. Speaker must be respectful and courteous in their remarks and must refrain from personal attacks and the use of profanity.*
- 5. Speakers who have prepared written remarks or supporting documents are encouraged to leave a copy of such remarks and documents with staff*
- 6. Speakers shall not discuss any of the following:*
 - a. Matters which concern the candidacy of any person seeking public office, including the candidacy of the person addressing the Board;*
 - b. Political Issues;*
 - c. Closed Session matters.*

Adopted, this the 8th day of November 2016.



Airport Authority Chairman



Airport Authority Secretary



Moore County Airport Authority
Tuesday, November 30th, 2020
Special Meeting – 9:00 a.m.
Minutes

The Moore County Airport Authority Meeting began at 9:00 a.m. on Monday, November 30th, 2020 via Zoom, with concessions made for the public to attend telephonically or by Zoom, due to the COVID-19 (Coronavirus) Pandemic. Airport Authority quorum was present.

Authority Members Present: (None)

Authority Members Absent: (None)

Authority Present

Participating Electronically: Tom McPherson, Chairman
Barry Lerman, Vice Chairman
Mike Jones, Secretary/Treasurer
Don Delauter, Member
Pat Corso, Member

Staff Present

Participating Electronically: Scott Malta, Airport Manager
Crystal Meyers, Administrative Assistant
Bobbie Cox, Operations Director

Others Present

Participating Electronically: Charles Hayes, The Hayes Group
Dan Parks, The Hays Group
Amy McLane, TBI Inc.
Ron Maness

CALLED TO ORDER

A. Opened Session

1. Airport Authority Chairman, Tom McPherson, opened public session.

B. Pledge of Allegiance was led by Chairman, Tom McPherson.

C. Conflict of Interest Inquiry was made by Chairman, Tom McPherson.

(None)

D. Requested Additional Agenda Items

1. To discuss FAA request to reduce Runway 5 Distance by 250’.

E. Approval of Agenda

1. Upon motion made by Vice Chairman, Barry Lerman, and seconded by Secretary, Mike Jones, the Authority voted 5 to 0 approve the Agenda presented, to include requested addition(s) listed in Item D.

F. Public comments

(None)

G. Strategic Action Planning Session

1. Airport Manager, Scotty Malta, indicated the Strategic Planning Committee reviewed the Action Matrix and made suggestions for the Airport Authority to consider. Members of the Committee are:
 - Scotty Malta
 - Tom McPherson
 - Dan Parks
 - Charles Hayes
 - Pat Corso
 - Ron Maness
2. Strategic Planning Group, Dan Parks, provided an overview of the Action Matrix.
 - Four (4) Goal Areas were defined.
 - I. Leadership & Management
 - II. Marketing, Branding & Communications
 - III. Airport Property & Infrastructure
 - IV. Airport Economic Development Services & Revenue
 - Mr. Parks recommended Best Practices to assist the Authority Members in successfully moving forward with the Strategic Plan on a quarterly basis.
Recommended Best Practices:
 - I. Assign Leads to Goal Area (Committees) Task Force.
 - Utilize external partners on Task Force, such as CVB on the Goal II – Marketing, Branding & Communications.
 - II. Create timelines to keep the Action Matrix moving, such as reporting at regular Authority Meetings.
 - III. Set deadlines. More likely to stay on task if deadlines are created.
3. Chairman, Tom McPherson, suggested the Strategic Action Matrix be utilized at monthly meetings moving forward. By consensus, the Authority agreed.
 - Member assignments were discussed & considered. The newly appointed Authority Member will also be a consideration for assignments.
4. Airport Manager, Scotty Malta, presented the Action Matrix to the Authority.
 - The Authority scheduled the review and consideration of the Vision and Mission Statements during the Annual Airport Authority Meeting.
 - Member, Pat Corso, recommended recruiting Ex Officio(s) to the Task Force

Committees to assist with completion of the Strategic Plan.

- I. Chairman, Tom McPherson, stated volunteer and paid support will be beneficial and necessary for the completion of the Strategic Action Plan.
- II. Airport Manager, Scotty Malta, updated the Action Matrix as the Authority Members made recommendations and suggestions.
- Mr. Malta requested input on the Vision & Mission proposed statements.
 - I. After consideration, the revised Vision & Mission Statements read:
 - Vision: “As the Gateway to the Home of American Golf, we will serve our region as the best General Aviation Airport in North America.”
 - Mission: “To be an engine of economic growth and opportunity for the people of Moore County and the region through the provision of the excellent aeronautical support to our visitors and the Business and Military communities.”
 - II. The Authority agreed to re-visit and review of statements at the Annual Authority Meeting.

H. Additional Agenda Items

1. The Authority discussed the Runway 5 declared distance reduction by 250'.
 - By consensus, the Authority agreed to reduce the declared distance to remain in compliance with the FAA, and to explore options to rectify the end of runway obstacles in the future.
 - The Authority directed Airport Manager, Scotty Malta, with assistance from TBI, to begin the process for FAA approved appraisals on the two properties that are currently for sale in our Runway Free Protection Zone.
 - I. Upon motion made by Vice Chairman, Barry Lerman, and seconded by Secretary, Mike Jones, the Authority voted 5 to 0 to approve the property appraisals for potential land acquisitions within the Runway Free Protection Zone.

I. Announcements/Comments

1. Authority Chairman, Tom McPherson, announced the Moore County Airport Authority Monthly Meeting will be conducted via Zoom at 9:00 a.m. on Tuesday, December 8th, 2020.

J. Adjournment

1. Chairman, Tom McPherson adjourned at 11:23 a.m.

Tom McPherson, Chairman
Moore County Airport Authority

Mike Jones, Secretary
Moore County Airport Authority



Moore County Airport Authority
Wednesday, January 13th, 2021
Public Meeting – 9:00 a.m.
Minutes

The Moore County Airport Authority Meeting began at 9:00 a.m. on Wednesday, January 13th, 2021 via Zoom, with concessions made for the public to attend telephonically or by Zoom, due to the COVID-19 (Coronavirus) Pandemic. Airport Authority quorum was present.

Authority Members Present: (None)

Authority Members Absent: (None)

Authority Present

Participating Electronically: Tom McPherson, Chairman
Barry Lerman, Vice Chairman
Mike Jones, Secretary/Treasurer (late arrival)
John Boesch, Member
Pat Corso, Member

Staff Present

Participating Electronically: Scott Malta, Airport Manager
Crystal Meyers, Administrative Assistant
Bobbie Cox, Operations Director

Others Present

Participating Electronically: Amy McLane, Talbert & Bright, Inc.
Stephen Bright, Talbert & Bright, Inc.
Steve Bright, Talbert & Bright, Inc.

CALLED TO ORDER

A. Opened Session

1. Airport Authority Chairman, Tom McPherson, opened public session.

B. Pledge of Allegiance was led by Chairman, Tom McPherson.

C. Additional Agenda Items Requested

(None)

D. Conflict of Interest Inquiry was made by Chairman, Tom McPherson.

(None)

E. Approval of Agenda

1. Upon motion made by Chairman, Tom McPherson, and seconded by Vice Chairman, Barry Lerman, the Authority voted 4 to 0 approve the Agenda as presented.

F. Approval of Previous Meeting Minutes

1. Moore County Airport Authority Meeting Minutes Presented:

December 8th, 2020.

- Upon motion made by member, Pat Corso, and seconded by Vice Chairman, Barry Lerman, the Authority voted 4 to 0 to approve the December 8th, 2020 Meeting Minutes.

G. Public comments

(None)

H. Presentations/Guest Speakers

(None)

I. Public Hearing

(None)

J. Rules & Regulations & Minimum Standards

(None)

K. Staff Reports

1. Airport Manager, Scotty Malta, Reported:

- The COVID-19 restrictions remain in Phase II, to include the mandatory wearing of Face Masks.
- Pope Army Airfield has provided no response at this time on their intent to stage at KSOP during their Airfield closure.
- Hangar inspections are scheduled, and the Base Customers have been notified of the upcoming inspection. The inspections will be conducted by the Airport Manager and the County Fire Marshall.
- The Rental Car Agency waivers that were sent to Hertz and Enterprise have yet to be returned. Attempts to contact will continue.
- The Airport Conference Room TV was replaced. The previous TV was non-repairable.
- Toys for Tots did well for such short notice, and this will be an on-going effort at the Airport each year.
- The Authority had no further inquiries/comments/action items.

2. Financial Report was summarized by Airport Manager, Scott Malta.

- Chairman, Tom McPherson, requested the Operation Expenses for TBI be moved to a Non-Operational Expense on the Financial Report moving forward.
- The Authority suggested a review of staffing needs take place during the Annual Authority Meeting to determine if changes could be made to be more efficient and less cost prohibited.
- Member, John Boesch, recommended incorporating more events at the Airport to attract more traffic to KSOP.

- Mr. Malta explained COVID-19 has hindered Airport Events as of the last 12 Months.
 - The Authority had no further inquiries/comments/action items.
- 3. Operations Report was summarized by Operations Director, Bobbie Cox.
 - The Authority suggested inviting Phillip Thompson (PAS/Sandhills Fliers) to an Authority Meeting for an update on current business endeavors at the Airport and to discuss any additional planned endeavors.
 - Chairman, Tom McPherson, inquired if preventative maintenance checks are being conducted.
 - Mr. Cox indicated preventative maintenance checks are conducted bi-annually on all Hangars.
 - The Authority had no further inquiries/comments/action items.

L. Projects Summaries & Updates provided by Airport Manager:

1. Grant Projects:

- Master Plan is stalled at the FAA due to further inquiries.
 - FAA reduced declared distance by 250' at the end of Runway 5. KSOP has complied.
 - FAA requested the RSA Study Determination, that was originally removed from the Master Plan due to issues the FAA and NCDOA had with the cost of Service, now be conducted.
 - TBI provided the FAA with the Scope of Work and are awaiting further directive.
 - The funding source for the RSA Study is currently under discussion.
- Lighting Project is 99% complete and has submitted to NCDOA for funding and approval to move forward with the bid requests.
 - ILS will be shut off during construction.
 - Airport closures are anticipated, and construction phases have been implemented to have the least impact as possible on the Airport.
 - Signage and Lighting will incorporate the upcoming Taxiway assignment.
- The suspended Airfield Maintenance Program is being revived by NCDOA. Will potentially be an option to get the KSOP Airfield repainted.
- Hangars Taxi Lane & Service Road and New Hangar Construction
 - Awaiting funding to move forward with bid requests.
- Southern Pines has requested an easement over the newly planned water and sewer lines from the Airport Authority for the purpose of preparing and maintaining the systems.
 - The request was sent to TBI. The easement requires Airport Authority and FAA approval.

2. Local Projects:

- The Southeast Power Hydraulic Door Company bid was selected to replace the Main Hangar Door.
 - Discussions with PAS and the Door Company are planned to determine when and how to best move forward with the least amount of disruption.
- A meeting with volunteers to discuss other potential options for a Grass Runway at KSOP was held.
 - Assistance from TBI was requested. Other potential location options on the Airfield are being reviewed.
 - Safety is a major concern.

- The cost to the Airport would be exorbitant.

3. Exploratory Project Summaries:

- Under consideration:
 - To establish a restaurant at KSOP.
 - To seek a historical designation and to relocate the Knollwood Hangar; with the intent to possibly convert it into a Museum.
 - Mr. Malta indicated his intent to clear the Airfield trees between the Taxiway and Housing Area. A TBD buffer will remain. Purpose is for wildlife control and The Airport expansion potential.
 - To construct a new Airport Maintenance Facility.

M. Additional Agenda Items

(None)

N. Unfinished Business

1. The Authority requested an update on the Spring 2021 Festival D'Avion Event.
 - The Authority has concerns sponsoring an event with the on-going COVID-19 pandemic.
 - The Authority requested a conversation with Tarheel Communication to determine his intent to host or to postpone the event until the Fall.

O. New Business

1. The Authority reviewed the proposed 2021 Airport Authority Annual Meeting Agenda.
 - Chairman, Tom McPherson, requested the Project Listing (TIP) be provided to the Authority Members for prior perusal.
 - TBI stated they would provide the Airport Manager with a more detailed preview of their Agenda to be certain they are covering all areas the Airport Authority has intended.
 - The Airport Authority determined the Airport Annual Meeting will be held via Zoom due to COVID-19 restrictions.
2. NCDOA produced an Airport Information/Marketing Toolkit.
 - Airport Manager, Scotty Malta, indicated he would share the video presented in the Toolkit with the Authority for their review and consideration to develop a similar video for KSOP.
 - Secretary, Mike Jones, requested a conversation be scheduled at the Annual Meeting to consider the potential of Boutique Airline(s) at KSOP.

P. Closed Session

1. Pursuant to **[N.C.G.S. 143-318.11(a)(5)]**, the Authority met in closed session to establish or instruct the staff or agent concerning the negotiations of the amount of compensation or other terms of a contract.
 - Pinehurst Aviation Services Contract
 - Land Acquisition
 - Upon motion made by Chairman, Tom McPherson, and seconded by member, John Boesch, the Authority voted 5 to 0 to enter Closed Session.
 - Upon motion made by Chairman, Tom McPherson, and seconded by

member, Pat Corso, the Authority voted 5 to 0 to return to Open Session.

- No needed action items.

Q. Announcements/Comments

1. Authority Chairman, Tom McPherson, announced the Moore County Airport Authority Monthly Meeting will be conducted via Zoom at 9:00 a.m. on Monday & Tuesday, January 25th, & 26th, 2021.
2. Authority Chairman, Tom McPherson, announced the Moore County Airport Authority Monthly Meeting will be conducted via Zoom at 9:00 a.m. on Wednesday, February 10th, 2021.

R. Adjournment

1. Chairman, Tom McPherson, adjourned at 11:04 a.m.

Tom McPherson, Chairman
Moore County Airport Authority

Mike Jones, Secretary
Moore County Airport Authority

Moore County Airport Authority
Budget Schedule FY 2021-2022

January 2021	Begin Airport Budget Process
1/5/2021	Airport Operations/Project Review: Requests/Projections
2/2/2021	Moore County BOC adopts County Budget Schedule
January 25-26, 2021 (Meeting)	Present Preliminary Budget: <u>Annual Meeting</u>
Week of 2/1/2021	Finalize Requests/Projections provided by Authority
2/10/2021 (Authority Meeting)	Airport Authority Adopts Airport Budget Schedule
2/10/2021 (Authority Meeting)	Present Proposed Budget/Call to Public Hearing (3/10/2021)
2/26/2021	Enter Proposed Budget into County MUNIS System
3/10/2020 (Authority Meeting)	Public Hearing/Budget Work Session (if needed)
3/17/2021 (Special Meeting)	Adopt Budget Ordinance
3/31/2021 County Deadline	Submit Approved Budget Ordinance to County

N.C.G.S. CHAPTER 159-11(b): Local Government Finance - Article 3: Local Government Budget Control Act



Economic Development & Impact Plan (2021-2023) 12-Month Strategic Action Plan

ACTION MATRIX

VISION:	As the gateway to the Home of American Golf, we will serve our region as the best general aviation airport in North America.
MISSION:	To be an engine of economic growth and opportunity for the people of Moore County and the region through the provision of excellent aeronautical support to our visitors, tenants, and to the business and military communities.

GOAL AREAS:	
I.	Leadership & Management <i>(Tom/John/Scotty)</i>
II.	Marketing, Branding & Communications <i>(Mike/John/Scotty)</i>
III.	Airport Property & Infrastructure <i>(Barry/Scotty)</i>
IV.	Airport Economic Development, Services & Revenue <i>(Pat/Scotty)</i>

Using this Action Matrix:	
•	This Action Matrix is provided as the core management tool for plan deployment over time.
•	Plan implementation will be monitored by designated LEADS.
•	The 12-month planning timeline is divided into Quarters. Tasks that carryover, or take place in subsequent years, should be noted in the Status column.
•	As a planning “best practice,” this 12-month Action Plan should be refreshed annually as it supports the 3-year strategic plan (2021-2023).

1. LEADERSHIP & MANAGEMENT

Goal 1.0		Ensure excellent leadership and management to guide the Airport and optimize its future success.					
Strategy 1.1		Fulfill the Airport Master Plan.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
1.1.	1	Take actions necessary to assure that the facility is not unduly affected by future encroachment, as well as affected by lack of land on which to build new revenue streams.	Tom	1 st Quarter Report 2 nd Quarter Report 3 rd Quarter Report 4 th Quarter Report			Proactive – On-going // Engage More County Planning (zoning) // monitored and addressed as needed Global View
	2	Ensure the physical attributes of the airport for economic development – including the ability of the airport to attract new business and new revenue streams; includes basics such as the runway, terminal, ground access and circulation.	Scotty	1 st Quarter Report 2 nd Quarter Report 3 rd Quarter Report 4 th Quarter Report			
	3	Follow best practices for Airport financial & budgetary issues.	Tom/Scotty				Codify Financial Best Practices
	4	Engage with NCDOT, Division of Aviation	Scotty				
	5	Link work to Key Performance Indicators (KPIs).	Scotty/Tom				Suggested – Fuel Sales & margins; Hangar Rents; Customer Comment Cards
Strategy 1.2		Determine modifications to the governance structure that will best serve the Airport and its ability to advance strategic issues.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
1.2	1	Consider “advisory” roles for essential partners (e.g., Sandhills Community College, Pinehurst Resort, First Health, USGA).	Tom/Authority				
	2	Explore ways for Authority to be more representative (e.g., include Town Managers, geographic representation).	Tom/Authority				
	3	Evaluate County Commissioners to potentially serve on Authority committees.	Tom/Authority				
	4	Ensure fulfillment of leadership and board succession.	Tom/Authority				
Strategy 1.3		Establish stronger alignment of the Authority with County and Local Government.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
1.3	1	Develop closer ties with Moore County Commissioners.	Tom/John				
	2	Craft messaging to connect with public-sector elected officials and government professionals.	Tom/John				
	3	Engage/gain ideas from Municipalities (e.g., concerts/events)	Tom/John				
	4	Focus on new County and Local Leaders; orient them to the Airport.	Tom/John				
	5	Develop Closer Ties with the Board of Education/Private Leadership	Mike/John				

Strategy 1.4		Engage Regional and State connections for economic development and aviation/aerospace issues.						
Actions:			Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
1.4	1	Connect to the emerging "Aviation-Aerospace Corridor via Pat Corso.	Pat/Tom					Exploration – NC Southeast & Global Transpark
	2	Reach out/further engage Senator Tom McInnis.	Tom/Pat/Scotty					On-going (Specifically what do we want? – define needs and requests) Understanding what competing airports are doing – Luarinburg-Maxton "Southeast Reginal Airport Authority"
	3	Encourage Moore County to join Triangle COG (Council of Governments).	Tom/Pat					

II. MARKETING, BRANDING & COMMUNICATIONS

Goal 2.0		Re-profile the Image of the Airport; leverage the assets of Moore County and the region.					
Strategy 2.1		Update and enhance the Airport brand.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
2.1	1	Outline the process; identify the thought leaders to evaluate/ recommend/ gain consensus on name/rebranding; create Task Force. Consider: ▪ Using “Moore” in the name but have taglines (e.g., “Your Gateway to the Home of American Golf;” “Home of First Health”). ▪ Determine how adding “Regional” to the Name may enhance.	Mike/John				
	2	Align brand (e.g., co-brand) with Pinehurst “Home of American Golf.”	Mike/John				
	3	Leverage USGA (e.g., become “Carlsbad of the East Coast”).	Mike/John				
	4	Align brand with “Medical Destination” (e.g., #1 heart center).	Mike/John				
	5	Create “gateway” message: “Destination for golf, medical, horse country, pottery country.”	Mike/John				
	6	Establish a “theme” or “overall look” for the Airport that enhances the brand (e.g., building and construction standards, building colors, architectural styles, site planning standards for signage, parking, setbacks and landscaping).	Mike/John				
	7	Increase visibility from frontal road; improve signage, enhance wayfinding.	Mike/John				
	8	Increase Aeronautical Visibility	Mike/John				
	9	Increase visibility & viability to the Military	Mike/John				
Strategy 2.2		Develop a comprehensive marketing plan.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
2.2	1	Coordinate closely with the Convention Visitors Bureau (CVB).	Mike/John				
	2	Build on the global awareness of golf and recreation venues in area	Mike/John				
	3	Leverage the distinctive LOCATION (e.g., # golf courses, medical, Ft. Bragg).	Mike/John				
	4	Support county/area tourism; advertise/include all assets of County, including Northern Moore/agriculture.	Mike/John				
	5	Optimize all marketing channels (e.g., website, social media, print media).	Mike/John				
	6	Explore putting virtual tours on website (e.g., golf/health/military/pottery).	Mike/John				
	7	Use <i>The Pilot</i> newspaper for print media.	Mike/John				
Strategy 2.3		Develop communications/messaging/public relations; help educate the public on the benefits of the Airport.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
2.3	1	Develop messaging (e.g., see <i>The Pilot</i> link 12/2019): https://www.thepilot.com/opinion/column-airport-works-to-serve-entirety-of-moore-county/article_e37d6c46-195f-11ea-a609-23dfc4a54cb4.html	Mike/John				
	2	Emphasize several themes in messaging: Airport’s economic impact; not a taxpayer burden; has always made a profit; Airport is an economic asset.	Mike/John				
	3	Use Authority Board Members more extensively as “champions.”	Mike/Authority				
	4	Reach out to the community; use the speaking circuit” (e.g., Rotary) to engage folks in the Airport message.	Mike/Scotty/ Authority				

	5	Engage partners (e.g., The Resort, Pine Needles) to help carry the message.	Mike/Scotty/Aut hority					
	6	Have more events/fly-ins/air shows (e.g., young eagles/barbeques).	Mike/Scotty					
	7	Engage Business & Industry	Mike/John					

III. AIRPORT PROPERTY & INFRASTRUCTURE

Goal 3.0		Optimize the physical assets of the Airport.						
Strategy 3.1		Protect property adjacent to the Airport for aeronautical use, as appropriate.						
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status	
3.1	1	Evaluate all property located outside the Airport fence but owned by the County (and controlled by the Airport) for aeronautical purposes (e.g., Runway Protection Zones).	Barry/Scotty					See SPG Plan
	2	Take action to assure that zoning on these parcels/areas is limited to only uses that would not affect aeronautical use of the airport. It is important that development there is not such as to represent constraints on future operations at SOP.	Barry/Scotty					See SPG Plan
	3	The Airport should consider the purchase of surrounding vacant lands and sell parcels that do not enhance revenue streams.	Barry/Scotty					See SPG Plan
	4	Gain some zoning protection for these areas. Subsequent to other land acquisition, these areas could later be considered for acquisition for future development by the airport.	Barry/Scotty					See SPG Plan
	5	Review areas "A," "B," and "C" – the Airport Authority previously identified areas A, B, and C (inside the airport fence) as potential sites for aeronautical or non-aeronautical development and their potential will be evaluated in the context of the final Master Plan recommendations.	Barry/Scotty					See SPG Plan
	6	Acquire areas "G" & "H" - these would be natural additions to the airport, being completely adjacent. Both of these areas could be further developed for revenue-generating uses, including an office park, light industrial or aeronautical-related applications such as component repair and overhaul. It has been indicated there has been interest in area "H" from other parties, although there have been no documents filed that would show current concrete intent to develop it. The parcel has been used as a dog park.	Barry/Scotty					See SPG Plan
	7	Acquire Area "I" – parcel I is well located as a site for a restaurant or other high-draw retail use. Acquisition of this land, along with the adjacent property determined to be aeronautical easement, should be pursued, consistent with analyses of the cost/benefit of developing ground access to the parcel.	Barry/Scotty					See SPG Plan
	8	Consider purchase of areas "J," "K," and "L."	Barry/Scotty					See SPG Plan

Strategy 3.2		Update/refresh the Airport Terminal & Facilities.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
3.2	1	Align plans for update of the Terminal and facilities with the strategy for refreshed branding.	Barry/Scotty				
	2	Evaluate development for meeting/conference room space @ Airport; for local groups and travelers.	Barry/Scotty				
	3	Have small shops/kiosks inside Airport.	Barry/Scotty				
	4	Move, Protect, Preserve Knollwood Hangar - Museum	Scotty/Barry				
	5	Maintain, Develop/Enhance Land Side Facilities	Barry/Scotty				Follow Airport Capital Improvement Program (ACIP) & Transportation Improvement Plan (TIP)
Strategy 3.3		Evaluate the building of additional hangar space.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
3.3	1	Engage with County to invest in financing the construction of Hangars in order to increase the tax base of the county.	Barry/Scotty				See SPG Plan
	2	Develop at least 35-50 hangars for light twin and single-engine aircraft, on areas D and C (depending on topography of C, and cost to construct).	Barry/Scotty				
	3						
Strategy 3.4		Enhance the runway, landing systems, and taxi ways.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
3.4	1	Drive improvements to airport	Barry/Scotty				Follow Airport Capital Improvement Program (ACIP) & Transportation Improvement Plan (TIP)
	2						
	3						
	4						
Strategy 3.5		Economic Development of Unused Land					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
3.5	1	Review Land Inside Fence	Barry/Scotty/Pat				Highest & Best Use of the Land
	2	Review Land outside Fence	Barry/Scotty/Pat				Highest & Best Use of the Land
	3	Contemplate and/or hire firm to determine potential development	Barry/Scotty/Pat				Highest & Best Use of the Land
	4						

IV. AIRPORT ECONOMIC DEVELOPMENT, SERVICES & REVENUE

Goal 4.0		Demonstrate that the Airport is a key economic development asset; expand services; increase revenue.					
Strategy 4.1		Increase Airport flight operations/use by focusing on key business targets with Moore County Economic Development.					
Actions:		Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
4.1	1	Golf: Position the Airport to further leverage major golfing events stimulated by the USGA announcement.	Pat/TBD				* Pat will act as a conduit and identify sub-leads for each of these major areas
	2	Golf: Increase golfing Airport traffic; use location/access to all golf/resorts (e.g., Pinehurst, Mid Pines, Pine Needles); work hand-in-hand with all golf courses in area.	Pat/TBD				
	3	Golf: Attract additional golf-related companies to make Moore County their home base.	Pat/TBD				
	4	Medical: Increase interface/relationship with First Health and other ... medical assets (e.g., First Health/new cancer center; Pinehurst Surgical, Pinehurst Medical).	Pat/TBD				
	5	Medical: Increase medical-related Airport traffic; position as destination for medical/health tourism; team with First Health to develop in-bound visitation from consumers as well as entities involved with medical research.	Pat/TBD				SPG
	6	Medical: Establish centers for medical equipment vendors to showcase their offerings in addition to providing office and research facilities; link to potential conference facilities.	Pat/TBD				SPG
	7	Medical: Attract medical-related businesses (e.g., clinical trials, nursing, medical devices).	Pat/TBD				
	8	Military: Optimize proximity to Ft. Bragg; attract corollary aviation support operations, events.	Pat/TBD				SPG
	9	Military: Continue the pro-active program of keeping MAG Aerospace actively engaged to expand at SOP;	Pat/TBD				SPG
	10	Military: Work with Partners in Progress to market the airport to the Defense Department.	Pat/TBD				SPG
	11	Corporate Aviation:	Pat/TBD				
	12	Education/Flight Training:	Pat/TBD				

Strategy 4.2		Expand other economic development opportunities & activity.						
Actions:			Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
4.2	1	Engage other community stakeholders (e.g., chamber of commerce, educational institutions, commercial banks, Airport tenants) to identify industry types that provide synergies with current businesses operating at the Airport and within the community.	Pat/TBD					* Pat will act as a conduit and identify sub-leads for each of these major areas
	2	Take advantage of Municipal, County and State agency resources in targeting tenants to the Airport.	Pat/TBD					
	3	Target other counties/places/regions using Airport as template for business attraction.	Pat/TBD					Are we a county or regional airport? Mind-set action
	4	Assist Moore County in being an equestrian destination.	Pat/TBD					
	5	Serve as a resource to help attract potential business/distribution centers (e.g., Costco) to the Region.	Pat/TBD					

Strategy 4.3		Target specific services expansion; enhance customer experience.						
Actions:			Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
4.3	1	Determine feasibility of a full-service restaurant; consider regionally-known restaurant to locate on airport property; draw from the region in addition to airport users.	Mike					
	2	Consider other food service facilities (e.g., Chick Fil A) on or adjacent to Airport property.	Mike					
	3	Provide top FBO customer experience	Mike					
	4	Evaluate feasibility of developing conference/meeting space at the Airport (also see Medical 4.5.5 above).	Mike					
	5	Pursue potential for hotel facilities - onsite or proximate to the Airport.	Mike					
	6	Facilitate best-in-class aircraft maintenance/avionics/specialty services.	Mike					
	7	Facilitate top customer experience for transportation services /air shuttle/air taxi.	Mike					

Strategy 4.4		Target aviation related businesses for potential attraction.						
Actions:			Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
4.4	1	Identify businesses that Department of Aviation (DOA) will support (e.g., government contractors).	Scotty					These and other opportunities are contingent on 3.5
	2	Focus on aircraft/component dealers for recruitment/attraction.	Scotty					These and other opportunities are contingent on 3.5
	3	Target avionics and aircraft maintenance companies.	Scotty					These and other opportunities are contingent on 3.5
	4	Explore fractional ownership facilities; attract resources from major entities (e.g., NetJets or Wheels Up).	Scotty					These and other opportunities are contingent on 3.5

Strategy 4.5		Align partner resources to meet workforce education & training needs.						
Actions:			Lead	1QTR	2QTR	3QTR	4QTR	Notes/Status
4.5	1	Develop joint strategies with Sandhills Community College (SCC) to apply workforce education/training.	Mike					
	2	Initiate an inventory of workforce education needs – in accordance with Airport targets.	Mike					
	3	Increase flight training facilities; take advantage of national pilot shortage.	Mike					SPG
	4	Aircraft Maintenance... Avionics/mechanical services...	Mike					
	5	Explore a training center to license airframe and power plant mechanics.	Mike					SPG
	6	Consider an aircraft detailing center.	Mike					SPG
	7	Connect to UNC Pembroke, UNC-CH, UNCC (e.g., BA, nursing, other education	Mike					
	8	Establish working relationship with Moore County Schools; focus on STEM issues and camps.	Mike					
	9	Help align technical business support resources (i.e., NCSU IES, SBTDC).	Mike					



**Economic Development & Impact Plan (2021-2023)
12-Month Strategic Action Plan**

ACTION MATRIX REPORT

VISION:	As the gateway to the Home of American Golf, we will serve our region as the best general aviation airport in North America.
MISSION:	To be an engine of economic growth and opportunity for the people of Moore County and the region through the provision of excellent aeronautical support to our visitors, tenants, and to the business and military communities.

GOAL AREAS:	
I.	Leadership & Management (<i>Tom/John/Scotty</i>)
II.	Marketing, Branding & Communications (<i>Mike/John/Scotty</i>)
III.	Airport Property & Infrastructure (<i>Barry/Scotty</i>)
IV.	Airport Economic Development, Services & Revenue (<i>Pat/Scotty</i>)

Using this Action Matrix:	
•	This Action Matrix is provided as the core management tool for plan deployment over time.
•	Plan implementation will be monitored by designated LEADS.
•	The 12-month planning timeline is divided into Quarters. Tasks that carryover, or take place in subsequent years, should be noted in the Status column.
•	As a planning “best practice,” this 12-month Action Plan should be refreshed annually as it supports the 3-year strategic plan (2021-2023).



Action Matrix Report

Goal 1 - Strategy 1.1

Action 1.1.1

Goal 1:

Ensure excellent leadership and management to guide the Airport and optimize its future success.

Strategy 1.1:

Fulfill the Airport Master Plan

Action 1.1.1: Tom McPherson

Take actions necessary to assure that the facility is not unduly affected by future encroachment, as well as affected by lack of land on which to build new revenue streams.

1st Quarter

Date: 2/8/2021

Report: Test

Actions: Test

Follow-Up: Test

2nd Quarter

Date: Click or tap to enter a date.

Report: Click or tap here to enter text.

Actions: Click or tap here to enter text.

Follow-Up: Click or tap here to enter text.

3rd Quarter

Date: Click or tap to enter a date.

Report: Click or tap here to enter text.

Actions: Click or tap here to enter text.

Follow-Up: Click or tap here to enter text.

4th Quarter

Date: Click or tap to enter a date.

Report: Click or tap here to enter text.

Actions: Click or tap here to enter text.

Follow-Up: Click or tap here to enter text.

Expense and Revenue Comparison

Compare to 1 year ago

OPERATING EXPENSES	CURRENT BUDGET	Jan-21	YEAR TO DATE	% Used	YTD Dec 2020	DIFFERENCE
Operating Expenses - Administration	698,621	41,301	341,918	49%	283,421	58,497
Operating Expenses - Facility Maintenance	157,927	13,145	77,145	49%	86,451	(9,306)
Operating Expenses - Line & Customer Service	1,914,959	80,594	796,204	42%	1,065,860	(269,656)
Total Operating Expenses	2,771,507	135,040	1,215,268	44%	1,435,731	(220,464)
OPERATING REVENUES	CURRENT BUDGET	Jan-21	YEAR TO DATE	% Used	YTD Dec 2020	DIFFERENCE
FUEL: JET-A	1,927,815	66,097	894,261	46%	1,115,648	(221,387)
FUEL: 100LL	352,350	22,643	188,127	53%	200,172	(12,046)
HANGAR & FACILITY RENTAL	591,680	42,857	394,585	67%	371,608	22,976
AIRPORT SERVICES	94,400	4,064	49,876	53%	52,744	(2,868)
OTHER	6,500	355	3,191	49%	4,373	(1,182)
FUEL CONTINGENCY	0	0	#DIV/0!		0	0
Total Operating Revenues	2,972,745	136,016	1,530,039	51%	1,744,545	(214,506)
NET OPERATING PROFIT (LOSS)	201,238	976	314,771	156%	308,813	5,958

NON-OPERATING EXPENSES	CURRENT BUDGET	Jan-21	YEAR TO DATE	% Used	YTD Dec 2020	DIFFERENCE
Depreciation Expense recorded to date	0	18,000	60,000		90,000	(30,000)
Grant Match & Transfers Out	885,252	0	0	0%	51,500	(51,500)
Capital Outlay	60,000	0	0	0%	55,053	(55,053)
Special Projects		0	77,254		0	77,254
Contribution to Moore County	0	0	0		0	0
Total Non-Operating Expenses	945,252	18,000	137,254	15%	196,553	(59,299)
NON-OPERATING REVENUES	CURRENT BUDGET	Jan-21	YEAR TO DATE	% Used	YTD Dec 2020	DIFFERENCE
Interest Earned	35,000	18	477	1%	21,057	(20,580)
Total Non-Operating Revenues	35,000	18	477	1%	21,057	(20,580)
NET NON-OPERATING PROFIT (LOSS)	(910,252)	(17,982)	(136,778)	15%	(175,496)	38,719

TOTAL NET PROFIT (LOSS) aka Retained Earnings Impact	(709,014)	(17,006)	177,993	-25%	133,317	44,676
---	-----------	----------	---------	------	---------	--------

Income from Line & CSR

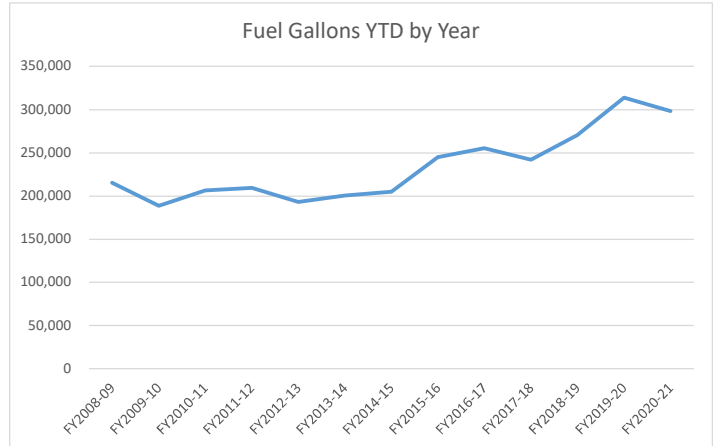
Services & Fuel Sales less Line & Customer Service	459,606	12,210.43	336,059		302,704	33,355
--	---------	-----------	---------	--	---------	--------

**MOORE COUNTY AIRPORT
FINANCE MEASURABLES
Jan-21**

Fuel Gallons Sold	2021	2020	
100LL Gallons January	6,337	4,714	34.4%
Jet A Gallons January	19,095	13,485	41.6%
Total Gallons January	25,432	18,199	39.7%
100LL Gallons YTD (January)	48,553	45,255	7.3%
Jet Gallons YTD (January)	249,808	268,487	-7.0%
Total Gallons YTD (January)	298,361	313,742	-4.9%

Historical

Fuel Gallons Pumped YTD (January)	
FY2008-09	215,347
FY2009-10	188,720
FY2010-11	206,580
FY2011-12	209,370
FY2012-13	193,268
FY2013-14	200,488
FY2014-15	204,894
FY2015-16	245,003
FY2016-17	255,459
FY2017-18	241,972
FY2018-19	270,622
FY2019-20	313,742
FY2020-21	298,361



Fuel Gallons by Customer Type	2021	2020	
Jet Base	4,897	3,673	33.3%
Jet Transient	14,198	9,812	44.7%
Total Jet for January	19,095	13,485	41.6%
Avgas Base	4,694	3,025	55.2%
Avgas Transient	1,642	1,689	-2.8%
Total Avgas for January	6,336	4,714	34.4%

Landings	2021	2020	
Single Engine Landings	487	484	0.6%
Multi Engine Landings	39	26	50.0%
Jet Landings	70	37	89.2%
Helicopter Landings	44	66	-33.3%
Total Landings January	640	613	4.4%
Total Landings YTD	8,676	5,415	60.2%

January 2021 Operations Report:

1. The FAA came out and replaced the Critical Area Keep Out signs at the end of Runway 23.
2. We have a new tie-down customer, Scott Nelson with Piper Lance N559JP.
3. We had T-Hangar # 53 come available and was filled by Eric Eshelman with Piper Arrow N47551.
4. Gattis Construction came out and welded a broken hinge on the door of Hangar # 57.
5. The Wildlife annual report was submitted and a request for a new one was requested.
6. The Migratory Bird annual report was submitted and a request for a new one was requested.
7. 4 Seasons came out and performed a bi-annual inspection on the air-conditioning units.
8. Both the company pick up and company van have been inspected and the license plates were renewed.
9. Titan Fuels changed the fuel filters in the fuel farm and the three fuel trucks. The fuel audit was done by Paul Puszynski by phone.
10. All three fuel trucks had the oil and oil filters changed.
11. Eastwood Propane came out and repaired the propane heater in Hangar # 57.
12. John Coles Plumbing came out and cleared out the sewer line from the terminal building to the main sewer line by removing mop strings.