

Morehead-Rowan County Airport Board Meeting Agenda

Thursday, 28 October 2021 – 6:00 PM

Morehead-Rowan County Clyde A. Thomas Regional Airport

1800 Rodney Hitch Blvd., Morehead, Kentucky

- A. Call to Order
- B. Confirmation of a Quorum
- C. Recognition of Guests
- D. Approval of Minutes from the September 2021 meeting
- E. Receive Financial Report for September 2021
- F. Public Comment

- G. Reports
 - a. Draft Business Development Strategy Plan: Ms. Scott/Ms. Peyton
 - b. FBO Activity Report: Mr. Holley
 - c. Garver Report: Mr. Upchurch
 - 1. Runway Rehab Phase I -Drainage Work
 - 2. Phase II Mill and Overlay Project
 - d. Building and Grounds: Mr. Oliver/Dr. Derrickson
 - e. Legal Report: Mr. Rogers
 - f. Communications and Security: Mr. Roberts
 - g. Chair Report: Dr. Mattingly

- H. Old Business

- I. New Business
 - 1. November and December Regular Meetings
 - 2. Special Meeting Thursday 9 December 21, 2021

- J. Adjournment

Next Scheduled Meeting – 6:00 pm 28 October 2021

Morehead Rowan County Clyde A. Thomas Regional Airport Board
1800 Rodney Hitch Blvd.
Morehead KY 40351

October 15, 2021

Aviation Grant Proposals
Attn: Mr. Jacob Estes
Capital Annex
702 Capital Avenue, Suite 370
Frankfort, KY 40601

Dear Mr. Estes,

This letter and the attached proposal is in response to the September 9, 2021 letter from Honorable Jason Petrie, Chair of the House Appropriations and Revenue Committee, seeking proposals for projects at the Morehead-Rowan County Regional Airport (KSYM) that would support economic development in our region, and the development, rehabilitation, and maintenance of our facility. This request could not be more appropriately timed as we are nearing the completion of an airport strategic plan with a focus on economic development in our region.

KSYM is one of 24 Economic Level 1 general aviation airports in Kentucky based upon its runway length, technology services and infrastructure improvements. Located close to I-64, the Morgan, Menifee, Rowan County (MMRC) industrial park, the Maysville Community & Technical College, and Morehead State University, the airport has been a critical factor in the recent growth of industry in the region. Nearly all of the major employers in our region (automotive, food processing/manufacturing, scientific research & development, wood products, and warehousing & distribution) use the airport on a regular basis.

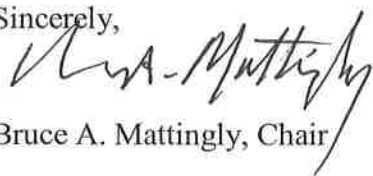
Our Strategic Planning Consultants have identified five areas in which the airport could have a very positive impact on future economic development including: Corporate Hangar Partnerships, Small Cargo Handling/Distribution, Enhanced Airport Services, Manufacturing Land Leasing, and Recreation/Tourism.

We are fortunate that funding from the General Assembly, KDA and the FAA in the past few years has allowed us to address many of our most pressing maintenance needs, including a completely rehabilitated runway, new electrical, lighting, and navigation systems, and fuel farm. This puts us in a position to plan projects and acquisitions for growth rather than simply the maintenance of the existing facility.

In the proposal that follows, we have included requests for smaller projects/purchases that could have an immediate impact on our operations in the next two years as well as more expensive projects that would have a long-term economic impact on our airport and the region.

We are very pleased that the General Assembly recognizes the vital importance of our airports to the economic vitality and growth of the Commonwealth, and we greatly appreciate your advocacy on our behalf.

Sincerely,



Bruce A. Mattingly, Chair

Morehead Rowan County Clyde A. Thomas Regional Airport Board
1800 Rodney Hitch Blvd.
Morehead KY 40351

Immediate Impact Projects:

1. Jet A 3000 gallon Fuel Truck - Estimated cost: \$175,000

While access to self-service fuel pumps is satisfactory for most general aviation piston aircraft, fueling of corporate jet requires a reliable fuel truck that meets the most recent safety standards. Our current 20+ year old Jet A truck has serious maintenance issues and does not meet the most recent FAA safety standards.

2. Aircraft Handling Tow-Tug – Estimated Cost: \$15,000

The availability of an aircraft tug would enhance our ability to safely move and maneuver larger twins and smaller corporate jets (16,000 lbs.) providing an additional level of service to our customers.

3. Electric Forklift – Estimated Cost: \$10,000

Currently, heavy cargo (supplies, machinery, or emergency replacement parts, etc.) needed by local industry cannot be unloaded at our airport, and therefore, must be shipped by truck from larger airports hours away. The addition of an on-airport forklift would provide us the capacity to receive these shipments directly and allow direct and faster shipments to the destination.

4. Snow Removal Equipment – Estimated Cost: \$100,000

While Kentucky ordinarily does not receive frequent heavy snow events, our runway has been closed for multiple days in recent years due to our inability to quickly clear the runway, taxiways, and ramps. While not a serious problem for recreational pilots, it does result in disruptions of corporate and business traffic. Having on-site snow removal equipment will allow our staff to clean the runway and have our facility up and running in a timely manner.

Growth Projects:

1. Connector Taxiway/Hangar /Apron Development - \$1.6 Million

Our long-term strategic plan calls for the development of a 10-acre plot adjacent to our runway/taxiway for the construction of large box hangars to house medium size corporate jets on a transient and permanent basis. This initial request would cover the site development, taxiway/ramp infrastructure, and the construction of a single 100'x100' Box hangar.

2. Apron Expansion and T Hangar Development - \$1.5 million

We currently only have 24 T-hangars with a long waiting list. The construction of an additional 12 T-hangars would be put to immediate use and help generate additional revenues to enhance other airport operations.

3. Aviation Maintenance Training Facility - \$1.7 Million

It is abundantly clear that there is a large and growing need for aviation maintenance personnel. We have been supporting STEM –Aviation programs at two local high schools for many years, and are in discussions with the local community college administration about the location of an aviation maintenance training program on our airport. Based upon projected enrollments, this would require a 100'x125' hangar facility complete with classrooms and office space.

Morehead Rowan County Clyde A. Thomas Regional Airport Board
1800 Rodney Hitch Blvd.
Morehead KY 40351

Copies:

State Senator Steve West
State Representative Richard White
Commissioner Mark Carter, Kentucky Department of Aviation
Mayor Laura White-Brown, City of Morehead
Judge Executive Harry Clark, County of Rowan
Jake Dahl, Kentucky Department of Aviation
Airport Board Members
Fixed Base Operator, Holly Aviation
Mark Upchurch, Garver Engineering

Morehead-Rowan County Airport Board Meeting Agenda

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1800 Rodney Hitch Blvd., Morehead, Kentucky

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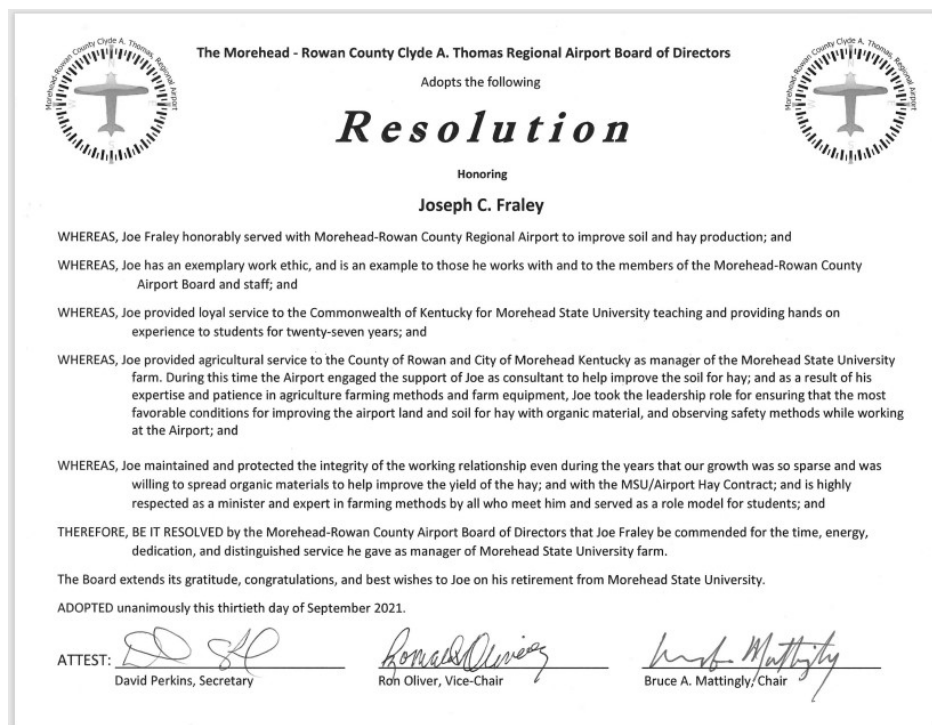
Morehead-Rowan County Airport Board Meeting
Meeting Minutes
September 30, 2021

Chairman Bruce Mattingly called the meeting to order at 6:00pm in the Airport Conference Room with board members Porter Dailey, Charles Derrickson, Tim James, Barbara Marsh – Assistant Secretary-Treasurer; and guest Joe Fraley – retiring Morehead State University Derrickson Agricultural Complex Farm Manager. Members present via Zoom were David Perkins and Aaron Roberts. Members absent were Mike Gray, Tom Fossett, Ron Oliver, and Wes Holland. Guests present via Zoom were Jason Slone – CEO & President, Morehead-Rowan County Chamber of Commerce/Interim Executive Director, Morehead-Rowan County EDC; Karen Scott – PE, Inspired Strategies LLC; Suzanne Peyton – C.M., Aviation Planning Team Leader and project manager with AssetMax, a subsidiary of Garver focused on pavement management; Earl Rogers – Attorney, Campbell & Rogers, PLLC; and Jack Holley, Jr. – FBO, Holley Aviation LLC.

Dr. Mattingly presented the Minutes of the August meeting. The motion to approve the August 26, 2021, Meeting Minutes was made by Dr. Derrickson, seconded by Mr. James, and approved unanimously.

Dr. Mattingly presented the August 2021 financial reports consisting of Statements of Activity and Financial Position. The motion to approve the August financial reports was made by Mr. Dailey, seconded by Dr. Derrickson, and approved unanimously.

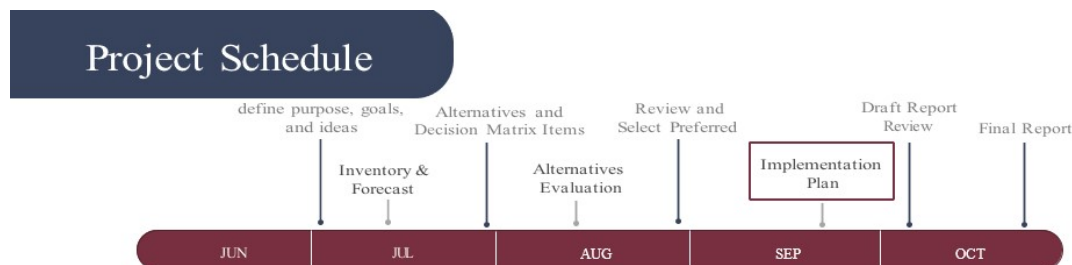
Resolution for Mr. Joe Fraley. Dr. Mattingly introduced Mr. Fraley and commended him for the many years he has managed the Hay Contract with MSU at Derrickson Agricultural Complex. Through Mr. Fraley's leadership as farm manager, the airport and farm have both benefited from adding organic material to the soil at the airport and the cutting of hay for the farm animals. Dr. Mattingly read the Resolution for Mr. Fraley. The motion to approve



the Joe Fraley Resolution was made by Mr. Dailey, seconded by Mr. Perkins, and approved unanimously.

Public Comment.

None.



a. **Strategic Planning Project.** *Strategic Initiatives Implementation Plan.* Ms. Scott, Ms. Peyton

An update was given for the project with a slide presentation. Last month strategic plan alternatives were pulled. Now we are ready for a draft report after input this evening. There are five areas evaluated for success with *three main opportunities*:

1. *Corporate hangar partnership*
2. *Enhanced airport service by FBO*
3. *Small cargo handling*
4. *Recreation/Tourism*
5. *Manufacturing - land lease at airport*

#1. Corporate Hangar Partnership

- Identify current and future needs of corporate aviation
- Businesses to include: SRG Global (automotive), Rajant (Scientific R & D), Independent Stave ((bourbon), Dollar Tree/Family Dollar (warehousing), AppHarvest (food processing), and Timber Industry (timber)
 - Identify new companies in business park and visit as they are established to explore corporate aviation needs.

Action Plan 1 - Mattingly, James, Dailey

- Provide Updated Airport Information for Community Benefit.
 - Secure professional services contract to update airport website with marketing components relative to corporate hangar opportunities at SYM – [by January 2022](#)
 - Prepare design initiatives and preliminary layout – [by Mar 2022](#)
 - Complete website updates and publish – [by June 2022](#)

Action Plan 2 - Mattingly, James, Dailey + assistance from Chamber

- Monthly Meetings with Large Local Companies
 - Prepare talking points and survey documents to capture information learned during meetings with each business – [by December 2021](#)

- Engage with other community leaders to participate in these monthly meetings. Identify community participants – [by December 2021](#)
- Meet with one-two (1-2) large local companies each month to discuss corporate hangar opportunities and needs. Start with the businesses listed in the plan – [initiate by January 2022](#)

Action Plan 3 – Mattingly, James, Dailey + assistance from Chamber

- Monthly visits with business park tenants as they are established to explore corporate aviation needs – [initiate by January 2022](#)
 - Prepare talking points and survey document to capture information learned during meetings with each business – [by December 2021](#)
 - Engage with other community leaders to participate in these monthly meetings. Identify community participants – [by December 2021](#)

#2. Enhanced Airport Services

-Solidify Relationship between Airport and Maysville KCTCS

- Leverage Aircraft Maintenance Career Track.
- Develop multi-year plan with KCTCS to align with their vision for this program
- 8,000 SF hangar at SYM for Training.

-Generate an Increased FBO presence with the following services:

- A & P Services
- Avionics Service
- Corporate Support Services
- Flight Training
- Others as identified in corporate visits

-Participate in community civic events (e.g. Chamber led luncheons, Rotary Club, etc.) to present capabilities of the airport to the business community.

Action Plan 1 - Mattingly, James, Dailey + assistance from Chamber

- Identify the needs of the Maysville KCTCS program and connect those needs with the Airport's vision of an increased FBO presence.
 - Connect with appropriate state legislators and key partners within the Economic Development Cabinet to alert them to the desire of SYM to support KCTC's Aircraft Maintenance Career Track - [by October 2021](#)
 - Solidify relationship with KCTCS and develop multi-year plan with KCTCS to align with their vision with SYM's vision for this program – [by December 2021](#)
 - Create the cost specific estimate to support the needs of KCTCS. Evaluate upfit of existing hangar – [by January 2022](#)

Action Plan 2 - Mattingly, James, Dailey

- Update Airport Information via its website and airnav link information to showcase capabilities of the airport relative to enhanced airport services. Coordinate actions with Item #1 relative to Airport Website updates. Complete website updates and publish – [by June 2022](#)

Action Plan 3 – Mattingly, James, Dailey + assistance from Chamber

- Present Airport capabilities through civic events to highlight and promote the features at SYM
- Develop Airport 101 presentation about SYM's ability to serve the business community – [by January 2022](#)
- Book events at regional meetings to profile SYM

#3. Local Business Support for Small Cargo Handling or Distribution

-Work with EDC to meet with companies to assess their current and upcoming need for small cargo airlift

- Potential companies include:
 - SRG Global (Automotive)
 - Rajant (Scientific R & D)
 - Independent (American) Stave Company (Bourbon)
 - DollarTree/Family Dollar (Warehousing)
 - AppHarvest (Food Processing)
 - Electrical/Mechanical Medical Devices (Possibly New Business Entity)

Action Plan 1 Mattingly, James, Dailey + assistance from Chamber

-Monthly Meetings with Large Local Companies - Mattingly, James, Dailey

- Prepare talking points and survey document to capture information learned during meetings with each business – [by December 2021](#)
- Engage with other community leaders to participate in these monthly meetings. Identify community participants - [by December 2021](#)
- Meet with one-two (1-2) large local companies each month to discuss corporate hangar opportunities and needs. Start with the businesses listed in the plan – [initiate by January 2022](#) holly

-Monthly Visits with business park tenants as they are established to explore corporate aviation needs – [initiate by January 2022](#)

- Prepare talking points and survey document to capture information learned during meetings with each business – [by December 2021](#)
- Engage with other community leaders to participate in these monthly meetings. Identify community participants – [by December 2021](#)

#4. Recreation/Tourism Support

-High Level Recommendation for Marketing

-Brochures or links on websites for:

- Eagle Trace Golf
- Cave Run Lake
- Daniel Boone National Forest
- Red River Gorge

Action Plan

- Update Airport website to include weblinks to our key tourism attractions in the area. Coordinate actions with item #1 relative to Airport Website updates. Complete website updates and publish – [by June 2022](#)

#5. Manufacturing Facility for Land Lease Opportunity

- Be prepared to market Airport Property for land lease opportunities.
- Create marketing materials showing amenities (acreage, frontage, access, utilities, incentives)
- Land Leases
- Non-Aeronautical Business Use
- New Business Endeavors in Support of Target Industries from “Moving Forward” Plan

Action Plan - Mattingly, James, Dailey

- Update Airport Property Map to profile properties available at the airport. Include approximate square footages and utility amenities for quick response to any land lease inquiries. Complete property map updates and publish – [by February 2022](#)

Timeline of Activities

Action Plan for the Remainder of 2021

October:

- Connect with appropriate state legislators and key partners within Economic Development Cabinet to alert them to the desire of SYM to support KCTCS’s Aircraft Maintenance Career Track

November:

- Prepare talking points and survey documents to capture information learned during upcoming meetings with each business about hangar partnerships, corporate aviation needs, and small cargo airlift
- Engage with other community leaders to gain interest in participating with the airport in monthly meetings with local businesses learn about hangar partnerships, corporate aviation needs, and small cargo airlift opportunities

December:

- Solidify relationship with KCTCS and develop multi-year plan with KCTCS to align with their vision with SYM’s vision for the Aircraft Maintenance program

Action Plan for the Start of 2022

January:

- Secure professional services contract to update airport website
- Meet with one-two (1-2) large local companies beginning this month to discuss hangar partnerships, corporate aviation needs, and small cargo airlift
- Begin monthly visits beginning this month with business park tenants as they are established to explore hangar partnerships, corporate aviation needs, and small cargo airlift

- Create the cost specific estimate to support the needs of KCTCS
- Develop Airport 101 presentation about SYM's ability to serve the business community & begin booking events

February:

- Update Airport Property map to profile available properties

March:

- Prepare design initiatives and preliminary layout for website

June:

- Complete website updates including profiles of airport capabilities and publish; publish airnav link updates
- Publish weblinks to key attractions on the airport's website

Mr. Slone agrees with the plan, is doable with ambitious goals and thinks that three-quarters of business community is not aware of the airport's capabilities. Expand with someone updating the Fiscal Court and Mr. Perkins updating the City of Morehead Council.

The next Strategic Plan update will be on October 28, 2021, at the regular airport board meeting.

b. FBO Report. Mr. Holley reported on airport activities, maintenance, and fuel.

1. Fuel Report. 1485 Gal AvGas101LL; 1778 JETA. Dr. Mattingly requested fuel trending information to which Mr. Holley responded they are nearly back to normal pre-COVID. The camper in the parking lot helped along with sporadic bivouac and drug control.

2. Royal Appalachian Fly-In October 8-9-10 has been cancelled.

3. Fuel Truck JETA is working well.

4. Part 139 Fuel Mandate. We were advised by Titan Fuels and James Group about a mandate for fuel standards. Although non-certificated airports are not required to develop fuel protection standards, the FAA recommends these airports develop such standards for the continued enhancement of aviation safety. Mr. Holley contacted Mr. Joe Carter, KY Department of Aviation Engineer, who was not aware of the news about a mandate fuel protection. He informed him of a possible work around with an exemption from the Fire Marshall.

5. Airfield Electrical Burnouts. There have been none since the last report.

6. Thank You to Joe Fraley for guiding us in the benefits of growing grasses for hay and the erosion mitigation. Thank you to all involved.

c. Garver Report. Prepared report by Mr. Upchurch.

1. Runway Rehab Phase I - Drainage Work. Mr. Upchurch was on-site on September 15, 2021, during a torrential rain event and observed the ditches on the westside of the airfield to be moving water effectively. Walker Construction has wrapped up the ditch grading work on the westside of the airfield and their subcontractor, Cedar Valley, is slated to complete the seeding and mulching starting Monday, October 4, 2021. Mr. Upchurch will be on-site again within the next two weeks to approve the ditch grading, seeding, and mulching prior to closing out the project. It is anticipated to have final invoice packet submitted to the State by Monday, October 18, 2021. Additionally, Mr. Upchurch observed significant drainage issues on the infield directly in front of the terminal building. It has also been brought to Mr. Upchurch's attention that the existing trench drain next to the terminal apron frequently is overloaded with water during certain storm events and driving rain (from the south and

west: comment Mr. Holley) often pushes water into the terminal building community hangar and conference room. These comments and photos/videos have been shared with State officials, Mr. Joe Carter and Mr. Jake Dahl. Due to the significant drainage issues, the State would prefer a drainage study be completed and proper storm sewer system be installed. These same photos will be shared with the Airport Board via email.

2. Runway Mill and Overlay Project – Phase II. The runway was closed on Monday, September 13, 2021. Representatives from Hinkle and Garver held a pre-paving meeting on Wednesday, September 15, 2021. Marking layout and temporary striping was completed on Tuesday, September 28, 2021, with the runway being reopened at approximately 4:30 PM local time on Tuesday, September 28, 2021. Weather delayed the reopening of the runway by two (2) days. Mr. Upchurch was on-site Tuesday, September 28, 2021, to check for FOD and review the pavement prior to opening of the runway. Minimal comments were noted during the review and thus, nothing that cannot be addressed in the next runway closure. Mr. Upchurch will work with Mr. Jack Hughes, Hinkle Contracting Company, to complete the smoothness test results between now and the next closure period. Again, any deficiencies in the pavement will be completed in the next runway closure. The next closure period will be for final striping of the runway along with the cleaning and re-striping of the taxiway markings. A Go/No Go decision will be held on Monday, October 25, 2021, to determine the closure of the runway. As of today, we anticipate the runway to be closed on Thursday, October 28, 2021, and Friday, October 29, 2021. If weather does not permit the runway closure for those dates, the contractor is looking at Monday, November 1, 2021, and Tuesday, November 2, 2021. Please let Mr. Upchurch know of any issues on the runway.

d. Buildings & Grounds Report. Mr. Oliver, Dr. Derrickson

Dr. Derrickson will make an invitation to the new MSU farm manager to discuss the MSU Hay Contract and airport grounds hay program. He thanked Mr. Holley for his attention to ground maintenance. Mr. Oliver has been doing a good job as Buildings and Grounds chairperson, but he has not been able lately due to being in the hospital and his daughter is due to be married soon. The MSU University farm will be here soon to bush hog, clean up the areas and has done a lot of work on the grounds. We will try to do more work on the grounds with the money we have and will try to do better.

e. Legal Report. Mr. Rogers

None

f. Communication & Security. Mr. Roberts

None

g. Chair Report. Dr. Mattingly

1. Aviation Maintenance Program. Mr. Russ Ward, interim President of Maysville Community and Technical College, informed us that they were going forward with establishing the aviation maintenance program at the Fleming-Mason Airport.

2. Broadband Optic Fiber Networks. Mr. Dailey, Mr. James, Mr. Perkins and Ms. Marsh attended the ribbon cutting of the new Rajant building in the Industrial Park. Mr. Dailey saw a former business acquaintance who is a rep with Exceleron, which was installing fiber optics at Independent Stave Cooperage and AppHarvest. After Mr. Holley and Dr. Mattingly spoke with the company about fiber optics at the airport, an offer was made by Exceleron: no

installation cost, and about \$350 per month. We are currently averaging - \$202-\$225 per month with Windstream and experience connection problems frequently. No action taken.

3. House Appropriations and Revenue Committee Grant Request. All airport chairs received an invitation by the House Appropriations and Revenue Committee to submit a grant proposal for the next two years for \$200,000 for maintenance items. A call was made to Mr. Mark Carter, KDA Commissioner, who did not know about the letter which requested an October 15, 2021, due date. Now Mr. Carter is speaking with the legislative committee. The grant proposal should include 3-5 years of projected programs to include development, rehabilitation, and maintenance of the airport.

Some items which have been discussed include the following.

- north apron development regarding Strategic Plan
- building aprons – infrastructure
- new fuel truck
- tow truck
- updated snow plow truck
- drainage

4. Commissioner Mark Carter Visit October 13th 11am. Mr. Carter's visit was postponed and will be rescheduled.

H. Old Business

None

I. New Business

1. Approve Resolution for Mr. Joe Fraley. Please see page 1.

2. FBO Contract Extension. The Fixed Base Operator Holley Aviation LLC contract expires in December 2021. The Executive Committee met with Mr. Holley. The Executive Committee reports being pleased with the airport operation. The Executive Committee recommends extending the FBO contract for another year to expire in December 2022. The motion to extend the FBO contract with the airport to December 2022 was made by Dr. Derrickson, seconded by Mr. Perkins, and approved unanimously.

E. Adjournment

The meeting was adjourned at 7:30pm.

Morehead-Rowan County Airport Board

Statement of Activity

July - September, 2021

	TOTAL
Revenue	
43400 Direct Public Support	
43420 County Operating Support	9,500.01
43440 City Operating Support	8,749.97
Total 43400 Direct Public Support	18,249.98
44500 Government Grants	
44540 State Grants	37,237.40
44550 Federal CARES Act	30,000.00
Total 44500 Government Grants	67,237.40
45000 Investments	
45030 Interest-Savings, Short-term CD	130.69
45031 Interest, checking account	10.12
45040 Interest Income, savings account	2.32
Total 45000 Investments	143.13
47500 Rentals	
47520 T-Hangars	15,810.00
47550 Late Fee	68.00
47570 Residence	1,500.00
Total 47500 Rentals	17,378.00
Total Revenue	\$103,008.51
GROSS PROFIT	\$103,008.51
Expenditures	
60900 Business Expenses	
60920 Business Registration Fees	250.00
Total 60900 Business Expenses	250.00
62100 Contract Services	
62112 AWOS Maintenance	807.00
62140 Legal Fees	200.00
62150 FBO	9,000.00
62170 Administrative	2,132.01
Total 62100 Contract Services	12,139.01
62800 Grounds and Facility Support	
62830 Facility Repair and Maintenance	633.49
62831 Facility Repair & Maintenance Reserve	434.81
62840 Equipment, Repair, and Maintenance	544.45
Total 62800 Grounds and Facility Support	1,612.75
63000 Insurance	
63010 Insurance - Property, Er/Omis	7,723.98
63040 Surety Bond	153.72
Total 63000 Insurance	7,877.70

	TOTAL
64400 Utilities	
64410 Electric	2,087.12
64420 Telecommunications	561.33
64430 Waste Disposal	38.35
64440 Water and Sewer	285.37
64450 TV	134.55
Total 64400 Utilities	3,106.72
65000 General Administration	
65010 Bookkeeping Software and Subscriptions	140.00
65040 Material & Supplies	19.74
65110 Promotions and Advertising Expenses	16.00
65150 Memberships and Dues	135.00
65890 Events, Ceremonies, & Meetings	28.00
Total 65000 General Administration	338.74
80100 Capital Purchases	
80130 Capital Purchase Equipment	7,999.00
Total 80100 Capital Purchases	7,999.00
Total Expenditures	\$33,323.92
NET OPERATING REVENUE	\$69,684.59
NET REVENUE	\$69,684.59

Morehead-Rowan County Airport Board

Statement of Activity

September 2021

	TOTAL
Revenue	
43400 Direct Public Support	
43420 County Operating Support	3,166.67
43440 City Operating Support	2,916.67
Total 43400 Direct Public Support	6,083.34
45000 Investments	
45030 Interest-Savings, Short-term CD	52.46
45031 Interest, checking account	4.20
45040 Interest Income, savings account	0.64
Total 45000 Investments	57.30
47500 Rentals	
47520 T-Hangars	2,805.00
47570 Residence	500.00
Total 47500 Rentals	3,305.00
Total Revenue	\$9,445.64
GROSS PROFIT	\$9,445.64
Expenditures	
62100 Contract Services	
62140 Legal Fees	150.00
62150 FBO	3,000.00
62170 Administrative	710.67
Total 62100 Contract Services	3,860.67
62800 Grounds and Facility Support	
62830 Facility Repair and Maintenance	190.04
Total 62800 Grounds and Facility Support	190.04
64400 Utilities	
64410 Electric	689.37
64420 Telecommunications	176.90
64440 Water and Sewer	118.42
64450 TV	44.85
Total 64400 Utilities	1,029.54
65000 General Administration	
65010 Bookkeeping Software and Subscriptions	50.00
65040 Material & Supplies	16.00
65110 Promotions and Advertising Expenses	16.00
Total 65000 General Administration	82.00
Total Expenditures	\$5,162.25
NET OPERATING REVENUE	\$4,283.39
NET REVENUE	\$4,283.39

Morehead-Rowan County Airport Board

Statement of Financial Position Comparison

As of September 30, 2021

	TOTAL	
	AS OF SEP 30, 2021	AS OF SEP 30, 2020 (PY)
ASSETS		
Current Assets		
Bank Accounts		
Citizens Bank Bldg/Grnds Dep Reserve NOW Acct. .03%	26,064.23	34,051.88
Citizens Bank CD Fuel Reserves .65% 13mo matures 11.14.21	48,353.71	
Citizens Bank Construction Account NOW .03%	42,276.65	5,034.33
Citizens Bank Fuel Account NOW .00% (deleted)	0.00	53.94
Citizens Bank Fuel Reserves 4.3.18 - CD 30 Mo. 2.68% (deleted)	0.00	47,789.98
Citizens Bank Operating Account NOW .03%	127,565.88	41,270.96
KY Bank CD Bldgs & Grds Dep Reserve 12.20.20 - 1 Yr 1.9% (deleted)	0.00	63,371.33
KY Bank CD Fuel Reserves 12.20.19 - 1 Yr 1.9% (deleted)	0.00	5,629.02
Whitaker Bank CD 12.21.20 Fuel Res 12 mo .30%	5,664.37	
Whitaker Bank CD Bldgs/Grds Res 12.21.20 -12 mo .30%	63,769.21	
Total Bank Accounts	\$313,694.05	\$197,201.44
Total Current Assets	\$313,694.05	\$197,201.44
Fixed Assets		
15000 Furniture and Equipment	643.94	643.94
Total Fixed Assets	\$643.94	\$643.94
TOTAL ASSETS	\$314,337.99	\$197,845.38
LIABILITIES AND EQUITY		
Liabilities		
Total Liabilities		
Equity		
30000 Opening Balance Equity	321,613.58	321,613.58
32000 Unrestricted Net Assets	-76,960.18	-122,231.49
Net Revenue	69,684.59	-1,536.71
Total Equity	\$314,337.99	\$197,845.38
TOTAL LIABILITIES AND EQUITY	\$314,337.99	\$197,845.38

Airport Strategic Plan

Business Development Strategy Plan

**Morehead – Rowan County,
Clyde A. Thomas Regional Airport
1800 Rodney Hitch Blvd.
Morehead, Kentucky 40351**

Prepared by:



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In Association with



November 3, 2021

Garver Project No.: 20A14080



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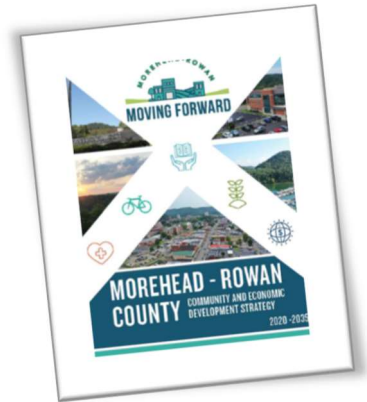
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1.0 Introduction

1.1 Purpose

The recently completed *Morehead-Rowan County Community and Economic Development Strategy 2020-2035 (Moving Forward)* cites specific goals in connection with the assets found in the Morehead-Rowan County Airport (SYM); specifically, the plan targets opportunities to attract new businesses to the area, support existing businesses, and provide partnership opportunities to enhance and grow the utilization of SYM. To respond to these goals, members of the Airport Board for SYM sought to develop a business development strategy to identify alternatives to benefit both the community and the airport.



The Airport Board engaged the services of their on-call Airport Planning partner, Garver LLC, to assist with preparing a strategic implementation plan that would guide the Airport Board Members through a coordinated action plan to address the goals set forth in the *Moving Forward* plan. This report reflects the research accomplished to provide the airport with a business development strategy to support the region and its aspirations in the *Moving Forward* plan.

1.2 Strategy

With the recent completion of the *Moving Forward* plan by the Morehead-Rowan County Chamber of Commerce, the Garver Team (Team) was positioned to capture the ambitions of the region and align aviation centered opportunities to provide the Airport Board with a robust plan of action. The Team was able to canvass the plan and align initiatives identified in the *Moving Forward* plan.

The *Moving Forward* plan considers five (5) pillars to support and sustain the region over the next 25 years. They include the following areas:



Figure 1

These five (5) pillars cover a diverse set of actions to maintain, nurture and grow the area based on existing conditions found in the region and anticipated changes over the next 25 years. And while one of the pillars, **Economy and Infrastructure**, specifically cites a connection for action with the airport, the Team realized the opportunity to align future airport strategies with another one of the pillars centered on **Education and Workforce**. Collectively these form the basis of the alternatives generated and presented in this report.

2.0 Strategic Planning Study

Research to support this project has utilized a variety of source material including the *Morehead-Rowan County Community and Economic Development Strategy 2020-2035 (Moving Forward)* plan, data from the Kentucky Economic Development Cabinet (EDC), website information from Morehead-Rowan County Chamber of Commerce, and the Federal Aviation Administration (FAA), to name just a few. The research occurred from July through September 2021 and has culminated into this report. Included on the research team were aviation professionals from Garver, LLC and a Kentucky based DBE firm, Inspired Strategies, LLC. Figure 2 outlines the timeline that has been followed by the Team in generating the business development strategy.

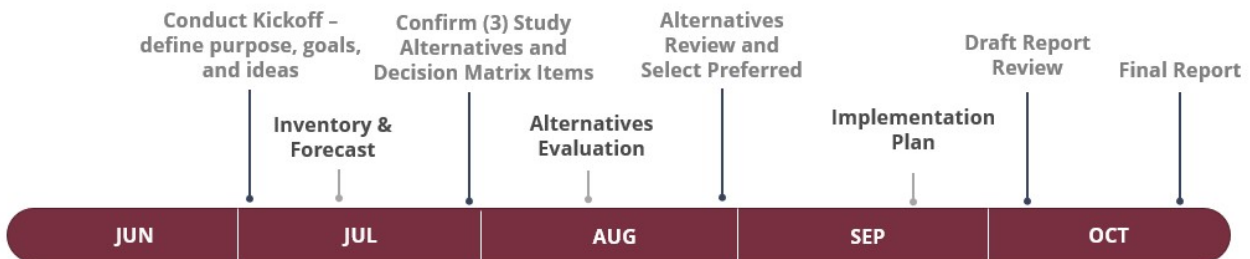


Figure 2

2.1 Existing Airport Facilities and Setting

Nestled on the northern fringe of the Daniel Boone National Forest, the Morehead-Rowan County Airport (SYM) is a regional general aviation facility ideal for serving general aviation and corporate aviation activity. The airport maintains a single asphalt runway, 100-feet in width and 5,500 feet in length with an FAA airport reference code of C-II. The airport offers an LPV approach with 1-mile visibility minimums which can accommodate most general and corporate aviation aircraft.

The airport boasts a newer terminal facility which was built in 2007 and 24 modern T-hangars for monthly and daily rental. Due to their popularity, all the T-hangars are currently occupied. The on-site Fixed Based Operator (FBO), Holley Aviation, provides community hangar space, tie-down services, and AvGAS fuel for airport customers. Table 1 provides a comparison to other key airports in the area. SYM is a regional jewel in the Kentucky aviation network.



Airport Name Airport Sponsor Distance From Morehead-Rowan County Clyde A Thomas Regional Airport (SYM) Morehead, Kentucky	Role	Airport Dimensions	Airport Approaches/ Visibility min	Airport Services	Based Aircraft	Operations
Fleming-Mason Airport (FGX) Flemingsburg, Kentucky 21 NM South	GA	Runway: 5500' x 100'	RNAV (GPS) RWY 02-20 RW 02-20: 1 Mile	AvGAS 100LL Jet A+ Hangars/Tiedowns	Total: 25 Single engine: 20 Multi engine: 4 Helicopters: 1	Avg: 20/day 55% Loc GA 40% Transient GA 4% Military <1% Air Taxi
Ashland Regional Airport (DWU) Ashland, Kentucky 44.9 NM Northeast	GA	Runway: 5402' x 100'	RNAV (GPS) RWY 10-28 RWY 10-28: 1 Mile	AvGAS 100LL Jet A+ Hangars/Tiedowns	Total: 21 Single engine: 17 Multi engine: 3 Jet airplane: 1 Gliders: 1	Avg: 19/day 50% Loc GA 39% Transient GA 7% Air Taxi 4% Military
Big Sandy Regional Airport (SJS) Prestonsburg, Kentucky 52.9 NM East-Southeast	GA	Runway: 5000' x 100'	RNAV (GPS) RWY 02-21 RWY 02-21: 1 Mile	AvGAS 100LL Jet A+ Tiedowns	Total: 20 Single engine: 16 Jet airplane: 1 Helicopters: 2 Gliders: 1	Avg: 21/day 48% Loc GA 37% Transient GA 12% Air Taxi 3% Military
West Liberty Airport (9I3) West Liberty, Kentucky 24 NM Northwest	GA	Runway: 2400' x 60'	NONE	Tiedowns	Total: 12 Single engine: 12	Avg: 12/day 51% Loc GA 46% Transient GA 2% Air Taxi <1% Military
Mount Sterling-Montgomery County Airport (IOB) Mount Sterling, Kentucky 21 NM Northeast	GA	Runway: 5000' x 75'	RNAV (GPS) RWY 03-21 NDB RWY 03-21 RWY 03-21: 1 Mile	AvGAS 100LL Jet A+ Hangars/Tiedowns	Total: 57 Single engine: 41 Multi engine: 10 Jet airplane: 3 Helicopters: 3	Avg: 95/day 46% Loc GA 40% Transient GA 12% Air Taxi 2% Military
Cynthiana-Harrison County Airport (0I8) Cynthiana, Kentucky 34 NM West	GA	Runway: 3850' x 75'	RNAV (GPS) RWY 11-29 RWY 11-29: 1 Mile	AvGAS 100LL Hangars/Tiedowns	Total: 24 Single engine: 24	Avg: 37/day 48% Loc GA 47% Transient GA 3% Air Taxi 2% Military
Stanton Airport (I50) Stanton, Kentucky 25 NM Northwest	GA	Runway: 2996' x 70'	NONE	AvGAS 100LL Tiedowns	Total: 9 Single engine: 8 Multi engine: 1	Avg: 14/day 54% Transient GA 41% Loc GA 4% Air Taxi 1% Military
Blue Grass Airport (LEX) Lexington, Kentucky 49.4 NM West	Commercial	Runway 4/22: 7004' x 150' Runway 9/27: 4000' x 75'	ILS or LOC RWY 04-22 RNAV (GPS): All VOR-A RWY 04-22: 1 Mile RWY 09-27: 1 Mile	AvGAS 100LL Jet A Hangars/Tiedowns	Total: 151 Single engine: 103 Multi engine: 20 Jet airplanes: 22 Helicopters: 6	Avg: 170/day 49% Transient GA 19% Air Taxi 15% Commercial 14% Loc GA 2% Military
Cincinnati/Northern Kentucky International Airport (CVG) Covington, Kentucky 71.2 NM Northwest	Commercial	Runway 9/27: 12000' x 150' Runway 18C/36C: 11000' x 150' Runway 18L/36R: 10000' x 150' Runway 18R/36L: 8000' x 150'	ILS or LOC: All RNAV: All All: 1 Mile	AvGAS 100LL Jet A Hangars/Tiedowns	Total: 11 Single engine: 2 Multi engine: 2 Jet airplanes: 7	Avg: 372/day 83% Commercial 16% Air Taxi 1% Loc GA <1% Military
Louisville Muhammad Ali International Airport (SDF) Louisville, Kentucky 101.4 NM West	Commercial	Runway 17R/35L: 11887' x 150' Runway 17L/35R: 8579' x 150' Runway 11/29: 7250' x 150'	ILS or LOC: All RNAV: All All: 1 Mile	AvGAS 100LL Jet A Jet A+ Hangars/Tiedowns	Total: 29 Single engine: 2 Multi engine: 3 Jet airplanes: 16 Military aircraft: 8	Avg: 474/day 80% Commercial 13% Air Taxi 5% Transient GA 1% Military <1% Loc GA

Table 1

2.2 Historic and Existing Activity Summary and Economic Setting

Data on each public use airport is captured in the Terminal Area Forecast collected by the FAA. This data tracks historical, existing, and future trends relative to annual airport operations and the number of based aircraft. Activity for both annual airport operations and the number of based aircraft have been steady and stable for SYM. Tables 2 & 3 capture the Terminal Area Forecast data for SYM.





Aircraft Operations

Year	Itinerant Air Taxi	Itinerant GA	Itinerant Military	Local GA
2012	100	5000	1000	14400
2020	150	7000	1300	15840
2025	150	7000	1300	15840

Table 2

Based Aircraft

Year	Single	Jet	Multi Engine	Helicopter
2017	17	0	1	0
2020	19	0	3	1
2025	19	0	3	1

Table 3

Table 2 reflects a steady trend for aircraft operations from 2012 through 2020, and Table 3 indicates a stable trend for based aircraft. The SYM airport website indicates there is a wait list for T-hangar space indicating an increasing trend and desire for based aircraft at the airport.

The Morehead-Rowan County area boasts significant opportunities for collaborative business opportunities with the pillars of **Education and Workforce** and **Economy and Infrastructure** as depicted in the *Moving Forward* plan.

For the **Education and Workforce** pillar, regional prospects include collaboration with Morehead State University (MSU) and the Maysville campus of the Kentucky Community Technical College System (KCTCS) to focus educational opportunities at both schools in support of existing and future key target industries in the area. Additionally, the Team noted beneficial impact with K-12 students for local aviation focused careers. The *Moving Forward* plan cites the following strategies which the Team believes could align with SYM:

- Host career days to connect employers to students;
- Support K-12 curriculum development for aviation skills; and



- Create pathways for aerospace careers.

For the ***Economy and Infrastructure*** pillar, the Team identified many key connections between existing and future businesses in the region. The MMRC business park, located close to the SYM airport, is home to several large business contributors to the area, and as the business park continues to build out, additional opportunities to leverage increased utilization of the airport will occur. The *Moving Forward* plan cites the following strategies relative to the airport and this pillar on economy and infrastructure:

- Assess business types that utilize the airport;
- Property development strategies around the airport; and
- Business attraction strategy for the business park

The Team has utilized these early strategy targets as a basis for economic development alternatives with the airport and its constituents.

2.3 Economic Development Trends and Market Opportunities

The Morehead-Rowan County community has noted a number of target industries to further economic development success for the region. Many of these industries already exist in the area, and where they do, the community is positioned to expand their presence. Additionally, a few new target business areas have been identified as the community works to build from existing strengths. The following represents the target industries of consideration that have opportunities for alignment with the airport, and a quick summary of activity associated with each industry area:

- **Automotive:** fueled by the presence of SRG Global in Morehead and Rowan County. SRG Global provides materials to automotive manufacturers and maintains a diverse geographic global footprint that may require air lift to effectively facilitate movement of top executives in the business.
- **Food Processing/Manufacturing:** anchored by AppHarvest, a 60-acre hydroponic farm providing tomatoes and other produce to communities within a 600-mile driving radius. Small cargo and/or air lift capabilities could expand their already successful business plan.
- **Scientific Research & Development:** supported by Rajant, a high-tech business specializing in the development of wireless communication devices. Their primary emphasis is on the defense industry, but their technology is highly applicable to communities ravaged by natural disasters. Quick and direct access to air lift from SYM may position Rajant to be even more responsive to communities devastated by natural disasters.
- **Wood Products:** solidified by a robust timber industry and a strong connection to the Bourbon Industry through its existing stave mill operation, Wood Products is a significant business commodity for the region. The stave mill operation located in Rowan County is owned by the largest bourbon barrel maker in the world.

- Warehousing & Distribution: rooted by the presence of Family Dollar and its 950,00 square foot anchor tenant in the MMRC Regional Business Park. Corporate aviation opportunities may enhance the effectiveness of Family Dollar and its business network.
- Medical Devices: a new area of interest for the region that is seen to align with the Scientific Research & Development sector. Pursuing the opportunity for small cargo air lift with such an endeavor could position SYM favorably.

Each of these target industries represent market opportunities to connect the airport's assets with each and grow their respective business footprint in the Morehead and Rowan County area.

2.4 Decision Matrix Criteria

Equipped with the knowledge to prepare recommendations for economic development alternatives, the Team required an understanding from the Airport Board about the criteria to consider when evaluating any alternatives put forth for the business development strategy. The Airport Board identified seven (7) criteria components by which the Team could evaluate proposed alternatives and ultimately select final candidates for the plan. The criteria selected were as follows:

- | | |
|---------------------------------|-------------------------------|
| • Revenue Generator | • Reasonable & Achievable |
| • Marketability | • Financially Feasible |
| • Culture Fit | • Local Workforce Can Support |
| • Supports Local Strategic Plan | |

The analysis proposed for the seven (7) criteria utilized a traditional **traffic light** color approach of red - yellow - green to indicate the favorability of the proposed alternative. The following represents the definition assigned for each color:

- Green - the criteria component was favorable and supported the alternative; or **Good-to-go**
- Yellow - the criteria component was satisfactory for the alternative, but concern existed; or **Caution**
- Red - the criteria component was not favorable and did not meet the intended needs; or **Stop**

As the Team prepared alternatives for consideration, this color approach was applied to each to select final candidates for the plan. The alternatives decision matrix developed for this report is presented in Section 4.0 Preferred Alternatives.

3.0 Economic Development Alternatives

Building out of the earlier evaluation accomplished in the economic setting (Section 2.2) and market Opportunities (Section 2.3) for Morehead - Rowan County, the Team generated six (6) alternative areas that aligned with aviation centered initiatives in support of the Morehead - Rowan County Airport (SYM) and could have benefit to the economic aspirations of the region. The following sections articulate each of these alternative areas. The six alternative areas are represented as follows in Figure 3:



Figure 3

3.1 Corporate Hangar Partnership

With so many large, robust businesses like SRG Global, Rajant, Independent Stave Company, Family Dollar, and AppHarvest in the area, it is highly likely there is a predominant need for corporate aviation services. Each of these businesses have multiple sites and many have not just a domestically geographic diverse footprint, but some even have a global presence. The need for executives to travel easily from location to location within their business network begins to set the framework and backdrop for the demand to have corporate hangars at the SYM airport.

3.2 Enhanced Airport Services

The need for enhanced airport services such as aircraft framework, A&P services, and avionics increases as new and varied users consider opportunities at the airport. Additional services such as jet fueling, ground support from tugs or ground power units are also essential to support based corporate aviation activity. The need for these types of services is amplified as area businesses consider locating a corporate hangar at the airport; and the solidification of the emerging relationship between the Airport and the Maysville campus of the Kentucky Community Technical College System (KCTCS) can position the airport to support the new aircraft maintenance track being offered at KCTCS. The resulting graduates of such a program can be the entrepreneurial seeds needed to enrich the services offered by the Airport's Fixed Base Operator (FBO) and position SYM to be a regional presence for other pilots and aircraft owners in the northeastern region of Kentucky. Additionally, enhanced airport services such as these are an attractor for flight instruction services which SYM already has a demonstrated track record.

3.3 Small Cargo Handling/Distribution



The desire for small cargo handling and distribution services is equally magnified with the very same large businesses identified in Section 3.2 Corporate Hangar Partnerships. Businesses like AppHarvest currently promote distribution capability depicting a 600-mile range by over the road transportation. An expanded reach for this innovative business using air lift can be realized thus expanding their market penetration and serving even more customers. Similar opportunities may exist with Rajant as they deploy their communication services for the department of defense and as a new business venture is sought for the medical device industry identified by the *Moving Forward* plan, air lift could be a valuable commodity.

3.4 Manufacturing – Land Leasing



Available property at the airport may be a sought-after commodity for a new business looking to make its home in the Morehead - Rowan County area. Being positioned to know what property is available, and what property should be reserved for other airport needs can position the Airport Board to quickly respond to business inquiries that are presented.

3.5 Recreation/Tourism



Nestled up to the northern fringe of the Daniel Boone National Forest and rich with so many recreational possibilities like golfing, boating, and camping, the need exists to connect this recreational and tourism abundant environment with the quick and convenient access of the airport.

3.6 Timber Industry Business Support



With a hearty timber industry in the region coupled with a diverse domestic business footprint, business leaders in this robust business environment may need corporate aviation services to quickly move executives and other key leaders to critical locations enabling them to make timely decisions for the health and well-being of their employees and their business.

With each of the six (6) areas identified, the Team was now prepared to apply the decision criteria and select the preferred alternatives for consideration in the strategic business development plan.

4.0 Preferred Alternatives and Proposed Implementation Activities

Utilizing the decision criteria identified in Section 2.4, the Team was able to generate a matrix reflecting an analysis of the six (6) alternatives.

Area	Revenue Generator	Marketability	Culture Fit	Supports Local Strategic Plan	Reasonable & Achievable	Financially Feasible	Local Workforce Can Support
Corporate Hangar Partnership	Good to Go	Good to Go	Good to Go	Good to Go	Good to Go	Good to Go	Caution
Enhanced Airport Services	Good to Go	Good to Go	Good to Go	Good to Go	Good to Go	Caution	Caution
Small Cargo Handling/ Distribution	Good to Go	Good to Go	Caution	Good to Go	Caution	Caution	Good to Go
Timber Industry Business Support	Align with Corporate Hangar Partnership						
Recreation/ Tourism	Caution	Good to Go	Caution	Good to Go	Good to Go	Caution	Caution
Manufacturing – Land Lease at Airport	Good to Go	Caution	Good to Go	Caution	Caution	Caution	Caution

● Good to Go
 ● Caution
 ● Stop

As the Team considered each of the six (6) alternatives, the Team noted how elements of the *Timber Industry Business Support* area aligned with the *Corporate Hangar Partnership* since both alternatives were about moving crucial team members of the business to various geographic business locations in a timely manner. The decision matrix enabled the Team to consolidate the original six (6) areas into five (5). Figure 4 depicts the final five (5) areas for inclusion in the business development strategy.



Figure 4

The following **Preferred Alternative** areas capture the essence of the work to be accomplished and specified implementation guidance for the Airport Board in carrying out the activities. A timeline of activities is presented in Section 5.0 Implementation Plan Timeline.

4.1 Corporate Hangar Partnership

This initiative represents a focused approach to meeting with local businesses on a regular and routine schedule to explore opportunities to support their corporate aviation requirements by locating a corporate hangar at SYM. Specific action items identified for this initiative include:

1. Provide Updated Airport Information on the Airport's Website for General Community Benefit
 - Secure professional services contract to update airport website with marketing components relative to corporate hangar opportunities at SYM – *by January 2022*
 - Prepare design initiatives and preliminary layout of the website– *by Mar 2022*
 - Complete website updates and publish – *by June 2022*
2. Monthly Meetings with Large Local Companies
 - Prepare talking points and survey document to capture information learned during meetings with each business – *by December 2021*
 - Engage with other community leaders to participate in these monthly meetings. Identify community participants – *by December 2021*
 - Meet with one-two (1-2) large local companies each month to discuss corporate hangar opportunities and needs. Start with the businesses listed in the plan and expand to other key organizations – *initiate by January 2022*
3. Monthly visits with business park tenants as they are established to explore corporate aviation needs – *initiate by January 2022*
 - Prepare talking points and survey document to capture information learned during meetings with each business – *by December 2021*
 - Engage with other community leaders to participate in these monthly meetings. Identify community participants – *by December 2021*
 - *Meet with one-two (1-2) business park tenants each month to discuss corporate hangar opportunities and needs - initiate by January 2022*

4.2 Enhanced Airport Services

Continue to solidify the relationship between the Airport and the Maysville campus of the Kentucky Community Technical College System (KCTCS) to support their aircraft maintenance track program and position young entrepreneurs to support the local FBO by offering enhanced airport services at SYM. Highlight SYM's proximity to the local campus of KCTCS to position SYM as a local strategic partner for their aircraft maintenance track program. Utilize information gathered from the interviews with local businesses (Section 4.1) to create a list of additional services to be offered by the FBO and pursue investment opportunities to realize added services. The purchase of a tug or ground charger unit can offer immediate added value to the FBO's capability. Additionally, the installation of an additional jet fuel tank may be a worthwhile investment. Continue with existing activities related to flight instruction and seek out opportunities to promote this service. Specific action items identified for this initiative include:

- Identify the needs of the Maysville KCTCS program and connect those needs with the Airport's vision of an increased FBO presence
 - Connect with appropriate state legislators and key partners within Economic Development Cabinet to alert them to the desire of SYM to support KCTCS's Aircraft Maintenance Career Track – *by November 2021*
 - Solidify relationship with KCTCS and develop multi-year plan with KCTCS to align with their vision with SYM's vision for this program – *by December 2021*
 - Create the cost specific estimate to support the needs of KCTCS. Evaluate upfit of existing hangar and consider other opportunities to be a collaborative partner with KCTCS – *by January 2022*
- Building out of the interview information captured with local businesses, identify a list of additional services to be offered by the FBO ahead of aircraft maintenance services.
 - Explore specific needs of additional services to be offered by the FBO through interviews with large, local businesses that may consider an enhanced presence at SYM - *by March 2022*
 - Continue to offer existing flight instruction services while preparing an action plan to grow this key SYM business service. Review the flight instruction activity from 2021 and plan for services in 2022 with a 2-year goal of having a full-time CFI - *by March 2022*
- Update Airport information via its website and airtav link information to showcase capabilities of the airport relative to enhanced airport services.
 - Present Airport capabilities and the business and community benefits of airports through civic events to highlight and promote the features at SYM - *by January 2022*
 - Develop Airport 101 presentation about SYM's ability to serve the business community and the benefits to the community of federal and state funds coming to airports – *by January 2022*
 - Book events at regional meetings to profile SYM - *ongoing*
 - Coordinate actions with Item #1 of Section 4.1 relative to Airport Website updates. Complete website updates and publish – *by June 2022*

4.3 Small Cargo Handling/Distribution

Work with the Chamber of Commerce to meet with companies to assess their current and upcoming need for small cargo airlift. Specific action items identified for this initiative include:

1. Monthly Meetings with Large Local Companies
 - Prepare talking points and survey document to capture information learned during meetings with each business – *by December 2021*
 - Engage with other community leaders to participate in these monthly meetings. Identify community participants – *by December 2021*
 - Meet with one-two (1-2) large local companies each month to discuss corporate hangar opportunities and needs. Start with the businesses listed in the plan – *initiate by January 2022*

2. Monthly visits with business park tenants as they are established to explore corporate aviation needs – *initiate by January 2022*
 - Prepare talking points and survey document to capture information learned during meetings with each business – *by December 2021*
 - Engage with other community leaders to participate in these monthly meetings. Identify community participants – *by December 2021*
 - Identify airport improvements/investments that would be necessary to support small cargo handling and associated costs - *by March 2022*

4.4 Manufacturing – Land Leasing

Be prepared to market Airport Property for land lease opportunities as new business opportunities emerge in the region. Create marketing materials showing amenities (acreage, frontage, access, utilities, incentives) for properties available at the airport. Specific action items identified for this initiative include:

1. Update Airport Property_Map to profile properties available at the airport. Include approximate square footages and utility amenities for quick response to any land lease inquiries. Evaluate opportunity for AIP eligibility if current airport property map requires updating.
 - Complete evaluation of updates to property map and determine AIP eligibility – *by February 2022*
 - Pursue completion of the updates to the Airport Property Map - *August 2022*

4.5 Recreation/Tourism

The Team does not see a direct correlation to the use of the airport and recreation/tourism in the area. However, there are opportunities to connect with many of the recreation and tourism interests in the area to include airport website links on their website pages and their website links on the airport's website. This cross connection between each may generate additional business opportunities for all entities involved. Specific action items identified for this initiative include:

1. Update Airport website_to include weblinks to our key tourism attractions in the area. Coordinate actions with Item #1 relative to Airport Website updates. Complete website updates and publish – *by June 2022*

5.0 Implementation Plan Timeline and Schedule

The following represents a consolidated timeline depicting the action plan recommendations in chronological order:

Remainder of 2021:

November:

- Connect with appropriate state legislators and key partners within the Kentucky Economic Development Cabinet to alert them to the desire of SYM to support KCTCS's Aircraft

Maintenance Career Track. Continue to work with key state representatives to capture aviation funds to support this aspiration.

- Continue to offer flight instruction services and prepare to summarize activity accomplished for 2021.

December:

- Prepare talking points and survey document to capture information learned during upcoming meetings with each business about hangar partnerships, corporate aviation needs, and small cargo airlift.
- Engage with other community leaders to gain interest in participating with the airport in monthly meetings with local businesses learn about hangar partnerships, corporate aviation needs, and small cargo airlift opportunities.
- Solidify relationship with KCTCS and develop multi-year plan with KCTCS to align with their vision with SYM's vision for the Aircraft Maintenance program.

2022:

January:

- Secure professional services contract to update airport website.
- Meet with one-two (1-2) large local companies beginning this month to discuss hangar partnerships, corporate aviation needs, and small cargo airlift.
- Begin monthly visits beginning this month with business park tenants as they are established to explore hangar partnerships, corporate aviation needs, and small cargo airlift.
- Create the cost specific estimate to support the needs of KCTCS. Evaluate upfit of existing hangar.
- Present Airport capabilities and the business and community benefits of airports through civic events to highlight and promote the features at SYM.
- Develop Airport 101 presentation about SYM's ability to serve the business community and the benefits to the community of federal and state funds coming to airports.

February:

- Complete evaluation of updates to property map and determine AIP eligibility.

March:

- Prepare design initiatives and preliminary layout for website.
- Explore specific needs of additional services to be offered by the FBO through interviews with large, local businesses that may consider an enhanced presence at SYM.
- Utilize the data from the 2021 review of flight instruction activity to plan for services in 2022 with a 2-year goal of having a full-time CFI - *by March 2022*
- Identify airport improvements/investments that would be necessary to support small cargo handling and associated costs.

June:

- Complete website updates including profiles of airport capabilities and publish; publish airnav link updates. Publish weblinks to key attractions on the airport's website.



August:

- Pursue completion of the updates to the Airport Property Map.

Ongoing:

- Book events at regional meetings to profile SYM.

