



Annual Report to the Board of Members

**Nick Keller, Airport
Director & CEO**

**Central West Virginia
Regional Airport Authority**

September 2021





Vision Statement

- To become the most important economic engine in the State of West Virginia through advances in aerospace and education

Strategic Goals

1. Create a positive customer experience

- New concessions – The Junction
- Junction Pass
- Restroom improvements this winter
- Terminal planning study, including new checkpoint







Strategic Goals

2. Build a US Customs & Border Protection Facility

- Construction is on schedule to finish in November 2021
- Retains West Virginia's only Port of Entry
- Supports Foreign Trade Zone

Strategic Goals

3. Invest in our employees

- Paid parental leave
- Employee education assistance
 - MA Aviation Management
 - BA Aviation Administration
 - BA Business Administration
 - SHRM Certification
 - ACE Finance x2
 - ACE Operations
 - ACE Communications
- Family scholarships
- No layoffs or furloughs
- Team effort





Strategic Goals

4. Runway safety improvements and extension

- Spent significant amount of time negotiating scope of Environmental Impact Statement (EIS) with FAA during the winter
- Participated with FAA in their consultant selection
- Receiving \$5.1M FAA EIS Phase I grant



Strategic Goals

- 5. Invest in aviation education and create quality jobs
 - Marshall University Bill Noe Flight School is a reality with 20 full time undergraduate students
 - Oversaw construction of hangar and classroom building – 363 days!
 - Working with Marshall University on aviation management curriculum
 - Working with WV Department of Education and Kanawha County Schools on more aerospace courses for high school students



Strategic Goals

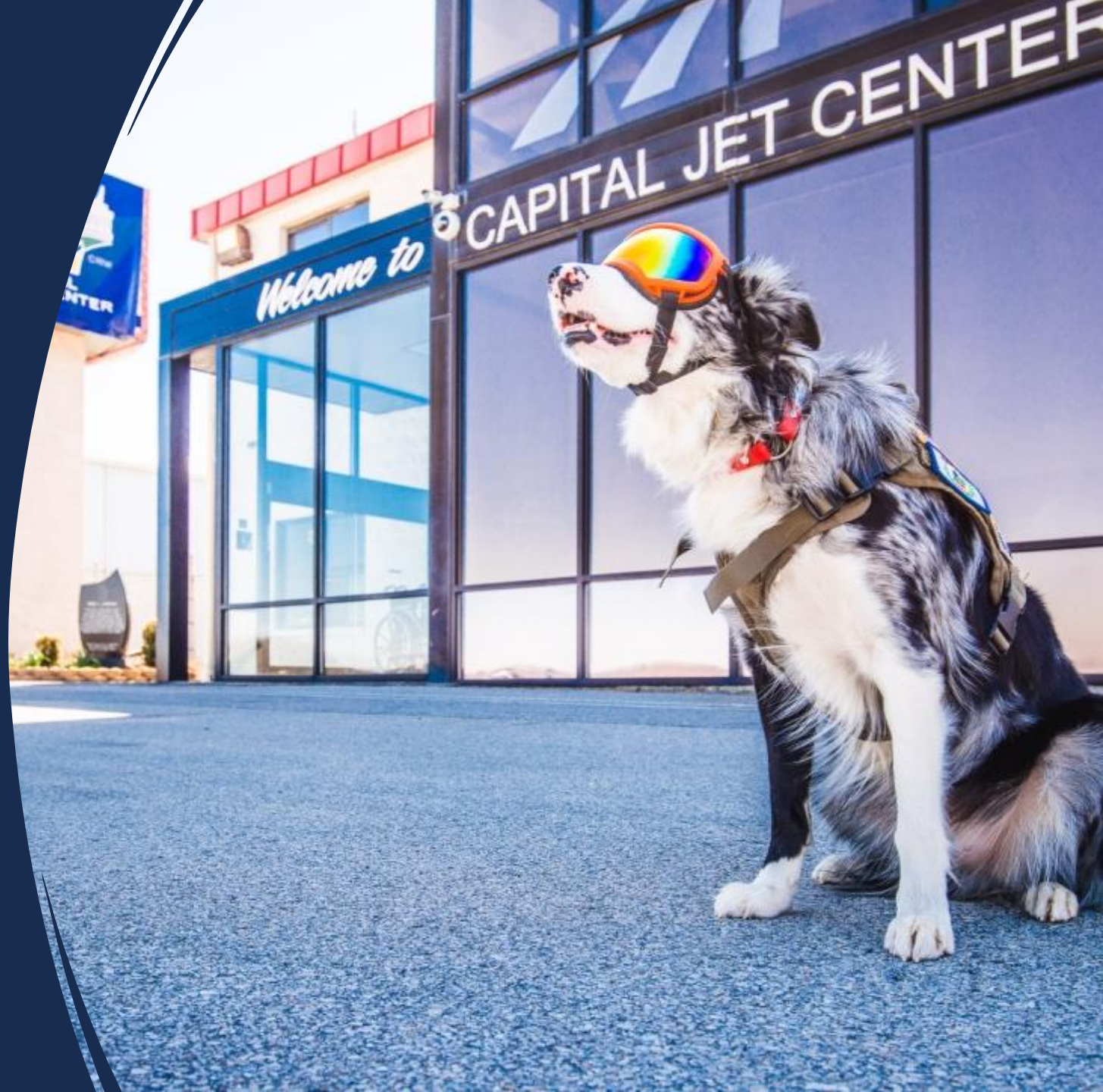
6. Increase and improve air service

- Spirit Airlines Orlando service
- We have an airline incentive policy
- Worked with Charleston Area Alliance, Kanawha County Commission, and the City of Charleston to create an air service development fund administered by the Alliance

Strategic Goals

7. Grow the Capital Jet Center

- Worked with WV Legislature to secure passage of Senate Bill 305, sales tax exemption for aircraft maintenance, repair, and overhaul services
- Worked with WV Development Office and Kanawha County Commission to get PF Flyers to open our first Part 145 aircraft repair station and avionics shop
- Working with Apex Appearance for aircraft paint shop
- Working with an electric vertical take off landing aircraft company
- Working to attract other companies to locate at the airport or in the region



Strategic Goals

8. Increase military and civil aircraft operations



	JET A	100 LL
Total Sales Revenue	\$6,501,496	\$987,324
Total Gallons Sold	1,967,620	193,120
USM Sales Revenue	\$2,352,821	
USM Gallons Sold	728,856	



Strategic Goals

9. Improve facilities at Coonskin Park

- This is in progress through the Runway 23 EIS
- Airport will be required to acquire park property and mitigate impacts, resulting in the park obtaining millions of dollars

Other Accomplishments

COVID response

- CRW received the Airports Council International Airport Health Accreditation
 - Enhanced cleaning
 - New MERV filters
 - Duct cleaning





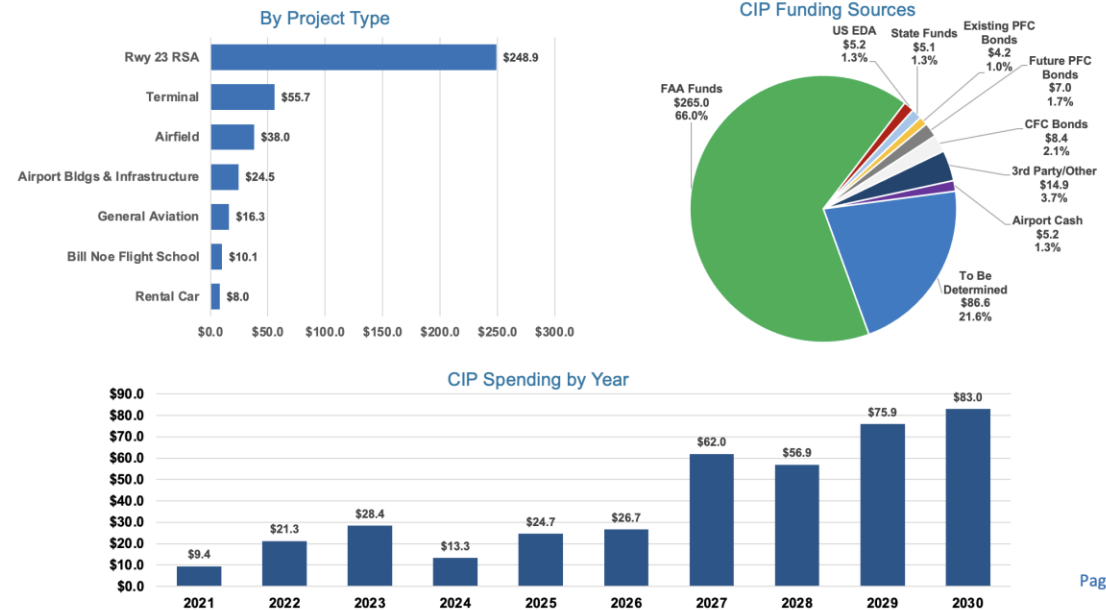
Other Accomplishments

- Summersville (SXL)
 - Logo
 - US Army Corps of Engineers relationship – New 25-year lease, waiting on AirEvac lease approval
 - Consultant selection

Other Accomplishments

- 10 Year Capital Improvement Program
 - Implemented a major consultant selection process, obtained master service agreements with contractual protections for the Authority
 - Lays the groundwork to ensure Federal funding for as many projects as possible

Summary of Airport 10-Year CIP (\$ millions)



The Next Year

- Continue strengthening partnerships with Federal, State, County, and Local Governments
- Seek out aerospace and transportation companies to locate in the region, which will add to the already significant economic impact
- Work with Marshall University, the Robert C. Byrd Institute, and other stakeholders to obtain the USEDA Build Back Better Regional Cluster designation for West Virginia to become a hub for aerospace and advance aerospace manufacturing - \$75M grant potential





The Next Year

- Transition the Airport Operations Department, including the Airport Response Coordinate Center, to operate 24/7/365
- Enhance Capital Jet Center operation based on lessons learned over the past 3 years of operations
- Establish a Customs Marketing Plan to attract fly over traffic

The Next Year

- Legislature
 - Increase general revenue funding for airport grants
 - Police officer pension
- Negotiate new airline operating and lease agreements



The Next Year

- Development focused – Out-of-state travel to meet with government officials and companies.
- Networking - We are in the transportation business: we need to travel. Seek out-of-state investment in WV. Tap into the untapped potential WV offers.
- Work with Marshall to obtain airline pilot cadet program partnerships
- Increase public relations, especially community and school events



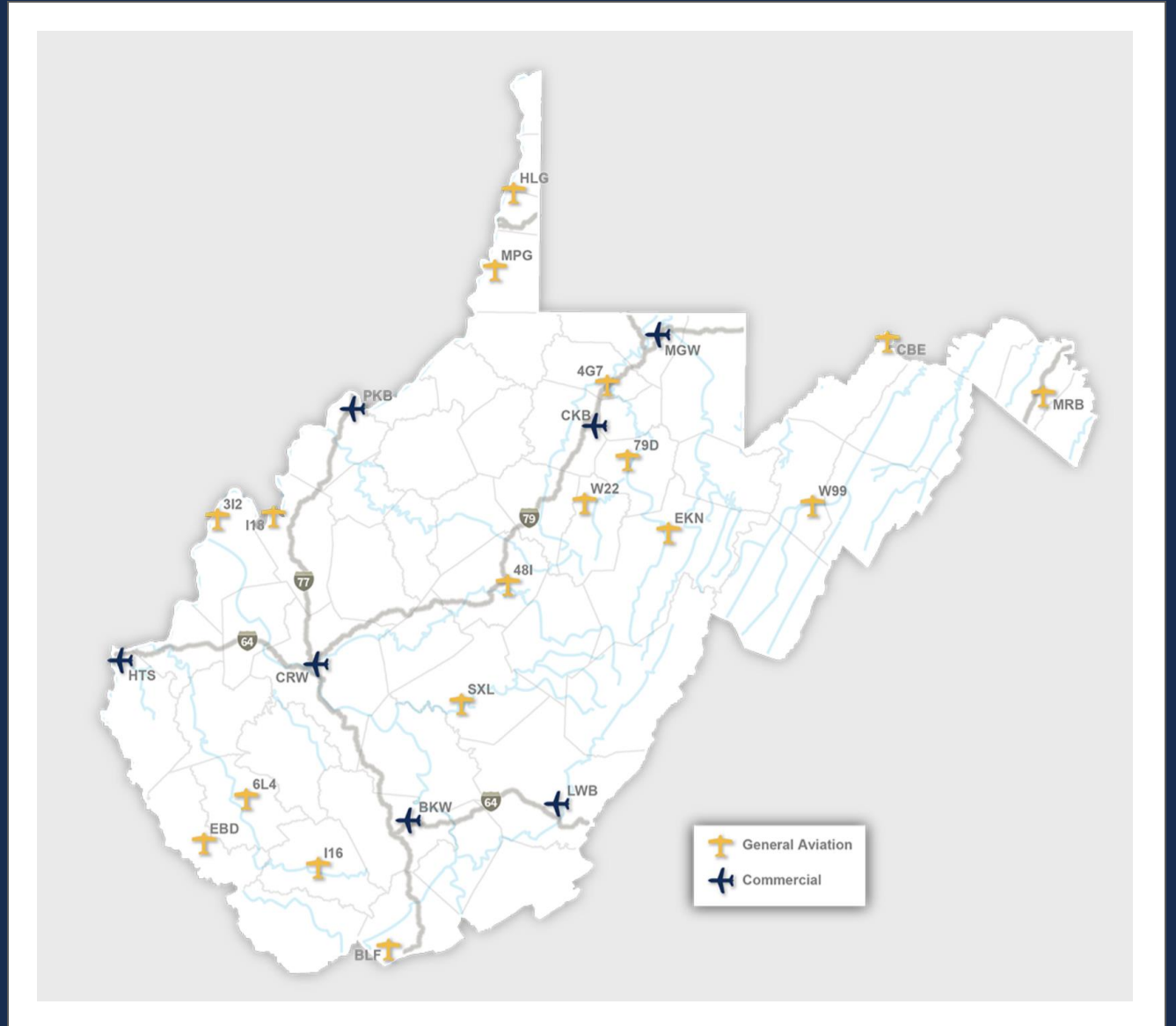
The Next Year

- Continue focusing on growth at general aviation and around the airport
- Gauge developer interest in hotel
- Land acquisition for industrial park?
- Market US Customs facility, work with WVEDA and private companies to promote the Foreign Trade Zone and bonded warehouses
- Seek additional air service utilizing incentive program and working with Charleston Area Alliance air service group



The Next Year

- Create airport development department under Chief Development Officer (1-2 additional employees within 2 years)
 - Countless opportunities for revenue diversification and growth
 - Work on all capital programs, grant funding, legislative initiatives, business development, government and stakeholder relations
- Partner with other airports in the State to grow aviation as a whole
 - We need to think of all airports in the State as a system instead of competing with one another



The Next Year

- Rebrand – New Logo and Name Addition
- Runway Rehabilitation Project Phase III
- Work towards electrifying CRW to become an Electric Vertical Takeoff and Landing (eVTOL) Center of Excellence



The Next Year

- COVID is not going away, future variants are inevitable
- Our goal needs to be continued investment in our employees and their families to keep moving these projects forward while diversifying revenue away from airlines





Feedback

- Feedback
- Changes to strategic goals?