

**TITUSVILLE – COCOA AIRPORT AUTHORITY**

A workshop to discuss the strategic business plan for the Titusville - Cocoa Airport Authority was held on September 30, 2021 at 9:30 a.m. at the Titusville - Cocoa Airport Authority Office at 355 Golden Knights Boulevard, Titusville, FL and Via Video Conference. The following members were present: Mr. John Craig, Chairman; Mr. Donn Mount, Vice Chairman/Treasurer; Mr. Roger Molitor; Mr. Al Voss; Mr. Mark Grainger; Mr. Brad Whitmore; Mr. Kevin Daugherty, AAE, Director of Airports; Ms. Jessica Curry was absent.

**A. Introductions**

Mr. Mount called the meeting to order. Mr. Daugherty introduced Dr. Dave Byers to the board. Mr. Bird stated that the workshop was for the purpose of discussion, but there could be no action.

Mr. Daugherty gave a brief overview of what the workshop was about, stating that Dr. Byers was hired to come up with a business strategy and present it to the board.

Dr. Byers stated that the workshop was for the purpose of data collection and to get the perception of the board and Airport Authority staff.

**B. Project Background & Overview**

Dr. Byers gave a history of his background and experience with airports, and spoke about the progress of the Airport Authority over the years. Dr. Byers stated that the purpose of the plan was to give the Airport Authority guidance, and to provide guiding documents. Dr. Byers stated that the core of the business plan was to provide financial guidance. Dr. Byers briefly went explained each of the following items:

**1. Competitive Analysis**

Dr. Byers summarized Competitive Analysis as being mainly about commercial real estate.

**2. Personnel Management & Staffing**

Dr. Byers stated that personnel was probably the core of what the Airport Authority had as a resource.

**3. Financial Plan**

Dr. Byers briefly discussed the following:

- a. Revenues**
- b. Expenses**
- c. Projections**

#### **4. Rebranding & Marketing Plan**

Dr. Byers briefly discussed whether or not each airport and the spaceport should be marketed as separate entities and how that would look.

#### **5. Policy Guiding Document**

Dr. Byers presented the board with the Airport Authority documents, going through each of them briefly. Dr. Byers stated that the basis for the next workshop would be to go through the By-Laws.

- a. TCAA By-Laws**
- b. TCAA Policies & Procedures**
- c. General Provisions for Airport Administration**
- d. Definitions**
- e. Rules & Regulations**
- f. Minimum Standards**
- g. Development Guidelines & Standards**

#### **C. SWOT Analysis Exercise**

Dr. Byers passed out a SWOT analysis worksheet to each board member and all who were in attendance for each airport. Dr. Byers provided instruction as it related to the exercise.

Once everyone had completed the worksheets, they turned the forms into Dr. Byers.

#### **D. Action Items**

Dr. Byers requested board members review the documented items and mark according to what they thought should be given attention. Dr. Byers stated that he would like to hold a second workshop to discuss the SWOT results and the airport's financials.

Discussion continued.

#### **E. Adjournment**

The workshop was adjourned.

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JOHN CRAIG, CHAIRMAN

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DONN MOUNT, VICE CHAIRMAN/TREASURER