

Fiscal Year 26-27

Business Plan



JOHN WAYNE AIRPORT
ORANGE COUNTY

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Introduction

John Wayne Airport (JWA) is the sole commercial service airport in Orange County, providing passenger, cargo, and general aviation services. It is the 3rd busiest airport in Southern California with total annual enplanements exceeding 5.3 million passengers.¹

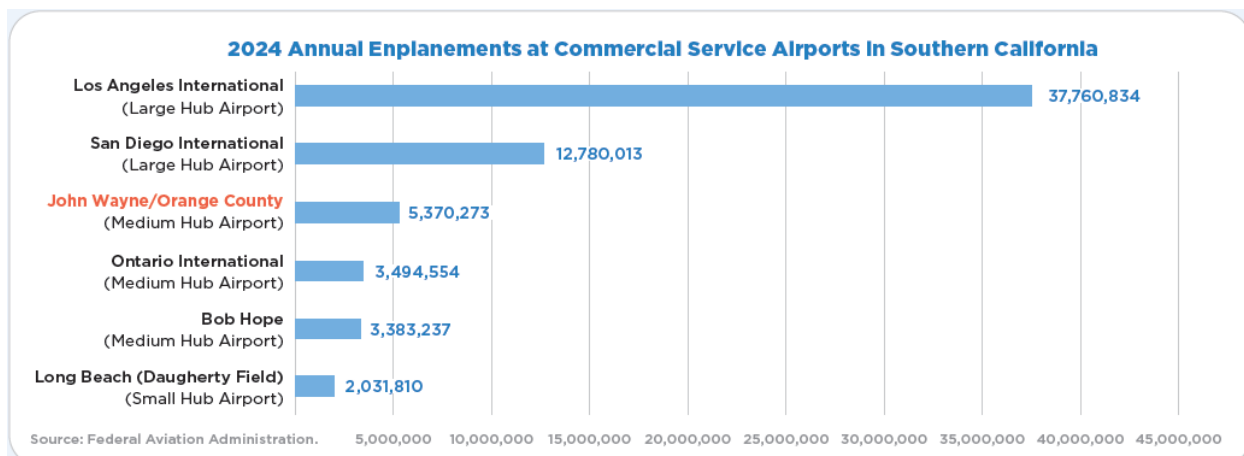


Figure 1. Total Annual Enplanements at Commercial Service Airports serving the Southern California region.



Figure 2. JD Power awards earned by John Wayne Airport between 2017 and 2025

¹ Federal Aviation Administration. *CY 2024 Passenger Boarding for U.S. Airlines and Foreign Airlines*. U.S. Department of Transportation, March 2026, https://www.faa.gov/airports/planning_capacity/passenger_allcargo_stats/passenger/cy23_commercial_service_enplanements.

MISSION

Located in Orange County—home to over 3.1 million residents, the fourth-largest international population in the U.S., and a thriving economy—John Wayne Airport serves as a vital gateway to Southern California's attractions and outdoor activities. For this reason, John Wayne Airport's mission is **Connecting People, Places and Opportunities.**

VISION

With many airports to choose from in Southern California, the choice to fly through John Wayne Airport highlights the value it offers to air travelers. John Wayne Airport is committed to safety, efficiency, and outstanding service to ensure a memorable journey, which embodies JWA's vision **to be the airport of choice by creating exceptional experiences.**

VALUES

John Wayne Airport seeks to reach its mission and vision with the following set of core values: Respect, Environmental Stewardship, Accountability, Collaboration, and Honesty.



John Wayne Airport's goals, which reflect the vision of its leadership and strategic priorities, include:



Provide a Superior Guest Experience



Foster Strategic Planning and Governance



Enhance Operational Excellence and Safety



Drive Innovation and Technology Enablement



Ensure Regulatory Compliance and Environmental Stewardship



Promote Financial Sustainability and Responsible Economic Development

This business plan serves as a roadmap for guiding the Airport's efforts, investments, and strategic initiatives over the years to come. Its purpose is to align all divisions toward common goals, ensure efficient use of resources, and position JWA to meet the evolving needs of our guests, partners, and community. This plan operationalizes our mission and vision into actionable priorities, providing a clear framework for decision-making, performance measurement, and continuous improvement across the organization.

Airport Overview

John Wayne Airport, Orange County (IATA Code: SNA) is owned and operated by the County of Orange, which is governed by a 5-member Board of Supervisors. It is the only commercial service airport in Orange County, California. The Airport is located approximately 35 miles south of Los Angeles, between the cities of Costa Mesa, Irvine, and Newport Beach. JWA is both a commercial and general aviation airport that serves Orange County, including its 34 cities and unincorporated areas, and the Greater Los Angeles area. The service area includes more than three million people in Orange County alone.

JWA serves more than 11 million passengers (both enplaned and deplaned travelers) with over 300,000 aircraft operations annually. It is the only airport in Orange County that provides commercial passenger and air-cargo service. As the primary provider of general aviation services and facilities in the county, the Airport is home to nearly 260² general aviation (private, non-commercial) aircraft, representing 68% of total operations at JWA. General Aviation operations are served by two full-service fixed base operators and two limited-use facilities (no fuel sales).

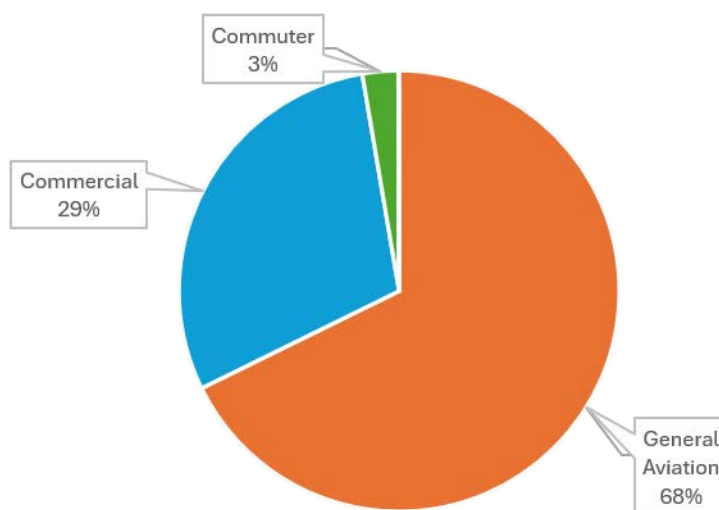


Figure 3. Pie chart depicting percentage of airport operations by type

² According to 2025 data reported to the FAA; total count: 257.

JWA spans more than 510 acres and operates two runways: 1) a 2,886-foot runway that serves general aviation, and 2) a 5,700-foot main runway that serves both commercial and general aviation aircraft. In addition to commercial and general aviation operations, the Airport provides critical support to the Orange County Sheriff's Department as the base of its Air Support Bureau. Because of JWA's proximity to nearby installations including Joint Forces Training Base Los Alamitos and Marine Corps Base Camp Pendleton, JWA also supports occasional military flights. Further underscoring JWA's vital importance to Orange County and the region is its facilitation of emergency medical transport (Mercy) flights.

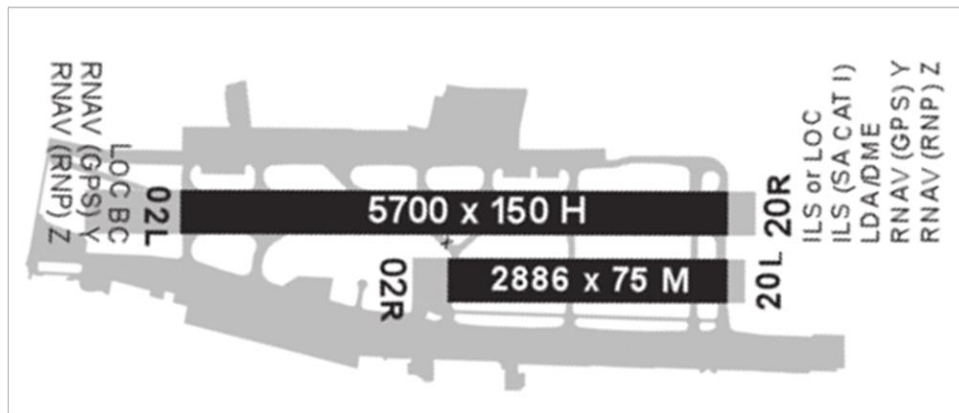


Figure 4. Of JWA's two runways, its primary runway is known for being one of the shortest among commercial airports in the United States.

The Thomas F. Riley Terminal spans 730,505 square feet and features 20 commercial passenger gates and two smaller commuter passenger terminals at the north and south ends.

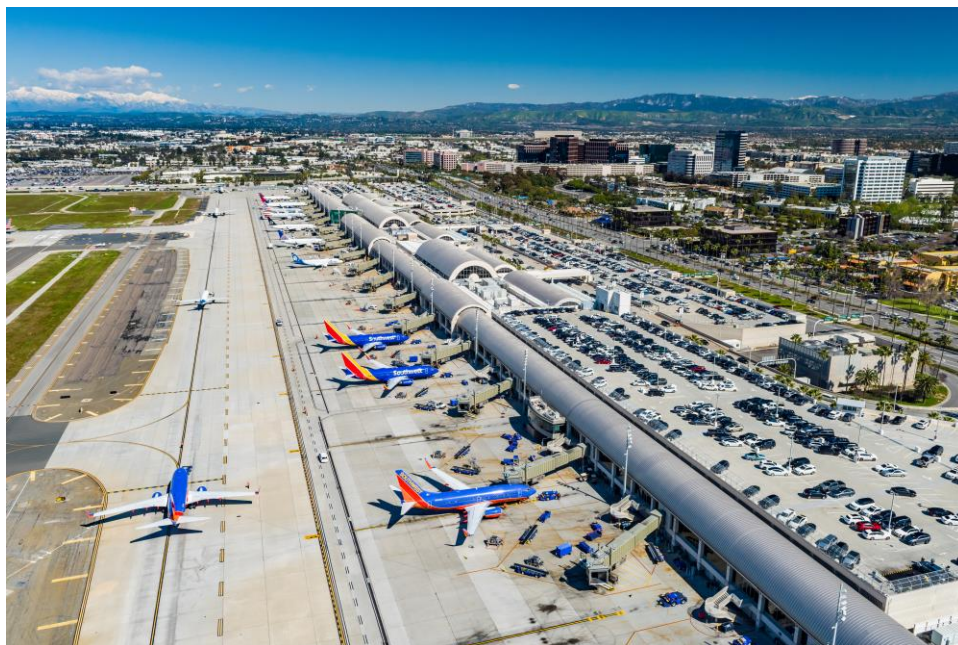


Figure 5. Aerial image of the Thomas F. Riley Terminal

JWA's ("SNA") catchment area (also referred to as the Domestic Service Area) is defined as regions with a maximum drive of 2 hours to reach SNA, as illustrated in Figure 6.³

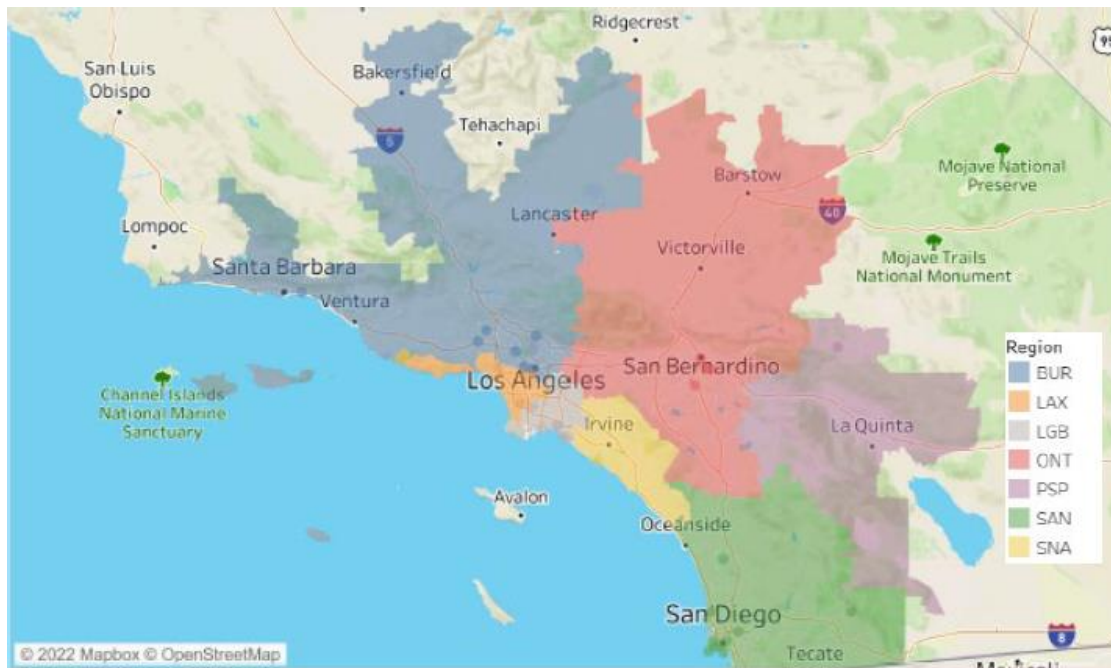


Figure 6. John Wayne Airport's Domestic Service Area highlighted by its 7 regions

Between the fourth quarter of 2022 and the third quarter of 2023, 7.5 million passengers originated (departed) from the SNA service area. During this same time frame, 8.8 million passengers visited the SNA service area. Of the combined total 16.3 million passengers in SNA's catchment area, 56% chose SNA and 34% utilized LAX (refer to figure 7). At one-seventh the size of LAX in acreage, John Wayne Airport delivers a high level of service with a compact footprint.

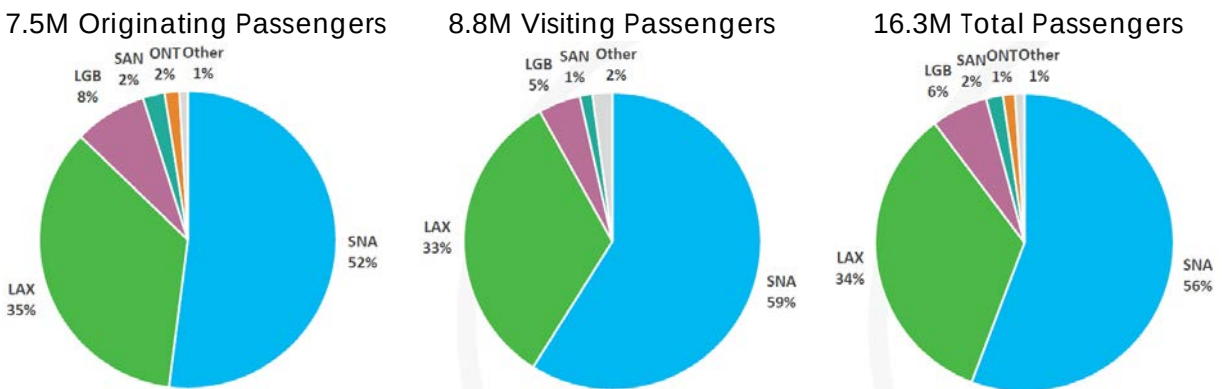


Figure 7. Pie charts depicting percentages of originating, visiting, and total passengers at SNA and other airports within our service area.

³ Campbell-Hill Aviation Group. "SNA Service Area Analysis Executive Management Presentation." October 2024

Market Analysis

From its compact footprint, including one of the shortest runways (5,700 ft.) among major commercial airports in the United States, to a federal settlement agreement, John Wayne Airport operates under unique constraints. In 1985, the County of Orange, the City of Newport Beach, and two community organizations reached a settlement agreement in the US District Court after years of litigation from the surrounding communities. This agreement imposed four constraints: 1) capped annual passenger service levels referred to as the Million Annual Passenger (MAP) Limitation ("MAP cap"), 2) limited the number of certain commercial departures per day referred to as Average Daily Departures (ADDs), 3) set mandatory curfews with a) no commercial departures before 7:00 AM (8:00 AM on Sundays) and after 10:00 PM, and b) no commercial arrivals before 7:00 AM (8:00 AM on Sundays) and after 11:00 PM, and 4) imposed one of the strictest noise ordinances in the U.S⁴. Currently, JWA's ADD limit is set at 99 Class A ADDs through the end of 2030, and the passenger limit is set to 11.8 MAP. To allow a possible increase in passenger capacity at JWA, two conditions must be met. First, the Airport must have reached at least 11.21 million annual passengers in any year from 2021 to 2025, which it did in 2022 with 11.36 million. Second, before any increase can occur, the County must review annual Airport noise levels as required by Environmental Impact Report 617. This review must show that the 2025 noise levels at two specific monitoring stations are no more than one decibel higher than those recorded in 2013. The Airport did not meet this requirement in 2025, but will have the opportunity to achieve the increase to 12.5 million annual passengers in the following year by applying the same review of annual noise levels. JWA has taken proactive steps to meet this threshold by encouraging air carriers to utilize quieter aircraft.

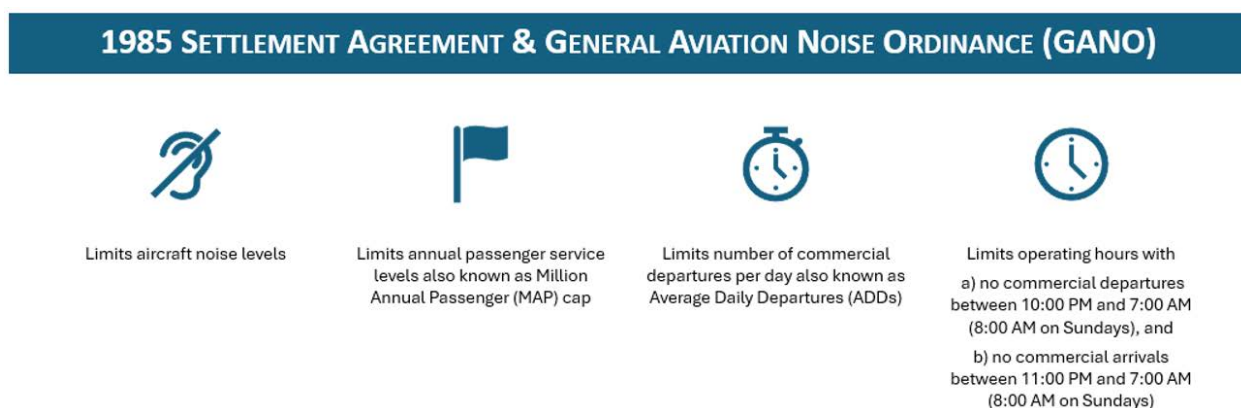


Figure 8. Outlines the operating constraints mandated by the 1985 Settlement Agreement and General Aviation Noise Ordinance

⁴ "Settlement Agreement." John Wayne Airport website accessed on August 4, 2025. <https://www.ocair.com/about/administration/settlement-agreement/>

Economically, these restrictions pose a variety of market challenges that affect airlines, travelers, and the airport:



Figure 9. Outlines the economic effects of the 1985 Settlement Agreement on the Airport and its stakeholders

Despite these challenges, John Wayne Airport experienced year-over-year increases in demand, leading to higher passenger counts for 9 (or 60%) out of the last 15 years (refer to figure 10).

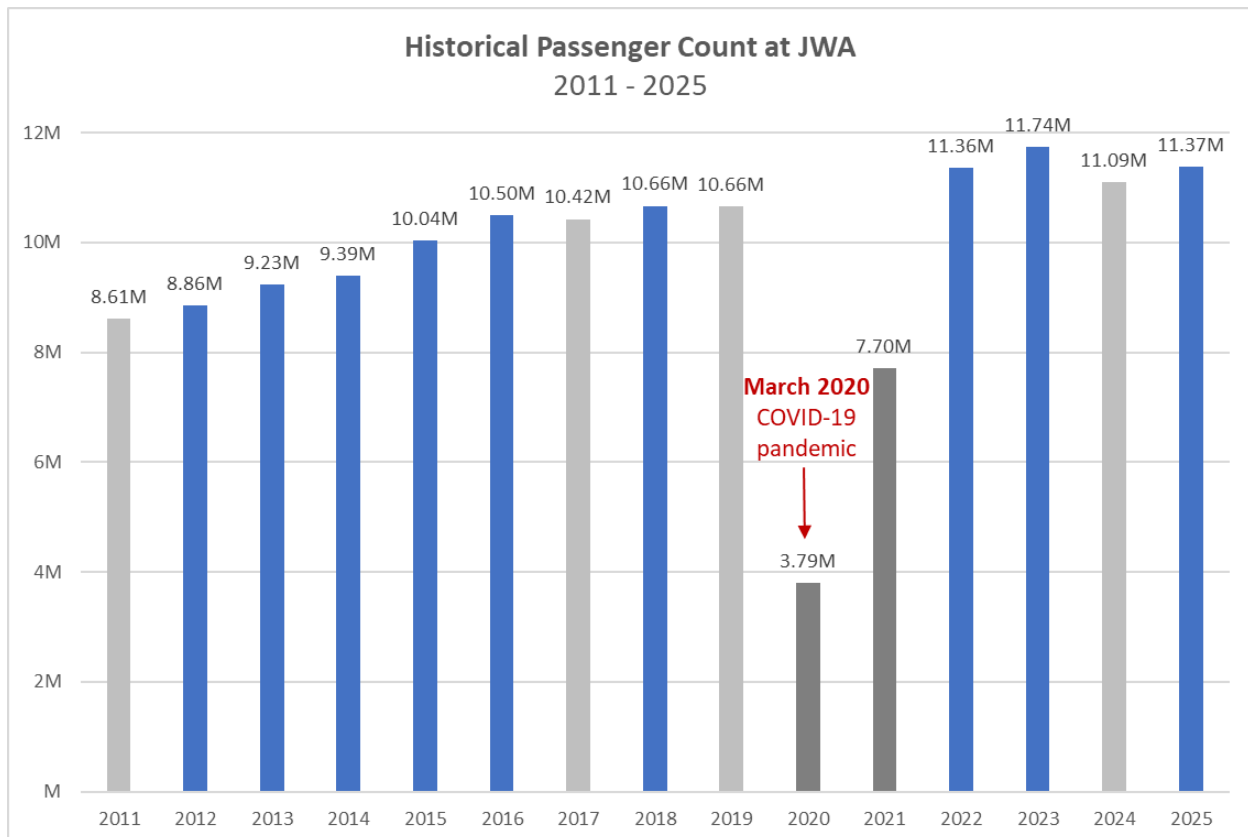


Figure 10. Annual passenger count at John Wayne Airport between 2011 and 2025, which includes both enplaned and deplaned passengers. Between 2020 and 2022, passenger traffic at JWA declined significantly due to the COVID-19 pandemic, leading the Airport to use lower than normal load factors when allocating 2023 capacity. When travel rebounded in 2023 and neared the Million Annual Passengers Limitation, the Airport withdrew Seat Capacity from carriers to remain within required limits.

As a testament to JWA's commitment to our vision of being "the airport of choice by creating exceptional experiences," even as passenger demand has increased in recent years, 93% of travelers reported an overall positive experience, according to 2024 survey data⁵. A majority of JWA's guests who traveled through the Airport found that it alleviated the stress of travel (59%), enjoyed spending time in this Airport (60%), and found that it was more traveler-friendly

⁵ According to JD Powers' 2024 survey data, travelers rated their overall experience at JWA as good (22%), great (28%), excellent (33%), and perfect (10%).

than other airports (64%). This led to more than half (52%) of JWA's guests to "promote" the Airport based on their net promoter score, placing JWA in the top 14% of airports surveyed by JD Power.

The survey data also showed that leisure and personal trips comprised more than three-quarters (77%) of all guests' journeys through JWA. Almost half (48%) of JWA guests reported traveling alone, followed by 43% traveling with adult family members. A majority of JWA guests were women (54%), compared to men (46%). More than one third (39%) of JWA guests identified with Generation Y, also known as "Millennials," with "Boomers" accounting for 28% and Generation X accounting for 21%. These insights offer opportunities to 1) continue building on the positive experience guests expect when traveling through JWA, and 2) re-examine guest expectations as younger, more tech-savvy travelers seek more personalized, mobile, self-service amenities.

John Wayne Airport connects Orange County to over 50 non-stop domestic and two international destinations with 10 commercial and two commuter air carriers.

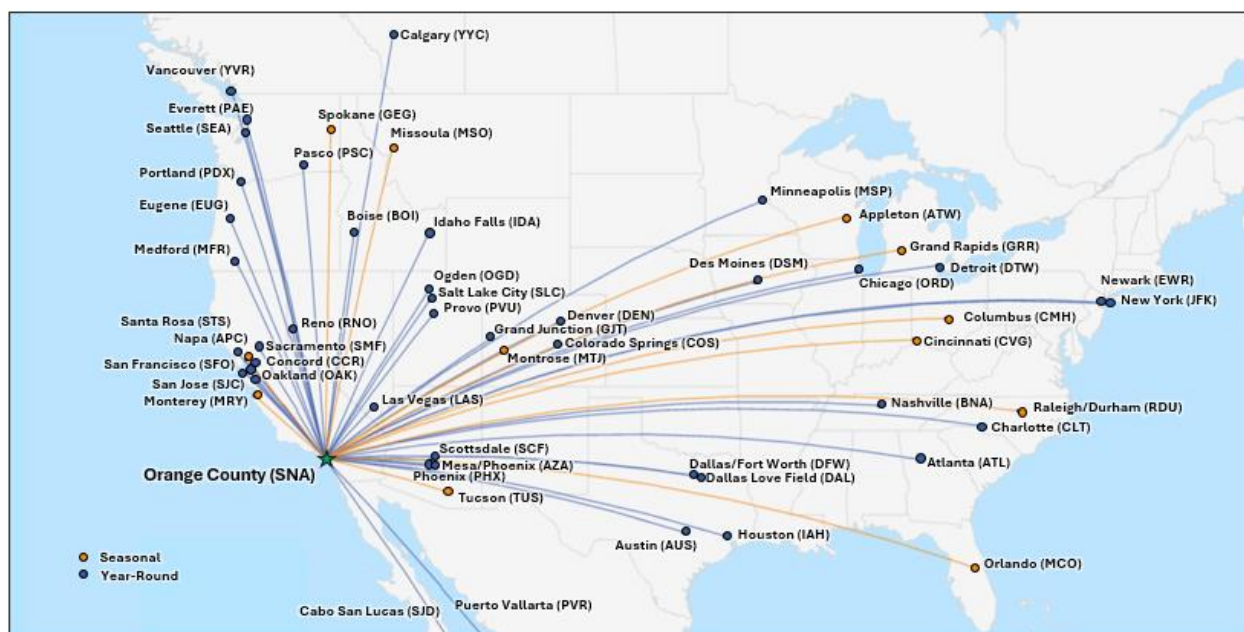


Figure 11. John Wayne Airport Route Map as of December 2025



Figure 12. Air carriers operating at John Wayne Airport as of December 2025.

According to flight data compiled by JWA's Access and Noise Office, the Airport's top five destinations are Las Vegas (LAS), Phoenix (PHX), Denver (DEN), Seattle (SEA), and Dallas (DFW). A 2022-2023 catchment area study identified lost opportunities to better serve guests due to a lack of, or limited, service. Although, under U.S. law⁶, airlines are free to choose destinations, frequency, and fares, airports can use incentives and relationship-building to attract or retain air service. To that end, JWA created an Air Service Development program in fiscal year 2025 (FY25), one of several strategic moves aimed at elevating the guest experience.

STRATEGIC INITIATIVES:

PA 4: Develop an Air Service Development plan.

An Air Service Development plan is a strategic roadmap that helps an airport proactively shape its route network rather than passively relying on airline decisions. The aim is to better align air service with community and economic needs through cultivating more collaborative relationships with airlines.

In addition to commercial flights, John Wayne Airport also offers general aviation (private, non-commercial) services through its fixed-base operators: ACI Jet, Clay Lacy Aviation, Jay's Air Center, and Martin Aviation. Currently, the Airport is home to approximately 260 private general aviation aircraft. JWA also handles air cargo, though it is a relatively modest operation compared to larger commercial airports, ranging between 16,000 and 18,000 tons per year.

According to a 2022 economic impact study, John Wayne Airport generates over \$5.7 billion annually to the Orange County economy, serving as a critical driver of regional prosperity⁷. The Airport supports more than 45,000 jobs across the region, including over 32,000 direct positions that produce approximately \$1.4 billion in labor income. In total, Airport-related employment generates about \$2.3 billion in overall labor income. Its operations fuel \$3.5 billion in value-added economic activity, underscoring its role in expanding the delivery of goods and services throughout the community. Additionally, state and local tax revenues linked to JWA operations and associated economic activity amount to \$352 million, helping fund vital public services and infrastructure.

⁶ See Airline Deregulation Act of 1978.

⁷ Campbell-Hill Aviation Group. "John Wayne Airport, Orange County Economic Impact Study CY 2022." October 2023.

Finance

The financial health and long-term sustainability of John Wayne Airport are central to its ability to serve its guests, invest in future improvements, and support the regional economy. As an enterprise fund of the County of Orange, JWA operates on a self-sustaining basis by funding all operations, capital projects, and debt obligations through revenues generated by airport activities without reliance on County General Fund tax revenues. Federal law requires airport sponsors, as a condition of receiving federal grants for airport development, to provide written assurances that the airport will maintain a fee and rental structure that makes it as self-sustaining as possible and that all airport revenue will only be used for that airport's operating and capital costs or for other airport-related purposes.⁸

JWA's total revenue for FY25 was \$239.3 million, which consists of two major categories: Operating Revenue and Non-Operating Revenue. Non-Operating Revenue amounted to \$53.7million (or 22% of total revenue) and included income primarily from interest income, Passenger Facility Charges⁹, and federal grants.

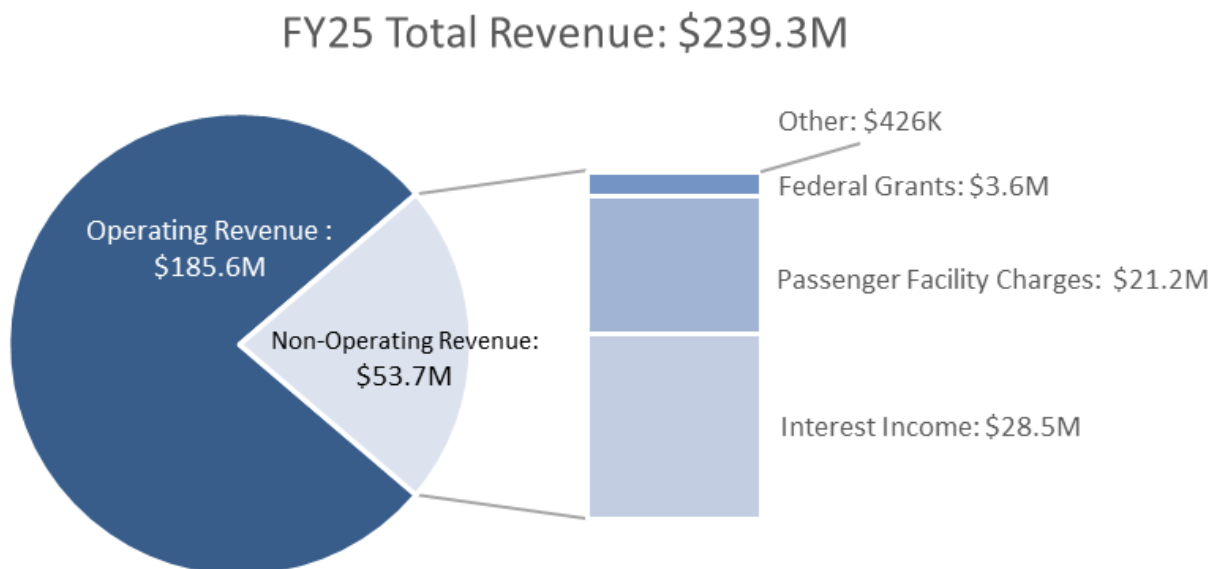


Figure 13. Pie chart depicts JWA's FY25 Total Revenue by category.⁸

⁸ 49 U.S.C. § 47107 and § 40117; 14 CFR § 158.

⁹ Passenger Facility Charges (PFCs) are fees collected from enplaning passengers when they purchase airline tickets. The airlines remit the collected fees to airports for Federal Aviation Administration (FAA)-approved projects to enhance airport safety, security, capacity, noise reduction, or promote airline competition. PFCs provide airports with revenue to support infrastructure improvements and are a key part of airport finance in the U.S.

Operating revenue totaled \$185.6 million in FY25, which comprised over 78% of JWA's total revenue, and includes both aeronautical and non-aeronautical revenue sources as depicted in the table and figure below.

John Wayne Airport's Operating Revenue Sources	
AERONAUTICAL	NON-AERONAUTICAL
□ Airlines (<i>cost recovery for facilities and services used by the airlines</i>)	□ Parking
□ General Aviation (<i>revenue from Fixed-Base Operators (FBO)</i>)	□ Rental Cars
	□ Concessions (<i>Food and Beverage, Retail, and Advertising Services</i>)
	□ Other (<i>including ground transportation, ride-share services, facility leases, and other services and charges</i>)

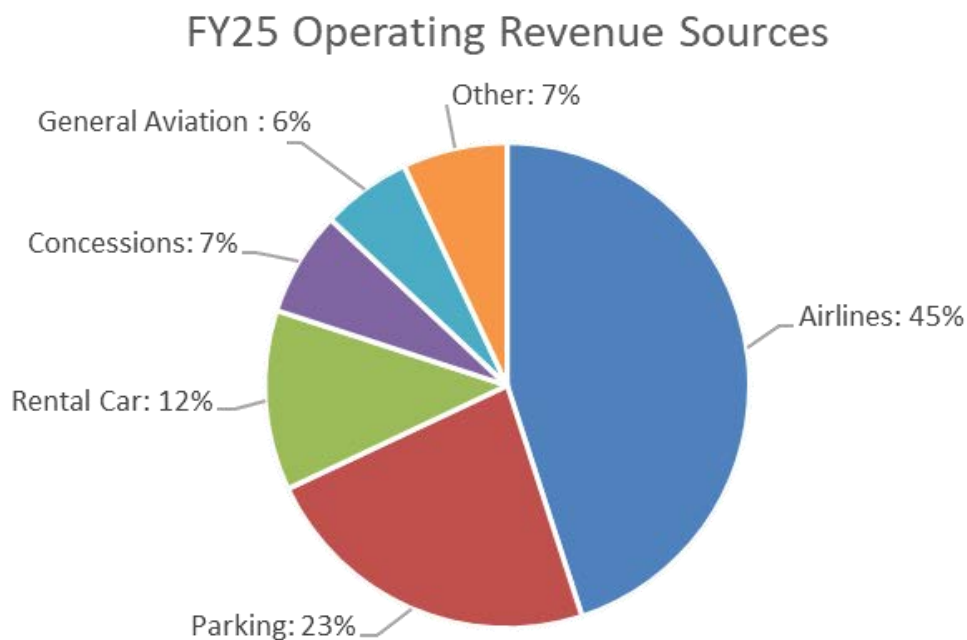


Figure 14. Pie chart represents the percentage of JWA's FY25 operating revenue by source.

For FY25, JWA generated over \$185.6 million in operating revenue, approximately a 6% increase from the prior year. The sustained 4-year increase is attributable to the continued passenger recovery from the COVID-19 pandemic, resulting in increased revenue from commercial airlines, fixed-base operators, peer-to-peer vehicle sharing, and parking.

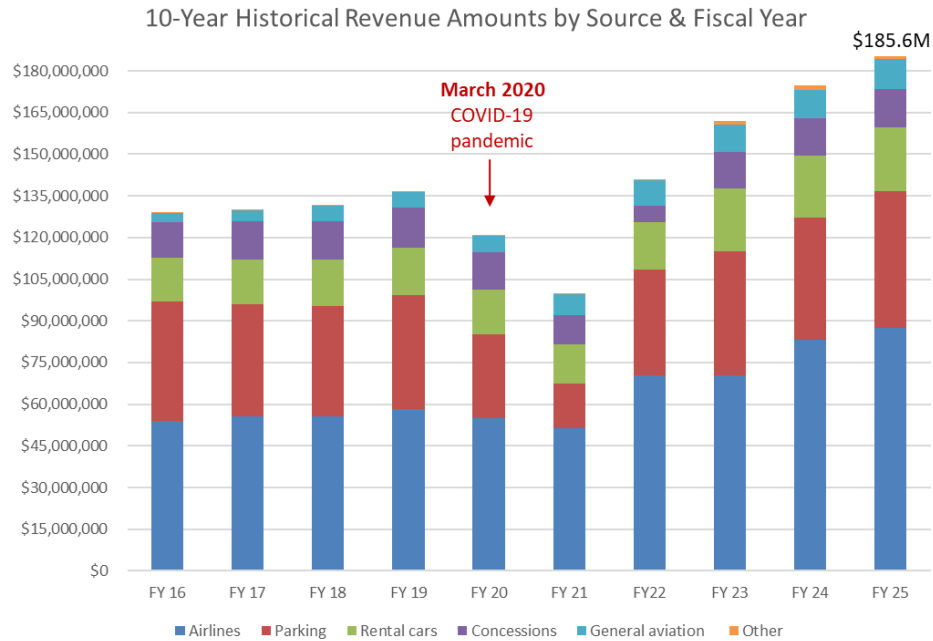


Figure 15. The graph shows post-pandemic year-over-year increases in revenue

For FY25, JWA's operating expenses totaled approximately \$124.1 million, excluding depreciation and amortization, approximately 67% of total operating revenue.

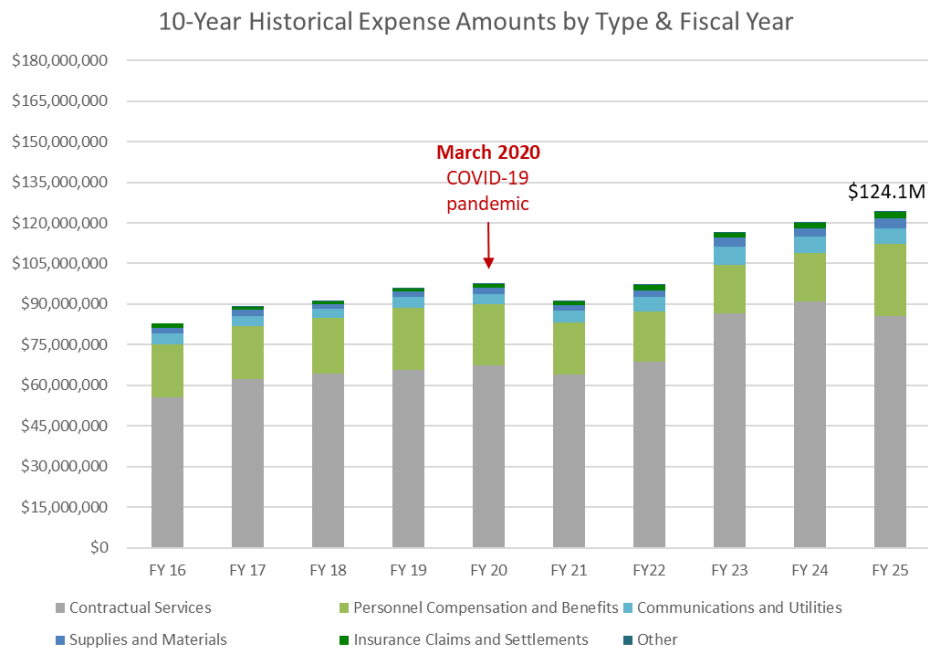


Figure 16. Expenses have held steady in recent years, while revenues have increased.

JWA uses the compensatory methodology to set airline rates and charges to recover operating and capital costs associated with facilities and services used by its airline tenants. Under this method, the Airport assumes the financial risk of operating the airport and retains all airport-generated revenues for its own use. Airlines are charged based on the actual costs of the facilities and services they utilize. Non-aeronautical revenues, such as parking, concessions, and rental cars, are retained by the Airport to support operations and capital improvements. This approach differs from the residual methodology, in which airlines cover the Airport's total expenses (net of non-aeronautical revenues), typically in exchange for lower rates and greater control over financial and capital planning. Overall, the compensatory methodology provides the Airport with greater financial autonomy, control over its capital improvement plan, and flexibility in long-term development planning. The Airport plans to re-evaluate its airline rates and charges model to ensure full cost recovery from airline users and alignment with industry best practices.

Compensatory Methodology Benefits:

Airport Financial Independence

- The airport retains control over non-aeronautical revenues.
- Encourages airports to maximize commercial revenues and efficiency.

Encourages Cost Efficiency

- Since the airport bears the financial risk, it has an incentive to control costs and operate efficiently.

Transparent Cost Allocation

- Charges to airlines are based on actual, allocable costs, making the fee structure more transparent and fair.

Flexible Revenue Use

- The airport can use non-aeronautical revenues for capital improvements, debt service, or operational enhancements without airline approval.

Potential for Greater Revenue

- Airports can potentially earn more from growing non-aeronautical income (e.g., duty-free sales, advertising), benefiting overall airport development.

STRATEGIC INITIATIVES:

FIN 2: Adjust rates and charges methodology.
Adjusting rates and charges enable the airport to plan for financial sustainability, respond to changing industry dynamics, improve fairness in cost allocation, and support future growth.

In 2023, JWA commenced a \$700 million, multi-year Airport-wide Capital Improvement Program (CIP), aimed at enhancing safety and accessibility, modernizing and upgrading its facilities, elevating the guest experience, and supporting future travel demand. The CIP will be funded through various sources, including Airport revenues (aeronautical and non-aeronautical), Passenger Facility Charges (PFCs), federal grants, and, if needed, airport revenue bonds. JWA has defeased all its outstanding bonds and is currently debt-free.

Additionally, JWA is advancing the General Aviation Improvement Program (GAIP), a major modernization of its general aviation facilities. The GAIP includes construction of new Fixed Base Operator (FBO) complexes, expanded hangar space, and more efficient facilities for aircraft and operations. The GAIP will be funded by the FBO tenants through long-term land lease agreements with the Airport. *More details on these programs can be found in the Airport Investment and Redevelopment section.*

JWA's long-term financial strategy focuses on sustaining strong cash reserves for operational stability, funding capital projects without over-leveraging debt, diversifying non-aeronautical revenue streams, and preserving financial flexibility to adapt to changing aviation trends and economic conditions. The Airport continues to pursue opportunities to improve operational efficiency and effectiveness, including implementing an accounts receivable system. As a department of the County of Orange, JWA utilizes the County's enterprise resource planning (ERP) system. This system is primarily designed to support the County's core functions, which typically involve the disbursement of funds for public services, infrastructure, and social programs, rather than managing revenue from business operations. The County is currently transitioning to a new ERP system, and JWA will evaluate the new accounts receivable module to determine whether it meets the Airport's operational needs. If the module is not sufficient, the Airport will pursue its own dedicated accounts receivable system.

STRATEGIC INITIATIVES:

FIN 1: Implement an accounts receivable system.

An accounts receivable system improves cash flow, enhances billing accuracy, and streamlines the collection process through automation and real-time tracking. It also provides better financial visibility, supports compliance, and helps maintain strong customer relationships.

Organization

John Wayne Airport is owned and operated by the County of Orange. The Airport is governed by the five-member County of Orange Board of Supervisors. In addition, JWA has three commissions:

- Orange County Airport Commission, which makes recommendations to the Orange County Board of Supervisors for development, maintenance, and operation of the Airport;
- John Wayne Airport Arts Commission, which advises and makes recommendations to Airport leadership regarding the development of the Airport Arts Program; and the
- Airport Land Use Commission, which is tasked with assisting local agencies in ensuring compatible land uses in the vicinity of all airports in the County.

As of FY24, the Airport employs 198 full-time staff across the Airport Director's office and seven divisions: Commercial and Revenue Development, Finance, Innovation and Technology, Maintenance, Operations, Planning and Development, and Public Affairs.

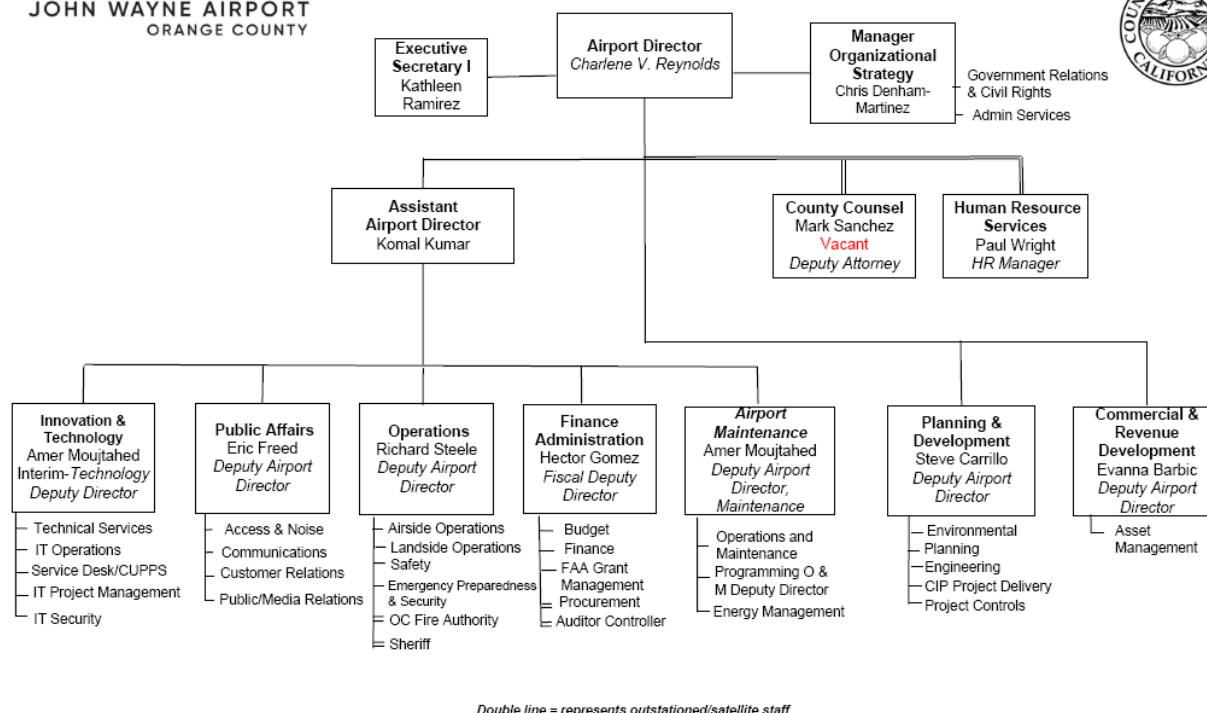


Figure 17. John Wayne Airport Organizational Chart

Airport Director – The Office of the Director oversees all Airport divisions. It includes the Assistant Airport Director, Organizational Strategy Manager, Government Relations Manager, Agenda Staff Reports Manager, and Administrative Support Staff. It also includes Human Resources Services satellite staff, who administer county ; and it includes County Counsel's satellite attorneys who are assigned to provide legal advice and representation to the Airport.

Commercial and Revenue Development – Manages the Airport's concession planning and revenue development activities; negotiation and administration of leases, licenses, concession agreements, and easements; and the acquisition and sale of real property and related appraisal and condemnation issues.

Finance – Includes Budget, Finance, Accounting, Procurement, Grant Administration, Insurance, and Quality Assurance and Compliance. The division manages the Airport's budget, financial operations, debt, grants, cash and liquidity, and capital assets. It oversees airline rates and charges, prepares revenue budgets, and guides strategic planning activities. The division also includes the Auditor-Controller's satellite JWA Accounting unit, which manages lease and concession accounts receivable, accounts payable, payroll, and accounting processes for FAA grants, bond and investment activity, parking, ground transportation, and Passenger Facility Charges. The County Executive Office's satellite JWA Procurement unit also supports the Airport in procuring goods and services.

Innovation and Technology – Includes Technical Services, IT Project Management, Operations, Service Desk/Common Use Passenger Processing System (CUPPS), and Security Teams. It provides 24/7 support for Airport operations, including building automation, access

control, security cameras, baggage handling systems, servers, applications, hardware infrastructure, network infrastructure, end-user support for JWA administrative staff and systems, IT security, compliance efforts, IT consulting services, and IT vendor contract management.

Maintenance – Responsible for the upkeep, repair, and safety of all the Airports' facilities on a 24-hour basis, 365 days a year. These facilities include a terminal building with 337,000 square feet of interior space as well as over five acres of airfield and parking structures with more than 10,000 parking spaces. In 2024, the Maintenance Division returned to John Wayne Airport. This was a strategic initiative of the Airport Director in 2023 after identifying opportunities for improved coordination and overall efficiency.

Operations – Includes Operations, Safety, Law Enforcement (Sheriff-Coroner), and Aircraft Rescue and Firefighting (Orange County Fire Authority). It ensures that JWA operates safely, securely, effectively, and within the scope of stringent federal regulations. It also conducts Airport inspections; addresses the needs of all tenants, patrons, and other stakeholders; issues and tracks employee identification badges and other access cards and keys; manages parking facilities; and monitors the activities of ground transportation providers.

Planning & Development – Includes engineering studies and analysis of Airport facility requirements; manages planning and project management to execute the Airport's capital improvement projects; provides staff support to Airport Land Use Commission (ALUC), and ensures compliance with environmental regulations. In 2025, the Planning and Development Division returned to John Wayne Airport. This was a strategic initiative of the Airport Director in 2024 after identifying the need for dedicated staff and in-house expertise in airport infrastructure needs as well as management of the Capital Improvement Program.

Public Affairs – Includes Access and Noise, Communications, Customer Relations, and Public/Media Relations. It responds to media and public inquiries; serves as front-line customer service agents; coordinates Ambassador and Tour Guide volunteer programs; plans and organizes museum-quality exhibitions; disseminates information via the Airport web site; enforces the Settlement Agreement, Phase 2 Commercial Airline Access Plan and the General Aviation Noise Ordinance; educates the surrounding communities about aircraft access and noise issues; and responds to noise complaints.

Operations

Airport Operations oversees day-to-day airport activities and maintains plans, manuals, policies, and procedures to ensure that the movement of people, vehicles, aircraft, baggage, and cargo is safe, secure, efficient, and effective while adhering to strict local, state, and federal regulations. The Airport Operations Division is comprised of four sections: 1) Airside Operations, 2) Landside Operations, 3) Safety, and 4) Emergency Preparedness and Security.

Airside Operations maintains constant oversight of aircraft operating surfaces and equipment to ensure they are available and safe for the efficient movement of aircraft and vehicles. This is accomplished by continuous coordination with air traffic control, regular inspections of

runways, taxiways, ramps, signage, lighting, markings, and navigational aids; mitigation of wildlife hazards; issuance of notices to aircrews; and coordination with public safety responders during irregular operating conditions to maintain FAA Part 139 certification compliance.

Landside Operations monitors passenger flow, coordinates terminal logistics, conducts regular inspections, manages curbside traffic, oversees ground transportation services, and operates public parking and shuttle services to ensure a smooth guest experience.

 Airside Operations is responsible for: • Overseeing aircraft movement areas, • Coordinating with air traffic control, • Managing runway and taxiway safety, • Mitigating wildlife hazards, and • Conducting daily airfield inspections to maintain FAA Part 139 certification.	 Landside Operations is responsible for: • Monitoring passenger flow, • Coordinating terminal logistics, • Managing curbside traffic, • Overseeing ground transportation services, and • Operating public parking to ensure a smooth traveler experience.
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The Safety Section manages occupational health and safety, customer safety, and promotes a risk-aware environment for all airport employees and stakeholders. The team oversees workplace safety programs, ensures regulatory compliance, and administers the airport's Safety Management System to proactively identify- hazards, reduce risks, and strengthen the overall safety culture across the airport community.



Airport Safety Section is responsible for:

- Managing and maintaining the airport's Safety Management System (SMS)
- Overseeing occupational health and safety programs
- Conducting safety inspections, audits, and hazard analyses
- Loss control and claims management
- Promoting a proactive, collaborative safety culture

The Emergency Preparedness and Security Section develops, implements, and maintains programs that prepare employees and business partners to respond to and recover from operational disruptions and crisis situations. The team also equips responders of all levels with emergency communication tools and supplies and ensures that they are trained in compliance with local, state, and federal regulations. This section also maintains the entire life-cycle of over 5,000 airport-issued credentials that provide restricted area access in compliance with TSA regulatory requirements. In 2025, Airport Operations modernized and streamlined its badging program through the implementation of a new identity management system, which also made way for a new and improved Security Identification Display Area (SIDA), Sterile Area, and Aircraft Operating Area training program.



Emergency Preparedness and Security Section is responsible for:

- Developing, implementing, and maintaining programs to respond to operational disruptions and crises
- Ensuring training and readiness in accordance with local, state, and federal regulations
- Managing over 5,000 airport-issued credentials for restricted area access in compliance with TSA regulations



Airport Operations maintains a comprehensive, multi-layered security framework that integrates regulatory compliance, advanced technology, and proactive risk management designed to ensure the safety of passengers, employees, and facilities. Airport Operations is

primarily responsible for the security and safety of the airport by maintaining the Airport Security Plan (ASP), which aims to prevent security breaches and protect the airport, its guests, and staff from intentional acts of violence, and the Airport Emergency Plan (AEP), which aims to save lives, reduce injury, and maintain airport operations during any unexpected, unusual event.

	Airport Emergency Plan (AEP)	Airport Security Plan (ASP)
Primary Focus	To respond to all types of emergencies (accidents, medical, natural disasters, etc.) to minimize harm and restore operations.	To counter threats like terrorism, sabotage, and other security concerns.
Scope	A comprehensive framework for managing various crises within the airport's authority, or in its vicinity if it impacts the airport.	A framework to counter specific, intentional threats to aviation.
Key Components	Roles and responsibilities of stakeholders, communication protocols, evacuation procedures, medical support, and coordination with external agencies (fire, police, etc.).	Procedures to prevent, detect, and respond to security threats, often involving security personnel, law enforcement, and technology.
Objective	To save lives, reduce injury, and maintain airport operations during any unexpected, unusual event.	To prevent security breaches and protect the airport, its passengers, and staff from intentional acts of violence.

Figure 18. Comparison Table between Airport Emergency Plan and Airport Security Plan

Airport Operations regularly conducts full-scale, hands-on emergency exercises that simulate real-world aircraft accidents or mass-casualty events, table-top exercises that discuss a walk-through response of protocols for various emergency scenarios, Aircraft Rescue and Firefighting drills, active threat and law enforcement exercises, and evacuation and shelter-in-place drills. Airport Operations also maintains strong partnerships and collaborates with all of JWA's airport divisions, tenants, contract services, and local/state/federal agencies. It coordinates and conducts emergency preparedness exercises with all of the Airport's partners and maintains the Emergency Operations Center and Airport Operations Center.

Security and Safety Partners

Agencies	• LOCAL: Orange County • STATE: CalOSHA, CalTrans • FEDERAL: Federal Aviation Administration, Transportation Security Administration, U.S. Customs and Border Protection
Airport Divisions	• Airport Maintenance • Airport Planning and Development • Airport Public Affairs • Airport Innovation and Technology
Contract Services	• Allied Universal Security • Orange County Fire Authority • Orange County Sheriff's Department

Due to JWA's constraints, both in number of daily flights and physical footprint, coupled with the Airport's vision to ensure a superior guest experience, efficient aircraft and gate management is a high priority. With only 20 commercial passenger gates and two smaller commuter passenger terminals and no ability to easily expand the terminal, having structured gate management ensures every available position is used to its fullest potential across airlines, time periods, and aircraft types. In 2025, Airport Operations initiated the development of John Wayne Airport's Aircraft Gate Management Policy and Procedures.

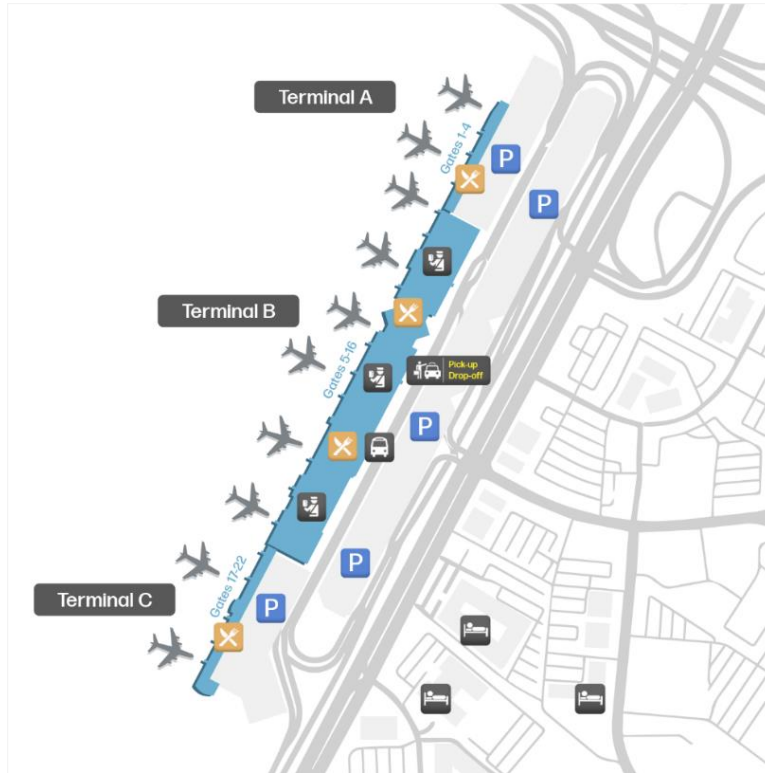


Figure 19. Illustration of gate locations by terminals at John Wayne Airport by AirportMaps.com

STRATEGIC INITIATIVE:

OPS 3: Develop Aircraft Gate Management Policy and Procedures

Aircraft gate management policies and procedures ensure the efficient, safe, and equitable use of limited gate resources within the airport's constrained operating environment. Clear guidelines enhance coordination among airlines and airport staff, reduce delays, and improve on-time performance while maintaining fairness, safety, and a positive guest experience.

Airport Investment and Redevelopment

One of John Wayne Airport's key business objectives is to ensure that capital deployment aligns with its long-range planning development and vision. Accordingly, the Airport has initiated several forwarding-thinking programs that support sound financial decision-making while preserving and enhancing operational consistency, safety, and security. These programs include the Capital Improvement Program, General Aviation Improvement Program, and the Concessions Development Program.

Capital Improvement Program (CIP)

In 2023, John Wayne Airport initiated a \$700 million, multi-year, Capital Improvement Program (CIP) – the largest investment in the airport's history – developed to enhance safety, security, and operational reliability, elevate the guest experience, and accommodate future travel

demand at the airport. This long-range strategic program is designed to effectively utilize limited resources and ensure project compliance with regulatory requirements.

The current CIP (beginning FY26) incorporates several major initiatives that span multiple areas and functions of the airport, including:

- Airfield Improvements – Projects focus on airfield pavement, runway, apron, and aircraft parking area improvements to provide safe and efficient movement of aircraft throughout the airfield;
- Facility Improvements – Concessions infrastructure upgrades, parking facility improvements, lighting enhancements, and terminal repairs to improve functionality, safety, and the overall guest experience;
- Guest Experience – Modernize passenger processing systems, baggage handling infrastructure, terminal amenities, and parking access technologies to increase convenience, comfort, and efficiency;
- Environmental Stewardship – Initiatives include stormwater treatment improvements, electric vehicle upgrades, and EV charging implementation to reduce environmental impacts and support regulatory compliance;
- Safety and Security Upgrades – Enhancements to access control systems, emergency response facilities, perimeter protection, and accessibility improvements; and
- Infrastructure Enhancements – Strengthen the airport's core infrastructure by modernizing power systems, improving airside operational facilities, and upgrading essential utility assets, such as the Central Utility Plant, to support operational excellence and future readiness.

John Wayne Airport will fund the CIP through multiple sources including but not limited to Airport revenues, Passenger Facility Charges (PFCs), Federal Aviation Administration (FAA) Airport Improvement Program (AIP) grants, and, if needed, airport revenue bonds. In addition, in 2023, JWA became debt-free following the defeasance of all its outstanding bonds.

General Aviation Improvement Program (GAIP)

Additionally, John Wayne Airport is undertaking a major upgrade of its general aviation facilities leased to Clay Lacy Aviation, ACI Jet, and Jay's Aircraft Maintenance. The General Aviation Improvement Program (GAIP) includes building new Fixed Base Operator (FBO) complexes, expanded hangar space, and more efficient facilities for aircraft and operations. The program also includes a new homebase for OCSD Air Support Unit's helicopters, and aims to support modern, large business aircraft and provide world-class services to the general aviation community.

FBOs CAPITAL INVESTMENT

➤ Jay's Air Center – \$40 to \$50M

- 30 Year Lease Term with 5 Year Option to Extend
- Approximately 14 acres

➤ ACI Jet - \$100+M

- 35 Year Lease Term
- Approximately 31 acres

➤ Clay Lacy – \$115 to \$120M

- 35 Year Lease Term
- Approximately 14 acres



Figure 20. Map of JWA GAIP

Concession Development Program (CDP)

In May 2024, the County of Orange Board of Supervisors approved new leases to revamp over 47,000 square feet of the Airport's concessions, where JWA's guests will enjoy a variety of options in retail and food & beverage dining, including new local restaurants showcasing Orange County's diverse cuisine. The Airport will cultivate a concessions program that balances national brands with local offerings, ensuring variety, quality, and competitive pricing. Continued concessions development will emphasize healthy food choices, expanded retail options, and partnerships that highlight the region's vibrant culture, business community, and culinary identity. The concessions overhaul began in 2025 and will continue through the middle of 2027.



Figure 21. Map of JWA's new and upcoming concessions

STRATEGIC INITIATIVE:

CRD 1: Revamp Terminal Concessions to Reflect Orange County

A memorable and positive guest experience while traveling centers around experiencing "the sense of place and culture." John Wayne Airport's re-imagining of its terminal experience will offer Orange County's tastes and lifestyle throughout its concessions program.

Guest Experience

John Wayne Airport is committed to delivering a seamless, safe, and superior guest experience, from arrival at the curb to departure at the gate. Our philosophy centers on making travel through JWA safe, secure, efficient, and convenient. In 2025, JWA was ranked 1st among Large Airports by J.D. Power in its North America Airport Satisfaction Study¹⁰ for the second consecutive year. JWA achieved top performance ("best-in-class") in five of the seven J.D. Power dimensions that assess overall airport satisfaction: Departure/To Airport Experience, Ease of Travel Through Airport, Terminal Facilities, Arrival/From Airport Experience, and Level of Trust with Airport. The two dimensions in which JWA did not rank first are key priorities that the Airport has been engaged in efforts to improve: Food, Beverage and Retail, and Airport Staff (any badged

J.D. Power Best-in-Class (Large Airports)

Departure/To Airport Experience

Ease of Travel Through Airport

Terminal Facilities

Arrival/From Airport Experience

Level of Trust with Airport

¹⁰ 2025 North America Airport Satisfaction Study | J.D. power (2025) North American Airports See Gains in Passenger Satisfaction Thanks to Capital Improvements and Efforts to Localize Terminal Experience, J.D. Power Finds. Available at: <https://www.jdpower.com/business/press-releases/2025-north-america-airport-satisfaction-study> (Accessed: 20 October 2025).

employee). See the *Concessions Development Program* for more information on JWA's efforts to improve in the Food, Beverage, and Retail dimension.



Figure 22. Screenshot of JWA's REACH video available to employees.

With the revision of its Mission, Vision, and Values in 2024, John Wayne Airport identified the need to ensure that every individual who works at the Airport understands the vital role they play in bringing the organization's mission and vision to life. When employees understand how their daily actions contribute to these commitments, they help create a consistent, trustworthy, and guest-centered experience. By aligning their work with the Airport's core values, each team member strengthens the culture, enhances service excellence, and supports JWA's long-term success. John Wayne Airport's Public Affairs division has made it a strategic priority to develop an onboarding presentation that welcomes all new employees and introduces them to the Airport culture and staff.

STRATEGIC INITIATIVE:

PA 1: Foster Superior Guest Experiences Beginning with Onboarding

Exceptional Airport experiences are centered around its employees sharing the organization's mission, vision, and values. This consistent foundation strengthens alignment, promotes a unified culture, and helps employees immediately recognize how their roles contribute to the Airport's long-term success.

In 2026, John Wayne Airport was recognized as an *Airport With The Highest Regard for Customer Service* by Airport Experience News. This is a testament to JWA's commitment to serve its guests, which is achieved through the Airport's engagement with its guests via terminal activities throughout the year. Developing an annual guest experience plan will provide a structured, intentional approach to creating memorable moments for guests in the terminal. Such a plan ensures that engagement efforts are aligned with the Airport's mission, responsive to guest preferences, and thoughtfully coordinated across divisions and partners. Ultimately, it enhances customer satisfaction, encourages repeat travel, and fosters a welcoming, vibrant atmosphere that reflects the Airport's identity and values.



Figure 23. Airport Director Charlene Reynolds receives Airport Experience News' award on behalf of JWA.

STRATEGIC INITIATIVE:

PA 2: Develop a Guest Experience Plan

Curating a calendar of activities, events, and interactive engagements, that elevate the guest experience, strengthen the Airport's brand, and distinguish itself in a competitive region.

Surveying Airport guests is essential for understanding how well the terminal's amenities, services, and customer-facing operations are meeting guests' needs. Guests provide real-time, firsthand insights about cleanliness, wayfinding, concessions, efficiency, accessibility, comfort, and overall satisfaction—areas that can shift quickly as expectations evolve. Survey results help identify areas of opportunity, prioritize investments, measure the impact of improvements, and ensure that decisions are grounded in the actual experiences of JWA's guests who use the terminal every day. To support this effort, the Airport's Public Affairs division will lead the development and implementation of a comprehensive guest survey program that captures these real-time perspectives.

STRATEGIC INITIATIVE:

PA 6: Develop a Guest Satisfaction Survey

Guests' feedback highlights gaps that staff may not see, reveals changing preferences, and provides quantitative data needed to track performance. Ultimately, surveying ensures the Airport remains responsive, competitive, and aligned with its mission to deliver a safe, efficient, and memorable guest experience.

Stakeholder Engagement

John Wayne Airport's success is inherently linked to the strength and quality of its relationships with stakeholders, including neighboring communities and its business partners such as airlines, concessions, contractors, regulators, tourists, and employees. Engaged stakeholders provide valuable perspectives that help the Airport anticipate concerns, identify opportunities, and make informed decisions that balance operational needs with stakeholder expectations.

John Wayne Airport exists to serve the community by providing safe, reliable, and efficient air travel that supports the region's mobility and economy. As a publicly owned airport, its operations and long-term planning are rooted in accountability, transparency, and responsiveness to those it serves. To uphold this responsibility, the Airport seeks to establish a formal community outreach policy and plan that ensures consistent, meaningful, and inclusive engagement. This will enable JWA to establish and maintain strong relationships.

STRATEGIC INITIATIVES:

PA 3: Develop a community outreach policy and plan.

A community outreach policy and plan help align JWA with community expectations, strengthen trust, reduce risk, and support sustainable, long-term success—ensuring the Airport continues to serve the community responsibly while meeting regional travel needs.

In 1985, the County of Orange, the city of Newport Beach, and local residents reached a settlement agreement after years of litigation from surrounding communities. In the years since, the agreement has been amended periodically with the latest version set to expire in 2030. The Airport recognizes the importance of proactively preparing for the expiration of its existing settlement agreement by developing a negotiation engagement plan. This will

prepare the County to thoughtfully engage community stakeholders, understand concerns, and clearly communicate operational needs and regional air travel demands. A defined engagement approach promotes transparency, consistency, and trust throughout the negotiation process while reducing uncertainty and risk. This preparation supports informed decision-making and positions the County to achieve balanced, durable outcomes that serve both the community and the region.

STRATEGIC INITIATIVES:

PA 5: Develop a settlement agreement negotiation plan.

As the 2030 expiration of current terms approaches, having a clear path forward supports prudent planning. It is critical to ensure communities are engaged and informed while increasing operational demands are considered. The aim is to balance operational needs with community welfare.

John Wayne Airport recognizes that regularly surveying the community, business partners, and employees is essential to understanding satisfaction levels and overall sentiment. Gathering structured feedback from these groups provides insight into perceptions, emerging concerns, and areas of strength across the Airport operations and its outreach efforts. Survey results enable leadership to identify trends, measure trust, and make informed, data-driven decisions that improve performance and relationships. This continuous feedback strengthens transparency, accountability, and long-term organizational success.

STRATEGIC INITIATIVES:

PA 6: Develop a stakeholder satisfaction survey.

To systematically measure perceptions, trust, and overall sentiment across its community, business partners, and workforce. The survey provides actionable insights that support data-driven decision-making, early identification of emerging issues, and continuous improvement of engagement strategies.

Risk Management and Compliance

John Wayne Airport's risk management and compliance efforts protect operational continuity, preserve access to federal funding, and ensure adherence to complex regulatory requirements. Informed decision-making and long-term resilience are enabled by proactively identifying and mitigating strategic, operational, environmental, and technological risks. Ultimately, risk management and compliance preserve public trust and support the airport's mission to safely and efficiently connect people, places, and opportunities.

Leveraging Technology to Improve Decision-Making

Airports are complex, highly regulated environments that rely on lease-driven revenue from airlines, concessions, rental cars, and Fixed-Base Operators (FBOs). A centralized repository helps with tracking airport agreements, ensuring accurate billing, compliance monitoring, and protection of critical revenue streams. It enhances visibility, reduces risk, and enables data-driven decision-making to optimize the airport's commercial performance and long-term financial sustainability. Most importantly, it transforms contract oversight from a reactive administrative task into proactive risk management and enables strategic decision-making

capability. JWA's Commercial and Revenue Development Team seeks a new Lease Management System to replace the existing system that doesn't meet operational needs.

STRATEGIC INITIATIVE:

CRD 3: Implement a Lease Management System

A high-value investment that strengthens control, protects revenue, and reduces risk across a complex portfolio of airline, concession, rental car, and FBO agreements.

Airports have a wealth of data. Implementing business intelligence across airport divisions integrates operational, financial, and regulatory data into a single, trusted decision-support platform. Readily accessible data uncovers insights that improve efficiency, strengthen compliance, protect revenue, and enable leadership to make proactive, risk-informed strategic decisions. Enterprise business intelligence transforms data from a reporting function into a strategic asset that drives performance, accountability, and long-term resilience. As a result, JWA's Innovation and Technology Division aims to enable enterprise information/knowledge sharing by developing a management and decision support system.

STRATEGIC INITIATIVE:

ITD 2: Enable Enterprise Information/Knowledge Sharing to Enhance Decision-making

A management and decision support system centralizes airport data into a single, trusted platform for performance monitoring and analysis. It enables faster, risk-informed decisions that improve efficiency, protect revenue, and strengthen accountability.

Strengthening Operational Continuity and Consistency

Airports are transportation gateways and economic engines that connect communities to the world. As part of our nation's critical infrastructure, airports must consistently deliver the expected value. To that end, Standard Operating Procedures (SOPs) maintain consistency, accountability, and operational reliability across the airport. SOPs reduce risk by clearly defining roles, workflows, and controls—ensuring compliance with regulatory requirements, improving safety outcomes, and minimizing errors or service disruptions. They also preserve institutional knowledge, streamline onboarding, and provide a defensible framework during audits, incidents, or leadership transitions.

JWA's Commercial and Revenue Development Division aims to establish operational standards through a comprehensive library of policies and procedures to address concessions, inspections, lease management, operational readiness and airport transfer, tenant workflow, rental cars, and data management.

STRATEGIC INITIATIVE:

CRD 2: Establish Commercial and Revenue Development Operational Standards

Maintain consistency and transparent management of concession and FBO leases while safeguarding compliance with contractual, financial, and regulatory requirements. Clear procedures strengthen revenue protection, enhance tenant accountability, and support long-term commercial performance aligned with the airport's strategic and fiscal objectives.

Defining Long-Term Organizational Objectives

Long-term planning provides clear direction and sustained focus, ensuring that daily decisions align with future goals rather than short-term pressures. It enables proactive resource allocation, risk anticipation, and capital investment planning while reducing reactive or fragmented decision-making. By defining measurable long-range objectives, organizations can prioritize initiatives, coordinate across divisions, and maintain accountability.

Information technology is not merely a support function—it is mission-critical infrastructure. For this reason, JWA's Innovation and Technology Division is comprehensively reviewing the Airport's systems and needs in order to develop a plan. An IT System Infrastructure Improvement Plan strengthens operational reliability, cybersecurity, and system integration across the airport's critical functions. It reduces risk, supports business intelligence, aligns technology with capital investments, and enhances the guest and tenant experience.

STRATEGIC INITIATIVE:

ITD 1: Develop an IT System Infrastructure Improvement Plan

Assess JWA system limitations and identify instances of end-of-life to ensure system security, reliability, and scalability that reduce operational risk, support data-driven decision-making, and sustain the airport's long-term performance and resilience.

In conjunction with the upcoming settlement agreement negotiations, preserving the airport's long-term operational viability while ensuring compatible land use in surrounding communities is at the core of an updated Airport Environs Land Use Plan (AELUP). It guides local jurisdictions in planning residential, commercial, and industrial development in a manner that minimizes safety risks, noise exposure conflicts, and airspace obstructions. Aligning local planning decisions with aviation safety and operational standards reduces the risk of future legal disputes, operational restrictions, or incompatible development that could further constrain airport operations and limit economic growth.

STRATEGIC INITIATIVE:

PLAN 1: **Review and update JWA's Airport Environs Land Use Plan**

Update JWA's AELUP to ensure consistency with State law while safeguarding the airport's economic role, preserving community trust, and supporting balanced regional development.

Environmental Sustainability and Stewardship

Located next to one of Southern California's most pristine estuaries, Newport Back Bay, John Wayne Airport is committed to being a good neighbor. Environmental Stewardship is one of John Wayne Airport's core values with the aim of reducing regulatory risk and energy consumption, and strengthening community trust while protecting the airport's long-term operational viability. JWA's efforts to improve energy and water efficiency and demonstrate environmental responsibility position the airport well for sustainable growth and competitive advantage.

JWA must comply with nearly 50 different regulations and a multitude of individual permit conditions, requiring over 256 actions, which poses a significant administrative workload. A structured compliance system ensures that permit conditions, inspections, monitoring requirements, and reporting deadlines are tracked in one centralized platform rather than through fragmented spreadsheets or manual processes. It reduces the risk of violations, fines, enforcement actions, or project delays by proactively identifying gaps and triggering corrective actions before issues escalate. It also supports audit readiness and transparency with regulators. For this reason, the environmental section of JWA's Planning and Development Division seeks to review and refine the means and methods they use to track and maintain regulatory compliance.

STRATEGIC INITIATIVE:

ENV 1: Refine Means and Methods to Track and Maintain Regulatory Compliance

A compliance tracking system helps track and manage environmental regulatory compliance in turn strengthening risk management, maintaining financial stability, preserving public reputation, and supporting operational efficiency.

As JWA undertakes significant capital improvements, it is important that environmental priorities are integrated into long-term investment decisions. A formal policy embeds sustainability criteria—such as energy efficiency, water conservation, resilient design, low-carbon materials, and lifecycle cost analysis—into project planning. It reduces long-term operating costs, strengthens eligibility for grants and green financing, and supports compliance with evolving environmental regulations. Adopting a Sustainable Projects Policy is one step towards operationalizing JWA's core value of Environmental Stewardship by ensuring standards and requirements are met for generations to come.

STRATEGIC INITIATIVE:

ENV 2: Draft and adopt a Sustainable Projects Policy

A Sustainable Projects Policy ensures that infrastructure investments enhance resilience, protect public resources, and support responsible growth for decades to come.

To further support environmental stewardship efforts, the environmental section of the Planning and Development Division aims to evaluate the benefits of creating a Sustainability Committee to provide structure, accountability, and cross-functional coordination for advancing the airport's environmental goals in a consistent and strategic manner. A dedicated committee can bring together internal stakeholders from other Airport divisions including Operations, Maintenance, Planning, Finance, Innovation and Technology, and Commercial and Revenue Development to vet proposed initiatives, evaluate lifecycle costs, assess regulatory implications, and prioritize projects based on impact and feasibility. It would ensure sustainability efforts are aligned with capital planning, operational standards, and compliance requirements.

STRATEGIC INITIATIVE:

ENV 4: Evaluate Creation of a Sustainability Committee

A Sustainability Committee transforms sustainability from isolated projects into a coordinated, data-driven strategy that supports resilience, fiscal stewardship, and long-term operational viability.

The Future

In an ever-changing landscape due to technical, environmental and global shifts, foresight and planning become strategic requirements that enable an organization to shift from reactive to proactive, better positioning the organization to navigate uncertainty, identify emerging opportunities, and mitigate risks before they arise. At John Wayne Airport, an annual Strategic Financial Plan is developed to help identify and plan for future needs. In addition, the Organizational Strategy Manager envisions building a forward-looking, data-driven strategic framework that integrates emerging aviation trends, community expectations, regulatory shifts, and evolving traveler preferences, all of which are predicated on sourcing pertinent data. In coordination with the Innovation and Technology Division¹¹, the Organizational Strategy Manager seeks to develop John Wayne Airport's business intelligence and advanced analytics program to support the airport's divisions in managing operational performance, identifying opportunities for improvement, and answering compelling business questions.

STRATEGIC INITIATIVE:

ORG STRAT 1: Develop a Performance Management and Analytics Program

A performance management and analytics program aligns strategy with measurable outcomes, enabling leadership to proactively manage operations, finances, risk, and compliance.

Major technological advancements, such as Advanced Air Mobility (AAM), are rapidly reshaping the future of aviation. AAM could transform short-haul regional travel, emergency response, and distributed mobility. As infrastructure and regulatory frameworks evolve, so too may the role of airports.

Environmental stewardship is central to airport competitiveness and community acceptance. Net-zero carbon commitments for airport operations, changes to fueling infrastructure with the introduction of sustainable aviation fuels (SAF), electrification of ground support equipment and vehicles, and energy efficiency and renewable energy generation all have secured footing in airport operating budgets.

Airports are increasingly investing in digital tools that improve the travel experience ranging from real-time analytics for passenger flow and checkpoint performance, touchless

¹¹ See Strategic Initiative "ITD 2: Enable Enterprise Information/Knowledge Sharing to Enhance Decision-making." The difference between both initiatives is that ITD's consists of the infrastructure ("behind-the-scenes") whereas ORG STRAT's consists of answering business questions through data analysis and visualization.

technology for security and customer service, to autonomous ground vehicles and robotics in baggage.

Monitoring and planning for these trends will enable the airport to adapt proactively, seize new opportunities, and maintain its competitiveness and relevance in a rapidly changing aviation landscape. As a result, the Airport Director will host an annual State of the Airport to highlight upcoming challenges and opportunities for the airport.

STRATEGIC INITIATIVE:

DIR 1: Host an Annual State of the Airport address

An annual address promotes transparency, aligns stakeholders, and positions the airport as forward-looking and accountable. It supports monitoring emerging trends, integrating risk-informed planning, and strategic investments in infrastructure and technology.

Performance Metrics

In 2024, John Wayne Airport conducted an internal review of its various divisions' objectives and results. Each division methodically assessed their responsibilities, and what is expected of their division by other divisions; and by JWA's traveling guests. This exercise established the foundation for a robust performance management program that will make way for JWA's advanced analytics and data-driven decision-making.

In FY25, JWA began collecting and monitoring a set of key performance indicators (KPIs), which are reported in the County's annual budget. This primary set of KPIs address JWA's "core" responsibilities and values of ensuring an available and safe airfield, an environmentally compliant operation, and happy traveling guests.

Department Goal	Objective	Performance Measure	2025 26 Target
Maintain a safe and secure airfield environment for aircraft operators to transport passengers and cargo.	Ensure the airfield is available for use by aircraft operators.	% of airfield hazards identified, assessed, reported, and resolved within 6 hours	≥90%
	Ensure the airfield is maintained in accordance with FAA Part 139 requirements.	% of scheduled preventative maintenance and self-inspections performed	≥90%
Maintain an environmentally compliant operation.	Ensure environmental regulatory requirements are being met.	% of required regulatory actions completed	≥95%

Provide an outstanding experience for travelers.	Provide a positive guest experience for travelers.	% of travelers reporting a positive experience through surveys*	≥80%
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*This coincides with Strategic Initiative "PA 6: Develop a Guest Satisfaction Survey" referenced in the *Guest Experience* section. Due to procurement challenges, the implementation of a traveler survey was delayed. As of March 2026, a second attempt to solicit and secure an appropriate survey instrument and vendor is underway.

The following pages outline working drafts of each division's key objectives and intended results. The actual metrics and accompanying targets are tied to Strategic Initiative "ITD 2: Enable Enterprise Information/Knowledge Sharing to Enhance Decision-making" found under the *Risk Management and Compliance* section. In the beginning of 2026, the Organizational Strategy Manager is co-leading this effort with the Innovation & Technology Division with the recruitment of a Data Analytics Graduate Intern to help launch the program.

COMMERCIAL & REVENUE DEVELOPMENT

C&RD MISSION: TO STEWARD THE AIRPORT'S ECONOMIC & REAL ESTATE PORTFOLIO THROUGH MUTUALLY BENEFICIAL BUSINESS PARTNERSHIPS.

C&RD VISION: TO FOSTER LEADERSHIP IN COMMERCIAL REAL ESTATE INNOVATION AND REVENUE DEVELOPMENT THAT ENHANCES THE TRAVELER EXPERIENCE WHILE ALSO ENSURING A PROSPEROUS FUTURE.

Key Objectives:

K1. Provide exceptional airport experiences to travelers through: - o Concessions - o Rental Cars - o Fixed-Base Operators	
K2. Steward a healthy and vibrant airport economic portfolio	

K1. PROVIDE EXCEPTIONAL AIRPORT EXPERIENCES TO TRAVELERS THROUGH CONCESSIONS, RENTAL CARS, AND FIXED BASE OPERATORS

Activity	Intended Result	Metric	Data Sources	Contributors
Concession – Food & Beverage	▪ Highly satisfied customers	▪ Customer Satisfaction	▪ Customer Surveys ▪ Yelp Reviews ▪ Mystery Shop Program	▪ C&RD ▪ Customers ▪ Tenants ▪ Public Affairs
Concession – Retail	▪ Highly satisfied customers	▪ Customer Satisfaction	▪ Customer Surveys ▪ Yelp Reviews ▪ Mystery Shop Program	▪ C&RD ▪ Customers ▪ Tenants ▪ Public Affairs
Rental Cars	▪ Highly satisfied customers	▪ Customer Satisfaction	▪ Customer Surveys ▪ Yelp Reviews ▪ Mystery Shop Program	▪ C&RD ▪ Customers ▪ Tenants ▪ Public Affairs
Fixed-Based Operator	▪ First in Class General Aviation Facilities	▪ # of operations ▪ # of recognitions YoY in publications	▪ Customer Surveys ▪ Publications	▪ C&RD - RPAs ▪ FBO customer service reviews ▪ Operations

				▪ CEO – Economic Development
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K2. STEWARD A HEALTHY AND VIBRANT AIRPORT ECONOMIC PORTFOLIO

Activity	Intended Result	Metric	Data Sources	Contributors
Concession – Food & Beverage	▪ Achieve a competitive Sales Per Enplanement against top-performing comparable airports	▪ Sales Per Enplanement between \$8.25-\$8.30 OR higher	▪ Tenant reports ▪ Finance reports	▪ Tenants ▪ Finance
Concession – Retail	▪ Achieve a competitive Sales Per Enplanement against top-performing comparable airports	▪ Sales Per Enplanement between \$3.47-\$3.57 OR higher	▪ Tenant reports ▪ Finance reports	▪ Tenants ▪ Finance
Rental Cars	▪ Achieve a competitive Sales Per Deplanement against top-performing comparable airports	▪ Sales Per Deplanement between \$3.77-\$4.00 OR higher	▪ Tenant reports ▪ Finance reports	▪ Tenants ▪ Finance
Novel/Innovative Business Prospects	▪ Support revenue growth	▪ Compare YoY new business, services, or existing contracts with new revenue opportunities.	▪ Finance reports ▪ New Service Agreements	▪ Business Community ▪ Finance ▪ County Counsel ▪ Public Affairs ▪ Operations ▪ JWA Leadership ▪ Board of Supervisors

FINANCE

FINANCE MISSION: TO ENSURE THE AIRPORT'S FINANCIAL STRENGTH THROUGH TRANSPARENT, ACCOUNTABLE, AND RESPONSIBLE FISCAL MANAGEMENT.

FINANCE VISION: TO BE LEADERS IN AIRPORT FINANCE, RECOGNIZED FOR FISCAL SUSTAINABILITY AND OPERATIONAL EFFICIENCY.

Key Objectives:

K1. Steward the financial viability of the airport.	
K2. Provide accurate and timely financial information to facilitate decision-making.	
K3. Manage the Airport's regulatory compliance program.	
K4. Mitigate business risk through proper insurance coverage.	

K1. STEWARD THE FINANCIAL VIABILITY OF THE AIRPORT.

Activity	Intended Result	Metric	Data Sources	Contribution
Accounts Payable	Issue accurate and timely payments	- Mean Process - Aging - Rate of Error	- Expediter - CAPS+ - Excel	- A-C Accounting Staff - JWA Division - OCPW CIP Unit
Procurement	Procuring goods and services efficiently and effectively	- Contract lapses - Mean solicitation - PO cycle time	- Expediter - CAPS+ - Excel - CPM	- JWA Procurement - JWA Division
Financial Statements Report	Issues Audited Report with clean opinion	Annual Audit	- CAPS+ - Excel - Access - GASB	- A-C Accounting Staff - A-C Financial Reporting Unit - JWA Finance Staff - External Audit Firm

Passenger Facility Charge (PFC) Report	Issues Audited Report with clean opinion	Annual Audit	- CAPS+ - Excel - Access - FAA PFC Guidelines	- A-C Accounting Staff - External Audit Firm - JWA Finance Staff
Parking Revenue Per Exit	Track parking revenue financial performance	- Monthly - Annual	- PARCS - Excel - Parking Operator Reports	- JWA Finance Staff - Operations Staff - Parking Operator (ACE)

K2. PROVIDE ACCURATE AND TIMELY FINANCIAL INFORMATION TO FACILITATE DECISION MAKING.

Activity	Intended Result	Metric	Data Sources	Contribution
Forecasts (Budget to Actuals): - Operating Services & Supplies - Programs - Capital Improvement Plan - OCPW	Spend within budgeted amounts	% of Budget Spent	- CAPS+ - Excel	JWA Finance Staff

K3. MANAGE THE AIRPORT'S REGULATORY COMPLIANCE PROGRAM.

Activity	Intended Result	Metric	Data Sources	Contributors
Audit	Provide assurance that contractual agreements are adhered to	# of audits completed # of hours per audit - How much lost revenue generated (\$)	- Excel - OC Time	- Quality Assurance - Finance
Controls & Compliance	Assist with external reviews	# of reviews completed # of findings addressed/resolved	- Excel - Reports	- Quality Assurance - External Reviewers
Policies & Procedures	Establish consistent processes	# of P&Ps current vs. outdated	Excel	Quality Assurance

	and structures			
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K4. MITIGATE RISK OF DOING BUSINESS THROUGH PROPER INSURANCE COVERAGE.

Activity	Intended Result	Metric	Data Sources	Contributors
Insurance Compliance	▪ Maintain 100% compliance with insurance requirement.	▪ # of contracts with expired insurance coverage vs. active coverage ▪ # of pending cases vs. resolved cases	▪ OpenGov	▪ County Procurement Office ▪ County Executive Office – Risk Management

INNOVATION & TECHNOLOGY DEPARTMENT MISSION: TO PROVIDE SECURE, COLLABORATIVE TECHNOLOGY PLATFORMS THAT ENABLE CONTINUOUS INNOVATION ACROSS JWA AND ITS STAKEHOLDERS.

INNOVATION & TECHNOLOGY DEPARTMENT VISION: TO BE COMPETENT, SERVICE-ORIENTED, AND EASY-TO-DO BUSINESS WITH.

Key Objectives:

K1. Attain 100% perceived customer uptime by ensuring the airport's technical infrastructure meets its operational needs on a 24 hour/7 days a week basis	
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K1. ATTAIN 100% PERCEIVED CUSTOMER UPTIME BY ENSURING THE AIRPORT S TECHNICAL INFRASTRUCTURE MEETS ITS OPERATIONAL NEEDS ON A 24 HOUR/7 DAYS A WEEK BASIS

Activity	Intended Result	Metric	Data Sources	Contributors
System Uptime	Systems are dependable and available	- System Uptime (retrospective) - System Availability (prospective) - Planned vs. Unplanned Downtime	[Timeframe 4-6 weeks away from Procurement 'go ahead' – est. Nov./Dec.] ServiceNow and the target system being monitored (Intranet, OCAir, Teams, Outlook, CUSS / CUPPS, etc.)	DADs that want a particular system's availability monitored and reported on
Information and Systems Security	Information and systems are protected from unauthorized access	- Security Index (roll up of various measures) & - Audit Findings	3rd party audits from (Tevora, OCIT, TSA, etc.)	Vendors: OCIT, Tevora, TSA
User Support	Labor force's technical issues are resolved in a timely manner	- Mean to Resolve - Mean to Respond - Customer satisfaction	ServiceNow implementation (Nov. / Dec.)	Vendor: ServiceNow

MAINTENANCE

MAINTENANCE MISSION: TO MAINTAIN THE HIGHEST LEVELS OF SERVICE TO THE AIRPORT TRAVELERS BY PROVIDING A SAFE AND DEPENDABLE INFRASTRUCTURE.

MAINTENANCE VISION: SET THE STANDARD FOR AIRPORT UPKEEP AND BECOME A SYMBOL OF PROACTIVITY, QUALITY, AND RELIABILITY.

Key Objectives:

K1. Ensure the airfield is safe and accessible to air carriers.	
K2. Foster an exceptional travel experience in the terminals.	
K3. Enable reliable parking facilities.	
K4. Address JWA campus needs for stakeholders.	

K1. ENSURE THE AIRFIELD IS SAFE AND ACCESSIBLE TO AIR CARRIERS.

Activity	Intended Result	Metric	Data Sources	Contributors
Runway Maintenance	▪ Runway is available with little to no delay	▪ FAR 139 Compliance (continual & annual)	▪ Computerized Maintenance Management System (CMMS)	▪ JWA Operations ▪ JWA Maintenance ▪ OCPW/CIP
Lighting Maintenance	▪ Safe and efficient landing, taking off and taxiing.	▪ FAR 139 Compliance (continual & annual)	▪ CMMS	▪ JWA Operations ▪ JWA Maintenance ▪ ATC
Landscaping & Rodent Abatement	▪ Reduce/mitigate risks to aircraft safety and people.	▪ FAR 139 Compliance (continual & annual)	▪ CMMS	▪ JWA Operations ▪ JWA Maintenance ▪ OCPW/Environmental Resources
Fire Alarm & Fire Protection Maintenance	▪ Guarantee functional and compliant fire suppression water.	▪ FAR 139 Compliance (continual & annual) ▪ OCFA Compliance	▪ CMMS ▪ OCFA Annual Inspection Report	▪ JWA Maintenance

K2. FOSTER AN EXCEPTIONAL TRAVEL EXPERIENCE IN THE TERMINALS.

Activity	Intended Result	Metric	Data Sources	Contributors
Fire Alarm Maintenance	Ensure fire alarms are functional for early fire detection	Maintenance/ Inspection Compliance	- CMMS - JWA Operation - Airport Police - OCFA Annual Inspection Report	JWA Maintenance
Conveyance Maintenance	Ensure elevators and escalators are safely functioning	- Maintenance/ Inspection Compliance - Availability - Safety	- CMMS - JWA Operation - Airport Police - State/DIR Annual Inspection Report	JWA Maintenance
Baggage Handling	Ensure baggage handling system reliably conveys baggage	Maintenance/ Inspection	- CMMS - JWA Operation	JWA Maintenance
Heating, Ventilation, and Air Conditioning (HVAC) Maintenance	Ensure proper ventilation and comfortable climate	- Maintenance/ Inspection Compliance - Complaints/Work Order Requests	CMMS	JWA Maintenance
Utility Infrastructure Distribution and Maintenance	Ensure adequate gas, power, water and sewage flow	- Maintenance/ Inspection Compliance - Complaints/ Work Order Requests	CMMS	- JWA Maintenance - OCPW - SCE - Gas Company - Water District
Emergency Power Generator Maintenance	Ensure back up power is available during emergencies	Maintenance/ Inspection Compliance	- CMMS - SCAQMD Report	- JWA Maintenance - OCPW/Fleet
Access Doors Maintenance	Ensure security gates and doors are functional to prevent	Maintenance/ Inspection Compliance	- CMMS - JWA Operation - Airport Police	- JWA Maintenance - JWA ITD

	unauthorized access	▪ Complaints/ Work Order Requests		
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K3. ENABLE RELIABLE PARKING FACILITIES.

Activity	Intended Result	Metric	Data Sources	Contributors
Mechanical, Electrical & Plumbing Maintenance	▪ Ensure elevators, gates, lighting and drains are functional	▪ Maintenance/ Inspection Compliance ▪ Complaints/ Work Order Requests	▪ CMMS	▪ JWA Maintenance ▪ JWA Operation

K4. ADDRESS JWA CAMPUS NEEDS FOR STAKEHOLDERS.

Activity	Intended Result	Metric	Data Sources	Contributors
Resolve Work Order Requests	▪ Support stakeholders with responsive action	▪ Time to Resolve ▪ Satisfaction Rating	▪ CMMS	▪ JWA Maintenance ▪ JWA Staff ▪ Guests

OPERATIONS

OPERATIONS MISSION: TO ENSURE A SAFE AND SECURE OPERATING ENVIRONMENT WITH FOCUS ON ENHANCING OUR TEAM'S AVIATION EXPERTISE, OPERATIONAL EFFICIENCY, AND THE OVERALL GUEST EXPERIENCE.

OPERATIONS VISION: TO SET THE STANDARD FOR OPERATIONAL EXCELLENCE, EMBRACING SUSTAINABLE MODERNIZATION, AND FOSTERING A CULTURE OF CONTINUOUS IMPROVEMENT TO MEET THE EVOLVING NEEDS OF THE AVIATION INDUSTRY.

Key Objectives:

K1. Safeguard the airport and its occupants from hazardous and unsafe conditions.	
K2. Ensure the airport is secure by preventing, detecting, and responding to any unauthorized activity.	
K3. Coordinate swift emergency response.	
K4. Facilitate the airport's efficient and effective operation.	

K1. SAFEGUARD THE AIRPORT AND ITS OCCUPANTS FROM HAZARDOUS AND UNSAFE CONDITIONS.

Activity	Intended Result	Metric	Data Sources	Contributors
Airside, Terminal, Landside, and Occupational Safety Inspections	- Ensure regulatory compliance and loss control - Assurance that both employee (county, tenant, and contractor) work areas and public areas are safe	# of findings/ discrepancies by regulatory agencies (FAA, CalTrans Aeronautics Division, CalOSHA) # of regular inspections # of special inspections # of potential hazards reported via the SMS reporting software	- Regulatory agency inspection report (PDF or MS Word) - Daily Activity Log (MS Access Database) - Aerosimple Hazard Reporting System - Computerized Maintenance Management System	- Hazard Reporting: All Badged Airport employees to include All Airport Divisions, All Airport concessions, airlines, agencies, contractors, vendors, FBOs, OCSD, OCFA - Findings and Discrepancy Resolution:

		▪ # of wildlife strikes reported ▪ # of F.O.D. calls ▪ # of Maintenance and IT Service Requests submitted by Airport Operations staff ▪ # of Airport User Assists (guests and pilots) ▪ # of Policies, Plans, and Procedures updated or implemented	(CMMS) – AssetWorks ▪ JWA ITD service request system	Airport Maintenance, OCPW Design and Construction ▪ JWA Finance & Admin. ▪ JWA CRD ▪ Contractors, vendors, and agencies
Emergency Preparedness	▪ Prepare personnel to effectively respond to emergencies and irregular operations	▪ # of personnel trained (TTX, ICP Drills, JWA Evacuation Team training, Full-Scale Exercises, functional exercises, active shooter/ rescue task force exercise, UAS TTX) ▪ # of participating stakeholders /agencies ▪ # of post-incident action items reported ▪ # of action items resolved ▪ # of response plans, and procedures	▪ Sign in sheets ▪ After Action Report/ Improvement Plans ▪ Debrief and Hotwash notes	▪ All Airport Divisions ▪ County Departments ▪ Airlines ▪ State agencies ▪ Federal agencies ▪ OCSD ▪ OCFA ▪ Mutual aid agencies ▪ FBOs

		updated or implemented ▪ # of planned events requiring the activation of a Unified ICP or Airport EOC		
Safety Awareness	▪ Recognize individuals who have demonstrated above exceptional actions that contribute to the prevention of an injury, property damage, or operational disruption	▪ # of employees recognized for safety actions ▪ # of Airport employees trained on safety topics ▪ # of contractors trained on Airport safety topics	▪ Awards and safety certificates issued ▪ Eureka ▪ Sign-in sheets	▪ All Badged Airport employees to include All Airport Divisions, All Airport concessions, airlines, agencies, contractors, vendors, FBOs, OCSD, OCFA, County Departments, Contractors, vendors, and agencies.

K2. ENSURE THE AIRPORT IS SECURE BY PREVENTING, DETECTING, AND RESPONDING TO ANY UNAUTHORIZED ACTIVITY.

Activity	Intended Result	Metric	Data Sources	Contributors
Airport Credentialing (ID Badge Operations)	▪ Authorize personnel with appropriate access	▪ # of new Airport Credentials issued ▪ # of Airport Credentials renewed ▪ # of Airport Credentials replaced ▪ # of Non-Movement Area Drivers trained ▪ # of Aircraft Movement	▪ Identity Management System (IDMS) ▪ Computer Based Training system ▪ Customer survey	▪ OCSD APS ▪ TSA ▪ IDMS vendor ▪ JWA Innovation & Technology Division ▪ OCIT

		Area drivers trained ▪ # of reported complaints /compliments		
Security Inspections and testing	▪ Reduce security vulnerability and mitigate threats	▪ # of findings/ discrepancies by regulatory agencies (TSA) ▪ # of security tests with pass percentage (TSA and OCSD APS testing) ▪ # of Airport ID Badge inspections ▪ # of physical security inspections ▪ # of NOV's issued ▪ # of Security Enhancement Team tests ▪ # of Aviation Workers Screened ▪ # of Maintenance and IT Service Requests submitted by Airport Operations staff ▪ # of Policies, Plans, and Procedures updated or implemented	▪ PDF or MS Word reports ▪ Daily Activity Log (MS Access Database) ▪ OCSD APS activity log ▪ Allied Universal Security logs	▪ OCSD APS ▪ TSA ▪ Allied Universal Security ▪ Airport Operations
Security Training	▪ Mitigate unauthorized access and security incidents	▪ # of Airport ID Credentialed personnel trained (SIDA class, Concession	▪ MS Forms, MS Lists ▪ Identity Management System (IDMS)	▪ Computer Based Training system vendor ▪ JWA Innovation & Technology Division

		Site-Specific Training)	▪ Computer Based Training system	▪ OCIT
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K3. COORDINATE SWIFT EMERGENCY RESPONSE.

Activity	Intended Result	Metric	Data Sources	Contributors
Emergency Response	▪ Ensure response procedures were followed, identify lessons learned, and develop improvement plan action items, continue to improve	▪ Category I Aircraft Emergency Response ▪ Category II Aircraft Emergency Response ▪ Category III Aircraft Emergency Response ▪ Disabled aircraft recovered ▪ # of hazmat spills ▪ # of medical aids ▪ # of flight delays, cancellations, diversions due to an emergency incident ▪ # of claims (employee/ customers) ▪ # of customers and employees supported during emergency events/incidents ▪ # of unplanned incidents requiring the activation of a Unified ICP or Airport EOC	▪ Daily Activity Log (MS Access Database). ▪ Aerosimple Hazard Reporting System ▪ ICS Forms ▪ Debrief and Hotwash notes	▪ All Airport Divisions ▪ County Departments ▪ Airlines ▪ State agencies ▪ Federal agencies ▪ OCSD ▪ OCFA ▪ Mutual aid agencies ▪ FBOs

K4. FACILITATE THE AIRPORT'S EFFICIENT AND EFFECTIVE OPERATION.

Activity	Intended Result	Metric	Data Sources	Contributors
Parking Management	▪ Available spaces ▪ Secure lots ▪ Clean facilities	▪ % Daily Capacity ▪ # of complaints/compliments	▪ Skidata – Parking Access & Revenue Control System (PARCS). ▪ JWA email account managed by JWA Public Affairs ▪ info@email.com ▪ Social media	▪ ACE Parking ▪ Skidata ▪ JWA Commercial & Revenue Development ▪ JWA Innovation & Technology Division ▪ JWA Public Affairs
Aircraft Gate Management	▪ Timely gate turnarounds and ground performance	▪ # of General Aviation flight operations ▪ # of Passenger Air Carrier Operations ▪ # of Air Cargo Operations ▪ On-Time Performance (OTP) for air carriers ▪ Taxi Delay Time for air carriers ▪ Flight delays, cancellations, and diversions	▪ Aerocloud RMS ▪ Virtower ▪ Flight Radar 24	▪ JWA Innovation & Technology Division ▪ FAA ATC ▪ Airlines and other aircraft operators
Landside Traffic	▪ Efficient traffic flow	▪ # of Ground Transportation operations (Courtesy shuttles, door-to-door shuttles, TNCs, Rental Car, Taxis, and TCP operators)	▪ Gate Keeper ▪ Uber, Lyft, Wings ride-share app reports ▪ # of permits issued	▪ JWA Innovation & Technology Division ▪ System vendor ▪ Ground transportation operators

PLANNING AND DEVELOPMENT

In 2025, the Planning and Development Division returned to John Wayne Airport from a separate County of Orange agency, OC Public Works. This was a strategic initiative of the Airport Director in 2024 after identifying the need for dedicated staff and in-house expertise in airport infrastructure needs as well as management of the Capital Improvement Program. In March of 2026, a Deputy Airport Director was hired to lead this division, who is actively developing the division's mission, vision and objectives.

JWA MISSION: CONNECTING PEOPLE, PLACES AND OPPORTUNITIES.

JWA VISION: TO BE THE AIRPORT OF CHOICE BY CREATING EXCEPTIONAL EXPERIENCES.

Key Objectives:

K1. Promote favorable perception of the airport through brand development and trustworthiness.	
K2. Ensure airport compliance with settlement agreement.	

K1. PROMOTE FAVORABLE PERCEPTION OF THE AIRPORT THROUGH BRAND DEVELOPMENT AND TRUSTWORTHINESS.

Activity	Intended Result	Metric	Data Source	Contributors
Brand Management & Marketing	Keep stakeholders and the public informed of airport developments	- Public Sentiment - Audience Reach	- Surveys (e.g. JD power) - Communication campaigns	- Contractors - PA
Community Outreach	Keep stakeholders and the public engaged to airport			

K2. ENSURE AIRPORT COMPLIANCE WITH SETTLEMENT AGREEMENT.

Activity	Intended Result	Metric	Data Source	Contributors
Access & Noise	Meet public air transportation demands while complying with the 1985 Settlement Agreement, Access Plan, and General Aviation Noise Ordinance (GANO).	- Remain within constraints: 11.8 MAP (and approved future amendments) 99 Class A Average Daily Departures (ADDs) 14 Permanent Class E ADDs - Quarterly Single Event Noise Exposure Level (SENEL) Average Limits - Enforcement of GANO violations	- Airport Noise and Operations Monitoring System (ANOMS) - Access/GANO software 10 permanent regulatory noise monitoring stations	- Access/Noise Specialists - Commercial and Commuter Air Carriers - General Aviation operators