



JACKSON MUNICIPAL AIRPORT AUTHORITY

2030 **ELEVATE**

STRATEGIC PLAN





# GOVERNING BODY

Jackson Municipal Aviation Authority is a Municipal Airport Authority created by the City of Jackson for the purpose of owning, operating, and developing Jackson-Medgar Wiley Evers International Airport, a commercial airport located in the City of Jackson and the County of Rankin, and Hawkins Field Airport, a general aviation airport located in the City of Jackson and the County of Hinds.

The Authority is led by a five-member Board of Commissioners responsible for setting overarching policies, guiding strategic direction, ensuring regulatory compliance, overseeing financial management, and evaluating the airport's overall performance. The Board provides governance, approves budgets, and makes high-level decisions to support the airports' operational effectiveness and public accountability.

## TABLE OF CONTENTS

- Introduction and Background ..... 1
- Letter From the Board Chair ..... 2
- Commissioners' Perspective ..... 3
- Letter From the CEO ..... 4
- A Collaboratively Developed Plan..... 6
  - The JMAA Mission..... 8
  - JMAA Strategic Goals..... 8
  - Executive Summary ..... 9
- Goals & Tactics ..... 10
  - 1.0: Safety and Security ..... 11
  - 2.0: High-Performing Talent..... 11
  - 3.0: Customer Service ..... 12
  - 4.0: Community ..... 12
  - 5.0: Financial ..... 13
  - 6.0: Infrastructure and Capacity.... 13
- JMAA's Strategies and Tactics ..... 14
- Core Values ..... 15
- Employee Pledge ..... 15
- Mississippi's Aviation Sector ..... 16
- JMAA's Milestone Timeline (back cover)



JACKSON MUNICIPAL AIRPORT AUTHORITY



## Introduction and Background

Jackson Municipal Airport Authority (JMAA) is rooted in a rich legacy of aviation that has profoundly shaped the economic and social fabric of Mississippi. Aviation has played a vital role since its early beginnings in 1928, when Delta Air Lines launched multi-stop service linking Jackson to a major hub like Dallas from Hawkins Field Airport. The region has been a pioneer in commercial aviation. The construction of a dedicated terminal in 1936 marked a significant milestone in serving the community's evolving needs, while its role as an Army air base during World War II underscored its strategic importance.

The formation of the Jackson Airport Authority in 1960 signified a renewed focus on advancing aviation infrastructure and services. The City of Jackson began acquiring land in Rankin County to provide the Region with the foundation to grow its aviation hub. Jackson Municipal Airport was built with dual staggered parallel runways, making it one of the nation's pioneering airports. Its designation as an international Port of Entry

in 1989 underscores its significance in global connectivity. Since 2004, Jackson International Airport has borne the name of civil rights icon Medgar Evers. In 2011 the airport was renamed to include his full name, Medgar Wiley Evers. Like its namesake, the airport was a trailblazer representing the community's interests for all its residents and visitors.

Today, the airports continue to be operated by the Jackson Municipal Airport Authority (JMAA), and the Central Mississippi Region is served by both Jackson-Medgar Wiley Evers International Airport (JAN) and Hawkins Field Airport (HKS). These airports and their facilities and infrastructure support commercial and general aviation, bolster military activity, and contribute substantially to the local economy. Guided by the vision of Elevate2030, JMAA is set to lead Mississippi's aviation sector, embodying a commitment to innovation, growth, and community service, propelling the region toward a future of boundless possibilities in the skies.





## Letter from the Board Chair

WARREN T. HERRING



To All Stakeholders and Community Members,

It is with great pride and a deep sense of responsibility that I introduce Elevate2030, the Jackson Municipal Airport Authority's (JMAA) five-year strategic plan. This comprehensive document outlines our Vision, Mission, Core Values, and Management Strategies—serving as both a foundation as well as a roadmap for our collective efforts over the coming years.

Our strategic plan reflects our unwavering commitment to strengthening the aviation and economic assets vital to Jackson and Central Mississippi. As stewards of these assets, we recognize the profound role aviation plays as a strategic economic catalyst, shaping the future of our community on local, state, national, and global stages.

Elevate2030 is designed to guide our actions, activities, and financial investments, ensuring that we deliver service, facilities, and infrastructure of the highest caliber. We are dedicated to evaluating and enhancing Jackson-Medgar Wiley Evers International Airport, Hawkins Field Airport, and other properties under our management. Our goal is to propel our airports toward excellence, fostering economic growth, job creation, and community prosperity.

On behalf of the JMAA Board of Commissioners, I am enthusiastic about the opportunities that lie ahead. Together we embrace the challenges and commit to provide world-class aviation services that meet—and exceed—the expectations of our residents, visitors, and partners. We will elevate our airports and our community to new heights, ensuring a vibrant, prosperous future for generations to come.

Thank you for your ongoing support and trust as we embark on this exciting journey of growth and innovation.

Sincerely,

**Warren T. Herring**  
Chairman

JMAA Board of Commissioners

## COMMISSIONERS' PERSPECTIVE



” We look forward to elevating our airports and our community to new heights, ensuring a vibrant, prosperous future for generations to come.

**WARREN T. HERRING**  
Chairman



” I am proud to be a part of an organization that is committed to advancing financial resilience and operational efficiency, ensuring the airport's success and stability for years to come.

**RICKEY D. JONES**  
Vice Chairman



” Our strategic plan reflects a commitment to forging strong partnerships and enhancing community relations. By prioritizing these efforts, we are not only paving the way for sustainable economic growth in the capital city area but also fostering a unified and prosperous Mississippi for all.

**RICA LEWIS-PAYTON**  
Commissioner



” I am excited about our commitment to strengthen partnerships and community relations, knowing our efforts will foster lasting economic growth and a unified Mississippi.

**SHARON F. BRIDGES, ESQ.**  
Commissioner



” It gives me great pride in pledging my efforts and dedication towards the alignment of policies that position our Jackson Airport system as one of Mississippi's major economic engines. Elevate2030, JMAA's Strategic Plan, demonstrates our commitment to strong community leaders, partnerships and stakeholders, all of which are central to the footprint of our economic growth and development of burgeoning communities.

**JEAN C. FRAZIER**  
Commissioner





# Letter from the CEO

ROSA M. BECKETT



As we present JMAA's five-year strategic plan, Elevate2030, I am reminded of the resilience and renewal that define our journey forward. The past few years have challenged all airports, including Jackson-Medgar Wiley Evers International Airport (JAN) and Hawkins Field Airport, forcing us to pause, reflect, and reset. This period of recalibration has laid the groundwork for a vibrant future built on strategic collaboration and innovative growth.

Our plan truly charts the course for JMAA's future, and I am proud to say it was crafted through a collaborative effort with our Board, the City of Jackson, military partners, FAA, surrounding jurisdictions, and our dedicated leadership team, who are now reinvigorated and focused on our shared vision. This collective effort ensures our strategies are rooted in community excellence and a clear sense of purpose.

At the heart of our vision are themes of "renewal" and "preparing for the future," guiding us away from what was merely "fixing" our infrastructure to planning and creating a resilient, forward-looking gateway for Jackson and our broader region. Our leadership priorities encompass both external engagement—realizing a unified "One-Mississippi" strategy—and strengthening local ties within our city and with our neighboring jurisdictions. Internally, we are committed to evolving our team and its capabilities, adapting to rapid changes driven by technological advances, economic development opportunities, and strategic innovations.

We seek to deploy land use strategies that seamlessly integrate these external and internal priorities, creating an inclusive regional development approach that leverages our aviation assets and connects them with regional opportunities. This approach spans land on and off-airport, contributing to our JMAA's capital needs and amplifying our economic impact through thoughtful planning and partnership.

A vital component of our renewal efforts is the modernization of our terminal infrastructure, a state-of-the-art investment that

promises to position JAN to serve passengers through 2030 and beyond. We endeavor to do this by leveraging our existing infrastructure and aligning it with future requirements, procuring a new terminal that enhances customer experience and solidifies our airport as a soulful and proud community gateway.

Our continued success depends on maintaining strong relationships at the state and federal levels. I am grateful for the support of the Mississippi delegation in the House and Senate, whose recognition of the importance of our capital airport underscores the strategic significance of JAN and HKS to our region's growth and economic vitality.

Lastly, I want to ensure everyone understands JMAA's authority structure. While the City of Jackson and other key stakeholders provide leadership and strategic oversight, our jurisdiction extends beyond the city limits. We serve a larger regional catchment area—an expansive community that relies on JAN and HKS as pivotal economic and transportation hubs.

Thank you for your continued support and shared vision. Together, through Elevate2030, we will shape a future that reflects the resilience, ingenuity and limitless potential of our communities.

Sincerely,

**Rosa M. Beckett**  
Chief Executive Officer  
Jackson Municipal Airport Authority







## A COLLABORATIVELY DEVELOPED PLAN

In a forward-thinking effort to shape the future of aviation and economic growth in the region, the Jackson Municipal Airport Authority (JMAA) embarked on an ambitious journey to craft a comprehensive and action-oriented Strategic Plan. This initiative was not developed in isolation; rather, it was a collaborative endeavor that brought together a diverse tapestry of voices, expertise, and perspectives from across the community and industry.

The process kicked off with a series of inclusive visioning sessions with the JMAA Board of Commissioners, setting a strategic direction grounded in shared goals. Recognizing the importance of grassroots insights, JMAA engaged employees and key stakeholders through work

sessions, ensuring that internal voices contributed to shaping the future. To deepen understanding, JMAA conducted interviews with vital regulatory agencies, fostering an open dialogue on the evolving landscape of aviation and compliance.

Global industry leaders and experts presented their insights through presentations and listening sessions, enriching the process with varying perspectives and innovation trends. The organization also prioritized understanding local military needs, engaging in needs assessment conversations with military tenants at JAN and HKS, acknowledging the strategic importance of military operations in regional development.

Community and government leadership played a pivotal role, with discussions held alongside the Mayor of Jackson and the City's top administrative staff. These conversations underscored the collective commitment to regional prosperity. Focus groups involving regional economic

development organizations illuminated the economic opportunities and challenges facing Jackson and Central Mississippi, which were a critical step.

Throughout this comprehensive engagement, representatives from all corners of the region—including businesses, government entities, economic development organizations, tenants, and industry thought leaders—collaborated to build a shared vision. The overarching message was clear: Jackson's aviation assets transcend geographic and political boundaries, serving as a vital connector that fuels economic growth and community prosperity across cities, counties, and states.

This collaborative effort by JMAA exemplifies a committed community-driven approach, recognizing that the future of aviation and economic vitality depends on the collective insights, expertise, and partnerships that weave together the fabric of Jackson and Central Mississippi's vibrant, interconnected region.







# THE JMAA MISSION AND VISION

**MISSION:** Provide impeccable customer experiences and best-in-class airport infrastructure to serve as an economic catalyst for Jackson, the Greater Region, and the State of Mississippi.

**VISION:** Creating travel experiences that enrich the soul and transform our communities.

## Executive Summary

The Jackson Municipal Airport Authority (JMAA) is committed to transforming aviation and economic development within Central Mississippi through strategic innovation and unwavering dedication. As an independent public authority, JMAA provides vital horizontal and vertical infrastructure to foster growth, connectivity, and prosperity for Jackson and its surrounding communities. Our flagship initiative, the Elevate2030 Strategic Plan, sets a bold, forward-looking agenda for the next five years—driving regional progress by embracing a unified “One Mississippi” approach to aviation.

In a time when the aviation industry is poised for unprecedented growth and the region is rallying around a shared vision of opportunity, JMAA is positioned to lead with seamless, cutting-edge solutions. This strategic vision will harness the momentum of federal and state investments, positioning Central Mississippi as a dynamic hub for aviation excellence, economic vitality, and regional collaboration.

*The State of Mississippi and our region have embarked on a powerful journey toward economic prosperity. As the aviation industry prepares to soar at record levels worldwide, Elevate2030 arrives at a pivotal moment—an opportunity to leverage national and state investments for the benefit of our community. Together, through innovation, unity, and bold vision, we will elevate Central Mississippi’s status as a premier destination for aviation, commerce, and opportunity.*

**ROSA M. BECKETT**  
Chief Executive Officer  
Jackson Municipal Airport Authority

## JMAA Strategic Goals

- 

**1.0:**  
Safety and Security

Ensure the safety & security of our customers, employees, and partners
- 

**2.0:**  
High-Performing Talent

Develop a high-performing team
- 

**3.0:**  
Customer Service

Understand and exceed customer expectations
- 

**4.0:**  
Community

Develop a One-Mississippi strategy through external partnerships and community engagement
- 

**5.0:**  
Financial

Increase financial resiliency
- 

**6.0:**  
Infrastructure and Capacity

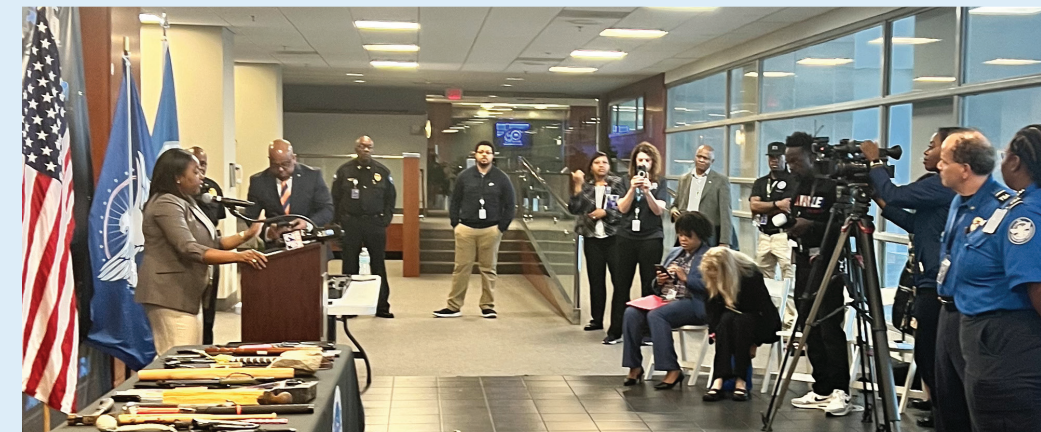
Build innovative and sustainable infrastructure to meet future demand







## Goals & Management Strategies



### 1.0: Safety and Security

**GOAL:** Ensure the safety & security of our customers, employees, and partners

#### Management Strategies

- 1.1 Implement safety management systems and other risk management initiatives
- 1.2 Keep safety and security positions fully staffed, ensuring competitive compensation and talent development
- 1.3 Ensure safe access to JMAA airports
- 1.4 Explore the application of technologies



### 2.0: High-Performing Talent

**GOAL:** Develop a high-performing team

#### Management Strategies

- 2.1 Establish recruitment strategies for specialized skills and high demand disciplines
- 2.2 Develop a comprehensive onboarding and orientation process
- 2.3 Establish an objectives-based performance management program
- 2.4 Institute training programs based on airport-specific competency assessments





### 3.0: Customer Service

**GOAL:** Understand and exceed customer expectations

#### Management Strategies

- 3.1 Administer an annual customer experience survey measuring progress against service goals and benchmarks
- 3.2 Develop an airport customer service program with partner training and recognition
- 3.3 Expand and upgrade amenities at airports
- 3.4 Improve capacity and service levels for processing outbound and inbound customers



### 4.0: Community

**GOAL:** Develop a One-Mississippi strategy through external partnerships and community engagement

#### Management Strategies

- 4.1 Strengthen community support for air service and economic development efforts
- 4.2 Use airports, lands, and assets to stimulate growth in aviation and economic development
- 4.3 Conduct outreach to federal, state, and local policymakers to achieve consensus on governance and funding



### 5.0: Financial

**GOAL:** Improve financial resiliency

#### Management Strategies

- 5.1 Manage JMAA's costs through innovative and streamlined procedures
- 5.2 Develop competitive rate-setting and leasing models
- 5.3 Identify and diversify new revenue and funding sources



### 6.0: Infrastructure & Capacity

**GOAL:** Build innovative and sustainable infrastructure to meet future demand

#### Management Strategies

- 6.1 Achieve a "state of good repair" for the JMAA airport system
- 6.2 Plan and construct a modern airport facility, providing a suitable gateway for Mississippi
- 6.3 Ensure local participation in the terminal and other infrastructure projects





JMAA Goals & Management Strategies						
Goal	Strategy	FY26	FY27	FY28	FY29	FY30
<b>1.0</b> Safety and Security	1.1: Implement safety management systems and other risk management initiatives					
	1.2: Keep safety and security positions fully staffed, ensuring competitive compensation and talent development					
	1.3: Ensure safe access to JMAA airports					
	1.4: Explore the application of technologies					
<b>2.0</b> High-Performing Talent	2.1: Establish recruitment strategies for specialized skills and high-demand disciplines					
	2.2: Develop a comprehensive onboarding and orientation process					
	2.3: Establish an objectives-based performance management program					
	2.4: Institute training programs based on airport-specific competency assessments					
<b>3.0</b> Customer Service	3.1: Administer an annual customer experience survey measuring progress against service goals and benchmarks					
	3.2: Develop an airport customer service program with partner training and recognition					
	3.3: Expand and upgrade amenities at airports					
	3.4: Improve capacity and service levels for processing outbound and inbound customers					
<b>4.0</b> Community	4.1: Strengthen community support for air service and economic development efforts					
	4.2: Use airports, land, and assets to stimulate growth in aviation and economic development					
	4.3: Outreach to federal, state, and local policy makers to achieve consensus on governance and funding					
<b>5.0</b> Financial	5.1: Manage JMAA's costs through innovation and streamlined procedures					
	5.2: Develop competitive rate-setting and leasing models					
	5.3: Identify and diversify new revenue and funding sources					
<b>6.0</b> Infrastructure and Capacity	6.1: Achieve a "state of good repair" for the JMAA airport system					
	6.2: Plan and construct a modern airport facility, providing a suitable gateway for Mississippi					
	6.3: Ensure local participation in the terminal and other infrastructure projects					

KEY:  Implementation  Monitor



Employee Pledge:

I – JITS

"With Integrity, I seek Joy in my profession, commit to taking Initiative through Teamwork, and endeavor to deliver world-class Service."



## MISSISSIPPI'S AVIATION SECTORS

**Commercial Service Aviation:** Jackson-Medgar Wiley Evers International Airport is Mississippi's busiest airport, playing a vital role in bolstering the state's economy and connecting communities through robust commercial service. As a key gateway for both passenger and cargo flights, JMAA endeavors to ensure seamless, safe, and modern aviation infrastructure that supports the diverse needs of residents, businesses, and visitors. Committed to enhancing air service options and amenities, the airport continually invests in innovations that foster accessibility, convenience, and growth. By maintaining a dynamic and reliable aviation environment, JMAA not only sustains Mississippi's regional connectivity but also amplifies its economic vitality through the essential services provided by commercial and corporate general aviation.

**General Aviation:** Hawkins Field Airport stands as a vital cornerstone of Central Mississippi's general aviation network, offering essential access to the capital city and its surrounding metropolitan region. Its strategic location enhances connectivity, fostering economic growth and community development. Moreover, Hawkins Field plays a critical role in emergency medical flights, enabling rapid transport from outlying rural areas to advanced medical facilities, thereby saving lives and providing peace of mind to residents. The Jackson Municipal Airport Authority (JMAA) is dedicated to maintaining and evolving the airport's capabilities, ensuring that the unique aspects of aviation services at Hawkins Field continue to meet the current demands and future needs of the community, supporting safety, accessibility, and regional prosperity.

**Military Relationship:** Jackson-Medgar Wiley Evers International Airport is home to the Mississippi Air National Guard 172nd Airlift Wing and its C-17 aircraft. The MS Air National Guard's mission is to provide operational airlift capabilities to support national, state, and local missions, including transporting personnel, equipment, and supplies during military deployments, humanitarian efforts, and emergency response operations.

Hawkins Field Airport is home to the Mississippi Army National Guard 185th Theater Aviation Brigade and its Sikorsky UH-60 Blackhawk helicopters. The MS Army National Guard's mission is to provide command and control support for Army reserve units, manage operational planning, and coordinate logistics and sustainment efforts across theaters. It ensures rapid deployment and effective operational support for Army reserve components in times of war, national emergencies, or other military operations.



Thank  
You  
Mississippi







## JMAA MILESTONE TIMELINE

### 1928 – Aviation Begins in Jackson with the Opening of Davis Field

Aviation in Jackson finds its roots in 1928 with the purchase of 151 acres in the City of Jackson for the sum of \$53,500. Named Davis Field, Jackson's first airport was dedicated November 9, 1928. Delta Airlines made its first commercial flight that year, beginning in Dallas and making a stop in Jackson on their way to Atlanta.

### 1941 – Hawkins Field Becomes Jackson's Primary Airport

In 1941, Jackson's airfield was officially named Hawkins Field after A.F. Hawkins, a city commissioner with an interest in aviation, and became the city's major airport. That same year, the field became the "Jackson Air Base" initially used by the Royal Netherlands Military Flying School, where Dutch military flyers in exile during the occupation of the Netherlands were trained for the war effort.

### 1959 – City of Jackson Breaks Ground for Allen C. Thompson Field

To accommodate larger jets, the City of Jackson annexed land in nearby Rankin County, where they began to build Allen C. Thompson Field, named after the city's mayor at the time.

### 1960 – City of Jackson Creates Board of Commissioners for Airport Operations

The JMAA Board of Commissioners was created by the Jackson City Council in 1960. Commissioners are appointed by Mayor Allen C. Thompson with consent of the City Council for five-year terms to govern and direct development and approve policy for the airports.

### 1963 – Jackson Municipal Airport Opens

Allen C. Thompson Field, which was now Jackson Municipal Airport, was one of the first airports to be constructed with parallel runways versus cross wind intersecting runways utilized by the smaller aircraft operations. Hawkins Field now returned to general aviation services.

### 1989 – Jackson Municipal Airport Designated For International Service

The United States Customs Service designated Jackson Municipal Airport as an International Port of Entry, and the airport's name was officially changed to Jackson International Airport.

### 2004 – Jackson Municipal Airport is Renamed Jackson-Medgar Wiley Evers International Airport

The airport is renamed to honor the legacy and service of Medgar Wiley Evers, who served as the first Field Secretary for the Mississippi chapter of the NAACP during the Civil Rights Movement.

### 2025 – Strategic Plan Launch: Vision for the Future

JMAA introduces a comprehensive strategic plan to drive innovation, community partnership, economic impact, and connectivity for the next decade.

*(The photos above depict renderings of proposed future terminal expansion plans.)*



## JACKSON MUNICIPAL AIRPORT AUTHORITY

100 International Dr., Suite 300, Jackson, MS 39208  
601.939.5631 | jmaa.com