



RIC Strategic Plan

# WHEELS UP 2030



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# MESSAGE FROM THE CEO

**Perry J. Miller PhD, AAE, IAP**  
President and Chief Executive Officer



## Connecting people, powering progress

The greatest strength of Richmond International Airport (RIC) has always been its people: our dedicated employees, our supportive community, and our visionary partners. This strategic plan reflects the expertise, passion, and commitment our team brings to the airport every single day.

As we look to the future, we do so with a renewed focus on excellence, innovation, and service. Over the next five years, we will modernize our facilities, expand air service, and strengthen operations in ways that embody the pride and ambition of central Virginia. These goals are made possible thanks to the talent and dedication of our team.

Every gate we open, every process we refine, and every passenger we welcome is a direct result of our combined efforts. Together, we will not only meet the demands of the future — we will shape them.

This strategic plan builds on the momentum we've gained over the last five years under the previous *Serve 2025* plan. It marks a pivotal moment for RIC as we embrace digital transformation, elevate customer experience, and pursue methodical yet relentless process improvement. These initiatives address key organizational challenges while aligning with our refreshed strategic framework, known as

**POWER 2.0.** This framework focuses on enhancing the passenger experience, achieving operational excellence and innovation, strengthening workforce development, driving enterprise revenue and growth, and expanding regional impact and resilience.

This plan represents a critical milestone for RIC. It equips the organization with the clarity and tools needed to navigate today's challenges while proactively preparing for tomorrow's opportunities. The work completed sets the stage for a more resilient, innovative, and customer-focused airport that remains responsive to the evolving needs of our passengers, stakeholders, and the region we proudly serve.

We titled this strategic plan *Wheels Up 2030* to reflect our momentum, optimism, and readiness to take flight toward a bold and ambitious future. Together, we are building an airport that not only connects people and places but also inspires progress, pride, and possibility for generations to come.

## VISION

To be the region's preferred gateway to the world.

## MISSION

Propelling regional prosperity by delivering world-class customer experience and operational excellence.

## Driven by values, united by purpose (STRIVE)



### Safety Focused

We ensure that safe operations and a safe environment are priority #1.



### Trust and Integrity

We do what is right, even when it is difficult, by being honest, trustworthy, and transparent.



### Respectful Service

We serve everyone with respect, empathy, and professionalism.



### Innovate With Purpose

We pursue and embrace the smartest and best solutions in everything we do.



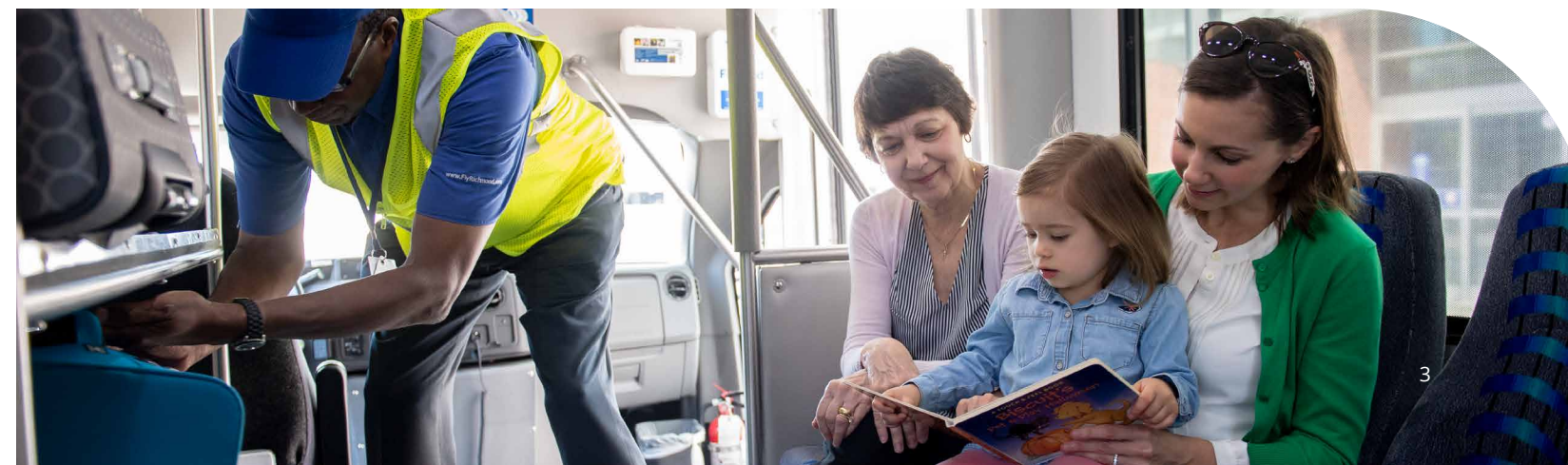
### Versatility

We remain agile and willing to change.



### Empower Teamwork

We succeed together by empowering teamwork and communication, challenging the status quo, and pursuing shared goals.



# OUR STRATEGIC PRIORITIES



Enhance the **Passenger Experience**

Deliver a seamless, welcoming journey that differentiates RIC for passengers and attracts new flyers

- Elevate the passenger journey, making it enjoyable and stress free
- Personalize the customer experience by leveraging technology and best practices
- Integrate local culture, artistic creativity, and hospitality for all customers

**Operational Excellence and Innovation**

Modernize systems, facilities, and processes to deliver an exceptional passenger experience

- Improve efficiencies through digital transformation
- Enhance the reliability of equipment and systems
- Ensure operational continuity, efficiency, and system resiliency

**Workforce Development**

Attract, develop, and retain collaborative, future-ready talent

- Implement a strategic workforce planning program to recruit, develop, and retain staff
- Reduce employee turnover and increase employee engagement
- Partner with local colleges and universities to offer internships, fellowships, or apprenticeships for students

**Enterprise Revenue and Growth**

Extend market reach and diversify revenue through partnerships and development

- Plan for growth and financial sustainability
- Increase and diversify revenue
- Expand the catchment area and reduce leakage

**Regional Impact and Resilience**

Drive economic development, community engagement, and ensure airport resilience against risks

- Enhance connections with our communities
- Leverage the region's airports to meet future demand
- Expand the reach of the airport and the community engagement of the foundation



## 2026-2030 STRATEGIC OUTLOOK

Richmond International Airport is entering a transformative period of growth and opportunity. Over the next five years, RIC will expand its reach, elevate its customer experience, and strengthen its role as a regional economic engine.

We are poised to expand our domestic and international route network, connecting central Virginia to more destinations than ever before. This expansion is driven by strong population growth in the Richmond metropolitan area, which continues to attract new residents and businesses, fueling demand for air travel and regional connectivity.

To meet this demand, RIC will undertake significant capital investments aimed at enhancing the passenger experience. These improvements will include the consolidation of security checkpoints to streamline movement between concourses, making travel more intuitive and efficient. We will also launch a comprehensive overhaul of our concessions program, introducing a new slate of

food and beverage options, and unveiling amenities that reflect the expectations of travelers at world-class airports.

This strategic outlook is about more than infrastructure. It reflects our commitment to becoming the region's **preferred gateway to the world**. Being preferred means earning the trust and loyalty of our passengers, and we intend to achieve that by delivering excellence, embracing innovation, and providing thoughtful, responsive service. Our POWER 2.0 framework guides every initiative we undertake. This framework ensures that our growth remains ambitious, purposeful, sustainable, and inclusive.

## WHY POWER 2.0 MATTERS

Each pillar of the POWER 2.0 framework plays a vital role in shaping RIC's future:

**Enhancing the passenger experience** ensures that every traveler feels welcomed, comfortable, and cared for. It's the foundation of customer loyalty and regional pride.

**Achieving operational excellence and innovation** allows us to deliver reliable, efficient service while embracing new technologies and smarter ways of working.

**Strengthening workforce development** empowers our employees with the skills, support, and opportunities they need to thrive, ensuring RIC remains a top employer in the region.

**Driving enterprise revenue and growth** enables us to reinvest in our facilities, services, and community impact, creating a financially resilient organization.

**Expanding regional impact and resilience** reinforces our commitment to being a catalyst for economic development, environmental stewardship, and long-term sustainability.

Together, these priorities form a strategic blueprint that positions RIC not only to meet the needs of tomorrow's travelers but to lead the way in shaping the future of aviation in Virginia and beyond.

## 2026-2030 KEY PERFORMANCE INDICATORS

		FY 2025	FY 2030
<b>Passenger Experience</b>	Overall customer satisfaction score	4.38	4.40
	Customers with online accounts	0	100,000
<b>Operational Excellence</b>	Regulatory enforcement compliance	100%	100%
	Common Use Passenger Processing System adoption	30%	100%
	On-time preventative maintenance	50%	80%
<b>Workforce Development</b>	Great Place To Work Trust Index	85%	89%
<b>Enterprise Revenue and Growth</b>	Non-aeronautical revenue	\$54.8M	\$81.2M
	Total passengers	4.85M	5.36M
<b>Regional Impact and Resilience</b>	RIC's economic impact on the region	\$2.1B	\$2.5B



Key Results

# WORLD-CLASS PASSENGER EXPERIENCE

**RIC is committed to transforming the passenger experience into one that reflects the standards of a world-class airport.**

We are elevating every aspect of the passenger journey to become the region's preferred gateway to the world. Through infrastructure upgrades, smart technology integration, and a more personalized approach to service, we are creating an airport experience that earns our customers' trust and preference.

## Strategic Objectives and Initiatives

### Elevate the passenger journey

- Consolidate security checkpoints to reduce wait times, streamline passenger navigation, and free up space for enhanced amenities
- Modernize every public restroom to meet contemporary standards of comfort and cleanliness
- New seating clusters to offer travelers a more relaxed and inviting environment

### Personalize the traveler experience

- Streamline the journey from curb to gate with digital enhancements like online parking reservations
- A new ambassador volunteer and therapy dog program will offer assistance and relief

### Integrate local culture

- Food and beverage program being reimaged to showcase a blend of nationally recognized brands and beloved Richmond-area favorites
- And at the heart of the terminal, the visitor-information rotunda will be transformed into an interactive welcome hub, offering guests a vibrant introduction to RVA



## Key Results

# ACHIEVING OPERATIONAL EXCELLENCE

**RIC is driving operational excellence to support regional growth and ensure a seamless airport experience for all.**

We're committed to investing in advanced technology, modern infrastructure, and resilient systems that will create a smarter, more dependable airport environment. These investments will enable us to proactively monitor and maintain critical systems, reduce operational disruptions, and improve overall service reliability.

## Strategic Objectives and Initiatives

### Accelerate digital transformation

- Reduce failures in critical systems through proactive monitoring and modernization
- Establish a data lake and data governance structure to enable better decision-making
- Implement technology that supports personalization and automation, including AI-powered services

### Enhance equipment and systems reliability

- Improve the useful life of our assets through strategic maintenance and upgrades
- Ensure compliance with National Institute of Standards and Technology (NIST) guidelines

### Ensure business continuity and resilience

- Elevate service performance across all airport operations, including initiatives like a new connector to the rental car facility and expanded garage capacity for greater vehicle availability
- Achieve zero successful cyberattacks on critical systems through robust cybersecurity measures





## Key Results

# STRENGTHENING WORKFORCE DEVELOPMENT

**We are building a future-ready team equipped to meet the evolving demands of the aviation industry.**

These efforts ensure we have the right talent in place, foster a culture of continuous learning, and create meaningful career pathways that support both individual growth and organizational excellence. Through targeted initiatives and strong community partnerships, we are equipping our workforce with the skills, support, and opportunities needed to consistently deliver exceptional service and elevate the overall airport experience.

## Strategic Objectives and Initiatives

### Implement strategic workforce planning

- Build bench strength across departments to ensure long-term organizational resilience
- Align talent needs with future growth and operational priorities

### Provide career enrichment opportunities

- Offer professional development to at least 20% of employees annually
- Foster a culture of continuous learning and advancement

### Establish a talent pipeline

- Partner with local colleges and universities to offer internships, fellowships, and apprenticeships
- Measure intern satisfaction to ensure meaningful engagement and program effectiveness
- Convert high-performing interns into full-time employees to support long-term talent needs

# DRIVING ENTERPRISE REVENUE AND GROWTH



**We are strengthening our financial foundation by driving sustainable growth across both aeronautical and non-aeronautical revenue streams.**

Through disciplined financial management, targeted investments, and strategic partnerships, we are building a business model that supports long-term stability and adaptability. Enhancing air service and expanding international connectivity will help attract more travelers and increase enplanements while optimizing relationships with airline partners ensures efficient operations and mutual growth. At the same time, we are diversifying revenue sources by growing commercial opportunities and developing land use strategies that align with airport operations. By expanding our regional catchment area and reducing passenger leakage, we are positioning RIC to capture a greater share of the market and reinforce its role as a key economic driver for the region.

## Strategic Objectives and Initiatives

### Maintain growth and financial sustainability

- Increase enplanements at or beyond the Terminal Area Forecast
- Maintain a debt service coverage ratio above 2.0
- Preserve days of cash on hand consistent with AAA-rated medium-hub airports

### Increase and diversify revenue

- Grow non-aeronautical revenue by 30% through new commercial opportunities
- Develop a compatible land use facility to unlock long-term value

### Expand the catchment area and reduce leakage

- Increase retention within the catchment area by attracting more local travelers to fly from RIC



Key Results

# EXPANDING REGIONAL IMPACT AND RESILIENCE

**We are deepening our connection to the region through thoughtful outreach and strategic partnerships.**

Strengthening public trust and increasing brand affinity across diverse audiences is a core focus. Our efforts will include implementing tools to better understand community sentiment, expanding general aviation operations to meet future demand, and activating the airport foundation to support regional initiatives. Legislative advocacy is also a key component, helping to formalize collaboration across jurisdictions and ensure that regional engagement is structured, consistent, and impactful.

## Strategic Objectives and Initiatives

### Enhance connections with our communities

- Increase brand affinity through targeted outreach and engagement
- Implement a regular social listening program to monitor and report on community sentiment

### Leverage the region’s airports to meet future demand

- Increase the number of general aviation (GA) operations to support regional mobility and capacity

### Expand the reach of the airport and its foundation

- Fund and operationalize the foundation’s capital campaign to support long-term community investment
- Enact legislation to establish a regional engagement protocol that formalizes collaboration across jurisdictions



# GOVERNANCE STRUCTURE

RIC is governed by the Capital Region Airport Commission, which represents a collaborative partnership among the City of Richmond and the counties of Henrico, Chesterfield, and Hanover. Each jurisdiction is represented on the Commission's board, ensuring that regional interests are reflected in the airport's strategic direction and decision making. This governance model supports transparency, accountability, and alignment with the broader goals of the communities we serve.

## The Board of Commissioners



**Charles S. Macfarlane**  
Chairman



**Tyrone E. Nelson**  
Vice Chairman



**Susan P. Dibble**  
Treasurer



**Kevin P. Carroll**  
Secretary



**Roscoe D. Cooper III**  
Commissioner



**BK Fulton**  
Commissioner



**Wayne T. Hazzard**  
Commissioner



**Grant J. Heston**  
Commissioner



**LeQuan M. Hylton, PhD**  
Commissioner



**Stephanie A. Lynch**  
Commissioner



**Mark S. Miller, PhD**  
Commissioner



**Misty D. Roundtree**  
Commissioner



**Jessica L. Schneider**  
Commissioner



**Robert S. Ukrop**  
Commissioner

## Strategic Leadership Team (SLT)



**Perry J. Miller, PhD**  
Chief Executive Officer,  
President



**Basil O. Dosunmu**  
Chief Financial  
Officer



**John B. Rutledge**  
Chief Operating  
Officer



**Uday Nethula**  
Chief Human  
Resources Officer



**Martin Rubinstein**  
Chief Growth  
Officer

## Business and Community Partners

**Yvette Alexander**  
Delta Air Lines

**Krystal Grant**  
Million Air

**Katherine O'Donnell**  
Richmond Region Tourism

**Patricia Milfort**  
American Airlines

**Michael Clarke**  
Aero Industries/Richmond Jet Center

**Jennifer Wakefield**  
Greater Richmond Partnership

**Ali Ait Abdellah**  
United Airlines

**Robyn Johnson**  
UPS

**Brian Anderson**  
ChamberRVA

**Alisha Tillman**  
Alamo Rent A Car/  
National Car Rental/  
Enterprise Rent-A-Car

**Sylvia Lomas**  
Metropolis

**Gregory (Greg) W. Campbell**  
Virginia Department  
of Aviation (DOAV)

**Rebecca Hite**  
Dollar Car Rental/Hertz/Thrifty

**Trisha Riggs**  
RIC USO

**Scott Johnson**  
TSA

**Michael Schwartz**  
Avis Rent a Car/  
Budget Rent a Car

**Garrett Hart**  
Chesterfield County EDA

**John Labrecque**  
FAA

**Johanna Wheeler**  
Areas

**Cari Tretina**  
Henrico County EDA

**Brett Marshall**  
U.S. CBP

**Charles Bowen**  
Hudson by Avolta

**Brandon Turner**  
Hanover County EDA

**Jeff Wright**  
Allianz Partners

**Angie Rogers**  
City of Richmond EDA

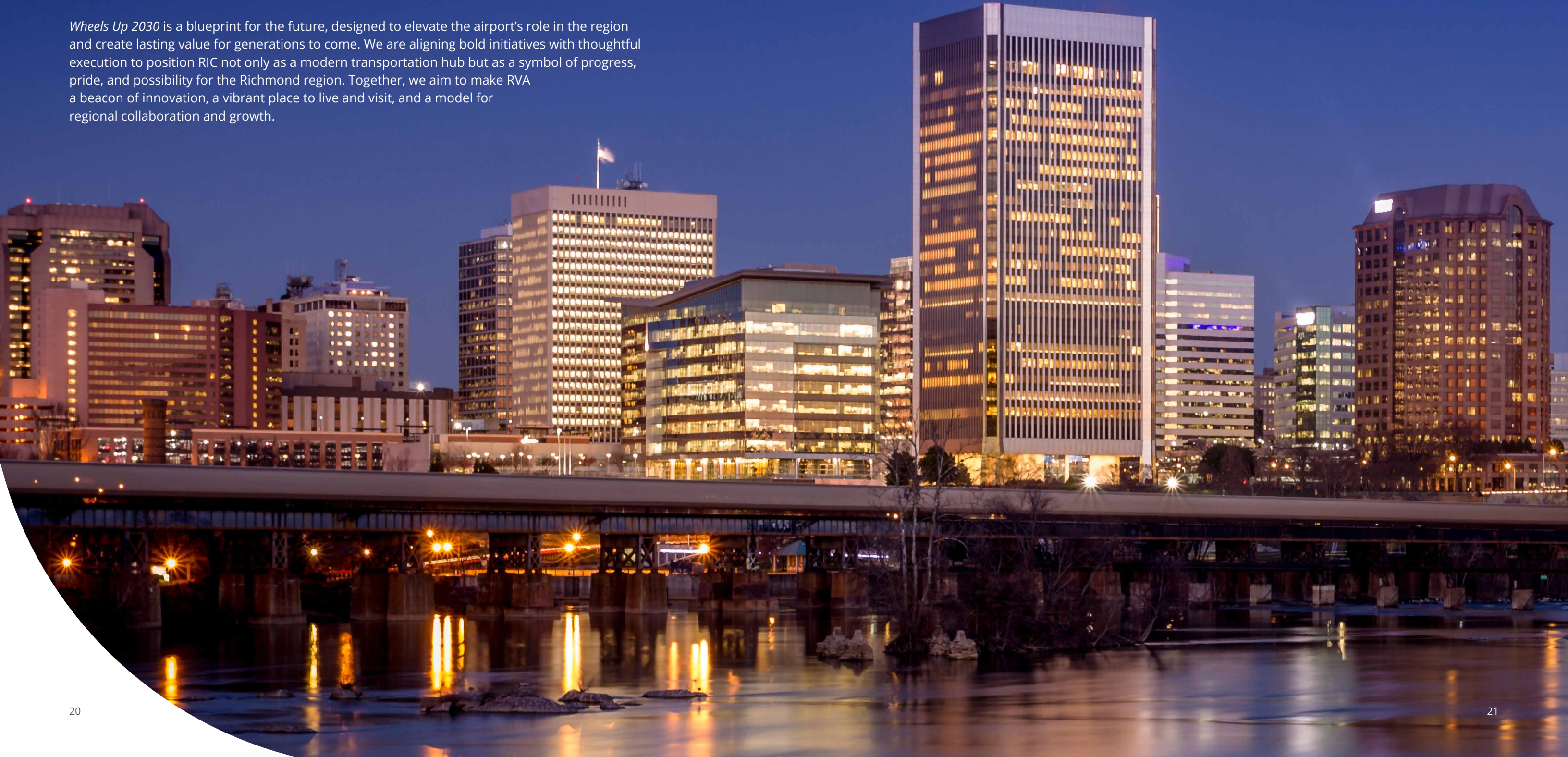
**Andy Kerr**  
Atlantic Union Bank

Looking Ahead

# A CENTURY OF PROGRESS, A FUTURE OF POSSIBILITY

Richmond International Airport stands at a pivotal moment in its history. This strategic plan marks one of the most transformative chapters the airport has ever undertaken. Over the next five years, we will reshape the passenger experience, strengthen our workforce, drive operational excellence, and expand our regional impact, all with a clear focus on long-term sustainability and innovation.

*Wheels Up 2030* is a blueprint for the future, designed to elevate the airport's role in the region and create lasting value for generations to come. We are aligning bold initiatives with thoughtful execution to position RIC not only as a modern transportation hub but as a symbol of progress, pride, and possibility for the Richmond region. Together, we aim to make RVA a beacon of innovation, a vibrant place to live and visit, and a model for regional collaboration and growth.





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