

AzAA Strategic Business Plan



INTRODUCTION

The success of any organization relies upon its ability to evolve to meet changing conditions and to plan for the future. To avoid obsolescence, organizations must also periodically evaluate their goals and values to ensure they continue to reflect the needs of the members. These efforts usually result in development of a plan that will guide the organization in this natural evolution. This document sets out a Strategic Business Plan (PLAN) for the Arizona Airports Association (AzAA) that aims to meet those needs.

The document contains the work that was done at each step along the way and includes the following sections:

Contents

- Introduction
- Mission & Value Statements
- Self-Evaluation (SWOT Analysis)
- Goals
- Performance Measures
- Strategies & Implementation Schedule
- Plan Updates
- Communication Plan

Committee Members

Members of AzAA that were invited to participate in the Strategic Business Plan Ad-Hoc Committee are listed below. Additionally, both the current president, Joe Husband, and 1st Vice President, Dennis Wiss, were involved in providing direction to the committee.

AzAA Strategic Business Plan Ad-Hoc Committee

- Jennifer Maples (Executive/Board) – Chairperson
- Casey Denny (Executive) – Vice Chair
- Dutch Bertholf (Executive Emeritus)
- Stacy Howard (Associate)
- Gary Adams (Honorary)
- Barclay Dick (Ex-Officio)
- Greg Mead (Associate)
- Jim Harris (Corporate)

AzAA Strategic Business Plan

Essential Questions

The strategic planning process explores essential questions about the purpose of the organization's existence. Members of the committee answered these essential questions and came up with a consensus on the answers in order to help develop the strategic plan and provide a framework for the mission statement and supporting value statements in the next section.

- What is our vision?
- What do we do best?
- What is our business?
- What is our competition?
- What needs can we satisfy for members that competitors cannot provide?
- What kind of image do we want?
- What do we want to be known for?
- What kinds of members do we want to have?
- How big do we want to be?
- How many products & services do we want to have?
- What personal needs do we want to satisfy?
- What is our philosophy, ethical and social responsibilities, and values?
- What value do we want to have to our members?
- Where do we want to be in five years?

In answering these questions it became apparent that it was important to visualize AzAA's purpose in the proper context, relative to our sister organizations. In defining this context we note what AzAA is not: AzAA is not ACI, and does not represent airports at a national or international level. AzAA is not AAEE or SWAAEE, representing airport executives on national issues or developing wide-ranging conferences and accreditation programs. To the extent possible, AzAA will utilize these organizations and resources for the benefit of AzAA members, but in no way seeks to compete with or against them. AzAA's mission is singularly focused on issues facing *Arizona* airports and outlines the methods by which we choose to advance aviation in our State.

MISSION & VALUE STATEMENTS

During the process of answering the "Essential Questions", it became apparent that three primary themes continued to emerge – leadership, communication, and professional development – which became the framework for the mission statement that essentially would guide the development of the rest of the PLAN. These three concepts as they pertain specifically to AzAA are described in more detail below.

- We use *leadership* to influence others to accomplish our objectives. Whether that involves leading our membership to communicate needs to State officials, or leading our legislators to pass supporting legislation for the benefit of our members, we recognize that the

AzAA Strategic Business Plan

advancement of airports relies heavily on the actions of others, and we strive to influence them in a positive and coordinated manner.

- We recognize that this requires strong and varied *communication* skills, addressing both external and internal communication processes. It includes communicating between the organization and its many members, as well as effectively and professionally representing its members to government bodies, organizations, media sources, and the general public.
- We believe that the education and *professional development* of our membership is critical to our ability to fulfill our mission year after year. With an ever-changing regulatory environment, periodic leadership changes, and the natural transition of people through our industry, it is important to continuously educate our membership on the issues facing Arizona airports as well as developing general knowledge and skills that will ensure our long term success.

Mission Statement

The Mission Statement for AzAA is:

To foster and promote the advancement and development of airports and aviation in Arizona through effective leadership, communication, education, and professional development.

Values Statements

With the Mission Statement completed, the next step was to identify organizational values that will govern AzAA's future development. This, again, took into consideration the "Essential Questions" and those key ideas that would support the mission of the organization and further narrow the focus of the PLAN.

The Values Statements for AzAA are:

- AzAA is singularly focused on issues facing *Arizona* airports, and the methods necessary to help them advance.
- AzAA uses its voice to promote air transportation.
- AzAA encourages professional ethical behavior and development.
- AzAA takes an active leadership role in improving the development of Arizona airports.

AzAA Strategic Business Plan

SELF-EVALUATION

The committee could now effectively conduct a self-evaluation of AzAA using the framework of a Mission Statement and Value Statements to measure against. The tool that was used to conduct the evaluation was a standard SWOT Analysis, or Strengths, Weaknesses, Opportunities, and Threats and they are listed below:

STRENGTHS

- ▶ Longevity / Depth / Breadth
- ▶ Membership
- ▶ Purpose
- ▶ Camaraderie
- ▶ Profitable Non-profit
- ▶ Industry Recognized
- ▶ Arizona (Local Only) – Know the Politics & Issues that affect Organization
- ▶ Successful Track Record of Avoiding & Resolving Issues
- ▶ AzAA Can Take a Position on an Issue that Individuals Can't
- ▶ Knowledgeable Members

WEAKNESSES

- ▶ Competing Priorities
- ▶ Membership Scattered
- ▶ Communication
- ▶ Lack of Common Vision
- ▶ Not All Airports Represented
- ▶ Unclear Expectations
- ▶ Not Involved in National Issues
- ▶ FAA / ADOT not on Same Page – Best Practices
- ▶ Not the Voice of Airports
- ▶ Informal Committee Meetings
- ▶ Committee Depth
- ▶ Website Management
- ▶ By-Laws – Too Much Detail?
- ▶ Website Overall (Not Interactive)

OPPORTUNITIES

- ▶ Strategic Planning Implementation
- ▶ Build Bench Strength
- ▶ Internet / Email / Website
- ▶ Technical Tools
- ▶ Most Weaknesses Listed are Opportunities to Improve
- ▶ Membership Participation
- ▶ Environmental Committee
- ▶ Economic Impact Ad Hoc Committees (Super Bowl, FBR, Barrett-Jackson, NASCAR, etc.)
- ▶ Voice for Airports
- ▶ Survey On-Line
- ▶ 2nd Past President - like AAE
- ▶ Mentoring Committee
- ▶ In-depth Info in Membership Packet
- ▶ Review By-Laws, Committee Section
- ▶ PR Committee – PIO's from Different Airports
- ▶ Arizona Association of Counties - Pursue County Owned Airports
- ▶ *League of Cities and Towns*
- ▶ Educate Members

THREATS

- ▶ Complacency
- ▶ Tradition
- ▶ State Budget
- ▶ Money / Economics
- ▶ Special Interests
- ▶ Environmental Groups
- ▶ Depth – Lack of Shared Knowledge
- ▶ Lack of Committee Structure
- ▶ Security / Terrorist Attack
- ▶ Membership Records

AzAA Strategic Business Plan

GOALS

The committee identified six primary goals to be accomplished in the 2008/09 fiscal year, focusing on ideas that are specific, measurable, and achievable over time. This list of goals is by no means exhaustive, but the committee realized that all of the potential goals could not realistically be achieved in that time frame. Therefore, these goals represent the top priorities for the organization, that when achieved will lead to accomplishment of many additional goals over time.

The primary theme behind each goal is underlined as a reference as these six primary goals will be referred to in this manner throughout the remainder of the PLAN.

- Adopt and begin implementing the organization's Strategic Business Plan.
- Evaluate the current Committee Structure outlined in the by-laws. Revise and reorganize to reflect current needs, improve effectiveness and efficiency, and ensure proper succession.
- Improve Professional Development opportunities for members through the establishment of a Professional Development Committee that merges aspects of the existing Conference and Scholarship committees, reinforcing the organization's mission of education and development.
- Adjust the Public Relations committee to include members at large with experience in marketing, communication, or public information and strengthen the voice of AzAA by creating consistent, targeted messages and marketing strategies.
- Increase the Diversity of airport representation.
- Facilitate the adoption of legislative and administrative measures to provide better protection of the State Aviation Fund.

PERFORMANCE MEASURES

In order for the PLAN to be successful, performance measures must be put in place. They help to keep the PLAN on track, allow time to receive and incorporate feedback, and help avoid last-minute completion of tasks. The following performance measures have been established for the PLAN and are incorporated into the next section which outlines the Strategies to achieve the Goals.

Designate Responsible Parties

1st Vice President (VP) has oversight of the PLAN
Each goal will be assigned to an individual or committee

Establish Milestones

Steps identified to obtain completion of ultimate goal

Schedule of Deliverables

Specific dates are assigned to each goal and respective milestones

AzAA Strategic Business Plan

STRATEGIES & IMPLEMENTATION SCHEDULE

The committee developed strategies to accomplish each individual goal with the understanding of four guiding principles:

1. AzAA members, both representatives from the Board and from the general membership, will need to be actively involved in accomplishing these goals.
2. Once those members begin the process of implementing the goals, additional strategies may be identified.
3. Implementation schedules, including completion and milestone dates, are necessary to ensure the successful completion of the goals and all goals are targeted for completion in the 2008/09 Fiscal Year.
4. Because the Board will be instrumental in ensuring the completion of these goals, the majority of milestone dates are associated with the quarterly Board of Directors (BOD) Meetings.

The Strategies, Milestones, and Completion Dates for each goal are provided below:

Strategic Business Plan (PLAN) - Adopt and implement the PLAN by Summer 2008.

1. Share the draft PLAN with the AzAA membership via Flash Email prior to the Spring 2008 Conference.
2. Present to the Board at the Spring 2008 BOD meeting for their endorsement.
3. Provide copies of the draft PLAN in the registration packets at the Spring 2008 Conference.
4. Host a session at the Spring 2008 Conference that reviews the development of the PLAN and the final draft, seeking both feedback and interested participants.
5. Publish the final PLAN and post it to the AzAA website by May 1, 2008.
6. Assign the 1st VP as the "caretaker" of the PLAN going forward, whose role is to:
 - a. Work with the President to assign the completion of each goal to a specific person or AzAA committee by the Spring 2008 BOD Meeting.
 - b. Develop the process for annual updates by the Summer 2008 BOD Meeting. (This may include continuation of an Ad-Hoc committee.)
 - c. Report on progress of each goal at the quarterly BOD meetings throughout the year, and to the membership at both the Fall and Summer Conferences.
 - d. Train the incoming 1st VP in organization and maintenance of the PLAN.

Committee Structure – Evaluate the current committee structure outlined in the by-laws. Revise and reorganize to reflect current needs, improve effectiveness and efficiency, and ensure proper succession by Spring 2009.

1. Establish an Ad-Hoc committee consisting of at least one BOD member and several members-at-large by May 1, 2008.

AzAA Strategic Business Plan

2. Review current committees and make recommendations to merge, add, delete, or modify to reflect a structure that will best support the organization's mission by the Summer 2008 BOD Meeting.
3. Post changes to the By-Laws 30 days prior to the Fall 2008 Conference for vote by the general membership.
4. Establish basic goals and performance measures for each committee, as appropriate by the Winter 2009 BOD Meeting.
5. Implement new Committee Structure at the Spring 2009 BOD Meeting.
6. Enlarge committees to involve the membership in accomplishing the organization's goals and to ensure succession.

Professional Development - Establish a Professional Development Committee that merges aspects of the Conference committee and Scholarship committee, reinforcing the organization's mission of education and development by Spring 2009.

1. Establish the Committee to initially be lead by the 2nd VP and the Scholarship Chairperson by May 1, 2008, with final structure of the committee to be addressed in conjunction with the *Committee Structure* goal.
2. Expand the scholarship program to allow for a broader range of educational opportunities such as finance, planning, leadership, organizational management, and employee development by the Summer 2008 BOD Meeting.
3. Develop a plan and incentives to encourage members to pursue scholarships to become accredited or seek professional development by the Summer 2008 BOD Meeting.
4. Develop a formal mentoring program for new members, student members, and first time conference attendees by the Fall 2008 Conference.
5. Establish opportunities for student members to participate in AzAA committees by the Spring 2009 BOD Meeting.
6. Require newly accredited members to present their research papers, when applicable, at conferences in order to receive the AzAA stipend. Encourage existing A.A.E.'s to initiate the program by the Spring 2009 Conference.

Public Relations - Modify the Public Relations committee to include members at large with experience in marketing, communications, or public information and strengthen the voice of AzAA by creating consistent, targeted messages and marketing strategies by Spring 2009.

1. Identify interested members with marketing, communications, and public information skills including executive and corporate members whose primary job requires such skills by Summer 2008 BOD Meeting.
2. Identify potential resources by the Fall 2008 BOD Meeting.
3. Draft a set of core messages and marketing strategies for Board consideration by the Winter 2009 BOD Meeting.
4. Identify improvements to internal communication within AzAA and create an internal communication plan by the Spring 2009 BOD Meeting.

AzAA Strategic Business Plan

Diversity - Increase the diversity of airport representation and the general membership by Spring 2009.

1. Incorporate this goal into the responsibilities of the Membership Committee with assistance from the Administrative Director by May 1, 2008.
2. Establish baseline measurements of airport representation and membership by various metrics (such as the percentage of Arizona's public use airports that are members) by the Summer 2008 BOD Meeting.
3. Adopt goals for participation by the various airport membership categories by the Fall 2008 BOD Meeting.
4. Increase the number of airports represented by AzAA by 10% by the Spring 2009 BOD Meeting.
5. Increase the number of Associate members by 10% by the Spring 2009 BOD Meeting.

State Aviation Fund - Facilitate the adoption of legislative and administrative measures to provide better protection of the State Aviation Fund by Spring 2009.

1. Incorporate this goal into the Legislative Committee responsibilities by May 1, 2008.
2. Draft and obtain approval of State legislation that clarifies how the funding cap is calculated and provide for a means to exceed the cap when excess revenues remain in the fund by May 1, 2008.
3. Work with ADOT to develop an accounting method that segregates grant obligations from the State Aviation Fund, reducing the impact of potential fund sweeps by the Summer 2008 BOD Meeting.
4. Draft a constitutional amendment to establish the State Aviation Fund as an Aviation Trust Fund by the Fall 2008 BOD Meeting.
5. Work with ADOT to update Transportation Board Policies to facilitate the timely distribution of excess funds by the Winter 2009 BOD Meeting.
6. Adopt a resolution of the membership that reinforces the memberships' commitment to spend grants in a timely manner (to be defined in the resolution), endeavor to meet State and Federal goals regarding grant close outs, and to return unused portions of grants in a timely manner (to be defined in the resolution) by the Spring 2009 BOD Meeting.

PLAN UPDATES

As stated earlier, it was apparent to the committee that there were many potential goals the PLAN could incorporate. However, in order to be achievable, the plan had to limit the goals to those that were considered "top priority". Therefore, the PLAN is intended to be a living document that is updated on an annual basis in order to support our mission & values, and to continue providing value to our members. This will be accomplished by the BOD or by the continuation of an Ad-Hoc committee with oversight by the 1st VP.

AzAA Strategic Business Plan

COMMUNICATION PLAN

Many of the Strategies listed earlier have communication elements related to specific goals. However, the Communication Plan identified here is solely for the purpose of communicating the PLAN to the membership, as well as methods for ongoing communication during the implementation and in future years.

Communicating the PLAN to AzAA

1. Share the draft PLAN with the AzAA membership via Flash Email prior to the Spring 2008 Conference.
2. Present to the Board at the Spring 2008 BOD meeting for their endorsement.
3. Provide copies of the draft PLAN in the registration packets at the Spring 2008 Conference.
4. Host a session at the Spring 2008 Conference that reviews the development of the PLAN and the final draft, seeking both feedback and interested participants.
5. Publish the final PLAN and post it to the AzAA website by May 1, 2008.

Ongoing Communication during Implementation

1. The 1st VP has oversight of the PLAN and overall responsibility of communicating the progress of the specific goals to the BOD.
2. The 1st VP will likely delegate and rely upon the respective committee chairs and members to provide updates on a regular basis.
3. At a minimum, reports on each goal are to be presented at each of the quarterly BOD Meetings and to the general membership at both the Fall 2008 and Spring 2009 Conferences.
4. If required, additional communication with both the BOD and the general membership shall be accomplished via email, Flash email, the website and other means as necessary.
5. A key element of the success of the PLAN is participation from the general membership. A key element of this will be feedback on the plan. It is the 1st VP's responsibility to ensure that feedback is shared with the appropriate committee chairs for follow-up. This also includes feedback on the PLAN itself.

Communication of Future Updates to the PLAN

As mentioned earlier, the PLAN is a living document and is intended to be updated on an annual basis. Communication of those updates will follow the Communication Plan elements listed above.

*This concludes the 2008/09 Strategic Business Plan for the Arizona Airports Association.
Finalized April 25, 2008.*