



STRATEGIC BUSINESS PLAN

**2008 "Dutch Bertholf" Spring Conference
Tuesday, April 15, 2008**

STRATEGIC BUSINESS PLAN

Who?

What?

Why?

When?

How?



STRATEGIC BUSINESS PLAN





STRATEGIC BUSINESS PLAN

Who?

Ad-Hoc Committee appointed by the President

Representatives of all membership classes

Jennifer Maples, Executive, Chair

Casey Denny, Executive, Vice-Chair

Dutch Bertholf, Executive Emeritus

Stacy Howard, Associate

Greg Mead, Associate

Jim Harris, Corporate

Barclay Dick, Ex-Officio

Gary Adams, Honorary

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What?

Guide for the future of the organization

- **Mission & Values**
- **Self-Evaluation**
- **Goals**
- **Performance Measures**
- **Strategies**
- **Implementation Schedule**
- **Updates**
- **Communication Plan**



STRATEGIC BUSINESS PLAN

Why?

- Necessary to evolve to meet changing conditions
- Clearly define the purpose of the organization
- Update goals & values to reflect needs of the members
- Effective use of organizational resources by focusing on key priorities
- Build consensus about where the organization is going
- Provide a base from which progress can be measured



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When?

Development / Finalization:

- The last 6 months
- Board Meetings
- Spring Conference

Implementation:

- Over the next year
- Ongoing



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How?



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How?

Support from the Board

Existing or New Committees

Involvement from the membership

Complete the handout and turn it in

Comments on the Plan

Opportunities to get involved



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*"Knowing what you cannot do
is more important than
knowing what you can do. In
fact, it is good taste."*

~ Lucille Ball





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What AzAA is NOT:

ACI – international

AAAE – national

SWAAAE – regional

Not going to compete against them

AzAA is:

Going to utilize and work with them

**Singularly focused on issues facing
Arizona Airports**



MISSION STATEMENT

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



VALUE STATEMENTS

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.

GOALS





GOALS

6 Goals

- **Strategic Business Plan**
- **Committee Structure**
- **Professional Development**
- **Public Relations**
- **Diversity**
- **State Aviation Fund**

Performance Measures

- **Designate Responsible Parties**
- **Establish Milestones**
- **Schedule of Deliverables**

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Implement the PLAN by Summer 2008.

- **Publish the final PLAN and post it to the AzAA website by May 1, 2008**
- **Assign the 1st VP as the “caretaker” of the PLAN**
- **Assign the completion of each goal to a specific person or AzAA committee**
- **Develop the process for annual updates**
- **Report on progress of each goal at the quarterly Board meetings throughout the year, and to the membership at both the Fall and Summer Conferences**
- **Train the incoming 1st VP in organization and maintenance of the PLAN**



COMMITTEE STRUCTURE





COMMITTEE STRUCTURE

Evaluate the current committee structure; revise and reorganize to reflect current needs, improve effectiveness and efficiency, and ensure proper succession by Spring 2009.

- **Establish an Ad-Hoc committee**
- Review current committees and make recommendations to merge, add, delete, or modify
- **Modify By-Laws at the Fall 2008 Conference**
- Establish basic goals and performance measures
- **Implement new Committee Structure at the Spring 2009 Board Meeting**
- Enlarge committees to involve the membership in accomplishing the organization's goals and to ensure succession

PROFESSIONAL DEVELOPMENT





PROFESSIONAL DEVELOPMENT

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

- **Establish the Committee – 2nd VP & Scholarship**
- **Expand the scholarship program**
- **Encourage members to pursue scholarships to become accredited or seek professional development**
- **Formal mentoring program for new members, students, and first time conference attendees**
- **Establish opportunities for student members to participate in AzAA committees**
- **Newly accredited members present their research papers at conferences; existing A.A.E.'s to initiate the program**

PUBLIC RELATIONS





PUBLIC RELATIONS

Modify PR committee to include members 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.

- **Identify interested & qualified members**
- **Identify other potential resources**
- **Draft a set of core messages and marketing strategies**
- **Identify improvements to internal communication within AzAA and create an internal communication plan**

DIVERSITY



DIVERSITY

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

- **Incorporate this goal into the responsibilities of the Membership Committee**
- **Establish baseline measurements of airport representation and membership by various metrics**
- **Adopt goals for participation by the various airport membership categories**
- **Increase the number of airports represented by AzAA by 10%**
- **Increase the number of Associate members by 10%**



STATE AVIATION FUND



STATE AVIATION FUND

Facilitate the adoption of legislative and administrative measures to protect the State Aviation Fund by Spring 2009.

- **Draft State legislation clarifying funding cap and means to exceed the cap when excess revenues remain**
- **Work w/ADOT on an accounting method segregating grant obligations from State Aviation Fund**
- **Draft a constitutional amendment to establish the State Aviation Fund as an Aviation Trust Fund**
- **Work w/ADOT on Transportation Board Policies to facilitate the timely distribution of excess funds**
- **Resolution of membership to spend grants in a timely manner, meet State and Federal goals regarding grant close outs, & timely return unused portions of grants**



COMMUNICATION PLAN



COMMUNICATION PLAN

- **1st VP has oversight of the PLAN and responsibility of communicating the progress to the Board**
- **Reports on goals at quarterly Board Meetings & to membership at Fall 2008 and Spring 2009 Conferences**
- **Additional communication with Board and membership via email, Flash email, the website and other means**
- **Participation from the general membership, including feedback on the plan**
- **1st VP's responsibility to ensure feedback is shared with the appropriate committee chairs for follow-up**
- **Ensure feedback is incorporated into annual plan updates**



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Questions?

