

Arizona Airports Association (AzAA)
~~FY2012-13~~ FY 2015-2016 Strategic Business Plan

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

Guiding Philosophy: The AzAA Strategic Business Plan should reflect the membership's top priorities for the future, as well as establish specific tasks to achieve the stated goals and fulfill the organization's mission. The adopted tasks should be specific, measurable, attainable, realistic, and, when appropriate, time oriented.

Goal 1 – Leadership: Protect and expand sources of funding for airport development. Work cooperatively with the Federal Aviation Administration (FAA) and the State of Arizona (State) and continue to support aviation and airport development in the following ways:

1. Ensure that Arizona is receiving its fair allotment of FAA grant dollars relative to the total dollars made available to the FAA Western Pacific Region.
 - a. Assist the FAA, as needed, ~~for the during its transition to open and operate the~~ FAA Phoenix Airports District Office ~~and Los Angeles Airports District Office.~~
 - b. Continue to maintain positive working relationships with the FAA and the State by meeting with them regularly or when-needed to address specific issues.
 - c. Facilitate the scheduling of joint planning conferences with FAA, the State, and airports.
 - d. Identify the total number of federal discretionary grant dollars awarded by state and region.
 - i. By October, ~~2012~~, report to the Board of Directors (Board) any shortfalls or discrepancies for Arizona (as a percentage of the total discretionary funding made available to the region).
 - ii. By February ~~2013~~, review the report with the FAA Western Pacific Region to discuss how the allotment may be improved.
2. Support legislative and administrative measures that protect the State Aviation Fund.
 - a. Continue to work with ADOT and airports to streamline policies and procedures that will minimize the gathering of large balances in the fund.
 - b. Assist ADOT in completing any work needed for the adoption of State Transportation Board policies and guidelines that promote the full utilization of the State Aviation Fund, distribute funds on a fair and equitable basis, and promote the safe, secure, and efficient development of the state's airports.
 - c. Regularly attend State Transportation Board meetings and report on airport activities at those meetings.
 - d. Increase the profile of airports with senior ADOT leadership by meeting with them throughout the year.
 - e. Continue to encourage ADOT to provide a regular accounting of aviation funds encumbered, especially when discussing the total fund balance.
 - f. Encourage ADOT and the Governor to review and report on the progress being made to implement the recommendations outlined in the Governor's Advisory Council (GACA) final report.
3. Continue to participate in Best Practices discussions on a regional level to promote consistency in the administration of the FAA grant program throughout the Western Pacific Region.

Goal 2 – Communication: Be the voice of Arizona’s airports. Improve the reach and effectiveness of AzAA’s public relations efforts.

1. Continue to recruit members to the Public Relations Committee who possess strong marketing, communications, and public information skills.
2. Continue to develop strategic alliances with other state airport associations.
3. Utilize the newly implemented technology to increase communication within the memberships to provide added value and improve effectiveness of networking.
4. Continue issuing AzAA NewsFlashes to communicate important information to members.
45. As appropriate, issue media releases on current aviation issues and activities of interest.
56. Continue to host Aviation Day at the Capitol along with other aviation organizations.
67. Participate in other events throughout the state that allow AzAA to showcase the importance of Arizona’s airports to federal, state, and local elected officials.

Goal 3 – Learning: Provide members with educational opportunities throughout Arizona.

1. Continue to host two high-value conferences during the year, with content-rich programs focusing on major federal, state, and local aviation issues, professional development, and case studies.
2. Use AzAA student scholarship program to encourage collegiate level attendance at airport conferences.
3. Promote Executive member attendance at airport conferences by providing scholarships to members who may not be able to attend otherwise due to local budget constraints.
4. Develop a mentoring program for new members, students, and Board members taking on new responsibilities.

Goal 4 – Organization: Continue to improve the organizational management of the Association.

1. Obtain membership of 100% of the state’s public commercial service and general aviation airports.
2. Continue to meet with Past President’s ~~Council~~ to receive historical perspective and guidance for the Board.
3. Draft written Board procedures and guidelines document, and oversee the annual updates.

- ~~a specific Executive Director to oversee the drafting of the document.~~
~~a. Create consistent format in which procedures and guidelines will be presented.~~
~~b. Assign specific drafting assignments to members.~~

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- ~~e. Establish deadline for drafts to be submitted to Executive Director in charge.~~
- ~~d. Executive Director will review and revise drafts to ensure format consistency.~~
- ~~e. Present draft of revised document to the Board 30 days prior to the general membership meeting or during a summer or winter Board of Directors meetings.~~

4. Continue assessment of Administrative Director position to refine/revise the scope of duties to be performed.
5. Explore additional options for providing website, Facebook, Twitter, and LinkedIn services.

Adopted _____, ~~2012~~2015