



INTRODUCTION

The Association of California Airports or ACA represents both publicly- and privately-owned airports in the state of California and organizations and individuals working to foster, promote, and develop the air transportation system.

ACA is devoted to drawing membership from all airports in the state and taking advantage of all human resources available from those airports. Therefore membership is not restricted to full time airport management personnel. Membership is open to all levels and degrees of airport management such as city managers, public works directors, Airport Land Use Commission members and owners of private airports. ACA will represent these persons and all others involved with airports on issues that are of statewide importance. ACA is also unique in that we actively seek the participation of the airport-related industry in determining issues that need to be addressed for the betterment of all airports, large and small and the individuals and companies that rely on them. Airport consultants, engineering firms and airport-based businesses are regarded as an essential part of this association. This broad based, "partners in aviation" approach makes ACA's position stronger when dealing with important industry issues.

In November 2003, the ACA began the development of a strategic plan. As part of the planning process, the ACA took a comprehensive approach by evaluating the current status of the aviation industry, and examining future opportunities, barriers, weaknesses, and strengths. The plan was developed to address current issues as well as to determine the future direction of the ACA.

TARGET AUDIENCE

All Airports
City Councils & County Boards of Supervisors
Airport District Boards of Directors
Airport Users, Tenants & Fixed Base Operators
Developers, Planners & Consultants
Land Owners & Homeowners
Federal Aviation Administration
State Division of Aeronautics
Pilot & Aviation Organizations
Chamber of Commerce & other Business Organizations
Economic Development Organizations
Legislators & Governor's Office
Military, Police, Fire Protection & Rescue Agencies

PURPOSE

The purpose of developing a Strategic Plan for ACA is to provide a framework for achieving the mission of the organization and to provide guidance to its membership for specific objectives and strategies that are geared towards furthering the aviation industry. To achieve this end, the following strategic focus areas have been established:

- Aviation Enhancement
- Education
- Marketing
- Partnership
- Communication



SWOB ANALYSIS

STRENGTHS, WEAKNESSES, OPPORTUNITIES & BARRIERS

This is the initial strategic plan for the ACA. An initial planning session identified the information presented herein, focusing efforts in the areas of most need. A discussion of the ACA's mission culminated in the following analysis which fostered the development of specific objectives to be incorporated into an 18-month work plan. The strategic plan will be updated annually, thereby increasing the strengths of the organization, and reducing its weaknesses, that will identify new opportunities to overcome barriers that face the advancement of the aviation industry.

STRENGTHS

Recognized as an Aviation Organization

ACA is recognized by the Federal Aviation Administration and the State Division of Aeronautics as an organization dedicated to the furtherance of the aviation industry. The organization represents all airports, from hub to general aviation and continually works towards obtaining the involvement of each airport entity.

State and Regional Support

Through ACA's partner organizations, ACA members have access to expertise that increases the opportunity to leverage the limited aviation resources available to individual airports. These organizations include the Federal Aviation Administration, State Division of Aeronautics, the Aircraft Owners and Pilots Association, the California Pilots Association, and the National Business Aviation Association.

Membership Resources

The membership of ACA provides a vast depth of resources through each member's individual expertise and experience that can be drawn upon for the benefit of aviation. This depth of knowledge is utilized through the capture of recommendations, suggestions, and best practices through the development of a speakers bureau and various other forums to share information.

Electronic Communications System

The organization's e-mail system has proven to be one of the most effective tools available, whereby members enjoy a historic quick response to issues, providing timely suggestions and answers to pressing issues, sometimes within minutes of a request.

Activities and Events Held to Benefit All Airports

The financial cost for events and activities of the ACA are kept to a minimum to enable the maximum level of participation by every class of airport, whether it be private, general aviation, reliever, or large hub airport facility.

Legislation Influence

The organization continues to make positive strides through participation in the state legislative process and the support or opposition of legislation that impacts aviation in general and items specific to individual airports.

WEAKNESSES

Lack of Adequate Funding

Since many airports have funding constraints that limit the amount of travel and participation they can provide to the organization, it is even more critical that the organization keep costs to a minimum. Funding issues are a continual concern for all airports in accomplishing projects and improvements needed to adequately maintain and further develop the air transportation system.

Geography of Membership

Given that members of the organization are from all parts of the state and funding is limited, travel to meetings and organizational events becomes difficult. Consequently, Airport Manager Working Groups are not able to meet regularly on a statewide basis.

Perception of Organization; Lack of Identity

The organization is perceived as being a Northern California group and focused primarily on general aviation.

Membership Diversification

The membership drive needs to encourage and promote the association as more than just Airport Managers, recognizing the fact that many airports are run by other departments, like Public Works and Planning. The ACA needs to know who these individuals are and how to meet their needs. The membership is lacking other aviation partners, like consultants, suppliers, and aviation manufacturers that are an integral component of the air transportation system.

Communications Sharing

Although listed as a strength, the communications of the group is also a weakness. The follow up and follow through of information gained at conferences and workshops for those unable to attend is very limited or non-existent.

Lack of Updated Marketing Materials

The website is out of date along with the membership brochure. These two primary avenues of communication for the organization are critical links in improving the credibility of the organization, its partners, and the involvement of others in related fields of aviation development and operations.

Promotion of Organization

Successes and achievements of the ACA are not captured and advertised to increase its visibility, recognition, and credibility in the marketplace or general public. Accomplishments need to be benchmarked to present the organization's successes to strengthen its voice in the industry.

OPPORTUNITIES

New Administration

A new administration for the state of California opens up an avenue to expand ACA's influence with a new look at aviation.

Political Action Committee

Interest is being expressed by a coalition of aviation-related organizations to form a political action committee to provide the necessary funding to more effectively influence the political process at the state and local government level.

State Aviation Benefit Study

With a new administration and an economic benefit study of the air transportation system, timing is right to bring aviation to the forefront.

Economic Development

A partnership with economic development is a natural. Airports are economic engines . . . some racing down the runway at full throttle while others are moving along at taxiway speed.

Education

UC Berkeley is interested in working with the ACA to develop a course identified as "Airport 101" . . . using education to further aviation.

Local Promotion

Member airports can piggy back on ACA's efforts to promote aviation in their local communities.

New Technology

Technology is rapidly changing and improving the way airports conduct business. Taking a look at just the wireless internet evolution and the business traveler shows marked changes in conducting business.

BARRIERS (OR THREATS)

Funding

Airports must find a means of becoming more and more self-sufficient. Local jurisdictions continue to see their general funds depleted by various mandates and issues making it extremely difficult for airports to tap into these resources. Grant opportunities are lost as a result of this situation because airports cannot meet the project matching fund requirement. This further limits the ability of airports to do anything other than concentrate on their operation and maintenance financial needs, rather than promoting the airport facility and the aviation industry in general.

California Budget

No funding is safe when it comes to needs of the State's budget needs because little or no taxes (i.e. aviation fuel tax) are mandated to fund aviation activities in California. Without strengthening the voice of aviation and its visibility as a necessary and important tool in the advancement of the world's economy, aviation will continue to be threatened by state revenue uncertainties.

Visibility

The public conception of airports as an unnecessary luxury is a barrier that needs to be broken down, accentuating the need to promote aviation's value, benefit, and purpose, and showcasing airports as a significant asset in the community.

Encroachment

Housing subdivisions are increasing throughout the country and encroaching on the backyards of some airports that are not paying attention. Development of incompatible land uses in the vicinity of airports is one of the most damaging activities that influence the existing use and future development of an airport.



MISSION, VALUES & PARTNERSHIPS

MISSION STATEMENT

To bring together all persons who represent both publicly and privately owned airports, and all others working to foster, promote, and assist the development of air transportation in the state of California through the dissemination of aeronautical information, the consideration and solution of various airport and aviation issues, and the fostering of public recognition of airports and the airport management profession.

ASSOCIATION VALUES

- Operate in accordance with the highest standards in all relationships and partnerships with federal, state, local, and other regulatory agencies governing the operation, maintenance, and activities of the national air transportation industry.
- Support and promote programs that increase aviation awareness and safeguard the national air transportation system.
- Position the association as a leader and voice of the aviation industry.
- Represent all airports, including hub, reliever, and general aviation airports.

PARTNERSHIPS

The Association will gain its strength through its partnerships formed with organizations having common interests in aviation. The ACA will promote and encourage all efforts toward improving existing relationships and developing new coalitions. The following organizations and associations are examples of the partnership efforts:

California Aviation Alliance (CAA)

The California Aviation Alliance is comprised of five statewide aviation organizations working together to enhance the public awareness of the benefits of aviation to all citizens and to increase the effectiveness of the aviation industry in protecting and enhancing the aviation infrastructure in California. The ACA is one of the five partner organizations. The other four partner organizations are the Aircraft Owners & Pilots Association (AOPA), California Pilots Association (CPA), California Aviation Business Association (CABA), and National Business Aviation Association (NBAA).

Aircraft Owners & Pilots Association (AOPA)

With a membership base of more than 400,000, which is half of all pilots in the United States, AOPA is the largest, most influential aviation association in the world. AOPA has achieved its prominent position through effective advocacy, enlightened leadership, technical competence, and hard work. Providing member services that range from representation at the federal, state, and local levels to legal services, advice, and other assistance. AOPA has built a service organization that far exceeds any other in the aviation community.

California Pilots Association (CPA)

The California Pilots Association is a non-profit, volunteer organization with a single mission: to promote and save California's public-use airports. CPA is the only state association dedicated exclusively to promoting and defending California's public-use airports from incompatible encroachments, restrictions, and closures. Since 1949, CPA has worked tirelessly to spread the word about our airports' significant contribution to the local economy; providing legal advice and assistance to local pilot groups, and sponsoring pro-aviation legislation.

California Aviation Business Association (CABA)

CABA is an organization comprised of Fixed-Base Operators and aviation-related businesses that was formed to provide information sharing regarding state and local legislative and regulatory action that impacts the aviation industry and airports in California. CABA monitors legislation in California and provides appropriate representation for the support or opposition of legislation that impacts its membership. It has hosted several "Aviation Day in the Capitol" seminars in Sacramento and has gained support from a number of state legislators. CABA has been one of the primary voices in the ongoing lobbying efforts on behalf of aviation-related legislation in Sacramento.

National Business Aviation Association (NBAA)

The National Business Aviation Association is a trade association headquartered in Washington, DC, and was founded in 1947. NBAA has continually established industry standards carefully aimed at enhancing the safety, efficiency and acceptance of Business Aviation. NBAA represents over 6,000 companies that own or operate general aviation aircraft as an aid to the conduct of their business, or are involved with business aviation. NBAA Member Companies earn annual revenues of nearly \$5 trillion – a figure that is nearly half the gross national product – and employ more than 19 million people worldwide. The Association presents the benefits of business aviation to the general public, and represents Members' interests as the principal advocate and voice for business aviation before Congress, the Administration, state and local governments, and the media.

Experimental Aircraft Association (EAA)

The Experimental Aircraft Association is a growing and diverse organization of members with a wide range of aviation interests and backgrounds. EAA was founded in 1953 by a group of individuals in Milwaukee, Wisconsin, who were interested in building their own airplanes. Through the decades, the organization expanded its mission to include antiques, classics, warbirds, aerobatic aircraft, ultralights, helicopters and contemporary manufactured aircraft. More importantly, the organization focused on the individual, offering the opportunity to make new aviation friends and form relationships while encouraging the sharing of information, stories and enthusiasm. The focus of EAA is communication, through publications, Chapter network, websites, events, and numerous other programs.

League of California Cities

The League of California Cities is an association of California city officials who work together to enhance their knowledge and skills, exchange information, and combine resources so that they may influence policy decisions that affect cities. Founded in 1898 on the principles of local control and interagency cooperation, the League has grown from a handful of public officials to include the voluntary membership of 476 California cities. Today California's city officials are considered among the best-trained and best-informed local officials in the country. The range of services offered by the League helps to achieve this reputation.

California Business Investment Services (CBIS)

This organization replaces the former California Technology, Trade, and Commerce Agency. It provides direct assistance to local and state government in business recruitment, business retention, and marketing.

California State Association of Counties (CSAC)

The primary purpose of the California State Association of Counties is to represent county government before the California Legislature, administrative agencies, and the federal government. CSAC places a strong emphasis on educating the public about the value and need for county programs and services.

California Association of Local Economic Development (CALED)

The California Association of Local Economic Development was formed to encourage and facilitate community economic development and job creation activities in California. The goal is to facilitate the creation and retention of permanent jobs in the private sector through a process involving business attraction, business retention, and business creation.

Regional Council of Rural Counties (RCRC)

The Regional Council of Rural Counties is dedicated to representing the collective unique interests of its membership, providing legislative and regulatory representation at the state and federal levels, and providing responsible services to its members which will enhance and protect the quality of life in rural California counties.



OBJECTIVES AND STRATEGIES

OBJECTIVES

- Aviation Enhancement: Introduce, support, and monitor California State Legislation to develop, enhance, and safeguard our airports
- Education: Provide educational seminars, workshops, and conferences that are affordable, diverse, and present a wide range of information pertinent to all airports
- Marketing: Increase awareness of the association through outreach programs designed to increase membership and the general community awareness
- Partnership: Improve aviation alliances
- Communications: Increase participation by all airports

SHORT TERM STRATEGIES

The short-term strategies are considered those activities that can be accomplished within one to two years. These are the immediate projects the ACA will embark on.

Goal 1: Aviation Enhancement

Objective: Introduce, support, and monitor California State Legislation to develop, enhance, and safeguard our airports:

- Continue to address issues of SB 1048 and promote to legislators
- Participate as a member of the CTC-TACA providing recommendations to the CTC
- Constitutional amendment
- Create a communications network or enhance existing e-mail network specific to legislation

Goal 2: Education

Objective: Provide educational seminars, workshops, and conferences that are affordable, diverse, and present a wide range of information pertinent to all airports:

- Conduct a Spring and Fall Annual Conference
- Create followup to distribute to both membership and interested partners
- Create conference checklist and calendar of check point dates
- Consider development of specific "subject-oriented" seminars and workshops
- Post information to website, as appropriate, and keep current

Goal 3: Marketing

Objective: Increase awareness of the association through outreach programs designed to increase membership and the general community awareness

- Develop membership database that includes a breakdown for type of member; post to the website and maintain on a regular basis
- Develop schedule for timely renewals of membership
- Provide membership brochure to organizations and local communities
- Membership proposals shall be reviewed to assure the maximum diversity of membership
- Build our relationship and increase our effectiveness with League of California Cities, California State Association of Counties, and Regional Council of Rural Counties

Goal 4: Partnerships

Objective: Improve aviation alliances

- Conduct at least two meetings in the Southern most part of the state
- Develop a mailing list of organizations that fit within the mission of ACA
- Form a joint Political Action Committee with other appropriate aviation organizations
- Encourage and support ACA's Regional Directors in developing strong, effective working groups to tackle airport issues specific to their respective regions

Goal 5: Communications

Objective: Increase participation by all airports

- Update membership brochure
- Update website to incorporate ACA meeting minutes, news releases, etc.
- Develop speakers bureau and promote to all airports

LONG-TERM STRATEGIES

Long-term strategies are those activities that are in the three to five year time frame and will require continuous attention over the next five year period.

- Hire a legislative lobbyist
- Develop an Airport 101 course
- Incorporate economic development into conferences and workshops
- Develop new model to capture an airport's economic impact
- Work towards securing state funding for airports