

# Aviation Association of Indiana – Strategic Plan

Updated June 27, 2018

*Note: Blue text indicates current president's top priorities*

**Vision Statement: To be the recognized leader and voice for the advancement of Indiana aviation.**

**Mission Statement: To develop and advocate the interests of our members and strengthen the ability of aviation to serve our communities.**

CATEGORY	GOAL	TIME FRAME		PRIORITY		
		LONG TERM	SHORT TERM	HIGH	MED.	LOW
Legislative	<p><b>1. Develop a legislative agenda annually to ensure continued vitality of Indiana aviation and to seek appropriate legislative activity in support of AAI members.</b></p> <p><i>Includes legislative agenda, board approval, and submittal to LAS for drafting</i></p> <p>1-A. Legislative committee establishes legislative agenda prior to the AI July quarterly meeting</p> <p>1-B. Legislative committee chair presents agenda to the board for approval at the annual conference</p> <p>1-C. Legislative committee approaches a legislator to present agenda to LSA for bill drafting by Nov. 1</p>		X	X		
	<p><b>2. Minimum of one annual connection between members and legislators.</b></p>		X	X		
Funding	<p><b>3. Provide adequate funding for airports.</b></p> <p><i>Includes maintaining 50/50 match on AIP grants, lobbying for state/local program, and monitoring and supporting industry efforts for funding with Indiana legislative delegation</i></p>		X	X		
	<p>3-A. State—Establish what constitutes "adequate" funding for Indiana airports</p> <p>3-B. State—Lobby for 50/50 state-local program funding</p> <p>3-C. State—Lobby for revolving loan fund</p> <p>3-D. Federal Funding--Monitor and support AAAE &amp; ACI efforts for funding with Indiana legislative delegation</p>					

CATEGORY	GOAL	LONG TERM	SHORT TERM	HIGH	MED.	LOW
	<p><b>4. Ensure dedicated fund for Indiana airport capital improvements is adequately financed.</b></p> <p><i>Includes determining amount of sales tax collected on aviation sales in state and detailing plan of action for use with elected official for introduction of legislation on this issue.</i></p>	X		X		
	<p>4-A. Determine amount of excise tax and fees collected on aviation fuel in the state</p> <p>4-B. Monitor state level aviation revenue diversion</p> <p>4-C. Detail a plan of action that includes a program/legislation that can be shared with elected officials and introduced into legislation</p> <p>4-D. Identify legislators and power players to champion the cause</p>					
PR/Marketing	<p><b>5. Increase status of aviation within state government.</b></p> <p><i>Includes developing a position paper and lobbying the appropriate governmental entities</i></p>	X		X		
	5-A. Conduct one annual meeting with INDOT Commissioner					
	5-B. Conduct one annual meeting with IEDC					
	<p><b>6. Promote local/community support of aviation.</b></p> <p><i>Includes identifying key champions, developing local stories why each airport is important, reviewing economic impact study and process, and identifying ACRP studies of value</i></p>	X			X	
	<p>6-A. Identify key users that can be champions for each Indiana airport (members)</p> <p>6-B. Develop specific local stories of why each airport is important to its community</p> <p>6-D. Review Economic Impact study process and outcomes for potential improvements</p> <p>6-E. Support a 3rd party to takeover the economic impact study</p> <p>6-F. Identify ACRP studies that can be useful for promoting local airports</p>					
	<b>7. Create and leverage relationships with Indiana aviation focused universities</b>					
Education	<p><b>8. Create and maintain a historical archive of the Aviation Association of Indiana.</b></p> <p><i>Includes creating a committee/identifying a historian, bios for past person of the year , past special recognition award winners, and past airport of the year winners; and adding all to website</i></p>		X		X	
	<p>7-A. Record history of the association</p> <p>7-B. Develop bios for each past winner of the person of the year award</p> <p>7-C. Develop bios for each past special recognition award</p> <p>7-D. Develop bios for each airport of the year award</p> <p>7-F. Add all bios to web site</p>					

CATEGORY	GOAL	LONG	SHORT	HIGH	MED.	LOW
		TERM	TERM			
	<b>9. Support the goals &amp; objectives of AAI Scholarship Fund Incorporated.</b> <i>Includes assisting SFI in expanding base of donors and contributing % of conference sponsorship</i>	X			X	
	9-A. Assist AAI-SFI in expanding base of donors 9-B. Support AAI-SFI with % of annual conference sponsorship					
	<b>10. Provide educational opportunities for our members.</b> <i>Includes identifying education programs available to members, providing annual conference/quarterly meeting agendas with education emphasis, identifying ways to utilize web site for educational opportunities.</i>	X			X	
	10-A. Identify education programs available to members 10-B. Provide annual conference/quarterly meeting agendas with education emphasis and conduct post evaluation of success 10-C. Conduct periodic workshops on topics of interest/conduct post evaluation of success 10-D. Identify ways to utilize web products for educational opportunities					
Organization-Membership	<b>11. Review/Restructure committees to improve efficiencies</b> <i>Includes AAI President identifying committees needed to support strategic plan, chairperson, and committee roles; Publishing list of committees and rosters on web site.</i>		X	X		
	11-A. AAI President: Identify committees needed to support strategic plan 11-B. AAI President: Identify chairperson for each committee 11-C. AAI President: Identify role of each committee 11-D. Publish list of committees 11-E. Committee Chairs will develop a roster of active committee members serving on the various committees and will post them to the website.					
	<b>12. Increase membership</b> <i>Includes Membership Committee Identifying benefits of AAI membership and opportunities, annually contacting non-member public airports and lobby to join and identifying and recruiting these potential members</i>	X		X		
	12-A. The Membership Committee will Identify benefits of AAI membership and opportunities 12-B. The Membership Committee will annually contact non-member public airports and lobby to join 12-C. Identify and recruit point of contact for potential members on above stated airports					

CATEGORY	GOAL	LONG TERM	SHORT TERM	HIGH	MED.	LOW
	<b>13. Ensure organization maintains financial stability</b> <i>Includes determining long and short-term investment policy and rainy-day fund amount; maintaining appropriate levels of cash on hand; Formalizing and documenting financial policies/procedures; Annually reviewing insurance policies.</i>	X		X		
	13-A. Document long and short-term investment policy 13-B. Document rainy day fund amount 13-C. Determine and maintain appropriate levels of cash on hand 13-D. Formalize and document all financial policies/procedures, including requirements for GAAP, Tax Filings, payment procedures, etc... 13-E. Annually review insurance policies and bonding					
	<b>14. Review/Update dues structure and revenue sources and update as necessary.</b> <i>Includes coordinating needs of Finance and Membership committees and reviewing/recommending changes in dues structure and conference registrations fees based on those needs</i>		X		X	
	14-A. Coordinate needs of Finance and Membership committees and review/recommend changes in dues structure and conference registrations fees based on those needs and Identify opportunities for new revenue sources					
	<b>15. Increase participation of membership.</b> <i>Includes AAI President recruiting members for committees and assigning specific tasks; updating membership application to include all members from one entity and provide space for each member to specify a committee of interest</i>	X			X	
	15-A. AAI President: Recruit members for committees and assign specific tasks 15-B. Update membership application to include all members from one entity and provide space for each member to specify a committee of interest 15-C. Establish mentoring initiative					
	<b>16. Identify succession plan for the longevity and health of the organization</b> 16-A. Establish vice chairs 16-B. Recruit new leaders/expertise	X		X		