

BUCKEYE AIRPORT STRATEGIC PLAN

BUCKEYE AIRPORT STRATEGIC PLANNING WORKSHOP - 2010

*Prepared by
Buckeye Airport Development Group*

Town of Buckeye | 530 East Monroe Avenue | Buckeye, AZ 85326 | 623-349-6000

TABLE OF CONTENTS

BACKGROUND	3
INTRODUCTION & EXECUTIVE SUMMARY	4
DESIRED WORKSHOP OUTCOME	5
WORKSHOP METHODOLOGY.....	6
STRATEGIC PLANNING PROCESS	7
THE PROCESS STEPS	11
PRESENTATION SUMMARIES.....	12
AIRPORT MISSION, VISION AND VALUES	13
CONCLUSION WITH SWOT RESULTS AND NEXT STEPS	14
APPENDIX A - BOARD MEMBERS, PLANNING TEAM, ATTENDEES.....	20
APPENDIX B - AGENDA	22
APPENDIX C - WORKSHOP SURVEY & ANALYSIS.....	24

BACKGROUND

The Buckeye Municipal Airport is viewed as an economic engine for the development of our Town. Many thoughts, ideas, discussions and Town plans have pointed to the potential of the airport to satisfying a number of critical Town needs. It always appeared; however, that a comprehensive plan to provide clarity, guidance and focus was lacking.

The Airport Advisory Board¹, in its meeting of Wednesday, July 14, 2010 passed a motion to have a Buckeye Airport Strategic Plan created. The organization commissioned the Buckeye Airport Development Group to put the plan together.

In the meeting following the Airport Advisory Board assignment, the Buckeye Airport Development Group² took on the task to organize a weekend conference called the Buckeye Airport Strategic Planning Workshop. This document details the steps taken to create the conference, the conference goals and objectives, as well as documentation of the conference outcome.

¹ Airport Advisory Board advises Council on essential policies, rules, regulations and other matters related to the Town's municipal airport.. See Appendix A for current members of the advisory board.

² Buckeye Airport Development Group is an informal discussion group created to keep its members apprised of issues and activities on a bi-monthly basis and makes itself available as a working body taking on assignments and projects to seek out ideas for the future development of the airport. See Appendix A for current members.

INTRODUCTION

In many cases airports have developed an Airport Master Plan prior to a Strategic Plan. These Airport Master Plans are generally more narrowly focused and oriented to capital improvement projects and the Airport Layout Plan. Though these two planning tools are extremely important to the strategic improvement of the airport, they do not constitute a Strategic Plan, though many in the industry use the Master Plan as the Airport Strategic Plan. The Airport Strategic Plan on the other hand is more future oriented and broader in scope. It looks at providing a very high level direction along with a vision, mission and values to guide the long range planning process over a 10-20 year period. In general terms, strategic planning is defined as the process undertaken by an organization to define its future and formulate a road map to guide the organization from its current state to its vision for the future³ . .

Generally the Airport Master Plan follows the Airport Strategic Plan. Often, however, like in this case, airport planning analyses and processes are developed and formal plans are created prior to the Airport Strategic Plan. In this case, we chose to use the data, information and other critical information from the Airport Master Plan as a resource to developing the Airport Strategic Plan.

³ This preferred definition of strategic planning was corroborated by respondents to a survey conducted as part of research in conjunction with ACRP Report 20 used as a resource document during the development of this workshop.

EXECUTIVE SUMMARY

Background

There has always been a critical need to develop the Buckeye Airport to fulfill its intended purpose as an economic engine to develop our Town. An airport strategic plan using airport industry best practices was the tool selected by the Airport Advisory Board to serve this purpose. To create this plan, the board appointed the Buckeye Airport Development Group as the Planning Team to create and develop a workshop. The Airport Strategic Planning Workshop was conducted on Saturday, October 16, 2010 at the Town Hall Executive Conference Room at 530 E. Monroe Avenue, Buckeye.

Town staff, airport business owners, Airport Advisory Board members, Town Council liaison, Federal and State Aviation and Transportation Agencies were invited to participate with many doing so.

Desired workshop outcome

The Planning Team defined the desired outcome for the Airport Strategic Plan. It wanted a very specific long term objective that would define and formulate a road map from the airport's current state to its vision for the future consistent with the Town's Mission, Vision and Values. The team decided that the framework for the Strategic Plan should include a Mission Statement that defines the airport's purpose, a Vision Statement that defines the airports future state and incorporates its values and a set of Strategies to be addressed over the course of the strategic plan by the Buckeye Airport.

Workshop Methodology and Process

The Airport Cooperative Research Program (ACRP) Report 20 - Strategic Planning in the Airport Industry (the Guidebook), was used as a basis for the Strategic Planning methodology. This document is a sponsored publication of the Federal Aviation Administration (FAA) and recognized as the source for strategic planning for airports throughout the country. The participants were guided through the workshop using the Guidebook's suggested airport strategic planning process including four steps: Evaluate the Organization, Articulate Mission, Vision & Values, Scan Environment, Predict Future Developments, Scan Environment, and Predict Future Developments.

Workshop Conclusion

The Mission, Vision and Values were identified in statements crafted by the participants. The issues important to the Buckeye Airport with specific statements were provided to guide the operation in developing its long and short term goals as follows:

BUCKEYE AIRPORT MISSION

TO OPERATE AND DEVELOP A PROFESSIONAL, SAFE AND SECURE AIRPORT THAT SERVES AS AN ECONOMIC ENGINE AND HUB FOR THE TOWN OF BUCKEYE AND THE SURROUNDING COMMUNITY.

BUCKEYE AIRPORT VISION

OUR VISION IS TO BECOME THE PREMIER AIRPORT FACILITY IN THE SOUTHWEST BY PROVIDING FULL SERVICE TO ALL ASPECTS OF AVIATION FROM AGRICULTURE TO CORPORATE THAT EXCEEDS ALL COMMUNITY NEEDS.

The workshop defined strengths, weaknesses, opportunities and threats to meeting the mission and vision developed.

DESIRED OUTCOME

The initial discussions by the Planning Team⁴ determined that the workshop should be developed for the purpose of creating an airport strategic plan using best practices in the airport industry. It was decided that the most recent information and research was contained in an Airport Cooperative Research Program (ACRP) document published in 2009 being made available by the Transportation Research Board and sponsored by the Federal Aviation Administration. The document, titled ACRP Report 20 - Strategic Planning in the Airport Industry (the Guidebook)⁵ would be used as the primary means of guidance and the principle resource for the development of the workshop. That being determined, the Planning Team decided that a Strategic Plan would be created for the Buckeye Airport and that the Airport Strategic Plan will:

⁴ The Planning Team is the Buckeye Airport Development Group

⁵ ACRP Report 20 was prepared under the ACRP Project 03-09 and was designed to provide practical guidance on the strategic planning process for the airport industry. The Forward, written by Michael R. Salamone, Staff Officer for the Transportation Research Board describes the document in detail.

DEFINE ITS FUTURE AND FORMULATE A ROAD MAP FROM ITS CURRENT STATE TO ITS VISION FOR THE FUTURE CONSISTENT WITH THE TOWN'S MISSION, VISION, AND VALUES.

The framework for the plan will include:

A MISSION STATEMENT that defines the airport's purpose.

A VISION STATEMENT that defines the airport's future state and incorporates its values.

A SET OF STRATEGIES to be addressed over the course of the strategic plan with specific objectives that address the gaps between where we are now and where the airport wants to be.

A written document defining the outcome of the workshop would be completed and presented to the Airport Advisory Board for review and recommended approval and subsequent submission to the Town Council for formal adoption. This being the stated workshop outcome, a decision was made to request that Ken Spencer,⁶ based on his experience and education, be the primary creator and facilitator of the workshop which was scheduled to be held on Saturday, October 16, 2010 at the Executive Conference Room at Buckeye Town Hall from 7:30 AM to 4:00 PM.

WORKSHOP METHODOLOGY

The workshop was designed to create an understanding by the participants of what strategic planning is from the airport standpoint as well as to:

- Focus on the desired outcome as determined by the Planning Team.
- Create mission, vision and values statements.
- Identify long term strategies that could be handed off to the airport management to be used in completing medium and short term operational and tactical activities to carry out the plan.

The methodology used was a modified version of the process and steps presented in the ACRP 20 - Strategic Planning in the Airport Industry guidelines. This was done in order to create a manageable process yet incorporate the essential elements of an Airport Strategic Plan that represented best practices in the industry.

⁶ Ken Spencer - Airport Advisory Board Member, Member of the Airport Development Group and HR Strategic Planning Consultant.

The process steps took the participants from defining strategic planning to understanding and agreeing on the process they felt would work during the course of the workshop. Finally it would take, with a number of workshop exercises, the participants to conclude Mission, Vision/Value Statements and an environmental assessment using a Strengths, Weaknesses, Opportunities and Threats, (SWOT) Analysis Tool.

STRATEGIC PLANNING PROCESS

An overview of the typical airport strategic planning process was presented and reviewed with the participants. The process was then modified to show the tasks that would be used for the Buckeye Airport Strategic Plan and further indicated what portion of the process would be accomplished during the workshop.

The process was divided into four phases as shown in the following diagram:



A large part of the first phase was essentially completed prior to the workshop by the Planning Team in a number of scheduled meetings and later confirmed by the participants in a workshop setting. The steps were:

- Identify the need and reasons for Strategic Planning – The Planning Team determined that a strategic plan was the right process for the Buckeye Airport. This was determined to be essential to the future of the airport in every respect. The benefits were reviewed by the Group and reaffirmed by the workshop participants.
- Assess the Organization's need for Strategic Planning - The need was determined by the Airport Advisory Board when it charged the Group with the responsibility to create a strategic plan. It had already reviewed the importance of having such a plan when it made the delegation.
- Define the Scope of the Process - The Planning Team felt that the process should include a review of previous programs and master plans developed and

completed by the Town of Buckeye. That the mission, vision and values should incorporate those of the Town at its highest level, as well as, the key components of the various departments' plans associated with the airport. It felt that it should also analyze and incorporate environmental factors internal, as well as, external to the airport.

- Schedule the Planning Activities - The agenda in Appendix B outlines, in general form, the activities that were planned. The details of the facilitation are available for review by request to the Planning Team.
- Identify the Planning Team - The Planning Team is the same as the membership of the Airport Development Group.
- Determine the Stakeholders that should participate in the process - The Planning Team developed a set of criteria and applied the criteria to the selection of Stakeholders (Town staff, airport business owners, Advisory Board members, Town Council Liaison, etc.). All of the stakeholders were invited and the majority of those invited attended as participants. See Appendix C for the list of stakeholders invited and the attendees.

Each of the remaining phases was reviewed in detail with the workshop participants to provide an overview of what the airport industry considered a completed strategic plan.

The second phase was to be completed by the workshop participants as part of the task required during the workshop. The first three steps of the Third Phase would be touched on during the workshop but essentially the details would be the responsibility of the operations department or the Buckeye Airport Management.

The following details the process requirements for each of the remaining phases:

SECOND PHASE

ANALYSIS & EVALUATION

- Evaluate and Understand the Buckeye Airport organization
- Articulate a Mission, Vision and Values for the Buckeye Airport
- Scan the Environment and Predict Developments
- Analyze Critical Gaps and Reassess the Vision for the airport.

23

THIRD PHASE

IMPLEMENTATION & EXECUTION

- Identify Strategic Issues
- Determine Generic and Grand Strategies
- Set Long –Term Objectives
- Set Short Term Objectives
- Create Action Plans
- Create a Communications Plan to inform the Stakeholders
- Define Responsibilities
- Select Key Performance Measures
- Create Training and Development Programs

24

In the fourth phase, monitoring was totally the responsibility of the operation.

FOURTH PHASE

- Decide Who Should Be Responsible for Monitoring.
- Determine How Frequently Implementation Status Should Be Monitored.
- Determine How Results Should Be Reported .
- Establish a Process for Conducting Periodic Reviews of the Strategic Plan Objectives.
- Establish a Process for Modifying the Strategic Plan When Necessary.

MONITORING

25

Finally, the process steps for the day were reviewed with the participants in order to bring focus to what we had to accomplish during the course of the workshop.

After reviewing the process and answering any questions the participants had for clarification and understanding, each individual was asked to vote on whether the desired outcome and the process was acceptable to them before starting on the rest of the workshop. All attendees responded affirmatively.

The participants also agreed that the time frame involved for the portion of the strategic plan they would be working on (mission, vision, values) would be for a period of 10-20 years with regular reviews to update the plan. Though there was some discussion as to the merits of a lesser timeframe of three to five years, the participants all agreed that the shorter timeframe was not strategic, but tactical. In other words, the Airport Master Plan is a three to five year document that will be revised to meet new strategic goals as envisioned in the Strategic Plan.

THE PROCESS STEPS

In order to work through the agreed process, the workshop participants were given the broad steps involved, as well as the tasks related to each step.



PRESENTATION SUMMARIES

In order to get a clear understanding of what the vision of the organization should be along with its mission and values, it was determined that a basis of understanding needed to be developed. Something that could create a context and culture for not only the Airport but the entire Town of Buckeye would have to include the Mission, Vision and Values of the Town along with details applicable to the Buckeye Airport. With that in mind, the participants were provided with information by way of several presentations:

Buckeye's Mission, Vision & Values	Larry Laurita (Town Resident and "We are Buckeye" stakeholder)
The Buckeye General Plan	Brian Kulina (Town Associate Planner)
The Buckeye Transportation Master Plan	Brian Kulina (Town Associate Planner)
The Buckeye Airport Master Plan & Noise Compatibility Study	Jim Harris (Coffman and Associates)
The Buckeye Airport Capital Improvement Plan	John Berghian, PE (Z&H Engineering)
The Buckeye Economic Development Plan	Woody Scoutten, PE (Town Engineer)
The Buckeye Airport Organization Previous issues & objectives	Scott Lowe, PE (Public Works Director)

AIRPORT MISSION, VISION AND VALUES

The afternoon session was devoted to creating the Buckeye Airport Mission, Vision and Values. Rather than separate out the values, it was decided that values or guiding principles would be included with the Mission and Vision in its statements.

Mission, Vision and Values or Guiding Principles were defined. Following general descriptions of what each of these were, the participants were provided with examples from representative airports within the United States. Having a clear understanding of the elements and criteria for each, the participants were provided with a series of exercises both individual, as well as group, in order to create written Airport Missions, Visions and Values⁷. Workshop participants were split into two groups and provided flip charts to produce their statements for the proposed airport mission. As a result of the process, two very unique statements evolved for the Buckeye Airport as follows:

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Discussions during the workshop and notes taken by participants and reflected in the flip charts indicated by the Buckeye Airport Vision statement referencing "That Exceeds Community Needs" creates an inclusion. That inclusion being the values created by the community in its strategic planning process is embraced by the Buckeye Airport Vision as well.

⁷ Exercises used for this process are included in Appendix F. Also included are photographs of the flip charts resulting from the group discussions.

CONCLUSION

The final step in the workshop was to provide more definition to the vision and give guidance to the operating department in its efforts to create long term strategies and action plans. This was done using a SWOT process. Individual assignments and group participation in a general session was used as the method of gathering this information. The final outcome was as follows:

STRENGTHS

The participants were first asked to begin by coming up with strengths internal to the airport organization. These would be factors that would be used to assist the Airport Management in creating its long term strategies and plans.

LOCATION -The location of the Buckeye Airport lends itself to future growth. Its proximity to Interstate 10 and State Route 85, along with a determination by the Town General Plan and Transportation Master Plan, define it as a key employment center.

As a non-towered airport and having it geographically in a location removed from the more restricted airspace requirements of the surrounding airports (Sky Harbor's Class "B" Airspace), provides more flexibility to corporate and private aircraft operations.

COMPETITIVE PRICING - coupled with the strategy to maintain a competitive edge on affordable fuel for general aviation in the greater Phoenix area and hangar rentals bolsters its ability to attract and maintain aircraft owners and companies seeking a cost advantage in its operation.

STRONG COMMUNITY SUPPORT is seen as a big plus. The Town and community support the strategy to continue ongoing communications, gain input and forge partnerships on a community level; continue a bonding process that is rare in community relations in the airport industry. This opportunity for touching with the local community on airport affairs and master planning efforts establishes a solid foundation for future growth.

LARGE LAND AREA - relative to the majority of other airports in the valley, provides for future development, flexible growth options, and multiple use scenarios that would not be available to other airports.

SOLID AIRPORT MASTER PLAN - in place since 2007 containing a detail collection and review of data/assumptions, facility requirements, and long term projections, compatible with community and Town requirements, has provided guidance and structure to airport management in its effective planning, scheduling and budgeting efforts.

GROWTH PROJECTIONS & INFRASTRUCTURE - continue to show promise in spite of the state of the economy. Plans for expanding the runway, completing airport modifications and creating options for users continue to be acted on and future grants available and secured show potential for growth.

NOISE COMPATIBILITY PROGRAM - completed in 2008, the program prepares the Buckeye Airport for effective use of its large area and adjacent airspace for planned expansion and development. Incorporating community input, tenant feedback and government policies and regulations, places the Airport well ahead of the majority of airports in the valley.

WEAKNESSES

Participants were asked to think about elements internal and within control of the Airport that are a challenge or an unmet need.

LACK OF JET FUEL AVAILABILITY - for aircraft that require refueling on an interim basis or for aircraft seeking to be based at the Airport. This restricts a significant number of possible income opportunities in several ways.

LACK OF WATER INFRASTRUCTURE - though the current water infrastructure provides for the potable needs of the existing facilities and business concerns, fire protection for other aviation related business concerns is severely lacking.

INSUFFICIENT WASTE WATER INFRASTRUCTURE - all current facilities are served by on site septic systems. This is adequate for the current facilities; however, expansion of the airport's business community will require a waste water solution that includes collections systems and transmission to a waste water treatment facility off site.

INSUFFICIENT HANGAR SPACE - for those wishing to rent hangars at the Airport. This causes a reduced potential for airport revenue in several areas. Insufficient T-Hangars with a long wait list, for example, are causing potential clients to seek out other alternatives with our competitors.

CERTAIN HISTORIC AGREEMENTS - restrict the Airport's ability to grow which has an impact on revenue. Additionally several of the buildings and facilities fail to meet building code requirements which require investment to bring them up to standard prior to use.

NO FULL-TIME ON-SITE MANAGEMENT - causes a lack of oversight at the Airport that can cause loss of revenue, customer dissatisfaction, and safety and security issues. Similar management issues were identified that dilute effectiveness of

managing the Airport when responsibilities and resources are stretched beyond acceptable limits.

INADEQUATE FACILITIES AND AIRPORT SERVICES - that would normally attract airport users such as that provided by a fixed base operator. This reflects on the bottom line in terms of potential revenue.

PUBLIC VISIBILITY AND COMMUNICATIONS - are weak. The community as a whole has no idea that Buckeye has an airport; or if it does, that its location is unknown. This has a negative impact in several areas including potential revenue for community members that desire, or could use, airport services.

OPPORTUNITIES

The group was asked to look externally at factors outside of the Airport such as needs that are not fully being met by competitors or other associated businesses. To also look at Airport strengths not fully being utilized or emerging trends in the airport industry that might fit with the Airport's strengths.

BUSINESS INTERESTS - the Airport has had ongoing interest expressed by a number of individuals and organizations. This presents an opportunity for maximizing Airport revenues, optimizing utilization of Airport assets and aggressively expanding alliances with new business partners. Marketing efforts and perhaps a program to attract a business entity interested in a joint partnership may be an excellent untapped opportunity.

GRANT EXPANSION EFFORTS - are an ideal strategy to take advantage of funds that are available to improve infrastructure, and provide repairs needed to facilities and Airport resources at a time when activity may not be at its highest and traditional funding resources may not be as available due to economic factors.

JOINT MARKETING EFFORTS - on an aggressive basis with organizations that might have a joint need for aviation services such as sporting event organizations, entertainment organizers, travel planning companies, cultural event planners ,and hotel and car rental agencies.

COMMUNITY ENGAGEMENT - in an existing program like the Annual Air Fair which was a very successful event. Extend community involvement in associated programs and seek to brand the image of the Airport with the Town of Buckeye in other city (neighboring or Town?) sponsored activities to demonstrate community partnership and dedication to mutual benefit.

EDUCATION AFFILIATIONS - enlist colleges, universities, and/or schools that have an interest in cooperative flight and ground based aviation programs to use Airport facilities and resources as part of their education program and learning systems.

TRANSPORTATION HUB - with the Airport serving as part of an air transportation gateway for all modes of transportation by taking advantage of the plans being created to use Buckeye as a major transportation center.

THREATS

Threats are a list of external factors that are generally beyond the airport's control and many times place the airport mission at risk. The group was asked to look externally at these outside factors.

LUKE AIR FORCE BASE - although a partner with Buckeye, much of what the airport can plan is dependent upon the working relationship with Luke. Most of this is governed by airspace limitations, mission requirements, and government standards imposed as a result of the Air Base location and its proximity to Buckeye Airport, recognizing that National Security is the priority.

FAA FUNDING - is a plus and a minus. In many ways, the Airport is dependent on the favorable treatment it receives from the FAA and other government agencies to maintain and develop its infrastructure. This is always subject to change without much notice in terms of requirements, policies, procedures and the amount of funding available.

AIRPORT COMPETITION - the valley is ever changing in how it does business to attract and retain organizations to create revenue. Competitive product pricing, available services and customer resources can draw on the Buckeye Airport's ability to do its business effectively.

GOVERNMENT REGULATIONS - and how they change to accommodate security requirements are very difficult to anticipate. Transportation Security Administration (TSA) regulations, for example, are not imposed on private or corporate aircraft. A change in this status could have a dramatic affect on cost to (or expenses at) the Airport.

NEXT STEPS

Once reviewed, modified and finalized by the Buckeye Airport Development Group, this document will be brought before the Airport Advisory Board for consideration and recommended approval for the Town Council to adopt as the official strategic plan for the Buckeye Municipal Airport. Once adopted, it will be a guide for the effective management of the airport.

APPENDIX A
BOARD MEMBERS, PLANNING TEAM AND ATTENDEES

AIRPORT ADVISORY BOARD MEMBERS

Dave Reynolds	Airport Advisory Board Chairman
Stan Goldman	Airport Advisory Board Member
Judy Monachino	Airport Advisory Board Member
Todd Narramore	Airport Advisory Board Member
Bill Schmit	Airport Advisory Board Member
Jeff Schwartz	Airport Advisory Board Member
Kenyon Spencer	Airport Advisory Board Member
Kennedy Amughan	Airport Advisory Board Member, Alternate

BUCKEYE AIRPORT DEVELOPMENT GROUP

Jeff Schwartz	Airport Advisory Board Member
Kenyon Spencer	Airport Advisory Board Member
Terry Brandt	Airport Tennant
Cheryl Covert	Economic Development Manager, Town of Buckeye
Scott Lowe	Public Works Director/Airport Director, Town of Buckeye
Myra Curtis	Public Works Management Assistant, Town of Buckeye

ATTENDEES

Kenyon Spencer	Airport Advisory Board Member
Dave Reynolds	Airport Advisory Board Chairman
Jeff Schwartz	Airport Advisory Board Member
Stan Goldman	Airport Advisory Board Member
Todd Narramore	Airport Advisory Board Member
Terry Brandt	Groen Brothers
Myra Curtis	Public Works Management Assistant
Jose Heredia	Public Works Interim Facilities Manager
Scott Lowe	Public Works Director / Airport Director
Woody Scoutten	Development Services Director
Larry Harmer	Community Development Planning Manager
Brian Kulina	Community Development Airport Planner
Chris Larsen	We Are Buckeye
Larry Laurita	We Are Buckeye
Brian McAchran	Vice Mayor, Airport Liaison
Jackie Meck	Mayor, Town of Buckeye
Jim Harris	Coffman Associates
John Berghian	Z & H Engineering
Tony Sanzere	Buckeye Flight Experience
Ken Potts	Arizona Department of Transportation - Aeronautical Division
Rich Graham	Z & H Engineering

APPENDIX B

AGENDA



AIRPORT STRATEGIC PLANNING WORKSHOP

AGENDA

Saturday - October 16, 2010 – Town Hall Executive Conference Room

Refreshments / Coffee / Tea	Opportunity for participants to meet	7:30 AM
Opening Remarks	Brian McAchran Scott Lowe	8:00 AM
Workshop Preview, Plan & Desired Outcome	Ken Spencer	8:10 AM
What is Strategic Planning?	Ken Spencer	8:30 AM
Buckeye's Mission, Vision & Values	"We are Buckeye" Larry Laurita	9:10 AM
The Buckeye General Plan	Brian Kulina	9:30 AM
<u>Mid Morning Break</u>		10:00 AM
The Buckeye Transportation Master Plan	Brian Kulina	10:10 AM
The Buckeye Airport Master Plan & Noise Compatibility Study	Jim Harris	10:25 AM
The Buckeye Airport Capital Improvement Plan	John Berghian	10:55 AM
Buckeye Economic Development Plan	Woody Scoutten	11:25 AM
<u>Lunch Break</u>	Lunch Buffet	12:00 PM
The Buckeye Airport Organization Previous issues & objectives	Scott Lowe	12:30 AM
What is our Mission as an Airport?	Ken Spencer	12:50 PM
Defining the Values for the Buckeye Airport?	Ken Spencer	1:50 PM

APPENDIX C
SURVEY RESULTS

SURVEY RESULTS

A survey instrument sent to participants after the workshop resulted in the following responses for the questions asked:

1. Please rate the overall quality of the workshop

63% indicated that it met their personal expectations in every way and 37% indicated that it met some of their expectations and was well worth their time. None indicated that it fell short of expectations or found it a waste of time.

2. In terms of frequency, what would you like to see?

50% felt that the workshop should be conducted every year and 50% felt that a workshop every three to five years would be adequate.

3. Please rate the balance between presentations and hands-on activities:

100% felt that a good ratio existed between the presentations and the hands on exercises.

4. The following questions were posed and responded to in terms of workshop objectives:

The Participant Manual was very useful and done well - 100% agreed

The Group Breakout Exercises were very productive - 50% agreed & 50% tended to agree.

Handouts were very useful and helped tremendously - 100% agreed

Meals and refreshments were excellent - 100% agreed

Well planned break times and frequency was appropriate - 100% agreed

The location and layout of the room worked extremely well - 88% agreed & 12% tended to agree.

Having study materials in advance of the workshop with internet links were very helpful - 75% agreed & 25% tended to agree.

5. The presenters did an excellent job and were very thorough about presenting their subject areas:

75% agreed that without question the presenters did an excellent job and 25% somewhat agreed but feel that some materials could have been presented more thoroughly.

6. The workshop facilitator did an excellent job in facilitating the workshop:

88% agreed that materials were presented well, that they understood the purpose of each step that he described and that he used the appropriate facilitation skills. 12% somewhat agreed with the facilitators ability to utilize the skills required during the workshop.

7. In terms of time, I found the workshop to be:

50% found it to be just the right amount of time, 25% felt it could have been done in less than 8 hours and 25% felt it should have been longer than 8 hours or even two days or more.

8. The workshop design and process:

100% felt the design and process was very useful to meeting workshop objectives.

9. Please comment on any of your ratings , particularly if you disagreed with any items or rated an area below average or expectations. Also provide any additional comments you might have both positive or not so positive.

Comments received were:

A very good and informative meeting

Great session

Great job.

This makes the Buckeye Airport significant

I thought the workshop more than met my needs.

I thought it was time well spent and I would participate in a future workshop of this nature.

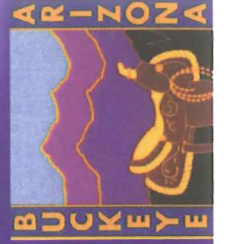
Buckeye Municipal Airport

Strategic Plan



April 19, 2010

***A Mile of Road will take You a Mile, A
Mile of Runway will take You Anywhere!***



Why a Strategic Plan?



Background

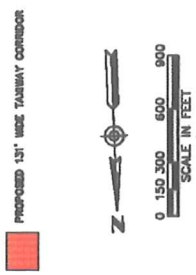
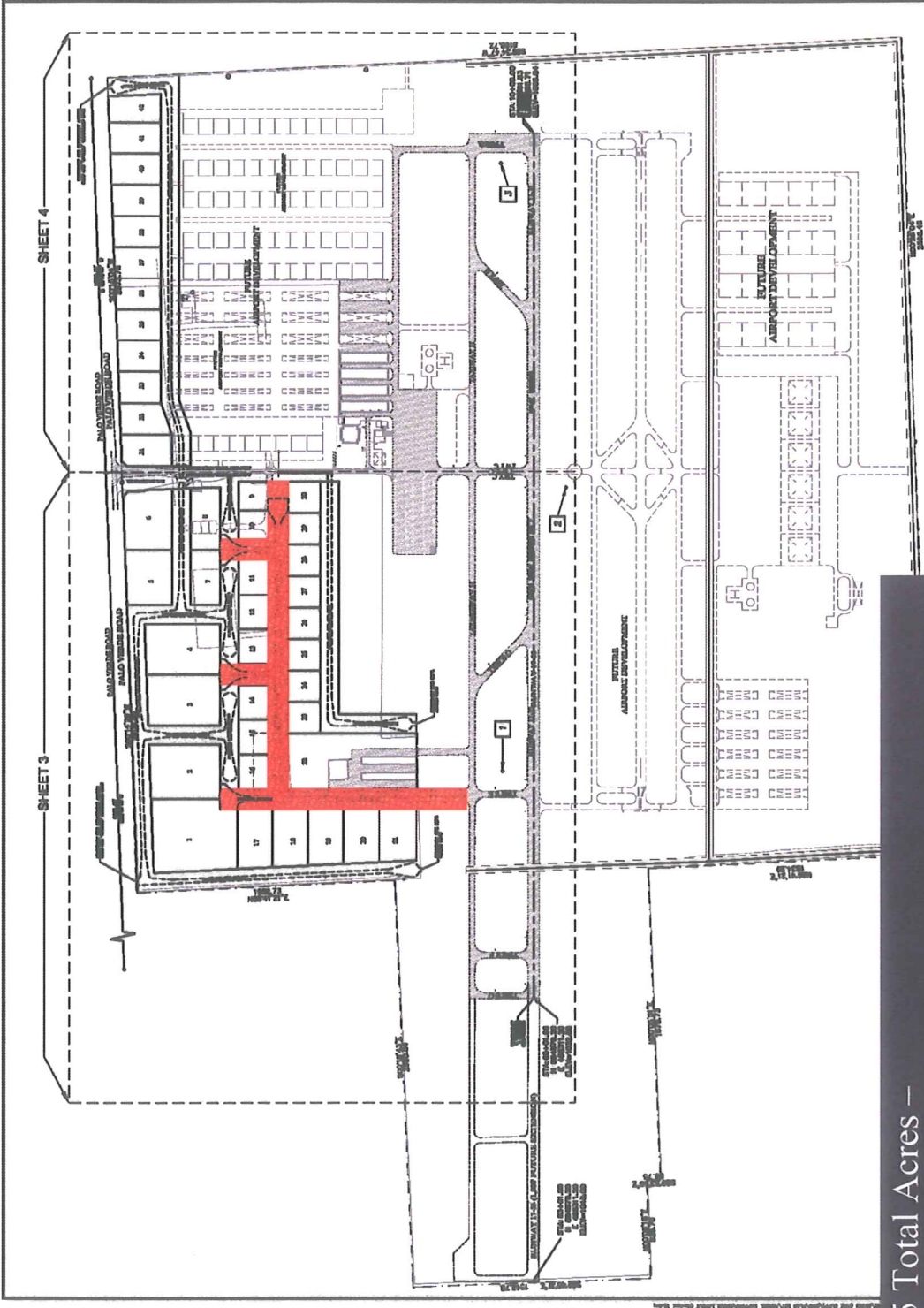
- An airport strategic plan using airport industry best practices was the tool selected by the Airport Advisory Board to serve this purpose.
- The Airport Strategic Planning Workshop was conducted on Saturday, October 16, 2010 at the Town Hall Executive Conference Room at 530 E. Monroe Avenue, Buckeye.
- Town staff, airport business owners, Airport Advisory Board members, Town Council liaison, Federal and State Aviation and Transportation Agencies were invited to participate with many doing so.



SURVEY CONTROL POINTS

No.	NORTHING	EASTING	ELEVATION	DESCRIPTION
1	082458.48	486454.57	1017.70	BMK A 1894
2	081641.28	484699.08	1005.20	BMK B 1894
3	077665.10	486509.46	993.10	BMK C 1894

NOTE:
 SURVEY CONTROL POINTS ARE PRIMARY AND SECONDARY AIRPORT STATIONS (PACS and SACS) AND HAVE AS DATUM AS PUBLISHED BY THE NATIONAL GEODETIC SURVEY (NGS).
<http://www.ngs.gov/cgi-bin/dp-stdy/airports/airports-e-places>



PROJECT: TUSCON AIRPORT
 LOCATION: TUSCON, ARIZONA

PANEL: MAPPING

LAYOUT & SURVEY CONTROL

Z & H Engineering, Inc.
 1000 N. Phoenix Avenue, Suite 200
 Phoenix, AZ 85004
 Phone: (602) 997-7000
 Fax: (602) 997-7000
 www.zandh.com

DATE: 10/20/10
 DRAWN BY: J. HARRIS
 CHECKED BY: J. HARRIS
 SCALE: 1" = 300'

715 Total Acres –
 393 Buildable Acres - Current ALP shows 339 acres for aviation uses and 54 acres for non-aviation uses along Palo Verde Rd.
 Current Runway is 5500ft x 75ft
 Environmental Assessment underway for eventual real estate purchase to allow for the extension of runway to north



**WHAT IS THE VISION OF OUR AIRPORT
AND THE SURROUNDING AREA?
(OR WHAT CAN OUR AIRPORT AND SURROUNDING
AREA BECOME?)**



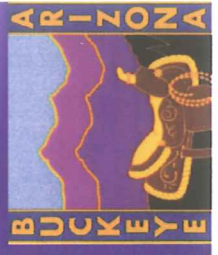






Desired workshop outcome

- The framework for the Strategic Plan should include:
 - a Mission Statement that defines the airport's purpose,
 - a Vision Statement that defines the airports future state and incorporates its values,
 - and a set of Strategies to be addressed over the course of the strategic plan by the Buckeye Airport.



Workshop Methodology and Process

- Evaluate the Organization
- Articulate Mission, & Vision
- Scan Environment, Predict Future Developments
- Identify Long Term Strategies



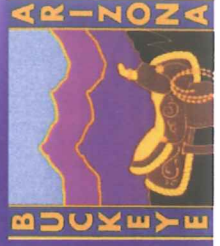
Mission and Vision

BUCKEYE AIRPORT MISSION

- TO OPERATE AND DEVELOP A PROFESSIONAL, SAFE AND SECURE AIRPORT THAT SERVES AS AN ECONOMIC ENGINE AND HUB FOR THE TOWN OF BUCKEYE AND THE SURROUNDING COMMUNITY.

BUCKEYE AIRPORT VISION

- OUR VISION IS TO BECOME THE PREMIER AIRPORT FACILITY IN THE SOUTHWEST BY PROVIDING FULL SERVICE TO ALL ASPECTS OF AVIATION FROM AGRICULTURE TO CORPORATE THAT EXCEEDS ALL COMMUNITY NEEDS.

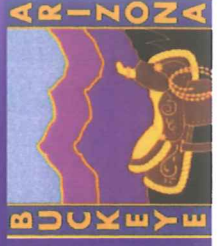


Future Development of Strategies Based on a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis



DEFINED STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

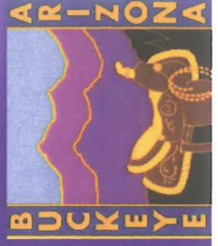
- STRENGTHS
 - LOCATION
 - COMPETITIVE PRICING
 - STRONG COMMUNITY SUPPORT
 - LARGE LAND AREA
 - SOLID AIRPORT MASTER PLAN
 - GROWTH PROJECTIONS & INFRASTRUCTURE.
 - NOISE COMPATIBILITY PROGRAM



DEFINED STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

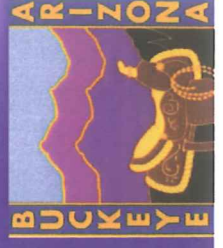
■ WEAKNESSES

- LACK OF JET FUEL AVAILABILITY
- LACK OF WATER INFRASTRUCTURE
- INSUFFICIENT WASTE WATER INFRASTRUCTURE
- INSUFFICIENT HANGAR SPACE
- CERTAIN HISTORIC AGREEMENTS
- NO FULL-TIME ON-SITE MANAGEMENT
- INADEQUATE FACILITIES AND AIRPORT SERVICES
VISIBILITY AND COMMUNICATIONS



DEFINED STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

- OPPORTUNITIES
 - BUSINESS INTERESTS
 - GRANT EXPANSION EFFORTS
 - JOINT MARKETING EFFORTS
 - COMMUNITY ENGAGEMENT
 - EDUCATION AFFILIATIONS
 - TRANSPORTATION HUB



DEFINED STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

- THREATS
 - LUKE AIR FORCE BASE
 - FAA FUNDING
 - AIRPORT COMPETITION
 - GOVERNMENT REGULATIONS





Questions?