

HOW TO USE THIS DOCUMENT

The following Strategic Plan is divided into the 4 main sections. While the full comprehensive plan provides a holistic picture of Terre Haute International Airport Authority's (THIAA) strategic direction over the next 5 years, each individual section of the plan can also be parsed out to serve a specific communication purpose. Below is a summary description of each section of the plan and its purpose. The communications matrix below identifies how the plan can be divided up to serve various stakeholders.

Segments of the Plan (purpose of each)

1. **Core Ideology:** This section articulates the THIAA's **Mission, Vision, Values** and summarizes our Competitive Advantages.
2. **Current Position/SWOT Analysis:** Explains the current strategic position and summarizes our current strengths, weaknesses, opportunities and threats.
3. **Strategic Topics:** This section explains the three (3) topics that were identified as 'strategic' and touch upon multiple facets of the strategic plan.
4. **Long-Term Strategic Objectives:** This is a high level summary of the seven (7) long-term objectives or main focus areas over the next 5 years.
5. **FY13-18 Roadmap/Timeline:** The roadmap is an executive "snap shot" or high level view of THIAA's strategic direction. It provides a summary of strategic priorities with aligned **FY13 Goals** and **FY14-18 Milestones** over the next five years.
6. **FY13 Plan Detail:** This section is a detailed drill-down of the annual department goals aligned to each of the five (5) strategic priorities. *What are we doing this year to reach our long-term goals?*

Plan Structure

The detailed plan is structured using the following numeric system:

1. Strategic Priority (Focus – life of the plan)
 - 1.1 Annual goal – SMART – outcome oriented
 - 1.1.1 Specific action item owned by director or managers

Communicating the Plan

The Communication Matrix below helps to summarize the purpose of each section of the plan as well as the appropriate audience for each.

Audience	Core Ideology: Mission, Vision, Values	Strategic Position: SWOT Analysis	Strategic Topics: Top three strategic topics	Long-Term Strategic Objectives: High level summary and strategic rationale behind each objective	Roadmap: Summary of FY13-18 Strategic Direction	FY13 Annual Plan Detail: Strategic priorities and supporting Goals/Actions
Board	✓	✓	✓		✓	
CEO/Exec Team	✓	✓	✓	✓	✓	✓
All Staff	✓			✓	✓	✓
Stakeholders	✓			✓	✓	



COMPREHENSIVE STRATEGIC PLAN

FY 2013-2018

UPDATED AS OF JUNE 20, 2013

EXECUTIVE SUMMARY

Terre Haute International Airport (THIA), located in Terre Haute, Indiana, has a long-standing presence in the community. During the recent economic recession, it has continued to provide the facilities and services its customers and tenants have become accustomed to, but with limited visibility in the community. This new strategic planning process focuses the Airport Authority's planning process to identify its high-level priorities, while creating community-wide economic development opportunities to promote THIA in the community and improve partnerships with other regional airports and businesses.

The Airport Authority's new strategic planning structure offers:

- Alignment between the strategic plan, marketing plan, and economic development plan
- Stability in strategic planning and execution from year to year
- Airport employees a clear vision and set of strategic priorities
- Straightforward methodology of tracking progress toward strategic goals

EXPECTATIONS

This 2013-18 Strategic Plan is based on the underlying expectations of the planning process.

- Enhance Airport operations
- Airport employees are aware of the Airport vision, understand the program/plan
- Build/improve partnerships with other regional airports
- Launch plans for economic development
- Improve visibility of the Airport
- Attract UAS industry

CURRENT STATE

- Minimal visibility of the Airport in the community
- Making positive changes to the Airport, its operations and impact to the community
- ISU to operate Flight Academy at the Airport
- Need to inform external stakeholders of the services and facilities provided by the Airport

STRATEGIC THEMES – WHAT CHOICES MUST WE MAKE?

We need to make strategic choices about the following. How will we...

- Foster relationships within the community
- Prioritize economic development opportunities
- Develop brand awareness
- Increase community engagement
- Attract the Unmanned Systems industry
- Attract airlines and grow air service
- Increase capital improvements to sustain the Airport

PARKING LOT

- Increase community engagement: Host presentations/speeches/receptions
- Attract airlines (i.e. Allegiant)
- Full partnership with FBO
- Look at external organizations to provide services (MTSI)
- TIF District growth
- Engage the military services to assist in the promotion of the airport
- Develop a robust Information Technology Infrastructure: include in the Airport 2013 Master Plan

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SECTION I: CORE IDEOLOGY AND ENVISIONED FUTURE

MISSION, VISION, VALUES

OUR CORE IDEOLOGY: MISSION & VALUES STATEMENTS

MISSION – WHY DO WE EXIST?

Our Mission is:

Create and maintain a world class aviation facility with state-of-the-art infrastructure and safe environment to maximize economic benefits and enhanced education experiences for the community and external stakeholders.

VALUES – HOW DO WE BEHAVE?

We are committed to being the most efficient airport in the region, providing high quality customer service to our tenants, partners and community stakeholders. Above all else we value:

- High Quality Aircraft and Customer Service
- Community Leader in Airport Innovation
- Integrity – Personnel, Commitment, Infrastructure
- Continuous Improvement: Excellence
- Collaborative Teamwork

ENVISIONED FUTURE: VISION STATEMENT

VISION – WHERE ARE WE GOING? WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2018 OR BEYOND??

The Terre Haute International Airport will deliver a safe and superior aviation facility; be a partner in education, technology advancements, and provide economic opportunities.

Vision Discussion Topics:

- Airport to be a catalyst for business development
- Air transportation and economic development engine for the mid-west
- A good Return on Investment (ROI) for the community
- Sustain the quality aviation requirements of the mid-west
- Promote a high-tech state of the art facility to include a robust Information technology sharing infrastructure for businesses

COMPARATIVE ADVANTAGE

COMPARATIVE ADVANTAGES: HOW WILL WE SUCCEED/COMPETE?

Current Comparative Advantages:

- Highest capability airport regionally
- Leadership: Focused, competent and engaged leadership team
- Cost of doing business is economical, but standards are high
- Ease of access
- Highly livable community

SECTION II: STRATEGIC POSITION

SWOT Analysis

CURRENT STRATEGIC POSITION

The Airport is in an excellent location for existing or start-up companies as well as those businesses looking to expand their operations. Terre Haute boasts the closest average distance to every single consumer in the continental United States, at 821 miles. Additionally, 75% of the U.S. population lies within 1,000 miles of Terre Haute. Citizens of Terre Haute can easily reach out to the overwhelming majority of our country's population with this conveniently located air transportation facility.

The Airport offers one of the longest runways in the State, at a length of 9,020 feet with a second runway of 7,200 feet, both being 150 feet wide. The Airport's runways, taxiways and aprons can accommodate all but the very newest and largest military and commercial aircraft. This Airport has hosted military C-17's, C-5's and C-130's, commercial air carrier B-747's and 757's, Airbus 320's and smaller air carrier aircraft, as well as all sizes and types of business, corporate and general aviation aircraft. With a fully functioning and operational Air Traffic Control Tower offering 24/7 approach and ground control services, as well as instrument approaches and radar services, the Airport offers all of the amenities of a larger, more complex airport without the hassles, delays and costs of those facilities.

In 2010, THIAA completed an \$11 million resurfacing of our main runway and continues to make additional improvements such as a new \$1.7 million airfield electrical vault. THIAA also continues to work on building and grounds updates in order to ensure our infrastructure is in the best condition. The Airport and community offer everything needed from an air transport facility in the middle of the United States.

Set to begin in Fall 2013, Indiana State University (ISU) will be establishing their Flight Academy for aviation students. This will include the purchase of six to eight airplanes, leasing classroom, office and hangar space from the Airport. This partnership will provide an enhanced curriculum for the professional pilot student, in addition to having many companies at the field supporting the ISU's flight program; and FAA ATCT (TOWER), Williams Aviation and Hoosier Aviation will have direct services support to ISU's flight operations. Also, with this partnership, the program has assisted in securing airport improvement funds from the FAA to continue the project of rehabilitating the airport's western quadrant and our general aviation activity. 2013 will also see improvements to the Airport such as the rehabilitation of runway 18/36 and the install of parallel taxiway (Foxtrot).

The Airport Authority enjoys a unique marketplace position in that it is a public entity with considerable resources that can be utilized for development. It can be likened to an economic development group that has a complete airport infrastructure at its disposal. That entails all the physical aspects – buildings, hangers, runways, taxiways, parking lots, and acres of vacant land plus the intangible aspects – working relationships with city and county authorities, Indiana Army and Air National Guard, various Indiana state authorities, Federal Aviation Administration, and more. Thus THIAA can leverage the tangible and intangible resources to multiply its efforts toward economic development.

The Aviation Association of Indiana recently released the Indiana Airports Economic Airport Study 2012 highlighting the economic benefits all the airports have on their respective communities throughout the state. In particular, it identifies how Terre Haute International Airport ranks amongst other local airports in the state with regards to jobs, payroll and output. *Refer to the Appendix – THIAA Economic Aspects and Indiana Airports Economic Impact Study. For the full Indiana Airports Economic Impact Study, please click on the link: <http://www.flysbn.com/documents/AAIEconomicImpactStudyFINAL.pdf>*

SWOT ANALYSIS

The SWOT is a summary of the strategic aspects that can help or impede THIAA as it works towards its vision. It is not a laundry list of operational pluses and minuses. Information and data from numerous sources were synthesized to yield this summary. The process started with the SWOT developed by THIAA in March 2011 as the foundation. The results of the Community Strategy Survey, Stakeholder Strategy Survey and Airport Staff Strategy Survey were integrated in appropriate sections. (If a SWOT item has a number after it, this represents the number of respondents mentioning the topic.) Board of Directors and senior staff interview comments provided additional insight, plus the draft Master Plan and environmental research sources from the aviation industry were utilized. A draft SWOT was presented to the strategic planning team to evaluate and vet to eliminate items that were improper or only operational. The following is the SWOT that was employed in the strategic plan facilitation. **Refer to the Appendix for detailed responses.*

<p>Strengths</p> <ul style="list-style-type: none"> • Takes care of and works with all of its tenants (6) • Clean and safe environment (3) • Conducting business and solving issues (3) • Positive community engagement and interaction (2) • Right people with the skills required to do the work – 63% agree or strongly agree • Good physical infrastructure • FAA-staffed control tower & Instrument landing system • Room for growth and expansion, airside and landside • Competitive lease rates and terms • Airport is seeking actively to become a bigger part of the community and economy • Strong relationship with military units 	<p>Opportunities</p> <ul style="list-style-type: none"> • Provide community with some form of needed air transportation service • Expand military services and support (13); Expand partnership with military (5) • Promote the airport in the community to improve visibility, advertise air events and increase new business (7) • Improved facility for unmanned aircraft systems (6) • Increase general aviation usage possibly through FBO (5) • Procure a corporate aircraft and maintenance operation, MRO facility (4) • Become an attractive site for UAS industry (3) • Attract air cargo operations or secondary location • Build hangars for lease (2) • Industrial park/development (2) • Development of technology park • Proximity to large population areas • Destination leisure and vacation markets for passenger service
<p>Weaknesses/Internal Areas of Opportunity</p> <ul style="list-style-type: none"> • Lack of a dedicated resource to promote the airport prior to now (2) • Lack of marketing efforts for commercial, logistics and air services • Need an improved working environment; Low employee engagement • Improved communication and cooperation with employees and departments (6) – receiving the right information to do my work • Sufficient available funds to pursue many of the economic development opportunities • Numerous pieces of equipment need updating or replacement • Low community awareness • Lack of a comprehensive marketing plan 	<p>Threats</p> <ul style="list-style-type: none"> • Land limitations* • Competition from external organizations (I.e. Economic Development Corporation)* • Politics* • Nearby commercial and industrial sites available • Economic uncertainty for near future likely to negatively impact market area • Strong competition from other nearby and larger airports for passenger and air cargo service • Competition from nearby airports for general aviation, business and corporate aircraft

* Identified by Board of Directors

Processing of the SWOT yielded eight broad topics. Teams of three members reviewed for themes or for situations where Opportunities (O) could be matched with Strengths (S), and Weaknesses (W) could be matched with a Strength or Threat (T) designated to be managed. These synthesized strategic activities were given a label and incorporated into the overall strategy framework for eventual development.

Teamwork: Right people, but better work environment needed

- Right people with the skills required to do the work – 63% agree/strongly agree (S)
- Need an improved working environment; low employee engagement (W)
- Improved communication and cooperation with employees and departments – receiving right information to do my work (W)

Maintenance Management System

- Clean and safe environment (S)
- Good physical infrastructure(S)
- Pieces of equipment need updating/replacement (W)

Research Air service, charter, and cargo industries and develop and develop appropriate promotion plan

- Room for growth and expansion, airside and landside (S)
- Airport is seeking to become a bigger part of the community and economy (S)
- Nearby commercial and industrial sites available (T)
- Provide communication with needed air service (O)
- Attract air cargo operations or secondary location (O)
- Destination for leisure and vacation markets for passenger service (O)
- Proximity to large (rural) population areas (O)

Develop an FBO specific Marketing plan

- Increase air traffic activity (O)
- Increase general aviation usage possibly through FBO (O)
- Strong competition from other nearby and larger airports for passenger and air cargo service (T)
- Competition from nearby airports for general aviation business and corporate aircraft (T)

Create an Operations plan to engage the UAS market

- Become an attractive site for UAS (O)
- FAA not meeting UAS deadlines (T)
- Competition from external organizations (Economic Development Corporation) (T)
- FAA staff control tower and Instrument landing system (S)

Continue to work towards certified designation

- Business friendly environment for growth (S)
- Federal funding restrictions and cut-backs (T)
- Industrial park or development (O)
- Development of Technology Park (O)

Market Research and Outreach (Facilities)

- Build hangar for lease (O)
- Economic uncertainty for near future likely to negatively impact market area (T)
- CIP/Master Plan: creating additional infrastructure – other ramps

Marketing Plan specific for THIAA operations

- Positive community engagement and interaction (S)
- Promote the airport in the community to improve visibility advertise air events and increase new business (O)
- Lack of comprehensive marketing plan (W)
- Sufficient available funds to pursue many of the economic development opportunities (W)
- Lack of a dedicated resource to promote the airport prior to now (W)
- Low community awareness – Community Outreach (W)
- Procure corporate aircraft and maintenance operation, MRO facility (O)
- Land limitations (T)

SECTION III:

STRATEGIC TOPICS

Three topics were identified as “strategic,” in other words their resolution touched many parts of the strategic plan and cannot be affectively developed in a single plan section. The topics were generated during the preparation phase from insights developed from the surveys, interviews and existing strategic plan.

STRATEGIC TOPIC #1: ECONOMIC DEVELOPMENT

Economic / Business Development Possibilities

Below is a list identifying 10 economic/business development possibilities. For some, additional information has been added which was taken from the Master Plan 2012. *Terre Haute International Airport Hulman Field, Master Plan 2012*; pages 4-7 to 4-17; by DG Design | Airport Planning; Draft

1. **Assist Indiana State University** with the implementation and start-up of an ISU flight school.
2. **Partner with Fixed Base Operator** to increase general aviation traffic and usage of the airport (airside)
General Aviation Industry Trends
 - According to the FAA Aerospace Forecast Fiscal Years 2012-2032, signs of a slow economic recovery were observed; however, difficulties in the general aviation industry continued in 2011. Based on figures released by the General Aviation Manufacturers Association (GAMA), U.S. manufacturers of general aviation aircraft delivered an estimated 1,215 aircraft in CY 2011, **8.9 percent fewer than CY 2010**. This translates into a fourth consecutive year of decline in shipments, although at a slower rate.
 - General aviation activity at FAA air traffic facilities posted mixed results in 2011. Operations at combined FAA and contract towers declined 2.3 percent in 2011, continuing a decade long trend. General aviation activity at consolidated traffic facilities (FAA **TRACONS**) **fell 2.6 percent**, while the number of general aviation aircraft handled at FAA en-route centers was essentially flat, increasing 0.1 percent.
 - The number of **student pilots at the end of 2010 increased by 64.8 percent**, or approximately 47,000 pilots, compared to calendar year end 2009. While the impact of the new rule on the long term trend in student pilots has yet to be fully determined by the FAA, the number of student pilots decreased by 0.4 percent from its 2010 level to 118,657 in 2011.
 - In terms of projected FAA trends for General Aviation, after growing rapidly for most of the past decade, and having slowed over the past few years, the most recent shipment activity indicates cautiously optimistic results that the hard impact of the recession on the business jet market may have come to an end and demand for business jet aircraft is beginning to recover.
 - The **National Business Aircraft Association (NBAA) 2011 Fleet Forecast, which predicts a 3 percent growth rate** in the North American business jet fleet. With the business jet/aircraft fleet projected to grow more rapidly, HUF may cater toward such endeavors, as is the case with the Airport’s new Hoosier Aviation FBO.
3. **Engage the services** of MTSI to assist in the promotion of the airport to the UAV industry
 - Market Research Media projects an **annual growth of 12 percent for UAS military market**. The Teal Group forecasts over \$94 billion in total UAS spending over the next ten years.
 - With the safe integration into the airspace, UAS have the potential to be a significant component in commercial aviation.
 - The absence of standards, regulations and procedures to govern the safe integration of civil-use UAS into civilian air space are key factors limiting growth in the non-military UAS sector. According to the Department of Commerce Office of Transportation and Machinery International Trade Administration’s “Flight Plan 2011, Analysis of the U.S. Aerospace Industry,” in the short-term planning period, existing military **UAS manufacturers likely will dominate civil-use UAS markets** if they are able to leverage their capabilities and technologies in the adaptation of existing platforms or development of new systems for civil purposes.
 - The Department of Defense (**DOD**) **plans to invest billions of dollars in the development and procurement of UAS**, which is good news potentially for HUF. In fiscal year 2011 the DOD requested \$6.1 billion and expects to need more than \$24 billion from 2010 through 2015 for new UAS and expanded capabilities in existing ones.
4. **Development of high-technology** business corridor along Hunt Road

5. **Realignment of SR 342** and opening of lands on northeast corner of airport for development
6. Increase activity **and use of the Airport** and its infrastructure – landside
7. **MRO facility development**
 - HUF is ideally suited to potential 3rd party type Maintenance Repair Overhaul (MRO) facilities as it has ample runway length, airside aprons, and the capacity to handle larger aircraft. It is also not located within a busy airport environment such as Indianapolis International Airport and may be ideal for MRO service providers to avoid higher leasing costs. The following represents an overview of MRO trends.
 - Based on the 2012 MRO Market Outlook by industry expert Team SAI (as presented at MRO Americas), **global fleet growth is expected to maintain a 3.3% CAGR** through 2022, with the current \$49.5B industry growing to \$68.4B over a 10-year forecast period. 2012 MRO growth was up 5.7% from 2011, however, the growth expected for 2022 is down from the 2021 forecast due to the lower average fleet age.
 - **Engine overhaul remains the largest segment** with the highest growth rate, while component growth is expected to grow as fast as engines.
 - It is anticipated that the U.S.'s MRO growth is limited by low fleet growth in less-maintenance intensive aircraft. This is partly due to the possibility that only the U.S. narrow-body fleet is expected to grow in next five years with the wide-body and regional jet fleets to contract through 2022. U.S. airlines may increase MRO outsourcing to save on overall costs. American Airlines restructuring may therefore play a large role in U.S. MRO trends as the airline may use this opportunity to outsource.
 - The following MRO operational trends are expected to occur over the next 10 years, which are in part based on a potential shift toward non-domestic outsourcing. Such a shift would also be a function of competition with Indianapolis International Airport:
 - Commercial and defense work may converge as government budgets tighten
 - Airlines increase outsourcing
 - OEMs continue to capture MRO market
 - LCC model proliferation continues; LCCs seek MRO partner(s)
 - Market balance shifts to the East
 - New aircraft types drive technological changes
 - Labor arbitrage opportunities are minimized
 - Skilled labor shortage concerns linger
 - New wave of consolidation for scale effects
8. **Air cargo**
 - Cargo facilities are not expected to play a large role for HUF planning as Indianapolis has a well-established cargo operation. However, as HUF already has sufficient airside facilities to handle large aircraft operations, **a small number of cargo operations may occur in the long term phase of the planning horizon.**
 - According to the Boeing World Air Cargo Forecast 2010-2011 (which includes IATA and other industry organization growth projections); demand for air cargo transport rebounded sharply in 2010 after a significant 18-month decline that began in May 2008. In spite of this downturn, world air cargo traffic is estimated to triple over the next 20 years, compared to 2009 levels, averaging 5.9% annual growth.
 - U.S. air carriers flew 37.3 billion revenue ton miles (RTMs) in 2011, up 3.7 percent from 2010. Domestic cargo revenue ton miles (RTMs) fell by 6.1 percent to 12.0 billion. However, international RTMs increased by 9.1 percent to 25.2 billion, more than offsetting the decline in domestic RTMs. The strong growth in international RTMs reflects a rebound from the recession and the global financial crisis, with international air cargo RTMs now exceeding the pre-crisis (FY 2007) levels by 4.1 percent. These indicators might very well allow for HUF to have a limited amount of future air cargo within the 20-year planning horizon, however, this is envisioned to depend highly on overflow from Indianapolis, St. Louis or Cincinnati.
9. **Commercial carrier** – possibly low cost; feeder type
 - A sign that business models for the low cost and network carriers groups are converging is the narrowing share of capacity flown between these two groups and the fares they charge. After losing market share in 2008, partially due to the cessation of operations by two low cost carriers during that year, low cost carrier capacity share has been on the rise (up 0.9 points in 2009, up 0.4 points in 2010, and up 1.6 points in 2011). Since 2000, the share of capacity flown by the low cost carrier group has almost doubled, going from a 17.0 percent market

share in 2000 to over 32.0 percent share in 2011. This bodes well for HUF in regard to attracting potential low cost carriers. In fact, the Airport has already been approached by carriers such as Allegiant for possible service. Therefore, passenger air service has been accounted for in the scenarios based forecasts provided later in this section.

- In terms of future trends, system capacity is projected to remain flat in 2012. In the domestic market, mainline carrier capacity expanded slightly (2.2 percent) in 2011 but now is projected to contract by 0.8 percent while capacity for the regional carriers is projected to also decline in FY 2012 (down 0.5 percent). Passenger demand shows very little growth in 2012 with system RPMs forecast to grow 0.5 percent and all of this increase projected to come from international markets. An upturn is projected in 2013 with system RPMs and passengers increasing 2.6 and 1.9 percent, respectively, on a capacity increase of 2.1 percent. For the overall forecast period, system capacity is projected to increase an average of 3.1 percent a year. Supported by a growing U.S. economy, with real yields increasing in the near term (2012-2013), and then falling, system RPMs are projected to increase 3.2 percent a year, with regional carriers (up 3.5 percent a year) growing faster than mainline carriers (up 3.2 percent a year). System passengers are projected to increase an average of 2.5 percent a year, with regional carriers growing at slightly higher rate (up 2.5 percent a year) than their mainline counterparts (up 2.5 percent). By 2032, U.S. commercial air carriers are projected to fly 1.9 trillion ASMs and transport 1.23 billion enplaned passengers a total of 1.57 trillion passenger miles
- *Please refer to the Appendix – THIAA Economic Aspects for additional perspective*

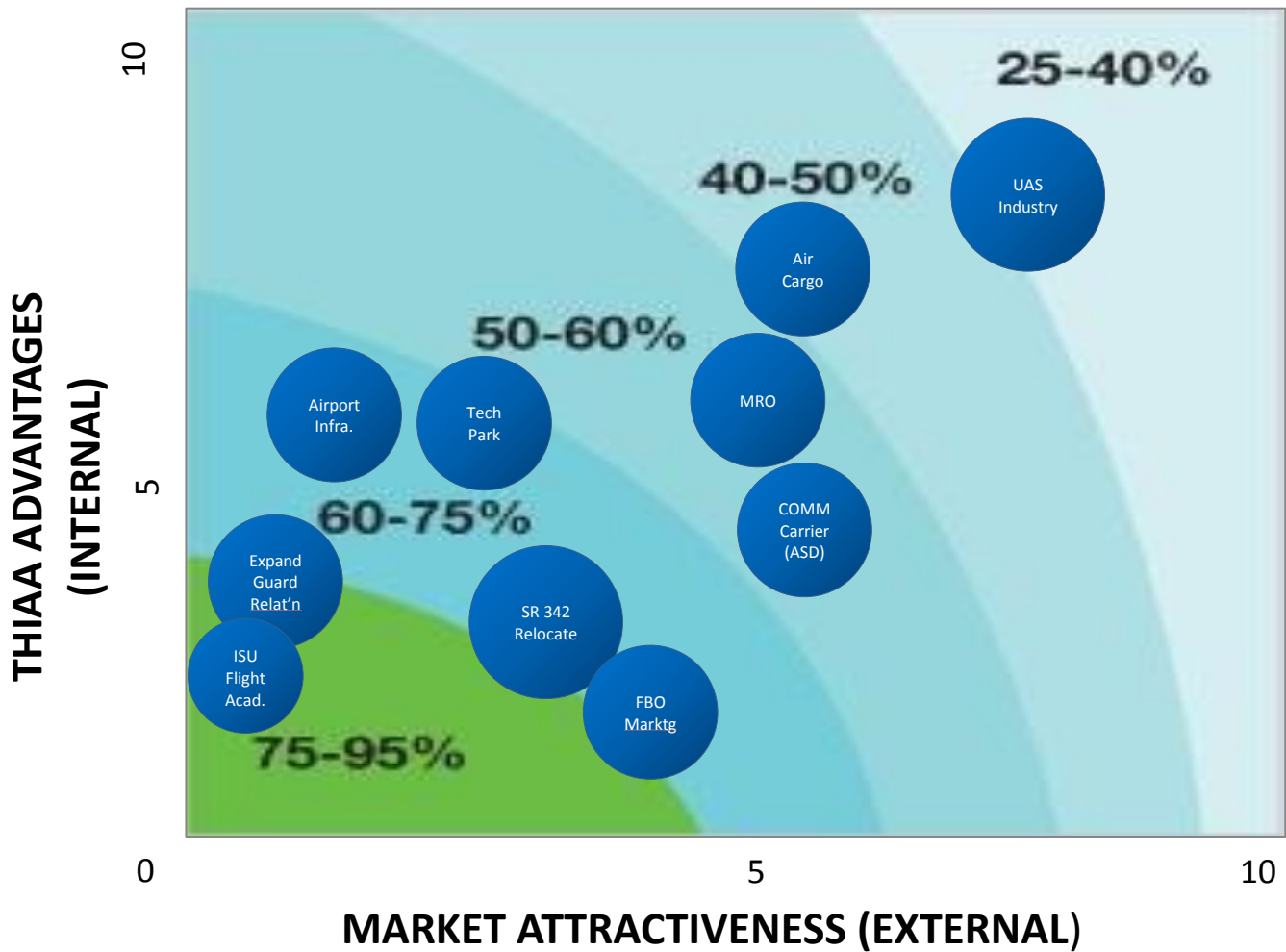
10. **Expand relations** with Indiana National Guard:

- Air Guard (181st IW)
 - Collaborate on base security enhancements with the development of a new gate access point
 - Collaborate with the Mission Support Group for land acquisition to expand the Air Base infrastructure and perimeter security
- Army Guard (81st Troop Command)
 - Support the Command with airfield infrastructure and the accessibility of military aircraft for deployments
 - Collaborate with the command to develop a joint operations center to support the 81st mission and civilian emergency management teams
- Army Guard FMS #8
 - Coordinate enhanced vehicle access with INDOT development of road off SR 42
 - Further develop road way to connect to the Air Guard Base
 - Communicate the economic impacts with the local community
- Joint Headquarters and Reserve Center
 - Promote development of HQ and Reserve Center

All opportunities were evaluated by teams during the strategic plan facilitation utilizing information organized by the Executive Director – Economic/Business Development Possibilities – and circulated before the sessions. Each opportunity was evaluated and rated on series of External Impacts, Internal Impacts and overall monetary impact. These scores/ratings were plotted to develop the following Success Matrix. In essence, the further the project is from the core of THIAA, the chance for success is reduced. Based upon the monetary impact and chance for success, the opportunities were prioritized. A chart summarizing the Economic Development activities and potential monetary impact follows the Success Matrix on page 15. These projects and/or activities are listed in accordance to their priority.

Depending upon the project/activity's status – is it currently developing community economic impact or primarily a potential project that could provide community economic impact – it was assigned a position in the strategic plan. If it is currently providing economic impact, it is positioned in the Strategic Market Development perspective. If it has potential but must be nurtured first before providing economic impact, it is assigned a position in the Process Excellence perspective. Once it is ready to actually produce community impact, the project/activity will be moved to the Strategic Market Development perspective in an appropriate category. (Examples of projects/activities requiring nurturing – UAS Industry, Air Cargo, or MRO facility development.)

Probability of Success Matrix



* This risk matrix was developed from many sources, including long-buried consulting reports by A.T. Kearney and other firms, the extensive literature on the economic performance of acquisitions and alliances, and numerous audits of product and service innovations. It broadly defines “failure” as significantly missing the objectives that were used to justify the investment in the growth initiative. Estimates of the probability of failure have been thoroughly validated in dozens of interviews with consultants and senior managers involved in innovation initiatives and are consistent with recent surveys that place the overall failure rate of new products close to 40%. The ranges in probabilities take into account some of the variability in organizations’ definitions of failure and in what constitutes a new market or technology for a given company. The probabilities do not apply to fast-moving consumer goods (where incremental innovations have high long-run failure rates) or ethical pharmaceuticals, and don’t distinguish whether “new to the company” is also “new to the world.”

Prioritized Economic Development Opportunities	Economic Impact
Expand relations with Indiana National Guard facility <ul style="list-style-type: none"> Relationship established Increase in jobs 	\$1M - \$10M
Assist ISU Flight Academy <ul style="list-style-type: none"> Airport RFP Hangar Design Construction 	\$1M - \$10M
Increase activity and use of the Airport (non-aviation business) <ul style="list-style-type: none"> Capitalize on airside to increase air traffic: great access to ramp or taxi way 	\$1M - \$10M
Partner with FBO <ul style="list-style-type: none"> Hulman Flight Club FBO relocation to Hulman Hangar Ramp expansion Self-serve fuel Marketing, charter/air service, management 	\$1M - \$10M
Development of Technology Park <ul style="list-style-type: none"> EDC collaboration Airport designation Marketing plan 	\$10M +
Realignment of SR 342 <ul style="list-style-type: none"> 3 parts: FMS, Reserve Center and Guard Gate Piece \$10 - \$12M for construction 	\$10M +
Commercial Air Carrier <ul style="list-style-type: none"> Several air carriers have been contacted (Allegiant Airlines) Possible service in 2nd quarter of 2014 Free parking, lower-ticket prices Vacation carrier 2 flights/week 	\$1M - \$10M
MRO facility development <ul style="list-style-type: none"> MRO development Open an avionics shop Marketing plan, development and execution 	\$10M +
Air Cargo <ul style="list-style-type: none"> Air cargo development Marketing plan, development and execution 	\$100k +
UAS Industry <ul style="list-style-type: none"> Airport IT infrastructure development FAA designated test site State level development Local development with ISU and Air National Guard 	\$10M +

STRATEGIC TOPIC #2: INTERNAL COMMUNICATION AND ENGAGEMENT

There were two aspects of internal communication identified: 1) to support employee engagement and improve the working environment, plus 2) to enhance communication between management and staff. The following activities were suggested to support the two aspects:

- Employee survey (post evaluation)
- Team building activities
- Professional development/training programs
- Improve communication; quarterly meetings, lunches, etc.
- Provide a schedule of periodic evaluations and survey the environment

The activities to resolve Topic #2 are incorporated in the Promote Learning & Growth perspective of the strategic plan.

STRATEGIC TOPIC #3: EXTERNAL COMMUNICATION

This topic was further identified as: to take advantage of a key opportunity, what are the appropriate actions necessary to promote the airport in the community to improve visibility for events and attracting new business? The following activities were suggested:

- Hold receptions, events, career days for youth
- Develop a promotional plan
- Collaboration with Indiana State University to promote new bachelor's program and spur the launch of the flight school
- Partnerships with National Center for Complex Operations (NCCO), Air Guard, etc.
- Expand how General Aviation services are conducted in collaboration with the FBO
- In partnership with Duke Energy and Economic Development Corporation bring in new business
- Advertise airport events in the community
- Promote facilities and services to the community – not just fuel
- Expand community programs

This information is being incorporated in the development of the overall THIAA marketing plan, which is included in the Process Excellence perspective.

SECTION IV: LONG-TERM STRATEGIC OBJECTIVES

FY13-FY18 Strategic Focus Areas

LONG-TERM STRATEGIC OBJECTIVES – WHAT WILL MAINTAIN OUR FOCUS?

The four strategy perspectives identified below were developed as a result of the staff and stakeholder surveys, board and leadership interviews, onsite facilitation and best practices in the industry. (Strategic Market Development, Process Excellence, Promote Learning & Growth, and Provide Resource Stewardship) The unique input and analysis of the industry provided by these groups granted the THIAA the opportunity to create a distinctive and valuable strategic plan that will drive the Airport's activities and projects that are aligned to the strategic priorities.

The strategic priorities fall into the four perspectives of the Balance Scorecard (BSC), which is the foundation of a holistic and balanced strategy. The most important perspective for THIAA is *Strategic Market Development*, which identifies THIAA's customer groups as: Partnerships, Tenants and the Community. They are the key factors in not only improving relationships and growing the customer base, but identifying economic development opportunities in the community. *Process Excellence* recognizes the importance of providing first class facilities and infrastructure, capturing new business development and creating continual awareness. *Promote Learning & Growth* is essential to the existence of the Airport, not just for its employees, but also for its volunteers. *Provide Resource Stewardship* is fundamental to the success of the Airport by consistently researching for alternate funding and adhering to financial best practices to ensure the Airport remains financially sustainable. These are supported in the strategic plan by strong strategic goals and actions.

By 2018 we will:

<p>1. Strategic Market Development: To expand and grow our market share.</p> <p><i>What we must do in the next five years:</i></p> <ul style="list-style-type: none"> • Become an attractive site for new businesses and partnerships • Capitalize on proximity to large population areas 	<p>Visible Results:</p> <ul style="list-style-type: none"> • # of partnerships created targeting economic development
<p>Strategic Objective: Create Economic Impact</p> <p>Terre Haute is the 11th largest city in Indiana and the Airport plays a critical role in the continuing development of Terre Haute and the Wabash Valley area. The Airport Authority is energized by the support of the multiple business sectors and talented individuals who are eager to work together in continuing its efforts to expand and grow air service offerings and stimulate positive economic impact in the region and beyond; resulting in a complete understanding of the economic environment in order to positively influence the community.</p> <p>THIAA is moving forward to expand its facilities and services, air cargo, expand into the leisure and vacation markets and provide extensive airline business outreach to showcase its air service potential. In order to do so, the Airport Authority also recognizes the need to build and improve its partnerships with other regional airports; such as Indianapolis International Airport, University of Illinois Willard Airport, Evansville Regional Airport, etc. In addition, the partnership with Indiana State University (ISU), in launching a new bachelor's program, will be the expected catalyst for the ISU flight school site at the Airport.</p>	
<p>2. Process Excellence: Provide high quality customer service to our tenants and businesses; and increase awareness of the Airport.</p> <p><i>What we must do in the next five years:</i></p> <ul style="list-style-type: none"> • Partner with local organizations • Build a strong awareness of facilities, infrastructure and services • Grow our facilities and infrastructure 	<p>Visible Results:</p> <ul style="list-style-type: none"> • A fully executed marketing plan • # of earned media exposure • # of personnel fully utilizing MPP
<p>Strategic Objective: Produce and Maintain the Highest Quality Facilities & Infrastructure</p> <p>Providing the highest quality equipment, facilities and infrastructure by way of achieving operational excellence is the Airport Authority's top priority. In operating a safe and secure airport, we can guarantee a positive experience not only to our employees, but also to the individuals who use our facilities.</p> <p>In order to achieve operational excellence, the Airport Authority is committed to implementing a Maintenance Management Plan (MMP). The MMP will improve efficiency, management of resources, infrastructure projects, and safety measures. Such projects include the road reconstruction of SR 342 outside of the runway protection zone, in collaboration with Indiana Department of Transportation, the FAA and the Air National Guard, and the development of the Maintenance Repair and Overhaul (MRO) facility.</p> <p>Strategic Objective: Enhance Business Development</p> <p>In order to achieve a comparative advantage and remain successful, the Airport Authority will develop partnerships with local businesses and organizations such as Duke Energy and the Economic Development Corporation. Through increased exposure and building awareness of the airport opportunities, the end result will be an increase in the number of airport tenants, maximizing the occupancy of the Airport's assets and infrastructure and developing an industrial park to attract new businesses.</p> <p>Strategic Objective: Create Continual Awareness of THIAA Locally & Beyond</p> <p>The Airport Authority is dedicated to enhancing the visibility of the airport and promoting its services to improve community awareness. In developing a comprehensive marketing plan the Airport Authority wants to create positive community engagement and expand community programs. On a regular basis, the Airport will host public awareness events to engage all members in the community to garner feedback and input. In addition, it will promote air events, school days, and additional events to promote new businesses.</p>	

<p>3. Promote Learning & Growth: Develop and advance our organization to meet the needs of our tenants, partnerships and community stakeholders.</p> <p><i>What we must do in the next five years:</i></p> <ul style="list-style-type: none"> • Provide professional development opportunities • Include all staff in the strategic direction of the Airport • Provide opportunities to support volunteers and internship program with ISU • Develop our team to ensure consistent and excellent service 	<p>Visible Results:</p> <ul style="list-style-type: none"> • Improve employee engagement score • # of committed volunteers supporting airport activity
<p><i>Strategic Objective: Provide Opportunities for Volunteer Involvement</i></p> <p>Volunteers are essential to the success of many of the Airport’s programs and events. They are the backbone of any successful air show and other events held at the Airport. Working with the Experimental Aircraft Association (EAA) to coordinate a volunteer program the Airport will ensure the success of all EAA and FBO activities and other events held at the airport. Finally, to engage future talent the Airport will work in partnership with the local colleges and educational institutions in the region to launch a college internship program. This will not only benefit the Airport, but will also allow for new and innovative ideas to come forth from the students completing the requirements of their internship.</p> <p><i>Strategic Objective: Attract, Develop, & Retain a Skilled and Engaged Workforce</i></p> <p>In promoting the Airport’s assets and services to the community to improve engagement and promote new business, it requires a strong and knowledgeable workforce. The Airport strives to recruit and hire the right people who have the skills and experiences to do the work required of them and support them in their professional development while working at the Airport. To better prepare for increased community engagement and business activity, the Airport is committed to improving and increasing its own employee engagement, as well as improving internal communication and cooperation. To ensure the Airport is engaging its employees in a positive manner, an annual employee survey will be conducted to gain feedback and input about the direction of the Airport.</p>	
<p>4. Provide Resource Stewardship: Consistently achieve self-sustaining revenue levels.</p> <p><i>What we must do in the next five years:</i></p> <ul style="list-style-type: none"> • Develop, maintain and disseminate an annual financial plan • Identify and pursue economic development opportunities • Manage land limitations 	<p>Visible Results:</p> <ul style="list-style-type: none"> • Fully functioning use of Edge Financial software
<p><i>Strategic Objective: Strengthen Financial Health</i></p> <p>Much like most of the aviation industry, the Airport has experienced the downward trend of the economy as well as the initiative to phase out F-16C/C aircraft. The Airport Authority’s directive is to achieve financial sustainability by fully utilizing all of the airport’s facilities and infrastructure, expand land opportunities in the south, procure funds to pursue economic development opportunities and develop a financial plan that would include applications for Capital Improvement Projects (CIP).The Airport Development Zone coupled with the overlay of the Airports Tax Increment Financing (TIF) district will be incorporated within the overall Airport Master Planning. The development and use of the TIF is to enable the airport to become financially self- sufficient.</p>	

SECTION V: FY13-18 ROADMAP

Summary of Long-Term Strategic Direction

ROADMAP – ANNUAL GOALS/MILESTONES

	FY13	FY14	FY15	FY16	FY17	FY18
Strategic Market Development	<p>1.1 Create economic impact for: Partnerships</p> <p>1.2 Create economic impact for: Tenants</p> <p>1.3 Create economic impact for: Community</p>	<ul style="list-style-type: none">Construct FMS facility.	<ul style="list-style-type: none">Work with ISU to host the 2015 National Intercollegiate Flying Assoc Regional event			<ul style="list-style-type: none">Pursue a working partnership with Duke EnergyPursue a working partnership with Economic Development Corporation.
Process Excellence	<p>2.1 Develop fully functioning online Maintenance Management Plan.</p> <p>2.2 Establish a recurring annual priority building and support infrastructure.3.1 Develop a comprehensive plan to attract the UAS industry.</p> <p>3.2 Develop business corridor along Hunt Road.</p> <p>3.3 Pursue an MRO facility to locate at THIAA.</p> <p>3.4 Develop a plan to evaluate air cargo facility alternatives.</p> <p>3.5 Develop a plan to promote THIAA to other industries.</p> <p>3.6 Produce events: Air Shows, Upside down Saturday, Young Eagles Summer Camp, Special events.</p> <p>3.7 Maintain a current roster of ownership of all lands within airport scope of influence.</p> <p>3.8 Assess the requirements to make THIAA a business friendly environment for growth.</p> <p>4.1 Create a comprehensive marketing plan.</p> <p>4.2 Promote the airport in the community to improve visibility.</p> <p>4.3 Develop and implement a communication program with stakeholders, clients, customers, partners and the public.</p>			<ul style="list-style-type: none">Become a certified park<ul style="list-style-type: none">EDC collaborationExecute Marketing Plan<ul style="list-style-type: none">Air Cargo Mktg PlanMRO Mktg Plan		
Promote Learning & Growth	<p>5.1 Support/Coordinate volunteer program with Experimental Aircraft Association (EAA).</p> <p>5.2 Initiate an aviation exploring post co-ed (14-21 yrs).</p> <p>5.3 Develop College Internship program.</p> <p>6.1 Improve working environment and increase employee engagement.</p> <p>6.2 Hire the right people with skills required to do the work.</p>			<ul style="list-style-type: none">Volunteer Program with EAA<ul style="list-style-type: none">Aviation explorationCollege Internship		
Org./People Development	<p>7.1 Enhance fiscally responsible practices</p> <p>7.2 Funds management (budget)</p>					

SECTION VI:

FY13 ANNUAL PLAN DETAIL

Annual Department Goals and Action Items

FY13 ANNUAL PLAN – GOALS & ACTION ITEMS

STRATEGIC MARKET DEVELOPMENT STRATEGIC OBJECTIVES & ORGANIZATION GOALS

1 Create Economic Impact

1.1 Create economic impact for: Partnerships (Marketing) (Executive Director) (12/31/18)

Measure: % of plan
completed

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
1.1.1 Collaborate with ISU to launch their flight program. (Executive Director)	% complete	100%	01/01/13, 12/31/13
1.1.1.1 Work with ISU to host the 2015 National Intercollegiate Flying Association Regional event. (Kara) (Bill McKown)	Host 2015 NIFAR	100%	01/01/13, 12/31/15
1.1.2 Support ISU in development of UAS degree program. (Executive Director)	% complete	100%	01/01/13, 12/31/13
1.1.3 Realignment of SR 342 with subsequent availability of property on northeast corner. (Airport Consultant) (Executive Director)	Completion of realignment of SR 342	100%	01/01/13, 12/31/14
1.1.3.1 Develop collaboration team of InDOT, Air Guard, & Airport. (Bill McKown)	% complete	100%	01/01/13, 12/31/13
1.1.3.2 Create a plan to generate most potential economic impact as possible. (Kara McIntosh)	Completed plan	100%	01/01/13, 12/31/13
1.1.4 Expand relations with Indiana National Guard facility. (Executive Director)	% complete	100%	01/01/13, 12/31/18
1.1.4.1 Promote the Economic impacts of the FMS facility. (Kara McIntosh)	FMS facility completed	100%	01/01/13, 12/31/14
1.1.5 Pursue a working partnership with Duke Energy (Executive Director)	Partnership established	100%	01/01/13, 12/31/18
1.1.5.1 Develop a coordinated development plan with Duke Energy. (Bill McKown)	Development Plan completed	100%	01/01/13, 02/15/13
1.1.6 Pursue a working partnership with Economic Development Corporation. (Executive Director)	Partnership established	100%	01/01/13, 12/31/18

1.2 Create economic impact for: Tenants (Executive Director) (Marketing) (12/31/18)

Measure: % of plan
completed

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
1.2.1 Partner with Hoosier Aviation to grow general aviation activity. (Kara) (Executive Director)	% growth of general aviation activity	50%	01/01/13, 12/31/14
1.2.1.1 Collaborate with FBO in marketing efforts (Kara McIntosh)	% complete	100%	01/01/13,

			12/31/13
1.2.1.2 Relocate FBO to Hulman hangar. (Attorney) (Bill McKown)	% complete	100%	01/01/13, 12/31/13
1.2.2 Initiate a Hulman Flight Club. (Hoosier Aviation) (Executive Director)	% complete	100%	01/01/13, 12/31/13
1.2.3 Pursue full occupancy of all underutilized buildings. (Airport Consultant/Executive Director) (Marketing)	Occupancy rate	100%	01/01/13, 12/31/13
1.2.3.1 Develop a comprehensive roster of all buildings with a rental/use plan to maximize the resources. (Kara) (Roger Clark)	Comprehensive roster of buildings completed	100%	01/01/13, 12/31/18
1.2.4 Facilitate tenant meetings as vehicle for communication and securing involvement in airport development. (Executive Director)	# of tenant meetings per year	6	01/01/13, 12/31/13

1.3 Create economic impact for: Community (Marketing) (12/31/18)

Measure: % of plan completed

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
1.3.1 Pursue a commercial air carrier to serve THIAA. (Office/Finance)	Acquire a commercial air carrier	1	01/01/13, 12/31/13
1.3.1.1 ASD Marketing for commercial carrier. (Kara McIntosh)	% complete	100%	05/01/13, 09/30/13
1.3.1.2 Make necessary preparation for initial service in October 2013. (Rose Overpeck)	% complete	100%	01/01/13, 09/30/13

2 Produce and Maintain the Highest Quality Facilities & Infrastructure

2.1 Implement a fully functioning online Maintenance Management Plan that will maintain and enhance infrastructure levels needed to sustain operations. (Maintenance) (07/31/13)

Measure: MMP completed Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
2.1.1 Provide MMP training for appropriate personnel beginning. (Maintenance)	% complete	100%	01/01/13, 03/31/13
2.1.2 Develop a broad, efficient reporting process – input and output (Board Quarterly Updates). (Executive Director) (Maintenance)	Reporting process completed	100%	01/01/13, 12/31/13
2.1.3 Complete an inspection of all airport assets – vehicles and buildings - to develop a life cycle management listing. (Maintenance)	Inspection of assets completed	100%	01/01/13, 12/31/14
2.1.3.1 Create an efficient schedule for ongoing inspections. (Paul Walker) (Roger Clark)	Maintenance scheduled completed	100%	01/01/13, 12/31/13
2.1.3.2 Inspect vehicles (Roger Clark)	Inspection of assets completed	100%	01/01/13, 12/31/14
2.1.3.3 Inspect buildings (Roger Clark)	Inspection of assets completed	100%	01/01/13, 12/31/14
2.1.4 Work with FAA to develop and implement an (AIP-39) airfield lighting control program. (DG Design & Engineering Consultant) (Executive Director)	Lighting control program completed	100%	01/01/13, 12/31/13
2.1.5 Develop a comprehensive list of necessary rehab work on all buildings and infrastructure including a timeline for completion. (Maintenance)	Comprehensive list of rehab work and timeline	100%	01/01/13, 07/31/14
2.1.6 Develop a "Life Cycle", short and long range schedule to upgrade and/or replace equipment: Golf Carts & Zero Turn Mowers. (Paul Walker) (Maintenance)	# of equipment upgraded/replaced	10	01/01/13, 05/31/13

2.2 Establish a recurring annual priority building and support infrastructure. (Executive Director) (Maintenance) (01/31/14)

Measure: Annual list published

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
2.2.1 Prepare 2013 priority project listing. (Executive Director)	% complete	100%	02/01/13, 02/15/13
2.2.1.1 Priority 1: Building 12 (ISU Academy) Rehab Admin Spaces. (Garmon Consultant) (Bill McKown)	Schedule completed	100%	
2.2.1.1.1 Building 12 Parking lot repair and resurface. (Roger Clark)	Resurface and repair scheduled	100%	06/01/13, 07/01/13
2.2.1.2 Priority 2: Duke Power Lines Relocate. (Attorney) (Bill McKown)	Reporting progress	100%	03/01/13, 06/15/13

2.2.1.2.1 Prepare TIF Bond to support funding power line relocation. (Attorney) (Bill McKown)	Bond in place to draw funding	100%	03/01/13, 06/15/13
2.2.1.3 Priority 3: Inter-local Agreement (Cliff Lambert) (Bill McKown)	Agreement signed	100%	02/01/13, 02/13/13
2.2.1.4 Priority 4: Construct (2013) 12 or 6 T-Hangars. (Bill McKown)	Reporting progress	100%	05/01/13, 05/01/14
2.2.1.4.1 Prepare Request For Proposal (RFP). (Bill McKown)	RFP let	100%	
2.2.1.4.2 Prepare Contract. (Contractor) (Bill McKown)	Contract let	100%	
2.2.1.5 Implement Airport Master Plan. (Airport Consultant) (Bill McKown)	Progress reported	100%	01/01/13, 09/01/13
2.2.1.6 Prepare RFP for Airport Master Developer. (Airport Consultant) (Bill McKown)	RFP released	100%	09/30/13, 12/31/13
2.2.2 Develop a Master Plan overlay of utilities infrastructure (DG Design) (Executive Director)	Master Plan rollout	100%	05/31/13, 09/30/13
2.2.3 Develop an Information Technology (IT) Fiber/ T-Line Infrastructure. (DG Design) (Executive Director)	IT Master Plan rollout	100%	05/31/13, 09/30/13
2.2.4 Prepare 2014 priority project listing. (Executive Director)	Reporting progress	100%	12/01/13, 01/15/14
2.2.4.1 Priority 1: Pavement expansion to support Hulman He and AIP-40 (Bill McKown)	Reporting progress	100%	01/01/14
2.2.4.2 Priority 2: Construct (2014) an additional 12 or 6 T-Hangars (Bill McKown)	Reporting progress	100%	01/01/14, 12/31/14
2.2.4.2.1 Prepare Request for Proposal (RFP). (Bill McKown)	RFP completed	100%	01/01/14, 12/31/14
2.2.4.2.2 Prepare contract. (Attorney) (Bill McKown)	Contract completed	100%	01/01/14, 12/31/14
2.2.4.3 Priority 3: Hangar 13 Demo and Rebuild (Bill McKown)	Reporting progress	100%	01/01/14, 12/31/14
2.2.4.3.1 Prepare Request for Proposal (RFP) (Bill McKown)	RFP completed	100%	01/01/14, 12/31/14
2.2.4.3.2 Prepare contract. (Bill McKown)	Contract completed	100%	01/01/14, 12/31/14

3 Enhance New Business Development/Generation

3.1 Develop a comprehensive plan to attract the UAS industry. (Marketing) (Executive Director) (12/31/18)

Measure: % complete

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
3.1.1 Coordinate involvement of FAA (designated test site), State level, local with ISU and Air Nat'l Guard. (Executive Director) (Marketing)	% complete	100%	01/01/13, 12/31/13

3.2 Evaluate/develop a plan for MRO facility to locate at THIAA. (Executive Director) (Marketing) (12/31/14)

Measure: MRO facility located

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
3.2.1 Develop and execute MRO marketing plan. (Marketing)	MRO marketing plan completed	100%	07/01/13, 12/31/18

3.3 Evaluate/develop a plan to air cargo facility alternatives. (Executive Director) (Marketing) (12/31/18)

Measure: % complete

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
3.3.1 Develop and execute Air Cargo marketing plan. (Marketing)	Air Cargo marketing plan completed	100%	11/01/13, 12/31/18

3.4 Host events: Air Shows, Upside down Saturday, Young Eagles Summer Camp, Special events, etc. (Marketing) (12/31/18)

Measure: # of events per year

Target: 2

3.5 Determine Complementary Business Opportunities. (Marketing) (Executive Director) (12/31/18)

Measure:

Target:

Department and Team Member Goals	Measure	Target	Start Date, End Date
3.5.1 Develop business corridor along Hunt Road. (Executive Director)	Business corridor completed; Airport Master PPlan	100%	01/01/13, 12/31/18
3.5.1.1 Create a thorough plan to become a certified park which evaluates various scenarios. (Marketing) (Bill McKown)	Report progress; plan completed and submitted	100%	01/01/13, 12/31/14
3.5.1.2 EDC buy-in and approval. White paper with signatures. (Bill McKown)	EDC	100%	01/01/13,

	partnership		12/31/14
3.5.1.3 Develop and execute marketing plan. (Kara McIntosh)	Marketing plan completed	100%	01/01/13, 12/31/18
3.5.1.4 Secure airport designation as a "tech park". (Bill McKown)	Designate airport as a "tech park"	100%	01/01/13, 12/31/13
3.5.2 Develop a plan to promote THIAA to other industries. (Marketing)	% complete	100%	01/01/13, 12/31/18
3.5.3 Maintain a current roster of ownership of all lands within airport scope of influence. (Property Manager) (Marketing)	Roster of land ownership completed	100%	01/01/13, 12/31/15
3.5.4 Assess the requirements to make THIAA a business friendly environment for growth. (Executive Director)	% complete	100%	01/01/13, 12/31/18
3.5.5 Create an Airport Technology Park. (Executive Director)			01/01/13, 12/31/18

4 Create Continual Awareness of THIAA Locally & Beyond

4.1 Create a comprehensive marketing plan. (Marketing) (12/31/18)

Measure: Comprehensive marketing plan completed

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
4.1.1 Develop an airport promotion video. (DG Design) (Marketing)	Promotion video completed	100%	01/01/13, 12/31/13
4.1.2 Enhance website. (Marketing)	Website enhancement completed	100%	01/01/13, 12/31/13

4.2 Promote the airport in the community to improve visibility. (Marketing) (12/31/18)

Measure: # of events and visits by local organizations per year

Target: 4

4.3 Develop and implement a communication program with stakeholders, clients, customers, partners and the public. (Marketing) (Executive Director) (12/31/18)

Measure: Communication program implemented

Target: 100%

5 Provide Opportunities for Volunteer Involvement**5.1 Aggressively develop participation programs for Terre Haute community. (Marketing) (12/31/18)**

Measure: Participation programs completed

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
5.1.1 Support/Coordinate a volunteer program with Experimental Aircraft Association (EAA). (Marketing)	Volunteer program with EAA completed	100%	01/01/13, 12/31/18
5.1.2 Initiate an aviation exploring post co-ed (14-21 yrs). (Executive Director)	% complete	100%	01/01/13, 12/31/18
5.1.3 Develop ongoing College internship program. (Executive Director)	% complete	100%	01/01/13, 12/31/18

6 Attract, Develop & Retain a Skilled & Engaged Workforce

6.1 Improve working environment and increase employee engagement. (12/31/18)

Measure: Employee satisfaction rate

Target: 80%

Department and Team Member Goals	Measure	Target	Start Date, End Date
6.1.1 Conduct employee satisfaction survey (Office/Finance)	# of employee surveys conducted per year	1	01/01/13, 12/31/13
6.1.2 Coordinate team bonding activities. (Office/Finance)	# of activities per year	12	01/01/13, 12/31/13

6.2 Hire the right people with skills required to do the work. (Executive Director) (12/31/18)

Measure: % complete

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
6.2.1 Conduct training classes: technical and organizational (Office/Finance)	# of training classes per year	8	01/01/13, 12/31/13
6.2.2 Implement professional development training program. (Executive Director)	# of professional development goals per employee	5	01/01/13, 12/31/13

7 Strengthen Financial Health

7.1 Enhance fiscally responsible practices (12/31/18)

Measure: % complete

Target: 100%

Department and Team Member Goals	Measure	Target	Start Date, End Date
7.1.1 Finalize the CIP/Master Plan by 09/2013 and submit for approval. (Executive Director)	CIP/Master Plans completed	100%	01/01/13, 12/31/13
7.1.1.1 Secure 2013 AIP award. (Bill McKown)	AIP awarded	100%	01/01/13, 12/31/13
7.1.1.2 Develop 2014-2019 CIP by October. (Bill McKown)	CIP plan completed	100%	01/01/13, 10/31/13
7.1.2 Secure sufficient funds to pursue approved economic development opportunities. (Executive Director)	Funds appropriated	\$1,000,000	01/01/13, 12/31/13

7.2 Funds management (budgeting) (12/31/18)

Measure:

Target:

Department and Team Member Goals	Measure	Target	Start Date, End Date
7.2.1 Successfully finalize Financial Edge and airport financial management software integration. (Office/Finance)	Financial Edge software integration completed	100%	01/01/13, 12/31/13
7.2.2 Provide monthly Board budget reports. (Executive Director)	Board receives monthly budget reports	12	01/01/13, 12/31/18
7.2.3 Successfully close out a balanced current year budget by November. (Executive Director)	Balanced budget	100%	01/01/13, 11/30/13
7.2.4 Develop an annual financial plan. (Executive Director)	Annual financial plan completed	100%	01/01/13, 12/31/13

SECTION VII:

APPENDICES

THIAA ECONOMIC ASPECTS AND INDIANA AIRPORTS ECONOMIC IMPACT STUDY

- HUF's yearly economic impact is **\$68.7 million**
- Conservatively, 350,000 people live within HUF's passenger catchment area, of which **35,000 passengers may use HUF** for travel if the service was available
- In 2005, passengers **using IND in lieu of HUF** for air travel spent an additional \$64 per person (**equal to \$2.24 million in Transportation Costs @ 35,000 passengers**)
- As few as **10,000 enplanements** equates to **\$1 million** in AIP funds for HUF each year (the Airport receives \$150,000 per year without passenger service)
- Minor **air service**, such as 10 flights per week using 10 – 50 passenger aircraft, **translates to \$1.1 million (approx.) in annual economic impact** for Terre Haute
- An AIP Grant for the FAA of **\$12 million translates to approximately \$36 million in the local economy**
- Passenger service increases the Airport's ranking in the FAA AIP prioritization system – higher ranking means access to greater amounts of AIP funds
- **Each of the above economic impacts translates to increased tax revenue for the City and County**
- **Foreign trade Zone, Airport Technology Park, Airport Development Zone and Air Service are a critical factor in determining where businesses will relocate or expand**
- **An airport's utility and information technology infrastructure further provide the communications linkage for high tech companies and associated industries to relocate or establish. This will cater well to the Unmanned Systems Industry (UAS).**
- A viable and vibrant airport provides service to community in several ways: medical evacuation, disaster and emergency response, national defense, search and rescue, medical shipments, news/traffic reporting, and express/JIT cargo
- Airports increase the social, cultural and economic health and identity of a community.



DETAILED RESULTS

GENERAL AVIATION – LOCAL AIRPORTS - CONTINUED

		ON-AIRPORT	AIRPORT USERS	MULTIPLIER	TOTAL
Shelbyville Municipal (Shelbyville)	JOBS	3	0*	0.8	3.8
	PAYROLL	\$104,570	\$0*	\$25,731	\$130,301
	OUTPUT	\$201,904	\$0*	\$75,034	\$276,938
Smith Field (Fort Wayne)	JOBS	14.7	1.3	13.6	29.6
	PAYROLL	\$731,832	\$84,890	\$507,307	\$1,324,029
	OUTPUT	\$3,049,098	\$226,094	\$1,454,492	\$4,729,684
Starke County (Knox)	JOBS	2	0*	0.6	2.6
	PAYROLL	\$93,883	\$0*	\$28,411	\$122,294
	OUTPUT	\$165,731	\$0*	\$46,781	\$212,512
Sullivan County (Sullivan)	JOBS	3.9	0.5	1.7	6.1
	PAYROLL	\$268,783	\$31,602	\$47,186	\$347,571
	OUTPUT	\$623,189	\$60,389	\$157,807	\$841,385
Terre Haute International (Terre Haute)	JOBS	530.2	92.1	150.1	772.4
	PAYROLL	\$29,179,769	\$4,563,352	\$6,057,947	\$39,801,068
	OUTPUT	\$42,066,612	\$8,828,245	\$17,876,932	\$68,771,789
Tri-State Steuben County (Angola)	JOBS	6.2	2.9	2.1	11.2
	PAYROLL	\$164,497	\$113,650	\$75,042	\$353,189
	OUTPUT	\$350,097	\$273,538	\$218,258	\$841,893
Virgil I Grissom Municipal (Bedford)	JOBS	5	0*	2.1	7.1
	PAYROLL	\$230,045	\$0*	\$62,340	\$292,385
	OUTPUT	\$573,100	\$0*	\$183,180	\$756,280
Wabash Municipal (Wabash)	JOBS	3.5	31.1	16.3	50.9
	PAYROLL	\$224,625	\$1,777,579	\$449,764	\$2,451,968
	OUTPUT	\$360,544	\$4,587,841	\$1,413,283	\$6,361,668
White County (Monticello)	JOBS	21	170.3	93.9	285.2
	PAYROLL	\$1,054,265	\$16,166,128	\$3,234,467	\$20,454,860
	OUTPUT	\$4,040,782	\$93,329,578	\$10,761,877	\$108,132,237

* No Surveys Returned

INDIANA'S AIRPORT SYSTEM

Indiana is served by a variety of airports that play different roles in supporting the State of Indiana and the communities that they serve. The Federal Aviation Administration (FAA) has recently updated its airports classification system to more clearly define the different types of general aviation airports.

Commercial Service Airports:



Publicly owned airports that have at least 2,500 passenger boardings each calendar year and receive scheduled passenger service.

General Aviation Airports:



NATIONAL – Serves national / global markets. Very high levels of activity with many jets and multi-engine propeller aircraft. Averaging about 200 total based aircraft, including 30 jets.



REGIONAL – Serves regional / national markets. High levels of activity with some jets and multi-engine propeller aircraft. Averaging about 90 total based aircraft, including 3 jets.



LOCAL – Serves local / regional markets. Moderate levels of activity with some multi-engine propeller aircraft. Averaging about 33 total based propeller-driven aircraft and no jets.



BASIC / UNCATEGORIZED – Often serves critical aeronautical functions within local and regional markets. Moderate to low levels of activity. Averaging about 10 propeller-driven aircraft and no jets.



HOOSIER AIRPORTS ARE THE LIFEBLOOD FOR HUNDREDS OF COMPANIES ACROSS THE STATE, ALLOWING THEM TO COMPETE IN A GLOBAL ECONOMY WHILE SUPPORTING JOBS AND ECONOMIC GROWTH IN SMALL COMMUNITIES ACROSS THE HEARTLAND.

INDIANA AIRPORTS = HOOSIER JOBS

TOTAL ECONOMIC IMPACT OF INDIANA AIRPORTS

JOB **69,149**

PAYROLL **\$4.1 BILLION**

TOTAL ECONOMIC OUTPUT **\$14.1 BILLION**

“General Aviation and community airports play a critical role in the lives of our citizens, as well as in the operation of our businesses and farms; and the state of Indiana has a significant interest in the continued vitality of general aviation, aerospace, aircraft manufacturing, educational institutions and aviation organizations, and community airports and airport operators.”

– Gov. Mitch Daniels in his 2012 General Aviation Appreciation Month Proclamation

Indiana’s official State Aviation System Plan includes 69 airports that serve the air transportation needs of more than 6.5 million Hoosiers and, in doing so, directly support more than 69,000 Hoosier jobs. The positive effects Indiana’s airports have on the economic sectors of the state are immense. These diverse benefits range from job creation to emergency services and play a crucial role in both Indiana’s economy and the lives of its residents by facilitating the movement of people and commerce each and every day.

To best quantify and illustrate the enormous influence airports have on the economy, the Aviation Association of Indiana and several partner organizations conducted an economic impact study to determine how many jobs are created and sustained as a direct result of Indiana airports, and to measure the value of those jobs and economic productivity on the Indiana economy. The following report details those impacts and was a collaborative effort between Conexus Indiana (Conexus), the Indiana Department of Transportation’s Office of Aviation (INDOT) and the Aviation Association of Indiana (AAI).



TERRE HAUTE INTERNATIONAL AIRPORT STAFF SURVEY

Survey Launched: 9/27/2012

Survey Closed: 10/18/2012

Number of Respondents: 20

Internal Assessment

1. What are some of the things that the airport does well? What are we best at?

- Allows public access use of its facilities (6)
- Takes care of and works with all of its tenants (6)
- Clean and safe environment (3)
- Conducting business and solving issues (3)
- Provide information and transparency to the public (2)
- Positive community engagement and interaction(2)
- Open communication with staff

2. How would you finish this thought, "If only we could...?"

- Increase activity by attracting carriers and growing the number of flights and air services (7)
- Establish more local business through improved marketing (3)
- Improve and expand equipment and facilities(2)
- Have hired an individual to promote the airport prior to now (2)
- Promote marketing efforts for commercial, logistics and survives
- Have an improved working environment
- Improve development efforts in the community to increase tax share
- Increase capital improvements to sustain the airport

3. How might we be more innovative and effective?

- Improved communication and cooperation with employees and departments (6)
- Improved marketing to attract new business (6)
- Acquiring and updating equipment and facilities (3)
- Have an alternative approach to new opportunities (2)
- Better assist the community with our available resources
- Build/improve partnerships with other regional airports
- Develop a strategic vision

External Assessment

4. What do you see as some of the airport's best or key opportunities over the next several years?

- Promote the airport in the community to improve visibility, advertise air events and increase new business (7)
- Acquire and improve runways, facilities, capital improvements, cargo and equipment (3)
- Procure a corporate aircraft and maintenance operation (2)
- Improve employee engagement
- Acquire air service development and unmanned aerial systems development
- Build partnerships with local community leaders
- Economic growth

Planning – Helping Set the Priorities

5. Where do you see the airport in 3-5 years?

- The airport has grown and business has increased (9)
- Acquired new equipment, facilities and tenants (Example: on-sight flight school, commercial carrier, hangars, unmanned systems and cargo) (3)
- In the same state of affairs (2)
- Increase in staffing levels (2)

	% Agree	Mean	Baldrige
Leadership			
6. I truly understand the THIAA mission (what it is trying to accomplish).	47%	4.37	5.96
7. I receive all the important information I need to do my work.	21%	4.11	5.31
8. We work together well across departments whenever needed.	30%	4.40	5.32
Measurement and Analysis			
9. I know how to measure and assess the quality of my work.	85%	6.05	4.58
10. I believe my department provides top quality service to our citizens and airport customers.	90%	6.45	5.26
Workforce Focus			
11. The people I work with cooperate and work as a team.	55%	5.40	5.39
12. THIAA values me as an employee.	40%	4.40	5.77
13. I am encouraged to think independently.	40%	5.45	---
Process Management			
14. We have very solid processes for doing our work.	65%	5.50	4.48
15. I have everything that is needed to be effective in my position.	50%	4.35	4.82
16. We are well prepared to handle an emergency.	35%	5.0	5.67
Results			
17. THIAA definitely has the right people with the skills to do the required work.	63%	5.53	4.51
18. Throughout all areas of THIAA, high standards and ethics are practiced.	40%	4.90	6.23

19. If there was a position available, how likely are you to recommend working at THIAA to good friends or relatives?

Detractors	Passives	Promoters
50%	20%	30%

Loyal/engaged score = 30% - 50% = -20%

20. Why did you give this rating?

- Great place to work and great coworkers (5)
- THIAA does not follow the policy book and treats employees unfairly (5)
- Lack of communication between management and staff (3)
- Working environment is unstable
- Improve work setting with good leadership
- Stagnant pay rate
- Would not suggest THIAA
- No one interested in aviation
- Not been here long enough

Demographics

21. Broadly, my position is

Answer Options	Response Percent	Response Count
Senior Management	16.7%	3
Supervisor	5.6%	1
Team Member	77.8%	14

TERRE HAUTE INTERNATIONAL AIRPORT AUTHORITY STAKEHOLDER STRATEGY SURVEY

Survey Launched: 11/19/2012

Survey Closed: 12/06/2012

Number of Respondents: 38 out of 86; Response Rate – 44%

1. What is the first word that comes to mind when the Terre Haute International Airport (Airport) is mentioned? 38 responses: See Appendix A.

Themes: The airport is being underutilized (9); identifying THIAA's potential (5); flying (4); the airport is an asset to the community (3); opportunity (2); financial struggle (2); home (2).

Services

All questions are on a 7 – point scale unless noted.

2. I am very aware that these services are available at the Airport:	Disagree	Neutral	Agree	Mean	N
Aircraft Hangers	2%	5%	93%	6.48	38
Corporate Hangers	2%	23%	75%	5.90	38
Fixed Based Operator - Aviation Services	2%	13%	85%	6.28	38
Industrial Park	15%	43%	43%	4.95	38
Leasing opportunities	5%	48%	48%	5.20	38
Restaurant	18%	30%	53%	4.95	38

3. Of the services that either you or your organization have utilized in the past 6 to 9 months, how satisfied were you with their delivery?	Disagree	Neutral	Agree	Mean	N
Aircraft Hangers	13%	31%	56%	5.00	16
Corporate Hangers	13%	63%	25%	4.25	8
Fixed Based Operator - Aviation Services	8%	23%	69%	5.77	13
Industrial Park	0%	100%	0%	4.20	5
Leasing opportunities	10%	80%	10%	3.80	10
Restaurant	33%	33%	33%	3.87	27
Other	17%	50%	33%	4.42	12

Other (Specified):

- Air shows and demonstrations
- Restaurant hours not adequate
- FBO and Williams Aviation
- We have not used any of the airport services
- Restaurant is unpredictable
- Did not allow me to pick multiple services
- Unhappy with the form
- Williams Aviation

4. I am definitely aware that the Airport has the capability to land large aircraft.	Disagree	Neutral	Agree	Mean	N
	5%	3%	93%	6.55	38

5. Commercial air service: without a doubt, I would be willing to pay extra (10% to 15%) for the convenience of flying from Terre Haute instead of driving to Indianapolis.	Disagree	Neutral	Agree	Mean	N
	18%	35%	48%	4.88	38

Your Organization and the Airport

6. Besides air travel, what additional service or program would benefit you or your company should be offered at the airport? I.e. air service, air taxi, etc. 28 responses: See Appendix A.

Themes: Increase air taxi/charter services (10); provide 24-hour fuel pumps (4); additional aircraft (4); increase/diversify air service (3); add shops (3); improved marketing strategies of FBO and businesses (2); add car rental service (2); provide additional hangars (2); flying club (2); quality restaurant with proper hours.

7. Specifically, how can the Airport help you grow your business? 24 responses: See Appendix A.

Themes: Attracting new businesses/economic development (6); increased air access and services (9); improve accessibility for customers/businesses (2); 24-hour fuel service (2); provide additional hangars (2).

8. If it is necessary for your organization to land product in Indianapolis or elsewhere, please help us understand why. 4 responses: See Appendix A.

Themes: Immediate vendor service; customer convenience; medical services provided.

Opportunities

9. What is the single best opportunity you believe that the Airport should pursue in the next two to five years? 36 responses: See Appendix A.

Themes: Providing commercial airline service (6); expanding military services and support (5); improved facility for unmanned aircraft systems (5); host more public events (2); get community input/feedback (2); facility maintenance (2); provide air taxi service (2); increase awareness of general aviation services (2); pursue tenants for industrial spaces (2); open a flight school (2); opening restaurant earlier.

10. What do perceive are the top two opportunities the Airport should take advantage of over the next 5 to 10 years? 30 responses: See Appendix A.

Themes: Expand partnership and support with military (5); increase in construction/maintenance (5); use facilities for UAV activities (3); diversify business activities (3); improve/increase general aviation services/awareness (3); build hangars for lease (2); improved marketing/branding (3); increased UAV activity (3); improved public awareness (3); provide destination air service (2).

11. What do you see as the top priority for the new leadership to focus on to improve the Airport? 33 responses: See Appendix A.

Themes: Increase investment in business opportunities (10); improve Airport marketing/image (9); diversify business partners (5); improve employee morale/engagement (3); expand aviation services (3); secure a legitimate restaurant (3); continue improving stakeholder relationships (3); promote the Airport as an asset to the community (2).

Community and Awareness

12. I fully understand the mission of the Indiana Air National Guard at the Airport.	Disagree	Neutral	Agree	Mean	N
	5%	10%	85%	6.15	38

13. I do know that additional Indiana Air National Guard units have been stationed at the Airport.	Disagree	Neutral	Agree	Mean	N
	8%	26%	67%	5.67	38

14. I certainly am willing to participate in the Airport's stakeholder meetings.	Disagree	Neutral	Agree	Mean	N
	0%	15%	85%	6.33	38

15. What do you believe is the primary contribution to the community that is expected from the Airport? 33 responses:

See Appendix A.

Themes: Improve economic development/activities (10); provide employment opportunities (5); improve image/accountability (5); improve and expand air services (4); improve accessibility (4); improve economic impact on the community (3); positive impact on the community (2).

16. As a stakeholder, what is one thing you or your organization would like to offer to help the Airport Authority accomplish its goals? 34 responses: See Appendix A.

Themes: Provide full support with anything the Airport needs (7); provide public relations/branding support (6); volunteer (5); support with infrastructure and services (4); advice and counsel (3); provide legislative support (3).

17. From a community perspective, what economic development opportunity do you believe the Airport should participate in/encourage? 30 responses: See Appendix A.

Themes: Work with businesses to improve economic development (10); improve image/visibility of the Airport facilities to the community (6); expand UAVs (4); identify revenue sources to invest in the Airport (3); encourage community involvement (3); improve/expand infrastructure and roads (2).

Awareness Ratings

18. Overall, I believe the Airport provides top quality services.	Disagree	Neutral	Agree	Mean	N
	2%	50%	48%	5.20	38

19. The Airport is recognized as an active contributor to the community.	Disagree	Neutral	Agree	Mean	N
	13%	68%	20%	4.33	38

20. The need for the Airport to provide air service is surely felt in the community.	Disagree	Neutral	Agree	Mean	N
	13%	50%	38%	4.40	38

21. Without a doubt, the Airport has a positive economic impact on the community, citizens and surrounding areas.	Disagree	Neutral	Agree	Mean	N
	2%	40%	58%	5.58	38

22. I believe the Airport truly utilizes its assets to the fullest extent possible?	Disagree	Neutral	Agree	Mean	N
	28%	58%	15%	3.80	38

NPS Question:

23. If you knew of an individual or organization in need of a service provided by the Airport, how likely are you to recommend them to THIAA? (On a scale of 0-10, where 0=never recommend and 10=very likely to recommend)

*On a scale of 0-10 where 0=Never Recommend and 10=Very Likely Recommend	
Promoters	67%
Passively Satisfied	23%
Detractors	10%
Net Loyalty Score	57

N = 38 responses

- **Promoters** (score 9-10) are loyal enthusiasts who will keep buying and refer others, fueling growth.
- **Passives** (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- **Detractors** (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth.

24. Why did you give this rating? 31 responses: See Appendix A.

Themes: Want to see the Airport grow and prosper (5); safe/well-run establishment (5); improve quality service (5); the Airport has potential (4); promote facilities (2); believe in leadership (3); excellent staff and service (3); community lacks understanding of services provided (3).

25. Which of the following best describes your primary role in interacting with the Airport?	Response	N
Tenant (business or hangar)	50.0%	19
Other direct user of Airport facilities	2.6%	1
Business	7.9%	3
Community organization, industry trade or economic interest group	7.9%	3
Educational institution	5.3%	2
Government agency	18.4%	7
Other	7.9%	3

Other (Specified):

- Vendor and concerned citizen
- Board member
- FAA Air Traffic Control
- Airport board member, T hangar tenant, corporate hangar tenant

26. Which best describes your position in the organization?	Response	N
President, CEO, Executive Director, Owner	45.9%	17
Upper-level management	27.0%	10
Entry-level management	2.7%	1
Staff, team member	5.4%	2
Other	18.9%	7

Other (Specified):

- State Representative
- EAA member, hangar tenant
- Industrial park business
- Air Traffic Control Tower Manager
- Individual

TERRE HAUTE INTERNATIONAL AIRPORT AUTHORITY COMMUNITY STRATEGY SURVEY

Survey Launched: 11/19/2012

Survey Closed: 12/21/2012

Number of Respondents: 12

Quick Thoughts based on a non-representative sample

- Awareness of Indiana Air National Guard is at opposite ends of the spectrum. (Q#1 &5)
- Understanding and awareness of THIAA capabilities, beyond being an airport, appears to be limited. (Q#1, 2d, 2e, 7, & 12)
- Commercial air service *may not* be a priority for the community. (Q#4 & 10, but 13?)
- THIAA management has a job to do from the community perspective. (Q#8, 9 &11)

Community and Awareness

2. What is the first word that comes to mind when the Terre Haute International Airport (Airport) is mentioned? 12 responses: See Appendix A.

Themes: The airport is being underutilized (4); National Guard/Military (3); cargo/airplanes (2); workplace (1); travel (1).

All questions are on a 7 – point scale unless noted.

27. I am very aware that these services are available at the Airport:	Disagree	Neutral	Agree	Mean	N
Aircraft Hangers	17%	0%	83%	5.75	12
Corporate Hangers	25%	8%	67%	4.92	12
Fixed Based Operator - Aviation Services	8%	8%	83%	5.92	12
Industrial Park	33%	25%	42%	4.33	12
Leasing opportunities	8%	17%	75%	5.42	12
Restaurant	17%	25%	58%	5.17	12

28. I am definitely aware that the Airport has the capability to land large aircraft.	Disagree	Neutral	Agree	Mean	N
	0%	0%	100%	6.67	12

29. Commercial air service: without a doubt, I would be willing to pay extra (10% to 15%) for the convenience of flying from Terre Haute instead of driving to Indianapolis.	Disagree	Neutral	Agree	Mean	N
	17%	25%	58%	5.17	12

30. I fully understand the <u>mission</u> of the Indiana Air National Guard at the Airport.	Disagree	Neutral	Agree	Mean	N
	33%	42%	25%	3.92	12

31. I do know that <u>additional</u> Indiana Air National Guard units have been stationed at the Airport.	Disagree	Neutral	Agree	Mean	N
	25%	25%	50%	5.00	12

32. What do you believe is the primary contribution to the community that is expected from the Airport? 11 responses.

See Appendix A.

Themes: Transportation/expanded services (4); military/National Guard (2); economic development (2); employment (2); service to the community (2); private aviation (2); generate a profit (1); improved marketing (1).

Awareness Ratings

8. Overall, I believe the Airport provides top quality services.	Disagree	Neutral	Agree	Mean	N
	8%	59%	34%	4.83	12

9. The Airport is recognized as an active contributor to the community.	Disagree	Neutral	Agree	Mean	N
	18%	45%	36%	4.55	11

10. The need for the Airport to provide air service is surely felt in the community.	Disagree	Neutral	Agree	Mean	N
	8%	42%	50%	5.00	12

11. Without a doubt, the Airport has a positive economic impact on the community, citizens and surrounding areas.	Disagree	Neutral	Agree	Mean	N
	8%	42%	50%	5.00	12

Opportunities

12. What is the single best opportunity you believe that the Airport should pursue in the next two to five years? 12 responses: See Appendix A.

Themes: Providing airline service (4); expanding military services and support (3); cargo operation/logistics (3); increase tax revenue (2); industrial park/development (2).

13. What do you see as the top priority for the new leadership to focus on to improve the Airport? 10 responses: See Appendix A.

Themes: Expanded air services (3); improved marketing (2); logistics (2).

14. Which of the following best describes your primary role in interacting with the Airport?	Response	N
Business	46%	5
Community organization, industry trade or economic interest group	0%	0
Educational institution	0%	0

Government agency	27%	3
Terre Haute community citizen	27%	3
Other	8%	1

Other (Specified):

- Business Traveler

QUALITATIVE RESPONSES FROM SURVEY

1. What is the first word that comes to mind when the Terre Haute International Airport (Airport) is mentioned? 12 responses.

- The Air Guard
- Travel
- National Guard
- Underutilized
- Under used airport
- Dead
- Big airport that could have big operation.
- Military
- Cargo
- Airplanes
- Workplace
- Underutilized

7. What do you believe is the primary contribution to the community that is expected from the Airport? 11 responses.

- Promote a positive image of the community, encourage economic development, and generate a profit.
- Service to the community.
- National Guard
- I think it should be economic development
- To employee all those involved with air logistics
- Passenger service to Chicago, Cincinnati, Detroit, and maybe Indy.
- Support the military and private aviation
- Private use and commercial-trade
- I would suspect most think air transportation but the biggest contribution could be employment and money put back in our community.
- Transportation
- Business class access

12. What is the single best opportunity you believe that the Airport should pursue in the next two to five years? 12 responses.

- Develop the surrounding ground it owns and generate tax revenues for the county
- Commercial / cargo operations
- Industrial park, additional military
- I believe that we are too close to Indy to develop reliable passenger service that will come in and out on schedule every day. Consequently, I would like to see the airport focus upon an economic development/industrial development/military design-manufacturing opportunity, or similar unique focuses that build upon the value of the many assets THIAA as to offer.
- Logistics
- Passenger service to connecting hubs.
- Cargo operation
- More military
- Training
- Continue job growth and positive spending of tax dollars.
- Flight school and a charter business, if they don't already exist.
- Air carrier service

13. What do you see as the top priority for the new leadership to focus on to improve the Airport?

10 responses.

- Economic development and promoting the airport to the community so the citizens can act as your ambassadors
- Commercial / cargo operations
- I see changes now
- Air logistics
- Passenger service to connecting hubs.
- Hanger space
- Military support
- Bigger avenue for citizens of the area to become aware of uses for the airport.
- Personnel and public safety
- Developing air carrier service

STRATEGIC PLANNING DEFINITIONS

Strategic Planning Term	Definition
Core Values/Guiding Principles	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
Core Purpose/Mission Statement	The organization's core purpose. Why do we exist?
Vision Statement (5+ years)	Where you are headed – your future state – your Big, Hairy, Audacious Goal. Where are we going?
Comparative Advantages	A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?
Organization-Wide Strategies	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."
Long-Term Strategic Objectives (3+ years)	Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?
Short-Term Goals and Action Items (1 year)	Short-term Goals that convert the Strategic Objectives into specific performance targets. Effective Goals clearly state what, when, who and are specifically measurable – they are Specific, Measurable, Attainable, Responsible person, Time bound (SMART). What must we do to achieve our long-term Strategic Objectives?
Key Performance Indicators (KPIs)	Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to Goals. How will we know we have achieved our Goals?