



# ***STRATEGIC PLAN 2.0***

Tucson Airport Authority





*"Strategic Plan 2.0 includes ambitious yet achievable goals that set our organization on a four-year course of action to long-term success."*

**DANETTE BEWLEY, TAA PRESIDENT AND CEO**

**A GATES**  
TUCSON INTERNATIONAL AIRPORT

CREW

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check



No Liquids  
Through Security

NEWSPAPERS  
GLASS



# PRESIDENT AND CEO LETTER

## TAA Strategic Plan 2.0



It is an honor to introduce the Tucson Airport Authority (TAA) Strategic Plan Update (v2.0). Strategic Plan 2.0 includes ambitious yet achievable goals that set our organization on a four-year course of action to long-term success, and positions Tucson International Airport (TUS) and Ryan Airfield (RYN) to continue to build on their status as vital economic engines for the Southern Arizona region.

There may never have been a more important time for this plan. After all, how many airports had a pandemic in their plans? The TAA did. While creating a plan, a process that began more than two years ago, the global pandemic forced our team to pivot. With a strong belief in the future, our first task was to develop immediate goals to navigate through the crisis while making changes that would be sustainable. Our first plan is now referred to as "Strategic Plan 1.0."

Much was accomplished in Strategic Plan 1.0. Of 29 tasks identified, two were not completed in FY2021 and one was changed due to the lingering pandemic. The most pivotal items accomplished were:

- **Span of Control:** Organization structure and resources were realigned for current and future demand.
- **Human Resources Technology:** Automated resources were acquired to support organizational and business continuity.
- **Airline Use Agreement:** A significant modification to the basic agreement with airlines adjusted the cost structure for use of baggage claim.
- **Business Development:** Priorities were defined, and an implementation plan was developed for commercial and industrial businesses.

- **Marketing:** The "Nonstop for Tucson" advertising campaign that promotes the benefits of TUS was introduced.

The accomplishments of Strategic Plan 1.0 also provided the TAA with valuable practical insight for moving forward. While the approach to Strategic Plan 2.0 is like 1.0, it includes refinements to the organization and provides a flow that builds on achievements. To reach our goals, it is important to continue to invest for success and develop strategies and systems that set the stage for our TAA members and the community. Then, we execute and refine the efforts to position the TAA to be a fulcrum for regional prosperity. Through each step of this plan, key performance indicators are included to measure our success.

I ask you to share in the excitement and possibilities of Strategic Plan 2.0 and support your dedicated TAA team as we Take Off, Climb Out, ascend to Open Skies and reach New Destinations.

Sincerely,

A handwritten signature in dark ink that reads "DBewley".

Danette Bewley  
President and CEO  
Tucson Airport Authority



## MISSION

Provide a sustainable airport system and constantly pursue initiatives that promote and grow business opportunities.

## VISION

Landing Prosperity in Southern Arizona.

## GUIDING PRINCIPLES

Who we are and who we want to be. The members of the Executive Team are ambassadors of our culture, and will engage everyone in these expectations.





## **We deliver results.**

- ✈ We manage an airport system where safety, security and customer service are our top priorities.
- ✈ We are accountable. We do what we say we will do.
- ✈ We clearly communicate expectations and listen to make sure others understand and agree with them.
- ✈ We work collaboratively for the greater good of travelers, customers, employees, business and community partners.

## **We work smart.**

- ✈ We are good at what we do, and we learn from each other.
- ✈ We are critical thinkers who anticipate, analyze, prioritize, and act with urgency.
- ✈ We move quickly with what works and commit to continuous improvement.
- ✈ We not only identify problems, we offer solutions.



## **We are curious.**

- ✈ We embrace change, are unafraid to question our assumptions, and use mistakes for learning.
- ✈ We value feedback, growth, agility and self-improvement.
- ✈ We anticipate future needs and possibilities.
- ✈ We see opportunities others may miss.

## **We play for the team.**

- ✈ Because we care, we contribute to the quality of the lives of our employees and the people we serve.
- ✈ We embrace diversity, equity and inclusion, working in furtherance of these principles.
- ✈ We are transparent and treat everyone with respect and dignity.
- ✈ We are connected. We make sure everyone understands their unique contribution to our overall success.
- ✈ We encourage leadership from everyone.







# CONTENT



*"To reach our goals, it is important to continue to invest for success."*

**DANETTE BEWLEY, TAA PRESIDENT AND CEO**



**PAGE 7**  
STRATEGIC PLAN 2.0 AT A GLANCE



**PAGE 9**  
UPGRADE TO FIRST CLASS SYSTEMS  
AND EFFICIENCIES



**PAGE 11**  
EXPAND PROSPERITY



**PAGE 13**  
CREATE EXTERNAL TAA CHAMPIONS



**PAGE 15**  
ACCELERATE PERFORMANCE





# STRATEGIC INITIATIVES



UPGRADE TO  
FIRST CLASS  
SYSTEMS AND  
EFFICIENCIES

FY 2022	<b>TAKE OFF:</b> <i>Invest for Success</i>
FY 2023	<b>CLIMB OUT:</b> <i>Connected, Functioning Systems</i>
FY 2024	<b>OPEN SKIES:</b> <i>High Performance</i>
FY 2025+	<b>NEW DESTINATIONS:</b> <i>Employee-Driven and Community- Engaged Culture</i>

*Growing to Efficient Systems*

*Achieve Efficiency*

*Systems are Centers of  
Excellence*



TAA has established four “Strategic Initiatives” or rally cries that will be sustained over the years of the plan and will build on themselves each year. Each fiscal year has a “Rally Cry” which is our annual call to action or focus for the year.



**EXPAND  
PROSPERITY**



**CREATE  
EXTERNAL TAA  
CHAMPIONS**



**ACCELERATE  
PERFORMANCE**

<i>Staging the Resources</i>	<i>Create Champions</i>	<i>Embed Capacity</i>
<i>Execution and Engagement</i>	<i>We are the Champions</i>	<i>Connected Flow</i>
<i>Sustained Growth</i>	<i>Engage the Futurists</i>	<i>High-Performing, Engaged Workforce</i>
<i>Investigating New Opportunities</i>	<i>TAA as Fulcrum for Regional Prosperity</i>	<i>Recognition as Great Place to Work</i>



# UPGRADE TO FIRST CLASS SYSTEMS AND EFFICIENCIES



*"We will empower our team to strive for excellence, offer their expertise, and set a course for continuous improvement in how we conduct business."*



# UPGRADE TO FIRST CLASS SYSTEMS AND EFFICIENCIES

## STATEMENT:

The TAA has been fortunate to have many tenured employees who have served the organization with unparalleled dedication. As we have welcomed new employees to the TAA team, the historical knowledge (or intellectual property) of our systems and processes has not been well-documented. We anticipate faster growth in the coming years; to be prepared, we must standardize and update internal and external policies and procedures to remain nimble and responsive to our new team members and to better assist our customers. We will empower our team to strive for excellence, offer their expertise, and set a course for continuous improvement in how we conduct business.



## INITIATIVE SUMMARY:

For TAA to operate at maximum efficiency, we need to improve how we document our systems, processes, and procedures to accommodate future growth. This will allow our team to fulfill our guiding principle to work smarter. To start, it is necessary to conduct a system-wide analysis and capture historical knowledge (or intellectual property), prioritize systems for updates and create a sensible plan that identifies all critical systems and outlines an established timeline for upgrades or updates to the flow of the business. As we progress, the intent is that each system and process will become a self-sustaining center of excellence where all employees are working towards continuous improvement of the respective system.

## METRICS:

- New Standard Operating Procedures (SOPs) established where identified gaps exist
- Existing SOPs are refreshed
- Service Level Agreements (SLA) for IT are developed
- Master Flow of Business Calendar is published
- Critical infrastructure intellectual property is documented
- Baseline Measures and goals for sustainability plan are developed
- Down time, repair time for critical infrastructure is reported
- CO2 emission per passenger is reduced by 10%
- Project on-time completion percentage improves by 10% to ensure an overall on-time completion rate above 90%
- New financial reporting is implemented, and training is completed



# EXPAND PROSPERITY



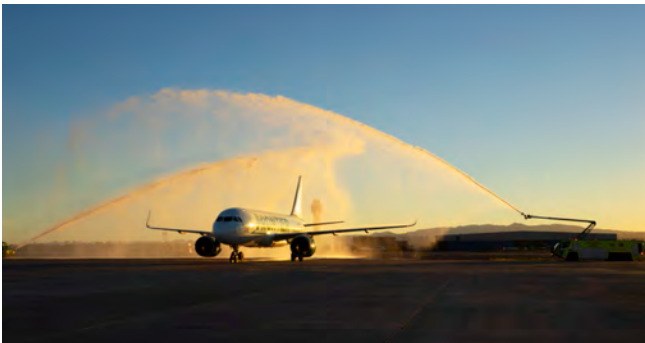
*"TUS is in a favorable position to leverage expanded local marketing efforts and a more aggressive air service development plan."*



# EXPAND PROSPERITY

## STATEMENT:

TUS and RYN possess land resources that will be leveraged to increase both aeronautical and non-aeronautical TAA revenue and enhance economic development for the region. With continued regional economic and population growth, TUS is in a favorable position to leverage expanded local marketing efforts and a more aggressive air service development plan to restore air service to pre-Great Recession levels.



## INITIATIVE SUMMARY:

In a period where large developable parcels are few for businesses contemplating relocation to the Southern Arizona region, the vast land opportunities at TUS and RYN are commodities that position the TAA for long-term economic success. The TAA will define a process to develop land resources (in collaboration with local community partners) and market these opportunities to targeted industries. Air service growth is possible through the development of a new Airline Use Agreement (AUA), one that positions TUS as an attractive, cost-effective airport to low-cost and low-volume carriers.

## METRICS:

- Priority land regulatory restrictions are mitigated (FAA process)
- Non-Aeronautical land broker/developer selected
- AUA finalized and executed
- Director of Air Service Development hired; new air service Development Plan developed
- 200 Acres successfully leased
- Non-Aeronautical Land - SW50 acres site prepared
- Non-Aeronautical Land - SS/SW rezoned for industrial use
- TUS air cargo capacity reviewed
- Community Infrastructure Plan completed
- Air Service Development has established a meeting schedule with target airlines
- TAA requests disposal of 500 acres of priority land (FAA process)
- Broker leases have increased by 10%
- Additional 50 acres of airside land is shovel ready
- 100KSF speculative hangar space is created
- Air Cargo expansion has been evaluated



# CREATE EXTERNAL TAA CHAMPIONS



*"It is imperative that we all share the important story of TUS and RYN with our community to garner widespread support of our mission."*





# CREATE EXTERNAL TAA CHAMPIONS

## STATEMENT:

Activating community champions that support the mission and vision of the TAA is critical to the success of the TAA, and the critical role it plays in the economic vitality of Southern Arizona. When people are actively engaged in the mission of the TAA, we can expect region-wide success and regional prosperity through aeronautical and non-aeronautical economic development. It is imperative that we all share the important story of TUS and RYN with our community to garner widespread support of our mission. We will experience success with the support of our Board, Membership and Community.



## INITIATIVE SUMMARY:

The priorities are to assess the level of engagement from TAA Membership and external stakeholders in the TAA, its mission and its goals for the community. Creating champions means to cultivate and support TAA Members who are interested in being a vocal champion for the TAA, and to ensure the TAA message is effectively communicated to all communities in Southern Arizona. The goal is to promote community pride and instill a sense of ownership in the TAA and its airport system, including TUS and RYN.

## METRICS:

- Collaborative tourism network with increased outreach is developed
- Board and Membership Advocacy Plan is developed (and updated annually)
- Survey and baseline the Community Value Proposition (CVP) and Member Value Proposition (MVP)
- Increase in CVP and MVP Survey results
- Media training for TAA Champions is developed
- Board and Membership composition reflects the diversity of the community
- Marketing outreach reduces leakage by 3%
- Marketing media impressions show increase of 10% year-over-year



# ACCELERATE PERFORMANCE



*"Our goal is to become recognized as an "employer of choice" for the southern Arizona region and state."*

# ACCELERATE PERFORMANCE

## STATEMENT:

The TAA plan is to accelerate performance of our team members between 2021 – 2025, and beyond. To accomplish this, we will invest in talent and People Operations infrastructures, consistently analyze, as well as act on, people data to realize talent contribution, and leverage an engaged, high-performing workforce. Our goal is to become recognized as an “employer of choice” for the Southern Arizona region and state.



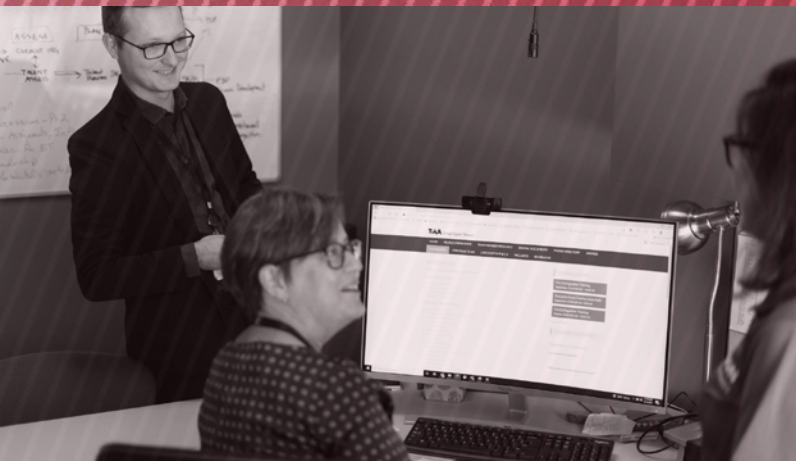
## INITIATIVE SUMMARY:

Several focus areas will help the TAA realize this goal, such as providing a total employment package that attracts top-tier talent and offering individual employee and leadership development at all levels of the organization. Building a strong leader and employee connection that empowers our workforce to act will be essential. TAA will continuously review our workforce talent to understand strengths and weaknesses to make investments where needed. By 2025, we will fully realize TAAs’ employee value proposition of what it means to work, grow and engage as a TAA employee.

## METRICS:

- All employees have a performance plan in BambooHR
- Learning Strategy is approved by the TAA Executive Team with two courses completed by all leaders annually
- Talent Reviews are completed annually
- Employee Satisfaction Survey is launched
- All leaders and high-potential employees have active development plans
- Standardized employee data sets are available with real-time analytics
- 20% increase in satisfaction from employees and candidates
- Employee Engagement Survey is launched
- 90% of Glassdoor employee reviews reflect the TAA Employee Value Proposition
- Skills based Talent Review managed at director level
- Recognized externally as a “Great Place to Work”
- Continuous Organizational Assessment
- People Operations Assessment













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