



# ***STRATEGIC PLAN 2.1***

TUCSON AIRPORT AUTHORITY







"TAA is positioned to build on the status of Tucson International Airport (TUS) and Ryan Airfield (RYN) as vital economic engines for the Southern Arizona region."

**DANETTE BEWLEY**  
TAA PRESIDENT AND CEO



# PRESIDENT AND CEO LETTER



## TAA STRATEGIC PLAN 2.1

The Tucson Airport Authority's development of Strategic Plan 1.0 began with the backdrop of the pandemic in 2020 and included initiatives to support the airport system during a challenging and uncertain time and to build a foundation for the future. In 2021, as pandemic and economic recovery were ongoing, the TAA updated the plan to Strategic Plan 2.0, which was bolder and included several important investment initiatives.

A few of the accomplishments included:

### Expand Prosperity:

- Regular channels of communication and coordination occurred with our airline partners, which was integral in the restoration of flights and to forecast recovery. Flight restoration reflected a 15% year-over-year increase.
- Flair Airlines announced nonstop service to/from five Canadian destinations.
- Initial work on a new Airline Use Agreement began.
- 165 acres of land were placed on the market for economic development; continued partnership with regulatory partners position the TAA to release additional acreage.

### Accelerate Performance:

- 100% of employees developed a Performance Development Plan.
- Employee Satisfaction Surveys and follow-up Pulse Surveys indicated trends of greater satisfaction/improvement throughout the organization.
- Executed Year 3 of Compensation Plan adjustments.

### Upgrade to First Class Systems and Efficiencies:

- Invested more than \$1M in technology infrastructure.
- Launched Sustainability Planning efforts.

### Create External Champions:

- Expanded marketing campaign to accomplish a 10% year-over-year increase with more than 80M impressions.
- Surveyed the TAA Membership and the Southern Arizona community, respectively, to evaluate value propositions.
- Presented the airport as a valued community asset and industry partner to more than 30 local and national organizations.

In 2022, the TAA took steps to refine the plan. Strategic Plan 2.1, adopted by the TAA Board of Directors on September 7, provides updates to our four-year plan, and outlines the roadmap as the TAA fully emerges from the COVID-19 pandemic.

It is exciting to share that the TAA is positioned to build on the status of Tucson International Airport (TUS) and Ryan Airfield (RYN) as vital economic engines for the Southern Arizona region. Through Strategic Plan 2.1, we will continue our efforts to respond to emerging trends, invest in the organization and the infrastructure, expand air service, focus on economic development initiatives, and continue the path of building our team leaders.

I encourage you to take part in Strategic Plan 2.1 and support your dedicated TAA team as we Climb Out, ascend to Open Skies and reach New Destinations.

Sincerely,

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



*"We will continue our efforts to respond to emerging trends, invest in the organization and the infrastructure, expand air service, focus on economic development initiatives, and continue the path of building our team leaders."*

**DANETTE BEWLEY, TAA PRESIDENT AND CEO**



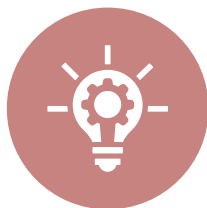
**PAGE 7**  
STRATEGIC INITIATIVES



**PAGE 9**  
EXPAND PROSPERITY



**PAGE 11**  
ACCELERATE PERFORMANCE



**PAGE 13**  
UPGRADE TO FIRST CLASS SYSTEMS  
AND EFFICIENCIES



**PAGE 15**  
CREATE EXTERNAL TAA CHAMPIONS



# STRATEGIC INITIATIVES



## STRATEGIC INITIATIVES



**EXPAND  
PROSPERITY**

**FY 2022**

**TAKE OFF:**  
*Invest for Success*

*Staging the Resources*

**FY 2023**

**CLIMB OUT:**  
*Connected,  
Functioning  
Systems*

*Execution and Engagement*

**FY 2024**

**OPEN SKIES:**  
*High  
Performance*

*Sustained Growth*

**FY 2025+**

**NEW  
DESTINATIONS:**  
*Employee-Driven  
and Community-  
Engaged Culture*

*Investigating New Opportunities*



TAA established four “Strategic Initiatives,” or rally cries, intended to build upon themselves each year. Our annual goals and focus areas for the year directly reflect our fiscal year “Rally Cry.”



**ACCELERATE  
PERFORMANCE**



**UPGRADE TO  
FIRST CLASS  
SYSTEMS AND  
EFFICIENCIES**



**CREATE  
EXTERNAL TAA  
CHAMPIONS**

*Embed Capacity*

*Growing to Efficient Systems*

*Create Champions*

*Connected Flow*

*Achieve Efficiency*

*We are the Champions*

*High-Performing, Engaged  
Workforce*

*Systems are Centers of  
Excellence*

*Engage the Futurists*

*Recognition as Great Place  
to Work*

*TAA as Fulcrum for Regional  
Prosperity*



# EXPAND PROSPERITY



"TUS is positioned to be the nexus of large commercial growth in Southern Arizona."





# EXPAND PROSPERITY

## STATEMENT:

The TAA's goal is to manage and operate TUS and RYN as a self-sustaining airport system. To that end, it is important to expand prosperity through new tenants, land development and air service development. TUS and RYN have land resources that will be leveraged to increase both aeronautical and non-aeronautical TAA revenue and enhance economic development for the region. TAA continues to develop sites for commercial land development. By the end of 2023, TAA expects to deliver nearly 800 acres of land to the market. TUS is also in a favorable position to leverage expanded local marketing efforts and an aggressive air service development plan to restore air service to levels experienced prior to the pandemic and expand service to new destinations.



## INITIATIVE SUMMARY:

TUS is positioned to be the nexus of large commercial growth in Southern Arizona. The TAA is working diligently with the Federal Aviation Administration, through a complex process, to bring over 5,000 acres of non-aeronautical land to the market over the next several years. These actions will support the long-term sustainability of the airport system and add tremendous value to the community for regional economic development.

The TAA is actively pursuing economic development strategies to develop and market TUS and RYN land to targeted industries.

The TAA will also focus on the modernization of the Airline Use Agreement (AUA) with our air carrier stakeholders. TAA's goal remains to be positioned as a cost-effective airport where airlines can expand service and offer new routes for our community.

## FY22 ACCOMPLISHMENTS:

- Attracted Flair Airlines to TUS market; five Canadian cities began nonstop service in November 2022.
- Began groundwork for new Airline Use Agreement (AUA).
- 165 acres of land placed on the market for economic development.
- Presented 180+ acres for release to the Federal Aviation Administration (FAA) and started the process to release an additional 800 acres in FY24; prioritized land for disposal.

## FY23 FOCUS AREAS:

- Commercial Development Planning and Marketing
- Shovel Ready Infrastructure (both TAA land and our utility and community partners)
- Negotiate and Implement New Airline Use Agreement (AUA)
- Expand Air Service Development options



# ACCELERATE PERFORMANCE



"We will leverage an engaged, high-performing workforce."





# ACCELERATE PERFORMANCE

## STATEMENT:

The TAA plans to accelerate the performance of our team members through 2025 and beyond. To accomplish this, we will continue to invest in talent and People Operations infrastructure, 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 by 2025.



## INITIATIVE SUMMARY:

Several focus areas will help TAA realize this goal, such as providing a total employment package that attracts top-tier talent, 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, and to make investments where needed. By 2025, we will fully realize TAA’s Employee Value Proposition (EVP) of what it means to work, grow, and engage as a TAA employee.

## FY22 ACCOMPLISHMENTS:

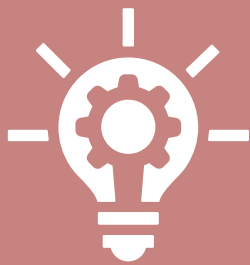
- Completed Employee Satisfaction Survey; results indicate 85% satisfaction level.
- Executed Year 3 of Compensation Plan adjustments.
- Implemented Performance Development Plans for 100% of employees.
- Completed Situational Leadership Training for 58 leaders in 30 days.

## FY23 FOCUS AREAS:

- Leverage and implement the TAA Learning Strategy
- Targeted talent development for senior leaders and top talent
- Increase efficiency of People Operations talent processes
- Evaluate attrition reasons and implement retention strategies



UPGRADE TO FIRST CLASS SYSTEMS AND EFFICIENCIES



"The intent is that each system and process will become a self-sustaining center of excellence."





# 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 create, standardize, and update internal and external procedures and guidelines 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 must 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 cost effective 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

## FY22 ACCOMPLISHMENTS:

- Updated intellectual property; documented/ updated over 140 Standard Operating Procedures.
- More than \$1M was invested in technology including computers, laptops, printers, and Microsoft TEAMS rooms. IT organizational structure was re-imagined for greater success.
- Hired Sustainability Manager and selected consultant for Sustainability Master Plan.

## FY23 FOCUS AREAS:

- Establish a technology roadmap to meet all stakeholder needs
- Establish Technology Steering Committee
- Scope Enterprise Documentation Strategy
- Complete Sustainability Master Plan



# CREATE EXTERNAL TAA CHAMPIONS



"This strategic initiative  
will cultivate Champions  
throughout the community."



# CREATE EXTERNAL TAA CHAMPIONS

## STATEMENT:

Strategic Plan 2.1 provides further refinements and highlights the priorities that drive this key strategic initiative for TAA. The focus of this strategic initiative is the activation of Member and community champions for TAA and the airport system and economic assets that it operates for Southern Arizona. The goal is to sustain and grow the impact that TUS and RYN have on the economic vitality of the region. This strategic initiative is aided by the community's widespread recognition and celebration of the role that TUS and RYN play in the success of the community. Therein lies the charge of a Champion – to drive awareness for the current value of TUS and RYN and actively support TAA in activities that advance its standing as a pillar in the community. When our airport thrives, our community thrives.



## INITIATIVE SUMMARY:

The priorities under this strategic initiative are to identify the value proposition that TAA offers to both TAA Membership and Southern Arizona communities. Then, build on those value propositions in an Advocacy Plan that taps into the wealth of knowledge, experience, networks, and community expertise to tell the story of TAA and its key role as a centerpiece of the community's current and future success. This strategic initiative will cultivate champions throughout the community who will help grow TAA's economic development efforts in support of TAA's mission, and by extension, a prosperous region.

## FY22 ACCOMPLISHMENTS:

- Expanded marketing campaign reach to accomplish more than 80M impressions across digital and out-of-home outlets.
- Surveyed TAA Membership to determine a Member Value Proposition.
- Presented airport update to more than 30 local and national organizations.

## FY23 FOCUS AREAS:

- Outreach and partnerships within the tourism sector.
- Determine and activate a Community Value Proposition based on community survey results.
- Identify and cultivate Member Value Proposition with an accompanying advocacy plan for membership engagement opportunities.











