

IV. MANAGEMENT PLAN

This section conveys the mission, vision, values, and organizational structure of the Authority (relating to the operation and management of the Airport), the roles and responsibilities of key personnel, and provides an overview of the systems utilized to operate and manage the Airport.

Mission / Vision / Values

Mission Statement

The Mission Statement conveys the fundamental reason for the airport's existence. The mission encompasses both the required missions (safe and efficient airport) and the desired mission as set forth by the Airport Authority.

The Mission of the St. Louis Regional Airport is to provide and promote aeronautical services and commercial businesses, safely and efficiently.

Within this mission, the airport focuses on four primary themes:

- Enhance and stimulate business trade, creating jobs and generating sustainable growth for the Airport and surrounding region.
- Provide a safe and efficient operating environment for airport users, tenants and stakeholders.
- Attract aviation businesses to the Airport and commercial business to surrounding Airport property, to the highest and best use for all parcels involved.
- Make the Airport as self-sustaining as possible in order to reduce, or even eliminate, the property tax burden.

Vision

The vision of the airport conveys the foresight and the ultimate destination of the airport. The vision is a measurable point in the future that with the proper plan the airport can one day realize.

The vision of St. Louis Regional Airport is to provide a safe, secure and high quality facility providing exceptional aviation services and an economic stimulus to the community with supportive public and elected officials who recognize and appreciate the value of the St. Louis Regional Airport.

To this end the Authority desires to attract anchor businesses, take advantage of the Highway 255 expansion, develop jobs for the region and educate the public and elected officials on the value of the airport.

Values

INTEGRITY – Tenants and consumers are confident they are being treated fairly.

QUALITY – The highest level of service.

COOPERATION – Working together to build consensus – not isolated from stakeholders.

SAFETY – The safest airport for tenants and consumers.

FISCAL RESPONSIBILITY – Spend tax dollars prudently and work towards eliminating tax dependency.

RESPONSIBLE GROWTH – Quality tenants and development producing future demand, fueling the economy and providing jobs to the community.

PERSISTENCE – Stay with the plan until the goal is reached; remain flexible to respond to changes in the market.

EMPOWERMENT – Delegation to the lowest level. Trusted to do what is right to complete the job consistent with the intent of the Authority's mission.

Customers

The Airport's customers include based aircraft, commercial and non-commercial tenants, transient aircraft, surrounding cities and counties, the Federal Aviation Administration, the Illinois Department of Transportation (Division of Aviation), and other Authority vendors and contractors.

Products and Services

Aviation related products, services, and facilities are provided by two FBOs, which also provide all other necessary services (maintenance, flight training, aircraft sales and charter, etc.). Authority staff provides and/or arranges maintenance services for the airport property and related infrastructure and for the facilities, vehicles, and equipment owned by the Authority.

Measures of Success

Critical to any operation including an airport is the ability to measure its areas of success. For an operation to be able to measure its success however, it first must know what areas those consist of, why they are important and how they should be measured.

There are a number of systems that will be utilized by the Authority to operate and manage the Airport including:

Management Information System – Areas of Improvement

Areas of improvement are often part of a larger component, relating to operations, fuel sales, noise complaints, tenant complaints, generate positive public interest in the airport or develop property, etc. Within each area there are specific measurable actions an airport manager can take to contribute to the greater goal, mission and vision of the airport.

For something to be an Area of Improvement it must contribute to the mission of the airport it must be measurable and it must be within the control of the airport manager.

The St. Louis Regional Airport's measures of success are:

- Number of annual operations
- Amount of annual fuel sales, broken down by Jet fuel and Avgas
- Analysis of annual noise complaints
- Analysis and timeliness of response to tenant concerns
- Amount of acreage developed for aviation use
- Amount of non-aviation acreage developed that contributed positively to the airport's revenue stream (and by how much)
- Annual financial report (airport should be in the black every year and consistently moving towards self-sufficiency)
- Tenant satisfaction

One very important area is tenant satisfaction. Airport owners and operators are responsible for the safety and efficiency of the airfield. When an airport tenant has a valid complaint or issue about a safety, security, or efficiency area the tenants' complaint should be properly logged and tracked to ensure the issue is resolved in a timely manner. This helps determine the areas that are most important to the tenants and focuses airport management on maintaining and improving these areas.

It is understandable that not all tenant complaints are valid and many times are more self-serving than providing for the safety, security, or efficiency of all (or at least a majority) of the airport's stakeholders so each complaint must be evaluated accordingly.

A measurable area of improvement in airport response to tenant complaints is the amount of complaints received and the time it took to resolve the complaint.

The Authority will be able to analyze local trends and make comparisons to national and regional data. By monitoring, tracking, and evaluating this data, the Authority (i.e., Airport management) will have the opportunity to make appropriate adjustments in policies and practices in order to continue to meet the needs of current and future Airport tenants, consumers, and users.

Benchmarking

Benchmarking is a systematic way to identify the best practices, processes, products, services, and facilities provided (and/or used) by other competing enterprises. The goal of the benchmarking effort is to gain insights that can be adopted to enhance productivity, improve customer service, increase revenues, and/or reduce expenses. But most importantly, through benchmarking, the Authority can gain a better understanding of the steps (actions) that can be taken to improve the way the Airport is operated and managed.

Benchmarking is an essential tool for planning. Without benchmarking, it is difficult (if not impossible) for the Authority to capitalize on the strengths of the Airport, improve and/or eliminate weaknesses, take advantage of opportunities, and protect the Airport from threats. In addition, without benchmarking, the Authority will never truly know where it stands in comparison to the competition (i.e., the owners/operators of competitive and/or comparable airports).

“Benchmarking is the search for industry best practices that lead to superior performance.”

Robert Camp, author of *Benchmarking: The Search for Industry Best Practices*

One of the key elements to a successful benchmarking program is developing the mechanisms (or tools) for collecting internal and external data points. This may require the participation of economic development organizations, tenants, consumers, and/or other entities and individuals (including associations, peer groups, and/or industry advisors). This may also include researching various industry publications that specialize in aviation issues.

Some examples of Benchmarking in the airport industry (non-financial) are:

- Vehicle/equipment breakdowns and downtime
- Safety - customer service measure satisfaction (surveys)
- Airport downtime (closures) due to snow, construction, other
- Complaints – noise or safety (low flying) complaints
- Maintenance work orders and response time (24-hour for areas of airport responsibility)

It is imperative that the Authority has accurate and up-to-date trend data available to make decisions regarding facility development, personnel, and service requirements. In addition, this information can be utilized for both strategic and master planning.

St. Louis Regional Airport shall engage in establishing and tracking of Areas of Improvement and Benchmarking; the Authority shall ensure the Airport’s completion and monitoring of this process.

Customer Surveys

A common method of determining the satisfaction of the airport's users and customers is to conduct periodic surveys. While survey data can be interpreted in widely different ways and is subject to translation by various parties and heavily impacted by the way the survey is constructed. Additionally, the method of distributing and collecting the survey can also distort the results through single-parties responding to multiple survey queries. While not effective statistically, surveys can be used anecdotally to determine the general level of satisfaction of the airports stakeholders.

The survey can be made available to users through a variety of methods:

1. Mailers
2. Email response to questionnaires
3. Website survey
4. Counter or line personnel surveys

While website surveys are very popular and easy to conduct, there is a level of distortion if the survey requires an email address from the respondents. Respondents are less likely to be candid and open about their opinions if they cannot remain anonymous. However, if there is not a method programmed into the survey to prevent one person from entering multiple surveys, then the results can often be very distorted. This is true in any survey situation.

Customer surveys shall be conducted to determine desired levels of service, measure performance of the Airport and its businesses in meeting those service levels.

Organizational Systems

The Airport shall conduct an internal assessment of its organizational systems, methods and procedures, including filing and response to customer concerns. Identify and correct problems and implement effective systems to better meet the needs of the customer.

Primary Guiding Documents

St. Louis Regional Airport has rules and regulations passed into ordinance in 1979. There have been significant changes in the past 23 years in airport management and operations. There were several areas of deficiency in the rules and regulations including: new vehicle and airfield access rules particularly in light of changes brought about by the September 11th terrorist attacks, changes in environmental requirements and liability, clean up and fuel storage facilities.

Minimum standards, prior to the recent upgrade in 2002, did not provide adequate coverage for aviation businesses other than FBOs, commonly referred to as Specialized Aviation Service Operators, or updated insurance premiums

A document setting forth the means and ways lease rates and policies are established would facilitate the Authority's goal of Integrity, by ensuring fair and equal treatment for all tenants.

The Airport recently completed a review of its Rules and Regulations, and Minimum Standards, which comprises two of the four essential Primary Guiding Documents necessary for the proper functioning of an airport. The other two documents are Development Guidelines and Lease Rates and Charges Policy. In combination with the Rules and Regulations and Minimum Standards, these documents are designed to: (1) ensure the long-term financial health of an airport, (2) foster the orderly development of an airport, (3) ensure the provision of quality products, services, and facilities, (4) protect the health, safety, interest, and general welfare of the public, and (5) reduce the potential for conflict with tenants, consumers, and users.

☐ The St. Louis Regional Airport Authority will review and upgrade their Development Guidelines and Lease Rates and Charges Policy.

Standard Operating Procedures

You can fully leverage identifiable best practices by instituting Standard Operating Procedures (SOP). SOP's identify the best-known method of achieving a specific result in a consistent and proven manner.

An SOP helps ensure consistency when different personnel are tasked to do projects and assignments, rather than everyone doing it "their own way."

Examples of areas SOP's are established for airports are:

- Inspection Program
- Maintenance Program
- Communications Plan
- Security Plan
- Emergency Plan
- Property Management
- Snow Removal Plan

St. Louis Regional Airport has many of these practices currently in place, however the practices should, as much as practicable, be kept in a singular Standard Operating Procedures notebook.

It's necessary to find the balance between SOP compliance (once codified) and the benefits of future innovation.

Budgeting

The Airport drafts its budget annually; it is drafted in-house using a combination of cost-center and line item accounting methods.

The accounting and budgeting software is outdated and not adequate to the job. Low cost financial software has been tried without success, often resulting in loss of data or the system not being able to perform the functions needed by the Airport. Office staff efficiency increases with the addition of a fully capable software accounting system.

In order to maintain better control over the budget process, the process shall be formalized (either cost center or line item – cost center is generally more effective than line item for an airport the size of St. Louis Regional). Ideally, the Airport should allocate enough money to purchase a software system that is multi-capable, including overlays for plumbing, electrical and other utility systems.

Some of the software currently available relies on GPS data; GPS is very accurate and this type of system allows an Authority operated airport to harness the capabilities in terms of development, accounting, maintenance and operations, that city or county run airports possess' with their systems.

There is a strong desire from the Authority to remove the airport from reliance on General Tax fund revenues. The overall strategy is to consistently increase airport revenue through continued aviation and non-aviation development and to commit to a major marketing effort to attract additional businesses or corporate users to both the Airport and the future business park.

The financial strategy for increasing airport revenue is outlined in further detail in the Financial Section.

The Airport will research, invest and implement an accounting software program capable of meeting the needs of the Airport without unacceptable losses of data.

Annual Workplan

An airport is a dynamic environment. Changes are constant and expected and must be addressed to continue to meet the demands of the tenants and consumers and to continue the safe and efficient operation of the airport. However, there are numerous important projects that are scheduled to take place every year, but get pushed back or cancelled due to a lack of time. Most often, this is a result of a lack of planning and prioritization, not a lack of time.

An annual workplan can help solve this problem. An annual workplan is simply the Plans and Actions created during a planning session, held near the end of each fiscal year to in plan for the next fiscal year.

The work session(s) include a review of the Strategic Business Plan, the Transportation Improvement Plan, current market conditions, significant changes to the Airports' operational profile and the goals and objectives of the Authority. Projects are then assigned to staff, timelines established and budgets allocated. Additionally, and critical to the process is a review of the outcomes of the current fiscal year to determine what projects were completed, whether they were completed on-time or within the budget allocated and whether follow-up work is necessary.

The work plan must include Plans and Actions from each staff member covering their areas of responsibility (management, operations, maintenance, etc). The Plans and Actions must include timelines, milestones, and budget projections.

Capital Improvement Items are normally programmed during a session earlier in the year concurrent with the federal and state planning cycles; the workplan benefits by having these important TIP projects already programmed in for the next fiscal year, so other less important projects can be planned around the TIP projects.

Management reviews all plans for timing and available funds.

The annual session must be conducted prior to November 30th each year.

The Airport will implement an annual management planning session to create a work plan for the upcoming year.

Community and Tenant Relations

Community and Tenant relations are crucial to the success of the airport and the airport's governing body. Effective tenant relations keep tenants on the airport, paying rent and buying fuel, in addition to potentially bringing more tenants to the facility. Effective community relations reduces noise complaint problems and land use issues. It is therefore imperative that the St. Louis Regional Airport develops an effective Community and Tenant Relations program including at a minimum the following elements:

- Annual State of the Airport address given by the airport manager. The address will cover the various aspects of the airport including development, capital improvements, statistics and other information of interest to airport stakeholders.

The address should be done in a "PowerPoint" format with visual aids (stand-alone poster boards with airport maps and diagrams of projects) on display for public view. The State of the Airport address should be advertised locally to the public, airport tenants, federal, state and local officials and others who have expressed an interest in airport activities.

- A weekly briefing of activities regarding the airport distributed via email and fax to stakeholders. The weekly brief should only be one page in length and include information such as:
 - Airfield construction
 - Development (RFP's, status of projects)
 - Status of capital projects
 - General safety information, reminders, education material (airport signage meanings, etc)
 - Other items of interest to the general public or airport users

Other components of a community and tenant relations program can consist of one-on-one meetings with key tenants, members of the local press, school group tours and support of local chambers of commerce.

The Airport will develop a Community and Tenant Relations program including the above listed elements.

Legislative Tracking

Legislation affecting airports and aviation are frequent topics for lawmakers. To prevent restrictive and possible unnecessary legislation from impacting the St. Louis Regional Airport, the Airport will develop a system for tracking aviation related legislation at both the federal and state levels.

Additionally, the Airport will look at possible legislation that could help the Airport operate more safely and be more prosperous, including ordinances to enforce Airport safety and security regulations, and economic incentive programs to entice development to the Airport.

Often times the Airport can be negatively impacted because its' importance to the community and its mission is misunderstood by policymakers. Wherever possible, the Airport management and Board members should reach out to local and state elected officials to educate them on the Airport and develop professional relationships to better serve the St. Louis Regional Airport.

- The Airport will implement a Legislative Tracking program and the airport manager will keep the Authority informed and advised on legislation that impacts the airport, encouraging participation from the Authority members when necessary.

Development Plan

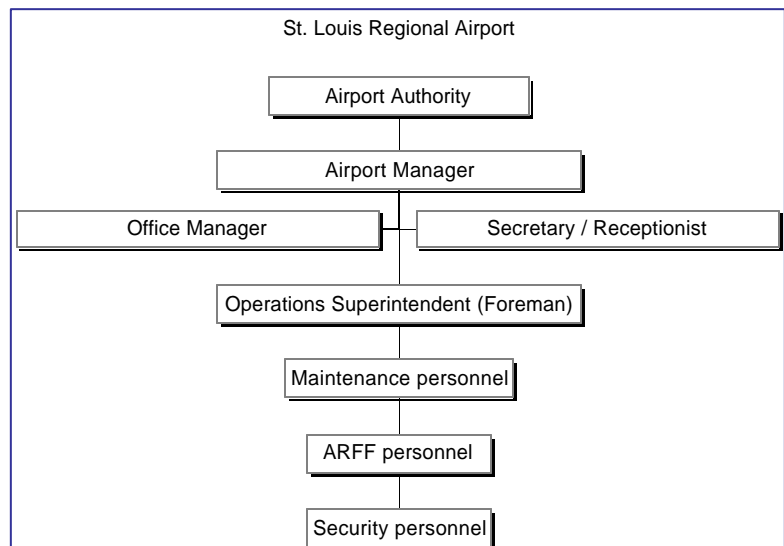
Within the Development section of this Strategic Business Plan are the priorities and outcomes of a development plan.

- The Airport will draft and adopt a formal development plan for the airport to identify available parcels of ground, contract appraisals and work with community planners to market property. In addition, the Airport will identify areas that need additional site work and program into financial plan or use to establish base cost or lease rate of property.

Organizational Structure

As indicated previously, the Airport is owned and operated by the Authority and governed by the Authority Commission. The operation and management of the Airport falls under the purview of the Airport Manager.

The organizational structure is depicted in the graphic to the right:



Roles and Responsibilities

Airport Manager

The Airport Manager is responsible for planning, directing, and coordinating the day-to-day operations of the Airport under the general administrative direction of the Board of Commissioners of the Airport Authority.

Areas of Responsibilities include:

- Supervision and coordination with tenants regarding use of Airport facilities
- Reviews Airport tenant activities for compliance with terms of leases and other agreements
- Supervises enforcement of aircraft air and ground traffic and other applicable regulations
- Confers with tenants, the FAA and other regarding Airport regulations, facilities and related matters
- Participates in planning for increased aircraft traffic and facilities expansion
- Determines and recommends Airport staffing requirements
- Compiles and submits for review annual Airport budget
- Fiscal planning and budget administration
- Responsible for administration and use of real property, including negotiation of tenant leases and inventory control
- Personnel functions, including compensation, employee relations and training
- Promotes acceptance of Airport oriented activities in surrounding communities
- Develops standards and specifications for construction, alteration and installation programs; monitors programs to ensure compliance
- Reviews all construction plans to determine technical integrity and conformance to aesthetic design standards
- Possess working knowledge of Aircraft Rescue and Fire Fighting techniques, Airport security, snow removal, budgeting, accounting, general maintenance, FAA regulations and Illinois Division of Aeronautics regulations

Foreman

The Lead Foreman is responsible for all airside and landside operation, including security and aircraft, rescue and fire fighting operations.

Principle duties include:

- Directing the operations and security programs for the Airport
- Recommends and assists in promulgating operational rules and procedures
- Participates in programs relating to or affecting airport operations, i.e. height limits and noise control
- Inspects conditions of airfield lighting, runways, taxiways and ramp areas and corrects hazardous conditions
- Coordinates airfield activities with maintenance and security personnel

- Conducts a continuing training program for all aircraft rescue and fire fighting personnel
- Develops, directs and coordinates policies, programs, procedures, standards and schedules for buildings, utilities, vehicle maintenance and field facilities
- Inspects maintenance work for compliance with plans, specifications and applicable laws
- Maintains an approved maintenance schedule for all building maintenance requirements
- Develops an approved schedule for maintaining all airport surface areas, including paving, landscaping and drainage systems
- Develops and approves vehicle usage and records
- Maintains vehicle usage and records

The Lead Foreman is responsible for supervising a number of unskilled, semi-skilled and skilled workers.

Office Manager

This individual maintains a close and highly responsible relationship to the work of the Airport Manager. Works fairly independently, receiving a minimum of detailed supervision and guidance. Performs varied secretarial, accounting, and administrative duties.

Staffing

At the present time, the Airport does not have a need for additional staff. However, as more airport land is leased and developed and operations increase, additional staff will be necessary to keep up with the demand. Airport management and the Authority will monitor staffing needs and create additional positions as needed.

One area of staffing that is not standard for general aviation airports is the practice of the governing body hiring the attorney and the engineering firm, in addition to the airport manager. This creates a difficult environment for the airport manager to conduct business and can generate a “leadership by committee” principle, which has not proved to be very effective.

The Authority will create policy to change the reporting relationship between the airport manager and other key roles (attorney, engineering firm). New policy will allow the airport manager to hire or fire the attorney and engineering firm with the Board’s consent. The Board may still elect to reject the recommendations of the airport manager, but ultimately the attorney, engineering firm and others in key roles that are normally subordinate to the airport manager will report directly and be responsible to the manager.

Training

Stephen Covey called it “Sharpening the Saw”. Sharpening the Saw refers to the constant training and improvement of skills and abilities. Continual skill development and improvement is vital to the safety, efficiency, morale and motivation of the airport staff. The Airport has a long history of providing effective training and re-training for its firefighting personnel. It is with this history the Airport shall proceed with identifying, evaluating, and implementing key training courses and curriculums for all pertinent aspects of the airfield’s operations, maintenance and administration.

There are numerous industry and non-industry training programs that can enhance the effectiveness of personnel. In the administrative disciplines training in organizational efficiencies, customer service and project planning are particularly effective.

Operations and maintenance personnel can benefit from training in airfield safety and security.

- The Airport will create a long-term Training Plan (implemented in stages as appropriate through the annual workplan process), including annual budgeting and work schedule adjustments.
- The Airport will establish a Training Officer position.

Summary

The mission of St. Louis Regional Airport is to provide and promote multiple aviation related services and commercial businesses, safely and efficiently, by enhancing and stimulate business trade, creating jobs and generating sustainable growth for the Airport and surrounding region; provide a safe and efficient operating environment for airport users, tenants and stakeholders; attract aviation businesses to the Airport and commercial business to surrounding Airport property, to the highest and best use for all parcels involved; remove the Airport from the tax rolls and make the airport as self-sustaining as possible.

Ultimately, the vision of St. Louis Regional Airport is to provide a safe, secure and high quality facility providing exceptional aviation services and an economic stimulus to the community with supportive public and elected officials who recognize and appreciate the value of the St. Louis Regional Airport.

The guiding values of the Authority and staff of the Airport are Integrity, Quality, Cooperation, Safety, Fiscal Responsibility, Responsible Growth, Persistence, and Empowerment.

The Airport’s customers and stakeholders, its greatest assets, are the tenants, the surrounding communities, the FAA, the Illinois DOT (Division of Aviation) and other Authority vendors and contractors.

Two Fixed-Base Operators currently provide the products and services necessary to an airport.

To measure its success the Airport has implemented specific Areas of Improvement designed to provide the level of service desired by users and customers. These areas include: number of annual operations, amount of annual fuel sales, broken down by Jet fuel and Avgas; number of annual noise complaints, number and timeliness of response to tenant concerns; amount of acreage developed for airport use; amount of off-airport acreage developed that contributed positively to the airport's revenue stream (and by how much); annual financial report (airport should be in the black every year and consistently moving towards self-sufficiency); tenant satisfaction.

- The Airport will conduct Benchmarking and Customer Surveys.
- Complete Primary Guiding Documents are essential to the safe and efficient operation of any airport. The Airport just recently completed an update on two of these important documents, Rules and Regulations and Minimum Standards.
- The Airport will complete the Primary Guiding Document program with the addition of an updated Lease Rates and Charges Policy, and Development Guidelines.
- The Airport's budgeting software is antiquated and not up to the task of current and future demands. The Airport will update this software in order to meet the current needs and to meet the needs of the future development of the airport.
- The Airport will implement an annual work planning session to better coordinate Transportation Improvement Projects and other essential work.
- Legislation affecting airports shall be monitored for potential impacts to the Airport and action taken as necessary to mitigate detrimental effects or enhance positive effects.
- The Airport's organizational systems are presently effective and shall continue to be maintained.
- An annual training plan will be developed.