



Association Planning & Concentration of Energy/Effort Dynamic

**Final – Approved by the Board of Directors
December 7, 2016**

NOTE: Recognizing that every component listed below works for NYAMA *throughout* the year, this Gantt Chart serves to show the concentration of effort in order to assist the association’s leadership in creating a more effective work flow and pragmatic annual schedule.

Component	Jan <i>FY & MY begin Jan. 1st</i>	Feb	March	April	May	June	July	Aug	Sept <i>Conference Month; New BOD Starts</i>	Oct	Nov	Dec
<i>Monthly Focus Notes →</i>												
Membership Renewals & Services	Renewals processed on rolling basis→										Initial Renewal Notice (Mailed)	Follow-up Renewal Notice (Electr.)
Education & Professional Development	Ongoing→								Conference Program			
Board of Directors; Committees & Task Forces		BOD Mtg.			Solicitation of BOD Candidates BOD Mtg.				New Board Starts→ BOD Mtg.		BOD Orientation; formally launch committees	BOD Mtg.
Budget Process	FY Begins										Budget prepared	Budget reviewed & approved
Conference Planning									Conference Held	New planning cycle begins→		
Government Affairs	Ongoing→ New Session in Albany Begins		Advocacy Day								Advocacy Day Planning Begins→	

THE VISION
To be *the* organization of choice for all aviation and airport leaders in NYS.

THE MISSION
Through advocacy, education, communications and business services, NYAMA supports New York's airports and the businesses and communities that rely upon them.

GOALS

ENGAGE
Improve value proposition; making attractive to all NYS airports

LEAD
Improve governance & administration; develop volunteer cadre

ADVOCATE
Increase visibility & influence of NYAMA at all levels

BENCHMARKS

Study of membership levels; participation across all platforms

Best practices assessment; budget analysis & trends; analysis of association participation

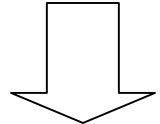
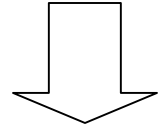
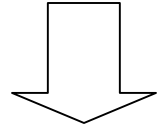
Surveys of profession, membership and outreach effectiveness; impact on membership

STRATEGIES

Target all NYS airports; refine/improve benefits/services

Governance paradigm; new resources for vol./committees

Marketing push; member action; create strategic alliances



ACTION ITEMS

- Identify needs of all members
- Effective programming & services
- Recruitment & Retention Plan
- Anticipate trends

- Continue governance review
- Volunteer Cadre
- Committees
- Leadership training
- Expand resourcing

- Raise profile
- Social Media
- Expand outreach
- Direct marketing
- Promote govt. affairs efforts
- Member involvement in promotions



STRATEGIC PLANNING PROCESS
2017 – 2019

OUR VALUES

Belief in Strong Aviation Management System in NYS
A strong aviation management system enhances our profession and the work of our employers & employees.

Member Focus
Meet the needs and exceed the expectations of members.

Integrity
Act ethically with accountability for life-long professional development and commitment to excellence.

Collegiality
Helping each other through the collective wisdom and experience of the membership.

We promote the “water cooler” experience for all members.

Innovation
Embrace change with creativity and strategic thinking.



Strategic Plan 2017 – 2019 WORK PLAN

Revised
12/8/16

Final – Approved by the Board of Directors

GOAL #1 ENGAGE

Note: Bridge Action denotes items that are currently underway or should be initiated while this Strategic Plan is being finalized. The implementation window for the Bridge Actions is the next 90-120 days.

Strategy	Action Item(s)	Responsible Position(s)	Deadline	Notes/Status
Strengthen value proposition of NYAMA membership through effective programs, services and initiatives to all NYS airports, FBOs, Fractional Jet Companies, Consultants & other ancillary organizations.	<ol style="list-style-type: none"> 1. Conduct full review of member benefits and the packaging of the association’s value proposition. 2. Continue surveying membership to identify needs, trends, and effectiveness of current offerings. 3. Increase awareness and participation in NYAMA programming. 	Membership Chair Board of Directors Executive Director	2017 <i>All deadlines to be finalized by Executive Team & Staff after review by BOD.</i>	
Provide state-of-the-art professional development for education, competence and career success.	<ol style="list-style-type: none"> 1. Work to develop a standard timeframe to develop, announce and promote all training opportunities and events. 2. Develop innovative and attractive programming and networking opportunities for all members, including use of webinars. 3. Develop training for junior staff. 	Training Committee Executive Director	2017 for new structure	
Develop formal membership recruitment and retention plan—with outreach to all NYS airports to grow membership.	<ol style="list-style-type: none"> 1. Craft targeted messages for all prospective member types/groups. 2. Create “hit lists”/contact lists for all airports, consultants and FBOs 3. Develop outreach campaign across all platforms—including mailings, social media and “grassroots”/PPI 	CPR Committee Corporate Relations Committee Executive Director	2017	

Tout the achievements of NYAMA, its leaders and members!	1. Create a “pipeline” for submitting news/updates from across the country and use this information across the full spectrum of the association.	CPR Committee Chair Executive Director	Ongoing	1. Bridge Action
Other potential strategies for 2017 – 2019?				

GOAL #2	LEAD
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Strategy	Action Item(s)	Responsible Position(s)	Timeline	Notes/Status
Strengthen governance and administration paradigm.	<ol style="list-style-type: none"> 1. Continue to review operations at all levels and assess for best practice implementation. 2. Implement a new structure for annual roll-out of outreach, programming and all services. 3. Ensure leadership oversight is in synch with administrative structure, i.e. job descriptions, etc. 4. Identify vital planning documents, including policies & procedures that need to be updated, replaced or created to fit the paradigm. 	Board of Directors Officers Executive Director	2017	
Establish new leadership development program.	<ol style="list-style-type: none"> 1. Expand efforts to identify and recruit potential new volunteers for leadership—paying attention to greater diversity within the association. 2. Create new orientation program for new officers and directors. 3. Continue to develop resources and tools for leaders. 	President Board of Directors Executive Director CHMS Management Team	2017	Goal is to have established in order to impact next year’s BOD.

Create and implement new Committee Operations structure.	<ol style="list-style-type: none"> 1. Review all NYAMA Committees; ensure structure represents the association's needs. 2. Develop goals and action items for Committees. 3. Conduct Committee Chair orientation and training. 	Board of Directors Executive Director	Begin in 2017	
Realign Fall Conference planning to a "hub" model.	<ol style="list-style-type: none"> 1. Develop "hub" model and planning structure—and implement. 2. Secure conference dates and venues for 2018 - 2020—and continue planning out the additional years to maintain 3 year spread. 3. Develop vendor database to record and track all current and potential sponsors. 	Fall Conference Committee President Executive Director Board of Directors (for leads)	2017	1. Bridge Action 3. Bridge Action
Continue wise financial management to garner the biggest benefit for NYAMA.	<ol style="list-style-type: none"> 1. Provide regular financial updates and reporting to leadership. 2. Work with CHMS Finance Department for fuller budget and financial trends analysis. 3. Identify long-range financial needs in order to prepare beyond annual cycle. 	Treasurer Executive Director CHMS Finance Team	Ongoing	
Other potential strategies for 2017 – 2019?				

GOAL #3	ADVOCATE
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Strategy	Action Item(s)	Responsible Position(s)	Deadline	Notes/Status
Monitor and influence legislation; educate members about legal and regulatory issues pertaining to all NYS airports, FBOs, Fractional Jet Companies, Consultants & other ancillary organizations.	<ol style="list-style-type: none"> 1. Review bills, NYS government actions, court actions, etc. and determine which NYAMA will support or oppose. 2. Provide routine reporting methodology for all government affairs issues and updates. 	Lobbyist Legislative Committee Executive Director	Ongoing	

Promote NYAMA’s role in protecting airports to policy makers and decision makers; position NYAMA as the “go-to” source.	<ol style="list-style-type: none"> 1. Develop and distribute updates to policy makers and decision makers across NYAMA’s communications platform—especially social media. 	Lobbyist Legislative Committee CPR Committee Chair Executive Director	Ongoing	
Develop and implement a full outreach/communications plan to increase visibility and influence of NYAMA.	<ol style="list-style-type: none"> 1. Place NYAMA on wide variety of social media outlets and coordinate the release of information. 2. Continue developing website as the “clearinghouse” or portal for all NYAMA services. 3. Develop annual editorial/promotional schedule. 4. Develop, brand, and implement targeted outreach tools: “Did You Know?” “NYAMA by the #s” “Faces of NYAMA”; testimonials + Hard Collaterals (mailers, brochures, etc.) 	Marketing Committee CPR Committee Government Affairs Executive Director	Ongoing	1. Bridge Action
Increase the visibility and influence of NYAMA leadership and members within the aviation community to promote NYAMA.	<ol style="list-style-type: none"> 1. Identify and support/attend 2-3 aviation industry 2. Communicate updates to members and how they can be involved via NYAMA communications network. 3. Develop and implement “grassroots” member engagement plan; asking for their assistance in “spreading the word.” 	Board of Directors Legislative Committee CPR Committee Executive Director	2017	
Increase participation and reach of Advocacy Day—including expansion of Legislative Dinner.	<ol style="list-style-type: none"> 1. Identify new sources of revenue associated with event 2. Expand vendor outreach in promoting support opportunities 	Board of Directors Legislative Committee CPR Committee Executive Director	2017	
Other potential strategies for 2017 – 2019?				