



Our Strategic Plan

Welcome!

It's often said, "Fail to Plan. Plan to Fail." This concept of strategy goes back thousands of years and historically is applied to war and battle. Fast forward to 2020 and the battle continues; albeit on a different kind of battlefield. As the Airport navigates a post-COVID recovery it is important that we have a clear mission and vision moving forward and we adhere to our values.

To that end, the Airport board and staff engaged in a comprehensive strategic planning process that provided the direction and guideposts for us through the next five years and beyond. Airport board and staff created the attached plan under the helpful hand of Peter Dams of Dams & Associates.

This strategic plan updated the Airport's mission and created a vision that provides direction for the development of the Airport and drive administrative decisions. All will be done while respecting our core values.

We will use the plan to structure board and staff goals, decision-making, financial planning as well as staff performance, growth and development. Staff is responsible for the day-to-day execution of the plan and to report progress as we work toward our goals.

Importantly, this plan is designed to be flexible. Airport staff will review the plan regularly to reflect the realities of the industry and the ever evolving aviation system.

We appreciate all the work our predecessors have brought to the Airport so we can be where we are today. We look forward to achieving success as a team headed in the same direction and pursuing the same vision.

Craig Williams A.A.E.

Airport Director

Gilbert A. Collver

Chairperson, Board of Trustees



Our Strategic Framework

Our Mission

We complement economic growth and quality of life by safely, conveniently, and efficiently fulfilling the air travel and transportation needs of Southwest Michigan.

Our Goals

1. The Airport maintains financial stability and drives operational excellence
2. Grow annual number of passengers to 350,000
3. Airport property is fully utilized
4. Modern facilities meet current and emerging customer needs
5. The public has a positive perception of the Airport

Our Vision

As the Airport of Choice for Southwest Michigan, we will:

- Increase annual passengers served from 300,000 to over 350,000
- Secure scheduled air cargo service
- Have all developable land shovel ready

Communication | Transparency | Customer Focus | Financial Stewardship

Our Core Values



Our Core Values

Core values guide our behavior in everything we do through interactions with one another and the people and communities we serve. They are the foundation on which we build our internal culture and overall model of service. They tell others what is most important to us and what they can expect from our organization.

Communication

We interface with our employees, stakeholders, and community to educate and promote the exchange of information and perspectives.

Transparency

We build trusting relationships by proactively engaging in opportunities to collaborate and share our initiatives.

Customer Focus

We make decisions based on the needs of our customers so we can provide reliable services to those who depend on us.

Financial Stewardship

We take pride that we are financially self-sustaining and make decisions that maximize revenues and keep expenses low.