



Big Bear Airport District Strategic Plan 2021-2026

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Governing Board of Directors

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1.1 Introduction

A strategic plan is a top-level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision making over a five-year period. It is a disciplined effort to produce fundamental decisions that shape what an agency plans to accomplish by selecting a rational course of action.

In early 2021, the Board of Directors of the Big Bear Airport District (District) retained BHI Management Consulting (BHI) to facilitate and coordinate the strategic plan development. This plan incorporates an assessment of the present state of District operations by gathering and analyzing information, setting goals, and then making decisions for the future. Input has been gathered from various sources to add to the vision and implementation plan presented in this document. The plan seeks to learn from past experiences, strengthen and build upon opportunities while addressing areas of concern.

The plan identifies future actions and activities, while integrating efforts that are currently active and needed for continued success in operations and management of the District, and provides for periodic reviews and updates.

The strategic planning effort contains focus on several of the following areas:

- Looking to the future of the airport with an eye to optimize the current footprint not grow it
- Assure that facilities and services at the airport are of safe, of high quality, sufficiently supported, and appropriate for the airport we need and desire.
- Look to promote the airport as needed in the Big Bear area and as appropriate in the flying community regionally.
- Assure that the airport budget stays financially strong
- Value District employees

1.2 Definitions

Mission Statement: A declaration of an organization's purpose; why the organization exists. Ideally, all activities of the District should be in support of the mission statement.

Vision Statement: A statement that aims the organization toward success over the term of the strategic plan. Vision should focus on the critically important aspects of the organization as determined within the planning term. The vision statement focuses the strategy and action goals to meet the overall strategy within the planning term.

Strategic Focus Areas: Areas seen as current and future challenges and opportunities for the District that while completed, will fulfill the Mission statement for the community.

Strategic Goals: Strategic action goals are specific and measurable activities or targets that address each focus area. Day-to-day action and projects which are not covered in detail in the strategic plan, will be designed so the strategic focus areas are accomplished.

1.3 Plan Development

BHI first gathered input by interviewing individual Board members to get their one-on-one perspectives. The senior management team also engaged with input to the preparatory steps of the process. The following items were discussed:

- Mission Statement
- District Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- Current and Future Issues
- Important Future Projects

The Board supported this process as a way to assure solid perspective for foundation of the strategic plan. A public Board workshop was conducted to develop the design of the plan, capture key areas on which to focus the plan. Each focus area was discussed at length at this meeting providing guidance to the staff and consultant as they detailed to the strategic plan.

District staff worked with BHI to complete the list of strategic goals in support of the vision and focus areas, and to refine the plan prior to a presentation to the full Board for initial review providing a clear understanding of proposed actions, what will need to be supported by the Board throughout the five-year timeframe. Upon final adjustments and refinements, the plan was brought back to the Board in the third public meeting to gain final approval of the 2021 Strategic Plan.

Plan Management - A key part of the strategic planning process is to conduct an annual review and adjustment of the plan. These reviews allow for maintenance of the plan so it will continually reflect the actual needs and progress of the District strategy. The reviews will be documented and followed-up with by either a plan supplement or an updated plan. A five-year planning horizon will be maintained.

1.4 Mission

Mission of the Big Bear Airport District

“The Big Bear Airport District serves the Big Bear Valley by providing a safe, efficient and exceptional venue for aviation operations.”

1.5 Vision

Vision of the Big Bear Airport District

As Focus Areas, in five years, the District would like to say:

- We have accomplished a number of new and renewed facilities at the airport including a new terminal building, carefully updated services provided and looked to the future for airport planning.
- We are successfully and proactively promoting the airport and education in aviation.
- We continue to meet and exceed industry safety standards and maintain a healthy financial position and work very hard at protecting and solidifying our current culture of success.
- We have high employee retention and are supporting our employees.

1.6 Strategic Focus Areas

Strategic Focus Areas represent the vital areas of the District's operation, planning, and management that will be in-focus for the next five years. These are derived from the foundational Mission and Vision statements of the District. They are linked to action through goals and actions over the five-year period serving to assure that they are well supported and moved forward per Board direction. Strategic focus areas and supportive goals, along with action completion estimate dates make for the completion of a Plan with accountability. They are presented in tabular form in the Strategy at a Glance on the final page of this document.

Strategic Focus Areas:

- 1.0 Facilities, Services and Airport Development
- 2.0 Enhance Aviation Education
- 3.0 Marketing and Promotion
- 4.0 Finances, Administration and Governance
- 5.0 Personnel Management

1.0 Facilities, Service and Airport Development

Objective: Our objective is to optimize and protect airport assets to their highest and best use over the next five years.

Measurement: We will know we have achieved the objective of this element by evidence of new facilities planned, continued growth levels and quality of service and overall planning for the airport.

2022

- **Construct SRE Building:** Construct five-vehicle bay, approximately 10,000 square-foot Snow Removal Equipment (SRE) building, (FAA-approved) to be located west of the existing terminal building.
- **Establish a quality aircraft maintenance facility as a commercial business on the airport:** Advertise for a licensed, skilled aircraft mechanic to provide a much-needed service/maintenance facility.
- **Link transportation networks:** Complete and implement plans for partnership with MARTA (Mountain Area Regional Transit Authority). This partnership will provide public transportation services to and around the San Bernardino Mountain region and separate dedicated service to and from the Airport.
- **Begin construction of new terminal building:** Demolish current building and begin construction of new facility with enhanced amenities to better serve the aviation and non-flying local community.

2023

- **Design and construct the Airfield Pavement Rehabilitation:** Continue the design and construction of the FAA-approved APMS pavement surface treatment rehabilitation for the airfield pavements (runway, taxiways, and aprons).

- **Remove obstructions (trees) on Runway 26 approach:** Improve safety for pilots landing at Big Bear Airport.
- **Complete construction of new terminal building:** Finish construction of new terminal building, including interior office space, pilot lounge, and customer service and tenant areas.
- **Plan and design large hangar rental space:** Analyze survey mailed to potential interested tenants. Research best location for construction and appropriate methods of financing.
- **Recruit a premium restaurant for the new terminal building:** Determine the best and highest use of assigned space and the most responsible use of tenant improvement funds.

2024

- **Create public aircraft viewing area near the terminal building:** Work with restaurant tenant to provide outdoor seating in a patio area, incorporating children's playground equipment in an adjoining space.
- **Construct large hangar rental space:** Build appropriate number of large hangars to accommodate larger aircraft and/or multiple smaller aircraft that will not fit in current hangar sizes.

2025

- **Update Airport Layout Plan (ALP):** Prepare an update to the Airport Layout Plan, including a narrative report based on the most recent update completed in 2008. FAA Circular Letters regarding this topic will be used to facilitate the process. An AGIS survey will be accomplished for the items within the airport boundary.
- **Provide additional aircraft services:** Air compressor, pre-heating, oxygen, coffee/ice/catering, ground power.

2026

- **Acquire (2) FAA-approved pieces of snow-removal equipment.**

2.0 Enhance Aviation Education

Objective: Our objective is to create a culture of aviation enthusiasm, knowledge, safety and education in the Big Bear Valley through interaction, programs and services at the at Big Bear Airport.

Measurement: We will know we have achieved the objective of this element if significant new interest in airport and aviation takes place at the airport as shown by increased pilots, airframe mechanics and students at the airport.

2022

- **Support Big Bear High School Aviation Curriculum:** Provide support for three-year program including all aspects of aviation – piloting, service, career skills; purchase flight simulator for students’ use in on-site instruction.
- **Solicit certified flight instructors to establish a flight school:** Promote enthusiasm and knowledge of flying as a means to ensure ongoing interest in aviation for future private and commercial pilots.

3.0 Airport Marketing and Promotion

Objective: Our objective is to promote the value of the airport by proactively communication with both the local community and more widely to the airport to the aviation community.

Measurement: We will know we have achieved the objective of this element by experiencing increased local knowledge and appreciation of the airport as well as visibility within the aviation industry.

2022

- **Create and Implement a Marketing/Public Outreach Program:** Work with contracted professional communications firm to promote the value of the airport to the local community as well as visibility within the aviation industry.

2023

- **Promote use of public space in new terminal building:** Publicize to agencies and businesses within the Big Bear Valley the availability of space for meetings and functions. (When a restaurant is operational, catering services may also be provided.)
- **Coordinate Air Fair:** Schedule display aircraft, vendors, volunteers and service-related participants. Promote through professional consultant to maximize impact of airport community involvement

4.0 Finances, Administration and Governance

Objective: Our objective in this area is to maintain financial oversight, ensure fiscal sustainability, maintain a strong culture of good governance and maintain a healthy and productive District workplace.

Measurement: We will know we have achieved the objectives of this element by accomplishing the vision elements within this plan while continuing to experience strong finances and healthy reserves.

2022

- **Board Member ongoing education program:** Encourage Directors to utilize training, conferences and webinars offered through the CSDA (California Special Districts Association) in the areas of conduct, meetings and governance aspects of the Board's work.

2023

- **Update Policies and Procedures:** Last update was adopted June 12, 2013. (This document can be updated in-house)
- **Review of Board of Directors Manual:** Review and possibly amend the Board of Directors Manual. This Policy Manual was last amended May 9, 2018, and should be routinely reviewed to include any new policies adopted since the last revision, in addition to any proposed revisions

2024

- **Update Rules and Regulations:** Original document was adopted in 1970s. Professional consultant presented draft dated May 18, 2017 – it was not adopted. (Recommend hiring consultant)

5.0 Personnel Management

Objective: Our objective is to support our employees in the most optimal manner while planning for the future personnel needs of the District.

Measurement: We will know we have achieved the objective of this element by experiencing productive employee performance, high employee morale and low-turnover.

2022 - 2026

- **Staff Development:** Promote employee tuition reimbursement program to possibly expand current methods of attaining higher skill levels.

2023

- **Succession Planning:** Establish a Succession Planning Strategy utilizing resources and sample documents gathered by Administration staff. Submit for Board approval.

Big Bear Airport District Strategy at a Glance

2022

- Construct a Snow Removal Building (SRE)
- Establish a quality aircraft maintenance facility as a commercial business
- Link transportation networks
- Begin construction of a new Terminal Building
- Support Big Bear High School Aviation Program
- Solicit certified instructors to establish a flight school
- Create and Implement a Marketing and Public Outreach Plan
- Board Member ongoing education program
- Staff Development

2023

- Design and construct the Airfield Pavement Rehabilitation
- Remove obstructions to Runway 26 approach
- Complete construction of new Terminal Building
- Plan and design large hangar rental space
- Recruit a premium restaurant for the new Terminal Building
- Coordinate Air Fair
- Review of Board of Directors Manual
- Update Policies and Procedures
- Succession Planning

2024

- Create a public aircraft viewing area near the Terminal Building
- Construct large hangar rental space
- Update Rules and Regulations

2025

- Update Airport Layout Plan (APL)
- Provide additional aircraft services

2026

- Acquire (2) FAA-approved pieces of snow-removal equipment

