

CCAA Executive Director Workplan
Draft – Subject to CCAA Board Approval
August 2, 2024

Key Initiatives. The following are activities that the Board has determined will require your full attention over the coming year:

1. Board Relations. Communicate, communicate, communicate! Send the Board a report every week capturing recent and upcoming activities, and reporting on the progress you're making on the elements of this workplan. Also, enhance Board meeting agendas by providing a written summary and/or background information on each item.
2. Air Service Development. Starting with a written plan, develop a partnership with elected officials, the business community, the University (including Bryan), etc.; pull together funds to use for incentives; utilize available market research to support the effort; then engage with the air carriers and do everything you can to encourage them to increase their service to SCRA.
3. Parking Contract. Our current parking contract will end **Jan 31, 2026**. Research different approaches to managing our parking lots to maximize both revenue and the customers' experience. Make a recommendation to the Board in time to take the actions necessary – solicit proposals, award a contract, mobilize, etc. – to successfully implement by the expiration of our current agreement.
4. Marketing. No later than the end of the calendar year develop a market research and marketing plan to use as a roadmap for future marketing investments. Retain outside expertise and engage members of the Board as needed. Once implementation is under way, utilize key performance indicators to measure the effectiveness of the efforts.
5. Community Outreach. As CCAA Executive Director, you represent the commercial air service side of the airport and all of the terminal operations, which is what the public sees. At the very least, each month attend one or more meetings of the CBICC, the HVAB, etc. Also, solicit speaking engagements to reinforce with the audience the airport's value to the community.
6. Media Relations. Look for every opportunity to obtain media coverage regarding air service and the terminal. (Don't assume anything is too small or unimportant to be of interest.) Provide Bryan and the Board with advance copies of every release.
7. Government Relations. As determined by the Board, either take the lead or play a supporting role in developing and maintaining "first name" relationships with our representatives in Harrisburg and Washington, as well as local elected officials.
8. Relations with Penn State. Recognizing that CCAA and PSU need to be strong partners in the operation of the airport, "go the extra mile" with Bryan and others at Penn State. Meet with Bryan at least once a month, if for no other reason than to build on that relationship.
9. Capital Projects. Take the lead on the sinkhole remediation efforts and be a full participant with Penn State and Mead & Hunt on the PBB project. Expand the capital project list developed last year into a formal five-year capital program and budget,
10. Airport Restructuring. Provide whatever support is needed by the Airport Consolidation Committee during the negotiation phase. If the consolidation moves forward, work proactively within whatever new organizational structure is put in place.
11. Budget Administration. For this year, at each Board meeting provide written notes on significant deviations from the budgeted amount. For FY2025/26, no later than the June Board meeting prepare an annotated draft budget, so that there is an opportunity for meaningful Board input.
12. Staff Development. Over the course of the year find one or more professional development opportunities for yourself and each member of your team. Join and begin actively participating in at least one airport industry association.

Ongoing Activities. In addition to the above initiatives, continue to ensure that the terminal, parking lot, airport food service and other CCAA areas of responsibility operate seamlessly every day of the year, to give the flying public the most positive experience possible.