



County of Ottawa

Administrator's Office

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Item 5
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June 8, 2010

West Michigan Airport Authority
c/o Greg Robinson
Holland City Hall
270 South River Avenue
Holland, MI 49423

Dear Greg,

Please find enclosed the results of the SWOT (Strengths-Weaknesses-Opportunities-Threats) and consensus ranking exercises that the West Michigan Airport Authority completed during the strategic planning session of May 24, 2010.

“Capital Improvement Planning” and “Public Communication” were the two highest ranked broad categories with scores of 27 and 21 respectively. “ILS”, “Terminal”, “Millage Communication Strategy” and “Runway 8 Approach Lighting” were grouped at the top of the ranking of individual issues.

We recommend that the authority develop a work plan that lists each objective and the steps necessary to achieve the objective along with responsible parties and timelines. We also recommend periodic reporting on the status of objectives, perhaps on a quarterly basis in order to make sure that the board and staff stay aware and committed to objective achievement. Finally, we believe that there is great value in conducting a process similar to the strategic planning session each year so that completed items are celebrated and dropped off the list and consensus is developed anew among board members for the following year.

We appreciated the opportunity to work with your group and were impressed with the robust discussion that took place.

Best Regards,

Al Vanderberg
County Administrator

Keith Van Beek
Assistant County Administrator

The members of the West Michigan Airport Authority examined the strengths, weaknesses, opportunities, and threats affecting the Authority as a whole. The items in each category are not ranked by importance, nor is this intended to be an all-inclusive list. In addition, the items identified provide a view of potential issues that may impact the environment in which the Authority provides services in the near- or long-term future.

STRENGTHS

- Has been key factor in businesses location choices
- Optimism/enthusiasm
- Room to grow
- Well funded
- Good representation: diversity of interest and background
- History of good management/practice
- Community support (millage vote)
- User base support
- Well maintained facilities/clean
- Sustainable
- Length of runway
- Positioned for the future (space, runway, etc.)
- Conveniently located
- Cooperation/work with customer base
- Adequate instrument approaches → all weather airport
- Website
- MDOT relationship

WEAKNESSES

- No Airport viewing area
- No customs office
- Instrument approach equipment: update and repair
- Lack of a terminal
- Perception "corporate welfare"
- Poor signage within the community/directional
- HCT not a member; maybe others
- Name: "Tulip City" may be wrong for 3 members
- Branding/marketing efforts
- Millage vote coming: May 2013
- Adequate staffing levels? For authority
- Tunnel: flooding and "cost" perception
- Proximity to GR

OPPORTUNITIES

- 3 year plan to get millage approved in 2013
- "Airpark" concept: connect industrial uses
- New terminal
- Additional staff/hours for authority
- Transportation to the airport
- Add commercial air service
- Battery cluster opportunities
- Expand GA/industrial market east
- Marketing opportunities
- MDOT relationship
- Collaboration for increased freight
- Communicate with public
- Increase industrial users
- Future of UAV's
- Military use
- Airport viewing area
- Co-locate public facility/fire

THREATS

- Homeland Security Mandates
- Benton Harbor lengthened runway: minimal, but could take market
- May 2013 millage vote → organized "NO" campaign
- Fed entitlement funding
- Lack of Public awareness
- Economy
- Loss of current (industrial/other) users
- Cost of operating private aircraft
- Negative perception of corporate air travel
- Environmental impacts/perceptions: carbon, noise, etc.
- Future land availability/cost

West Michigan Airport Authority
Strategic Planning Session May 24, 2010
Category Ranking

Broad Category	Rank	Objective	Rank
CIP: Capital Improvement Plan	27	ILS	55
		Terminal: engineer, acquisition, construction	54
		Runway 8: approach lighting	40
		Rehab/Replace existing infrastructure	17
		Public viewing area	5
		Co-located fire station	3
		Property Acquisition →North/South →Straighten Lincoln	1
		North-South runway	0
		Public Hangar Space	0
Public Communication	21	Millage communication strategy	44
		Community Marketing Plan - Communicate successes	36
		Communicate name-change/branding	12
		Special/community events - tunnel walk, pilots association	2
		Youth communications	1
		Evaluate newsletter and website	0
Strategic Positioning	18	Protect/cultivate business partners	17
		Evaluate name change/branding	17
		Zoning issues with local municipalities	14
		Evaluate commercial air service	10
		How to address customs issues	0
Airport Operations	14	Pro-active "approach protection"	14
		Staffing: strategic plan/authority	12
		Acquire airplane to display	7
		Signage in community	2

Objective Ranking	
Objective	Rank
ILS	55
Terminal: engineer, acquisition, construction	54
Millage communication strategy	44
Runway 8: approach lighting	40
Community Marketing Plan - Communicate successes	36
Rehab/Replace existing infrastructure	17
Protect/cultivate business partners	17
Evaluate name change/branding	17
Zoning issues with local municipalities	14
Pro-active "approach protection"	14
Communicate name-change/branding	12
Staffing: strategic plan/authority	12
Evaluate commercial air service	10
Acquire airplane to display	7
Public viewing area	5
Co-located fire station	3
Special/community events - tunnel walk, pilots association	2
Signage in community	2
Property Acquisition →North/South →Straighten Lincoln	1
Youth communications	1
North-South runway	0
Public Hangar Space	0
Evaluate newsletter and website	0
How to address customs issues	0