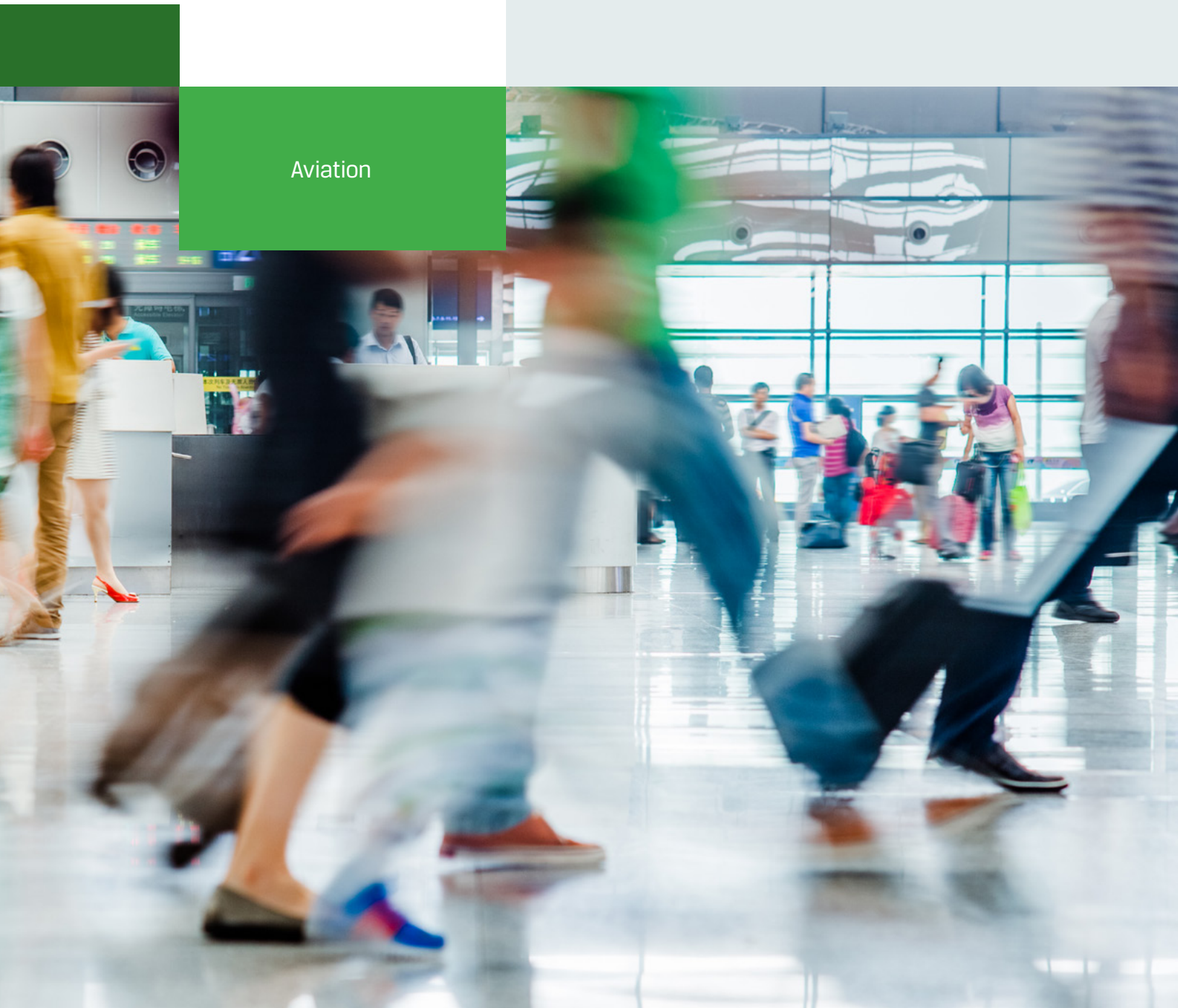




# Creating a High-Performing Airport Organization

Aviation





### Our Three-Phase Approach to Strategic Planning

ICF has developed a proven, well-defined, three-phase approach to strategic planning in which we work closely with client staff.

#### Phase One: Strategic Plan—

Development of the organization's mission, vision, strategic goals and objectives, and related performance measures. The entire organization is engaged in the definition, refinement, and finalization of the plan.

#### Phase Two: Action Plans—

Development of cross-functional, specific action plans—with responsibilities assigned—for the achievement of each of the strategic objectives established in Phase One.

#### Phase Three: Implementation—

ICF can provide the support necessary to ensure effective implementation of the strategic plan and related action plans. Defined goals, objectives, and action plans form the basis of the annual business planning and budgeting process.

Airport organizations operate in a challenging and uncertain environment. For example:

- Limitations on passenger facility charges and pressures on federal funds create a need for greater financial self-sufficiency.
- Airports are subject to a variety of changes in the external environment, which may be predictable and gradual (introduction of new aircraft types) or unpredictable and sudden (events of 9/11).
- Airline consolidation and route network rationalization means that airports are, more than ever, competing for air service.
- Managing a complex business enterprise using standard "general fund" policies and procedures can compromise effectiveness.

To overcome these challenges, development of a successful, high-performing airport organization requires:

1. An effective strategic plan that defines the organization's future vision and engages staff in carrying out a coordinated set of actions to reach the vision.
2. The creation of an organization with the right structure, capabilities, resources, and culture to deliver the strategic plan.
3. A governance structure that provides management with the tools and flexibility to deliver high performance.

### SIX KEY ELEMENTS OF THE STRATEGIC PLAN





ICF's airports team includes seasoned experts in strategic planning, organizational development, and governance, with experience as trusted advisors to the management teams of many of the top 100 airports. Our services include the following:

**Strategic planning:** Development of strategic plans and associated action plans; provision of support for implementation of the plans.

**Organizational development:** Review and design of organizational structure, capabilities, resources, and processes required to achieve organizational goals and objectives; provision of organizational development support.

**Governance advice:** Advice as required, for example, on separation of management and board roles, refinement of powers and jurisdictions, and transition to alternate governance forms such as authorities or commissions.

## Why ICF's Approach Is Different

- We bring our industry expertise and facilitate the process, but it is your plan, developed by you—we do it with you, not to you!
- Our concentrated time frame ensures discipline, continuity, and priority, resulting in a more effective process and a more useful product.
- We focus on key outcomes:
  - ◆ Manageable number of goals and objectives avoids organization being overwhelmed by the process.
  - ◆ Specific, cross-functional action plans with assigned responsibilities provide accountability.
- Our representative leadership provides strong direction and cross-functional input.
- Our broad staff and stakeholder engagement ensures a collaborative working and consensus-building environment.

ICF is one of the world's largest and most experienced aviation and aerospace consulting firms.

- The aviation group was founded in 1963 as SH&E and joined ICF in 2007.
- More than 80 professional staff provide trusted aviation and aerospace expertise to airports, airlines, governments, international agencies, manufacturers, and financial institutions.

## About ICF

ICF (NASDAQ:ICFI) is a global consulting and technology services provider with more than 5,000 professionals focused on making big things possible for our clients. We are business analysts, policy specialists, technologists, researchers, digital strategists, social scientists, and creatives. Since 1969, government and commercial clients have worked with ICF to overcome their toughest challenges on issues that matter profoundly to their success. Come engage with us at [icf.com](http://icf.com).

For more information, contact:

### Nick Davidson

[nick.davidson@icf.com](mailto:nick.davidson@icf.com) +1.415.677.7146

### Richard Batty

[richard.batty@icf.com](mailto:richard.batty@icf.com) +1.703.713.8765

[facebook.com/ThisIsICF/](https://www.facebook.com/ThisIsICF/)

[twitter.com/ICF](https://twitter.com/ICF)

[youtube.com/icfinternational](https://www.youtube.com/icfinternational)

[plus.google.com/+icfinternational](https://plus.google.com/+icfinternational)

[linkedin.com/company/icf-international](https://www.linkedin.com/company/icf-international)

[instagram.com/thisisicf/](https://www.instagram.com/thisisicf/)

[icf.com/aviation](http://icf.com/aviation)



Typical Strategic Planning Pitfalls	ICF's Philosophy and Approach
1. Planning for planning's sake	A strategic plan developed purely for the sake of having one sits on the shelf. From the outset, a strategic plan should focus on staff engagement, implementation, and realistic outcomes.
2. Too much, too complex, too detailed	Plans frequently have so many goals and objectives that the organization is incapable of delivering them. Development of goals, objectives, and actions must consider what the organization realistically has the capacity to deliver.
3. Lack of executive management leadership	For staff to take a strategic plan seriously, executive management must demonstrate the plan's importance and that the plan directs their priorities and actions.
4. Right people not involved in development	Strategic plans are most importantly about engaging and galvanizing the right people in the organization to achieve desired outcomes. For the plan to succeed, these people need to be involved in its development and must feel "ownership" of actions and outcomes.
5. Lack of accountability or follow through	Implementation of the strategic plan must include a disciplined process of regular progress monitoring against defined actions and performance measures, with individual accountability and follow through.

## An Experienced Team to Deliver Results



**Nick Davidson** has more than 30 years' experience in management consulting and is a recognized leader in airport strategic planning. He has led strategic planning efforts, organizational reviews, and governance studies for more than 25 organizations, including Los Angeles World Airports, Houston Airport System, the State of Hawaii Department of Transportation (Airports), and the Port of Houston Authority.

Mr. Davidson recently joined ICF after 28 years with LeighFisher, where he served as president for 14 years and was responsible for the deployment of management consulting services across all modes of transportation.



**Richard Batty** has more than 25 years' experience in management consulting and organizational effectiveness. He has experience developing business strategy in the airport, seaport, and rail sectors in the United States, Europe, and Asia. He has recently served as advisor on strategic planning and organizational reviews for Los Angeles World Airports, Houston Airport System, the Massachusetts Port Authority, the Connecticut Airport Authority, and the Port of Houston Authority.

Prior to joining ICF, Mr. Batty was a director with LeighFisher and previously served as head of strategic analysis for Network Rail, UK.