

# SWAAAE Strategic Plan Member Survey

October 1, 2019

SWAAAE Strategic Plan Member Survey					
	1. What is the number one reason you joined and / or continue your membership with SWAAAE?	2. In what areas does SWAAAE perform best? (Select all that apply.)	3. In what areas does SWAAAE need improvement? (Select all that apply.)*	4. What areas should be of primary focus for SWAAAE? (Select all that apply.)	5. What areas do not add value which SWAAAE should consider deemphazing? (Select all that apply.)
Answer Choices	Responses	Responses	Responses	Responses	Responses
Networking Opportunities	35	53	7	39	0
Professional Development	18	34	11	52	1
Certification / Accreditation	3	26	5	26	2
Leadership / Volunteer Opportunities	1	13	13	21	1
Training / Education Opportunities	7	20	22	33	3
Business Opportunities	7	9	7	16	13
Representation / Support / Assistance	9	11	23	39	5
Scholarships / Awards	0	8	2	9	2
Conferences	2	27	9	18	3
None	0	0	6	0	36
Unsure	0	9	18	6	20
Other (please specify)	0	0	11	7	5
<b>Answered</b>	<b>82</b>	<b>82</b>	<b>82</b>	<b>82</b>	<b>82</b>
<b>Skipped</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Comment from Question 3:

1. The future - ACA did a view into the future of aircraft fuel including the transition from current engines and systems. Fascinating.
2. local events and webinars
3. Good old boys and girls club!
4. Conferences are too expensive for many airports to attend. Select conference locations that are more reasonably priced so that more people can attend. For example, Monterey is too expensive, and the airline connections are not very good.
5. Services for members who can't go to conferences.
6. As a member for several years, and have spoken with some recent participants, I received comments saying that SWAAAE does not represent all airports in size and type. Smaller airports feel left out and that the organization is not relevant to their mission. in order for the association to grow and to have a sustainable succession plan as leadership changes through the years, there needs to be a greater effort to ensure we truly represent all airports & organizations.
7. being more open to new people that haven't been engaged for years in SWAAAE
8. Be applicable to all levels of airports. Less participation with large hubs than GA. Not sure how to bridge that gap. Same at the state level organizations.
9. SWAAAE could develop a long-term mentoring program
10. There is a perception that the board is a cloistered group - several members have expressed this to me.
11. Registration fees are excessive. Too much competition to raise Chapter funds through conference revenues.
12. Reduction in registration fees would be much appreciated.

**Comment from Question 4:**

1. To me, certain focal points such as professional development, certification, and training opportunities fall into an overall broad theme of enhancing the overall well-being of the industry.
2. Representation at AAAE on a national level.
3. Legislative representation / information on the local level
4. Research & Development –
5. Helping contractors/consultants understand where they need support.
6. Advancing the airport industry

**Comment from Question 5:**

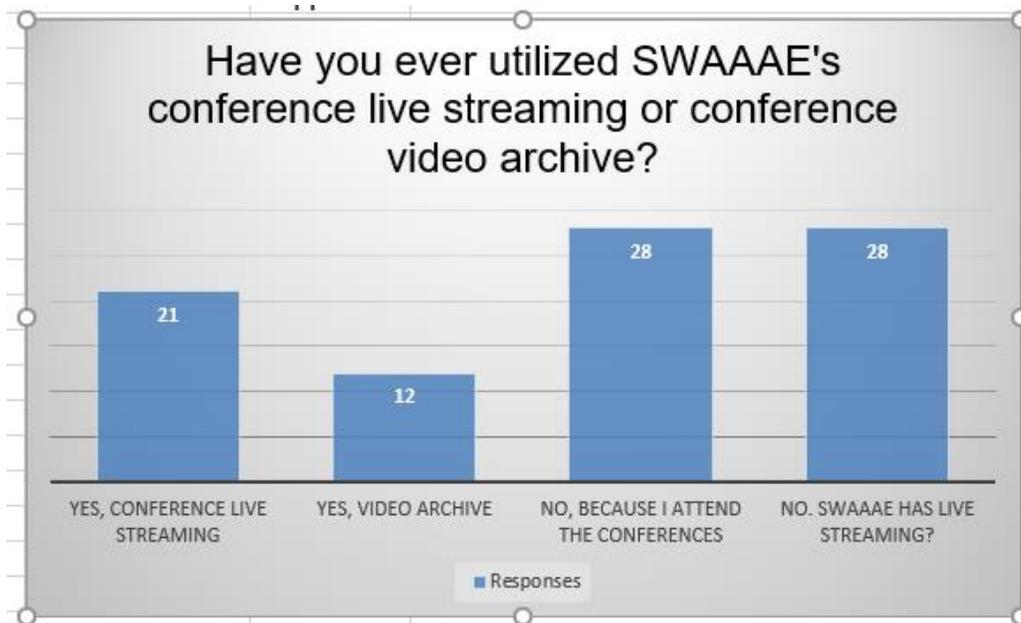
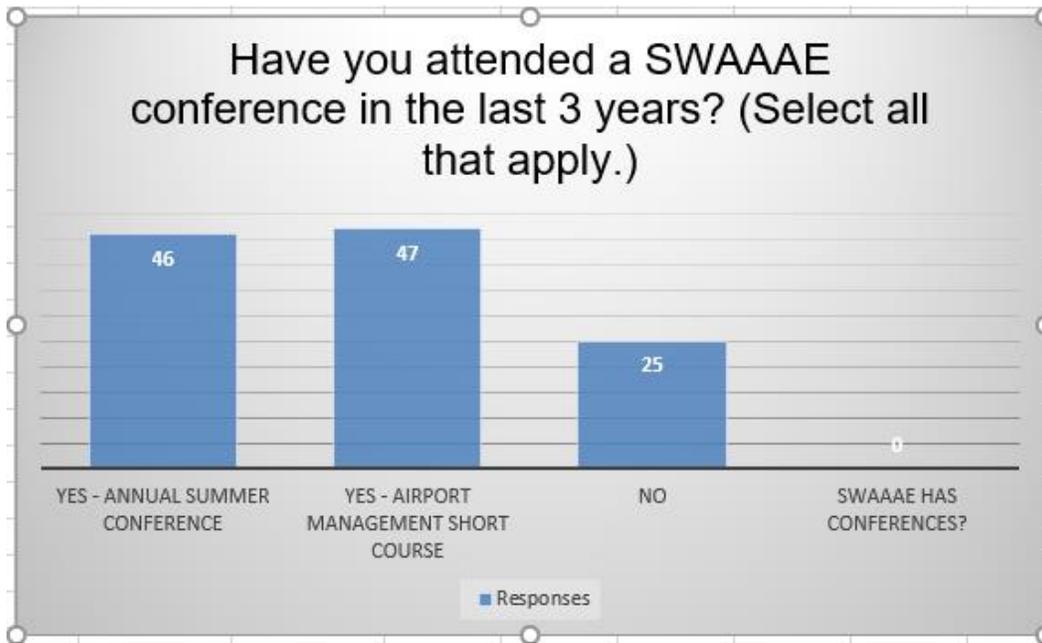
1. I think there is a place for all these areas, and certain ones overlap such as professional advancement, certification, and training. Networking/business opportunities can go hand-in-hand as well for the corporate community.
2. Conferences - While I appreciate the amount of effort it takes each year to put on the Summer & Winter conferences, when compared to other industry conferences, their cost, and the material presented, I believe that SWAAAE is priced a bit high compared to the material that is presented each year. I think SWAAAE as a whole should work to generate more relevant, informative, and educational sessions. It would make justifying the cost more feasible.
3. I've heard some individuals say they don't attend SWAAAE Conferences because of the emphasis on social and after-hours events vs. content and professional networking
4. The awards are unnecessary
5. Varies greatly on the member and what the member wants to get out of the organization.

	<b>6. How would you rate the value of your SWAAAE membership?</b>
Answer Choices	
Highly Valuable	26
Very Valuable	30
Average Value	13
Somewhat Valuable	10
Not Valuable	1
Unsure	2
Why did you give that rating?	31
<b>Answered</b>	<b>82</b>
<b>Skipped</b>	<b>0</b>

**Comment from Question 6:**

1. new member and last event attended did not make enough contacts
2. Unless your employer and schedule allow for participation in conference activities, it is hard to feel connected to the organization
3. It provides me with an opportunity to meet and gain exposure to representatives in the industry for that region.
4. The members make all areas good. Everyone shares where and when they can.
5. Scholarship

6. My SWAAAE membership provides me the opportunity to network with aviation professionals and seek business opportunities for my firm.
7. Conferences are too expensive to attend for many airports.
8. It is a great organization. Even though I don't get to participate as much as I would like. Still nice to know it is there for me to utilize and be a part of.
9. SWAAAE is a great for connecting aviation folks
10. I have enjoyed the relationships generated through SWAAAE over my years as a member but know it could be rated higher if there is more relevant content available to our members through conferences and other channels. A suggestion would be to have a message board similar the AAAs' "Hub" where members could post & interact to solve common issues at our airports and organizations.
11. I belong to several professional organizations. In terms of value to my profession, I feel SWAAAE is average to above average.
12. As a consultant, many of the SWAAAE services are not applicable.
13. Great networking opportunities
14. Because it is a link to the larger organization AAAs
15. It has helped me immensely in my career path.
16. I am new and have not even been to my first conference
17. 8 on a scale of 10
18. I have been a member for nearly 35 years, and the support and opportunities afforded by the chapter has nourished a remarkable career I could never have achieved without CAAs/SWAAAE.
19. Valuable for networking
20. I have not been able to take advantage of what the organization has to offer.
21. SWAAAE is what you make of it.
22. unable to participate much because other people in my org have priority.
23. Networking is good, conference content is generally good
24. Great organization read leadership opportunities, great conferences & educational opportunities - professional development and networking... SWAAAE is a great organization!!
25. Good networking and support from similar/local airports
26. not much value to General Aviation managers
27. Joined about 3 years ago and haven't had one business lead. I've had an airport employee sit next to me at a table and got up and moved when they found out I was a consultant.
28. SWAAAE is by far the strongest and capable chapter
29. It was instrumental in my accreditation process
30. I'm a new member and don't have a feel for the org yet
31. The value of membership is different for each person. Mine is both professional and personal. I don't know where I would be today if it were not for the love and support of SWAAAE members, and the association.



#### Feedback from Question 8:

1. Highlight / review access at conferences; Develop/report on metrics for usage; consider what it would take to monetize it.
2. I am a new member, so I look forward to getting those most out of membership
3. I'm not always great at taking notes.
4. This was for a Monterey conference several years back and it was to listen in on a session topic. It was a positive experience.
5. During one conference, I noticed that only one of the two concurrent sessions was available for live-streaming. If Live-Streaming is to be made available, it should be for all sessions.
6. Nicely done from a technical perspective.

7. Too expensive for non-airport members to attend conferences - regularly use the live streaming but note that few do.
8. Good coverage and reception

	<b>9. How could SWAAAE do a better job communicating to members? (Select all that apply.)</b>
Answer Choices	
More frequent email blasts	27
Quarterly Newsletters	20
Online Forum / Message Board	19
Social Media	15
Unsure	17
Establish a Public Relations Committee	14
Other (please specify)	11
<b>Answered</b>	<b>82</b>
<b>Skipped</b>	<b>0</b>

**Comment from Question 9:**

1. webinars on demand
2. To me, those interested will seek the organization. Too many emails, newsletters, etc. can go unnoticed. I think social media is a platform for enhancing communication. I've seen other organization such as AzAA focus on the social media piece. Some of these ideas/forums could enhance communication but they come with a lot of effort to get people involved.
3. There is a disconnect with SWAAAE communication and its website. For example, when SWAAAE sends out their email and you hit a live link to accomplish a task, you are not immediately identified as a member so much go through and log in to SWAAAE and then you cannot get to the link from within you log in.
4. Less frequent emails.
5. I think monthly email blasts are beneficial
6. Level of communication is appropriate
7. As a consultant, a message board for request for services would be great. This would be for smaller service needs outside the larger several years on-call service RFPs/RFQs.
8. Forums are a good resource for sharing information, just do not need to be redundant with AAEE efforts, so perhaps not needed if it conflicts
9. I think we do a pretty good job. Who has more time?
10. Everyone, especially the Executive Director "team" does an outstanding job of communicating. Email and telephone requests for information are replied to immediately. Love it!
11. Quarterly Presidents Newsletter

**10. What additional benefits, products, or services could SWAAAE provide to bring more value to your membership and career, and /or create a better member experience?**

<b>Answered</b>	<b>58</b>
<b>Skipped</b>	<b>24</b>

1. Training/Mentorship 21 of 58 Responses:
2. Leadership training during or adjacent to a conference
3. Leadership in future aviation planning and resources
4. Love the attorney workshop at the short course, more small group interactive sessions could be beneficial.
5. local events, webinars on demand, regulatory topic alerts
6. CM designation class
7. A research library/hub of important aviation-related topics.
8. Case studies on various airport projects.
9. I would like to see more training that may assist those new to the industry. Additionally, for those of us who have been in the industry for some time providing a forum for Q and A where a question can be asked, and your peers can provide feedback would be excellent.
10. Develop and support internships
11. Further provide opportunities to develop our young professionals and students to be ready for leadership positions in the future.
12. More focus on technical and professional training.
13. Allow non-airport & governmental agencies to participate in certification education.
14. It would be helpful if SWAAAE could organize monthly webinars on current event topics which would be in an open forum for people to learn how other airports are dealing with issues (PFAS, noise, drones, etc.).
15. Have local training. The training I have seen are conferences in Northern California. I reside in Southern California.
16. I'm missing it but that is what I've noticed. Also, the certificate programs held more often and or on-line / mixed media training.
17. Create a professional development curriculum that focuses on leader skills and attributes.
18. More local training/networking opportunities by sub-regions
19. More mentoring. This is our future!
20. Online training and education
21. Everyone in SWAAAE has been helpful and engaging when I am able to take part. In between conferences my engagement really seems to drop. That's why communicating more with social media or awareness of training opportunities would be helpful.
22. Better communication (16 of 58 responses):
23. some medium where assistance can be given to introduce vendors to facilities
24. To provide emails to members (particularly to corporate members) for airports that have projects on the calendar and into the future. This would assist in increasing the number of potentials; bidders of all trades, thus creating a more competitive environment for each project.
25. Can't say. Do you "debrief" members who don't renew?
26. Improve the corporate membership directory to break down by categories so that if we are looking for a consultant service, we can easily find it without having to open every corporate link.
27. More of these surveys
28. More alignment with AAAE benefits, products and services.
29. an easy reached blog just like AAAE's HUB
30. You may have it, but I could use a directory of Airports and their managers
31. Engage in Social Media more often. Similar to AAAE
32. Member tool box. Samples of leases, minimum standards, best practices and other tools available on-line for download
33. Communicate better all around.
34. This may be happening, but SWAAAE should take more leadership stands/write letters/support/etc. on industry specific items. Maybe membership is not aware that these things are happening. We need to look at our industry as a whole, and not only individual personnel development.
35. Legislative alerts

36. Everyone in SWAAAE has been helpful and engaging when I am able to take part. In between conferences my engagement really seems to drop. That's why communicating more with social media or awareness of training opportunities would be helpful.
37. Give sponsors an opportunity to address the attendees to talk about their company and services provided. Maybe a Sponsor "corner" in the email blasts to provide information and updates?
38. Conference Location and fees (5 of 58 responses):
39. Not sure. Many of us in our jobs, don't get to travel and cannot attend many of the events. Maybe closer events.
40. Higher quality sessions at conferences.
41. Expand the conference content and focus. It's always the same conferences.
42. Reduce the cost of conference registration fees. After each conference the board and conference chair boast about how much money was raised for the chapter. That doesn't sit well for folks who cannot afford to attend a conference because of budget restrictions or, if the member had to pay their own registration fees, like I've done several times.

11. What are the greatest challenges you are faced with professionally and what can SWAAAE do to help?

Answered	53
Skipped	29

Career Growth and Retention 20 of 53 responses:

1. Career advancement
2. "Executive Development"
3. Trying to get my work noticed
4. Acquiring experience for the next step up in the aviation profession.
5. Continue to offer some non-technical sessions at conferences that help us grow as managers and leaders.
6. "With most students graduating with high college debt, low pay and unattractive schedules (work/life balance) in this industry makes this career very unattractive to those who are looking for future careers and may continue to plague the industry moving forward.
7. I'm not sure SWAAAE can do anything about this but the organization can do their best to show those who are in a position to influence such things the technical nature and skill required to manage an Airport."
8. Finding qualified employees
9. Having a sufficient pipeline of eligible candidates for open positions.
10. Maintaining compatible land uses around public use airports. SWAAAE can help by organizing a volunteer committee/group of professionals that could be available to train/educate local planning staffs on the basics//importance of airport land use.
11. Finding & Retaining new employees
12. Succession planning.
13. "Finding time to balance gaining certifications and other outside opportunities with normal job duties
14. SWAAAE could provide training, assistance, and possibly testing at conferences "
15. Some sort of mentor list with preferred methods of communications, i.e. email, phone call, etc. Airport professionals with experience in certain subject areas that are available to help colleagues seeking guidance and problem solving.
16. Networking. Provide more opportunities. Also, volunteer activities.
17. Leadership training for the airport team
18. Peer network
19. Time and money. Wage surveys of SWAAAE airports available to all airports for wage setting assistance.
20. Expanding business opportunities with airports through being a SWAAAE member and going to the conferences. As previously mentioned, a business opportunity message board and helping me understand if my services are needed by SWAAAE members.

21. I'm a bit professionally isolated as I'm pretty specialized and it's tough to get outside of my 'box'. I'd like more engagement, but travel is not often an option extended to me, which is why I mentioned social media. SWAAAE seems to be a tight knit group and sometimes feels like an outsider looking in.
22. "Financing infrastructure - continue to work with, and support AAAE."
23. Recruiting talent - consider conference session and surveys of what airports are doing to market and recruit in a tough market. "

Regulations and Politics 18 of 53 responses:

24. multiple jurisdictions and agencies that have to work together
25. Staying on top of changing regulations is the greatest challenge. Not sure what more can be done, it is just the ongoing challenge of aviation
26. Identifying airports that have projects in the planning that would require your product, so we can have the opportunity to bid on the project (s). Competition assist with keeping pricing in check enabling projects to be within budget.
27. Some of the greatest challenges involve keeping abreast of continually updated rules/regulations/etc. facing the aviation industry as they relate to safety, security, design, environmental components, etc.
28. Having a centralized library/hub could serve airport professionals and the consultant industry alike.
29. Just my organization itself. No support when problems arise. No one wants to "make waves" and be portrayed as the bad guy. Not sure SWAAAE could help with that. Internal thing.
30. Politics of airport management
31. New regulations and an unfriendly business environment.
32. The two greatest challenges at my airport are funding and a lack of understanding what and how the airport functions. SWAAAE can do more relative to supporting legislative issues such as PFC increases and creating a speaker core that can support airport managers by having other professionals available to go to that community of offer outside expertise in support of the airport on political/legislative issues
33. Political alignment with federal agencies and airport infrastructure improvement needs
34. Maintaining compatible land uses around public use airports. SWAAAE can help by organizing a volunteer committee/group of professionals that could be available to train/educate local planning staffs on the basics//importance of airport land use.
35. Getting FAA to do anything. Continue to facilitate communication and accountability.
36. Finding time and place to catch up with industry colleagues and government agencies. Thankfully, SWAAAE facilitates this.
37. Requirements and expectations expanding at a greater rate than resources
38. Legislative assistance for fuel tax diversion issue
39. Find funding for non-public-owned airports or put me on the list for being notified when other airports upgrade and need to dispose of equipment that was replaced.
40. If you can get the politicians to understand and appreciate the value of airports, you will be achieved 50% of my biggest challenge. The balance is fighting developers who like to build ever so close to the airport. The rest is easy!
41. New regulations
42. Airport advocacy

	<b>12. What image should SWAAAE project?</b>	<b>13. What should SWAAAE want to be known for?</b>
<b>Top Responses</b>		
Professional and Inclusive	32	26
Leaders and Innovators	18	16
Education		10
<b>Answered</b>	<b>59</b>	<b>61</b>
<b>Skipped</b>	<b>23</b>	<b>21</b>

	<b>14. What value should SWAAAE want to have to our members?</b>
<b>Top Responses</b>	
Professional Development	26
Education	12
<b>Answered</b>	<b>50</b>
<b>Skipped</b>	<b>32</b>

#### Top Comments:

1. Need to have more meaningful value to members who can't attend conferences
2. Chance to learn, grow increasing their knowledge of the industry enabling them to be versatile in their positions for their employer.
3. Career development, advancement and support
4. Professional Development
5. SWAAAE should strive to provide a forum for industry professionals to learn, network, and to provide a collective voice to advance aviation in the SW region.
6. Positive benefits to our membership offered at a reasonable price. Remember that airport professionals are public servants and should not be spending public funds at conferences that are held at the most expensive locations in the region.
7. Credibility with other organizations. Knowing we support the industry.
8. Identifying and representing critical airport issues in the region and working in part with AAEE nationally.
9. Providing networking and professional development opportunities for airports and aviation firms in SWAAAE.
10. As of right now in my mind when I think of SWAAAE I only think of the two conferences that are held every year.
11. What I would want to see is more peer engagement and industry training.
12. Source for information and professional development.
13. SWAAAE and its membership are a resource for all. We provide and share our experiences for the professional development and assisting each other.
14. Good sessions at conferences and support for professional accreditation.
15. SWAAAE should be a resource to its members whether it be technical advice, friendship or advocacy.

<b>17. Airport Members - What type of airport do you work at?</b>	
Answer Choices	Responses
Commercial Service	4
Commercial Service Large Hub	13
Commercial Service Medium Hub	7
Commercial Service Small Hub	4
Commercial Service Nonhub	8
Commercial Service Nonprimary	2
General Aviation	11
General Aviation Reliever	10
Cargo Service	1
Unsure	4
<b>Answered</b>	<b>64</b>
<b>Skipped</b>	<b>18</b>

<b>18. Corporate Members - What type of business are you engaged in? (Select all that apply.)</b>	
Answer Choices	Responses
Aircraft Noise	4
Airport Administration	11
Airport GIS	8
Airport Land Use	8
Airport Planning	15
Airport Revenue	6
Architecture	5
Baggage / Cargo	5
Building Components	6
Business Development	7
Business Services	5
Consulting / Contracting	14
Engineering	9
Environmental Consulting	9
Equipment	5
Financing	4
Fuel Equipment	4
Furnishing / Fixtures	3
Ground Equipment	3
Ground Transportation	4
IT / Communications	3
Lobby / Public Areas	3
Maintenance Repair / Shop Equipment	5
Maintenance / Operation	9
Project / Construction Management	11
Runway / Taxiway / Ramp	10
Safety Equipment / Supplies	6
Security	5
Snow / Ice Control	1
Software	3
Sustainability	10
Transportation / Conveyance	6
<b>Answered</b>	<b>30</b>
<b>Skipped</b>	<b>52</b>

	<b>20. To protect the integrity of the survey, please provide your Employer/Organization name for authentication purposes only.</b>	
Phoenix		19
LA Area		10
Bay Area		11
Consultant		27
Central Valley		5
Reno		6
N/A		4
<b>Answered</b>		<b>82</b>

**21. Are you interested in becoming more involved as a volunteer leader in SWAAAE?**

Jacob Allen- jallen@coffmanassociates.com

At a level I can handle. (No name provided)

Clushbaugh@sandiego.gov

Definitely in the future, but right now I'm new to my position and have too much on my plate (Michelle Brantley mbrantley@flyontario.com 909-227-3055)

I am moving in that direction taking a leadership role in a committee this year. (Kenneth Moen kmoen@flycarsoncity.com 775-841-2255)

In retirement, I my goal is to continue as a resource and mentor (Robert Olislagers rolislagers@centennialairport.com 303-579-2721)

951) 691-7400- Diane Gonzalez

Would like to get more involved but would have a difficult time getting approval to do so by the principals of the firm. (Jeff Hensel, P.G. jhensel@eecenvironmental.com 714-667-2323)

Matt Nelson 831-915-0307 matt@adkexecutivesearch.com

Maybe if I've been a member longer I'd want to be more involved. For now I try to watch and learn.