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I. EXECUTIVE SUMMARY

A Plan for Our Future

The 21st century has already proven to be one of tremendous transformation for the aviation industry. We live in a rapidly evolving society that imposes itself not only on our everyday personal routines, but also in how the Charleston County Aviation Authority (“Authority”) conducts business. The Charleston International Airport (CHS) is a unique facility that is vital to our region’s economic health and connects Charleston with the rest of the world.

The process for developing the new Strategic Plan included the involvement of Authority employees as well as input from our stakeholders (airlines, rental cars, concessionaires, Customs and Border Patrol, Federal Aviation Administration ATC Tower, Transportation Security Administration, and Joint Base Charleston). In the process of developing the Strategic Plan, Authority employees created a new organizational vision along with a mission statement that defined the Authority’s strategic priorities to support the Plan. As a path to achieving our vision and mission, four key strategic priorities were identified:

- *Excellence in Airport Management*
- *Unparalleled Customer Service*
- *Strengthen the Airport’s Competitive Advantage*
- *Sustain and Enhance Passenger Air Service*

This strategic plan is a simple, yet critical document that captures the Authority’s mission, vision, and encapsulates a broad approach for achieving the Authority’s target goals over a five year period. The plan will evolve and grow in line with the evolution of economic and social environments and will become a living document.

Inside, you will find key strategies along with a precursor of key initiatives and efforts necessary for the Authority to achieve its strategic vision.
II. INTRODUCTION

Background

Historically airports have used the Airport Master Plan (AMP) as a strategic planning document. The AMP provides passenger activity forecasts and recommends facility improvements over a 20-year time frame to accommodate the projected activity levels for an airport. The airport also prepares and utilizes the FAA mandated 5-year Airport Capital Improvement Program (ACIP) which is updated on an annual basis. The ACIP only includes those projects that potentially qualify for federal grant funds and are included on the Airport Layout Plan. All remaining infrastructure improvements and other airport activities are considered as part of the Authority’s annual budget process.

Economic Impact

The overall economic impact of the CHS Complex which includes the airport and its tenants, the Charleston Air Force Base (CAFB), and Boeing, is extensive, not only in the number and diversity of jobs it sustains, but also in the billions of dollars it injects into the Charleston Tri-County Region (Berkeley, Charleston and Dorchester Counties).

The January 2015 economic impact study conducted by the Center for Business Research at the Charleston Metro Chamber of Commerce found that more than $1 billion flows into the Charleston region’s economy annually due to the jobs at the airport terminal and its tenant organizations, including those generated by visiting air travelers. The study also reported the aviation complex comprised by CHS, Boeing, and the U.S. Air Force generated a total of $13.8 billion annually and 51,000 local jobs in the Charleston Tri-County Region economy.

Purpose & Scope

The purpose for developing this Strategic Plan is to assist the Authority in defining its future and to provide those steps necessary to achieve the organization’s vision. By creating a framework that identifies key management, financial, and service objectives, and formulating the specific measurement criteria to achieve these, the Authority will be able to provide efficient and safe air travel to its customers while supporting its stakeholders.
III. MISSION AND VISION

Mission
The Authority’s mission is to establish a world-class airport committed to providing the best passenger experience while continuing our efforts in supporting economic development for our region and state.

Vision
To connect Charleston with the rest of the world.

IV. SUCCESS MEASURES AND KEY STRATEGIC INITIATIVES

Strategic Priority Overview

In order to achieve our strategic vision, the Authority will focus on the following four strategic priorities:

1. Excellence in Airport Management.
   The Authority and its employees will become stewards for the welfare of the general public and the Authority’s airports. The Authority will strive to lead the industry by operating with constant attention to the highest standards of safety and security, while managing the airport with great pride, efficiency, and cost-effectiveness. Authority employees will work tirelessly to develop and maintain outstanding collaborative relationships with our customers and stakeholders. Authority staff will work closely with neighboring communities to drive sustainable long-term economic growth for the benefit of the region. The Authority will focus on maximizing access and economic development through increased airport operations while minimizing environmental impacts.

2. Unparalleled Customer Service
   The Authority will identify the necessary steps needed to develop a Passenger Experience Program dedicated to enhancing the air travel experience for our passengers. From ticket counter to the gate our goal is to create a safe, convenient and comfortable environment to all of our travelers. By making the passenger experience a priority, the Authority will see positive results from improved customer satisfaction, positive publicity, greater stakeholder involvement and buy-in and increased net revenues. Whether business or pleasure we want the overall experience of anyone who visits our airport to be pleasant and enjoyable.
3. **Strengthen the Airport’s Competitive Advantage**
The Authority will strive to achieve financial sustainability by maximizing non-aeronautical revenue opportunities, maintaining a cost competitive environment for its customers and diversifying revenue sources to sustain airport growth for the future. The Authority will strive to offer mutually attractive business opportunities and outstanding value for airport customers and stakeholders. The Authority will protect and invest in the physical assets of the Authority’s three airports, CHS, Charleston Executive Airport (JZI) and Mount Pleasant Regional Airport (LRO), including facilities, land, technology and infrastructure. The Authority will foster efficient airport operational processes that lead to lower operating cost for airport users while expanding available services.

4. **Sustain and Enhance Passenger Air Service**
The Authority will continue to recognize and value the critical importance of commercial and general aviation for the Authority’s airports as well as other airport campus business partners such as Boeing, the U.S. Air Force, and Fixed Base Operators (FBOs) to support their presence and business expansions. At the same time, the Authority will work to sustain air service with existing air carriers at CHS and strive to enhance passenger air service by attracting new air carriers and increasing the number of non-stop flights to top market destinations. As one of our goals, the Authority will continue to promote CHS as the airport of choice within the Charleston region and the State of South Carolina.

V. **STRATEGIC PLAN**

Success measures and specific key initiatives are necessary to achieve the selected strategic priorities. These initiatives consist of the necessary activities that must be implemented in support of the Authority’s mission and vision. The following depicts the Authority’s Strategic Plan, the strategic priorities along with the success measures and associated key initiatives that will serve to guide future operations and development at the Authority.