

2016	2017	2018	2019
1. MAINTAIN A STRONG ORGANIZATION			
<i>1.1. Implement tools to create efficiencies</i>			
<ul style="list-style-type: none"> • Create “members only” portal and enhance e-commerce capabilities • Streamline and create standard processes to ensure maximum efficiencies attained 	<ul style="list-style-type: none"> • Implement customer management system to include integration with question and answer database • Institutionalize database manual documenting processes 	<ul style="list-style-type: none"> • Integrate question and answer database into customer management system • Enhance mobile access to association materials 	<ul style="list-style-type: none"> • Develop searchable online regulatory library
<i>1.2. Diversify and expand income sources</i>			
<ul style="list-style-type: none"> • Stabilize budget • Membership revenue: 60% • Non-Membership revenue: 40% 	<ul style="list-style-type: none"> • Membership revenue: 50% • Non-Membership revenue: 50% 	<ul style="list-style-type: none"> • Membership revenue: 40% • Non-Membership revenue: 60% 	<ul style="list-style-type: none"> • Membership revenue: 30% • Non-Membership revenue: 70%
<i>1.3. Develop strategic partnerships</i>			
<ul style="list-style-type: none"> • Institutionalize regular meetings with government, aviation and trade groups • Enhance and expand relationships with non-aviation groups (e.g., STEM, NAM) 	<ul style="list-style-type: none"> • Expand scope of publication partnerships (e.g., AIN, ATW) • Formalize aviation regulatory coalition to address and respond to industry needs 	<ul style="list-style-type: none"> • Develop relationship with FAA to streamline IA approval process • Develop partnership with A4A to engage airlines 	<ul style="list-style-type: none"> • Build working relationship with labor organizations
<i>1.4. Maintain a consistent international presence</i>			
<ul style="list-style-type: none"> • Institutionalize ICAO involvement (i.e., obtain observer status) • Expand contacts in database (e.g., regulators, IFOs, media) • Expand regulatory representation at ARSA annual meetings 	<ul style="list-style-type: none"> • Expand speaking opportunities (i.e., MRO Europe/Asia) • Expand media partnerships • Develop repair station publication (e.g., FAA supplement for EU-based repair station) 	<ul style="list-style-type: none"> • Increase board representation • Develop publication to aid application for foreign certificates • Pursue opportunities to engage with international legislative bodies 	<ul style="list-style-type: none"> • Partner with international trade association or aviation group to hosting industry event • Develop presence in Europe to influence EASA regulatory process
<i>1.5. Maintain members that establish broad industry representation</i>			
<ul style="list-style-type: none"> • Unveil membership campaign • Expand database contacts for each member • Increase membership retention • Build member benefit package 	<ul style="list-style-type: none"> • Establish corporate profiles to ensure inclusion of all wholly-owned subsidiaries • Increase membership recruitment rate 	<ul style="list-style-type: none"> • Verify and improve corporate member profiles • Increase FAA certificate holder market share 	<ul style="list-style-type: none"> • Increase international membership • Increase EASA certificate holder market share

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2. STRENGTHEN ADVOCACY TOOLS, RESOURCES AND RELATIONSHIPS			
<i>2.1. Shape and harmonize global aviation regulatory policy and promote uniform application</i>			
<ul style="list-style-type: none"> Develop framework for repair station certification prioritization 	<ul style="list-style-type: none"> Develop Q&A standardization initiative in furtherance of CRI-ARC recommendations 	<ul style="list-style-type: none"> More aggressively promote bilateral relationships 	<ul style="list-style-type: none"> More aggressively promote bilateral relationships
<i>2.2. Shape legislation and develop strong grassroots network to support free and fair commerce</i>			
<ul style="list-style-type: none"> Solicit \$8K in PAC support Plan six member facility visits Engage lawmakers to further FAA reauthorization priorities Host industry fundraiser for congressional “champion” 	<ul style="list-style-type: none"> Solicit \$10K in PAC support Ensure proper enactment of FAA reauthorization priorities Plan eight member facility visits Initiate pro-active legislative campaign on key issue 	<ul style="list-style-type: none"> Solicit \$12K in PAC support Monitor implementation of next FAA authorization law Plan 10 member facility visits. Host industry fundraiser for congressional “champion” Enact pro-active legislation on key issue 	<ul style="list-style-type: none"> Solicit \$15K in PAC support Plan 10 member facility visits
<i>2.3. Create a positive public perception</i>			
<ul style="list-style-type: none"> Identify and expand relationships with international media Target external communications by utilizing “contact type” in member database Test new multi-media tools for communications/marketing (e.g., videos, graphics). 	<ul style="list-style-type: none"> Develop comprehensive and on-going economic database on MRO industry Provide regular bulletins and issue-specific alerts to targeted audiences Pitch maintenance coverage in in-flight magazine 	<ul style="list-style-type: none"> Expand media outreach into broadcast; establish relationship for “expert commentary” on aviation and regulatory-related issues Pitch “You Can’t Fly Without Us” (or similar content) for use on in-flight video system 	<ul style="list-style-type: none"> Develop interactive tool to promote careers in aviation maintenance

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3. MAINTAIN STRONG MEMBERSHIP SERVICES			
<i>3.1. Provide networking opportunities</i>			
<ul style="list-style-type: none"> • Increase exhibitor and sponsorship revenues • Break even on SLC • Hold industry roundtable in conjunction with MRO America meeting 	<ul style="list-style-type: none"> • Increase exhibitor and sponsorship revenues • Make profit on SLC • Add more robust legislative SLC component • Hold regional meetings • Institutionalize MRO America meeting and add MRO Europe 	<ul style="list-style-type: none"> • Increase exhibitor and sponsorship revenues • Institutionalize more robust legislative SLC component • Institutionalize regional meetings • Continue MRO meetings and add MRO Asia 	<ul style="list-style-type: none"> • Increase exhibitor and sponsorship revenues • Seek long-term, “title sponsor” relationship with major media or aviation business group
<i>3.2. Provide goods and services to members</i>			
<ul style="list-style-type: none"> • Evaluate preferred provider relationships and identify one new opportunity • Make Aerojobs.com a viable income stream 	<ul style="list-style-type: none"> • Develop one new preferred provider relationship • Increase revenues from current preferred provider through marketing or program improvements 	<ul style="list-style-type: none"> • Develop one new preferred provider relationship • Increase revenues from current preferred provider through marketing or program improvements 	<ul style="list-style-type: none"> • Develop one new preferred provider relationship • Increase revenues from current preferred provider through marketing or program improvements
<i>3.3. Provide knowledge and publications to assist with regulatory compliance</i>			
<ul style="list-style-type: none"> • Create and maintain “Ask ARSA First” for members only • Enhance ACs on air carrier and maintenance provider relations 	<ul style="list-style-type: none"> • Develop international repair station publication (e.g., FAA supplement for EU-based repair station) 	<ul style="list-style-type: none"> • Develop publication to aid application for foreign certificates 	<ul style="list-style-type: none"> • Develop publication to aid application for foreign certificates
<i>3.4. Provide training to support workforce development</i>			
<ul style="list-style-type: none"> • Institutionalize online training procedures • Build training library 	<ul style="list-style-type: none"> • Develop and implement marketing strategy to maximize exposure 	<ul style="list-style-type: none"> • Reevaluate online training platform and update distribution channels 	<ul style="list-style-type: none"> • Build and market ARSA professional certification programs