



OPERATIONAL PLAN
Guidelines for Officers and Directors

International Aerobatic Club, Inc.
A Division of the Experimental Aircraft Association

Approved by: Board of Directors

March 2010

IAC FY2010 Operational Plan

This plan was reviewed and approved by the IAC Board of Directors at the spring meeting 26-27 March 2010 in Dallas, Texas.

Our Vision

To be the most passionate and engaged community of aerobatic enthusiasts

Our Mission

To share the Spirit of Aviation and the Art of Aerobatic Flight

Core Strategies

To support and enable the IAC community, encouraging all members to share the passion and spirit of aerobatic flight by:

- Delivering resources that enhance participation
- Providing safety and training materials covering the aerobatic envelope
- Providing reasons to fly aerobatics and opportunities for enthusiasts to participate
- Sharing our knowledge and passion with the entire EAA community
- Supporting the expanded EAA membership in a manner that earns us the reputation of being “Stick and Rudder Experts”

Value Proposition / Brand Promise

IAC offers the fun and camaraderie of sharing the passion for aerobatics. The benefits of membership in IAC are:

- Social and Emotional – sharing the spirit of aviation and the art of aerobatic flight by participating in the IAC community
- Functional – tools and resources to get the most from your passion for aerobatic flight
- Functional – a non-competitive environment to rate and improve aerobatic skills
- Functional – a local, national and international system of competitive aerobatic flight.

As a result, being part of IAC means accessing the collective passion, knowledge and experience of aerobatic enthusiasts worldwide.

The Marketplace

Our members and prospective members are concentrated into four market segments:

- Craftsman of Aerobatic Aircraft
- Aerobatic Enthusiasts
- Recreational Aerobatic Pilots
- Competition Aerobatic Pilots

The common interest of these segments is the enjoyment of participating in the expanded flight envelope that is the art of aerobatics.

The IAC recognizes that participation is much broader than pilots flying aerobatics. Therefore the IAC will focus its assets, energies, and resources in support of local activities that allow the greatest amount of participation for aerobatic enthusiasts and pilots alike.

The IAC also recognizes that for some, the art of aerobatics is a way of life whose level of activity will vary throughout their lifetime. While often pursued on an individual basis, it is also an activity that embraces fellowship, cooperation and sharing among participants.

Organizational Goals

1. **Safety** – Due to the nature of aerobatic flight, a focus on safety in all aspects of our flying activities is critical. The organization and all members must strive to provide for a safe environment from which to fly aerobatics.
2. **An Engaged and Growing Membership** – Participation and engagement in IAC leads to new members and satisfied members. Members must find value in IAC's offerings and activities. This is the key to increasing participation and engagement, and ultimately, growing the membership community.
3. **Efficient and Effective Operations** – The organization needs to work better on the inside in order to meet high standards of service and delivery to its membership. It is important for the IAC to efficiently work within the structure of the EAA wherever possible to allow the EAA to maximize efficiencies and to allow for IAC to gain the greatest amount of support possible at the most efficient cost.
4. **Financial Health and Vitality** – Financial well-being is required for the organization to properly serve its members, take advantage of opportunities, and to fulfill its mission. IAC has targeted the following results and criteria to ensure its financial health:
 - Net operating margins in the 3% range
 - A strong balance sheet, with appropriate reserve resources.

One-Year Operating Plan

The purpose of the Operating Plan is to provide a written guideline for the officers, directors, and staff of the IAC to follow. It informs the members of the current direction and efforts of the organization. Further, it gives members a basis from which to evaluate the leadership of the club.

Major Initiatives

Organizational Restructuring

Organizational restructuring is necessary because too much of the IAC work load is placed on too few individuals while at the same time too few responsibilities are placed on other elected officers and directors. In the long run this will create large problems if people refuse to volunteer for key positions due to the excessive time requirements and others run for offices knowing little work is expected of them.

Further, about 7 years ago the IAC suffered a large deficiency in its budget causing a reduction of internal staff from three individuals to one. This then concentrated a large amount of work on the president and the general manager. Although the organization has continued to function strongly up to this point, it only does so with too large a risk.

Most recently the club suffered from the loss of its president and general manager at approximately the same time. This event clearly demonstrated the danger to the long term health of the IAC when it places too much work and operational knowledge in too few key positions. In order to provide for more involvement and a greater base of IAC operational knowledge the following initiatives will be taken:

- The president will remain accountable to the Board of Directors for all club activities.
- The president of the IAC will take on a greater overview role of the organization relying to a much greater degree on the efforts of the officers, directors, committee chairman, and the general manager.
- Committee chairman will be held accountable to prepare committee plans that work within the guidelines of this operational plan and its financial budgets. The committees will be the working components of the IAC.
- Elected directors will be assigned, by the president, to sit on one or more of the IAC committees for the purpose of supporting those committees and to ensure they are functioning within the guidelines of the approved operational plan and its financial budget.
- Appointed directors may from time to time be asked to assist committee chairmen.

- The committee chairman, supported by the assigned director, will provide a written report to the board, prior to each board meeting, informing the board of its activities during the previous reporting period.
- The IAC secretary will be responsible for ensuring these reports are prepared prior to and included in the minutes of the board of directors meeting.
- The IAC treasurer will be responsible for ensuring the committee's spending is within the guidelines of the financial budget.
- The vice president will be responsible for ensuring the committee's efforts and objectives are within the guidelines of the operational plan and report any discrepancies to the president.
- The general manager will be responsible for providing day to day support to the committees.
- The president will be responsible for ensuring the committee chairman and their assigned directors are effective in their roles.

When these actions are completed, the IAC will have a more evenly spread work load on its volunteers and a wider base of operational knowledge across its membership. The committees will be functioning under an approved operational plan and within approved budgetary guidelines. PLEASE NOTE: These objectives do not modify in any way the Articles of Incorporation, By-Laws, or Policies and Procedures of the IAC. If conflict occurs the previously named documents take precedence.

Safety Committee

Chair: Stan Burks

The Safety Committee will begin a complete review of the procedures the IAC uses in all of its flying activities with the purpose of:

- Ensuring up to date procedures are in place for all important aspects of safe flying operations.
- The procedures are available on the Internet to all aerobatic enthusiasts and not just IAC members.
- All IAC systems are designed and or modified to ensure they provide the highest degree of safety to all pilots.

Further, by the request of members and as a result of increasing accidents in the aerobatic arena, the Safety Committee is charged with the task of developing and implementing a system of data sharing between all pilots and aerobatic enthusiasts world wide. The intent of this database will be to provide the information necessary to minimize accidents, injury and death associated with the art of aerobatics.

Membership Development Committee

Chair: Doug McConnell

Underlying our broad approach to membership development is the simple equation:

$$\text{Engagement \& Participation} = \text{Membership}$$

At every level, our goal is to generate deeper engagement and increased participation in the IAC programs.

- 1) Achieve IAC's plans for Membership recruitment and retention.
- 2) Position IAC for sustainable membership growth in the future.

The following key objectives are designed to support these goals:

- Develop and implement a more systematic approach to the management of Member Value, including processes for improved gathering and use of data, and execution of detailed plans for IAC publications, membership recruitment, and membership retention.
- Develop the community of IAC, online and offline, with a focus on IAC Chapters and the implementation of an initial phase of online community.
- Effective management of all membership programs – meeting goals for operation, participation, and revenues from our operating areas of Publications, Membership Services, Regional Competitions, National Competition, Judges Schools, etc.

Integration With EAA and EAA Divisions

At times the EAA and IAC have not worked as close together as may have been possible. This in part has been the result of a lack of operational planning on both sides that identifies the areas where mutual support will enhance both operations.

The executive committee, working alongside the EAA, will be responsible for developing an operating plan each year that identifies actions to be taken that provide for mutual support between the EAA and the IAC for the benefit of all members.

Chapters

The IAC needs to recognize the importance of having well run and active chapters. An increased effort to integrate chapter activities into the publications, printed and electronic, needs to be made. Further a much greater leadership role needs to be taken by regional directors in supporting the efforts of the chapters.

IAC Branding

With the increasing efforts in safety, membership, and activities worldwide, it is important the IAC continues to develop its strong brand worldwide. This effort must take place not only in merchandising but also in publications, contests, chapter activities and in all other associated activities.

FY 2011 OPERATIONAL ACTIVITIES

EAA / IAC Integration

It is important that the IAC and EAA discuss and agree on their coordination efforts. This year there are several areas where the operational integration between the EAA and IAC are important. They include:

- AirVenture 2010
- Young Eagles Program
- "In The Loop", IAC's e-newsletter and other internet functions
- Administrative procedures

AirVenture 2010

The addition of the Vicki Cruse Pavilion needs to be completed prior to AirVenture 2010. The IAC has set aside the funds of \$7,500 to complete this addition. The balance of the funding is being provided by the EAA and/ or through its supporters. This will be an outdoors addition and the main purpose of this addition will be for presentations.

With safety being our highest priority, the IAC desires to conduct a series of lectures that involve the art of aerobatics but stress "safety first". Also due to the importance of bringing young people into the world of aviation, a series of lectures on "glider operations and aerobatics" will be presented. The connection here is the ability of young people to enter gliders much earlier than powered aircraft.

IAC is celebrating its 40th year. This is a great opportunity to promote the IAC and due to the location of the IAC building on Aeroshell Square, the IAC will work to hold "Meet and Greet" events with air show performers which are past or current IAC members.

The IAC would like to have an annual slot at AirVenture for our glider and power National Aerobatic Champions. This is the best opportunity of the year for the IAC/EAA to boast about their relationship and explain the division.

Young Eagles Program

IAC Chapters have shown a continued interest in how to support this EAA initiative. Plans here need to be developed with EAA input.

“In The Loop”, IAC’s E-newsletter

This activity relies a good deal on the infrastructure put in place by the EAA. The IAC committees will work with the EAA to utilize the structure set up by EAA whenever possible. By working with the EAA and other divisions, the IAC will be able to extend its reach from a membership base of about 4,000 to a membership base in excess of 200,000.

The IAC will work within the guidelines of EAA Advertising while the new methods of advertising revenue are being developed.

The IAC committee will work with the EAA to develop integrated internet presence that will support both operations.

Administrative Procedures

In order for the EAA and IAC Operational Plans to be moving together, it is important the senior staff of both organizations meet bi-annually for a review of those plans. Once the IAC fully develops an operational plan, the president will contact the EAA president to establish this schedule.

The IAC recognizes the difficulty of its general manager having to support two managers; the IAC President and the EAA President. To minimize this conflict, the administrative procedures of the IAC general manager will be brought as close as possible to the standards set for all divisions. The IAC will be looking forward to a standard being set. The EAA Special Interest Committee should develop the standard this year.

PROGRAM & COMMITTEE OPERATIONAL PLANS

Achievement Awards

Chair: Lorrie Penner

Aerobatic Instruction

Chair: Rich Stowell

Award

Chair: Allyson Parker-Lauck

SPRING 2010. The Board of Directors gave guidance to the president to present an appropriate award to Mike Heuer for his extraordinary length of service (37 years) to the IAC. This award is to be presented at the dedication of the Cruse Pavilion at AirVenture 2010.

Responsible Party: Doug Bartlett

Complete by: AirVenture 2010

CIVA Relations

Chair: Mike Heuer

SPRING 2010. The Board of Directors requested a review of the positions of CIVA Delegate, Alternate Delegate, and 2nd Alternate Delegate in order to determine the best candidates for these positions. Specifically, the board wants to review the impact Mike Heuer's position as CIVA President with regards to his position as IAC's CIVA Delegate.

Responsible Party: Debbie Rihn-Harvey

Complete by: FALL 2010 Board of Director's Meeting

Collegiate Program

Chair: Charlie Rodriquez

Computer Scoring

Chair: Bob Buckley

Contest Sanctioning

Chair: Doug Bartlett

There are no changes planned for contest sanctioning in FY2011

Glider

Chair: Klein Gilhausen

Executive Committee

Chair: Doug Bartlett

Currently the Policies and Procedures for the IAC are not up to date and easily available for member review. The IAC secretary working with the general manager are assigned the task of updating the P & P's as approved by the board and listing them correctly on the web site

Responsible Party: Allyson Parker-Lauck

Complete by: AirVenture 2010

Government Relations

Chair: Doug Bartlett

The updated revisions to Chapter 48 were published in January of 2010. Along with that publication, the new environmental publications were released. These publications need to be linked to the IAC website with given instructions, tips and examples on how to be completed. The IAC website needs to provide the IAC members AND the FAA with guidance and contacts.

Responsible party: Doug Bartlett

Complete by: Fall board meeting 2010

The FAA and the IAC are both monitoring the activities of the new environmental application process for waivers. Jeff Weller and Doug Bartlett are looking to collect responses from applicants. The FAA has the lead on this no time table has been set.

The IAC is in the process of petitioning the IAC for a waiver on air show flight requirements to obtain a Low Level Waiver. The request asks the FAA to recognize certain pilots as determined by the IAC Board to be eligible to use IAC competition experience in lieu of air show experience to obtain a 250 foot card.

Responsible party: Hubie Tolson

Complete by: Fall board meeting 2010

Hall of Fame

Chair: Dave Lammers

The Board of Directors has asked the chairman to review the criteria for Hall of Fame selections with regards to candidates past support of the IAC. A report is requested for the fall board meeting in 2010. There is a concern that airshow pilots (ICAS members) may be receiving a greater consideration than IAC members for this award.

Responsible party: Dave Lammers

Complete by: Fall Board of Director's Meeting 2010

Judges - Certification Schools

Chair: Greg Dungan

The board of directors considers the shortage of IAC judges to be critical. The board is requesting the chairman to determine steps that can be taken to rapidly qualify as many Advance and Unlimited pilots with 5 years of experience in either category as judges for the 2010 competition season. The chairman is asked to provide his findings and recommendations to the board that will convene a special teleconference on or about May 4, 2010 for this purpose.

Responsible party: Greg Dungan

Complete by: May 4, 2010

The IAC currently holds judges schools throughout the United States that are sponsored by local chapters. The IAC recognizes the quality of what is taught at these schools is good. The time and cost of attending one of the judge's schools is prohibitive to some members and may be a contributing factor resulting in a shortage of judges. For this reason the chairman is being tasked by the board of directors to present a plan that will provide for a WEBINAR Judges School (or other internet based school) as-soon-as-possible. This review needs to consider revenues and costs associated with the on-line courses.

Responsible Party: Greg Dungan

Complete by: May 1, 2010

Membership

Chair: Doug McConnell

Identified in report above.

Nominations

Chair: Ann Salcedo

There are no changes planned for nominations in FY2011

Rules

Chair: Brian Howard

There are no guideline changes for Rules at this time.

Safety

Chair: Stan Burks

Currently there are no formal requirements for a competition pilot to move up in categories. The board has requested the committee to review what other aerobatic organizations are doing in this area and forward any recommendations to the board prior to the fall meeting.

Responsible party: Stan Burks

Complete by: Fall Board Meeting 2010

Sequence Committee

Chair: Brian Howard

The chairman is being asked to review and make recommendations on the following board proposals.

- Approve a sportsman known sequence for a 2 to 3 year period.
- Release the next proposed sportsman known sequence at least one sequence cycle ahead of time.
- Limit the spin in the sportsman sequence to a one turn spin or remove it altogether.

Responsible party: Brian Howard

Complete by: Fall Board Meeting 2010