

Florida Department of Transportation

Prepared for the Office of Aviation
and Spaceports

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Purpose of the Guidebook

The Florida Department of Transportation (FDOT) developed the Florida General Aviation Airport Business Plan Guidebook and associated materials for use in educating and informing individuals who are involved with developing business plans for general aviation airports in Florida. The Guidebook will also assist local governments and airport sponsors in forming mutually beneficial partnerships. The ultimate goal of a business plan is to assist an airport in achieving or improving its financial self-sufficiency. When preparing a business plan, the entity completing the business plan should utilize the Guidebook as a tool for developing an implementable business plan that assists the airport in reaching its goals.



Coordination and Methodology

To assist in the development of the Guidebook, a Technical Advisory Committee (TAC) was created from members of general aviation airports in Florida to provide input throughout its development. Additionally, stakeholder interviews were conducted with a range of airport and aviation professionals to gather specific information related to airport business planning at Florida's general aviation airports. Information gathering meetings were also held in each of the nine Continuing Florida Aviation System Planning Process (CFASPP) regions throughout the state. These meetings were used to gain input and collect feedback from all airports regarding challenges, opportunities, and suggestions for the development of the Guidebook. The Guidebook was developed to complement existing resources that have been developed by both FDOT and the federal government. These resources include ACRP Report 77, the FDOT Guidebook for Airport Master Planning, and applicable Florida Administrative Codes and Statutes.

To Obtain a Copy

To obtain an electronic version of the General Aviation Airport Business Plan Guidebook, please visit the FDOT Aviation and Spaceports Office's website <http://www.dot.state.fl.us/aviation/> and select Documents & Publications from the Office Resources section.

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PRIMER
TO THE
FLORIDA

GENERAL AVIATION AIRPORT

BUSINESS PLAN
GUIDEBOOK



Florida General Aviation Airport Business Plan Guidebook

Why is a Business Plan Needed?

In its most basic form, a general aviation airport business plan is a document that lays out the goals and objectives of the airport sponsor and a corresponding action plan to help airports:

- Generate more revenue
- Reduce expenses
- Secure additional capital funding
- Rely less (or not at all) on subsidies
- Create more jobs

Coordination

When developing a business plan, involving stakeholders in the process is the best way to garner support for the implementation of the plan. Potential stakeholders include:

- Airport management and staff
- Tenants
- Local Economic Development Council
- Local Residents
- Florida Department of Transportation
- Additional stakeholders identified in the Guidebook

Best Management Practices

The best management practices (BMPs) are activities and/or processes that have been developed over time to assist, and in some instances, guide in the development and implementation of an airport business plan. The Guidebook identifies nine BMPs to assist airports in developing business plans. In the Guidebook, each BMP is presented with reference documents and “Things to Think About.”

- BMP #1: Support Statewide Freight and Logistics
- BMP #2: Establish Fair Market Value for Non-Aviation Related Properties
- BMP #3: Strengthen Lease Capabilities
- BMP #4: Be Consistent with the Airport Master Plan and Related Planning Documents
- BMP #5: Improve Airport Operations and Management
- BMP #6: Increase Local Support
- BMP #7: Improve Implementation of the Business Plan
- BMP #8: Develop Compatible Land Uses at Airports
- BMP #9: Project Funding Sources and Strategies

Differences between a Business Plan, Master Plan, and Strategic Plan



There are generally three documents used by airports to drive growth: business plans, master plans, and strategic plans. These three documents, while related, each serve a specific purpose for an airport. The Guidebook helps users understand how these documents, when developed in concert with each other, can be used to effectively promote the goals of an airport.



Analysis

The Analysis phase introduces business plan components that every airport should consider including in their business plan. This includes how to develop a project team, determining the purpose and desired outcome of the project; review of existing plans and policies that could affect an airport; coordination with local government; data collection and existing conditions; developing a vision, mission, and values; a needs determination; the airport situation; and public involvement.

Business Plan Development

The Business Plan Development phase takes the data and information from the Analysis phase and uses it to develop a set of goals and objectives for an airport. The goals and objectives are developed using a strengths, weaknesses, opportunities, and threats (SWOT) analysis. The SWOT analysis determines factors that are either positive or negative for an airport, and uses these factors to develop the goals and objectives of the business plan. Ideally, the goals and objectives will be used to capitalize on positive factors and minimize negative factors identified during the SWOT analysis. Goals are statements that identify desired long-term results or outcomes which help the airport attain its mission and vision. Once the goals have been identified and a framework has been set, objectives that define specific short-term steps to realize each identified goal are developed. The goals and objectives form the connection between an airport’s vision and the implementation.

Implementation

The Implementation phase is used to carry out the goals and objectives developed in the Business Plan Development phase. This phase provides information on developing an action plan, budget, marketing plan, updates and maintenance of a business plan, performance measures, and funding strategies. Of these, the action plan directs the overall implementation of a business plan. Generally, the action plan answers the following questions:

- What action(s) are necessary for an objective to be accomplished?
- Who on the project team or identified outside resource will be responsible for specific objectives?
- What resources are needed for the objective to be achieved?
- When (timeframe) does the objective need to be concluded?

General Aviation Airport Business Planning

The Guidebook provides detailed information on how a business plan should be developed. As described, there are three distinct phases of a business plan: Analysis, Business Plan Development, and Implementation. Together, these phases provide the framework for the development and implementation of a business plan.

