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\*Please Note:

Orlando Country changed to Orlando/Apopka Country Airport  
Avon Park changed to Avon Park Executive Airport  
Kay Larkin changed to Palatka Municipal-LT Kay Larkin Field  
Panama City changed to Panama City-Bay County International Airport  
Orlando Executive changed to Executive Airport

### 2.9.6.1: Revalidate/Revisit Goals and Objectives for Florida Airports

Early in the process of developing the FASP, written and verbal inputs were collected from the users, sponsors, and operators of Florida's airports, and a vision for Florida's system of public-use airports was drafted. Those inputs were condensed and collated into seven goals, listed below, which were to be used to help Florida fulfill its vision for the airport system and to direct the strategic planning process. A series of benchmarks for each goal was also developed. These benchmarks were to be used to determine how well the Florida airport system was meeting each of the seven goals established for the system.

**GOAL 1 – CAPACITY:** Provide a diversified system of airports that is capable of meeting user demands by providing convenient air travel.

Most of Florida's larger airports have strategic initiatives focused on attracting additional aviation related activity. Review of published strategic plans and interviews with airport personnel indicate that system airports have goals to increase their domestic passenger flights, their international passenger service, and the volume of air cargo activity they serve annually. System airports recognize increasing their scheduled commercial airline service and their air cargo activity is important to sustaining and growing not only their transportation roles but also their roles as essential economic catalysts for the communities they serve and the State as a whole. To accommodate airport specific objectives related to increasing aviation demand, system airports have identified a wide variety of airfield, terminal, parking, aircraft apron, and ground access projects that are required to meet envisioned demand levels. Strategic initiatives that are underway or that have been outlined for Florida's larger airports are consistent with the FASP 2000 goal of providing a system of airports that is capable of meeting all facets of user demand, both now and in the future

**GOAL 2 - GROUND ACCESS:** Provide an airport system that provides ease of access from the ground.

Most of Florida's airports that have ongoing strategic planning initiatives recognize the importance of providing an integrated system of ground access that supports air transportation services. Several airports have initiatives underway to improve or to provide intermodal access opportunities. Other airports have plans to increase their accessibility by providing or improving their interface for the exchange of air cargo from the air to the ground access mode. Strategic plans that have been put in place for larger airports in the Florida airport system are consistent with and supportive of the FASP goal for providing a system of airports that is readily accessible from the ground.

**GOAL 3 - AIR ACCESS:** Provide an airport system that is accessible from the air by working with the FAA.

Most of Florida's larger airports that have their own airport-specific strategic planning initiatives underway have already been equipped with the most sophisticated approaches and NAVAIDS that are currently available. Consequently, air access while important to these system airports, is not a top priority in ongoing strategic planning initiatives. The planning initiatives of larger airports in the Florida system are uniform, however, in their support of FAA improvement to airspace and airways in, to and from Florida. Airport-specific strategic plans recognize the need for airports in the Florida system to work with FAA to address airspace constraints, which have the potential to limit the growth of aviation in Florida.

**GOAL 4 – COMPATIBILITY:** Provide a system of airports that is reasonably compatible and balanced with the economic, human, and natural environment and issues.

Almost all airport-specific strategic planning initiatives that are underway in Florida recognize that if airports in the system are to continue to operate and to expand, steps to protect the airports from encroachment (which is incompatible with the airports) is essential. Airports in the State, as part of their strategic plans, are working with surrounding communities to increase awareness and to heighten community acceptance and understanding. As part of individual strategic planning initiatives, airports are working to educate the public concerning the vital economic role that they play. Developing public education and awareness programs on the individual airport level is consistent with and support is the goals of FASP 2000. On-going airport strategic plans are also working to protect airports through appropriate land use controls and through various types of zoning, including height zoning that is based on FAA guideline contained in FAR Part 77. Successful programs for protecting aviation resources on the individual airport level may serve as a model for action items contained in FASP 2000.

**GOAL 5 – SAFETY:** Provide a system of airports that can operate efficiently and safely.

Strategic planning initiatives underway at airports throughout Florida recognize that safety is the number one FAA priority for all airports. Because of their size and applicable FAA regulations, Florida larger system airports are already among the safest in the world. As part of their strategic plans, system airports do recognize that a constant vigil is required so that airport security and safety is not compromised.

Airports in Florida as part of their own planning efforts, recognize that staying abreast of the most current Part 139 requirements is important to their continued operating safety. Strategic plans being developed by individual airports in the Florida Airport System are consistent the FASP 2000 goal of providing an airport system that can operate efficiently and safely.

**GOAL 6 - FINANCIALLY SOUND:** Provide a system of airports whose financial integrity is strong and supportive of the State's economy.

Financial goals that are compatible with those of FASP 2000 are a key part of on-going strategic plans at system airports. Most of the larger airports in the Florida system have specific goals targeted at making their operations more cost effective, thereby lowering user fees and airport rates and charges. Individual strategic plans call of airports call for fiscal responsibility by identifying development plans which are within the airport's ability to implement from a financial perspective. System airports are planning to increase their revenue generating capabilities in an effort to reduce their need to borrow money. To become more financially self-sufficient, many airport specific strategic plans call for system airports to pursue more effective means for marketing and developing both their aviation and their non-aviation related properties. From review of existing strategic plans and airport interviews that were conducted as part of the first phase of the FASP 2000 Strategic Plan, it appears that all airport specific strategic planning efforts are well aligned with this FASP goal.

**GOAL 7 - WELL PLANNED:** Provide a system of airports that is well planned.

Airports in the Florida system recognize the need to have coordinated, current long range plans. In their strategic plans, system airports highlight the need to identify major development projects well into the future and to take an integrated approach to planning for their approval, funding, and development. A key element of most airport specific strategic plans is the recognition that airports in Florida's metropolitan areas function as a "system" and as such a comprehensive approach must be identified and followed to maximize the role that each airport plays in the system. Strategic plans for Florida's airports highlight the need to regularly update long-range plans. Strategic planning initiatives that are completed or underway for airports in the Florida system are compatible with and supportive of the FASP 2000 goal for a well planned airport system. In summary, with a vision for the Florida Airport System established and goals to reach this vision identified, the next phase of the Strategic

Plan will use the benchmarks identified in Phase I to evaluate Florida’s existing airport system and to identify its current adequacies and deficiencies.

Unfortunately, the terrorist attacks of September 11, 2001 forced a complete reevaluation of the goals and priorities established for the system. In response, an intensive consensus building process was undertaken to draw from system stakeholders the elements to build a strategic plan that would become part of the FASP. That effort included three workshops officiated by professional facilitators well practiced in the art of crafting strategic plans. The first statewide workshop dealt with the mission and goals of Florida aviation; the contributions aviation makes to Florida’s economy, quality of life, and transportation system; and the challenges and opportunities facing Florida aviation now and in the foreseeable future. The purpose of the second statewide workshop was to develop strategies and short-term objectives related to the goals and mission formulated at the first Workshop. The second workshop also provided input to FDOT on a tool under development for determining how airport infrastructure and other airport characteristics relate to aviation services. The third workshop provided feedback to FDOT on various documents developed for FASP 2004, formulated performance indicators and other measurements for assessing goal achievement, and developed strategies for incorporating aviation needs and concerns into related planning initiatives in FDOT and beyond. During the course of the three workshops, deliberations and conclusions of the stakeholders were discussed at three rounds of CFASPP meetings. The strategic planning effort resulted in the following goals, objectives, strategies, and measurements:

<b>Framework for Strategic Planning</b>			
<b>Goal</b>	<b>Objective</b>	<b>Strategy</b>	<b>Measures</b>
1. Provide efficient, safe, and convenient service to Florida’s citizens, businesses, and visitors. One group said airport infrastructure should also address the parking, terminal capacity, and other issues.	1.1. Expand or raise the service-delivery capabilities of public-use airports with unmet demand for aviation services.	1.1.1. Identify public-use airports with unmet service demands and give funding consideration to projects that will enhance the service-delivery capabilities of these airports while balancing costs and benefits and addressing operational capacity, terminal capacity, and other landside and/or airside capacity issues.	1.1.1.1. The number of public-use airports forecasted to have a demand/capacity ratio greater than 80% by 2024.  1.1.1.2. The number of public-use airports that currently have a demand/capacity ratio greater than 60%.  1.1.1.3. The number of airports with runway pavement in fair or poor condition, as reported in FDOT’s Pavement Management Program (PMP) as defined by the PCI index.
		1.1.2. Assess airport accessibility statewide, identify any gaps, and work	1.1.2.1 The percentage of major access roads to public airports that are at or below a level

<b>Framework for Strategic Planning</b>			
<b>Goal</b>	<b>Objective</b>	<b>Strategy</b>	<b>Measures</b>
		to maintain or improve accessibility as appropriate.	of service "D."  1.1.2.2 The percentage of public airports with any major access roads at or below a level of service "D."
2. Contribute to economic growth and competitiveness while remaining sensitive to Florida's natural environment.	2.1. Use aviation assets to bring new companies to Florida and expand employment at existing companies.	2.1.1. Give funding consideration to projects that maintain, improve, or expand the availability of services especially important to each regional economy.	2.1.1.1. For each CFASPP region and the state as a whole, determine the number of jobs that are associated with or depend on aviation services.  2.1.1.2. On an annual basis for each CFASPP region and the state as a whole, the number of new jobs, especially high-tech jobs that are associated with annual state investments in aviation facilities or aviation related projects.  2.1.1.3 Acres of environmentally sensitive land affected by airport development.  2.1.1.4. Economic impact of environmental mitigation.
		2.1.2. Give funding consideration to aviation projects directly connected to the expansion or recruitment of business and industry.	2.1.2.1. Number of business start-ups, expansions, and relocations associated with aviation services and facilities.  2.1.2.2. Measure demand for international, business, and tourism travel, and air cargo on a statewide basis and within each CFASPP region.

<b>Framework for Strategic Planning</b>			
<b>Goal</b>	<b>Objective</b>	<b>Strategy</b>	<b>Measures</b>
3. Support and enhance the position of leadership and prominence held by Florida's aviation industry.	3.1. Protect and preserve Florida's existing public-use airports.	3.1.1. Codification in rule or law the requirement in FDOT grants that state monies must be repaid in full by the controlling local governments if they subsequently terminate airport operations.	
		3.1.2. Give funding consideration to airport infrastructure projects that will move public-use airports to self-sufficiency.	3.1.2.1. The number of airports that have moved toward profitability as a result of FDOT grants.
		3.1.3. Identify and monitor public-use Community Airports that are threatened by urbanization.	3.1.3.1. Identify land uses that adversely affect public use airports' operational status.
	3.2. Over time, evaluate and refine the aviation strategic planning framework.	3.2.1. Use the aviation strategic plan to address, frame, and coordinate other aviation planning activities in Florida, such as Florida's Transportation Plan, the Strategic Intermodal System (SIS) Plan, the Statewide Intermodal Transportation Advisory Council (SITAC), and the Secure Airports for Florida's Economy (SAFE) Council.	3.2.1.1. Annual report on aviation issues and opportunities in aviation planning.
		3.2.2. Assess the influence of Florida's Aviation System Plan on state investments in public-use airports.	3.2.2.1. Percent of funding devoted to aviation in the annual budgets of FDOT and of FDOT's office of public transportation.

<b>Framework for Strategic Planning</b>			
<b>Goal</b>	<b>Objective</b>	<b>Strategy</b>	<b>Measures</b>
			3.2.2.2 With CFASPP's input, annual evaluation and update of the Aviation System Plan.
		3.2.5. Efficiently plan for, preserve, and develop public-use airports to benefit the residents, economy, and quality of life in each CFASPP region.	
4. Protect airspace and promote compatible land uses around public airports.	4.1. Encourage public-use airports to work with their adjacent and overlying cities and counties to interject aviation considerations into local land-use planning and regulation.	4.1.1. Encourage public-use airports with master plans to have them adopted into their comprehensive plans.  4.1.2. Encourage local governments to adopt zoning ordinances consistent with F.S. 333.	4.1.1.1 The number of local governments that have adopted airport master plans into their comprehensive plans.  4.1.2.1. The number of local governments that have adopted zoning ordinances consistent with F.S, 333.  4.1.2.2. The number of local governments that have entered into "joint planning agreements" to coordinate incorporating airport master plans in local government comprehensive plans and airport zoning ordinances.

Separate from the strategic planning workshops, a Recommended Action Plan was developed for the Aviation Office which focused on tangible products that would help the State direct their work efforts.

**Recommended Action Plan**

1. Promote Florida's assets for the mutual benefit of aviation and community development
  - Develop a video, with corresponding brochure, that highlights the interaction between Florida's assets and its aviation community.
  - Establish working group with Enterprise Florida, FLAUSA, State Forestry Dept., DEP and OTTED to promote business and recreation in the State.
  - Using the FASP 2004 economic impact study as a baseline, update statewide aviation economic impact study as soon as feasible, and monitor on a routine basis.
  - Greater participation by the FDOT in domestic aviation trade shows particularly when held in Florida (ie: NBAA, Sun N' Fun, AOPA, FATA, etc)
  - Market Florida's sea plane bases as an off season alternative for northern sea plane operators/businesses.
2. Through the FASP, encourage a well planned distribution of airport roles throughout the State.
  - Develop an Airport Role Decision Matrix and update it on an annual basis to consistently assess airport role distribution.
3. Encourage the use of appropriate airports for corporate/business type aircraft through a targeted marketing program.
  - Review of Business Airports identified by the FASP to develop best practices manual
  - Develop a partnership between Enterprise Florida and OTTED for the development and marketing of Florida's Business Airports.
  - Establish criteria for development of Business Airports as part of the State's Airport Master Planning Guidebook.
4. Ensure that business airports in the State System have some type of on-site ground transportation services.
  - Promote development and expansion of on-site ground transportation services at business airports through capital improvement projects.
  - Address the issue of ground transportation services in the forthcoming Airport Master Planning Guidebook update.
5. Encourage the implementation of SATS related technologies at selected Florida airports.
  - Develop Tech Ops Center
  - Continue funding support of SATS research initiative.
6. Encourage public / private partnerships to enhance technology development within the State aviation system.
  - Establish a Joint Sponsored Research Agreement (JSRA) acceptable to public and private stakeholders for the purpose of establishing ground rules for the protection of intellectual properties.
  - Develop business plan and market approach to attracting national and international manufacturers and research organizations.

- Establish formal coordination with Enterprise Florida and other State economic development organizations to effectively apply resources.
7. Provide adequate funding to capital projects aimed at alleviating Flight Training operational shortfalls at affected airports.
    - Study use of private airport facilities
    - Identify airport/capital project incentives to encourage wider distribution of flight training.
    - Facilitate the growth of large flight simulator training (Pt 142 schools) in the State.
    - Develop a working group to support the development of K – 12 aviation/aerospace training resources available to the State's teachers for use in their classrooms.
  8. Protect Florida airports from over-regulation in the area of security systems.
    - Establish a program to interface with the Transportation Security Administration, National Safe Skies, Inc., and other public and/or private organizations as appropriate in the development of safe, efficient passenger and baggage handling systems and procedures.
    - In addition to coordination above, establish a working group composed of FDOT, FDLE, FAC, FATA and others as appropriate to take a proactive position regarding general aviation security policy.
  9. Maximize support to Florida's air cargo industry.
    - Implement the recommendations contained in FASP Air Cargo Impacts and Implications Study
  10. Annually review aviation trends within the State.
    - Continue to monitor airports operations data monthly inputs.
    - Using the FASP 2004 demand/capacity as a baseline, update statewide demand/capacity as soon as feasible, and monitor on a routine basis. Establish benchmarks that identify shortfalls in regional capacity. Through the CFASP Process, identify potential remedies to those regional shortfalls.
  11. Enhance airports compatibility with natural and manmade environments.
    - Continue to identify jurisdictions which have not fully implemented the provisions of FS Ch 333, and develop an action plan to bring those jurisdictions into compliance.
    - Through the Airport Master Planning Guidebook update, provide guidance to airport management regarding the procedures for including the airport master plan into the Local Comprehensive Plan of the jurisdiction(s) within the airport environs.
  12. Foster Florida's reputation as a military friendly state.
    - Encourage military operators to participate in the system planning process.
    - Evolve a system for improved coordination of the use of Military Training Routes.
  13. Safeguard current, and position for future growth in, funding levels for the State's Aviation Capital Improvement Program in fund.

14. Enhance Florida airports fiscal planning.
  - Develop a template for airports in the system to use in creating a business and/or marketing plan focused on increasing and diversifying their revenue streams.
15. Promote existing or planned multi-modal connection opportunities at Florida's commercial service airports through capital funding and Master Planning guidance.
  - Through participation on boards and committees, ensure that the FASP is adequately represented within current and future State transportation plans.
  - Provide copies of FASP CD and Executive Summary to all Metropolitan Planning Organizations and Regional Planning Councils in the State.
  - Address multi-modal connection opportunities in the forthcoming Airport Master Planning Guidebook update.

This action plan was compared to the strategic planning framework in order to highlight areas of consistency and identify possible prioritization for goals listed. Using this process of continuing reevaluation, the final list of goals and strategies were validated and the most effective plan of action identified.