

# Dubois County Airport Authority

## Strategic Plan

(Revised 3/08/04)



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### ATTAINABLE AIRPORT VALUES

- Increase quality of life
- Increase economic development
- Enhance recreation
- Be good neighbors
- Be fiscally responsible
- Be environmentally sensitive
- Growing responsibly

### **The Future of Huntingburg Airport as a Community Partner**

In the spring of 2003, the office of the airport manager began the development of a strategic plan. The goal of this plan is to align the Huntingburg Airport within the strategic goals of the regional community, reposition it within the community, evaluation of its future direction and to become a partner in Economic Development.

As a direct result of the 9-11-01 incidents, the FAA has changed requirements pertaining to security at airports. General aviation has seen an increase in corporate air traffic due to long and unacceptable delays in processing passengers at larger airports. Additionally, use of the Huntingburg Airport is expected to increase in general aviation activity as the community economic engines continue to grow.

This plan will be implemented through focusing on five strategic areas:

- **Economic Development**
- **Community Relations**
- **Identifying and Safeguarding Improvements**
- **Airport Enhancements**
- **Financial Management**

As part of the Strategic Planning Process, the airport employed a comprehensive approach by evaluating the current status of the airport, examining future opportunities/threats and identifying affected stakeholders. The Strategic Plan was developed to address these current issues as well as to determine the future direction of the airport.

“The purpose of this plan is to meet the strategic goals of the regional area that surrounds Dubois County, position the Huntingburg Airport in the community, and provide a cost effective service that is viewed as a quality asset to stakeholders”

## STAKEHOLDERS

This planning effort has identified the stakeholders in this process to be:

- Regional Community: Dubois, Perry, Spencer, Warrick, Martin, Orange, Crawford and Pike Counties
- Dubois County Commissioners/Council
- Cities of Huntingburg, Jasper, Ferdinand, Holland, Birdseye, Dubois and Celestine
- Airport Users: Federal Express, Fortune Brand, AK Steel, Jasper Engines & Transmissions, Kimball, MasterBrand, Best Chairs, Mulzer Crushed Stone, Foertch Construction, Wilmes Windows, Styline/OFS, HNB Hangar, LLC., HNB Aircraft Works, Dubois Machine, Penske, IDNR, Haps, Inc.,
- Fixed Based Operator: Dubois County Flight Services
- Developers
- Homeowners
- Farmers
- Businesses
- Airport Tenants: Kimball, MasterBrand, Best Chairs, Styline/OFS, Jasper Engines & Transmissions, Dubois Wood Inc., HNB Hangar and HNB Aircraft Works
- FAA (Federal Aviation Administration)
- INDOT – Aeronautics Section
- Land Owners

## STRATEGIC PLANNING CONSIDERATIONS

### Environment:

The Huntingburg Airport is a non-controlled airport owned by the Dubois County Airport Authority. The airport is non controlled meaning it does not have a control tower but is still under strict flight requirements (FAR Part 91) for pilots to comply with while flying in and around the area. The existing runway is 5002’x75’ and is in fair condition. Although all of the hangars are currently occupied, there are future hangar development sites available and over 10 tie-down spots that are vacant on both a new apron and grass areas.

There are many users of the Huntingburg Airport, which results in positive economic impacts to the Dubois County area. For example, flight training, business operations, aircraft maintenance and repair all result in jobs that produce revenue directly to the Airport. [In 2001 according to the Aviation Association of Indiana the Huntingburg](#)

[Airport had an economic impact of \\$18,665,569 \(http://www.sbnair.com/aai/1999\\_economic\\_impact.htm\)](http://www.sbnair.com/aai/1999_economic_impact.htm)

#### Challenges:

The strategic concern for the Huntingburg Airport is that if no actions are implemented proactively, the airport will not positively contribute to the environment that will allow business the opportunity to grow and build revenue to be a key contributor to the future economic development of Dubois County and the region.

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Another concern is if Huntingburg Airport is lacking in facilities that airport users expect, this could result in loss of potential revenue. These facilities must grow in incremental stages to allow for the continual management of these assets.

Other concerns of the airport are missing future business opportunities, funding for airport expansion, boosting revenue and recreational opportunities.

### **Strategic Focus:**

#### **Area 1 – Economic Development**

**Support the enhancement of economic development for the regional area around Dubois County**

#### Strategies:

1. Identify the future economic benefits and impacts to the community resulting from the use of Huntingburg Airport facilities and services.
  - Precision Approaches
  - Runway Extension – 6,500'x100'
2. Develop a working business partnership by assessing the needs and seeking the cooperation of key businesses and development groups in the regional area along with regional tourism needs.
3. Establish effective business practices by benchmarking other airports that are recognized as leaders in integrating their facilities/services with the local community.
4. Raise awareness of stakeholders on "economic advantages of local airports".
5. Work closely with local Economic Development Corporations.

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### **Strategic Focus:**

#### **Area 2 – Community Relations**

**Strengthen the airport image and integrate its role within the community**

Strategies:

1. Ensure Strategic Plan is consistent with and complements other plans and goals of the County/Region.
2. Create special services and marketing activities that make the airport accessible to the community in order to promote convenience and value.
3. Establish the Huntingburg Airport as a "good neighbor" in the minds of the local community.
4. Develop a community feedback system working in partnership with existing stakeholders.
5. Educate community and policy makers on airport benefits.

**Strategic Focus:**

**Area 3 - Identify and Safeguard Improvements**

**Sustain and protect gains and enhancements pertaining to the Huntingburg Airport**

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Strategies:

1. Research and analyze trends in aviation and applicability to the Huntingburg Airport.
2. Identify outside influences that could impact airport gains.
3. Identify key indicators that predict market and business trends.
4. Examine partnership and cooperative opportunities.

**Strategic Focus:**

**Area 4 - Airport Enhancements**

**Stimulate private and public interest and investment in the revitalization and expansion of services at the Huntingburg Airport**

Strategies:

1. Develop methods to attract new tenants and businesses to the airport.
2. Design an airport that provides quality facilities, systems and services.
3. Promote personal/user/business/military benefits and opportunities.
4. Enhance appearance and curb appeal of the airport.

**Strategic Focus:**

**Area 5 - Financial Management**

**Develop programs, policies and procedures in order to enhance the financial growth of the Huntingburg Airport**

Strategies:

1. Position the Huntingburg Airport as a destination airport.
2. Develop funding mechanisms to fund airport improvements. Included: FAA/AIP funding, EDIT funding, COIT funding and USDA funding.
3. Utilize and continuously update information technology and financial control systems.
4. Attract and cater to specialized businesses, such as: hotels, car rental companies and recreational facilities.
5. Identify and maximize revenue-generating opportunities.
6. Strive to attain a financially self-sustaining airport.

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