



MASTER PLAN UPDATE

*WORKING PAPER 1
GOALS AND OBJECTIVES*

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CHAPTER 1

GOALS AND OBJECTIVES

1.1 INTRODUCTION

A Master Plan Update allows Raleigh Executive Jetport (TTA or the Airport) the information necessary to create a strategy for the continued development of the facility. The Airport has not had a Master Plan Update since the Airport was opened in 2000. The previous Master Plan laid a solid foundation but needs a review to ensure the Airport continues to provide a high level of service to its customers and tenants.

This comprehensive study will review conditions and aviation forecasts for the next 20 years. The final report will address airfield, terminal, landside and airside services, and land use issues. The report also will consider the role of TTA in the Raleigh metropolitan area. Other factors used throughout this planning study include socio-economic indicators, aviation industry trends, environmental considerations, and financial constraints. Guidance for the Master Plan Update is provided by the Federal Aviation Administration's Advisory Circular 150/6070-6B Change 2 – *Airport Master Plans*.

This chapter highlights the Master Plan Update's goals and objectives. These goals and objectives will guide the analyses during the project and assist in developing recommendations.

1.2 MASTER PLAN UPDATE GOALS

The Master Plan Update's goals were developed based on an understanding of existing airport issues and stakeholder and group communications. These goals are unique to TTA and are a reflection of the Airport's vision for the future. The purpose of these goals is to guide key decisions throughout the length of the Master Plan Update to ensure the planned development fulfills the vision of the Sanford-Lee County Airport Authority and meets the needs of the community.

Goals and objectives are used interchangeably but there is a key difference; goals are general statements about outcomes while objectives set specific criteria. The following sections outline the Airport's goals and objectives for the Master Plan Update.

1.2.1 Land Management and Sustainability

The Airport is growing increasingly concerned over residential and commercial encroachment toward the Airport's facilities. The Sanford and Raleigh areas are also growing. More and more people and businesses will rely on air transportation as an option to get from place to place. These sometimes competing interests need to be balanced. *The Master Plan Update will provide a long-term framework for the Airport to continually meet the community's needs and promote orderly and sustainable growth.*

In order to accomplish this goal, the following objectives were identified:

- » Coordinate discussions between the Airport and Lee County to promote common elements.
- » Share information and findings among resource groups for incorporation into applicable plans and allow real time data analysis.
- » Develop strategies to limit intrusion of land uses that affect the Airport's ability to accommodate future fleet mixes.

- » Review the expected effects of differing fleet mixes and annual service volumes on existing and planned communities surrounding the Airport.
- » Identify potential land acquisition areas suitable for future aeronautical development and Airport expansion.
- » Create land uses and alternatives for future Airport development compatible with the airport environments and adjacent communities.

1.2.2 Communication

An important element of a successful Airport Master Plan is communication and collaboration with stakeholders. Reaching a consensus between residential and commercial developers will require constant and effective communication. Quality communication between the Airport and other interests can prevent discontent and provide different perspectives on common problems. Discussions among technical and non-technical audiences can lead to creative solutions. *The Master Plan Update will incorporate meaningful input from stakeholders and other interested parties to help shape the Master Plan Update's final conclusions.*

In order to accomplish this goal, the following objectives were identified:

- » Communicate with Airport stakeholders via in person discussions, phone calls, or email questionnaires to determine what their needs and future plans include.
- » Produce an interactive Airport website to disseminate information through multiple communication avenues including emails and online postings.
- » Provide different means of communication to inform and educate stakeholders, increasing their overall awareness of the ongoing and future planning efforts.
- » Publicize and encourage involvement in workshops, meetings, and other community events.

1.2.3 Fiscal Sustainability

The ability to serve customers and tenants is heavily dependent on the financial status of the Airport. Many financial matters cannot be predicted and always involves risk. Fiscal responsibility can be incorporated in many portions of the Airport's budget, including operations and capital improvement funding sources. At general aviation airports and TTA the revenue generated comes from a limited network of sources. Raleigh Executive relies heavily on federal and state funding sources for capital development. Although these sources have been sufficient in the past, having more diverse and additional income sources may be needed to meet long term growth. *In general, the goal of the Master Plan Update is to ensure the Airport has the financial stability to meet future demands.*

In order to accomplish this goal, the following objectives were identified:

- » Identify all federal, state, county, and Airport sources of funding, including existing, potential, and under-utilized revenue.
- » Review and assess undeveloped Airport properties that have revenue potential.
- » Encourage the resourceful reuse of existing properties.
- » Create innovative strategies that solve funding issues, which reduces the need to increase the Airport's debt.

1.2.4 Efficiency

Raleigh Executive adds value to the community by being efficient in its role as a transportation hub. Providing for future demand requires a balance between effectiveness and efficiency. The Master Plan Update will attempt to balance these two. *The Master Plan Update will maintain the highest level of service possible and comply with current FAA, state, county, and city regulations.*

In order to accomplish this goal, the following objectives were identified:

- » Review applicable FAA regulations and design standards and ensure compliance.
- » Confirm existing aeronautical facilities have the required space for services and identify alternatives to meet forecast demand and increase efficiency and functionality, while maintaining a desired level of service.
- » Review airspace conditions to promote the efficient use of navigable space.
- » Resolve any nonstandard airfield issues.
- » Evaluate capacity of existing support facilities and their ability to support future general aviation needs, as well as their potential for future expansion.

1.2.5 Opportunities for Growth

Recently, corporate aviation has put a strain on surrounding airports (mainly Raleigh-Durham International Airport), causing corporate travelers to seek alternative airports. Raleigh Executive has a prime opportunity to attract these customers with its services and location. *The Master Plan Update will create conditions that welcome and encourage corporate aviation customers and tenants.*

In order to accomplish this goal, the following objectives were identified:

- » Create a competitive business strategy to develop and attract new corporate aviation customers and tenants.
- » Evaluate the capacity, condition, and any potential concerns related to the existing and planned general aviation terminal facilities.
- » Perform an assessment on the capacity of existing landside and parking facilities and evaluate their ability to meet future demand.

1.2.6 Intergovernmental Coordination

The Airport is in close proximity to the City of Sanford and within Lee County. Both the City and County rely on TTA for air transportation and as an economic engine. This connection is possible because the Airport, along with its partners, share ideas and provide support to each other. Lee County has strong analysis tools including geographic information systems which will allow another level of detail to the Master Plan Update. *The Master Plan Update will utilize available government services and coordinate efforts with other city and county agencies.*

In order to accomplish this goal, the following objectives were identified:

- » Provide forums for current issues to be discussed with community leaders.

- » Develop a collaborative strategy with local government officials for adding municipal utilities such as water and sewer service into the area.
- » Establish a transportation plan to support both aeronautical and non-aeronautical development in the future.

1.2.7 Environmental Awareness

Raleigh Executive has nearly 722 acres of fields, wetlands, and forests that are a natural habitat for a variety of species. The environmental impacts of development are a growing concern to many including the Airport. In order to be a good steward and proactive member of the community, the Airport will conduct early consideration of environmental factors in order to reduce the environmental footprint of any project or process. *Throughout the course of this project the Master Plan Update will minimize the environmental impact of airport development.*

In order to accomplish this goal, the following objectives were identified:

- » Identify endangered and threatened species in the area.
- » Review current Airport operations and identify areas that limit environmental impact and maintain environmental ecosystems.
- » Evaluate and update storm water management facilities and plans for existing and future conditions.

1.2.8 Safety and Security

Providing a safe and secure environment is crucial to a successful airport. Although each person is ultimately responsible for his or her own safety, the Airport can take steps to promote safe operations of aircraft. *During the course of this project the Master Plan Update will maintain and enhance the safe and secure operations of the airport.*

In order to accomplish this goal, the following objective was identified:

- » Plan airfield facilities that meet or exceed established design and operational standards and best practices pertaining to airfield safety and security.
- » Investigate minor security improvements such as adding access points that may be more convenient to tenants.