



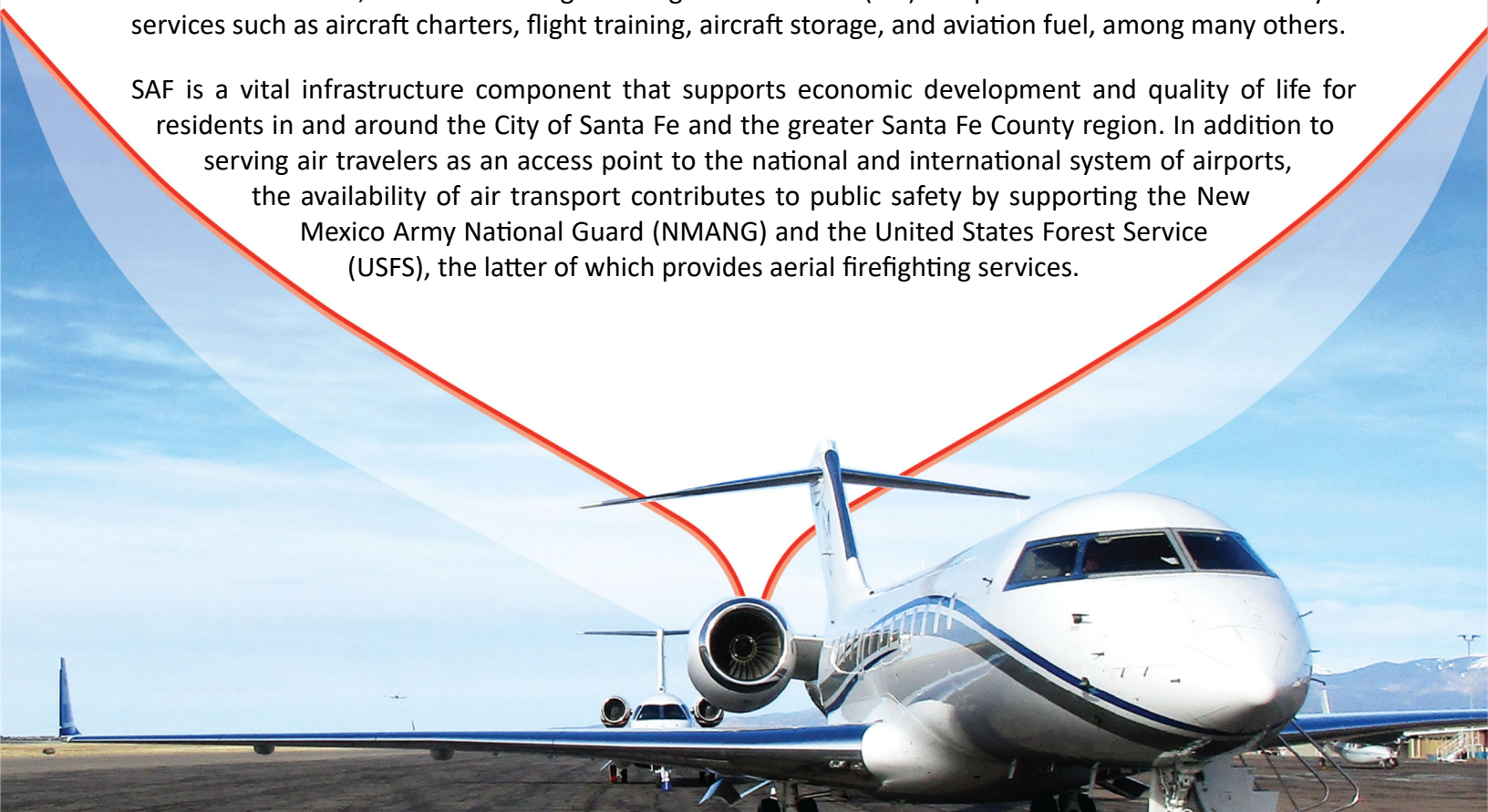
Introduction

ABOUT SANTA FE REGIONAL AIRPORT

The City of Santa Fe owns and operates the Santa Fe Regional Airport (SAF). SAF is located in the north central portion of the state and is approximately nine miles southwest of the City of Santa Fe's central business district. The airport is situated on approximately 2,128 acres of property, at an elevation of 6,349 feet above mean sea level (MSL), making it one of the highest commercial service airports in the United States. According to the FAA's National Plan of Integrated Airport Systems (NPIAS) and the New Mexico Airport System Plan (NMAASP), SAF is classified as a primary commercial service airport.

SAF provides regularly scheduled airline service provided by American Airlines and United Airlines. Destinations for passengers include Phoenix, Denver, Dallas, and Houston. Currently, the airport offers multiple daily flights, accommodating almost 360,000 passengers annually. The airport's three runways support over 51,000 annual operations and approximately 190 total based aircraft. In addition to commercial service, SAF bolsters a significant general aviation (GA) component that includes a variety of services such as aircraft charters, flight training, aircraft storage, and aviation fuel, among many others.

SAF is a vital infrastructure component that supports economic development and quality of life for residents in and around the City of Santa Fe and the greater Santa Fe County region. In addition to serving air travelers as an access point to the national and international system of airports, the availability of air transport contributes to public safety by supporting the New Mexico Army National Guard (NMANG) and the United States Forest Service (USFS), the latter of which provides aerial firefighting services.



A master plan is being undertaken for SAF to provide the city and the state with guidance for future airport development that will satisfy aviation demands within the City of Santa Fe and the greater regional area while also being wholly compatible with the environment and the communities that surround and support the airport.

WHAT IS A MASTER PLAN?

An airport master plan is a comprehensive study of the airport and typically describes short-, intermediate-, and long-term plans for airport development. According to the FAA, the goal of a master plan is to provide the framework needed to guide future airport development that will cost-effectively satisfy aviation demand, while considering potential environmental and socioeconomic impacts. The master plan establishes development objectives and provides for a 20-year planning period that details the rationale for various study elements, including airfield configuration, facility development, on-airport land use recommendations, and support facilities. In addition, it also serves as a strategic tool for justifying the need for federal and state funding assistance.

The Federal Aviation Administration (FAA) recommends that airports update their long-term planning documents every seven to ten years, or as necessary to address local changes at the airport. The last master plan for SAF was completed in 2018. The City of Santa Fe, the sponsor of the airport, received a grant from the FAA to update the airport master plan. The FAA grant covers 93.75 percent of the project cost, with the New Mexico Department of Transportation – Aviation Division (NMDOT) and the City of Santa Fe splitting the remaining 6.25 percent.

The master plan follows a systematic approach outlined by the FAA and is intended to be a proactive document which identifies and then plans for future facility needs well in advance of the actual need. This is done to ensure that the City of Santa Fe can coordinate project approvals, design, financing, and construction in a timely manner, prior to experiencing the detrimental effects of deteriorating or inadequate facilities.

An important outcome of the master plan process is a recommended development plan, which reserves sufficient areas for future facility needs. Such planning will protect development areas and ensure they will be readily available when required to meet future needs. The intended outcome of this study is a detailed on-airport land use concept, which outlines specific uses for all areas of airport property, including strategies for revenue enhancement.

The preparation of this master plan is evidence that the City of Santa Fe recognizes the importance of the airport to the surrounding region and the associated challenges inherent in providing for its unique operating and improvement needs. The cost of maintaining an airport is an investment that yields impressive benefits to the local community. With a sound and realistic master plan, SAF can maintain its role as an important link to the regional, state, and national air transportation systems. Moreover, the plan aids in supporting decisions for directing limited and valuable city resources for future airport development. Ultimately, the continued investments in the airport will allow the city to reap the economic benefits generated by historical investments.

Some common questions regarding what a master plan is and is not are answered in the graphic to the right.

WHO IS PREPARING THE MASTER PLAN?

Coffman Associates, an airport planning and consulting firm that specializes in airport master planning and environmental studies, is the primary preparer of this study. Coffman Associates will be working in conjunction with Molzen Corbin, the airport's on-call engineering consultant, to prepare the master plan. Coffman Associates is primarily responsible for conducting this study, and additional support will be provided by Martinez Geospatial for aerial photography, ground survey, and GIS products to meet FAA 5300-18B requirements for Airports Geographic Information System (AGIS) submittal.

The airport master plan will be prepared in accordance with FAA requirements, including Advisory Circular (AC) 150/5300-13B, *Airport Design – Change 1*, and AC 150/5070-6B, *Airport Master Plans*. The plan will be closely coordinated with other planning studies relevant to the area and with aviation plans developed by the FAA and NMDOT.

GOALS, OBJECTIVES, AND ASSUMPTIONS

The primary goal of this master plan is to develop and maintain a financially feasible long-term development program that satisfies the aviation demand of the region; be compatible with community development, other transportation modes, and the environment; and enhance employment and revenue for the local area. Accomplishing this objective requires an evaluation of the existing airport to decide what actions should be taken to maintain a safe, adequate, and reliable facility. A long-term planning study also requires several baseline assumptions that will be used throughout the analysis. Specific objectives and assumptions for this study are as follows.

What an Airport Master Plan is:

- ✦ A comprehensive, long-range study of the airport, including all airside and landside components, that describes plans to meet FAA safety standard and future aviation demand.
- ✦ Required by the FAA to be conducted every 7-10 years to ensure plans are up to date and reflect current conditions and FAA regulations. The last master plan for SAF was completed in 2018.
- ✦ Funded by the FAA through the Airport Improvement Program (AIP), which provides 93.75% of the total project costs. The remaining 6.25% is funded by the New Mexico Department of Transportation – Aviation Division (NMDOT) and Santa Fe, which is split 50/50.
- ✦ A document that will ultimately be presented for approval to the City of Santa Fe City Council. The FAA approves the Aviation Demand Forecasts and the Airport Layout Plan (ALP) drawing set.
- ✦ An opportunity for airport stakeholders and the general public to engage with airport staff on issues related to the airport, its current and future operations, and environmental and socioeconomic impacts. Four public information workshops will be conducted throughout the master plan process to facilitate this public outreach effort.

What an Airport Master Plan is not:

- ✦ A noise study like a Code of Federal Regulations (CFR) Part 150 Noise Study. The master plan does include an assessment of the airport's noise contours based on current and future activity levels.
A noise contour for an airport is a visual representation of the areas affected by different levels of aircraft noise. However, this process does not include studying noise mitigation options, which a CFR Part 150 Noise Study would cover.
- ✦ A guarantee that the airport will proceed with any planned projects. Master plans are guides that help airport staff plan for future airport development; however, the need/demand for certain projects might never materialize.
- ✦ A guarantee that the City of Santa Fe, NMDOT, or the FAA will fund any planned projects. Project funding is considered on a project-by-project basis and requires appropriate need and demand. Certain projects may require the completion of a benefit-cost analysis.
- ✦ Environmental clearance for specific projects. The master plan includes an environmental overview that identifies potential environmental sensitivities per the National Environmental Policy Act of 1969 (NEPA) guidelines. Most planned projects will require a separate NEPA study (environmental assessment/categorical exclusion) prior to construction.

OBJECTIVES

- To research factors that are likely to affect all air transportation demand segments in the City of Santa Fe and Santa Fe County over the next 20 years. The analysis will include the development of forecasts for airline passengers, air cargo shipments, general aviation activity, and military demand elements.
- To determine the projected needs of airport users for the next 20 years, factoring in recent revisions to FAA airfield geometrical design standards; updates to global positioning system (GPS Next Generation [NextGen]) approaches or other new technology; the impact of commercial and general aviation fleet transitions on design standards; and ongoing efforts to improve commercial service for the community. This analysis will also include consideration of military needs and usage.
- To recommend improvements that will satisfy future airline, air cargo, and general aviation needs, with the understanding that airport space may be constrained in various aspects. Commercial airline passenger enhancements will also be considered, and recommendations will be given regarding terminal building spaces, auto parking, and rental car facility improvements.
- To analyze the existing airfield system to determine the existing and ultimate runway length required to satisfy the airport's critical aircraft now and into the future.
- To produce accurate base maps of existing and proposed facilities and updated ALP drawings consistent with the FAA's Standard Operating Procedure (SOP) 2.00, *Standard Procedure for FAA Review and Approval of Airport Layout Plans*. Digital Geographic Information System (GIS) data will also be collected and submitted into the FAA's Airport GIS, or AGIS, system as an "airspace evaluation". This task will conform to the Survey Requirements Matrix contained in FAA AC 150/5300-18B.
- To review future use and zoning of airport property, instrument approach areas, and nearby development to ensure flight safety and land use compatibility. This will involve the development of new noise exposure contours, application of current land use compatibility guidelines, review of local land use controls and plans, and analysis of land use management techniques.
- To establish a schedule of development priorities and a program for the improvements proposed in the master plan, consistent with the FAA's capital improvement program planning.
- To consider sustainability efforts, specifically waste and recycling improvements, as part of the FAA's updated standards.

ASSUMPTIONS

- SAF will continue to operate as a primary commercial service airport through the 20-year planning period.
- SAF will continue to accommodate commercial passenger airline operators and general aviation tenants, as well as itinerant and/or local aircraft operations by commercial airlines, air taxi, general aviation, and military operators.

- The commercial passenger and general aviation industries will grow through the planning period as projected by the FAA. Specifics of projected growth in the national commercial airline and general aviation industries are contained in Chapter Two – Aviation Demand Forecasts.
- The socioeconomic characteristics of the region will generally grow as forecast (see Chapter Two).
- A federal and state airport improvement program will be in place through the planning period to assist in funding future capital development needs.

MASTER PLAN ELEMENTS AND PROCESS

This airport master plan has been prepared in a systematic fashion following FAA guidelines and industry-accepted standards and practices. The study has nine specific elements that are intended to assist in the evaluation of future facility needs and provide the supporting rationale for their implementation.

Exhibit iA provides a graphical depiction of the elements and process involved with the study.

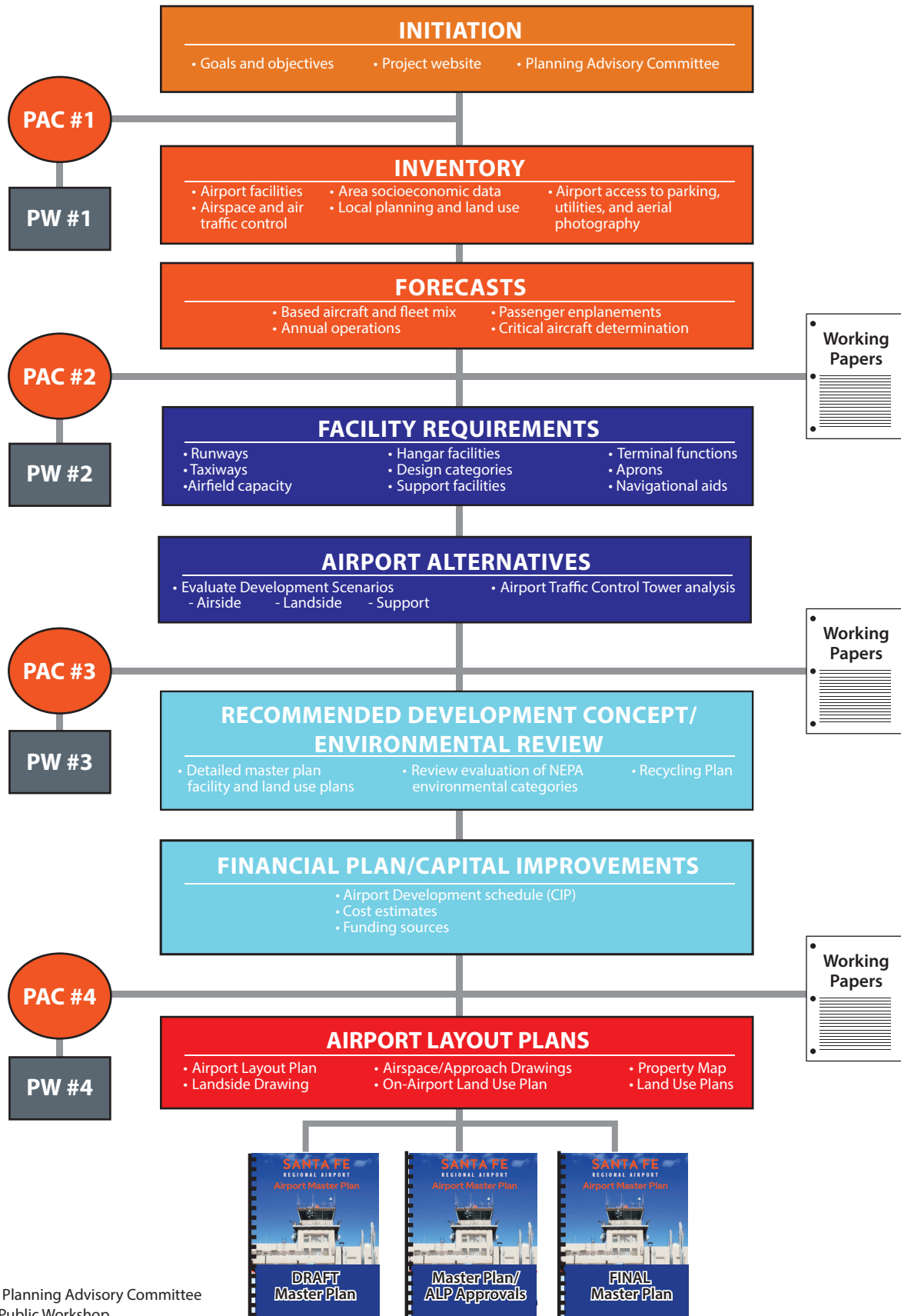
Element 1 – Initiation includes the development of the scope of services, schedule, and study website. Study material will be assembled in a workbook format. A planning advisory committee (PAC) is also established at this stage; the PAC will be comprised of airport stakeholders, who will serve in an advisory capacity throughout the master plan process. General background information will be established that includes outlining the goals and objectives to be accomplished during the master plan process.

Element 2 – Inventory of Existing Conditions is focused on collecting and assembling relevant data pertaining to the airport and the area it serves. Information is collected on existing airport facilities and operations. Local economic and demographic data is collected to define the local growth trends, and environmental information is gathered to identify potential environmental sensitivities that might affect future improvements. Planning studies that may have relevance to the master plan are also collected. Additionally, GIS data is collected for the FAA's Airport Data and Information Portal (ADIP) in accordance with Table 2-1 of AC 150/5300-18B, *General Guidance and Specifications for Submission of Aeronautical Surveys to NGS: Field Data Collection and Geographic Information System (GIS) Standards*.

Element 3 – Aviation Demand Forecasts examines the potential aviation demand at the airport. The analysis utilizes local socioeconomic information, as well as national air transportation trends to quantify the levels of aviation activity that can reasonably be expected to occur at SAF over a 20-year period. An existing and ultimate critical design aircraft, based upon AC 150/5000-17, *Critical Aircraft and Regular Use Determination*, is also established to determine future planning design standards. The results of this effort are used to determine the types and sizes of facilities that will be required to meet the projected aviation demand at the airport through the planning period.

Element 4 – Facility Requirements determines the available capacities of various facilities at the airport, whether they conform to FAA standards, and what facility updates or new facilities will be needed to comply with FAA requirements and/or projected 20-year demand.

Element 5 – Airport Development Alternatives considers a variety of solutions to accommodate projected airside and landside facility needs through the long-term planning period. An analysis is



PAC: Planning Advisory Committee
PW: Public Workshop

completed to identify the strengths and weaknesses of each proposed development alternative, with the intention of determining a single direction for development.

Element 6 – Recommended Master Plan Concept provides both a graphic and narrative description of the recommended plan for the use, development, and operation of the airport. An environmental overview is provided to analyze potential environmental impacts of proposed airport development projects, and a recycling plan is also conducted to identify opportunities for the airport to be more sustainable in its approach to waste management.

Element 7 – Capital Financial Plan proposes a capital needs program that defines the schedules, costs, and funding sources for the recommended development projects.

Element 8 – Airport Plans develops a new Airport Layout Plan (ALP) set for SAF. The ALP set is prepared in a format that complies with the FAA’s current guidelines for the preparation of an airport layout plan (as defined by the FAA Office of Airports (ARP) SOP 2.00, *Standard Procedure for FAA Review and Approval of Airport Layout Plans*), is readily acceptable to the FAA, and can be utilized by the sponsor in carrying out implementation.

Element 9 – Final Reports and Approvals provide documents which depict the findings of the study effort and present the study and its recommendations to appropriate local organizations. The final document incorporates the revisions to previous working papers prepared under earlier elements into a usable master plan document.

COORDINATION AND OUTREACH

The study is of interest to many within the local community and region. This includes local citizens, local businesses, community organizations, city officials, airport users, airport tenants, and aviation organizations. As a component of the regional, state, and national aviation systems, SAF is of importance to both state and federal agencies responsible for overseeing the air transportation system.

Members of the Planning Advisory Committee (PAC) will act in an advisory role to assist in the development of the master plan. PAC members will meet approximately four times at designated points during the study to review study materials and provide comments to help ensure that a realistic, viable plan is developed.

Draft working paper materials will be prepared at various milestones in the planning process. This allows for timely input and review during each step of master plan development to ensure that all issues are fully addressed.

A series of open-house public information workshops will also be conducted as part of the study coordination effort. These workshops are designed to allow all interested persons to become informed and provide input concerning the master plan process. Notices of meeting times and locations will be advertised through local media outlets. All draft reports and meeting materials will be made available to the public on a project website: <https://santafe.airportstudy.net/>.

SWOT ANALYSIS

A SWOT analysis is a strategic business planning technique used to identify **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats associated with an action or plan. The SWOT analysis involves identifying an action, objective, or element, and then identifying the internal and external forces that positively and negatively impact that action, objective, or element in a given environment. A SWOT analysis will be conducted at the first PAC meeting with a summary of the findings added to this chapter at a later date.