



# INTRODUCTION

A master plan provides an evaluation of an airport's aviation demand and an overview of the systematic development that will best meet those demands. 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. It also serves as a strategic tool for establishing airport improvement priorities and justifying the need for federal and state funding assistance.

Texarkana Regional Airport (TXK) serves the City of Texarkana and the Ark-La-Tex region as a commercial service and general aviation airport. The airport is part of a larger state and nationwide system of airports that comprise the National Airspace System, connecting people and goods to larger economic markets.

TXK is owned and operated by the Texarkana Regional Airport Authority (TRAA), comprising members from the cities of Texarkana in both Arkansas and Texas. The airport contributes nearly 500 jobs and \$38.8 million in economic activity to the State of Arkansas. TRAA recognizes the value the airport brings to the community and region, and this update to the master plan is evidence of this. With a sound and realistic development plan in place, TXK can maintain and grow in its role as an important link to the regional, state, and national air transportation systems.

## ***ABOUT THE STUDY***

### **WHAT IS A MASTER PLAN?**

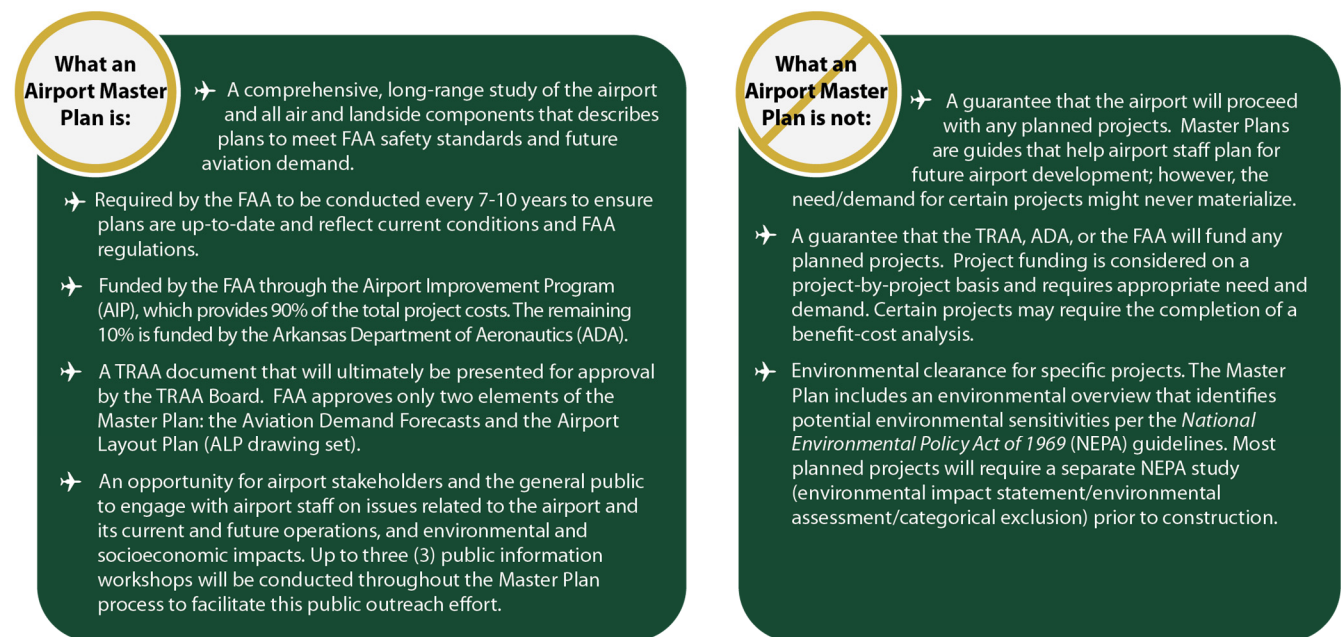
The Federal Aviation Administration (FAA) recommends that airports update their master plan every seven to 10 years, or as necessary, to address local changes at the airport. The last master plan for TXK was completed in 2003. The preparation of this master plan is necessary as a timely reassessment of the development direction of TXK to meet the needs of the Ark-La-Tex region population, economy, and an ever-changing air transportation industry. The airport sponsor (TRAA) received an Airport Improvement Program (AIP) grant from the FAA to update the airport master plan.

TRAA is responsible for funding capital improvements at the airport, as well as obtaining AIP and FAA development grants. In addition, TRAA oversees facility enhancements and infrastructure development conducted by private entities at the airport. **The airport master plan is intended to provide a true vision for how TXK is developed, guidance for future development, and justification for projects** for which the airport may receive funding through an updated Capital Improvement Plan (CIP) to demonstrate the future investment required by TRAA, as well as the FAA.

An airport master plan follows a systematic approach outlined by the FAA to identify airport needs in advance of the actual need for improvements. This is done to ensure that TRAA can coordinate environmental reviews, project approvals, design, financing, and construction to minimize the negative effects of maintaining and operating inadequate or insufficient 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 that outlines specific uses for all areas of airport property, including strategies for revenue enhancement.

The preparation of this master plan is evidence that TRAA recognizes the importance of the airport and the associated challenges inherent in providing for its unique operation and improvement needs. The cost of maintaining an airport is an investment which yields impressive benefits to the local community. With a sound and realistic master plan, the airport can maintain its role as an important link to the regional, state, national, and global air transportation system. Moreover, the plan will aid in supporting decisions for directing limited and valuable resources for future airport development.

**Figure iA** summarizes what a master plan is and what it is not.



*Figure iA: Master Plan Definition*

## WHO IS PREPARING THE MASTER PLAN?

Through a qualifications-based selection process, TRAA has contracted with the airport planning firm Coffman Associates, Inc. to prepare the master plan. Coffman Associates is an airport consulting firm that specializes in master planning and environmental studies. Coffman Associates will lead the planning team, with support from a team of subconsultants.

McClelland Consulting Engineers will assist with project cost estimates, utility infrastructure inventories, and will attend coordination meetings. A feasibility study and associated forecast of air cargo will be completed by HubPoint Strategic Advisors. DKMG Consulting will provide financial analysis, and Woolpert, Inc. will provide airport mapping and aerial surveying services.

The airport master plan will be prepared in accordance with FAA requirements, including Advisory Circular (AC) 150/5300-13B, *Airport Design* (as amended), and AC 150/5070-6C, *Airport Master Plans* (as amended). The plan will be closely coordinated between the TRAA, the cities of Texarkana (Arkansas and Texas), the FAA, and other local and regional agencies, as appropriate, while accounting for other relevant planning studies.

## STUDY GOALS AND OBJECTIVES

The primary goal of this master plan is to develop and maintain a financially feasible, long-term development program, which will satisfy 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 goal requires an evaluation of the existing airport to decide what actions should be taken to maintain a safe, adequate, and reliable facility. **Figure iB** summarizes the objectives of this master plan.

MASTER PLAN OBJECTIVES	
<ul style="list-style-type: none"> <li>• <b>DEVELOP</b> strategic visions and mission statements to guide airport development/growth</li> <li>• <b>RESEARCH</b> factors likely to affect air transportation demand segments in the Ark-La-Tex region over the next 20 years</li> <li>• <b>DETERMINE</b> the airport’s current and future critical design aircraft</li> <li>• <b>ANALYZE</b> the airport’s existing airfield system to determine if any deficiencies exist and correct areas of non-standard geometry</li> <li>• <b>EVALUATE</b> highest and best uses of airport property for aeronautical development, including hangar expansion and maintenance facilities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>EVALUATE</b> the potential for expanding commercial air service operations</li> <li>• <b>CONSIDER</b> options for non-aeronautical development that could produce additional revenue streams for the airport</li> <li>• <b>DEVELOP</b> a phased, demand-based 20-year Capital Improvement Plan</li> <li>• <b>PRODUCE</b> an updated Airport Layout Plan drawing set, detailing future airside and landside development</li> <li>• <b>REVIEW</b> future use and zoning of airport property, instrument approach areas, and nearby developments to ensure flight safety and land use compatibility is maintained</li> </ul>

*Figure iB: Objectives of a Master Plan*

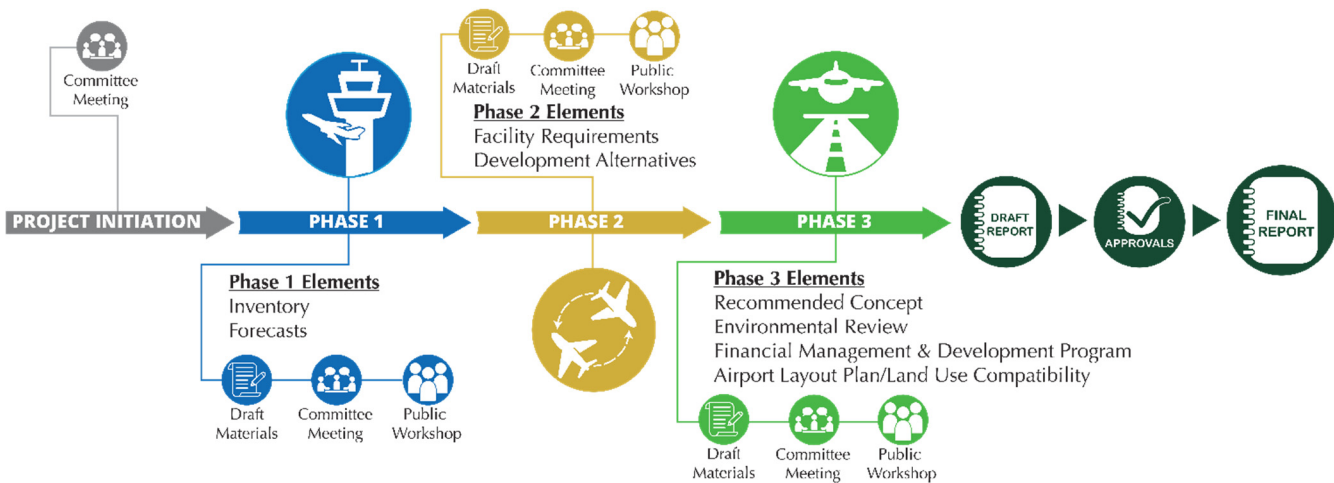
## BASELINE ASSUMPTIONS

A long-range planning study requires several baseline assumptions that will be used throughout this analysis. The baseline assumptions for this study are as follows:

- TXK will continue to accommodate commercial air carriers and general aviation tenants, as well as operations by air taxi and military operators.
- The aviation industry will develop through the planning period as projected by the FAA. Specific changes in national aviation industries are described in Chapter Two: Aviation Demand Forecasts.
- The socioeconomic characteristics of the region will generally change as forecast (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

The airport master plan has eight elements that are intended to assist in the evaluation of future facility needs and provide the supporting rationale for their implementation. **Figure iC** provides a graphical depiction of the process involved with this study.



*Figure iC: Master Plan Study Process*

**Element 1 – Initiation** includes the development of the scope of services, schedule, and study website. Study materials will be assembled in a workbook format. General background information will be established that includes outlining the goals and objectives to be accomplished during the master plan.

**Element 2 – Inventory** is focused on collecting and assembling relevant data pertaining to the airport and the area it serves. Information is collected on existing 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.

**Element 3 – Aviation Demand Forecasts** examine the potential aviation demand at TXK. The analysis utilizes local socioeconomic information, as well as national air transportation trends, to quantify the levels of aviation activity that can be reasonably expected to occur 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 which will be required to meet the projected aviation demand at the airport through the planning period. The forecasts will be submitted to the FAA for review and approval.

**Element 4 – Facility Requirements** determine 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** consider a variety of solutions to accommodate projected airside and landside facility needs through the long-term planning period. An analysis is completed to identify the strengths and weaknesses of each proposed development alternative, with the intention of determining a single direction for development.

**Element 6 – Airport Plans/Land Use Compatibility** involves coordination with airport staff and the Planning Advisory Committee and will result in the selection of a recommended development concept. Airport layout plans will be developed to depict the recommended development concept. The drawings will meet FAA’s Standard Operating Procedure (SOP), *Standard Procedure for FAA Review and Approval of Airport Layout Plans (ALPs)*, effective October 1, 2013. The updated ALP set will be included as an appendix to this master plan. The airport’s noise exposure and land use compatibility will also be evaluated. An environmental overview will identify any potential environmental concerns that must be addressed prior to the implementation of the recommended development plan.

**Element 7 – Financial Management and Development Program** analyzes the costs that may be associated with the development plan, with in-depth financial analysis to estimate capital funds required from federal and state grant-in-aid programs. A 20-year capital improvement program and development schedule that prioritizes projects will be established.

**Element 8 – Final Reports and Approvals** will include production of the draft final report and ALP drawings in print and digital form. These materials will be presented to the TRAA and the FAA for review and approval. Once approved, a final report will be prepared and made available in print and digital formats.

## COORDINATION AND OUTREACH

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

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

Draft working papers and exhibits will be prepared at various milestones in the planning process. The working paper process allows for timely input and review during each step within the master plan to ensure that all issues are fully addressed as the recommended program develops.

A series of up to three open-house public information workshops is also planned as part of the study coordination and outreach efforts. Workshops are designed to allow all interested persons to become informed and provide input concerning the master plan. Notices of meeting times and locations are advertised through local media outlets. All draft working papers, reports, meeting notices, and materials will be made available to the public on a study-specific website ([txk.airportstudy.net](http://txk.airportstudy.net)).

### SWOT ANALYSIS

A SWOT analysis is a strategic business planning technique used to identify **Strengths**, **Weaknesses**, **Opportunities**, and **Threats** 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 are/could positively and negatively impact that action, object, or element in a given environment. A SWOT analysis was conducted at the first PAC meeting, the findings of which are presented below.

<p><b>S</b> Strengths</p>	<ul style="list-style-type: none"> <li>Airport has plenty of property</li> <li>Prime location in Ark-La-Tex region</li> <li>New terminal in 2024</li> <li>Supportive airport management/airport board</li> <li>All hangars are full and there is demand for more</li> <li>Temperate climate</li> <li>Airport is easy to traverse as a passenger</li> </ul>	<ul style="list-style-type: none"> <li>Two separate governments to bring different perspectives</li> <li>Two sources of state funding available (TX &amp; AR)</li> <li>Air traffic control tower</li> <li>National FBO chain</li> <li>TXK is Part 139 certificated and has active commercial air service</li> </ul>
<p><b>W</b> Weaknesses</p>	<ul style="list-style-type: none"> <li>Airport is lacking in revenue/not self-sustaining</li> <li>Limited runway length and strength</li> <li>Aging infrastructure and facilities</li> <li>Old military facility needs to be addressed</li> <li>60-foot drop-off at end of runway</li> </ul>	<ul style="list-style-type: none"> <li>Rules &amp; Regulations are not updated for tenants</li> <li>Existing master plan is outdated</li> <li>No approach control at the airport</li> <li>Category II ILS is not available, making the airport less accessible in bad weather</li> </ul>
<p><b>O</b> Opportunities</p>	<ul style="list-style-type: none"> <li>Four state senators to provide support to airport</li> <li>Proximity to major highways and rail system</li> <li>Closest airport to Hochatown, Broken Bow (OK)</li> <li>BIL funding for new tower is possible</li> <li>Air cargo is lacking and could be another source of activity/revenue</li> <li>Space available to solicit for new aviation service companies, maintenance shops to build</li> <li>TXK has large catchment area: eight major cities less than 300 miles away</li> </ul>	<ul style="list-style-type: none"> <li>Most people drive to DFW for air travel/Need to capture more local travelers</li> <li>Both sides of Texarkana have major economic drivers</li> <li>Several corporate headquarters in the area</li> <li>Opportunities for multimodal transport</li> <li>New Amazon center</li> <li>Space available for emerging advanced air mobility (AAM) technology</li> </ul>
<p><b>T</b> Threats</p>	<ul style="list-style-type: none"> <li>Some areas on the property have limited infrastructure/utility access</li> <li>Shreveport Airport has a low-cost carrier airline and takes travelers from Texarkana</li> <li>Multiple authorities/jurisdictions over the airport</li> <li>Increasing operating and development costs</li> </ul>	<ul style="list-style-type: none"> <li>Increasing costs for facility/infrastructure maintenance and repair</li> <li>Government shutdowns/funding reduction</li> <li>Economic downturns (inflation, recession, another pandemic)</li> <li>Public support from Arkansas side may be lacking due to the funding process</li> </ul>