



Introduction

WHAT IS A MASTER PLAN?

The Federal Aviation Administration (FAA) recommends that airports update their long-term planning documents every seven to 10 years, or as necessary, to address local changes at the airport. The most recent planning study for Phillipsburg Municipal Airport (PHG) was completed in 2008 and the airport layout plan (ALP) was most recently updated in 2020 to reflect as-built conditions on the airport. The City of Phillipsburg, the sponsor of the airport, received a grant from the FAA to update this airport master plan.

The city is responsible for funding capital improvements at the airport and obtaining FAA Airport Improvement Program (AIP) and Kansas Department of Transportation (KDOT) Division of Aviation development grants. In addition, the city oversees facility enhancements and infrastructure development conducted by private entities at the airport. The master plan provides guidance for future development and justification for projects for which the airport may receive funding through an updated capital improvement program (CIP) by demonstrating the future investment required by the city, the FAA, and KDOT.

The 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 the city 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 study is evidence that the City of Phillipsburg 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, the airport can maintain its role as an important link to the regional, state, and national air transportation systems. Moreover, the plan will aid 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.

AN AIRPORT MASTER PLAN IS...



A comprehensive, long-range study of the airport and all air and landside components that describes plans to meet FAA safety standards 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.



Funded 90% by an FAA AIP grant. The remaining 10% is the responsibility of the City of Phillipsburg.



A local document that will ultimately be presented for approval from the City of Phillipsburg. The FAA approves only two elements of the master plan: the aviation demand forecasts and the ALP drawing set.



An opportunity for airport stakeholders and the public to engage with airport staff on issues related to the airport, its current and future operations, and environmental and socioeconomic impacts. Two public information workshops will be conducted during the master plan process to facilitate this public outreach effort.

AN AIRPORT MASTER PLAN IS *NOT*...



A guarantee that the airport will proceed with any planned projects. Master plans are guides that help airport staff plan for future development; however, the need/demand for certain projects might never materialize.



A guarantee that the City of Phillipsburg or the FAA will fund any planned projects. Project funding is considered on a case-by-case basis and requires appropriate need and demand. Certain projects may require the completion of a benefit-cost analysis.



A binding or static plan. Elements of the master plan may be updated to reflect changes in aviation activity at the airport, economic conditions of the region, or the goals of the City of Phillipsburg.



Environmental clearance for specific projects. The master plan includes an environmental overview, which identifies potential environmental sensitivities per the *National Environmental Policy Act of 1969* (NEPA) guidelines. Most planned projects will require a separate environmental study prior to construction.

WHO IS PREPARING THE MASTER PLAN?

Coffman Associates, Inc. is the primary master planning consultant involved in the preparation of the master plan and is completing the work effort in association with Alfred Benesch & Company, the airport's on-call engineering consultant.

The airport master plan is being 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* (as amended). The plan will be closely coordinated with other planning studies relevant to the area and with aviation plans developed by the FAA and KDOT. The plan will also be coordinated with the City of Phillipsburg and other local and regional agencies, as appropriate.

GOALS AND OBJECTIVES

The primary goal of this master plan is to develop and maintain a financially feasible long-term development program that will satisfy aviation demand in 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.

Specific objectives of the study are:

- To research factors likely to affect all air transportation demand segments at PHG over the next 20 years, including the development of aviation demand forecasts.
- To determine projected needs of airport users for the next 20 years, taking into consideration recent revisions to FAA design standards and the airport's conformance requirements (i.e., airfield geometry), instrument approaches and other new technology, and the impact of general aviation fleet transitions on design standards.
- To recommend improvements that will enhance the landside area's ability to satisfy future aviation needs while considering non-aviation uses to maximize airport revenue streams.
- To analyze the airfield system to determine the existing and ultimate runway and taxiway conditions required to satisfy the airport's critical aircraft. This analysis will include future improvements necessary to aid in supporting forecasted demand. The analysis will also consider the potential for closure and removal of any airfield pavement(s) not deemed necessary and/or justified for future capital expenditures.
- To review future use and zoning of airport property and approaches to each runway for future protection.
- To establish a schedule of development priorities and a program for 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.
- To develop productive public involvement throughout the planning process, including the formulation of a planning advisory committee (PAC) and public information workshops.

BASELINE ASSUMPTIONS

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

- Phillipsburg Municipal Airport will continue to operate as a local general aviation airport through the 20-year planning period.
- The airport will continue to accommodate general aviation tenants, as well as itinerant and/or local aircraft operations by air taxi, general aviation, and military operators.
- The aviation industry will develop through the planning period as projected by the FAA (specifics of projected changes in national aviation industries are described in Chapter Two).
- The socioeconomic characteristics of the region will generally change as forecasted (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 master plan includes eight 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 process involved with the study.

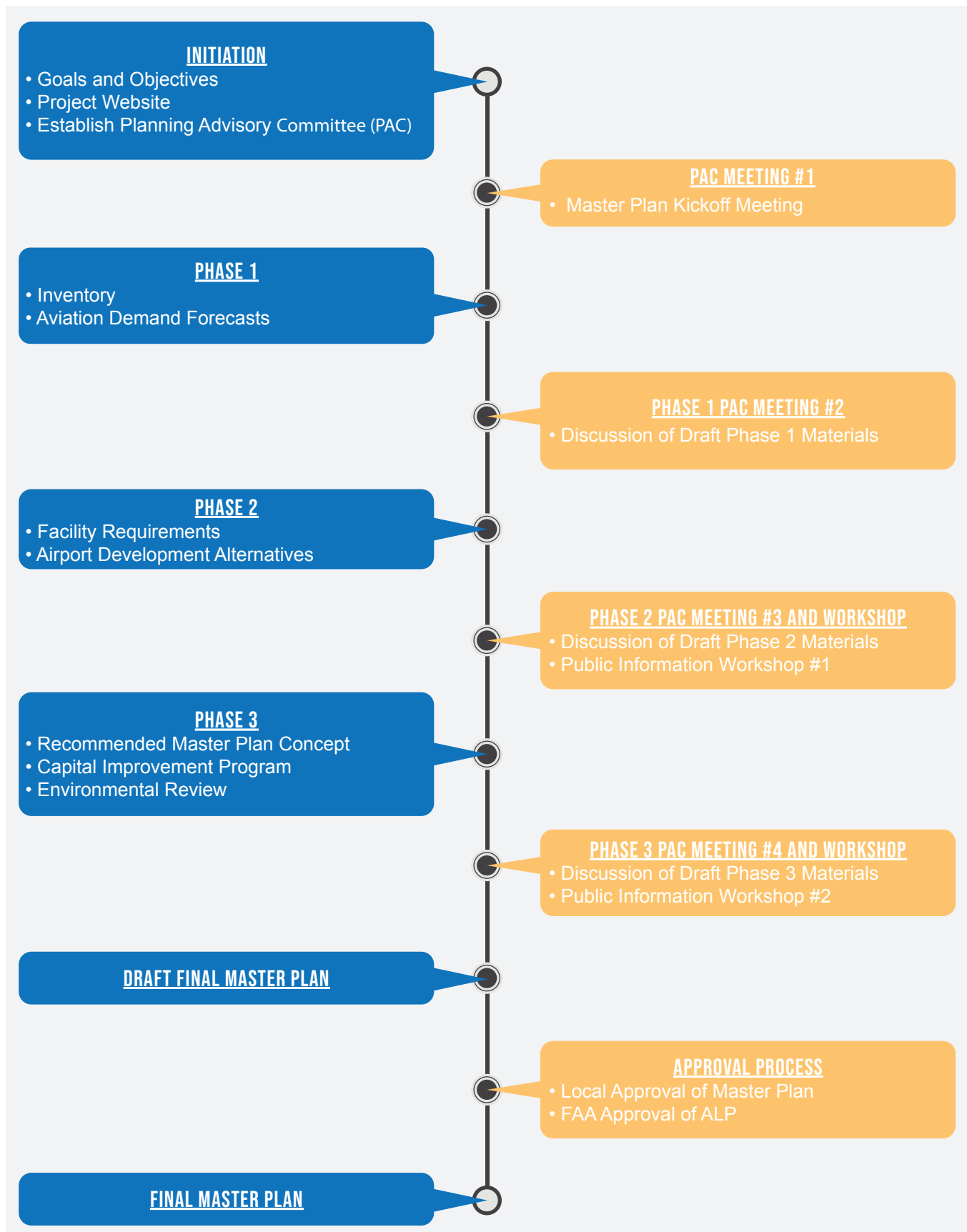
Element 1 – Study Initiation and Organization includes the development of the scope of services and schedule, as well as the establishment of the PAC. Study materials will be assembled in a workbook format. General background information will be established, including an outline of the goals and objectives to be accomplished during the master plan. A project-specific website will also be developed to house draft materials and allow for the receipt of comments.

Element 2 – Inventory of Existing Conditions focuses on collecting and assembling relevant data pertaining to the airport and the area it serves. This element includes an inventory of airspace, procedures, and operations at the airport. Information on existing facilities and operations is collected. Local economic and demographic data are 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 – Forecasts is intended to update the estimate of future levels of air traffic by quantity and characteristics that will identify the demand projected at Phillipsburg Municipal Airport, as well as the socioeconomic characteristics contributed by the local area. A 20-year forecast of aviation demand will be developed with 2023 serving as the base year and 2043 as the ending year.

Element 4 – Airport Facility Requirements Analysis determines the available capacities of various facilities at the airport, whether they conform with FAA standards, and what facility updates or new facilities will be needed to comply with FAA requirements and/or the 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 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 Layout Plans and Land Use Compatibility provides both graphic and narrative descriptions of the recommended plan for the use, development, and operation of the airport. This plan forms the basis of the ALP drawing set. Existing zoning ordinances and other land use management documentation will be reviewed and summarized, and land use management techniques in the airport vicinity will be outlined. This element also includes the formulation of an environmental overview and recycling plan.

Element 7 – Financial Management and Development Program analyzes benefits and costs that may be associated with the recommended plan. This element also determines and sets out the assumptions, terms, and conditions by which agreed-upon capital improvement programs can be financially implemented for Phillipsburg Municipal Airport.

Element 8 – Final Reports and Approvals provides documents that 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 Phillipsburg Municipal Airport master plan is of interest to many within the local community and region, including 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, the airport 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 PAC was established to act in an advisory role during the preparation of the study. Committee members are scheduled to meet four times at designated points during the study to review study materials and provide comments to help ensure the development of a realistic, viable plan.

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

Two open-house public information workshops will also be conducted 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 process. Notices of meeting times and locations will be advertised through local media outlets, and all draft reports, meeting notices, and materials will be made available to the public on the project website at <https://phillipsburg.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 positively and negatively impact that action, objective, or element in a given environment. A SWOT analysis was conducted with the PAC in July 2024. A summary of this exercise and discussion is included on **Exhibit iB**.

SWOT DEFINITIONS

This SWOT analysis groups information into two categories:

- **Internal** – attributes of the airport and market area that may be considered strengths or weaknesses for the action, objective, or element
- **External** – attributes of the aviation industry that may pose opportunities or threats for the action, objective, or element

The SWOT further categorizes information into one of the following:

- **Strengths** – internal attributes of the airport that are helpful to achieving the action, objective, or element
- **Weaknesses** – internal attributes of the airport that are harmful to achieving the action, objective, or element
- **Opportunities** – external attributes of the industry that are helpful to achieving the action, objective, or element
- **Threats** – external attributes of the industry that are harmful to achieving the action, objective, or element

It is important to note that some attributes may fit into multiple categories; an attribute might be considered both a strength and a weakness, depending on the perspective of the person or entity describing it. **Exhibit iB** summarizes the SWOT exercise that was conducted with the PAC.

<p>S STRENGTHS</p>	<ul style="list-style-type: none"> • Runway 13-31 is in excellent condition and has been recently extended to 5,101 feet (capable of accommodating turbine aircraft) • PHG has experienced positive growth • Strong local economy; Amber Wave, a \$250 million wheat protein plant, opened in 2023 • Several new hangars have been constructed on the airport • Progressive, supportive airport board/city council • New AWOS equipment • Recent removal of obstructions
<p>W WEAKNESSES</p>	<ul style="list-style-type: none"> • Airport only has small hangars; no conventional or community hangars • Taxiway improvements needed • Annual operations/activity may not support parallel taxiway • Terminal building and Quonset hangar are situated close to the runway, which could be an issue in terms of height/setback requirements • Fuel prices at PHG are generally higher than at other nearby facilities • Lack of nearby restaurants, gas stations, etc.; many places in town close early
<p>O OPPORTUNITIES</p>	<ul style="list-style-type: none"> • Closure of turf runway could support new landside development opportunities • City-owned community hangar would add a new revenue stream and promote traffic to the airport • Aircraft owners (including jet owners) have expressed interest in basing at PHG • Partial or full-length parallel taxiway • Relocation of fuel tanks would improve access/landside development potential • Increased federal funding opportunities • Flight instruction potential • New and improved terminal building to attract more traffic • Runway could be widened to better serve jet traffic
<p>T THREATS</p>	<ul style="list-style-type: none"> • Limited landside development options when factoring in existing infrastructure (i.e., roads, utilities) • Local match is getting harder to meet due to rising costs