

San Antonio International Airport Strategic Development Plan

2021 AIRPORT MASTER PLAN

CHAPTER 1 – INTRODUCTION

AUGUST 2022



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1 INTRODUCTION

1.1 BACKGROUND

As of 2019, more than 10 million passengers – an average of 27,000 per day – flew in and out of the San Antonio International Airport (SAT or Airport). By 2040, this number of annual passengers is expected to significantly increase. Since the last master plan was completed in 2010, changes have occurred in the national and local aviation industry which necessitated an update to the plan. To accommodate this growth, address these changes, and continue to generate prosperity, the Airport must keep up with the air travel needs of the community and its region.

The San Antonio Airport System (SAAS) of the City of San Antonio (CoSA) launched a Strategic Development Plan (SDP) process to focus on the next 20 years (through 2040), and to examine if the existing airport site could accommodate the projected growth over the next 50 years. This process includes a revision of the airport master plan and Airport Layout Plan (ALP).

1.2 METHODOLOGY

An airport master plan is a long-range roadmap for the comprehensive development of an airport that may be required to meet projected demand.

This Airport Master Plan and SDP for SAT was prepared for the CoSA between 2018 and 2022 by WSP USA, in association with Auxiliary Marketing Services (AMS), Connico, Economic & Planning Services (EPS), Environmental Science Associates (ESA), Faith Group, Hirsh Associates, Maestas & Associates, Jacobsen|Daniels Associates (J|D), Poznecki-Camarillo (PCI), Quantum Spatial, and Unison Consulting. The project team followed the general methodology described in the Federal Aviation Administration (FAA) Advisory Circular (AC) 150/5070-6B on Airport Master Plans, and other FAA airport documents, such as AC 150/5300-13A, Change 1, on Airport Design.

This approach was enhanced and augmented for addressing the local specificities of San Antonio and the objectives of the SAAS SDP process. It led to a unique two-phase process. During Phase I (2018-2019), the existing conditions were assessed, and the aviation forecasts¹ and facility requirements were developed. High-level, long-term needs regarding land use and major facilities required for the airport to accommodate the high growth needs of the San Antonio region were prepared. The “Will It Fit?” in the current location question was answered in late 2018. It was determined that the long-term (2068 horizon) demand can be accommodated at the existing airport site. **Appendix 1B** includes the “Will It Fit?” Presentation developed for use at the public meetings held in conjunction with Phase I of the study.

¹ In October 2021, the FAA approved an adjustment to the aviation demand forecasts that were approved in October 2019. This adjustment is discussed in further detail in *Chapter 4: Aviation Demand Forecasts*. These forecasts were used to develop alternatives and select the preferred plan.

Phase II focused on the development of alternatives and selection of a preferred plan to accommodate 20 years (through 2040) of the most likely growth scenario and to ensure the recommended alternatives do not preclude the 50-year high-growth scenario used during Phase I. Realistic facility cost estimates, phasing, implementation, and funding plans are also included in this study.

The SAAS SDP encouraged the community to be involved in the process through informal pop-up events, public meetings, participation in existing community meetings, social media, web page, newsletters, surveys, technical working groups, and stakeholder groups. **Appendix 1A** contains details of the Stakeholders Engagement Program for the airport master plan and SDP.

While the airport master plan and SDP has been completed, the plan is only the first of several steps required before construction of improvements can begin. Construction of the new Terminal C, for example, will first require approval under the National Environmental Policy Act (NEPA), followed by a business and lease agreement with the airlines, as well as architectural design, permitting, and finally construction.

1.3 LONG-TERM VISION OF CITY OF SAN ANTONIO

As the City of San Antonio celebrated its 300th anniversary in 2018, it embarked on a long-term city planning initiative, *SA Tomorrow*, to accommodate 1 million additional residents by 2040. The Airport faces the challenge of how to provide a world-class passenger experience to meet this forecasted demand, maintain/increase its share of the South Texas aviation market, and assure an operationally superior airport. *SA Tomorrow* is a three-pronged planning effort that will guide land use and urban planning, sustainability, and multimodal transportation planning decisions in an all-inclusive, integrated approach. The SAAS SDP considers *SA Tomorrow*, and particularly its orientations on urban development, land use, and ground transportation.

1.4 MASTER PLAN DOCUMENTATION

It features the following chapters:

- Chapter 1: Introduction
- Chapter 2: Inventory of Existing Conditions
- Chapter 3: Aviation Demand Forecasts
- Chapter 4: Demand/Capacity and Facility Requirements
- Chapter 5: Alternatives Development and Evaluation
- Chapter 6: Implementation and Funding Plan
- Chapter 7: Environmental Overview and Sustainability Initiatives
- Chapter 8: Airport Layout Plan Drawings and Narrative Report

Additional Working Papers were developed to support the master planning effort and the SDP. These working papers include:

- Stakeholders Engagement Program (Appendix 1A)
- “Will It Fit” Presentation (Appendix 1B)
- Pavement Management Plan
- Drainage Master Plans – Salado Creek Relocation Feasibility and SAT Airfield Drainage
- Administrative Space Analysis (Appendix 4C)
- Financial Inventory and Benchmarking Analysis
- Debt Capacity Analysis
- Terminal Concessions Survey and Analysis (Appendix 4B)

The following appendices are part of the SDP documentation:

- Appendix 0 List of Acronyms
- Appendix 1A Stakeholder Engagement Plan
- Appendix 1B “Will It Fit?” Presentation
- Appendix 2A Existing Airport Facilities
- Appendix 2B 2019 Aviation Safety Conditions at Runway Threshold 31L
- Appendix 2C Air Traffic Control Arrival Procedures by Runway
- Appendix 2D Vehicular Traffic Counts
- Appendix 2E Primary Runway Wind Roses
- Appendix 2F Environmental Inventory Technical Report
- Appendix 2G Recycling Memo
- Appendix 2H Financial Inventory
- Appendix 3A COVID-19 Adjustments to FAA-Approved Forecast
- Appendix 4A Wind Coverage
- Appendix 4B Terminal Concessions Analysis
- Appendix 4C Administrative Space Analysis
- Appendix 5A Airfield Alternatives Development and Evaluation
- Appendix 5B Railroad Realignment Memorandum
- Appendix 5C Runway 31L End Extension Comparative Safety Risk Assessment
- Appendix 5D High-Speed Exit Siting Analysis
- Appendix 5E Non-Standard Airfield Geometry Improvements
- Appendix 5F Runway 4-22 Disposition
- Appendix 5G Post-2040 Airfield Layout Safety Review Meeting

- Appendix 5H VISSIM Model Calibration
- Appendix 8A Airport Layout Plan (ALP) Drawing Set
- Appendix 8B ALP SOP 2.00 Checklist

1.5 FEDERAL AVIATION ADMINISTRATION PARTICIPATION

The preparation of this document was supported, in part, through the Airport Improvement Program financial assistance from the Federal Aviation Administration as provided under Title 49, United States Code, section 47104. The contents do not necessarily reflect the official views or policy of the FAA. Acceptance of this report by the FAA does not in any way constitute a commitment on the part of the United States to participate in any development depicted therein nor does it indicate that the proposed development is environmentally acceptable in accordance with appropriate public laws.

San Antonio Airport System Strategic Development Plan

2021 AIRPORT MASTER PLAN

MASTER PLAN UPDATE

CHAPTER 1 – INTRODUCTION

APPENDIX 1A – STAKEHOLDER ENGAGEMENT PLAN



Stakeholder Engagement Plan

BACKGROUND

Over 10 million passengers (an average of 27,000 per day) flew in and out of SAT in 2018. In the next 20 years, that number could reach up to 20 million passengers per year. SAT must keep up with the air travel needs of the community and region, and to that end, the SAAS launched a SDP process in 2018 to not only focus on the next 20 years, but also examine the suitability of the site for growth and expansion in the next 50 years. There are two phases in this data-driven planning process. Phase I of this study kicked off in 2018; Phase II will begin in 2019, and the entire study is expected to conclude in 2020. This report summarizes stakeholder engagement during Phase I.

COMMUNITY AND STAKEHOLDER ENGAGEMENT OVERVIEW

Community and stakeholder engagement are a major part of the entire process. The engagement process goals were two-fold:

- Educate and inform the entire community – not just neighborhoods near the airport and air travelers, because the airport belongs to everyone in San Antonio – and stakeholders about the current status and future needs of the airport.
- Seek input from all community members, travelers, neighbors, aviation employees, and anybody who chose to participate in order to gather data that would help answer the question, “Will the airport fit in its current location through 2068?”.

The overarching mantra for the engagement process was to provide early and frequent opportunities for stakeholders, the public and agencies, to provide input on the SDP.

The main engagement categories in Phase I included stakeholder advisory groups, informal and formal meetings, pop-up meetings, surveys, participation in partner events, public open house meetings, and surveys. Information about other stakeholder engagement communications tools such as e-blasts, rack cards, postcard invitations, brochures, kids’ activity sheets, survey instruments, signage, and the like are reported within the sections of this report in which they were created and employed.

MAJOR ENGAGEMENT COMPONENTS

METRICS MATRIX

Stakeholder and engagement outbound and inbound communications, meetings, surveys, and partner activities were tracked throughout Phase I, and were compiled on an ongoing basis in a “Metrics Matrix”, which includes dates, type of activity, audiences, and numbers. Supporting the engagement goals of educating/informing, as well as seeking input from community members and stakeholders, the number of “touches” (i.e., SDP outbound communiques, inbound comments/responses, and in-person meetings) through February 2019 totaled 18,812, *not including social media, traditional media, or webpage engagements*.

STAKEHOLDER AND ADVISORY GROUPS

Advisory groups were formed specifically for the SDP to provide input and feedback, represent organizations and groups, and serve as liaisons to their respective groups. These groups included:

- The Stakeholders Working Group (SWG): groups and organizations from the local and regional community with a vested interest in the San Antonio Airport System.
- The Technical Advisory Committee (TAC): organizations and agencies that have a technical relationship to the San Antonio Airport System.
- The Transportation and Planning Partners Working Group (TPPWG): organizations and agencies that are engaged in transportation and urban planning efforts in the city, county, and region, especially long-term and strategic plans.

Other existing groups that were formal participants in the process were:

- The Airport System Development Committee (ASDC) appointed by San Antonio Mayor Nirenberg: a group of more than 20 community and industry leaders to assess needs, review findings, and ultimately make recommendations to the mayor and city council.
- The Airport Advisory Commission (AAC): a 19-member City Council-appointed group that advises San Antonio's aviation director on policies affecting the airports and air transportation.
- The Airport Managers Group (AMG): an ad hoc group of San Antonio Airport System managers representing the functional areas of the airport system.

VISIONING

In June 2018, at the beginning of the SDP process, a series of visioning sessions were held with the three advisory groups (SWG, TAC, and TPPWG), as well as with the ASDC, the AAC, and the AMG. The purpose of the visioning sessions was to gather input from a multitude of San Antonio Airport System stakeholders to help the SDP team shape the strategy that will be employed for the future and in development of the plan. Topics included goals and overview of the SDP and the airport, forecast considerations, aviation growth and statistics, and interactive group sessions. Participants provided input on the first things they think of when they hear "San Antonio International Airport", the things that are important to them about airports in general, the things they would change about SAT, and Strengths, Weaknesses, Opportunities, and Threats (SWOT) of SAT. *142 group members participated in these visioning sessions.*

POP-UP MEETINGS

In August to September 2018, the San Antonio Airport System held a series of 10 pop-up meetings in geographically distributed locations throughout San Antonio, to inform and solicit input from the public on the SDP process. The purpose of the pop-up meetings was to inform the public of the SDP; gather input via surveys and informal conversations; add names/addresses of interested parties to the project mailing list; and draw attention to the planning effort through word-of-mouth and social media. Locations included SAT baggage claims in both terminals and in the Consolidated Rental Car Facility (CONRAC); Morgan's Wonderland, Woodlawn Lake Park (Spanish-only event), The Cherrity Bar, and Pearsall Park (in conjunction with the City of San Antonio's "SA SpeakUp" Community Days); Houston Street Lunch Break;

Mission Marquee Farmers & Artisans Market; Hardberger Park; and Lincoln Park Splashpad. Pop-up elements included bilingual stakeholder surveys, flip chart graffiti-style comments, video storytelling, and kids' coloring and drawing activities. *There were 454 community inputs received at the pop-up meetings, including 258 completed surveys, 15 kids' activity sheets, 132 mailing list requests, and 22 comments on flip charts.*

ADVISORY GROUPS “WILL IT FIT?” MEETINGS

In October 2018, meetings were held with the TAC, SWG, TPPWG, AAC, and AMG. Topics included “Will it fit?” preliminary findings, current status of the study process, new airport site considerations, an overview of the existing airport, historic airport industry passenger growth, SAT passenger growth and forecast, SAT operations growth forecast, airfield capacity and delay assumptions and demand, passenger terminal requirements, 2068 “Will it fit?”, airfield capacity and terminal options, preliminary findings, and a rollout schedule. Discussion/input segments included questions-and-answers, reactions to the “Will it fit?” answers, what should the “next steps” be, (i.e., what should be addressed first – airfield, terminal, or roads and transit?), and what should be conveyed to community members in going forward? *76 advisory group members participated in these meetings.*

PUBLIC OPEN HOUSES

Four identical open houses were held in October 2018 in north, south, east, and west locations throughout San Antonio, including at the District 2 Senior Center, the El Progreso Hall, the Stinson Municipal Airport, and the Jewish Community Center Campus. The open houses informed community members about the progress of the SDP, including expected future air travel demand, general future space needs for the major airport components, “Will it fit?” in the current location, and next steps. The purpose of the open houses was to get input from community members and stakeholders on the SDP's progress to date. The format was a combination of presentations and one-on-one interactions at “stations”. The formal presentations were offered every 45 minutes and focused on the SDP process and status, new airport site considerations, overview of the existing airport, forecast on future air travel, historic airport industry passenger growth, future needs for airfield and terminals, and the data-driven preliminary “Will it fit?” findings and conclusions. The stations, most of which had rolling PowerPoint presentations, map exhibits, and opportunities for one-on-one interaction with subject matter experts, included the Forecast Station, Airfield Station, Terminal Station, Community Engagement Station, “My Story” Station, Environmental Considerations Station, Kids Station, and Survey/Comments Station. In addition to participants having the opportunity to make comments at the various stations, other opportunities for comments included surveys in English and Spanish, video recordings of comments/stories, opportunities to provide verbal comments to a court reporter, and one-liner graffiti-type flip chart comment opportunities. *More than 120 individuals attended the open houses.*

SURVEYS

Two different surveys solicited input and comments during Phase I, one in August-September and one in October-November of 2018. Both surveys were available in English and Spanish and in hard copy and online.

There was a mix of questions that asked multiple choice/check the box questions, as well as open-ended questions. Respondents were asked to answer questions from “What kind of information would help you

learn about the long-range plans for the airport?” to “How do you feel about the future San Antonio International Airport fitting into the current location?” and “What do you believe should be accomplished at San Antonio’s International Airport over the next 20 to 50 years?”. The surveys collected demographic information in order ensure that public input, including differing viewpoints, was reflected and is appropriately considered in the decision-making process. The results are reported via a compilation of the responses to both surveys, in which quantitative results are summarized and open-ended questions are reported as written. *1,436 respondents (in both surveys) provided their email addresses to receive survey results and information. There was a combined total of 2,800 survey responses (2,265 survey #1; 535 survey #2).*

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

The two goals set for the Stakeholder Engagement were accomplished:

- To educate and inform the entire community and stakeholders about the current status and future needs of the airport.
- To seek input from all community members, travelers, neighbors, aviation employees, and anybody who chose to participate in order to gather data that would help answer the question, “Will the airport fit in its current location through 2068?”.

The overarching mantra for the engagement, i.e. “to provide early and frequent opportunities for stakeholders, the public, and agencies to provide input on the SDP,” became a reality, as was evidenced by the 18,812 “touches” that were measured throughout this data-driven program. The stakeholder engagement segment of the SDP exceeded its goals and generated valuable quantitative and qualitative data from community members, regional travelers, and visitors, who helped answer the “Will it fit?” question.

STRATEGIC RECOMMENDATIONS FOR PHASE II

Based on these conclusions, stakeholder engagement recommendations for Phase II are:

- Re-affirm the original community and stakeholder engagement goals to educate, inform, and get input.
- Keep using the metrics matrix to monitor and measure stakeholder engagement.
- Continue the advisory groups structure and meetings to inform and seek input from advisory group members on behalf of their organizations/constituents.
- Host pop-up meetings for engagement in areas where people naturally congregate.
- Host public open house meetings at key Phase II milestones.
- Use surveys to elicit information from community members, stakeholders, and travelers.
- Host regular outreach activities specifically designed for airport neighbors to learn about, discuss, and give input to the SDP.

San Antonio Airport System Strategic Development Plan

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APPENDIX 1B – "WILL IT FIT?" PRESENTATION



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“Will it Fit?” Preliminary Findings

Presented by John van Woensel
WSP Consultant Team Project Manager

October 2018

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Agenda

- Introduction & overview
- New airport site considerations
- Future air travel demand
- Future facility needs
- “Will it fit?”
- Next steps

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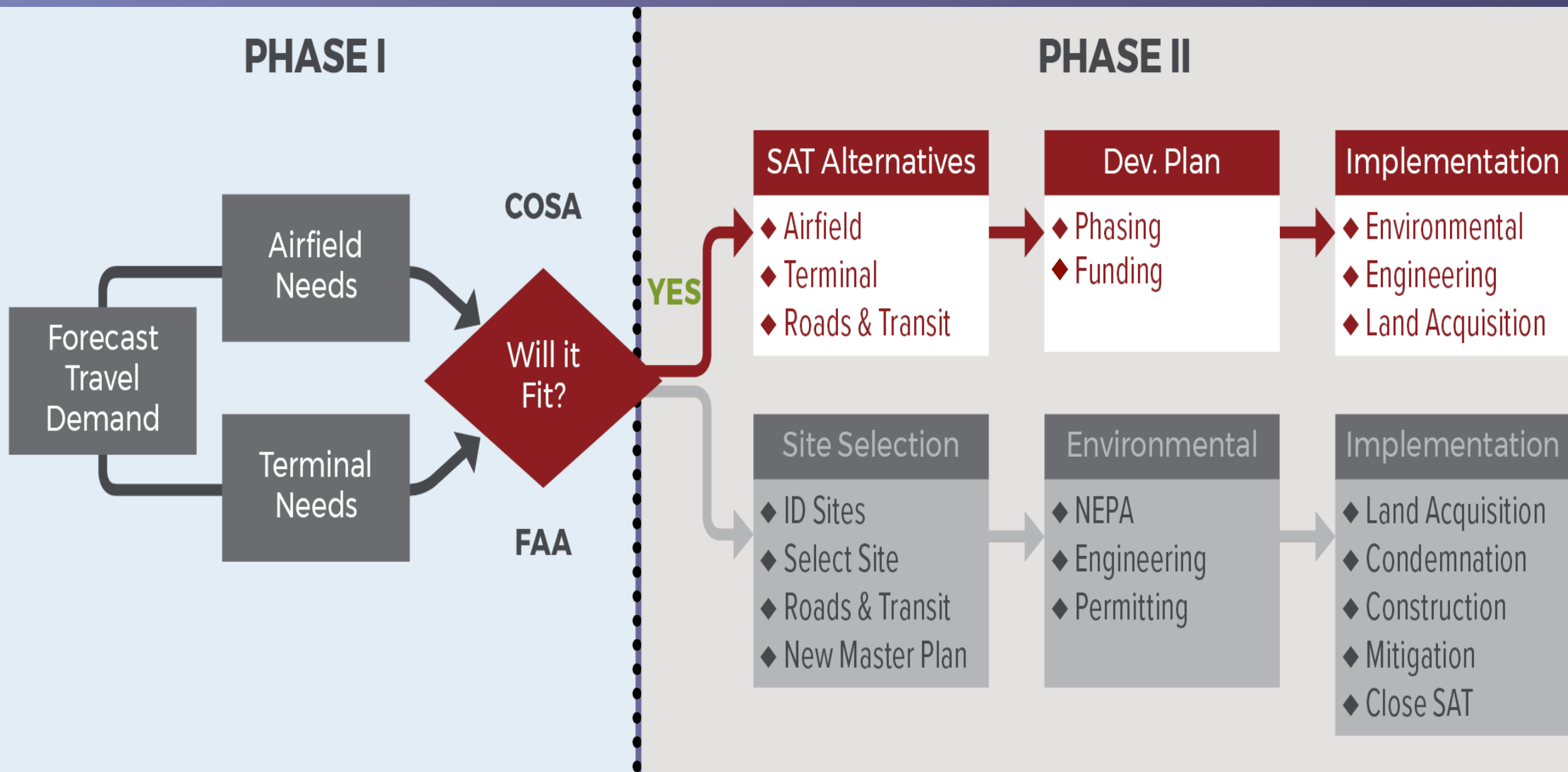


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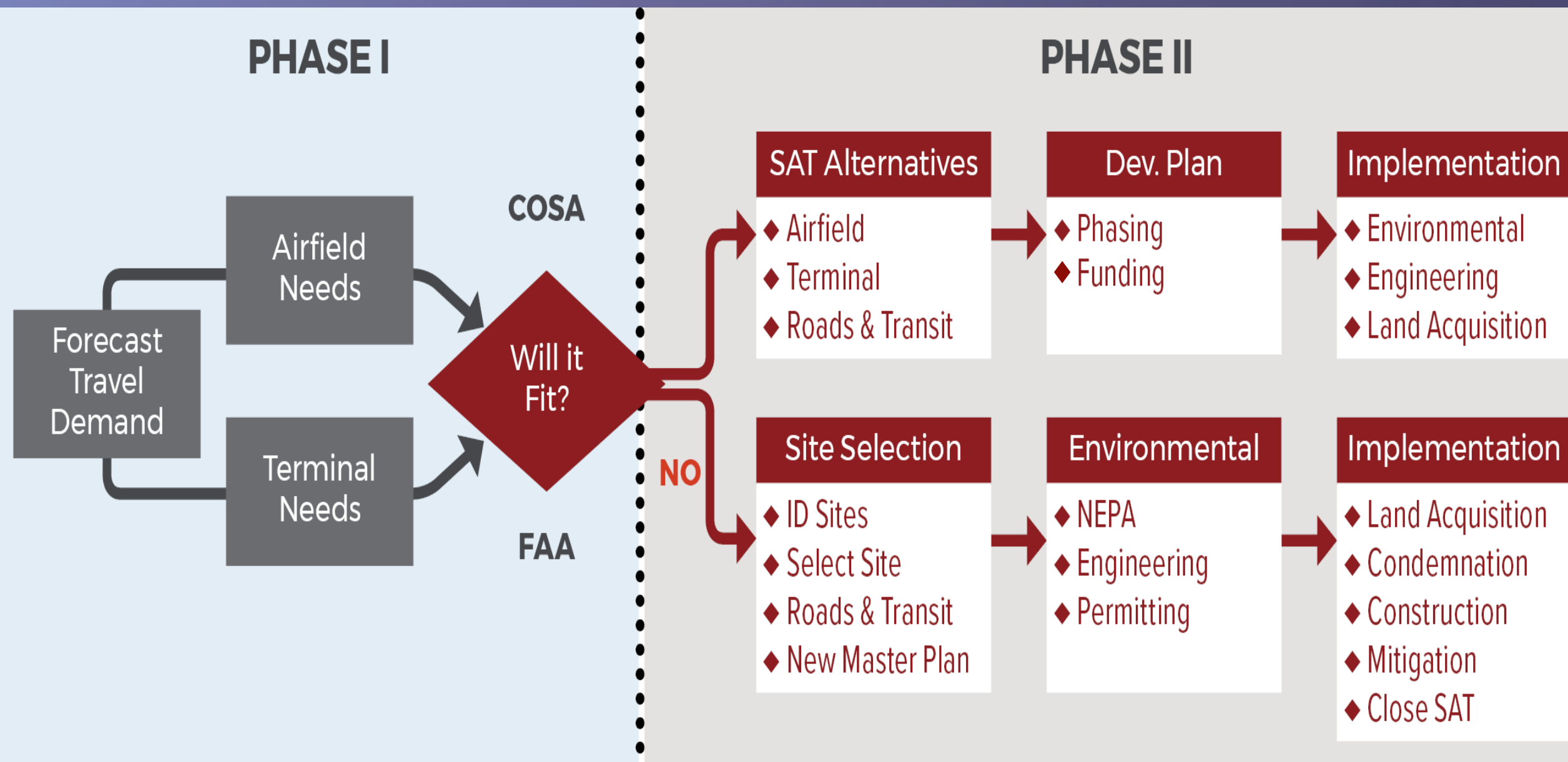
"Based on the population growth in San Antonio, new airport is necessary. If [the] city [wants] San Antonio to become a real center, [a] bigger airport is a necessary. First impression is important to people, especially for business people who [fly] often and [want] to do business here. [A] bigger airport is a priority to draw attention to major airlines in order to open more routes and bring more people."

*Source: San Antonio Airport System
Strategic Development Plan Stakeholder
Survey. August – September 2018*

Current Status of Study Process



Current Status of Study Process



New Airport Site Considerations

- High capital cost of new airport requires FAA funding participation
- FAA's new airport site selection process starts when studies show an existing airport cannot be expanded to meet future demand
- Airlines must support the need for a new airport
- Land required for a new airport could be 5,000 to 6,000 acres
- Total cost could likely be in the range of \$5B to \$10B

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SAT “Will it Fit?” Preliminary Findings

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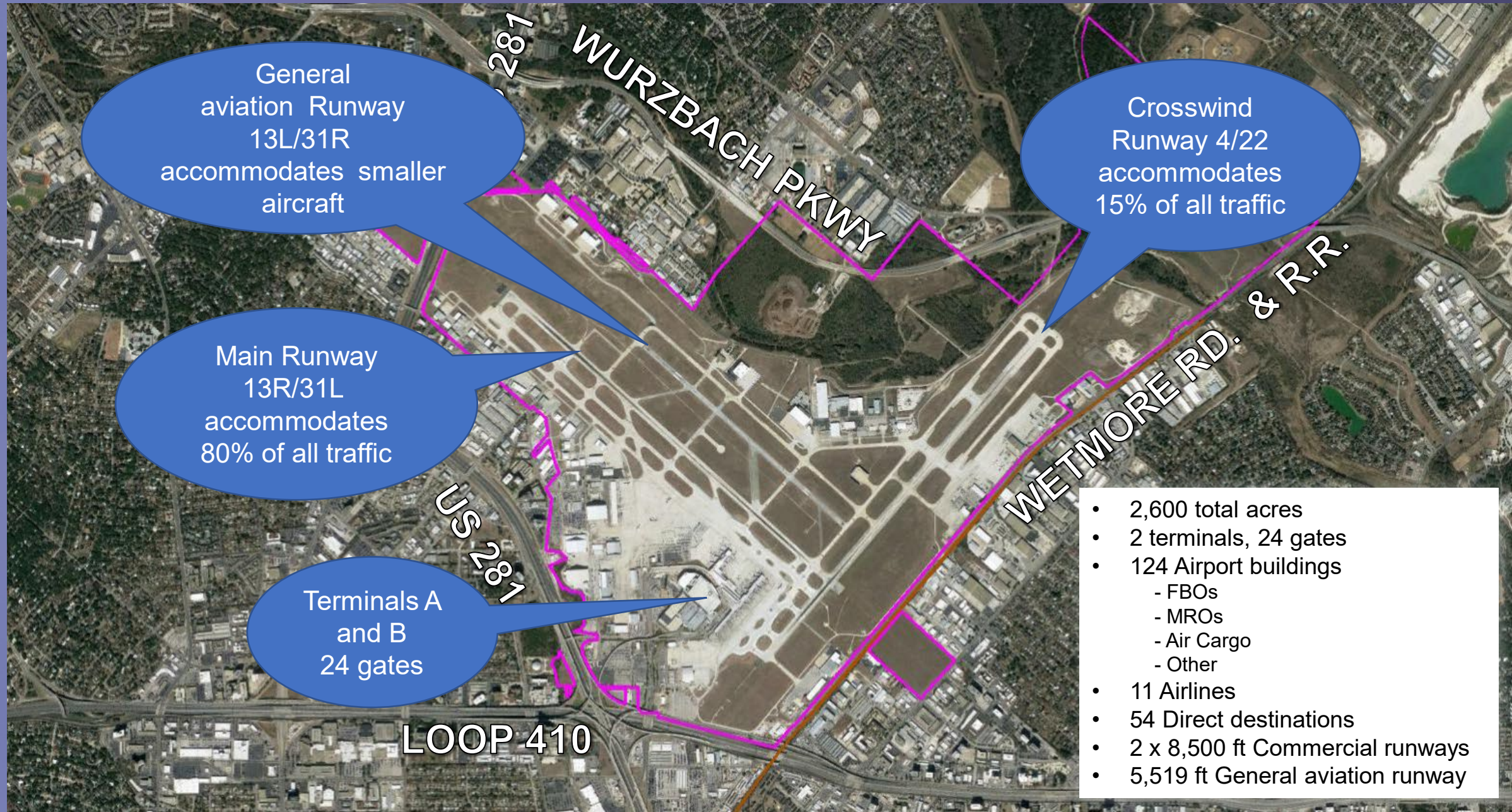
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"Of course safety is the number 1 consideration what I think of for traveling and airports, but after that it is convenience, price, and # of direct flights. Thank you for requesting feedback!"

*Source: San Antonio Airport System
Strategic Development Plan Stakeholder
Survey. August – September 2018*

Overview: Existing Airport



General
aviation Runway
13L/31R
accommodates smaller
aircraft

Main Runway
13R/31L
accommodates
80% of all traffic

Terminals A
and B
24 gates

Crosswind
Runway 4/22
accommodates
15% of all traffic

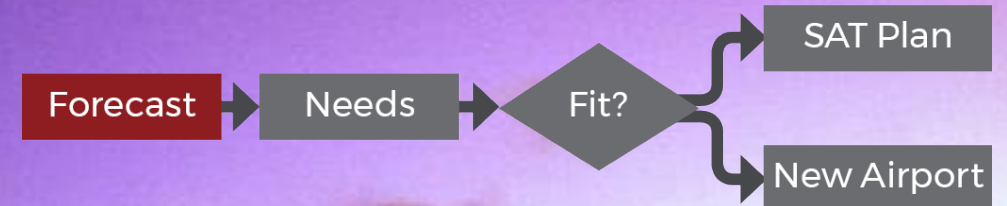
- 2,600 total acres
- 2 terminals, 24 gates
- 124 Airport buildings
 - FBOs
 - MROs
 - Air Cargo
 - Other
- 11 Airlines
- 54 Direct destinations
- 2 x 8,500 ft Commercial runways
- 5,519 ft General aviation runway

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Future Air Travel Demand



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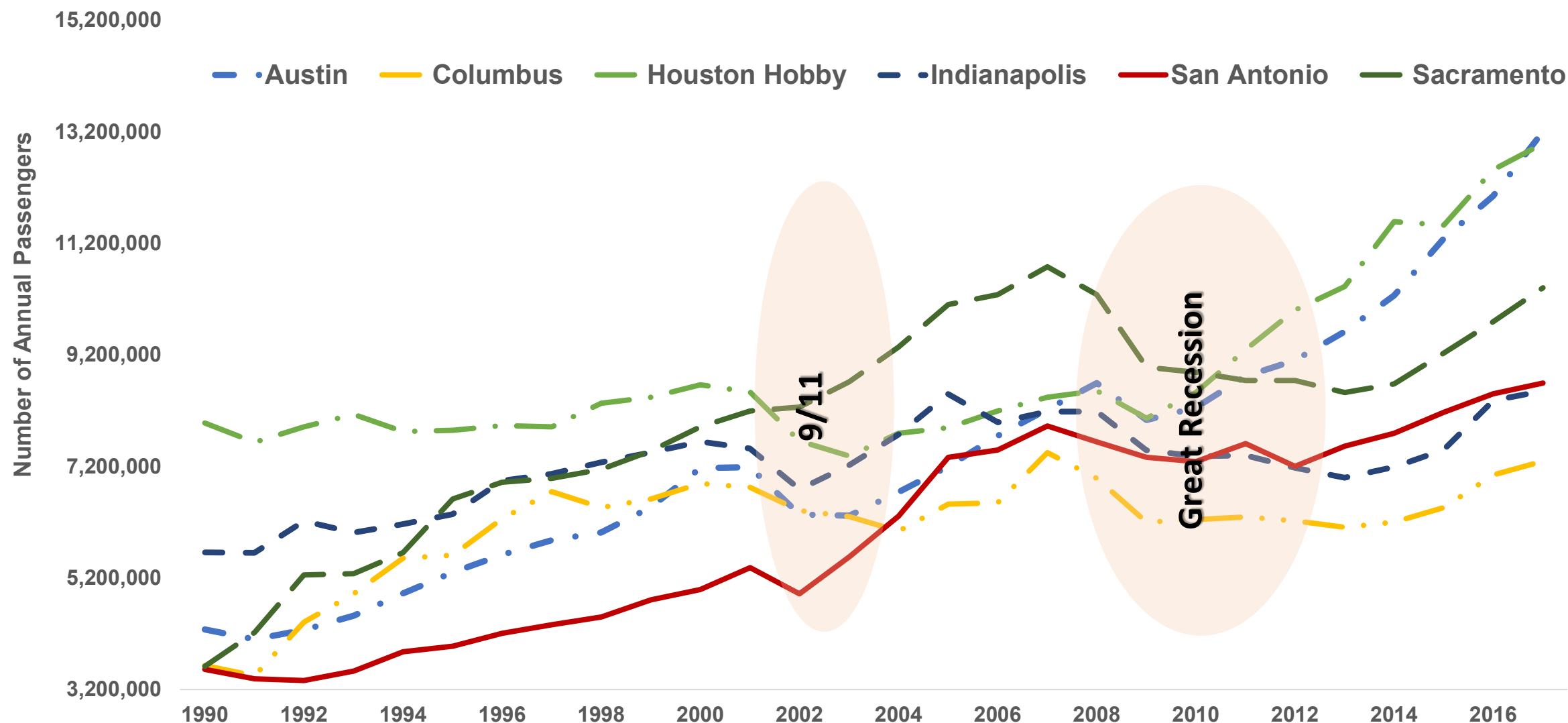


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"Will San Antonio ever be a travel "hub"? Is that even something desirable for our city? Also, how will the advent of alternative transportation options (e.g. high-speed rails, self-driving vehicles) influence the airport's strategy in the coming decades?"

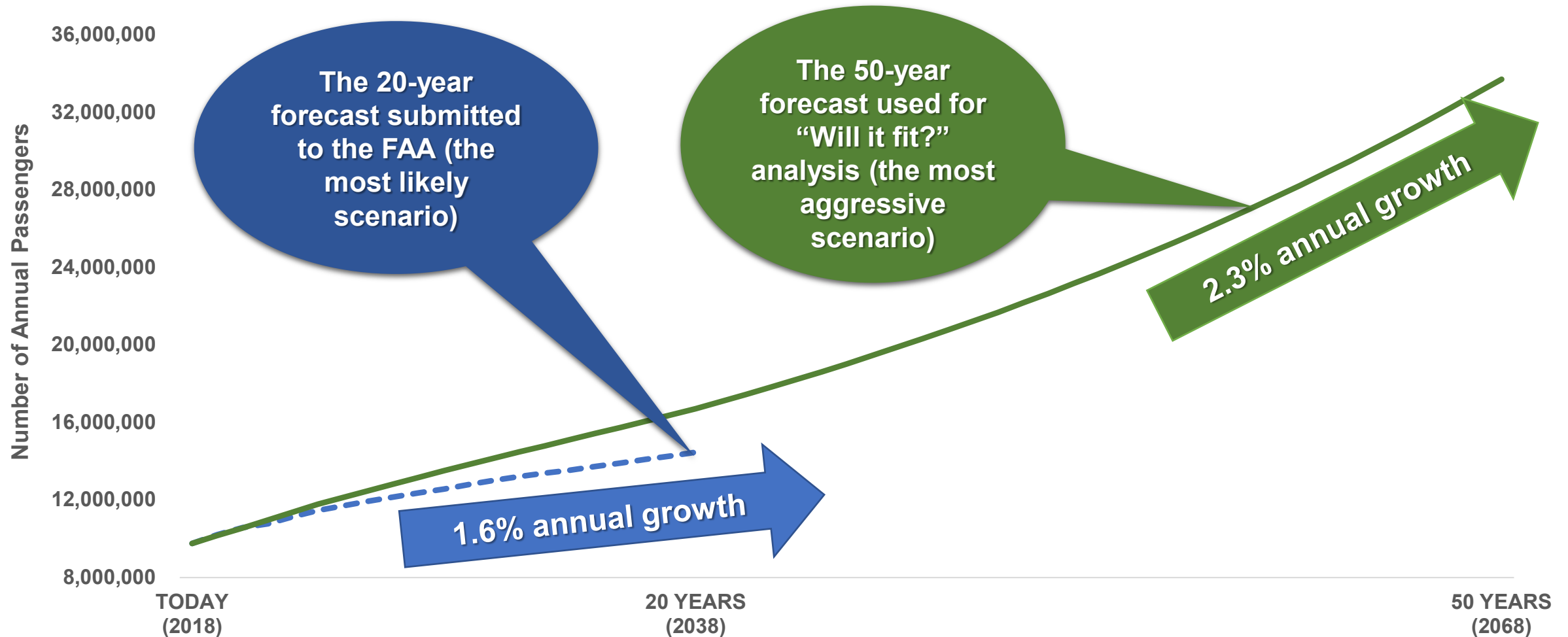
*Source: San Antonio Airport System
Strategic Development Plan Stakeholder
Survey. August – September 2018*

Historic Airport Passenger Growth



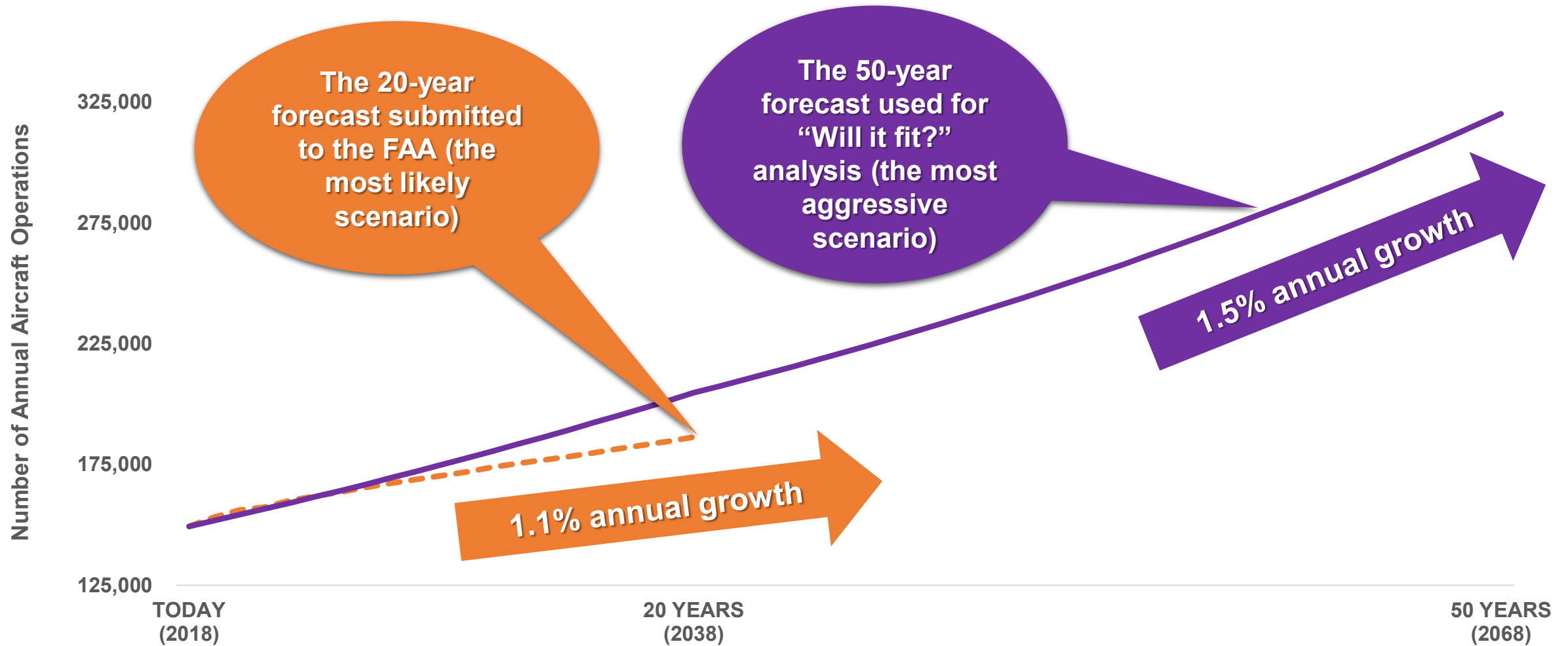
Source: FAA TAF; 2016 is the last actual year available.

SAT Passenger Growth Forecast



This forecast includes a range of possible outcomes, using a base forecast of 1.6% annual growth that was submitted to the FAA, to a high growth forecast of 2.3% annual growth per year used for the 50-year Strategic Development Plan.

SAT Aircraft Operations Growth Forecast



This forecast includes a range of possible outcomes, using a base forecast of 1.1% annual growth that was submitted to the FAA, to a high growth forecast of 1.5% annual growth per year used for the 50-year Strategic Development Plan.

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Future Needs: Airfield



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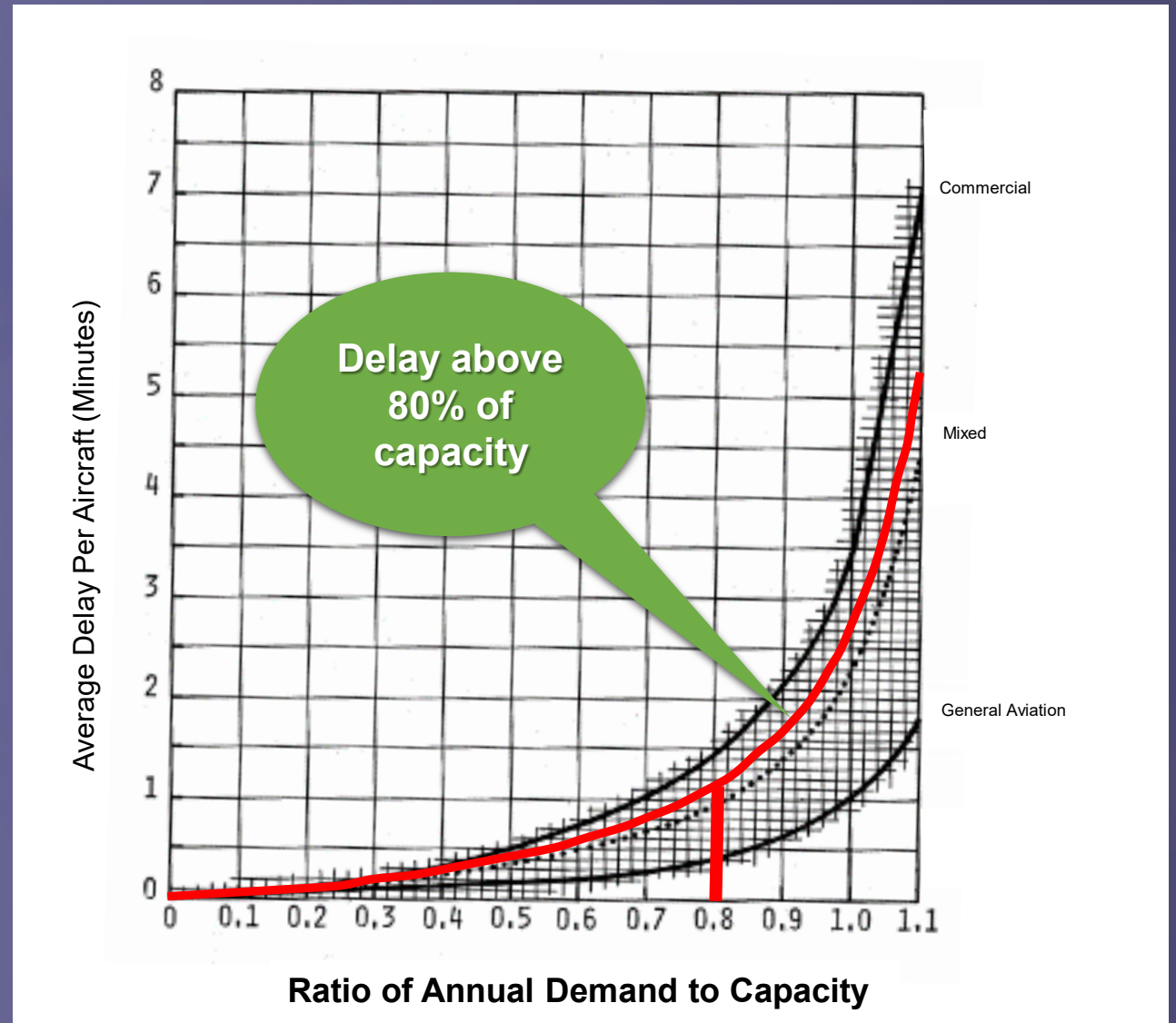
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"Please make our airport equal to what the 7th largest city in USA should be. It's embarrassing how small it is and how Austin gets better flights and has more carriers that utilize it. If San Antonio leaders continue to think small and keep San Antonio small, this city will outgrow itself and major companies will move elsewhere without the flight options Dallas and Houston have."

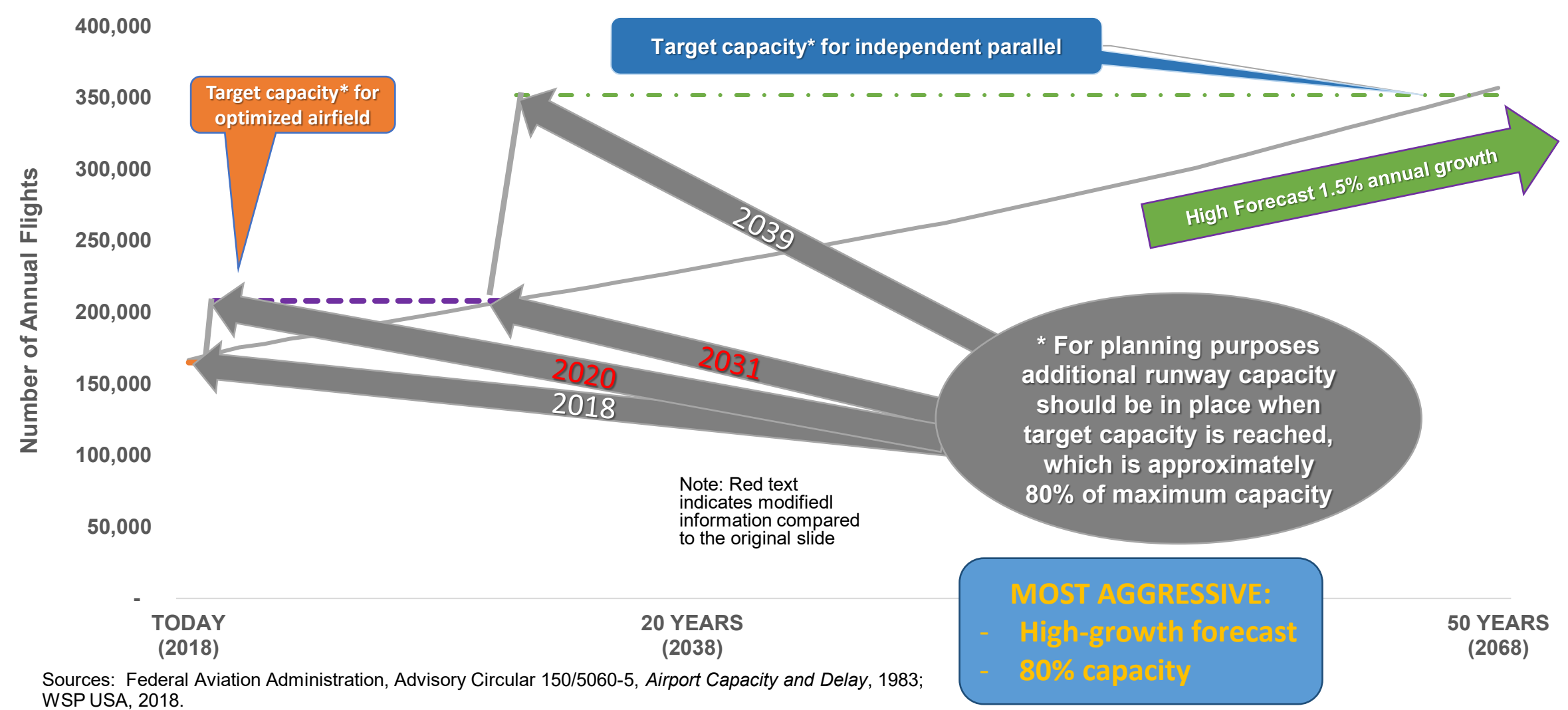
*Source: San Antonio Airport System
Strategic Development Plan Stakeholder
Survey. August – September 2018*

Airfield Capacity and Delay Assumptions

- At 100% of capacity, aircraft delays are unacceptably high
- Above 80% of capacity, delays increase exponentially
- Long term planning therefore is for 80% of capacity



Relationship between Airfield Demand (High Growth) and 80% Capacity



Dependent parallel runways are closely spaced (700 feet to 2,500 feet from an existing runway) and independent parallel runways are widely spaced (separated by at least 3,000 feet).

A minor correction was made to activity after meeting.

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Future Needs: Passenger Terminal



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"I am concerned that San Antonio's Airport is not keeping up with its status as the 7th largest and fastest growing city in the USA. Thank you for tackling this issue!"

*Source: San Antonio Airport System
Strategic Development Plan Stakeholder
Survey. August – September 2018*

Passenger Terminal Requirements

	2018 Existing	2038 High	2068 High
Number of gates	24	35	63
Gross area (sq. ft.)	734,000	1,200,000	2,100,000

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Meeting the Future Needs: Airfield and Passenger Terminal



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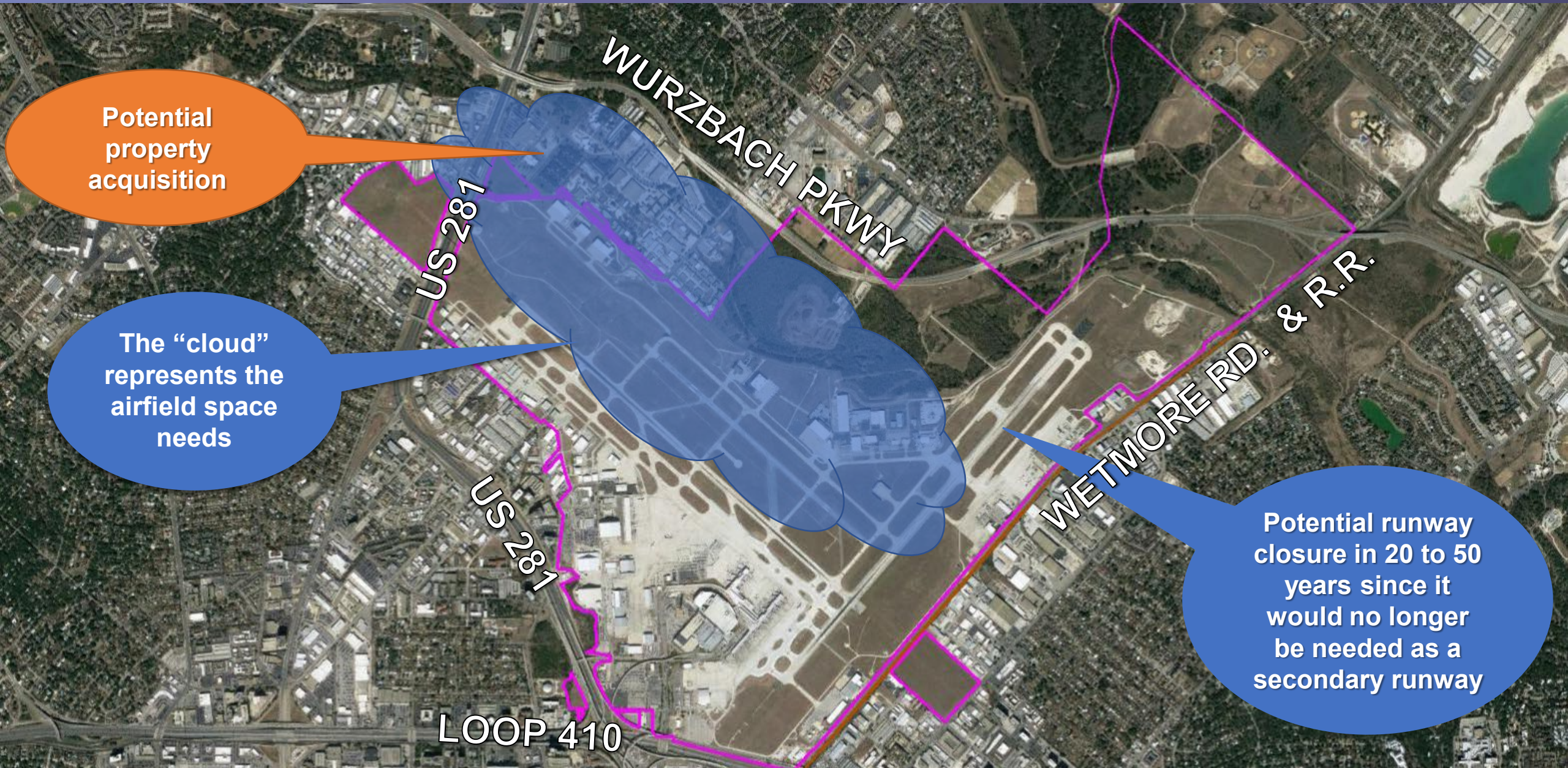
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"Thank you all for continuing to improve and plan improvements regarding the airport. It's a lifeline to many family and friends."

*Source: San Antonio Airport System
Strategic Development Plan Stakeholder
Survey. August – September 2018*

2068 “Will it Fit?” Airfield Capacity

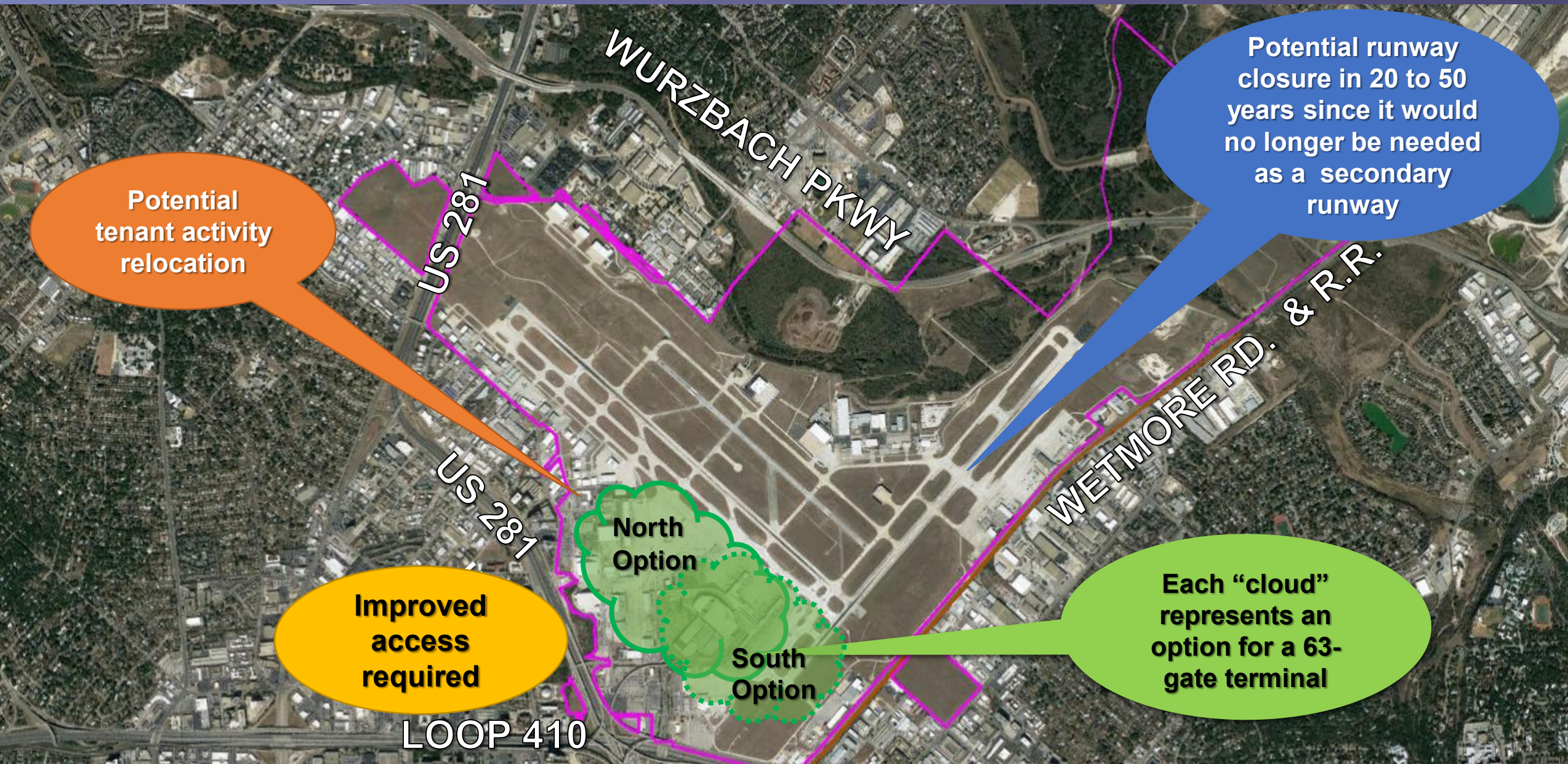


Potential
property
acquisition

The “cloud”
represents the
airfield space
needs

Potential runway
closure in 20 to 50
years since it
would no longer
be needed as a
secondary runway

2068 “Will it Fit?” Two Passenger Terminal Options



2068 “Will it Fit?” Third Option for Passenger Terminal



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Data-Driven Preliminary “Will it Fit?” Conclusions



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"I would like to know more about Terminals C and D in the future. Are Terminals C and D going to have additional check in desks for airlines that are already present in Terminals A and B? Terminal A seems very congested most days with not enough room for heavy traffic..."

*Source: San Antonio Airport System
Strategic Development Plan Stakeholder
Survey. August – September 2018*

“Will it Fit?” Preliminary Findings

The data-driven, technical answer, pending additional input, is:

Yes, an airport that would serve the San Antonio region in 2068 can be made to fit at the airport's current location.

Various actions would be needed:

- Governmental approvals
- Possible land acquisition
- Possible creek relocation
- Potential secondary runway closure, and/or
- Potential relocation of tenant activities

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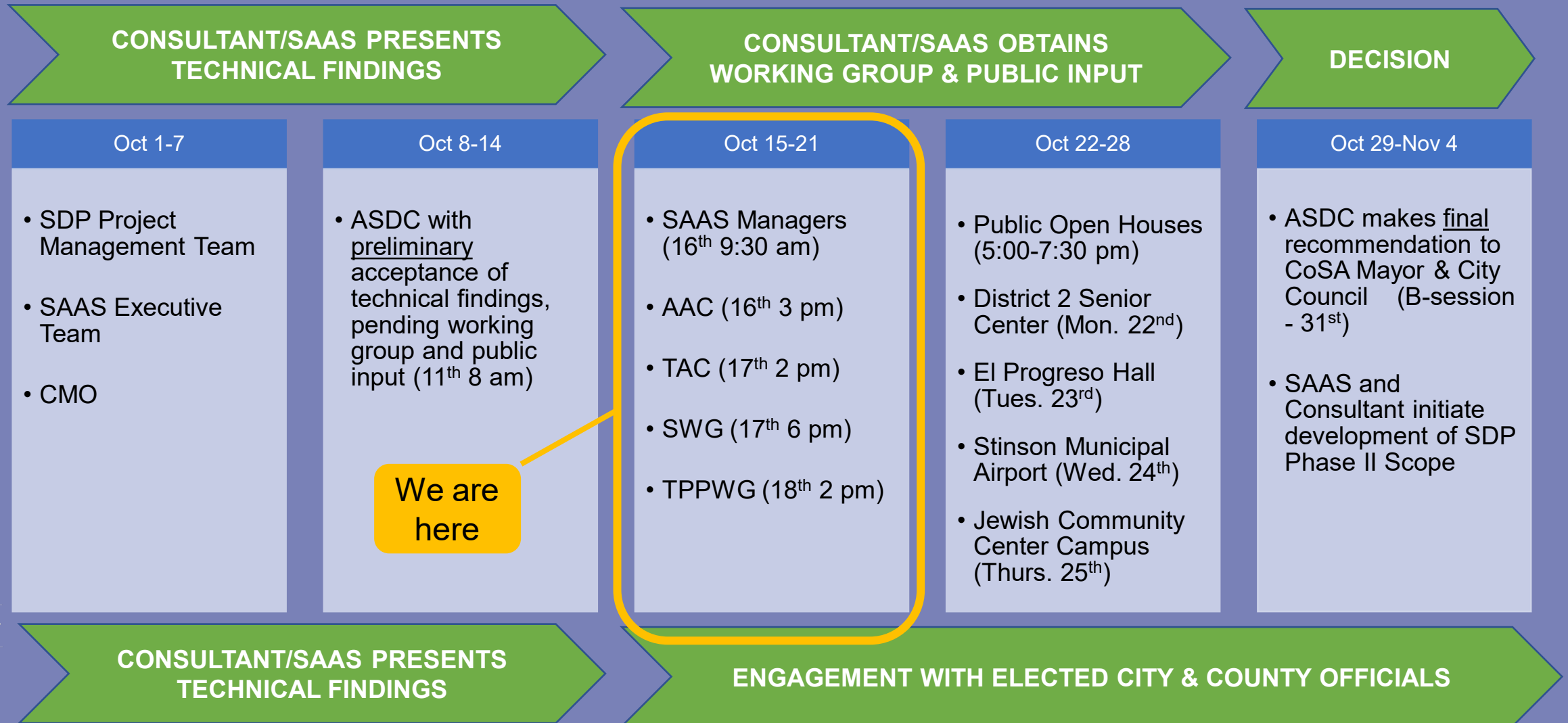
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"A great initiative to plan for the future of Air Travel in our beloved city of San Antonio for our residents. Wish you all success. Having traveled all over the world [for] 35 years and having had the opportunity to visit many airports, my humble opinion is that San Antonio has been very slow in preparing for the future. Thank you for asking my opinion."

*Source: San Antonio Airport System
Strategic Development Plan Stakeholder
Survey. August – September 2018*

Preliminary Findings Rollout Schedule



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**Thank you
for your participation.**

October 2018