# new jersey

## state airport system plan

*The New Jersey State Airport System Plan (NJ SASP) examines airport activity and development from a statewide perspective and is not a funding plan or endorsement for specific airport construction projects. As is the case with most system plans, the NJ SASP was developed as a top-down overview that allows each system airport to fit within a limited number of functional classifications. System performance measures were then developed for each airport classification; however, it was realized that environmental conditions, topography, surrounding land use, public input, available funding, and many other factors will ultimately influence airport development. Typically, specific projects for an airport are identified during the master planning process. Follow-on environmental review is often required before any project is eligible to receive federal and/or state funding. Projects are then typically identified in an airport capital plan.*

NEW JERSEY
STATE AIRPORT SYSTEM PLAN

new jersey

# *STATE AIRPORT SYSTEM PLAN*

## state airport system facts

- The system plan focuses on the State's public use aeronautical facilities
- New Jersey's system includes 45 airports, one heliport, and one seaplane base
- New Jersey's public use airports accommodate more than 2.5 million general aviation operations (landings and takeoffs) each year
- Based on FAA data, over 4,400 general aviation aircraft are registered in New Jersey
- Approximately 460,000 commercial airline operations take place at New Jersey's three commercial-service airports annually
- Thirty-five million passengers board commercial passenger aircraft at New Jersey's three commercial service airports each year
- Twenty-eight of the State's public-use airports are privately owned
- Thirty-seven system airports have paved runways
- Fourteen airports have more than one runway
- Nine airports have a runway length of 5,000 feet or greater
- More than 55,000 New Jersey businesses (more than 25 percent of all State establishments) in the manufacturing, transportation, finance and insurance, and technical service sectors use aviation services

*"New Jersey's airport system is one of the most unique and complex in the U.S. The State's diverse airports range in size from small general aviation airports with turf runways to Newark Liberty International Airport, one of the nation's busiest commercial airports."*

# introduction

New Jersey is the most densely populated state in the country. Its proximity to major commerce centers has made it the headquarters for many of the country's most recognizable corporations. The State's history, beaches, casinos, small towns, and large urban centers make it a magnet for tourism. New Jersey's airports support not only the State's air travel and transportation needs, but also key segments of the State's economy. Additionally, the State lies in the nation's busiest and most highly traveled air transportation corridor, which spans from Boston to Washington, D.C. When combined, these factors explain New Jersey's notable demand for aviation and aviation-related services.

In 2007, the Governor and the Office of Economic Growth completed an "Economic Growth Strategy" that outlines the steps necessary to develop and promote economic opportunities throughout New Jersey. The overall goal is to increase the number of well paying jobs by building on the State's strategic advantages and proactively addressing economic challenges. This plan includes provisions to promote and increase capital investments in the State's ports and airports. The New Jersey State Airport System Plan (SASP) supports the overall objectives of the Economic Development Strategy by highlighting the existing system's many economic benefits and identifying current and future enhancements to the State's outstanding airport network.

New Jersey's airport system is one of the most unique and complex in the U.S. The State's diverse airports range in size from small general aviation airports with turf runways to Newark Liberty International Airport, one of the nation's busiest commercial airports.

The complexity is also related to the system's unique ownership patterns. Among New Jersey's 46 system airports, approximately 30 are privately owned. This ownership distribution contrasts to the pattern in most states, where airport systems are typically publicly owned, most often by a county, city, or another local jurisdiction. In some instances, airports are owned and operated by authorities created under state statute or by the state itself.

The SASP, a multi-year project of the NJDOT, Division of Aeronautics, is a comprehensive review of New Jersey's airport system. In preparing this long-term plan, it was necessary to address the many facets of the State's aviation system. To that end, the NJDOT developed a strategic, performance-based approach that enabled the Division to:

- Determine how the airport system is currently performing
- Set objectives for its future performance
- Set a course to enact change that would direct the airport system toward its established vision

state airport SYSTEM PLAN

# an overview

The last comprehensive review of New Jersey's airport system was completed in 1990. Since that time, aviation, both nationally and in New Jersey, has experienced significant changes. The SASP provides an analysis of each airport and an overview of New Jersey's overall air transportation needs for the next 20 years. The study includes the following technical tasks and analyses:

- *Inventory of the State's existing public use airport system.* This included on-site airport visits and cataloging of each airport's historic and current facilities and activity levels.
- *Identification of each airport's functional role within the system.* System leveling or stratification was accomplished by determining how each airport currently contributes to New Jersey's air transportation system.
- *Evaluation of each airport's performance relative to its functional role.* Specific facility and service objectives were identified for each airport role. The ability of system airports to fully comply with established facility and service objectives was analyzed.
- *Identification of gaps and duplications in the system.* The location of airports and the types of service each provides were analyzed with respect to State population densities and business locations.
- *Documentation of specific airport projects.* Specific projects were identified that should be implemented to allow individual airports to fulfill their functional roles and best serve the State's citizens and business, while increasing overall system performance to targeted levels.

The SASP provides the Division of Aeronautics with guidance on each of following:

- Airports and related facilities needed not only to meet current needs but also to promote aviation in New Jersey
- Options available to elevate the performance of New Jersey's airport system to meet established goals
- Specific facilities and services needed to enable each airport to fully comply with its identified system role
- Current redundancies in the system that may warrant future funding considerations
- The possible influence of current constraints and future demand on each airport's long-term system role
- Locations where new or upgraded airport facilities are needed to ensure that the system meets its targeted performance objectives
- Current shortfalls or voids in New Jersey's airport system

# evaluating the existing system

*"While the SASP includes all types of airports, the primary focus is on the State's general aviation facilities. General aviation comprises all segments of the aviation industry that are not related to scheduled service or military operations."*

New Jersey's current airport system consists of 46 public use facilities (45 land based airports and one seaplane base). Three of these airports (Newark Liberty International, Atlantic City International, and Trenton-Mercer) offer scheduled airline service with the remaining airports serving general aviation aircraft. It is important to note that New Jersey's commercial airports, in particular Atlantic City International and Trenton-Mercer, also support general aviation activity.

The airports that serve only general aviation range in size from large corporate facilities with highly developed airfields to small, privately owned airports with unpaved runways. Regardless of size, each airport category serves a particular market niche and plays a role in meeting New Jersey's air transportation and economic needs.

Because each New Jersey airport contributes to the aviation system by supporting different types and levels of aviation activity, it was necessary to evaluate the present system before setting a course to identify long-term needs and future airport roles. An important element of the SASP was therefore, the identification of the current and future role for each system airport and the types of facilities and services that should ideally be in place at each airport.

One of the first steps in the process was to determine how the system is currently performing. The system was stratified and airport roles identified based on each airport's current contribution to the system. Factors considered included:

- Aviation activity levels and type of aviation demand served
- Ability of the airport to accommodate future growth
- Proximity of the airport to major population and business centers
- Historic airport infrastructure investment

As a result of evaluation and analysis, New Jersey airports were categorized by the following classifications based on their current contribution to the overall system:

- Scheduled Service airports
- Advanced Service airports
- General Service airports
- Basic Service airports
- Other facilities (heliports, seaplane bases, etc.)

Two additional classification refinements were added to the system based on the results of the analysis.

- Priority General Service airports
- Duplicative Basic airports

*Scheduled Service, Advanced Service, Priority General Service, and General Service airports are considered the core of the State's system. Core airports are facilities considered key to the States aviation infrastructure. All Basic Service airports are considered Core Candidate facilities. It was recognized that each airport serves a variety of functions and accommodates different types of aviation activity, therefore the following general definitions were established:*

# core airports

### SCHEDULED SERVICE AIRPORTS

- Intended to support commercial airline activities
- Where capacity constraints permit, can also support general aviation activities including corporate/executive operations, personal business operations, recreational activities, and flight training
- Recommended minimum runway length of 6,000 feet
- Should meet FAA Airport Reference Code (ARC) C-III design standards, which will allow operation by a variety of aircraft including 737's, regional jets, and smaller aircraft

### ADVANCED SERVICE AIRPORTS

- Intended to support corporate/executive and private-use general aviation activities; in many cases, located near major metropolitan areas and function as relievers to larger, more congested scheduled service airports
- Should be able to accommodate the largest and most demanding corporate jet aircraft
- Where operational and/or capacity constraints permit, could also support recreational activities and flight training
- Facilities should meet ARC C-II standards, which support most business jets
- Recommended minimum runway length of 5,000 feet

### PRIORITY GENERAL SERVICE AIRPORTS

- Whenever possible, should be developed to exceed the objectives of general service airports, and to the extent that it is feasible should be developed to meet facility and service objectives of Advanced Service airports
- At a minimum, should be developed to meet ARC B-II design standards, which support most twin-engine piston and small business jet aircraft
- Recommended minimum runway length of 4,000 feet

### GENERAL SERVICE AIRPORTS

- Intended to support smaller corporate aircraft, such as twin-engine aircraft, and the operation of general aviation aircraft for business and pleasure; intended to support a variety of uses, such as business, recreation, and training, while providing the majority of the system's operational and storage capacity for single- and multi-engine piston aircraft
- Recommended minimum runway length of 3,500 feet
- Facilities should meet ARC B-I design standards

# core candidate airports

### BASIC SERVICE AIRPORTS

- Offer limited facilities and services
- Include facilities with paved or turf runways that support small single- and twin-engine general aviation aircraft
- Recommended minimum runway length of 2,200 feet
- Facilities should meet ARC B-I design standards

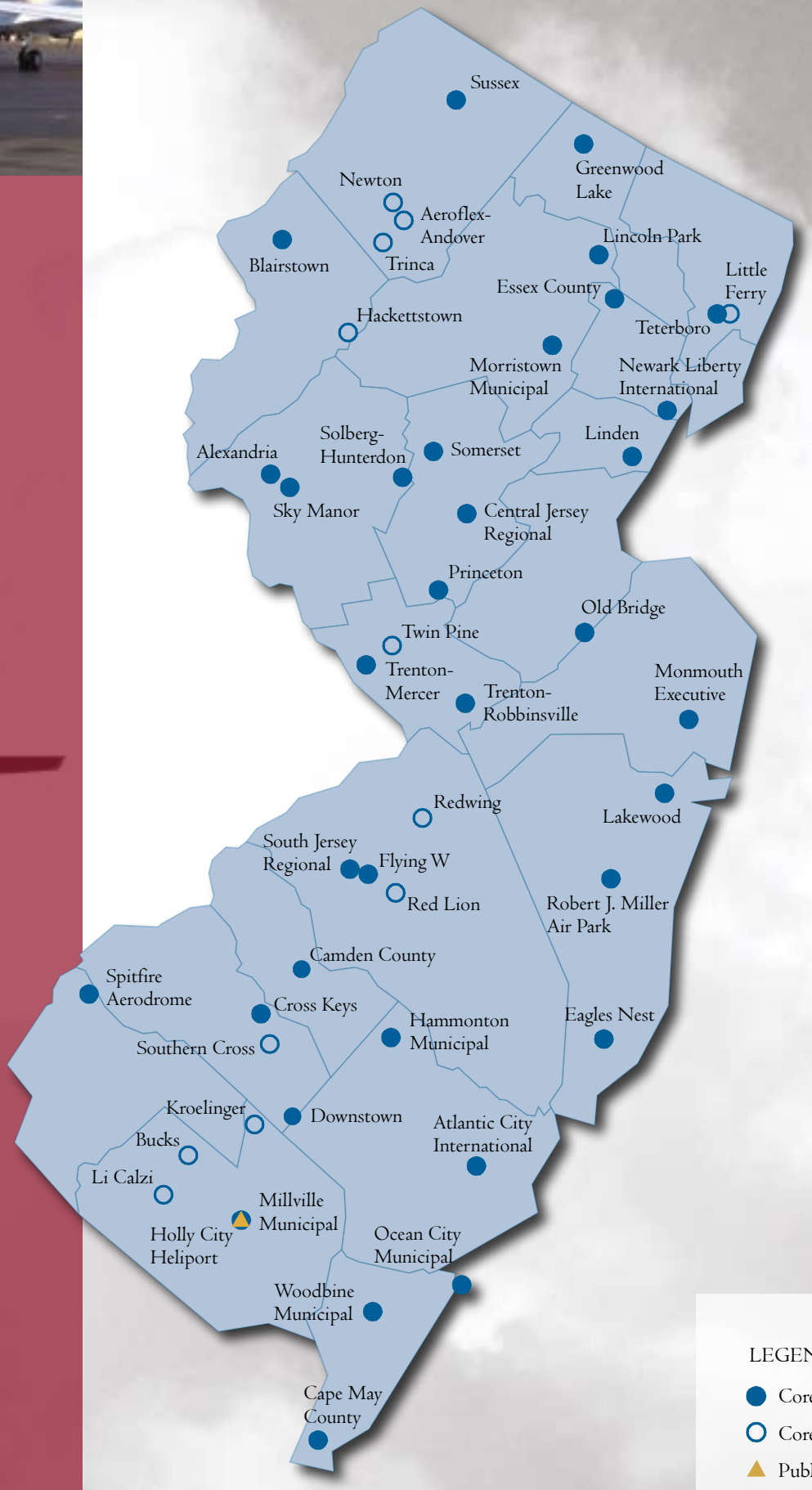
### DUPLICATIVE BASIC SERVICE AIRPORTS

- Located close to more highly developed system airports and in portions of the State where historic aviation demand and current and future socioeconomic and demographic indicators show more limited need for these airports
- Should meet ARC B-I design standards
- Recommended minimum runway length of 2,200 feet

### OTHER FACILITIES

- Other facilities include public use facilities dedicated to special uses, such as heliports and seaplane bases.

# new jersey airport system




LEGEND

- Core Airports
- Core Candidate Airports
- Public Heliports



# projecting future aviation activity

Developing general aviation activity projections for the New Jersey airport system was a critical step in assessing the need for and phasing in of future system improvements. Nationally, general aviation—especially corporate aviation—is growing. The FAA predicts that higher-performance jet aircraft (very light jets -VLJs) will constitute an increasing percentage of the nation's general aviation fleet in the upcoming years. Security and convenience concerns since the events of September 11, 2001 have increased the popularity of corporate general aviation. In 2007, VLJ's began entering the market as companies such as Eclipse Aviation Corporation initiated production of these anticipated low cost, high-performance aircraft. The FAA projects that by 2020, 6,300 of these aircraft, or nearly 28 percent of the national jet fleet, will be in service in the United States. New Jersey's Core airports, with their paved runways, approaches, and services should be well positioned to accommodate this new class of aircraft.

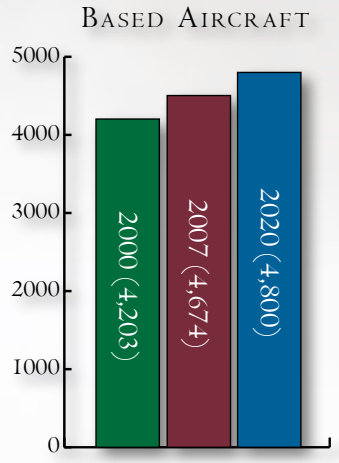
Demand projections provided a foundation for determining the future role of airports, for evaluating the ability of the system's capacity to accommodate long-term aviation demand, and for planning future airside and landside facilities for the system. Operational capacity was one of several performance measures used in the SASP to evaluate system adequacy and to identify potential system shortfall or coverage voids.

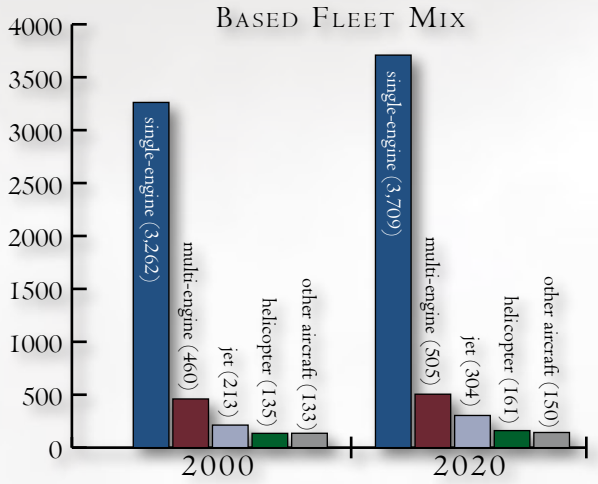
Several methodologies were used to develop projections of based aircraft and general aviation operations. The preferred based aircraft and operations projections relied on various demographic trends as forecast by the State.

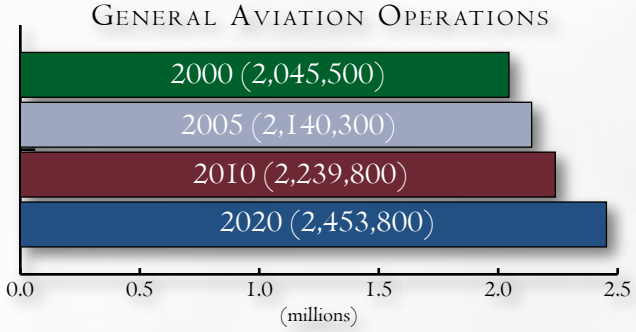
The SASP forecasts yielded the following:

- Due to expected population growth, based aircraft in New Jersey are predicted to increase from 4,203 in 2000 to more than 4,800 by 2020; this represents an average annual growth rate of 0.65 percent.
- Based on anticipated changes in New Jersey's civilian labor force, Statewide general aviation operations are projected to reach 2.39 million in 2020, up from 1.99 million in 2000. This projected growth has an implied average annual growth rate of 0.94 percent.

These projected rates of growth for general aviation in New Jersey are consistent with those projected by the Federal Aviation Administration for the U.S. as a whole.




Note: *Other Aircraft* includes military aircraft, gliders, ultralights, blimps, etc.

# systembenchmarking

*New Jersey's airports are essential to the State's transportation infrastructure. While the airport system is unparalleled in many regards, the dynamic nature of the aviation industry as well as the expanding requirements of the State's businesses and residents requires periodic assessments of necessary improvements.*

*Pivotal to the analysis of New Jersey's airport system was the development of a series of performance-related, measurable, system benchmarks. Goals were then identified to evaluate where and how improvements could be made to the already outstanding airport system. This process provided specific information to the Division of Aeronautics that allowed them to assess the strengths, facility gaps and duplications in the system.*

| Goal | Performance Measure |
|---|---|
| *To provide a State system accessible from the air* | *Air Accessibility* |
| *To provide a State system accessible from the ground* | *Ground Accessibility* |
| *To provide a State system that can support current and future demand* | *Capacity/Aviation Activity* |
| *To provide an airport system that can respond to foreseen and unforeseen changes* | *Development Potential* |
| *To provide a State system with facilities and services matched to each airport's system role* | *Existing Infrastructure* |
| *To provide an airport system that meets applicable design standards* | *Design Standards* |

# coverage recommendations

Every New Jersey citizen, business, and visitor should benefit from convenient access to an airport. Since individual needs can be as diverse as chartering a business jet, transporting a critically ill patient, or learning how to fly, the facilities and services provided should also vary. New Jersey's air transportation and economic needs should be served by a diverse system of airports appropriately located to meet the State's equally diverse aviation demand.

As part of the SASP, an analysis was undertaken to determine the theoretical number of airports needed to serve New Jersey's current and future operational levels. This analysis showed that the total number of airports in the State system is ample; however, the type and distribution of airports, especially those serving the growing corporate and business general aviation needs, could be expanded.

## Advanced Service Airports

The SASP recommends Cape May County and Hammonton Municipal airports should be upgraded to the Advanced Service category. As a result of recent closures, Woodbine Municipal may be considered for upgrading as well.

## Priority General Airports

To ensure that a sufficient number of airports are available to meet the needs of more demanding general aviation aircraft, several system airports should be upgraded to meet facility and service objectives identified for priority general airports. The following airports should be developed to the maximum extent feasible based on local development, financial, environmental, ownership, and community considerations:

- Central Jersey Regional Airport
- Lincoln Park Airport
- Solberg-Hunterdon Airport
- Cross Keys Airport
- Linden Airport
- South Jersey Regional Airport

## General Service Airports

The following facilities should be upgraded to meet the facility and service objectives for this category:

- Eagles Nest Airport
- Spitfire Aerodrome
- Camden County
- Downstown

## Core Candidate Airports

Although many small airports have a storied history and provide such benefits as recreation, flight training, open space, and emergency access, coverage analysis shows that in certain locations, smaller airports may duplicate services provided by other nearby facilities. While these airports may continue to play a role in meeting the diverse needs of New Jersey's general aviation pilots and aircraft owners, a lower priority may be considered for assigning state funds to future development projects at these airports. The following facilities have been assigned to the Core Candidate or Basic Service category:

- Aeroflex-Andover Field
- Hackettstown
- Newton
- Red Lion
- Bucks
- Kroelinger
- Li Calzi
- Red Wing
- Southern Cross
- Trinca
- Twin Pine
- Little Ferry Seaplane Base

# meeting future demand

For New Jersey's airport system to function efficiently, its airports must provide ample operational capacity. The FAA recognizes that when an airport's operational demand consumes 60 percent or more of the facility's annual capacity, delays to aircraft both on the ground and in the air begin to increase. When annual demand exceeds 80 percent of an airport's annual capacity, delays increase rather dramatically.

More than 85 percent of airports in the system offer demand/capacity ratios that are below the FAA's critical trigger point of 60 percent. However, key airports in the State's most densely developed areas could face capacity constraints. Currently, two airports are experiencing demand/capacity ratios that are between the critical FAA trigger levels of 60 and 80 percent, and four system airports have demand/capacity ratios that exceed the 80 percent ratio.

The SASP identified several airports that may reach critical demand/capacity saturation rates in the coming years, including:

## Scheduled Service Airports

- Newark Liberty International – over 80% demand/capacity
- Atlantic City International – between 60% and 80% demand/capacity
- Trenton-Mercer – between 60% and 80% demand/capacity

## Advanced Service Airports

- Essex County – over 80% demand/capacity
- Morristown – over 80% demand/capacity
- Teterboro – over 80% demand/capacity

To address these potential shortfalls in operational capacity, capacity-constrained airports may need to take steps to provide facilities (runways, taxiways, lighting, and navigational aids) that will increase their ability to process activity without delay. New airports would help to resolve potential operational capacity shortfalls.

*"More than 88 percent of airports in the system offer demand/capacity ratios that are below the FAA's critical trigger point of 60 percent. However, key airports in the State's most densely developed areas could face capacity constraints."*

# evaluating development potential

Two benchmarks were used to evaluate the system's development potential: the existence of planning documents and types of ownership.

## Existing Planning Documents

System review shows that 67 percent of all airports in the New Jersey system have a master plan developed since 1995; 8 percent have plans developed prior to 1995; and an estimated 25 percent have no planning documents.

With proper airport planning in place, there is a greater likelihood that airports will have the flexibility to meet challenges and opportunities. To enhance long-term development potential of the system, the following objectives for upgrading planning documents were established:

- Scheduled and Advanced Service airports: plans should be upgraded every 5 years
- Priority General and General Service airports: plans should be updated every 10 years or as needed
- Other airport plans should be updated as demand or local circumstances dictate

## Airport Ownership

A review of the New Jersey system shows that only 39 percent of the airports are publicly owned by a county, city, authority, or other public body. Of the 28 privately owned, public use airports, seven are eligible to receive federal Airport Improvement Program (AIP) funding; five of these seven are currently obligated. NJDOT supports and advocates public ownership and operation of Core airports as appropriate.

*"Upgrading all airports to meet 100 percent of their identified objectives will entail significant investment over the coming years. Funding priority should be given to those airports and projects considered most essential to the success of the State's airport system."*

## upgrading existing infrastructure

Because airports in the New Jersey system serve many different roles, the types of facilities and services appropriate at each airport vary accordingly. The SASP has recommended specific facilities and services that are desirable for each airport based on the facility's system role.

As a target, the SASP has established that all New Jersey airports should be compliant with their respective facility and service objectives. Upgrading all airports to meet 100 percent of their identified objectives will entail significant investment over the coming years. Funding priority should be given to those airports and projects considered most essential to the success of the State's airport system.

## compliance with design standards

For New Jersey airports to operate in the most safe and efficient manner, all airports should comply with applicable FAA design and development standards. System airports were reviewed for their ability to meet or comply with various standards. System evaluation for key benchmarks produced the following findings:

| Benchmark | Meets Standard (% Of State System) | Does Not Meet Standard (% Of State System) |
|---|---|---|
| Runway/Taxiway Separation | 54% | 46% |
| Runway Width | 65% | 35% |
| Runway Safety Area Width/Length | 23% | 77% |
| Pavement Condition | 87% | 13% |

As can be seen from the system's current compliance with these benchmarks, actions and investment will be needed to elevate the system's performance in the future.

# ECONOMIC BENEFITS: *significant return on investment*

*New Jersey's airports are important centers of economic activity. By producing aviation-related services, New Jersey's airports contribute thousands of jobs and millions of dollars in annual payroll and economic benefits. Hundreds of New Jersey's most important employers rely on the State's system of airports to support their daily business activities. In addition, New Jersey's vast tourism industry relies on the airport system to transport millions of visitors to the State each year.*

New Jersey benefits from an economic cycle that starts at each of its airports. Initial employment, payroll, and spending associated with each system airport generates additional and successive waves of economic activity and benefits throughout the State. A separate economic impact analysis conducted as part of the SASP concluded that New Jersey's general aviation airport system creates more than 18,000 aviation-related and aviation-dependent jobs in the State, with annual payroll estimated to exceed $624.7 million. Annually, New Jersey receives an estimated $1.7 billion in economic benefit from the operation of the public use airport system and from spending by visitors who arrive in New Jersey via one of the system airports using general aviation. When commercial service, including spending by arriving passengers, at Atlantic City, Newark Liberty, and Trenton-Mercer are added, aviation impacts are increased by 216,400 jobs, $6.5 billion in payroll benefits, and $12.2 billion in output.

In addition to the tremendous economic benefit, the airports provide a wealth of services that improve the quality of life in the state and serve as a gateway for the State's communities. Life/air ambulance flights, police/law enforcement, traffic reporting, search and rescue, environmental services, community events, military support, aerial inspection/photography, and recreation are just some of many daily activities.

The SASP has identified the need to spend an estimated $160 million over the next several years to improve and upgrade New Jersey's general aviation airports. The economic impact study has estimated that the general aviation airport system currently generates $1.7 billion in annual economic benefit. A comparison of the estimated financial need for New Jersey's airport system to its estimated annual economic return shows clear evidence that investing in New Jersey's aviation future will yield economic benefits far greater than these investments. The SASP provides the Division of Aeronautics with a blueprint for directing the development of New Jersey's airport system to ensure not only that it meets the State's air transportation needs but that it also continues to be a cornerstone of the State's economic growth, diversification, and development.

## impact measures

**Employment** measures the number of full-time equivalent jobs related to aviation activity.

**Payroll** measures the total annual wages and benefits paid to all workers whose salaries are directly or indirectly attributable to aviation activity.

**Output** measures the value of all goods and services related to general aviation in New Jersey. The output of aviation businesses is typically assumed to be the sum of annual gross sales and average annual capital expenditures.

| Airport Name | Total Employment | Total Payroll | Total Output |
|---|---|---|---|
| *General Aviation Impacts* | | | |
| Aeroflex-Andover Field | 29 | $922,100 | $2,908,700 |
| Alexandria Field | 59 | $1,427,700 | $4,010,300 |
| Atlantic City International* | 562 | $20,436,700 | $49,929,100 |
| Blairstown | 31 | $836,300 | $2,008,600 |
| Camden County | 26 | $591,900 | $2,658,900 |
| Cape May County | 216 | $6,088,400 | $13,990,800 |
| Central Jersey Regional | 91 | $2,605,700 | $6,152,500 |
| Cross Keys | 73 | $2,013,200 | $4,919,400 |
| Downstown | 21 | $458,500 | $1,358,900 |
| Essex County | 1,774 | $49,833,600 | $93,099,000 |
| Flying W | 96 | $3,276,000 | $11,072,400 |
| Greenwood Lake | 45 | $1,297,700 | $3,209,100 |
| Hammonton Municipal | 28 | $707,700 | $2,181,800 |
| Lakewood | 28 | $736,100 | $2,388,200 |
| Lincoln Park | 183 | $5,754,400 | $14,810,100 |
| Linden | 271 | $7,492,400 | $25,391,600 |
| Millville Municipal | 1,718 | $59,029,000 | $283,663,500 |
| Monmouth Executive | 391 | $10,602,800 | $27,183,400 |
| Morristown Municipal | 3,180 | $112,769,600 | $271,089,500 |
| Newark Liberty International* | 367 | $13,206,600 | $31,893,300 |
| Ocean City Municipal | 45 | $1,564,500 | $4,112,200 |
| Old Bridge | 39 | $965,600 | $2,736,100 |
| Princeton | 104 | $2,805,000 | $9,161,700 |
| Robert J. Miller Airpark | 115 | $4,094,400 | $9,486,700 |
| Sky Manor | 87 | $2,886,900 | $5,946,600 |
| Solberg-Hunterdon | 96 | $3,117,300 | $7,631,700 |
| Somerset | 63 | $2,204,600 | $7,459,400 |
| South Jersey Regional | 158 | $5,340,400 | $9,845,000 |
| Spitfire Aerodrome | 9 | $219,700 | $1,503,000 |
| Sussex | 74 | $1,921,900 | $5,417,600 |
| Teterboro | 5,874 | $200,388,600 | $517,634,800 |
| Trenton-Mercer* | 2,024 | $94,460,000 | $277,593,300 |
| Trenton Robbinsville | 31 | $824,000 | $2,308,900 |
| Woodbine Municipal | 37 | $974,900 | $3,516,100 |
| Other System Airports | 71 | $1,892,700 | $4,795,300 |
| **General Aviation Total** | **18,048** | **$624,773,900** | **$1,726,496,900** |
| *Commercial Service Impacts* | | | |
| Atlantic City International | 8,687 | $376,045,700 | $828,918,100 |
| Newark Liberty International | 207,427 | $6,122,615,000 | $11,375,535,700 |
| Trenton-Mercer | 299 | $7,791,300 | $10,024,700 |
| **Commercial Service Total** | **216,412** | **$6,506,452,000** | **$12,214,478,500** |
| **New Jersey Total** | **234,460** | **$7,131,225,900** | **$13,940,975,400** |

Source: The Economic Impact of New Jersey Airports, 2003
* Impacts from general aviation activity. Commercial service impacts listed separately.

# recommended DEVELOPMENT PLAN

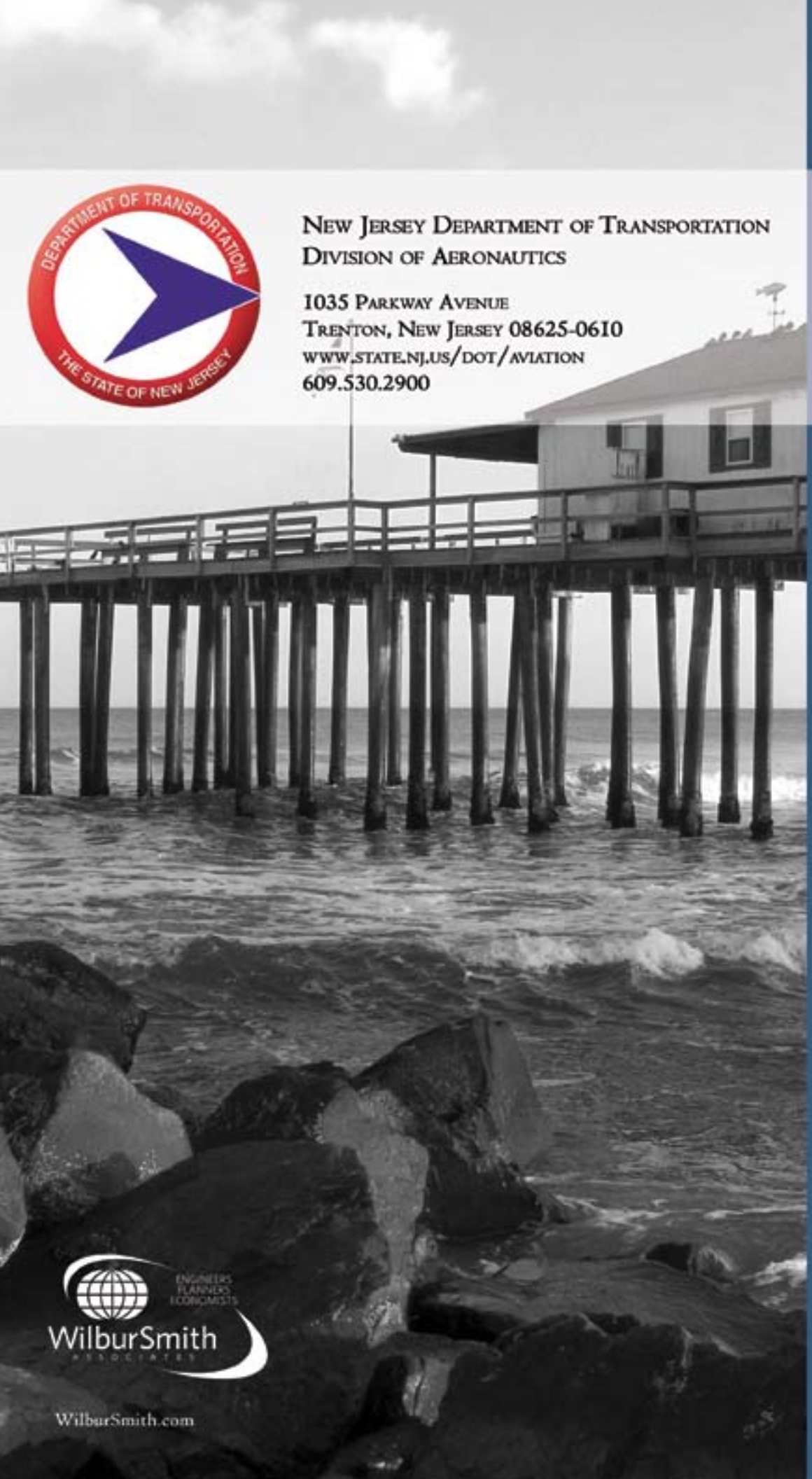
## meeting the challenge

From Newark Liberty International Airport to the state's smallest public use turf strips, New Jersey's airport system must support all aspects of the State's air transportation needs. To meet the challenge, the State must be served by a system of well-developed, strategically located, diversified airports. Recommendations that emerged from the New Jersey SASP meet each of these important criteria.

For New Jersey's airport system to move toward the objectives established in the SASP, local actions will be needed. Responsibility for implementing the recommendations ultimately rests with each airport owner, whether public or private. As each owner considers the future of its airport facility, recommendations stemming from the SASP should serve as a guide for future development.

Significant investment on both the State and federal levels will be required to enable New Jersey's airport system to satisfy the facility and service objectives established in the SASP and to elevate the performance of the system to better satisfy identified system performance measures and their associated benchmarks. It has been estimated that, at a minimum, $160 million will be required to enhance the system to satisfy target performance and facility and service objectives by 2020. While the investment is significant, the potential return is far greater.

Intermodal connections are important to ensure timely and seamless transfers of people and goods. Automobile, truck, rail and bus linkages are being improved at many of the State's larger Core airports. For example, Trenton-Mercer Airport may be evaluated for future intermodal passenger connections based on its proximity to the Reading Railroad line. Future connections to this corridor could provide service to Philadelphia via SEPTA, to Newark and New York via NJ TRANSIT rail, to Burlington and Camden counties via the River Line, and to Route 1 corridor destinations via the proposed Bus Rapid Transit line.




NEW JERSEY DEPARTMENT OF TRANSPORTATION
DIVISION OF AERONAUTICS

1035 PARKWAY AVENUE
TRENTON, NEW JERSEY 08625-0610
WWW.STATE.NJ.US/DOT/AVIATION
609.530.2900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