

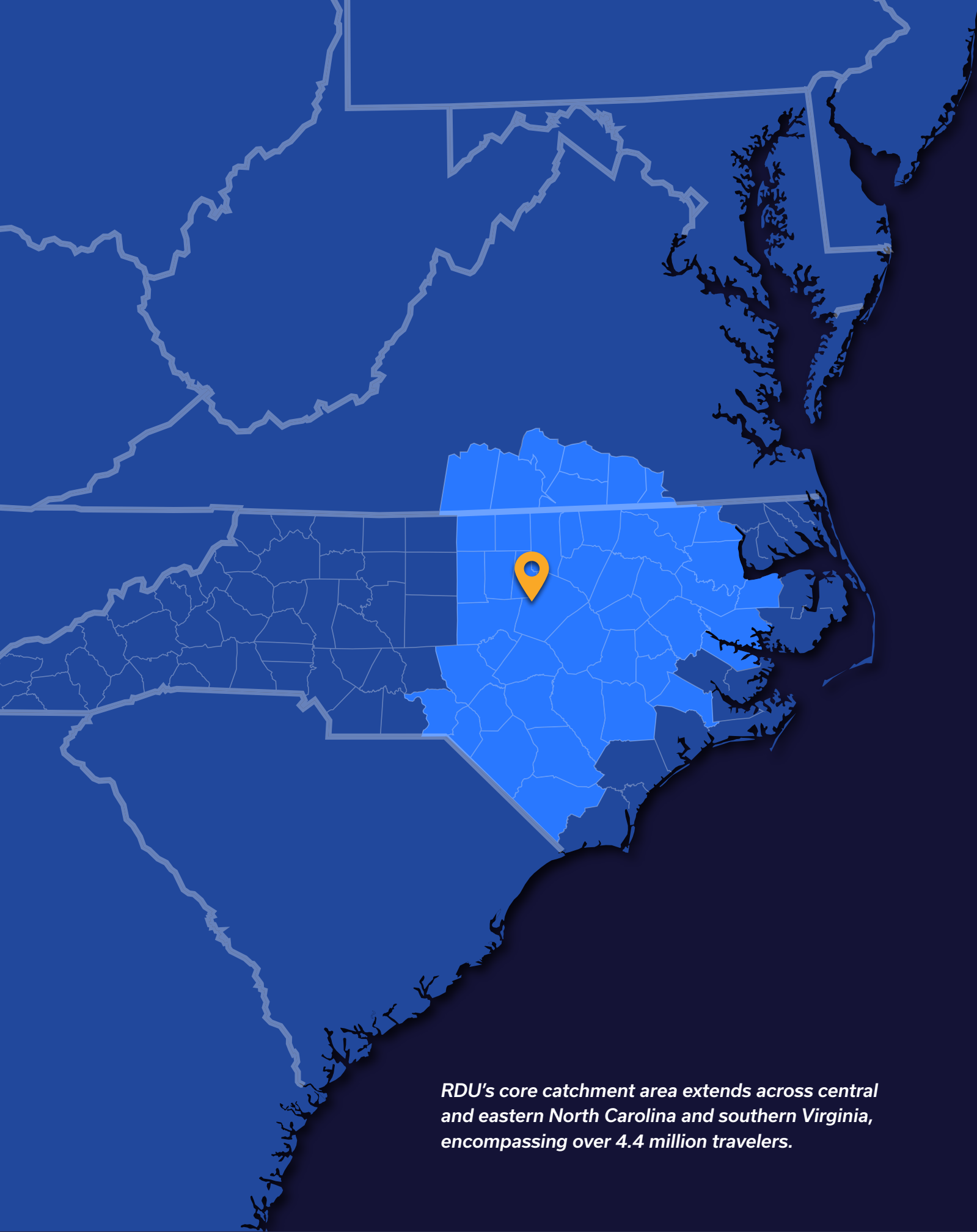


Raleigh-Durham
Airport Authority

STRATEGIC PLAN

2025 - 2030





RDU's core catchment area extends across central and eastern North Carolina and southern Virginia, encompassing over 4.4 million travelers.

About RDU

The Raleigh-Durham International Airport (RDU) serves as the gateway to Central North Carolina and the Research Triangle region, including the largest research park in the United States. RDU is governed by the Raleigh-Durham Airport Authority Board. The Authority Board is made up of eight representatives; two each are appointed from the City of Durham, Durham County, the City of Raleigh and Wake County.

The General Assembly of North Carolina enacted legislation in 1939 enabling the cities of Raleigh and Durham and the counties of Wake and Durham to jointly establish, operate and maintain an airport and to appoint members to a board. The enabling act further authorized the Aeronautics Authority to "act in an administrative capacity and be vested with the authority to control, lease, maintain, improve, operate and regulate the airport."

In 1945, the name changed to the Raleigh-Durham Airport Authority. The Authority Board meets on the third Thursday of each month. During these meetings, the Authority Board considers items on the agenda, as well as any other matters deemed appropriate for discussion at that time.

The Authority Board leads RDU in investing in tomorrow, elevating our region, delivering unparalleled service and providing a world-class experience, while planning for the future and connecting our passengers worldwide.



Vision

**To deliver a world-class
airport experience**



Mission

To deliver excellent airport facilities, services and guest experiences

Core Values

RDU's Core Values represent the cultural foundation of our organization. They guide everything we do.

Learning

We look for and take advantage of every opportunity to become better at what we do, both individually and as a team.

Integrity

We do the right thing for our customers and for each other. Every time.

Team

We help each other succeed, and we are proactive collaborators.

Excellence

We strive for excellence in everything we do. Our team and our customers deserve nothing less.

Respect

We value what each person brings to the team and appreciate differences in opinions, backgrounds and ideas.

RDU

Strategic Goals

1 Grow Responsibly to Meet Demand

Address the region’s aviation needs through the Vision 2040 capital development plan while balancing infrastructure investments and financial resiliency

2 Elevate Guest Experiences

Ensure seamless journeys and provide excellent services to meet guest needs

3 Empower our People to Think Boldly and Deliver Creatively

Promote a culture that encourages innovation, incentivizes exceptional performance and drives organizational success

4 Enrich the Community

Serve as a regional economic leader, reflect our community and be a steward for our airport

1 Grow Responsibly to Meet Demand

Address the region’s aviation needs through the Vision 2040 capital development plan while balancing infrastructure investments and financial resiliency

Objectives

- Prioritize investments in airside, terminal and ground transportation
- Retain financial flexibility and resiliency
- Target new and underserved air service markets

Our airport requires infrastructure to serve our guests. In an industry with constantly evolving technology and requirements, we must build, maintain and operate in ways to promote sustainability, offer value to our guests and meet our growth demands while retaining financial flexibility and resiliency.



2 Elevate Guest Experiences

Ensure seamless journeys and provide excellent services to meet guest needs

Objectives

- Ensure timely and seamless journeys to and through the terminal
- Enhance the guest experience

For whatever reason our guests are using our facilities, they deserve the best experiences and services we can provide them. Our guests will find RDU is the front door of our community, reflecting the culture, hospitality and great services offered in the Triangle.



3 Empower our People to Think Boldly and Deliver Creatively

Promote a culture that encourages innovation, incentivizes exceptional performance and drives organizational success

Objectives

- Recruit for, develop and reward high performance
- Innovate processes and provide tools to enhance staff effectiveness

Our staff are key to everything we do. It is more important than ever that we recruit, retain and develop our employees to be innovative to drive performance and effectiveness.



4 Enrich the Community

Serve as a regional economic leader, reflect our community and be a steward of our airport

Objectives

- Engage and educate our communities about RDU
- Encourage and foster the inclusion of minority and women-owned small businesses in the Authority's business activities
- Deliver and build on our sustainability commitments

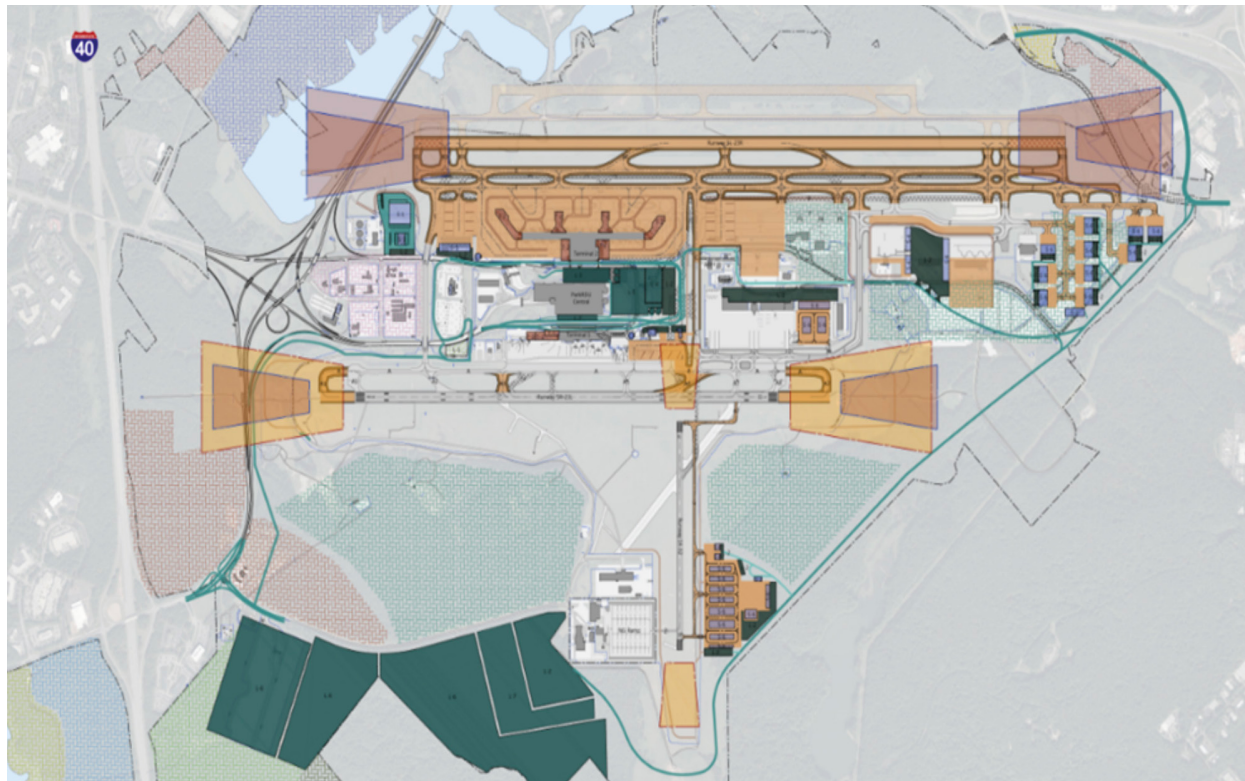
Our community is why we exist. We are proud to be part of it, we serve it, and we strive to be good stewards so that future generations realize the benefits of our airport and the impacts that we have on our local and regional economies.



Vision 2040

- Vision 2040 is the airport's master plan for growth and capital development through 2040.
- An airport master plan represents the airport's blueprint for long-term development.
- The plan, approved by the Federal Aviation Administration in 2017, is the result of a comprehensive study of RDU's short, medium and long-term development needs to meet the region's future aviation demand.
- The Authority has flexibility to accelerate or decelerate projects to adapt to growth and demand.

Airport Master Plan



Replacement of Runway 5L-23R



Vision 2040 Capital Development Program

The Raleigh-Durham Airport Authority has embarked on an ambitious capital development program necessary to meet growing passenger demand and maintain Raleigh-Durham International Airport as a modern, efficient and welcoming gateway to the region at large. Known as Vision 2040, this program is the Authority’s comprehensive plan to meet the needs of record-setting regional growth while maintaining an excellent customer experience for RDU’s guests.

The program includes the following strategic projects:

- John Brantley Blvd. Extension
- Park Economy 3 Expansion
- Runway 5L-23R Replacement Program
- Terminal 2 Landside Expansion

John Brantley Blvd. Extension

This project will widen and extend the terminal area roadway system (i.e., John Brantley Boulevard or JBB) to accommodate increased passenger traffic and reduce roadway congestion.

Park Economy 3 Expansion

This project will expand Park Economy 3 from approximately 3,820 spaces to approximately 11,000 spaces. Pavement repairs will take place in the existing lot, and it will be re-marked. Lighting in the existing lot will be upgraded to match the lighting in the expanded area. New bus

waiting shelters and canopies are included, plus the construction of a new Customer Amenity Building that will provide space for law enforcement and parking operations personnel.

Runway 5L-23R Replacement Program

This program relocates Runway 5L-23R approximately 537 feet to the northwest, convert the current Runway 5L-23R into a new parallel taxiway and relocate Lumley Road to meet current FAA safety standards. The project will include the associated fill, drainage, utility relocations, electrical infrastructure and navigational aids, and land acquisition.

Terminal 2 Landside Expansion

To meet long-term passenger demand at Terminal 2, an expansion of the landside portion of Terminal 2 is required. This project identifies the appropriate level of expansion to serve future demand including programming, concept and schematic design, final design, environmental review and construction. These tasks are focused on the landside components of Terminal 2 from the back of the checkpoint to the outside curbs on both levels, and to the north and south of the existing facility.

Program Financial Plan

The Vision 2040 Phase 1 financial plan forecasts a total expenditure of \$2.5 billion over the next ten years. Funding for this initiative will be sourced from unrestricted cash reserves, grants, and the issuance of new debt. The issuance of debt will be coordinated and executed in conjunction with the North Carolina Local Government Commission, with costs projected to be recovered over a 30-year period through rate charges. The new debt will finance significant projects, including the Runway 5L-23R Replacement Program, estimated at \$1.1 billion, and the Terminal 2 Landside Expansion, which is projected to cost \$775 million.



RDU - A Focus on Performance

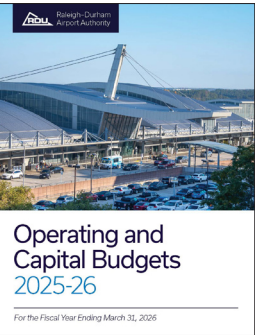
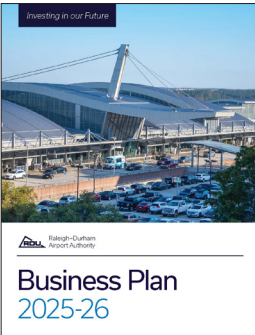
This Strategic Plan shapes the Authority’s business strategy for the next five years while also providing the framework for annual business planning and operating and capital budgets. Our Tactical Plan provides the guidelines and actions for the Authority’s divisions, departments and programs.

With its focus on integrating short-term management actions with longer term planning and measurement of results, RDU is truly Focused on Performance.

5-year
(2025-2030)

Annual

Annual



► The Strategic Plan provides strategic goals and objectives that are critical to the success of RDU

► The Business Plan and Operating and Capital Budgets are the annual frameworks for implementing the Strategic Plan and the Master Plan: Vision 2040 for RDU

► The Tactical Plan provides the work scopes and quarterly milestones to implement and track key strategic projects



RDU's Community Impact



\$24 Billion

Annual Economic Impact



140,000

Regional Jobs Supported



\$1.3 Billion

in State and Local Taxes Generated



\$9.8 Billion

in Personal Income



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