



Chapter 9 – **DRAFT**

Implementation and Financial Plan

Airport Master Plan | Salinas Municipal Airport



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DRAFT

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9.1 Introduction

This chapter provides recommendations for the orderly development at the Airport through 2042 and includes a capital financing plan. Projects identified as part of the recommended development plan are phased in the sections below. Also included are the descriptions of each capital improvement project that make up the preferred development plan, planning level cost estimates in 2024 dollars, and the anticipated NEPA requirements. **Section 9.3** summarizes the sustainability projects, programs, and initiatives identified throughout the master plan process as being beneficial to the Airport but are not included on the list of capital improvement projects initially described in **Section 9.2**. **Section 9.4** provides a summary of the costs associated with the plan and anticipated or potential funding sources.

9.2 Airport Capital Improvement Projects

This section summarizes the implementation and phasing plan of the capital improvement projects identified through the Master Plan process. It is based on the recommended development plan developed to meet the requirements associated with the forecasts of aviation demand for the Airport and includes grant eligible and major non-eligible projects such as pavement improvements as identified in the 2023 Airport Pavement Management System Update (APMS), runway safety area improvements, aircraft hangars, and other development.

The following sections provide individual project descriptions by phase and identify the potential environmental requirements for the National Environmental Policy Act (NEPA) for each project. Depending on the timing and location of some projects, the environmental documentation requirements could and should be combined for the sake of efficiency and avoiding segmented analyses. For the purposes of the Master Plan, the anticipated environmental requirements are noted for each project individually.

Projects proposed in this phasing can also be deferred if actual aviation demand is less than that of the demand forecasted in **Chapter 3 – Forecasts of Aviation Demand**. Projects may also be combined in order to capitalize on efficiencies associated with similar or proximate work to be completed and economies of scale.

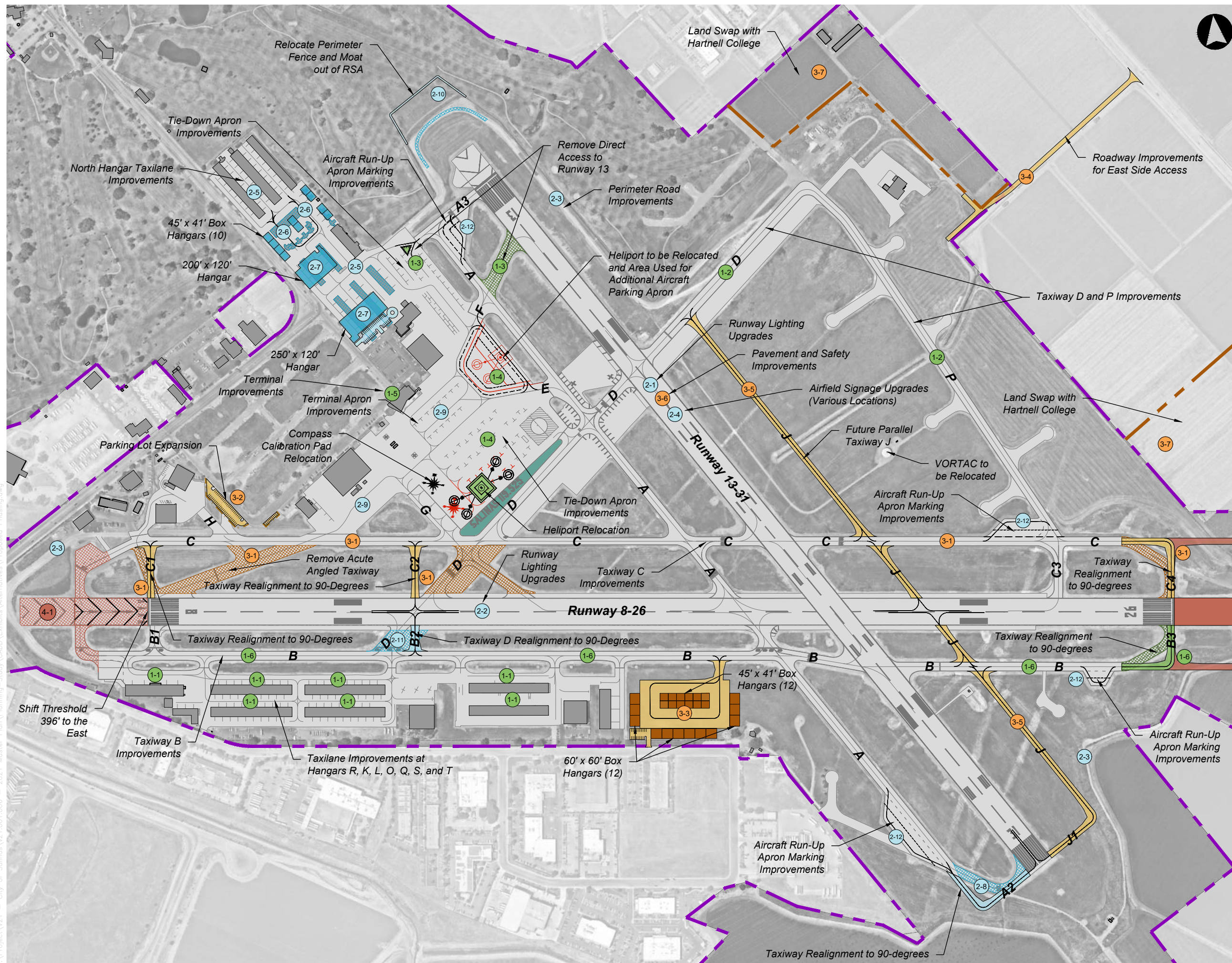
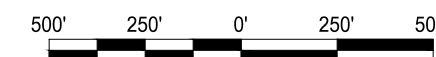


Figure 9.1

Recommended Development Plan

- | | |
|---|--------------------------------|
|  | Airport Property Line |
|  | Existing Buildings |
|  | Existing Pavement |
|  | Phase 1 Proposed Pavement |
|  | Phase 1 Proposed Building |
|  | Phase 1 Proposed Demolition |
|  | Phase 2 Proposed Pavement |
|  | Phase 2 Proposed Building |
|  | Phase 2 Proposed Demolition |
|  | Phase 3 Proposed Pavement |
|  | Phase 3 Proposed Building |
|  | Phase 3 Proposed Demolition |
|  | Phase 3 Proposed Fence |
|  | Phase 3 Proposed Property Line |
|  | Phase 4 Proposed Pavement |
|  | Phase 4 Proposed Demolition |
|  | Phase 4 Proposed Property Line |



Salinas Municipal Airport Master Plan

Source: C&S Engineers, Inc.

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9.2.1 Phase 1 Projects (0-5 years)

Shown in **Table 9.1**, Phase 1 projects include the following:

Project 1-1: Taxilane Improvements at Hangars R, K, L, O, Q, S, T– The design and construction of APMS projects 1 and 2 to rehabilitate the South Hangar Area Taxilanes R, K, L, O, W, S, and T. This includes APMS project numbers 1, 2, and 6. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(e).

Project 1-2: Taxiway D and P Improvements – The design and construction of APMS project #6 to repair the poor/very poor Taxiway D and P pavement. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(e).

Project 1-3: Tie-Down Apron Improvements, Remove Direct Access to Runway 13 - This project a pavement improvement project as identified in APMS project #10 as well as a safety improvement identified in the master plan process. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(e).

Project 1-4: Taxiway G, Tie-Down Apron Improvements, and Heliport Reconstruction – This project includes APMS project # 11 as well as the relocation and of the existing heliport. The location of the existing heliport will be reutilized as an aircraft parking area once the relocation is completed. For NEPA review, it is assumed that a CATEX will be required under 5-6.3(e) and 5-6.4(e).

Project 1-5: Construct Terminal Improvements – Noted in the Facility Requirements Chapter, the airport terminal building is dated and in need of various mechanical and accessibility improvements.

Project 1-6: Taxiway A and B Improvements, Runway 26 Entrance Realignment to 90-Degrees – This project is a combination of projects previously identified on the APMS and noted in the master plan. Includes APMS projects 3 and 4 and the realignment of taxiway connectors B3 and C4 at the Runway 26 end. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(e).

The following planning/design projects are included for cost estimating purposes, but due to the lack of physical development are not shown on the phased development plan figures or the Airport Layout Plan.

Project 1-7: Runway 13/31 and 8/26 Extension Feasibility Study and Community Outreach – Conduct a feasibility study to more thoroughly evaluate the feasibility of extending either Runway 13/31 or Runway 8/26 to meet the existing and future critical aircraft and fleet mix. The study will focus on several elements: community outreach, preliminary design/cost estimates,

and determining environmental impacts and potential studies/mitigations required. Extensive community outreach will be included in order to educate the public and stakeholders about the need for the project and obtain their input and feedback. The results of this study will ultimately determine whether or not the Airport chooses to move forward with pursuing a runway extension.

Throughout the master planning process, it was assumed that Runway 13/31 would be the preferred runway to extend due to its instrument approach capability and due to the terrain issues on the Runway 26 end. However, preliminary cost estimates for an extension to Runway 13/31 indicated that the cost for grading the area and construction (not including drainage and environmental clearance) would be upwards of \$150,000,000. High-level cost estimates were also prepared for constructing a bridge as opposed to grading the area. This option proved to be even more expensive at over \$850,000,000. Due to the high cost of developing in this area, Runway 8/26 will be further explored as being potentially extended.

Project 1-8: Design – Runway 13-31 Lighting Upgrades – Existing CIP project to design lighting upgrades for Runway 13-31. For NEPA review, it is assumed that a CATEX will be required under 5-6.3(b).

Project 1-9: Design – Runway 8-26 Lighting Upgrades – Existing CIP project to design lighting upgrades for Runway 8-26. For NEPA review, it is assumed that a CATEX will be required under 5-6.3(b).

Project 1-10: Design Airfield Signage and Runway Lighting Upgrades – Existing CIP project to design signage and runway lighting upgrades for the entire airfield. For NEPA review, it is assumed that a CATEX will be required under 5-6.3(b).

Project 1-11: Design Perimeter Road Pavement Rehabilitation - Existing CIP project to rehabilitate Perimeter Road. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(a).

Project 1-12: Airport Land Use Compatibility Plan (ALUCP) – The last ALUCP for the Airport is dated 1982. The ALUCP is required by California law and is a plan for promoting and ensuring compatibility between each airport in a county (Monterey) and surrounding land uses. There are no NEPA requirements for this project.

Table 9.1 - Phase 1 Projects

ID	Description	Federal Share (90%)	Local Share (5.5%)	Potential State Share (4.5%)	Total
1-1	Taxilane Improvements at Hangars R, K, L, O, Q, S, T	\$5,401,000	\$330,000	\$270,000	\$6,001,000
1-2	Taxiway D and P Improvements	\$5,058,000	\$309,000	\$253,000	\$5,620,000
1-3	Tie-Down Apron Improvements, Remove Direct Access to Runway 13	\$2,814,000	\$172,000	\$141,000	\$3,127,000
1-4	Taxiway G, Tie Down Apron Improvements, Heliport Relocation	\$4,889,000	\$298,000	\$244,000	\$5,431,000
1-5	Construct Terminal Improvements	\$7,306,000	\$447,000	\$365,000	\$8,118,000
1-6	Taxiway A and B Improvements, Runway 26 Entrance Realignment to 90 Degrees	\$1,456,000	\$89,000	\$74,000	\$1,619,000
1-7	Runway 13/31 and 8/26 Extension Feasibility Study and Community Outreach	\$214,000	\$13,000	\$11,000	\$238,000
1-8	Design - Runway 13-31 Lighting Upgrades	\$175,000	\$11,000	\$9,000	\$195,000
1-9	Design - Runway 8-26 Lighting Upgrades	\$122,000	\$7,000	\$6,000	\$135,000
1-10	Design Airfield Signage and Runway Lighting Upgrades	\$73,000	\$4,000	\$4,000	\$81,000
1-11	Design Perimeter Road Pavement Rehabilitation	\$146,000	\$9,000	\$7,000	\$162,000
1-12	ALUCP	\$-	\$32,000	\$292,000	\$324,000
Total		\$20,348,000	\$1,274,000	\$1,311,000	\$22,933,000

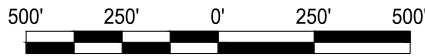
Source: Cost estimates for projects originating from the existing CIP and APMS were used where applicable. All other costs were compiled by C&S Engineers, Inc. Notes: Cost estimates include 10% design for projects under \$3 million and 5% design for projects over \$3 million, 20% design evolution, 10% construction administration, and 2% inflation increase/year assuming the maximum year of each phase as the proposed construction year. Costs are rounded to nearest thousand. Estimated costs for environmental approvals are not included unless specified in the project description.

See **Figure 9.2** on the following page for a depiction of the Phase 1 Development projects.



Figure 9.2
Phase 1
Development
(2022-2027)

- Airport Property Line
- Existing Buildings
- Existing Pavement
- Phase 1 Proposed Pavement
- Phase 1 Proposed Building
- Phase 1 Proposed Demolition



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9.2.2 Phase 2 Projects (6-10 years)

Shown in **Table 9.2**, Phase 2 projects include the following:

Project 2-1: Construction - Runway 13-31 Lighting Upgrades – Construction phase of the lighting improvement design performed as Project 1-9. NEPA review conducted previously as a part of Project 1-9.

Project 2-2: Construction - Runway 8-26 Lighting Upgrades – Construction phase of the lighting improvement design performed as Project 1-10. NEPA review conducted previously as a part of Project 1-10.

Project 2-3: Perimeter Road Pavement Rehabilitation - Construction of Project 1-12 to rehabilitation Perimeter Road. NEPA review conducted as part of Project 1-12.

Project 2-4: Airfield Signage and Runway Lighting Upgrades – Construction of Project 1-11 to upgrade the runway lighting and airfield signage. NEPA review conducted as part of Project 1-11.

Project 2-5: North Hangar Area Taxiway Improvements – This is APMS project 9 to rehabilitate/reconstruct the North Hangar Area taxiways that are currently in poor/serious condition. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(e).

Project 2-6: Construct Additional Box Hangars on North Side – In conjunction with or following Project 2-6, new groups of small box hangars would be constructed in the North Hangar Area. This project would include the removal of existing hangars and tie-downs in the area. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(f) and 5-6.4(i).

Project 2-7: Construct Large Corporate Aircraft Hangars on North Side – In conjunction with or following Projects 2-6 and 2-7, two large new hangars would be constructed in the North Hangar Area. This project would include the removal of existing hangars and the installation of vehicle surface parking. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(f) and 5-6.4(i).

Project 2-8: Realign Runway 31 Entrance to 90-Degrees – The existing Runway 31 end entrance/exit taxiway is angled and does not provide the recommended straight 90-degrees entrance. This project will reroute the taxiway to enter the runway at a 90-degree angle to improve the visibility of the runway and of aircraft on approach for pilots taxiway onto the runway. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(e).

Project 2-9: Terminal Apron Improvements – Noted as project #12 in the APMS, this includes the design and reconstruction of the apron around the terminal and to the east to the existing helipad. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(e).

Project 2-10: Relocate Perimeter Fence and Moat out of RSA – The drainage moat and fence at the end of Runway 13 will be relocated outside of the runway safety area. While land acquisition is not necessary, a portion of the City-owned golf course will be reclaimed for airport purposes. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(a) and 5-6.4(f).

Project 2-11: Taxiway D Realignment to 90-Degrees – The realignment of Taxiway D, between Taxiway B and Runway 8/26, would prevent direct access from the apron and create a 90-degree runway entrance/exit. The project includes the removal of the existing taxiway. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(e).

Project 2-12: Aircraft Run-Up Apron Marking Improvements – Re-marking of the run-up aprons serving runway ends 13, 26, and 31 to clearly show extents of taxiway object free areas and eliminate direct access from aprons, where applicable. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(e).

The following planning/design projects are included for cost estimating purposes, but due to the lack of physical development are not shown on the phased development plan figures or the Airport Layout Plan.

Project 2-13: Airport Pavement Management System Plan Update – Update to the APMS completed as part of Project 1-14.

Project 2-14: Runway RSA Enhancements Safety Environmental – This project fulfills the NEPA documentation requirements for future Projects 3-6 and 4-1 to enhance the runway safety areas for each runway.

Project 2-15: Environmental Documentation for East Side Improvements - This project fulfills the NEPA documentation requirements for future Projects 3-4, 3-5, 3-6, and 3-7 to develop the east side of the airfield: land swap with Hartnell College, access roadway improvements, hangar development, etc.

Project 2-16: Airport Layout Plan Update – Update the Airport Layout Plan as identified in CIP.

Table 9.2 - Phase 2 Projects

ID	Description	Federal Share (90%)	Local Share (5.5%)	Potential State Share (4.5%)	Total
2-1	Construction - Runway 13-31 Lighting Upgrades	\$1,076,000	\$66,000	\$54,000	\$1,196,000
2-2	Construction - Runway 8-26 Lighting Upgrades	\$801,000	\$49,000	\$40,000	\$890,000
2-3	Perimeter Road Improvements	\$565,000	\$35,000	\$28,000	\$628,000
2-4	Airfield Signage and Runway Lighting Upgrades	\$705,000	\$43,000	\$35,000	\$783,000
2-5	North Hangar Taxilane Improvements	\$9,311,000	\$569,000	\$466,000	\$10,346,000
2-6	Construct Additional Box Hangars on North Side	\$-	\$22,597,000	\$-	\$22,597,000
2-7	Construct Large Corporate Aircraft Hangars on North Side	\$-	\$24,449,000	\$-	\$24,449,000
2-8	Realign Runway 31 Entrance to 90-Degrees	\$1,242,000	\$76,000	\$62,000	\$1,380,000
2-9	Terminal Apron Improvements	\$22,148,000	\$1,353,000	\$1,107,000	\$24,608,000
2-10	Relocate Perimeter Fence and Moat out of RSA	\$910,000	\$56,000	\$45,000	\$1,011,000
2-11	Taxiway D Realignment to 90-Degrees	\$603,000	\$37,000	\$30,000	\$670,000
2-12	Aircraft Run-Up Apron Marking Improvements	\$221,000	\$14,000	\$11,000	\$246,000
2-13	PMMP Update	\$242,000	\$15,000	\$12,000	\$269,000
2-14	NEPA - Runway RSA Enhancements Safety Environmental	\$436,000	\$27,000	\$22,000	\$485,000
2-15	NEPA - East Side Taxiway System, Access, and Hangars	\$726,000	\$44,000	\$36,000	\$806,000
2-16	ALP Update	\$323,000	\$20,000	\$16,000	\$359,000
Total		\$40,765,000	\$49,539,000	\$2,038,000	\$92,342,000
Total (Excluding Hangar Construction)		\$40,765,000	\$2,493,000	\$2,038,000	\$45,296,000

Source: Cost estimates for projects originating from the existing CIP and APMS were used where applicable. All other costs were compiled by C&S Engineers, Inc. Notes: Cost estimates include 10% design for projects under \$3 million and 5% design for projects over \$3 million, 20% design evolution, 10% construction administration, and 2% inflation increase/year assuming the maximum year of each phase as the proposed construction year. Costs are rounded to nearest thousand. Estimated costs for environmental approvals are not included unless specified in the project description.

See **Figure 9.3** on the following page for a depiction of the Phase 2 Development projects.

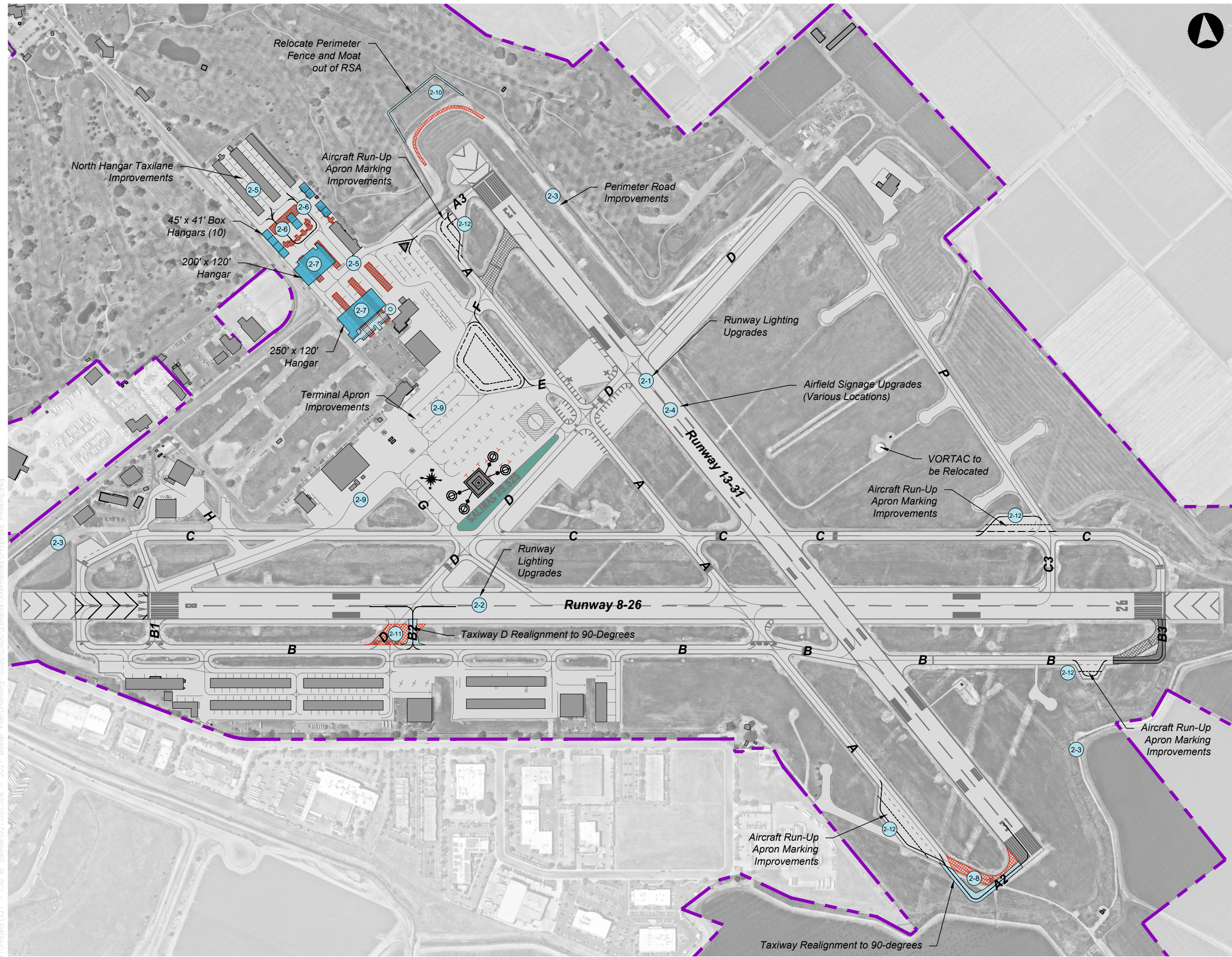
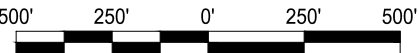


Figure 9.3
Phase 2
Development
(2028-2032)

- Airport Property Line
- Existing Buildings
- Existing Pavement
- Previous Phase Pavment
- Previous Phase Building
- Previous Phase Demolition
- Phase 2 Proposed Pavement
- Phase 2 Proposed Building
- Phase 2 Proposed Demolition



Salinas Municipal Airport Master Plan

Source: C&S Engineers, Inc.

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9.2.3 Phase 3 Projects (11-20 years)

Shown in **Table 9.3**, Phase 3 projects include the following:

Project 3-1: Taxiway C Pavement and Safety Improvements, Realign Runway Entrances to 90-Degrees – This project includes APMS project 5, re-realignment of Taxiway D between Taxiway C and Runway 8/26, the realignment of the taxiway connectors at the Runway 8/26 ends, and removal of existing taxiway pavements, including Taxiways D and L. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(e).

Project 3-2: Vehicle Parking Lot Expansion – Construction of a vehicle surface parking lot adjacent to Taxiway H. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(f).

Project 3-3: Construct Aircraft Hangars at ATCT Site – Construction of up to 24 new box hangars, taxilane, and vehicle parking. For NEPA review, it is assumed that a CATEX will be required under 5-6.4(f).

Project 3-4: Roadway Improvements for Access to East Side – The current access to the East Side area is a dirt road. This roadway will be paved and widened to support future East Side Development. NEPA review conducted as part of Project 2-13.

Project 3-5: Construct Future Parallel Taxiway J – Construct a parallel taxiway (TDG 2A standards) to the east of Runway 13/31 from Taxiway D to the Runway 31 end to support East Side Area development. NEPA review conducted as a part of Project 2-15.

Project 3-6: Runway 13-31 Pavement and Safety Improvements – Includes APMS project 8 to rehabilitate Runway 13/31 and correct RSA grading to meet standards. NEPA review conducted as part of Project 2-12.

Project 3-7: Land Swap with Hartnell College – Conduct a land swap with Hartnell College on the east side of the airfield to enable efficient aeronautical development. **Figure 9.4** below depicts the potential area of land that would be swapped with Hartnell College.

Figure 9.4 - Potential Land Swap Area with Hartnell College

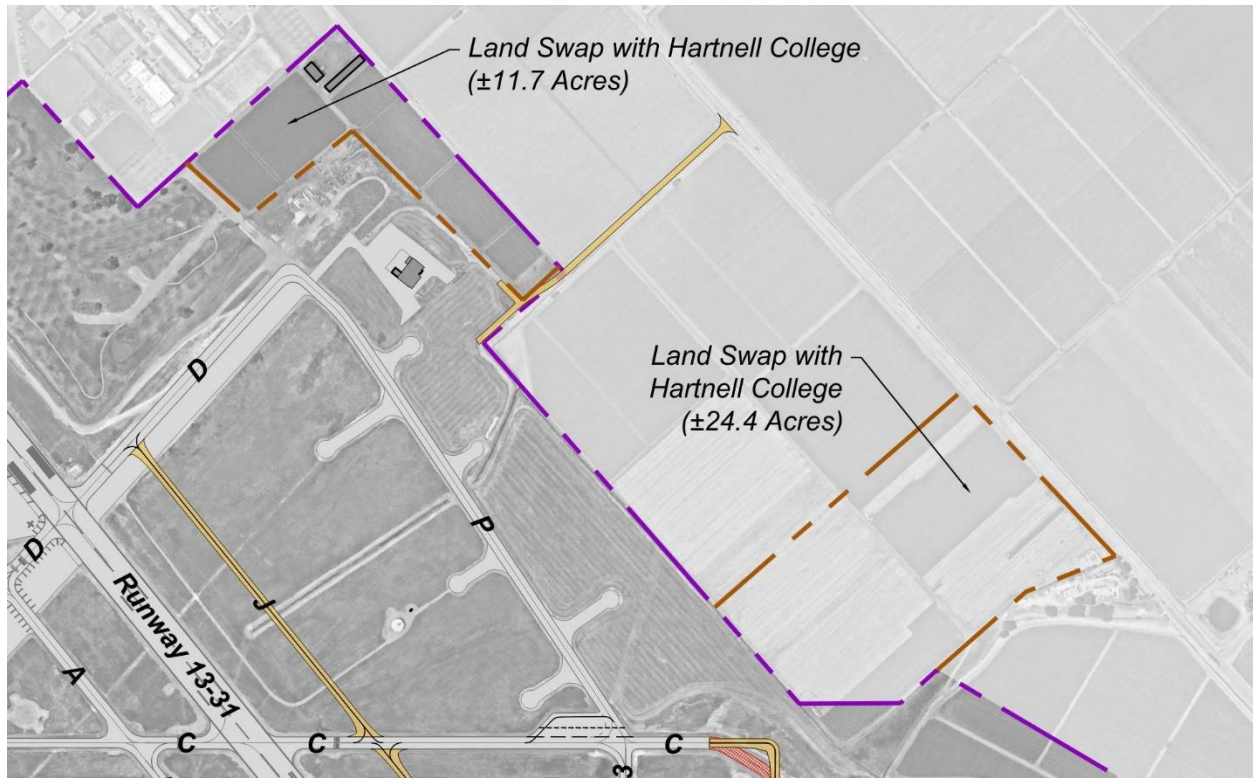


Table 9.3 - Phase 3 Projects

ID	Description	Federal Share (90%)	Local Share (5.5%)	Potential State Share (4.5%)	Total
3-1	Taxiway C Pavement and Safety Improvements, Realign Runway Entrances to 90-Degrees	\$4,477,000	\$273,000	\$223,000	\$4,973,000
3-2	Vehicle Parking Lot Expansion	\$-	\$763,000	\$-	\$763,000
3-3	Construct Aircraft Hangars at ATCT Site	\$-	\$77,555,000	\$-	\$77,555,000
3-4	Roadway Improvements for Access to East Side	\$1,239,000	\$76,000	\$62,000	\$1,377,000
3-5	Construct Future Parallel Taxiway J	\$5,131,000	\$314,000	\$257,000	\$5,702,000
3-6	Runway 13-31 Pavement and Safety Improvements	\$10,429,000	\$638,000	\$521,000	\$11,588,000
3-7	Land Swap with Hartnell College	\$-	\$-	\$-	\$-
Total		\$21,276,000	\$79,619,000	\$1,063,000	\$101,958,000
Total Excluding Hangar Construction		\$21,276,000	\$2,064,000	\$1,063,000	\$24,403,000

Source: Cost estimates for projects originating from the existing CIP and APMS were used where applicable. All other costs were compiled by C&S Engineers, Inc. Notes: Cost estimates include 10% design for projects under \$3 million and 5% design for projects over \$3 million, 20% design evolution, 10% construction administration, and 2% inflation increase/year assuming the maximum year of each phase as the proposed construction year. Costs are rounded to nearest thousand. Estimated costs for environmental approvals are not included unless specified in the project description.

See **Figure 9.5** on the following page for a depiction of the Phase 3 Development projects.

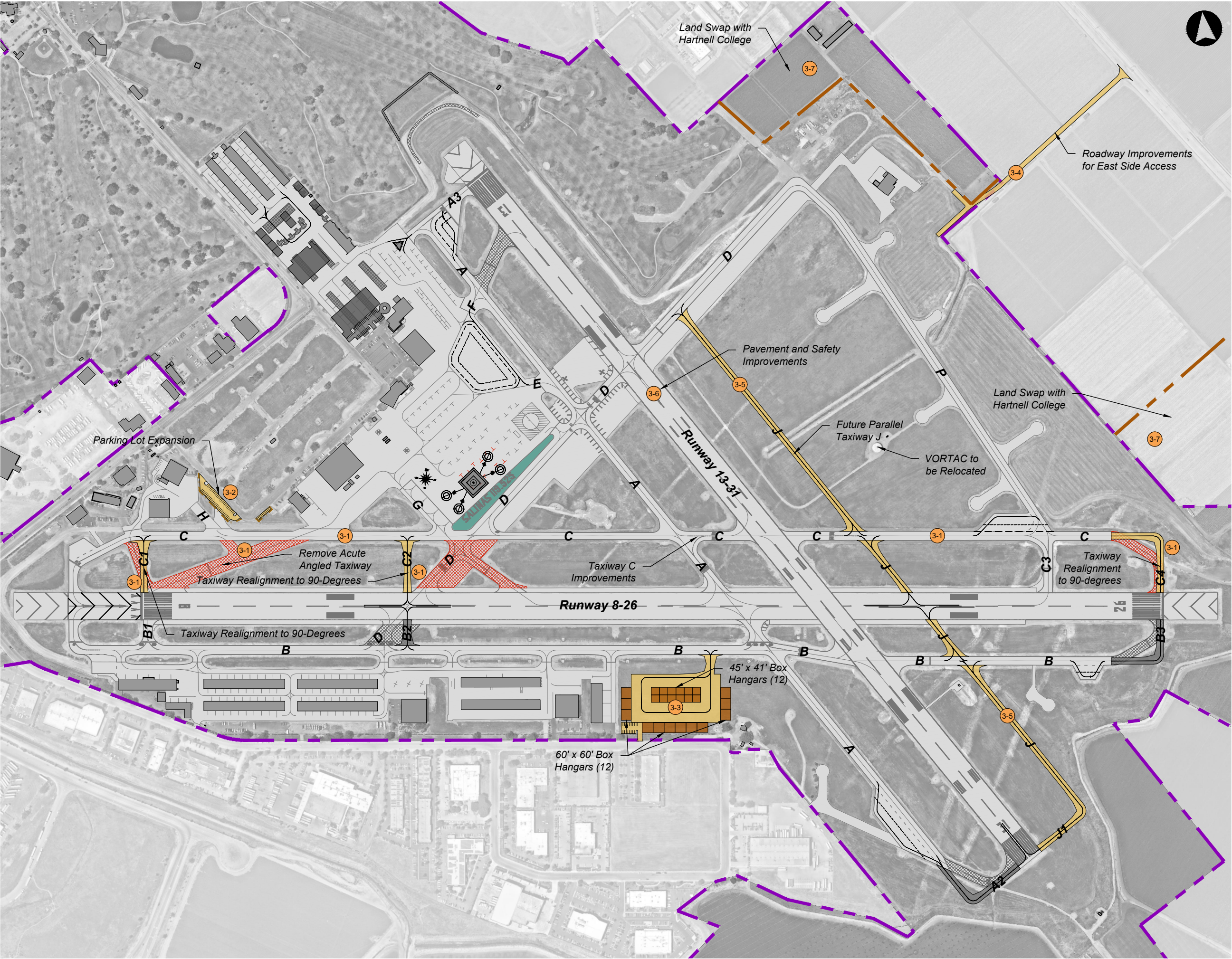
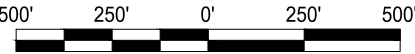


Figure 9.5
Phase 3
Development
(2033 - 2042)

- Airport Property Line
- Existing Buildings
- Existing Pavement
- Previous Phase Pavment
- Previous Phase Building
- Previous Phase Demolition
- Phase 3 Proposed Pavement
- Phase 3 Proposed Building
- Phase 3 Proposed Demolition
- Phase 3 Proposed Fence
- Phase 3 Proposed Property Line



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9.2.4 Phase 4 Projects (20+ years)

Shown in **Table 9.4**, Phase 4 projects include the following:

Project 4-1: Design and Construct Runway 8/26 Rehabilitation and Runway Safety Area Enhancements – This project includes the shifting of Runway 8/26, APMS project 7, and the removal of taxiway pavement at the Runway 8 end. NEPA review conducted as part of Project 2-12.

Table 9.4 - Phase 4 Projects

ID	Description	Federal Share (90%)	Local Share (5.5%)	Potential State Share (4.5%)	Total
4-1	Design & Construct Runway 8/26 Rehabilitation and RSA Enhancements	\$33,892,000	\$2,071,000	\$1,695,000	\$37,658,000
4-2	Design & Construct Runway 8/26 Extension to 7,000 FT	See section below			
Total		\$33,892,000	\$2,071,000	\$1,695,000	\$37,658,000

Source: Cost estimates for projects originating from the existing CIP and APMS were used where applicable. All other costs were compiled by C&S Engineers, Inc. Notes: Cost estimates include 10% design for projects under \$3 million and 5% design for projects over \$3 million, 20% design evolution, 10% construction administration, and 2% inflation increase/year assuming the maximum year of each phase as the proposed construction year. Costs are rounded to nearest thousand. Estimated costs for environmental approvals are not included unless specified in the project description.

Project 4-2: Design and Construct Runway 8/26 Extension to 7,000 FT – Includes an extension of approximately 1,392 FT on the Runway 26 end to bring the length of Runway 8/26 to 7,000 FT. Due to the following complicating factors, construction of this project would entail a much greater cost than any of the previously recommended improvements. Factors include the following:

- ◆ Project will require a significant amount of grading in order to meet requirements
- ◆ Potential property acquisition or easements over approximately 28 acres of farmland and private property to acquire the land necessary for the construction as well as ROFA and RPZ protection
- ◆ Potential realignment of Alisal Road to avoid safety areas

Ultimately, a more accurate understanding of the costs will be arrived at as a result of the Feasibility Study that will be performed as Project 1-7.

See **Figure 9.6** below for a depiction of the proposed Runway 8/26 extension.

Figure 9.6 - Potential Runway 8/26 Extension

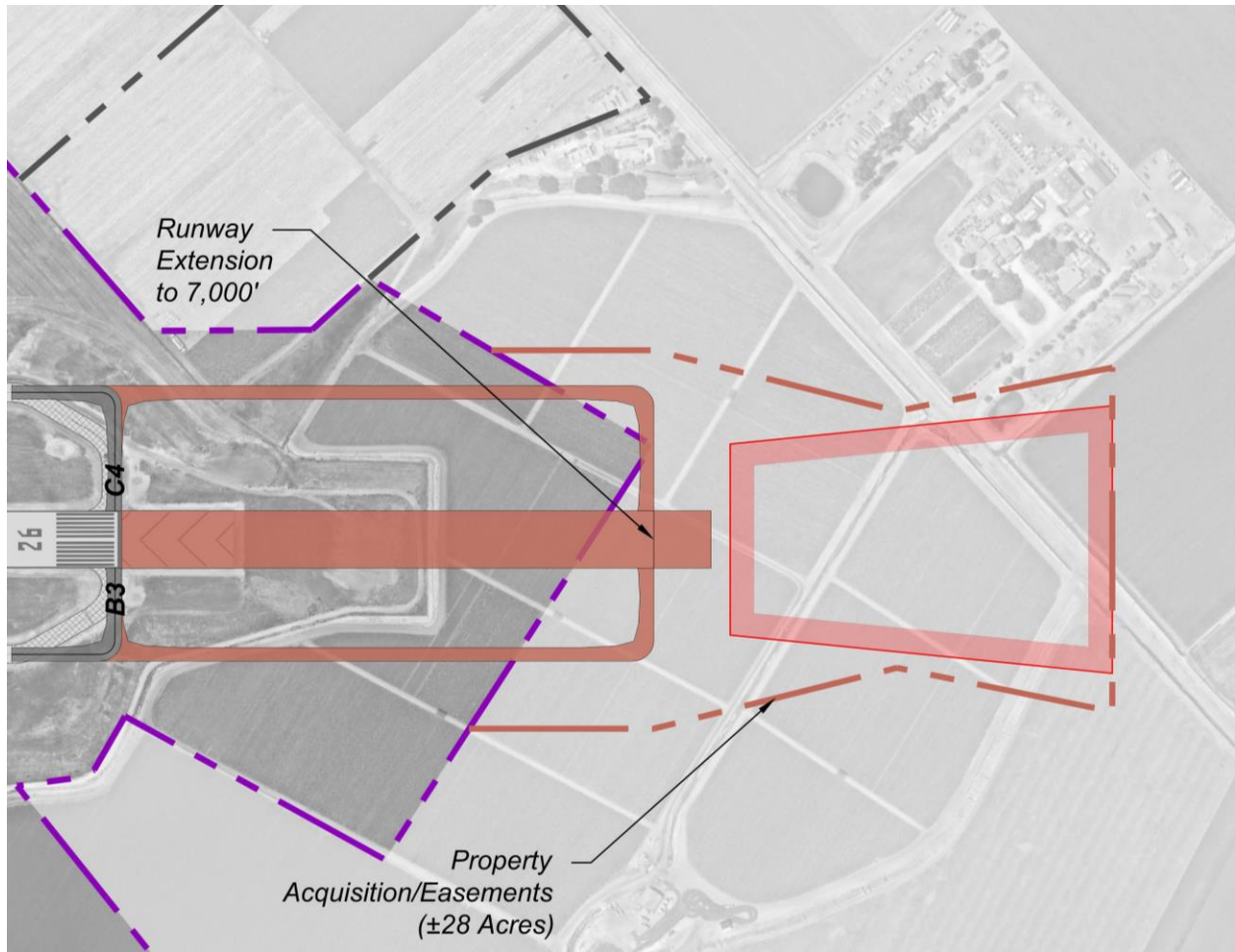
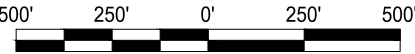




Figure 9.7
Phase 4
Development
(2042+)

- Airport Property Line
- Existing Buildings
- Existing Pavement
- Previous Phase Pavment
- Previous Phase Building
- Previous Phase Demolition
- Previous Phase Fence
- Previous Phase Property Line
- Phase 4 Proposed Pavement
- Phase 4 Proposed Demolition
- Phase 4 Proposed Property Line



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9.3 Sustainability Initiatives

As noted in **Chapter 5**, as SNS progresses with its Capital Improvement Program and development according to the Airport Master Plan, it is advisable to prioritize sustainability initiatives. While the primary focus of the five-year program is on airfield enhancements like pavement rehabilitation and lighting upgrades, future capital projects can incorporate sustainability recommendations. These recommendations encompass various aspects such as maximizing stormwater capture, utilizing green stormwater infrastructure, conserving energy and water resources, and reducing waste and carbon emissions. As lighting, signage, and other equipment are replaced and upgraded, it is recommended to opt for more energy-efficient fixtures or equipment.

To promote sustainability throughout the Airport Master Plan's development, daily operations, and future design and construction projects, the integration of sustainability initiatives should be pursued whenever possible.

Table 9.5 - Sustainability Initiatives

Sustainability Initiative	
General	Provide opportunities for public engagement and outreach to incorporate sustainability best practices.
	Train and educate staff and tenants on recommended sustainability initiatives.
	Implement sustainable design and construction principles using recognized rating systems like LEED, Envision, and Building Research Establishment Environmental Assessment Method (BREEAM).
	Consider City and County sustainability goals and targets as they become more defined under the General Plan.
Airside	Prioritize growth of airport facilities to promote eVTOL uptake, investment by eVTOL companies and Part 139 Airport Certification for eVTOL technologies.
	Implement an airport-wide transition to energy-efficient lighting fixtures. Install LEDs on any new or renovated facilities.
	Establish building design standards for new construction and renovations, which encourage infrastructure projects to prioritize resource (water, energy, carbon, etc.) neutrality.
	Conduct an operational audit to determine specific improvement measures for optimizing airport operations. This should include evaluating water use and determining the need for water use metering, and the potential for transitioning to a digital airfield inspection tool to enhance AOA inspections. Based on the findings of the audit, develop minimum standards for airport policies and procedures.
Landside	Americans with Disability Act (ADA) alterations in the terminal building and across airport facilities to improve usability
	Build sustainability initiatives, such as food composting and reusable water bottles, into public events. Promote the airport's responsible resource practices and other initiatives by requiring event hosts to highlight these activities during community events.
	Conduct a renewable energy study to evaluate on-site potential for installing more solar panels and/or geothermal.
	Establish building design standards for new construction and renovations, which encourage infrastructure projects to prioritize resource (water, energy, carbon, etc.) neutrality.

Source: C&S Engineers, Inc.

9.4 Financial Plan

The costs identified in **Section 9.2** should be considered as foundation planning level costs that will likely have to be adjusted regularly to arrive at actual project costs as project timing shifts or projects are combined or split. In most cases, the actual project costs and corresponding budgeted amounts will be greater, to account for varying economic conditions.

Table 9.6 summarizes the total development costs in each phase over the 20-year planning period, as well as the two projects outside the planning period. For projects eligible for Federal funding, the Federal and Local shares were calculated at 90 and 10 percent, respectively. Not all projects are eligible for Federal funding so the total Local cost by phase may end up being higher than 10 percent. The City may apply for Caltrans (State) funding on eligible projects (relocation or construction of new hangars would not qualify) as long as the Caltrans funding requirements are met; however, it is not guaranteed that funds will be allocated. If the funds are allocated, they are assumed to be 5 percent of the total cost. If AIP (Federal) eligible projects do not include State funding, the City is then responsible for 10 percent of the local funding. Local funding may also include private development funds.

Table 9.6 – Total Development Cost by Phase

Phase	Federal Share (90%)	Local Share (5.5%)	Potential State Share (4.5%)	Total
Phase 1 (0 – 5 Years)	\$20,348,000	\$1,274,000	\$1,311,000	\$22,933,000
Phase 2 (6 – 10 Years)	\$40,765,000	\$49,539,000	\$2,038,000	\$92,342,000
Phase 2 (Excluding Hangars)	\$40,765,000	\$2,493,000	\$2,038,000	\$45,296,000
Phase 3 (11 – 20 Years)	\$21,276,000	\$79,619,000	\$1,063,000	\$101,958,000
Phase 3 (Excluding Hangars)	\$21,276,000	\$2,064,000	\$1,063,000	\$24,403,000
Phases 1 – 3 Total	\$82,389,000	\$130,432,000	\$4,412,000	\$217,233,000
Phases 1-3 (Excluding Hangars)	\$82,389,000	\$5,831,000	\$4,412,000	\$92,632,000

Source: Cost estimates for projects originating from the existing CIP and APMS were used where applicable. All other costs were compiled by C&S Engineers, Inc. Notes: Cost estimates include 10% design for projects under \$3 million and 5% design for projects over \$3 million, 20% design evolution, 10% construction administration, and 2% inflation increase/year assuming the maximum year of each phase as the proposed construction year. Costs are rounded to nearest thousand. Estimated costs for environmental approvals are not included unless specified in the project description.

9.4.1 Funding Sources

Projects at the Airport can be funded through various Federal, State, local, and private funding sources depending on the type of project.

9.4.1.1 Federal Funding – Airport Improvement Program

The Airport is eligible for assistance in funding capital improvement projects through the FAA Airport Improvement Program (AIP). Under the current federal authorization (FAA Reauthorization Act of 2024), the Airport would receive \$150,000 per year in non-primary¹ regional entitlement funding and compete for additional discretionary FAA funding. An airport can delay receiving entitlement funding for up to four years to accumulate enough revenue to complete a project if it cannot be funded for \$150,000 or does not get fully funded from other sources. Discretionary funding projects at an airport must compete with other airports' discretionary projects throughout the FAA's Western Pacific Region on a priority basis.

AIP grants fund 90 percent of development costs for eligible projects. Under the Reauthorization Act of 2024, the FAA will fund 95% of FY 2025 and FY 2026 projects at non-primary, non-hub, and GA airports. SNS falls into this category and will benefit from the higher funding percentage. For cost-estimating purposes, a federal share of 90% was still assumed as project funding is not guaranteed in a given year. AIP-eligible projects include the planning, design, and construction of projects associated with public-use, non-revenue generating facilities, and equipment for the Airport. Typical AIP eligible projects include Airport Master Plans; Airport Layout Plans; land acquisition and site preparation; airfield pavements for runways, taxiways, and transient aprons; lighting and navigational aids; safety, security, and snow removal equipment; public-use passenger terminal facilities that are not leased for exclusive use; and obstruction identification and removal. The highest funding priority, according to FAA's rating procedure, is generally given to those projects that are safety-related such as runway safety area improvements, obstruction removal, and facility improvements to meet current FAA design standards.

9.4.1.2 State Funding

The California Department of Transportation (Caltrans) – Aeronautics Division also provides financial assistance to publicly owned airports. The most common funding is through matching FAA AIP grants with state funds. The current matching rate is five percent of the federal portion of the total project cost. Generally, state matching is limited to projects that primarily benefit general aviation. A project which is being funded by an AIP grant must be included in the capital improvement program that is provided directly to Caltrans. The amount set aside for AIP

¹ An airport that is not a primary airport as defined under 49 USC § 47102(16). In other words, an airport that has 10,000 or less passenger enplanements each year.

matching is determined by the California Transportation Commission (CTC) each fiscal year. Unused set-aside funds are available for Acquisition and Development (A&D) grants which can be used to fund projects for airport and aviation purposes as defined in the *State Aeronautics Act*.

9.4.1.3 Private Funding

Private investors are a potential source of funds for revenue producing development at the Airport. Tenants and/or investors may finance the purchase of existing facilities or the construction of new facilities from which they derive income. While direct revenues are usually limited to purchase or lease charges for land underlying the facilities, the local airport sponsor does not need to obtain its own funding for these improvements. Additionally, increased activity resulting from airport improvements often increases the number of based aircraft or operations, which in turn generates additional revenue associated with fuel sales and other aviation services. Examples of private investment at airports include buildings for fixed based operators, fuel facilities, hangars, aviation-related commercial development, and non-aviation commercial development.

9.4.1.4 Local Funding

The Airport operates as part of the “Enterprise Program” to “provide self-supporting community services”². Operational revenues are generally produced from charges for services, leases, and permit/special event fees while operational expenses include administration, professional services, salaries and benefits, maintenance, depreciation, and other operational costs. **Table 9.7** summarizes the Airport’s operating revenue and expenses since 2018.

Table 9.7 – Airport Historical Operating Income Summary

	2018	2019	2020	2021	2022
Operating Revenue	\$1,524,946	\$1,603,114	\$1,725,452	\$1,745,856	\$2,083,091
Operating Expenses	\$2,054,440	\$2,268,205	\$2,188,791	\$2,350,714	\$2,481,106
Overall Operating Income	\$(529,494)	\$(665,091)	\$(463,339)	\$(604,858)	\$(398,015)

Source: City of Salinas, 2017-2022 Financial Statements, accessed 7/12/24.

9.4.1.5 Other Funding Opportunities

Depending on the type of project funding that is being sought, there are various grant programs available that the Authority should research and consider. A number of these potential funding sources are reviewed in more detail in the **Appendix D – Sustainability Management Plan**.

²FY 2023 Adopted Operating Budget, City of Salinas, accessed 5/20/24.