Chapter 7 – DRAFT
Sustainability Management Plan

Airport Master Plan | Salinas Municipal Airport

Draft
Prepared by:

C&S COMPANIES®

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7.1 Introduction

Sustainability is defined by the United Nations as "the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs". The Sustainability Management Plan (SMP) outlined for SNS in this chapter leverages the triple-bottom line approach to sustainability, in which environmental, economic, and social benefits are considered. Airports Council International-North America (ACI-NA) has expanded on this triple bottom line approach for the aviation industry to also include Operational Efficiency. This sustainability framework is often used by airports as it balances Economic Viability, Operational Efficiency, Natural Resource Conservation, and Social Responsibility (EONS) as shown in **Figure 7.1**.

Figure 7.1 - Aviation Sustainability Framework

Source: ACI-NA, C&S Engineers, Inc.

The SMP will serve as a roadmap for how Salinas Municipal Airport (SNS) can advance the sustainability initiatives outlined in this chapter, including providing a structure for sustainability focus areas and proposed goals. The SMP also includes a decision-making framework that screens the initiatives identified through stakeholder engagement activities to generate a list of high-value sustainability initiatives to be implemented in the short-term. In addition, consideration was given to integrating these recommended initiatives into the Master Plan recommendations and the Airport's future capital improvement program, in addition to potential funding sources.

7.1.1 Sustainability Context

This section describes relevant local and county initiatives related to sustainability that have been completed, ongoing, or will be underway in the near future. As the Airport is owned and operated by the City of Salinas and located within Monterey County, these initiatives will be used to inform the process of establishing goals, targets, and initiatives specific to SNS.

7.1.1.1 Monterey County Initiatives

The City of Salinas is located in Monterey County, and the County has several initiatives completed or underway that are advancing sustainability in the region, including the following:

The Monterey County Municipal Climate Action Plan: Greenhouse Gas Reduction Plan for County Operations (2013)[1]

- Prioritizes renewable energy transition and vehicle electrification.
- Highlights the County's Climate Friendly Purchasing Policy.
- Monterey County met its 2020 greenhouse gas (GHG) emission reduction target.[2]

The Green Building Ordinance (adopted in 2019)[3]

- Designed to reduce GHG emissions and encourage responsible resource use.
- Stipulates that all new commercial buildings and large retrofits be certified CALGreen Tier 1 or LEED Silver.
- Provides a rebate incentive to projects that voluntarily meet higher environmental standards.
- Requires new projects in Monterey County greater than 25,000 square feet to provide on-site renewable energy generation that must meet 15% of projected energy demand.

The Community Climate Action and Adaptation Plan for 2030 (in progress)[4]

- Incorporates a draft GHG emissions inventory developed in 2022.
- Includes a goal to reduce GHG emissions in line with the State of California (i.e. 2022 commitment to reduce emissions 85 percent by 2045[5]).

Although not codified, the County also emphasizes that new projects should consider solar building orientation, solar roofs, cool pavements, shade trees and prioritized parking within new commercial and retail areas for electric vehicles, hybrid vehicles, bicycles, and alternative fuel vehicles.[6]

1 https://www.co.monterey.ca.us/home/showpublisheddocument/48118/636416870110430000
2 https://www.montereyherald.com/2020/10/27/monterey-county-board-to-create-community-climate-action-plan-by-2022/
3 https://monterey.legistar.com/Page.aspx?M=Y
4 https://montereyclimateaction.konveio.com/project-overview
5 https://www.gov.ca.gov/2022/11/16/california-releases-worlds-first-plan-to-achieve-net-zero-carbon-pollution/
6 Monterey County General Plan 03 Conservation/Open Space Element (monterey.ca.us)

7.1.1.2 Local Initiatives

The State of California requires that all cities and counties have a General Plan outlining several elements of community development.[7] The City of Salinas is currently drafting **Visión Salinas** 2040, which is an update to the 2002 General Plan, and will address the following elements[8]:

- Noise
- Open Space
- Safety
- Environmental Justice
- Climate Action Plan
- Land Use
- Circulation
- Housing
- Conservation

To date, the City has developed an overarching core value of: "*An Inclusive, Diverse, and Welcoming City where all Persons can Thrive*", along with a set of guiding principles which are listed below in **Figure 7.2** and discussed in **Section 7.3.2** as they relate to the Airport and recommended sustainability goals.

Figure 7.2 - Guiding Principles of Visión Salinas

Source: Visión Salinas 2040

Additional local sustainability efforts within the City of Salinas, which are typically overseen by the Department of Public Works Division of Water, Waste and Energy, include the following:

7 Office of Planning and Research (ca.gov)
8 Visión Salinas 2040 | Visión Salinas (visionsalinas.org)

Water

- Clean Water Salinas and Green and Clean Salinas are initiatives that address climate resilient water management and represent an integrated effort to reduce pesticides and contaminants, and utilize xeriscaping and rainwater capture to preserve water.[9] The City tracks several biofiltration, bioretention, bioswale, and wet and dry basin features via Geographic Information Systems (GIS) mapping.
- Salinas Neighborhood Vibrancy-Urban Greening Plan (2017) emphasizes human environment interaction in Salinas and sets additional goals to facilitate alternative transit to cars, increase urban canopy, and manage stormwater onsite.[10]

Solid Waste

- Salinas mandates that businesses participate in recycling, and has banned single-use plastic take-out containers and plastic bags.[11]
- Construction and demolition (C&D) waste in Salinas must be 65% diverted from landfills and 100% of inert materials must be diverted according to waste plans required at permit application.[12]

Energy

The City of Salinas has:

- Replaced street lights with more efficient LED fixtures.
- Installed a solar farm at the Salinas Animal Shelter.[13]

Community Planning

- The first community-led plan completed by the City was for the Alisal neighborhood, which is located to the north of SNS Airport. The City developed The Alisal Community Vibrancy Plan in 2020 to explore and address community needs. While primarily focused on housing, economic development, and community engagement, sustainability is featured throughout the plan with initiatives related to green infrastructure, infill development, increased access to local food sources, pedestrian and transit improvements, and environmental health and safety.[14]

9 Clean Water Salinas
10 Urban Greening Plan (cityofsalinas.org)
11 Business Trash & Recycling | City of Salinas
12 Construction & & Demolition Recycling | City of Salinas
13 Climate Adaptation Planning | City of Salinas
14 Alisal Community Vibrancy Plan

7.1.2 Airport Goals and Local Targets

Stakeholder feedback obtained throughout the master planning process was used to inform development of the Airport's sustainability goals, taking into consideration what would be reasonable and relevant in the context of the EONS focus areas and Visión 2040 Guiding Principles. The recommended goals presented in **Table 7.1** are based on the information provided by the Airport and feedback received from stakeholders. These align with sustainability best practices within the airport industry and sustainability and planning efforts underway within the City of Salinas.[15]

Table 7.1 - Recommended Airport Sustainability Goals

Sustainability Focus Area	Recommended Airport Sustainability Goals	Relevant Visión 2040 Guiding Principles
Economic Viability	Minimize Airport operational costs, grow the local economy, and generate sustainable revenue.	
Operational Efficiency	Optimize Airport procedures, promote resilience, and improve solid waste and recycling practices. • Improve overall access, safety, and security while operating in a sustainable, efficient manner. • Divert waste to the greatest extent practicable (align with local and state requirements such as 65% diversion for C&D waste, 75% diversion rate for organics).	
Natural Resource Conservation	Minimize Airport impacts to air and water quality and focus on energy management. • Conserve water resources by using water-saving fixtures, native and drought-resistant landscaping, and other water conservation measures as appropriate. • Improve energy efficiency and reduce greenhouse gas emissions in line with County and future City goals and targets. • Consider adoption of new technologies, fuels, and associated infrastructure related to unleaded aviation gasoline (avgas), alternative fuels, and vehicle and aircraft electrification to reduce emissions.	
Social Responsibility	Engage staff, the public, and the local workforce to further enrich the community. • Promote diversity, equity, and inclusion related to aviation activities at the airport.	

Source: C&S Engineers, Inc.

15 Visión Salinas 2040 | Visión Salinas (visionsalinas.org)

7.2 Stakeholder Engagement

To develop sustainability initiatives that align with the goals of Airport staff and stakeholders, engagement was conducted using workshops, meetings, and other events where feedback was sought on what is important to the Airport staff, business partners, airport users, and the neighboring communities. This section summarizes the stakeholder engagement held throughout the Master Plan project that related to sustainability. See **Appendix 13A** for further details on public outreach, PAC meetings, and other engagement activities that occurred throughout the development of the AMP.

7.2.1 Sustainability Workshop

A Sustainability Workshop with stakeholders from the City, County, and Airport was held on July 26, 2022 and was geared toward brainstorming sustainability initiatives for the Airport. An introductory presentation was given that included the following topics:

- Defining sustainability in the context of EONS.
- Explaining the process and expected outcomes of a sustainability plan.
- Describing the FAA requirements and guidelines related to sustainability integration into Airport Master Plans.
- Providing information on other sustainability initiatives taking place in the City and County, such as those mentioned previously in **Section 7.1.1**.
- Providing examples of sustainability best practices implemented at other general aviation airports.

Workshop participants were briefed on ACI-NA's sustainability framework of Economic Viability, Operational Efficiency, Natural Resource Conservation, and Social Responsibility, with the addition of Community Integration as a sub-category falling under Social Responsibility. Participants rotated through informal group discussions to first identify and then prioritize sustainability strategies for the Master Plan, based on their feasibility of implementation and their ability to make an impact to the Airport, the environment, and the surrounding communities. These ideas and strategies were then evaluated in further detail to provide guidance on the integration of high-priority and value-driven short-term strategies, which have little or no impact to capital or operating costs and which will contribute to the Airport's overarching sustainability goals.

Idea Generation

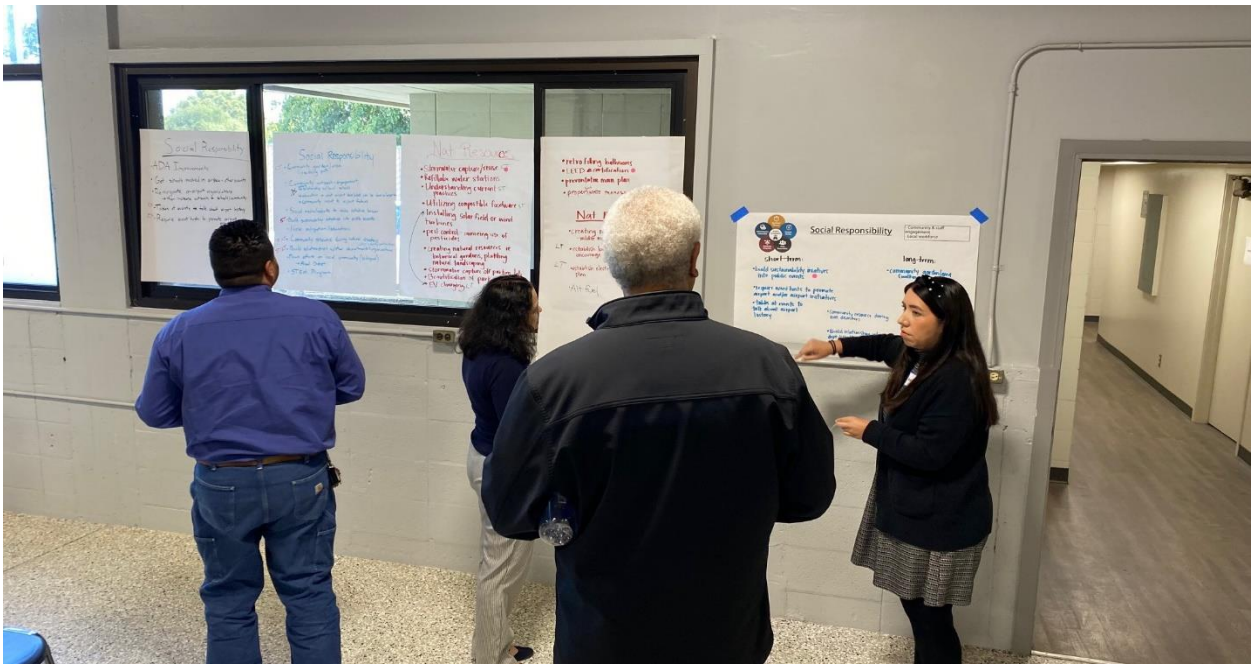
Following the initial overview of airport sustainability, stakeholders were divided into small table groups to generate ideas based on the four EONS categories. Discussion items were transcribed and reported out to the group after rotation through each focus area. The information discussed

was available for review and comment by the larger group, after which a poll was taken to see which initiatives resonated most with the group.

Figure 7.3 – Workshop EONS Roundtable Discussion

Source: C&S Engineers, Inc., Sustainability Workshop held on 7/26/2022

Figure 7.4 – Workshop Voting Process

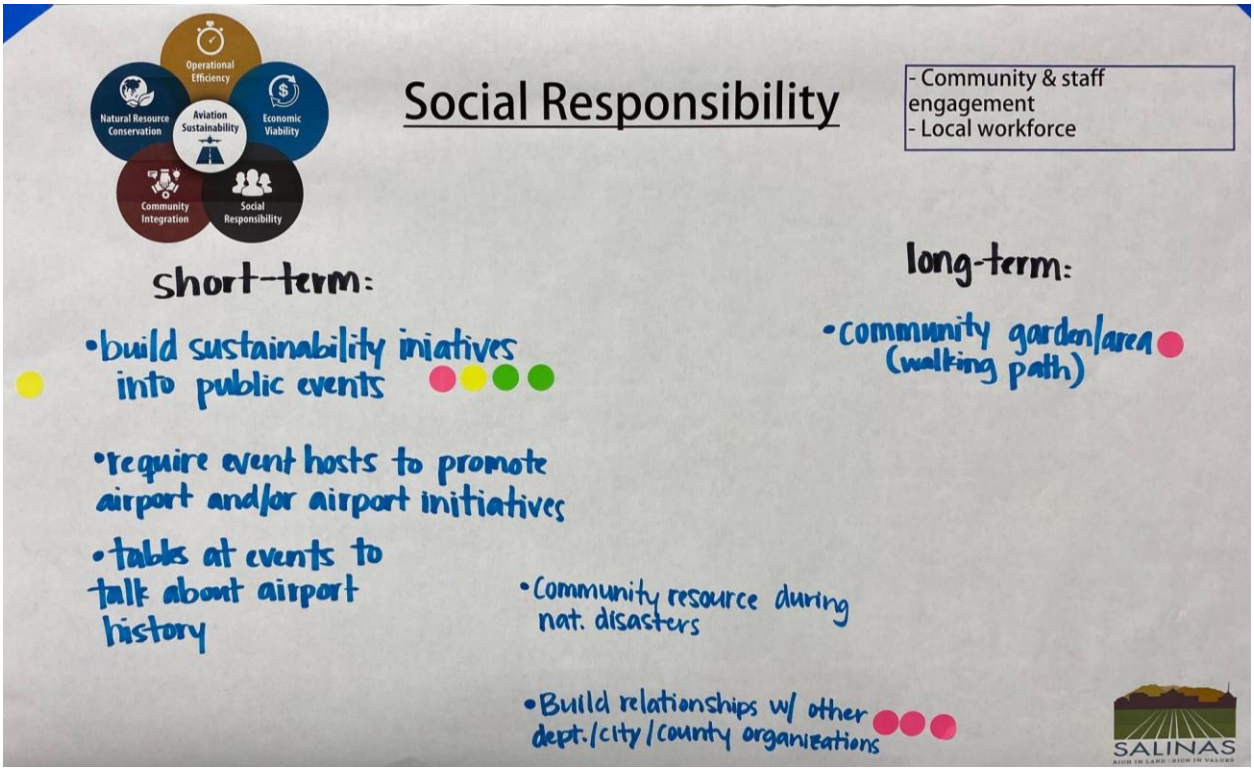


Source: C&S Engineers, Inc., Sustainability Workshop held on 7/26/2022

Idea Prioritization

To prioritize the ideas and initiatives generated by participants, a voting exercise was used with dot stickers. For this meeting, four dot stickers were given to each attendee to vote on the proposed list of initiatives while considering the Airport's economic viability, natural resource conservation, operational efficiency, and social responsibility. **Figure 7.5** is an example of one of the boards showing the dot voting results. **Figure 7.6** summarizes the ideas generated in each focus area and the voting results.

Figure 7.5 – Dot Voting Exercise for Social Responsibility Initiatives



Source: C&S Engineers, Inc., Sustainability Workshop held on 7/26/2022

Figure 7.6 – Sustainability Workshop Voting Results

Source: C&S Engineers, Inc.

7.2.2 Community Planning Meeting

The Airport held a Community Planning Meeting on April 11, 2023 with tenants, community members, Airport staff, and Alisal High School students to seek in put on how SNS should address future development. The meeting started with a brief presentation to provide overall context to community of the airport. Following the introductory presentation, attendees were provided an opportunity to visit stations to generate ideas related to the four sustainability categories (EONS) as well as any strengths, opportunities, weaknesses, or threats (SWOT). Attendees were encouraged to attend all stations and provide feedback. Written feedback was also provided on comment forms where attendees were asked to envision SNS in the future. Several relevant issues related to the Airport's sustainability were referred to during this meeting including:

Economic Viability

- Salinas as a major agricultural center (jobs, education, transport of produce by air, etc.)
- Emerging technologies (electric aircraft, drones, space hub)
- Avionics
- Local food competition with additional food vendors located at the airport
- Population and job growth
- Create incentives to come to Salinas

Operational Efficiency

- Future airport development and activity related to electric aircraft, drones, space travel
- Cargo services
- Improving transportation infrastructure
- Flight schools
- Rental aircraft
- Future commercial service

Natural Resource Conservation

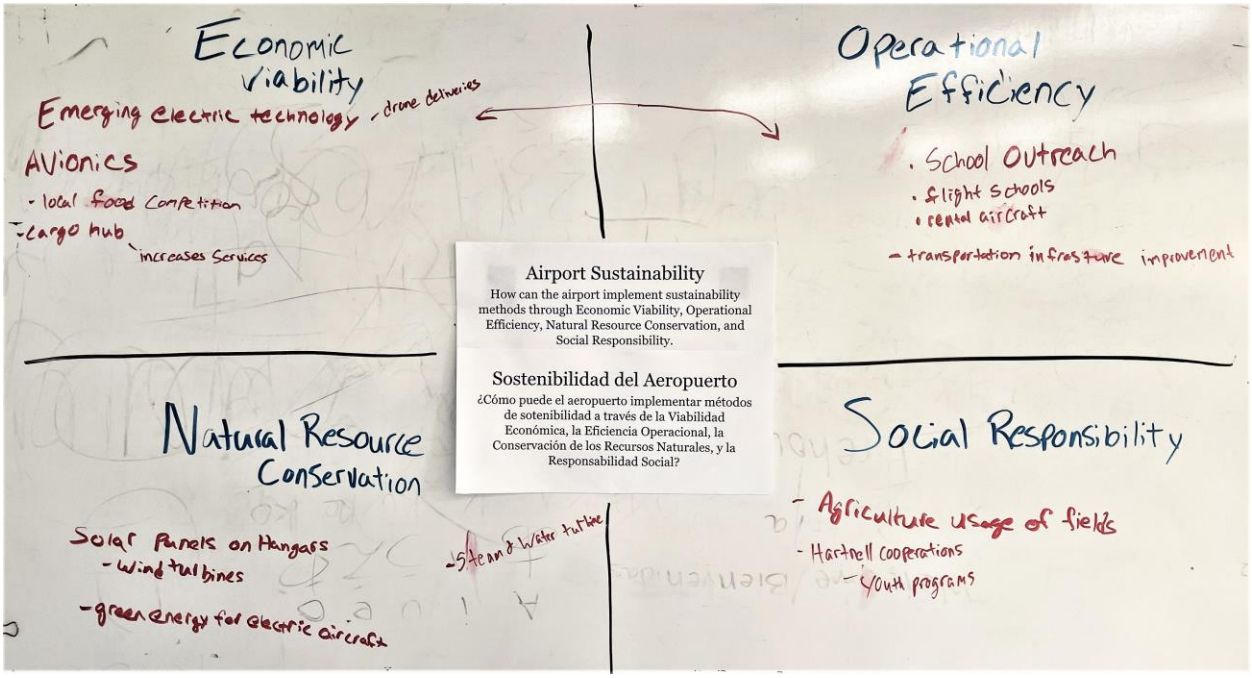
- Air quality
- Renewable energy
- Development around the Airport

Social Responsibility

- School and community outreach (increase as airport grows)
- Hartnell Community College AG-Tech programs

- Non-aeronautical use of airport property for additional agricultural activities
- Youth/volunteer programs
- Bring diversity to the City

Figure 7.7 – Public Feedback on Airport Sustainability



Source: City of Salinas Staff, Community Planning Meeting held on 4/11/2023.

7.3 Recommendations

7.3.1 Sustainability Initiatives

Feedback from the Sustainability Workshop held in July 2022 and the Community Meeting held in April 2023 was used to further develop more specific sustainability initiatives related to the ACI-NA's EONS framework (**Figure 7.1**). Following is a summary of the initiatives identified for each of the focus areas and are expanded upon to provide more clarity and direction to each initiative.

Economic Viability – Stakeholders discussed how the Airport can minimize operational costs, focus on its local economy, and generate sustainable revenue. The recommendations generated are listed below:

1. Develop a land use and economic development plan that ensures the highest and best use of aviation and non-aviation parcels and supports sustainable growth.

2. Develop a marketing and outreach strategy to attract diverse tenants, including commercial service providers, avionics and upholstery shops, agricultural uses and technologies, and companies geared toward Electric Vertical Take-Off and Landing Aircraft (eVTOL). Changes in policies, infrastructure, and available incentives may also help to bring new tenants and innovation to the airport.

3. Prioritize the growth of airport facilities to promote eVTOL uptake, investment by eVTOL companies and Part 139 Airport Certification for eVTOL technologies.

Operational Efficiency - Operational efficiency seeks to maximize efficiency and longevity while minimizing interruptions, downtime and associated delays. Stakeholders discussed how the Airport can optimize its procedures, improve operational resilience, and look for ways to improve its solid waste and recycling plans.

4. Prioritize staff education via the Air Service Development Program related to route development, aviation forecasting, the regional aviation network, and marketing skills to increase GA traffic and develop future commercial air service.
    a. This is an important opportunity, particularly for new staff, to gain knowledge and tools about the aviation network, potential air service development, and generating aeronautical and non-aeronautical revenues to contribute to local and regional economic growth. Participation in the program is a key step in ensuring the future success of the airport.

5. 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.

6. Implement an airport-wide transition to energy efficient lighting fixtures. Install LEDs on any new or renovated facilities.

7. Emphasize Airport safety and security with enhanced operational procedures, better communication among staff, investment in updated signage and clearer parking rules for visitors, tenants and staff.

8. Work with Airport Operations and Maintenance staff to develop usage-based or calendar-based preventative maintenance plans for major infrastructure including, hangars, HVAC and electrical equipment, pavement, and vehicles.
    a. When infrastructure or equipment reaches the end of its useful life, consider conducting life cycle analyses for high value assets to help improve operational efficiency and understand cost-benefits.

9. Explore partnerships with local educational or research institutions to promote uptake of innovative energy and aviation technologies or practices to improve operational resilience and foster mutually beneficial relationships with community stakeholders.

10. Improve relationships with Contract Tower personnel and/or hire additional staff to enhance airport safety and improve operational efficiency.

Natural Resource Conservation - Stakeholders discussed how the Airport can minimize impacts to air and water quality, and focus on energy management.

11. Implement an organic waste management program.
    a. Begin by providing compostable silverware and collecting food waste on-site.
    b. Consider partnerships with Republic Services of Salinas or Salinas Valley Recycles, which offers a no or low-cost initial waste assessment.
    c. Evaluate opportunities to provide composting receptacles for all public airport events.

12. Conduct a renewable energy study to evaluate on-site potential for installing solar panels and/or geothermal systems.

a. This may also include assessing the feasibility of expanding electrical infrastructure to support electric vehicles and aircraft, and potential financing mechanisms such as state incentives or public/private partnerships.

13. Establish building design standards for new construction and renovations, which encourage infrastructure projects to prioritize resource (water, energy, carbon, etc.) neutrality.
    a. Incorporate the use of a sustainable design framework, such as LEED certification, to ensure project teams evaluate the feasibility of resource efficiency in airport capital projects.

14. Implement stormwater capture from on-airport facilities and examine the feasibility of water reuse for landscaping. Consider how water reuse initiatives can conserve valuable water resources, promote the beautification of parking lots, and enhance airport greenery.

15. In alignment with the City's Green Water Salinas program, evaluate opportunities to expand on-airport green infrastructure using native vegetation, bioswales or permeable pavements to better absorb urban stormwater runoff.

    a. This will reduce flooding risks, filter pollutants and promote airport resiliency to storm events which may increase in frequency or severity. Reference the City's Stormwater Standards Plans (SWSPs) for best management practices for filtering stormwater onsite.
    b. Consider the City's forthcoming stormwater credit program as an avenue to reduce municipal stormwater fees by installing runoff reducing green infrastructure.

16. Enhance airport aesthetics through incorporation of natural resources and public amenities such as flower or pollinator gardens, to create a more welcoming atmosphere that encourages community interest in and interaction with the airport.
    a. These may in turn generate revenue through the sale of products or serve to educate the community about the importance pollinators to the local agricultural economy.

Social Responsibility and Community Integration - Stakeholders discussed how the Airport can engage the community and staff as well as the local workforce to further enrich the community.

17. 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.

18. Enrich and expand relationships with City and County departments and community organizations to enhance avenues of community outreach and engagement.
    a. This should include establishing regular connections with key stakeholders and maintaining a strong Airport social media presence.

19. Establish engagement initiatives with local schools and co-ops to educate youth in the community on what activities go on at the airport, what can be done with aeronautical and non-aeronautical parcels and how the airport and its land impacts the City.
    a. Create opportunities to involve elementary and secondary school students involved in the airshow planning or activities, and other public airport events.
    b. Center all communication and engagement efforts on the local bilingual community (both English and Spanish).
    c. Expand advertising about airport events to include flyers or posters in schools, public libraries, community centers, and even grocery stores.
    d. Engage with Hartnell Community College and other local partners to expand agricultural activities on airport property.

20. Create community amenities such as a community herb garden or walking path around the airport to serve as a recreational amenity.
    a. Consider how these amenities can create value for residents and promote the airport as an inclusive place for all members of the community.

21. Implement Americans with Disabilities Act (ADA) alterations in the terminal building and across airport facilities to improve usability.
    a. Ensure any new construction or renovation is designed to accommodate persons with disabilities.
    b. Ensure the Airport's future viewing area is compliant with ADA improvements.

22. Establish the Airport as a community resource hub for natural disaster relief.

7.3.2 Sustainable Decision-Making Framework

The recommended initiatives outlined in **Section 7.3.1** were then evaluated and organized into a decision-making framework that prioritizes them based on voting and feedback received via stakeholder engagement as well as feasibility and cost considerations. This will enable the Airport to accomplish its goals around EONS by investing resources in specific strategies as

appropriate. The decision-making framework presented in **Table 7.2** provides an evaluation according to the following criteria:

Priority (workshop votes)
- High = 4-5 votes
- Medium = 2-3 votes
- Low = 0-1 votes

Technical Feasibility
- Least feasible
- Somewhat feasible
- Highly feasible

Estimated Costs
- Low costs
- Medium costs
- High costs

Using the above criteria, the recommendations were scored based on a point system of 1, 2 or 3 to delineate the following:

3 = High Priority, Most Feasible, Low Cost
2 = Medium Priority, Somewhat Feasible, Medium Costs
1 = Low Priority, Least Feasible, High Cost

Initiatives with total scores greater than 8 are considered "low-hanging fruit," meaning that they have been deemed a high priority, are technically feasible, can be accomplished within the short-term and are also relatively low cost to implement. Those with a score of 6 or 7, while still feasible, may have received fewer votes during the workshop and thus are ranked slightly lower by priority, or could be constrained due to greater cost of implementation or a more significant coordinated effort to be accomplished. Finally, initiatives with a score of 5 or less, received the fewest or no votes. Note that simply because an initiative did not receive any votes from workshop participants does not mean it should be disregarded; instead it is considered a lower priority for the airport. A recurring theme among these low scoring initiatives was that their technical feasibility is low given current timeline constraints.

Table 7.2 - Decision-Making Framework for Recommended Sustainability Initiatives

	Recommendation	Priority (Highest Priority =3)	Feasibility (Most technically feasible=3)	Cost (Lowest Cost =3)	TOTAL (Highest Priority =9)
Economic Viability: How can the Airport minimize operational costs, grow its local economy and generate sustainable revenue?	1. Develop a land use and economic development plan that ensures the highest and best use of aviation and non-aviation parcels and supports sustainable growth.	3	1	1	5
	2. Develop an outreach strategy to attract diverse tenants, including commercial service providers, avionics and upholstery shops, agricultural uses and technologies, and companies geared toward Electric Vertical Take-Off and Landing Aircraft (eVTOLs).	3	2	2	7
	3. Prioritize the growth of airport facilities to promote eVTOL uptake, investment, and Part 139 Airport Certification for eVTOL technologies.	2	1	2	5
Operational Efficiency: How can the Airport optimize its procedures, promote resilience and improve its solid waste and recycling practices?	4. Prioritize staff education via the Air Service Development Program related to route development, aviation forecasting, the regional aviation network, and marketing skills to increase GA traffic and develop future commercial air service.	3	3	3	9
	5. Conduct an operational audit to determine specific improvement measures for optimizing airport operations, including evaluation of water use metering and digital airfield inspection tools/ equipment.	3	3	2	8
	6. Implement an airport-wide transition to energy efficient lighting fixtures. Install LEDs on any new or renovated facilities.	3	3	3	9
	7. Emphasize Airport safety and security with enhanced operational procedures, better communication across staff, investment in updated signage and clearer parking rules for visitors, tenants and staff.	1	3	3	7
	8. Develop usage-based or calendar-based preventative maintenance plans for major infrastructure including, hangars, HVAC and electrical equipment, pavement, and vehicles.	2	2	2	6
	9. Explore partnerships with local educational or research institutions to promote uptake of innovative energy and aviation technologies or practices to improve operational resilience and foster mutually beneficial relationships with community stakeholders.	2	2	3	7
	10. Improve relationships with Contract Tower personnel and/or hire staff to enhance airport safety and improve operational efficiency.	1	3	2	6
Natural Resource Conservation: How can the Airport minimize impacts to air and water quality and focus on energy management?	11. Implement an organic waste management program, providing compostable silverware and collecting food waste on-site.	2	3	3	8
	12. Conduct a renewable energy study to evaluate on-site potential for installing solar panels and/or geothermal systems and electric vehicle charging.	3	3	1	7
	13. Establish building design standards for new construction and renovations, which encourage infrastructure projects to prioritize resource (water, energy, carbon, etc.) neutrality.	2	3	2	7
	14. Implement stormwater capture from on-airport facilities and consider the feasibility of water reuse for landscaping.	1	1	1	3
	15. Evaluate opportunities to expand on-airport green infrastructure through the use of native vegetation, bioswales or permeable pavements to better absorb urban stormwater runoff.	1	2	2	5
	16. Enhance airport aesthetics through incorporation of natural resources and public amenities such as flower or pollinator gardens.	1	1	2	4
Social Responsibility: How can the Airport engage staff, the public and the local workforce to further enrich the community?	17. Build sustainability initiatives into public events and require event hosts to promote the Airport's responsible resource practices.	3	3	3	9
	18. Enrich and expand relationships with City and County departments and community organizations to enhance avenues of community outreach and engagement.	3	2	3	8
	19. Establish engagement initiatives with local schools and co-ops to educate youth on what activities go on at the airport, what can be done with aeronautical and non-aeronautical parcels and how the airport and its land impacts the City.	3	3	3	9
	20. Create community amenities such as a community herb garden or walking path around the airport to increase foot traffic.	1	1	2	4
	21. Implement Americans with Disabilities Act alterations in the terminal building and across airport facilities to improve usability.	2	2	1	5
	22. Establish the Airport as a community resource hub for natural disaster relief.	3	1	2	6

Source: C&S Engineers, Inc.

7.3.3 Recommended Short-Term Initiatives

Of the twenty-two total initiatives identified, seven received a score of either 8 or 9 and are deemed short-term initiatives that can be initiated or completed within the next five years. As such, these initiatives represent the starting point for integrating sustainability into future project designs, construction specifications, or daily operational activities. These short-term initiatives are summarized below in **Table 7.3.** The remaining initiatives listed in **Table 7.2** may require additional resources or extended planning but are still feasible within a 20-year master planning timeframe.

Table 7.3 - Recommended Short-Term Initiatives

Sustainability Focus Area	Sustainability Initiative
Operational Efficiency	*Initiative #4*: Prioritize staff education via the Air Service Development Program related to route development, aviation forecasting, the regional aviation network, and marketing skills to increase GA traffic and develop future commercial air service.
	Initiative #5: Conduct an operational audit to determine specific improvement measures for optimizing airport operations, including evaluation of water use metering and digital airfield inspection tools/ equipment.
	Initiative #6: Implement an airport-wide transition to energy efficient lighting fixtures. Install LEDs on any new or renovated facilities.
Natrual Resource Conservation	*Initiative #11:* Implement an organic waste management program, providing compostable silverware and collecting food waste on-site to reduce waste costs.
Social Responsibility	*Initiative #17:* Build sustainability initiatives into public events and require event hosts to promote the Airport's responsible resource practices.
	Initiative #18: Enrich and expand relationships with City and County departments and community organizations to enhance avenues of community outreach and engagement.
	Initiative #19: Establish engagement initiatives with local schools and co-ops to educate youth on what activities go on at the airport, what can be done with aeronautical and non-aeronautical parcels and how the airport and its land impacts the City.

Source: C&S Engineers, Inc.

7.3.4 Integrating Sustainability into Future Capital Projects

Recommended sustainability initiatives should be considered as SNS moves forward with its Capital Improvement Program and development under the Airport Master Plan. The five-year Airport Capital Improvement Program (FY 2023-2028) consists mainly of airfield improvements such as pavement rehabilitation and lighting upgrades. For future capital projects, the Airport can integrate recommendations such as maximizing stormwater capture, using green stormwater infrastructure, conserving energy and water resources, and reducing waste and carbon emissions. As lighting, signage, and other equipment are replaced and upgraded, conversion to more energy efficient fixtures or equipment is recommended. Integration of the recommended sustainability initiatives should be considered whenever economically and technically feasible.

The following approaches to enhancing sustainability should be considered during and after development of the AMP, in daily operations, and for future design and construction projects:

- Provide opportunities for stakeholder engagement and outreach related to integrating sustainability best practices.
- Train and educate staff and tenants on recommended sustainability initiatives and general sustainability best practices in operations and capital development.
- Apply sustainable design and construction principles using existing sustainability rating systems such as LEED and Envision.
- Consider following City (when further defined under the General Plan) and County sustainability goals and targets.

7.3.5 Potential Funding Sources

Potential funding sources for SNS to consider to facilitate implementation of the recommended initiatives outlined in **Section 7.3.2** include federal and state sources such as those described below.

Bipartisan Infrastructure Investment and Jobs Act

With the current presidential administration's commitments to sustainability, climate adaptation, and resilience, it is an ideal time to understand SNS's opportunities for energy and emissions reductions. Federal government support for climate action planning has been laid out in the Department of Transportation's (DOT) Climate Action Plan for Resilience[16] and the Federal Aviation Administration's (FAA) Aviation Climate Action Plan.[17]

16 DOT Climate Action Plan for Resilience | US Department of Transportation
17 Aviation Climate Action Plan | Federal Aviation Administration (faa.gov)

The Bipartisan Infrastructure Investment and Jobs Act represents one of the most significant funding opportunities related to climate change and sustainability initiatives. Notices of funding opportunities are being released in relation to various programs tied to energy efficiency, emissions reductions, electric vehicle infrastructure, airport and power infrastructure, and other sustainability and resilience infrastructure improvements.

Inflation Reduction Act of 2022

This legislation includes over $300 billion for programs, funding, loans, and incentives related to reducing greenhouse gas emissions and investing in clean energy technologies, including tax credits related to renewable energy production, energy efficiency, and clean vehicles.

FAA Environmental Programs

In addition to AIP funding, the FAA has set-aside funding available for environmental, noise, and sustainability initiatives with the same cost sharing percentages as the AIP program.

- Airport Zero Emissions Vehicle (ZEV) Program: Available to any public-use airport in the National Plan of Integrated Airport Systems (NPIAS) eligible to receive Airport Improvement Program (AIP) grants; funds zero emissions technologies, including vehicles, and associated charging or fueling infrastructure.
  - Pre-applications are due November 1 each year
  - ZEV-funded equipment must be maintained by the airport sponsor for the useful life of the equipment
  - For more information, see ZEV and Infrastructure Pilot Program Brochure (Updated 2022).

- Energy Efficiency Program: Funding to support energy assessments and projects that increase the energy efficiency of airport power sources.

- Sustainability Program: Funding to support comprehensive sustainability planning efforts at airports, including sustainability master plans and sustainable management plans.