

Chapter 7: Implementation Plan

7.1 INTRODUCTION

The purpose of this Chapter is to introduce a phased approach to delivering the recommended master plan alternative from planning and environmental analysis, through programming and design, to construction. This report will provide general guidance on, and a time-line for the steps required following completion of the airport master plan. The recommended alternative, referred to as the 'Immediate Action Plan' (Alternative 2), was determined based on an alternatives evaluation presented in Chapter 6.

Beyond the sequencing of the actual construction of improvements, the time required to complete the planning, programming and design phases must also be considered. Airport improvement programs require significant investment in "up-front time" to allow for the preparation and review of environmental documentation, architectural and engineering design development, funding approvals, and permitting by local, state, and federal agencies.

The airport master plan provides a broad framework for airport improvements but is not intended as a sufficiently detailed analysis to support, on its own, the implementation of a project. The implementation plan does, however, provide a guide to major components that will be required before the City of Palm Springs can procure a contractor to construct the proposed program.

There are four primary components to the implementation plan for the recommended master plan alternative for Palm Springs International Airport (PSP):

1. Environmental Analysis
2. Advanced Planning / Programming
3. Design
4. Construction

The primary implementation steps are detailed in the following sections.

7.2 ENVIRONMENTAL ANALYSIS

Physical improvements to Palm Springs International Airport require evaluation of their potential environmental and societal impacts in accordance with federal law and state law.

The National Environmental Policy Act (NEPA) requires federal agencies to integrate environmental values into their decision making processes by considering the potential impacts of their proposed actions and all reasonable alternatives. Palm Springs International Airport is not a federal agency, but it receives substantial federal funding and support under the Federal Aviation Administration (FAA) National Plan of Integrated Airport Systems. Therefore, prior to FAA acceptance of an updated Airport Layout Plan (ALP) or the issuance of federal grant money to support airport improvements, Palm Springs International Airport must complete an environmental analysis.

The State of California also requires review of potential environmental impacts. CEQA, or the California Environmental Quality Act, is a statute that requires state and local agencies to identify the significant environmental impacts of their actions and to avoid or mitigate those impacts, if feasible. Prior to the City of Palm Springs, which owns and operates Palm Springs International Airport, adopting the Airport Master Plan as an official development policy statement, it must complete an analysis of potential environmental impacts according to CEQA guidelines.

Though it is possible to prepare separate environmental analyses to meet the NEPA (federal) and CEQA (state) requirements, these documents are commonly prepared jointly because there is substantial overlap in the analysis of impact categories. However, only the preparation of the NEPA portion of the documentation is eligible for funding assistance from FAA. Until the CEQA / NEPA documentation is complete, the Master Plan will remain a draft document and will not reflect an officially adopted policy of the City of Palm Springs.

Depending on the magnitude of proposed improvements, the detail of the required environmental documentation can vary. Projects that are expected or known to have significant impacts require extensive documentation articulating how these potential impacts can be mitigated.

Based on a preliminary review of the NEPA environmental impact categories presented in Chapter 6, the recommended master plan alternative (Alternative 2 - Immediate Action Plan) is not anticipated to have any significant environmental impacts primarily due to two factors:

1. There are no alterations to the airport runway pavement proposed.
2. An increase in airfield capacity is not proposed.

A formal environmental scoping, following on the preliminary environmental summary presented in Chapter 6, will determine the level of required environmental analysis under both NEPA and CEQA. The scoping process is a significant step during which the Airport invites the participation of, and comments from, a broad array of local, state and federal agencies as well as the general public. Unless the scoping process should uncover the potential for significant environmental impacts to result from implementation of the recommended alternative, it is anticipated that the environmental analysis for the Palm Springs Master Plan should take approximately one year to complete.

Completion of the environmental analysis process will be marked by issuance of a “Finding of No Significant Impact” or FONSI. Upon receipt of the FONSI, the City of Palm Springs will be in position to formally adopt the Airport Master Plan as official policy and guidance for development of the Airport.

7.3 ADVANCED PLANNING / PROGRAMMING

The Airport Master Plan is an initial study that identifies and recommends appropriate airport facility improvements to meet forecast growth. Typically, master planning documents do not present substantial detail about the recommended improvements. Rather the master plan presents a broad guide for the scale and location of proposed improvements. Following completion of a master plan, specific facility improvement project components may be earmarked for advanced planning. It is at this time that the

project is considered at a much finer level of detail and programmatic criteria are established for the proposed improvements.

During advanced planning it is essential that airport tenants impacted by the proposed improvements have active involvement in the continued development of the alternatives that may affect their operating environment and costs. The advanced planning process is typically the first opportunity design specialists begin to consult on various project components meaning architects, engineers, and infrastructure supply specialists (e.g. representatives of required mechanical component manufacturers) will become involved. The complexity of the advanced planning process is a direct reflection of the complexity of the recommended program and its project components. It is anticipated that the Immediate Action Plan will require additional advanced planning to develop criteria for the proposed rental car facilities and facilitate coordination with rental car companies, and determine the final scope and style of terminal modifications.

This Master Plan is unique in that it provides two long range development options for the terminal facility. Decisions made now may ultimately be reflected in the cost and complexity of future airport improvements. The advanced planning phase of implementation is the appropriate time to study these potential impacts in greater detail and arrive at an informed decision regarding specific project components.

7.4 DESIGN

The final phase of implementation prior to start of construction is design. The design phase involves the selection of engineers and architects to prepare certified design drawings based on the criteria established during the advanced planning phase. These drawings are then used by the builder to construct the proposed facilities. There are many methods of delivering the design and construction phases of the project and the City will need to evaluate the right options to meet their needs, minimize costs, and bring the projects online with the greatest degree of efficiency. The construction delivery method can also impact the schedule and depending on the results of more detailed cost estimates and the financial analysis for the rental car facility improvements there may be an incentive to expedite the design and construction processes. It is not unusual for airports to lease land to third party developers that will design a facility to address the needs of the airport's tenants and then construct the improvements at no capital outlay to the airport. This can save the airport time and effort.

7.5 CONSTRUCTION PHASING

The Immediate Action Plan has two primary components:

- Rental Car Facilities
- Terminal Processor Improvements

The construction of these facilities needs to be coordinated so that existing facilities can remain operating until a suitable replacement is online and ready to replace the existing facility. Enabling work refers to projects that are needed only to enable the implementation of the proposed improvements. In the case of

the Immediate Action Plan, the only enabling project required is the relocation of the existing commercial vehicle hold lot area where taxis and shuttle vehicles stage prior to picking up passengers at the airport. This parking lot is currently located at the corner of South El Cielo Road and Kirk Douglas Way. It will be relocated to a site along Kirk Douglas Way near the intersection with Airport Center Drive.

7.5-1 Construction Preparation Phase

This phase includes preparation of the construction site including the setup of a construction management office, materials lay-down site, and staging area.

Construction Phase I (**Figure 7-1**):

- Construct new commercial vehicle hold lot at Kirk Douglas Way and Airport Center Drive.
- Construct Rental Car storage and maintenance site in existing overflow parking area along Kirk Douglas Way.
- Construct new, larger employee parking lot along Kirk Douglas Way.
- Construct new interim customs and border protection processing facility.
- Expand existing public parking lot
- Close airport entrance at East Baristo Way and South East El Cielo Road

Relocation Phase I:

- Relocate commercial vehicle staging to new parking lot
- Relocate rental car storage and maintenance to new area.
- Relocate employee parking to new lot.
- Relocate customs and boarder protection operations (international arrivals) to new facility.

Construction Phase II (**Figure 7-2**):

- Construct new rental car vehicle service area, including offices, fueling station, and car-wash at corner of South El Cielo Road and Kirk Douglas Way.
- Expand former employee parking lot for public parking.
- Construct relocated airport circulation roadway as necessary.
- Demolish existing aircraft hangar/customs facility along South El Cielo Road.

Relocation Phase II:

- Relocate all rental car turn-around operations (fueling/washing) to new rental car vehicle service area.
- Open expanded public parking area along Kirk Douglas Way.

Construction Phase III (Figure 7-3):

- Demolish former rental car fueling, washing, and maintenance facilities along East Civic Drive, improve fencing and pavement to accommodate seasonal overflow parking.
- Construct new rental car customer service center, ready lot, and return lot along South El Cielo Road, north of airport terminal.

Relocation Phase III:

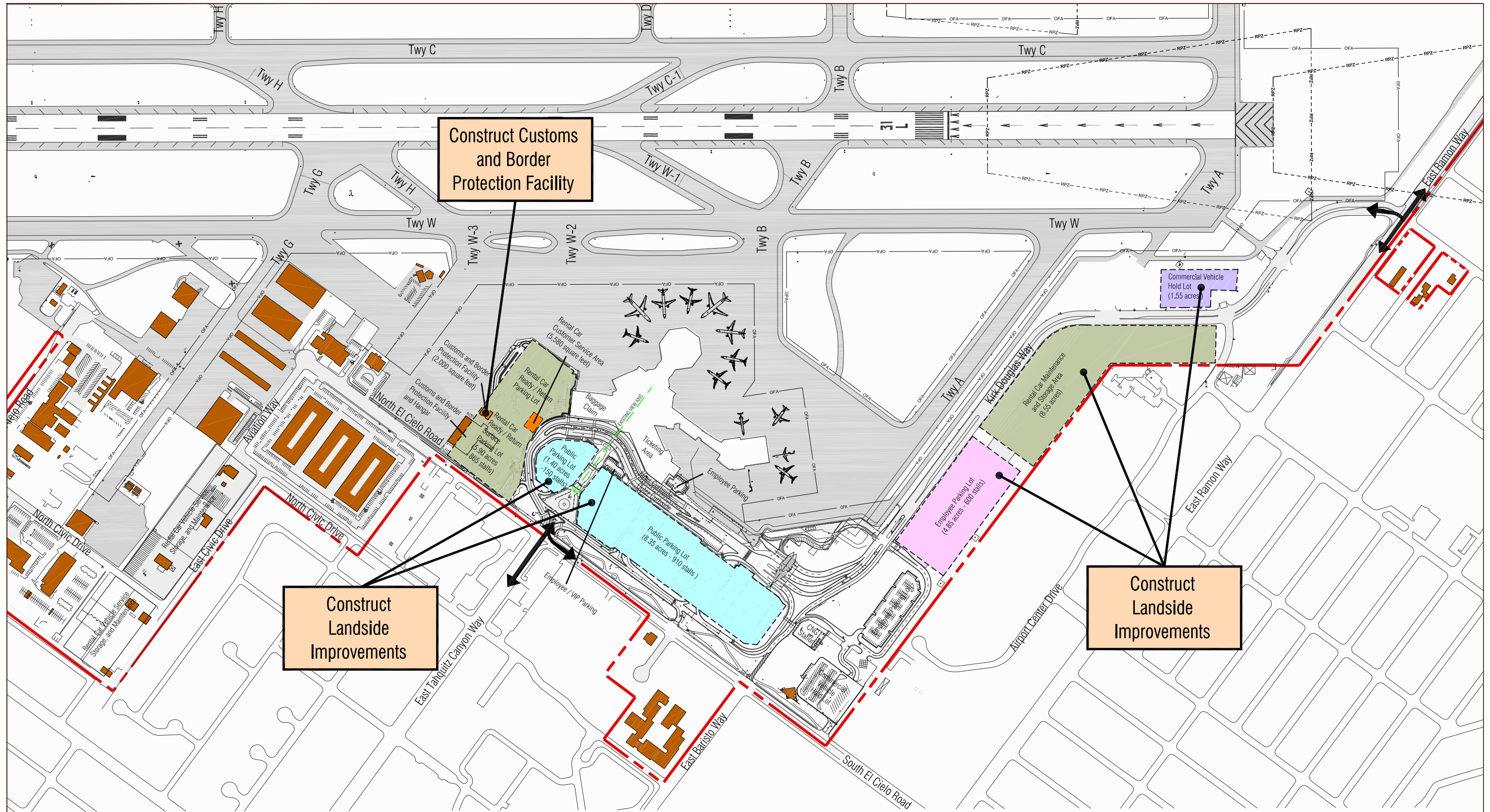
- Relocate all rental car customer service, pick-up, and return operations to new customer service center and lot.

Construction Phase IV (Figure 7-4):

- Remodel ticketing wing of terminal (will require sub-phases). Construct new facade at the face of the existing columns and fill in a new portion of roof and a new ramp down to the lower level Ticketing Lobby at the south end. Reconfigure the existing curb to maintain an acceptable minimum depth.
- Remodel baggage-claim wing of terminal including replacement and expansion of baggage carousels (will require sub-phases). Remove the car rental counters, reconfigure or relocate the USO and extend the baggage claim devices.
- Construct auxiliary parking lot located at South El Cielo Road and East Baristo Way

Relocation Phase IV:

- Open remodeled terminal – program complete.

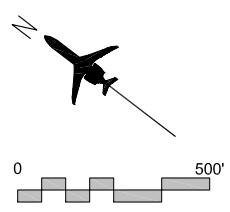


Construct Customs and Border Protection Facility

Construct Landside Improvements

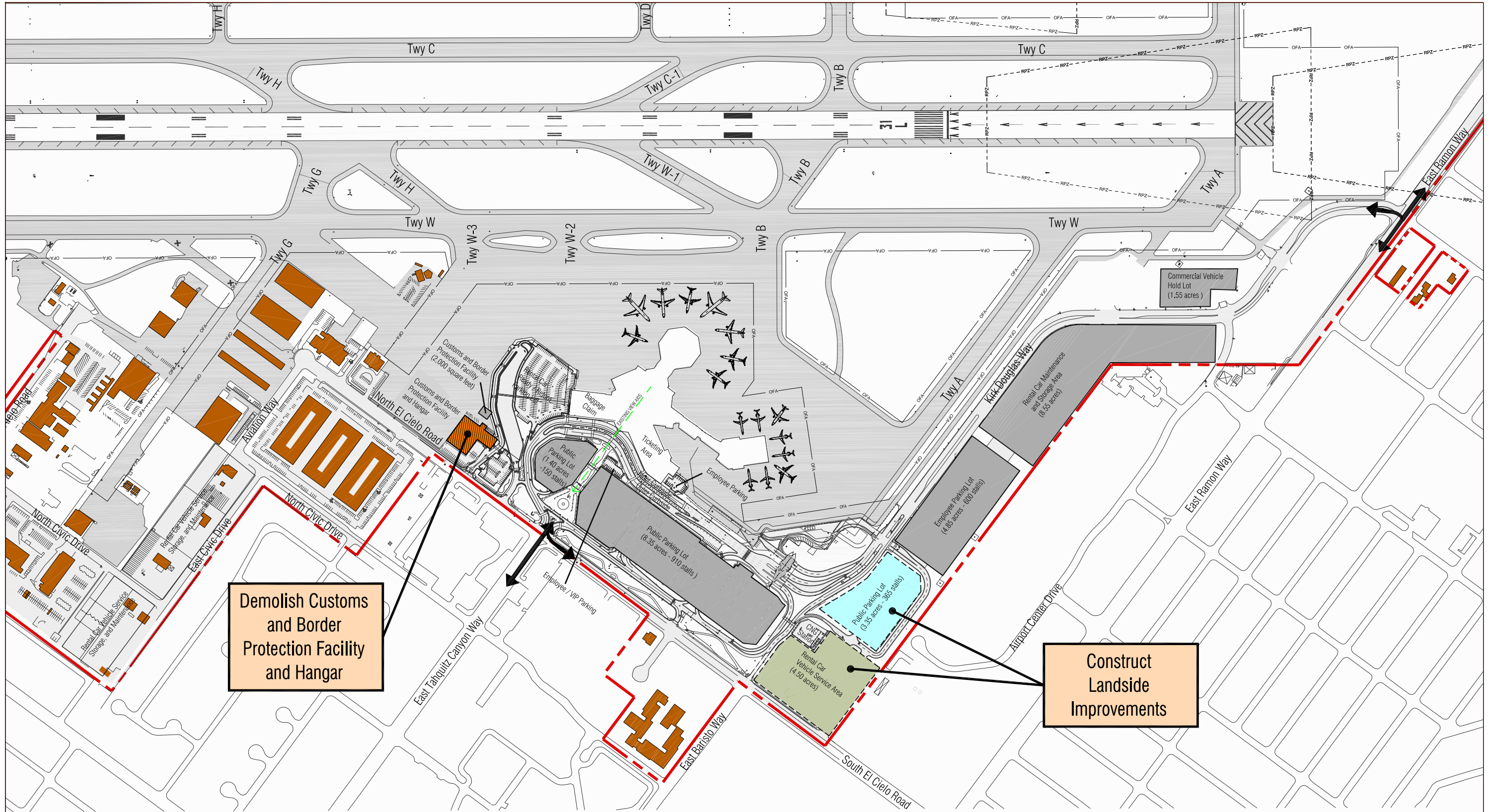
Construct Landside Improvements

Source: HNTB Analysis

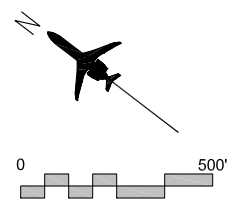


Construction Elements					
	Construct Commercial Vehicle Hold Lot		Expand Existing Public Parking Lot		Existing On-Airport Facility
	Construct Rental Car Maintenance / Storage Area		Close East Baristo Way Airport Entrance		Existing Facility / Lot
	Construct Employee Parking Lot		Airport Property Line		Airport Entrance/Exit
	Construct Customs Border Protection Facility		Existing View Axis		

Construction Phase 1
Figure 7-1
Palm Springs International Airport
Master Plan



Source: HNTB Analysis

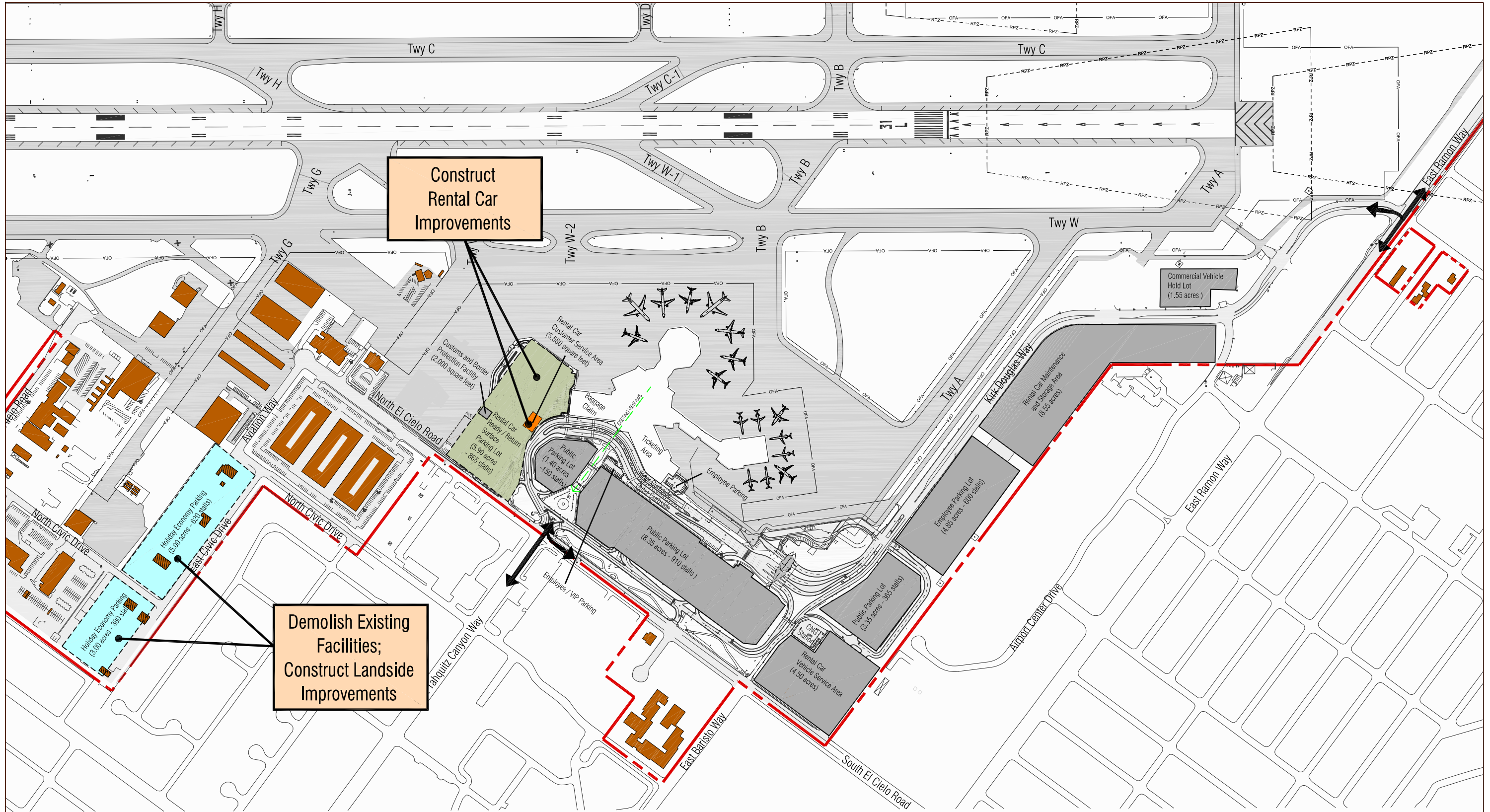


Construction Elements

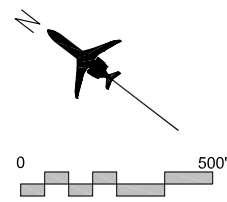
- Phase 1 Completed Construction Elements
- Construct Rental Car Vehicle Service Area
- Expand Former Employee Parking Lot to Public Parking Lot
- Demolish Existing Customs and Border Protection Facility and Hangar

- Existing On-Airport Facility
- Existing Facility / Lot
- Demolished Facility / Lot / Road
- Airport Property Line
- Airport Entrance/Exit
- Existing View Axis

Construction Phase 2
 Figure 7-2
Palm Springs International Airport
Master Plan



Source: HNTB Analysis

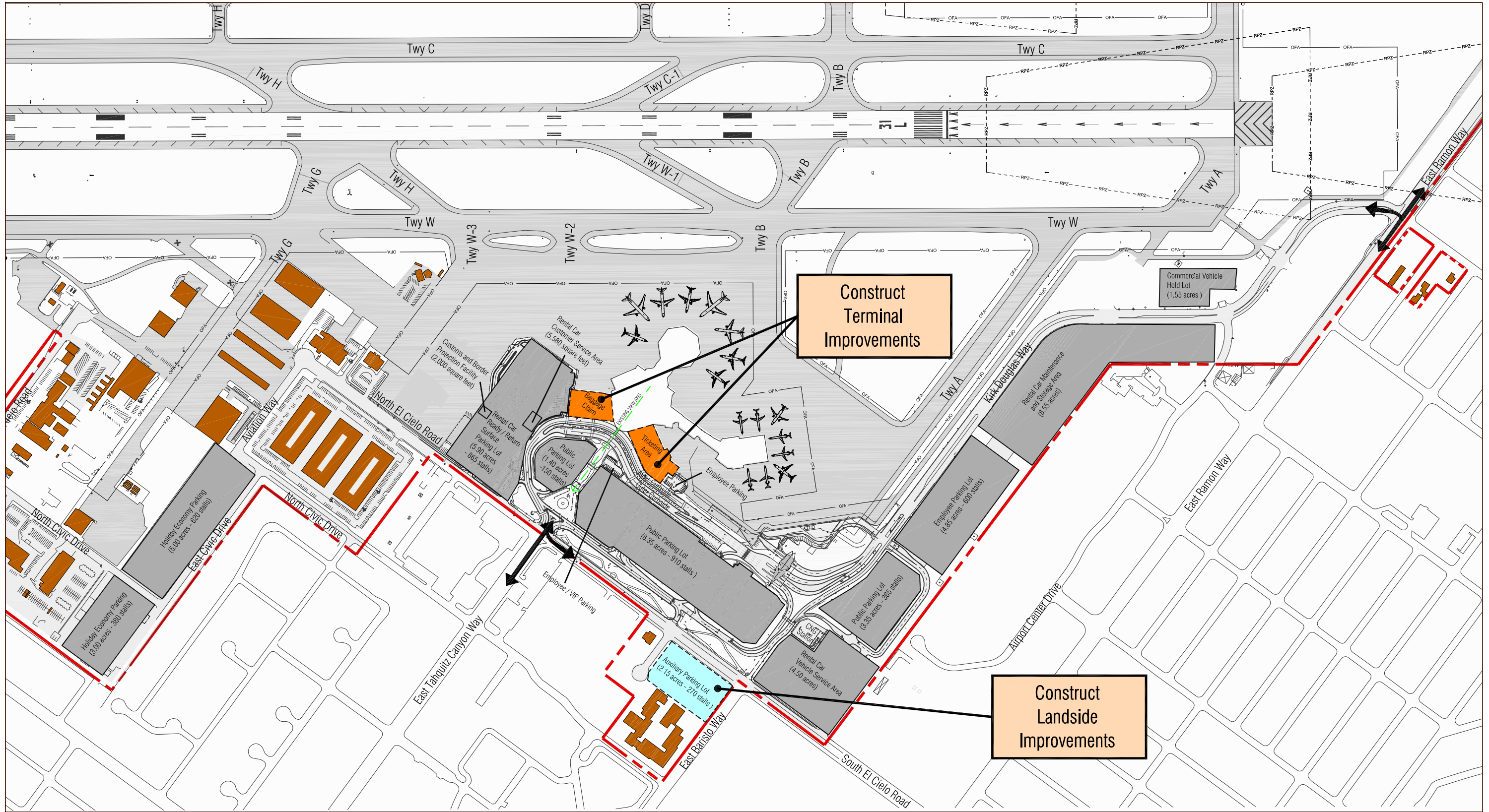


Construction Elements

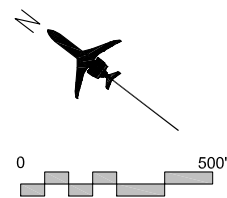
- Phase 1, 2 Completed Construction Elements
- Demolish Rental Car Vehicle Service, Maintenance and Storage Facilities
- Construct Rental Car Customer Service Area
- Construct Rental Car Ready / Return Parking Lot
- Construct Holiday Economy Parking Lot

- Existing On-Airport Facility
- Existing Facility / Lot
- Demolished Facility / Lot / Road
- Airport Property Line
- Airport Entrance/Exit
- Existing View Axis

Construction Phase 3
 Figure 7-3
Palm Springs International Airport
Master Plan



Source: HNTB Analysis



Construction Elements

- Phase 1, 2, 3 Completed Construction Elements
- Remodel Ticketing and Baggage Claim Area
- Construct Auxiliary Parking Lot

- Existing On-Airport Facility
- Existing Facility / Lot
- Demolished Facility / Lot / Road
- Airport Property Line
- Airport Entrance/Exit
- Existing View Axis

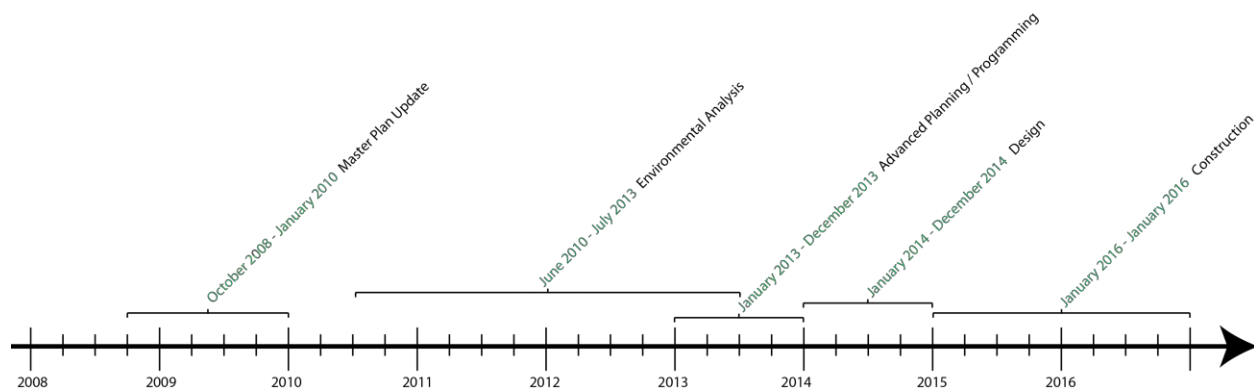
Construction Phase 4
Figure 7-4

Palm Springs International Airport
Master Plan

7.6 TIMELINE

The following timeline for the four primary steps of the implementation process assumes that the process is initiated immediately following conclusion of the Master Plan adoption by City Council in 2012 and that there are no delays encountered throughout the process. It should be noted that there is no requirement that these steps be completed in immediate succession though delays will naturally result in an increase in the duration of the implementation process. The timeline is shown in **Figure 7-5**.

Figure 7-5: Implementation Plan Timeline



7.7 CONCLUSION

Implementation of the Immediate Action Plan will require four primary components that will follow the Master Plan:

1. Environmental Analysis
2. Advanced Planning
3. Design
4. Construction

These implementation components can begin following the master plan and will allow for the proper vetting and detailed analysis required prior to construction of the recommended alternative. The current economic recession has led to a reduction in materials and labor costs. This makes the current market an attractive time to implement needed improvements if they can be financed. The current market also presents some degree of uncertainty about growth though forecasting is always uncertain, even during the most robust periods of economic growth. The PSP Master Plan provides the initial justification for moving forward with the Immediate Action Plan primarily because it will help resolve existing facility deficiencies and allow PSP to maintain a higher level of passenger convenience and comfort for the next decade and beyond. Ultimately, however, it will be the City of Palm Springs and other unforeseen factors that will determine the timing and phasing of this plan.

