

ALBUQUERQUE INTERNATIONAL SUNPORT



SUSTAINABLE AIRPORT MASTER PLAN EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY



The Albuquerque International Sunport (ABQ) is a thriving medium-hub commercial service airport serving the greater Albuquerque region and much of the State of New Mexico. This airport master plan update has been undertaken to evaluate the airport's capabilities and role, to review forecasts of future aviation demand, and to plan for the timely improvement of facilities that may best meet that demand and maintain compatibility with the environs. The airport master plan will provide systematic guidelines for the airport's overall development, maintenance, and operation for the next 20 years.

The master plan is intended to be a proactive document which identifies and then plans for future facility needs well in advance of the actual need for the improvements. This is done to ensure that the City of Albuquerque and its Aviation Department can coordinate environmental reviews, project approvals, design, financing, and construction to maintain and operate safe, adequate, and efficient facilities.

The Albuquerque International Sunport Sustainable Airport Master Plan (SAMP) fulfills and is consistent with the *Albuquerque, Bernalillo County Comprehensive Plan* policies (the governing planning document for the City of Albuquerque and the County of Bernalillo).

- *Policy 6.4.1 - Promote individual and community health through active transportation, noise mitigation, and air quality protections:* The plan promotes transit systems to service the airfield and converting airfield motorized equipment and service vehicles to electric power.





- *Policy 6.7.2 - Regional systems - Coordinate across transportation agencies to plan a transportation system for the region:* The SAMP promotes linkage between air passenger traffic and transit and the regional roadway system.
- *Policy 13.1.3.5 - Maintain and strengthen controls on the location, design, and monitoring of land uses that have potential nuisance effects, so no one neighborhood is burdened by proximity to such uses, especially neighborhoods with poor health outcomes:* The SAMP includes an aircraft noise mitigation plan, promotes transit services to the airport to reduce automobile traffic at the site, and establishes policies for converting airfield motorized equipment and service vehicles to electric power.
- *Policy 13.1.3 - Public Infrastructure and Facilities – Consider increasing temperatures and other potential impacts as climate change in the design and operation of public infrastructure and community facilities:* The SAMP includes a set of comprehensive sustainability strategies to reduce the carbon footprint of the Airport.
- *Policy 13.2.2 - Water Conservation – Foster the efficient management and use of water in development and infrastructure:* The plan includes a number of strategies to discourage wasteful water use.

This study follows a systematic approach outlined by the Federal Aviation Administration (FAA) to identify existing and future airport needs. The intended result is a recommended development concept which outlines the proposed uses for all areas of airport property. This master plan update differs from those before in that the analysis includes airport sustainability measures. The sustainability analysis includes a baseline assessment outlining historical and current sustainability achievements, as well as integration of proposed sustainability goals and objectives into future airport plans.

The commissioning of this plan as a Sustainable Airport Master Plan (SAMP) is evidence that the City of Albuquerque Aviation Department is furthering the efforts of the City to demonstrate leadership by making wise and innovative choices to ensure Albuquerque is a sustainable community. This Sustainable Airport Master Plan integrates sustainability and commits the Sunport to a long-term, comprehensive, and integrated approach that is guided by the Aviation Department's Sustainability Policy Statement, which is to be "increasingly sustainable with regard to natural resource conservation, economic strength and community contributions." Ultimately, the City's Aviation Department intends to implement sustainability programs with the goal of operating the "greenest" airport system in the country.



SUNPORT GUIDING PRINCIPLES

The Albuquerque International Sunport has established the following guiding principles:

Mission Statement - *Plan and deliver premier aviation services that contribute positively to Albuquerque and New Mexico by assuring a safe, pleasurable airport experience for passengers and quality services for our customers.*

Vision Statement - *The Albuquerque International Sunport is a leading center for worldwide transportation that advances local, regional, and international commerce and creates an authentic southwestern travel experience.*

Values and Beliefs -

- *Overall Excellence – We are proud of our leadership team for excellence in aviation and public services.*
- *Financial Responsibility – Our accurate, timely reporting and management of finances assures and maximizes value for airport stakeholders.*
- *Customer – Our outstanding services are courteous, professional, and responsive to customer needs.*
- *Community Relationships – As a good neighbor, we build community relationships based on mutual trust and open communication.*
- *Employee Well-Being – We appreciate, respect, and value all employees at all job levels.*
- *Operational Effectiveness – We complete quality work on time and in a cost-effective manner.*

Sustainability Policy Statement - *The City of Albuquerque Aviation Department will be increasingly sustainable with regard to natural resource conservation, economic strength, and community contributions.*

THE MASTER PLAN AND THE SUSTAINABILITY PLANNING PROCESS

Sustainability is an ingrained concept to the City of Albuquerque. With its *AlbuquerqueGreen* program, the City is continuously working to provide a place where the “well-being of current and future citizens is supported by a vibrant economy and a self-renewing, healthy environment.” The first step in this process is to understand that sustainability, in practice, means day-to-day recognition that economy, society, and environment are interconnected. The City has already achieved success receiving recognition from the U.S. Chamber of Commerce and Siemens with a Sustainable Community Award for its vision and tools for energy conservation, clean energy production and use, and conservation technologies. The City has also received a World Leadership Award for its efforts to secure a sustainable water supply.

Sustainability, as part of an organizational strategy, has demonstrated measurable benefits at airports across the world including:



- Improved passenger experience;
- Better use of assets;
- Reduced development and/or operations and maintenance costs;
- Reduced environmental/ecological footprint;
- Facilitation of environmental approvals/permitting;
- Improved relationships within communities;
- Enhancement of regional economies;
- Creation of an engaged and enriched place to work; and
- Creation and utilization of new technologies through increased demand and investment in technologies that facilitate sustainable solutions.

In recognition of the Sunport's commitment to sustainability, the airport received a grant through the FAA's Airport Improvement Program (AIP) to prepare this Sustainable Airport Master Plan. The FAA's program provides funding for the preparation of sustainable master plans which integrate sustainability principles into the airport planning process. These plans make sustainability a central focus in the planning process, generating strategies for achieving economic benefits, enhancing operational efficiency, increasing community awareness and involvement, and reducing negative environmental impacts. Further information on the FAA's approach to sustainable master planning can be accessed at: <http://www.faa.gov/airports/environmental/sustainability/>.

The sustainable airport master planning process integrates sustainability planning elements into the traditional airport master plan process (see **Figure A**). When combined, the sustainability and master planning processes provide the flexibility necessary to consider the Sunport's operational and financial constraints. They also provide a powerful planning tool that will create a long-term development vision for the Sunport that considers sustainability performance measures. The purpose of the unified approach is to:

- Ensure goals and initiatives developed as part of the sustainability planning process are used to drive the recommendations of the master plan; and
- Ensure standalone sustainability strategies are not at odds with the recommendations of the master planning process.

The Albuquerque International Sunport Sustainable Airport Master Plan is of interest to many within the region. This includes local citizens, community organizations, airport users, airport tenants, area-wide planning agencies, and aviation organizations. As the Sunport is a strategic component of the regional, state, and national aviation systems, the Master Plan is of importance to both state and federal agencies responsible for overseeing air transportation.

The City identified a group of community members and aviation interest groups to act in an advisory role in the development of the Albuquerque Sustainable Airport Master Plan. To assist in the review process, draft working papers were prepared at various milestones in the planning process. The working paper process allowed for timely input and review during each step of the planning process to ensure that all planning issues could be fully addressed as the recommended program developed. Members of the

advisory committee reviewed draft working papers and provided comments throughout the process to help ensure that a realistic, viable plan evolved.

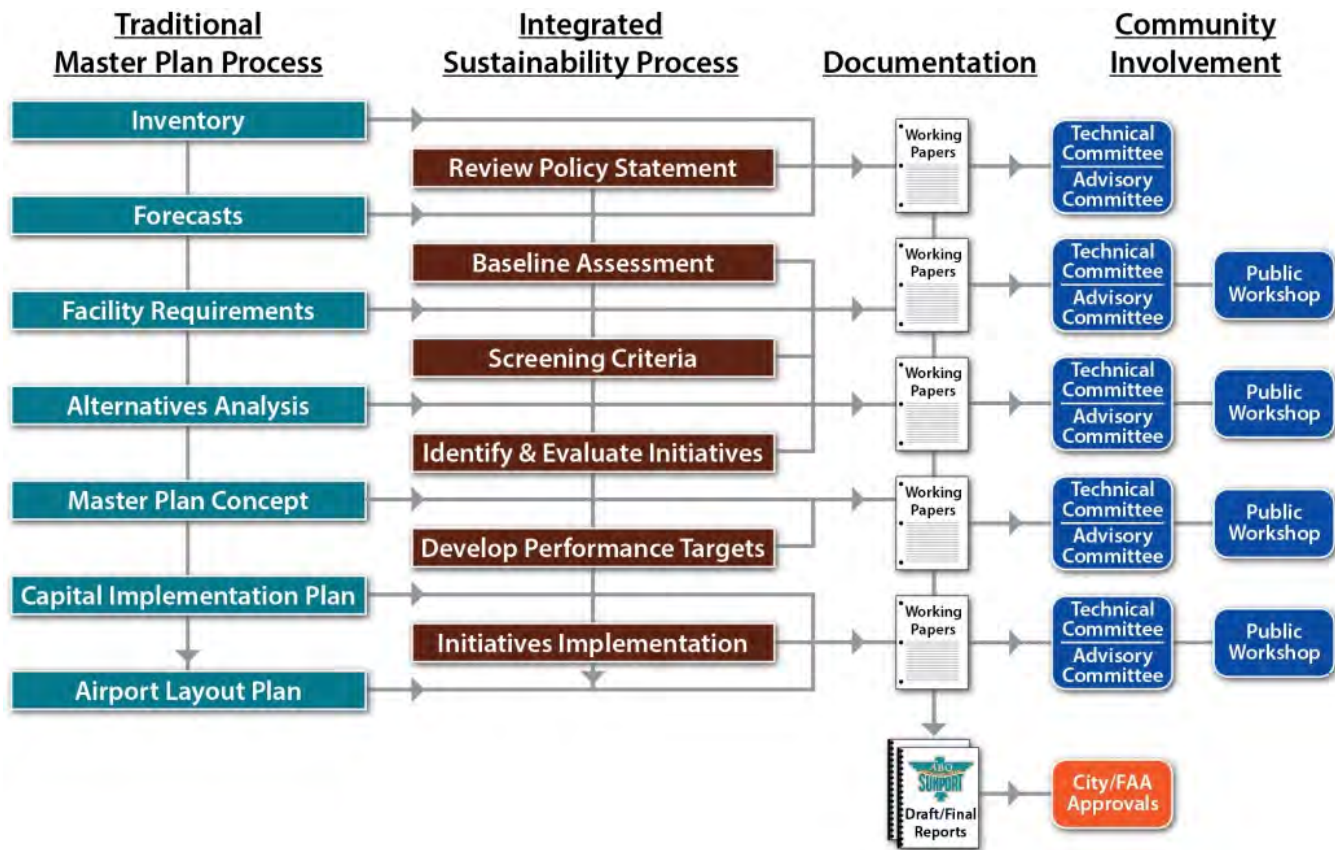
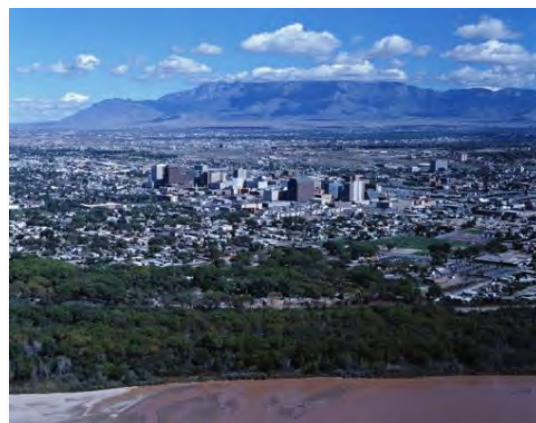


Figure A: Integration of sustainability into the master planning process

A series of public information workshops were also held as part of the coordination effort. The public information workshops were designed to allow any and all interested persons to become informed and provide input concerning the Albuquerque Sustainable Airport Master Plan process. Notices of meeting times and locations were advertised through local media, as well as social media outlets. The same draft working papers provided to the advisory committee were made available to the public at www.theSunport.airportstudy.com.

REGIONAL SETTING

Located in central New Mexico along the Rio Grande River, the City of Albuquerque is situated in the Rio Grande Valley and on the mesas and slopes rising along either side of the river. The Sandia and Manzano Mountain ranges extend along the eastern edge of the city, with the Tijeras Canyon separating them. West of the city, the terrain rises gradually to the Continental Divide, approximately 90 miles away.



Albuquerque is the most populous city in New Mexico with a 2016 census estimate of slightly more than 559,000 people. The Albuquerque Metropolitan Statistical Area, which includes the counties of Bernalillo, Sandoval, Torrance, and Valencia, had an estimated population of approximately 909,000 people in 2016. Albuquerque serves as the county seat of Bernalillo County.

Albuquerque International Sunport is situated within the southern portion of the City of Albuquerque on a mesa overlooking the Rio Grande. The Sunport is approximately four miles southeast of the central business district (CBD) and encompasses approximately 2,743 acres of property. An additional 145 acres of property is leased from Kirtland Air Force Base (KAFB). Kirtland AFB shares the runway/taxiway system with the Airport. The primary KAFB facilities are located north of Taxiway B with additional KAFB property surrounding the airport on the north, east, and south sides.

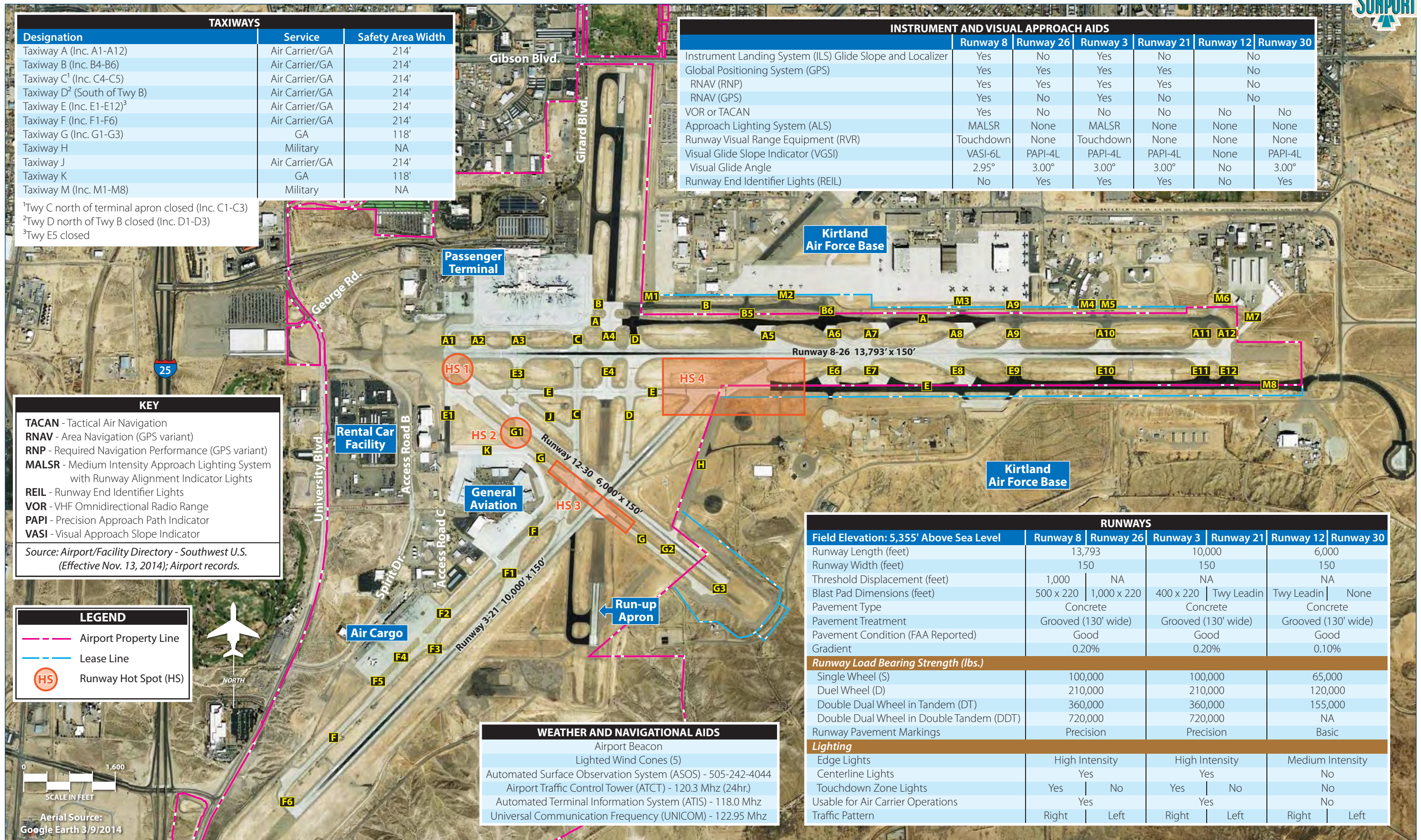
The Sunport encompasses approximately 2,743 acres of property.

AIRFIELD FACILITIES

Airfield facilities are those that facilitate aircraft movements between the air and ground. Generally, these facilities include runways, taxiways, airport lighting and markings, and navigational aids. **Exhibit 1** summarizes and depicts airfield facility information atop an aerial photograph for visual reference.

Albuquerque International Sunport has three runways. Runway 8-26 is the airport's primary runway. Runway 3-21 is the crosswind runway, and Runway 12-30 is the other crosswind runway primarily serving general aviation operations. Runways 8-26 and 3-21 are capable and certified to accommodate air carrier aircraft operations.

Safety has always been a priority of the FAA. A major emphasis in recent years has been compliance with safety design standards as well as reducing runway incursions. The FAA established a Runway Safety Action Team (RSAT) to review airfield safety issues at the Sunport on an annual basis. They noted four "hot spots" that are considered to have a higher risk for runway incursions. These hot spots are noted on **Exhibit 1**. Each are addressed in the master plan.



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LANDSIDE FACILITIES

Landside facilities support the aircraft and pilot/passenger transition between air and ground. Typical landside facilities include the passenger terminal complex, air cargo, general aviation, and support facilities. The landside facilities at the Sunport are depicted on **Exhibit 2**.

PASSENGER TERMINAL COMPLEX

The passenger terminal complex is the most prominent element of a commercial service airport. It provides that critical link between air travel and ground travel. The terminal complex includes the terminal building, access to the terminal building, and parking as well as access to passenger aircraft and the aircraft parking apron.

The first terminal built for scheduled airline service was constructed in 1939 as part of a Works Projects Administration (WPA) project. This genuine adobe structure still exists and is listed in the National Register of Historic Buildings. It was renovated in 1999. The majority of the building is leased to the TSA with a portion remaining open to the public. That portion hosted the public information workshops of this master plan.

A new and larger terminal was constructed in 1965 to accommodate growing demand for air service. This terminal, also built in the southwest style, consisted of a passenger handling building one level below the apron. After ticketing, passengers would circulate to the center of the building, then up to the Great Hall passenger holdroom or by tunnel under the apron to a “satellite building” common passenger holdroom.

The current Sunport terminal design was initiated in 1985 with construction completed in 1989. The project included modification and additions to the 1965 terminal. Ticketing and departures processing were moved to a remodeled and expanded second level at the apron level on both sides of the Great Hall, and an adjacent upper Departures Drive was added to improve curb frontage. The existing on-grade terminal was modified and expanded to accommodate additional baggage claim capacity. The Great Hall was retained as the central feature and primary circulation node. The tunnel and the satellite building were abandoned and replaced by an above-grade circulation link to a nineteen-gate concourse. Commuter carriers are accommodated in expanded facilities to the south of the Great Hall. The \$120 million renovation, including the two-level drives and parking structure, more than doubled the size of the terminal and provided second level loading for major carrier jet aircraft.



There have been numerous terminal improvements projects since 1989. Today, the terminal building encompasses nearly 700,000 square feet of space. With routine maintenance, these spaces should remain attractive and serviceable for another 10 to 20 years. In the coming years, the Aviation Department anticipates minor projects to continuously upgrade the terminal as the needs arise and in response to changes within the industry.

Terminal Aircraft Apron

The terminal apron encompasses approximately 150,000 square yards of pavement. Two major pavement sections are connected to the terminal apron and are designated for aircraft to remain overnight (RON). There is a 40,000-square-yard apron attached, located south of the main terminal apron which is marked for nine RON positions. A 20,000-square-yard apron section is immediately west of the main apron with four RON positions marked. An additional 8,000-square-yard apron area in the northwest corner of the main apron (former C gates) can accommodate two additional parked aircraft. Terminal gate and apron detail is presented on **Exhibit 3**.

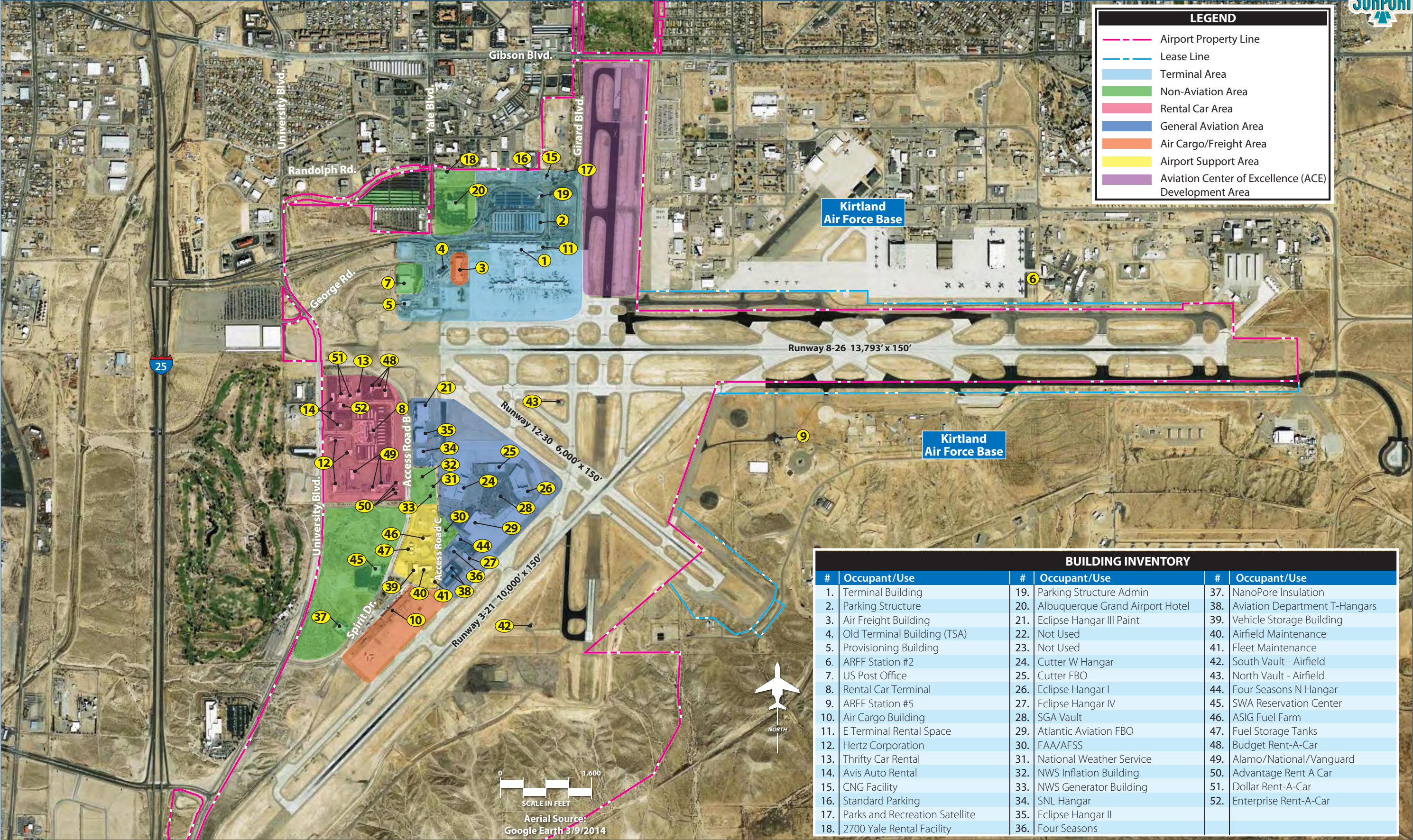
Terminal Access and Parking

The terminal can be accessed via Sunport Boulevard, Yale Boulevard, and Girard Boulevard. Sunport Boulevard was constructed in the mid-1990s. Sunport Boulevard is a four-lane divided arterial roadway connecting to Interstate 25. A diamond interchange is located at Interstate 25 and University Boulevard. Yale Boulevard is a four-lane divided arterial. Yale Boulevard extends north from the airport across Gibson Boulevard to Central Avenue. Gibson Boulevard connects with Interstate 25. Signals are utilized at the Randolph Road and Gibson Boulevard intersections. Girard Boulevard is a two-lane connector, extending to Gibson Boulevard to the north. The Girard Boulevard/Gibson Boulevard intersection is signalized.

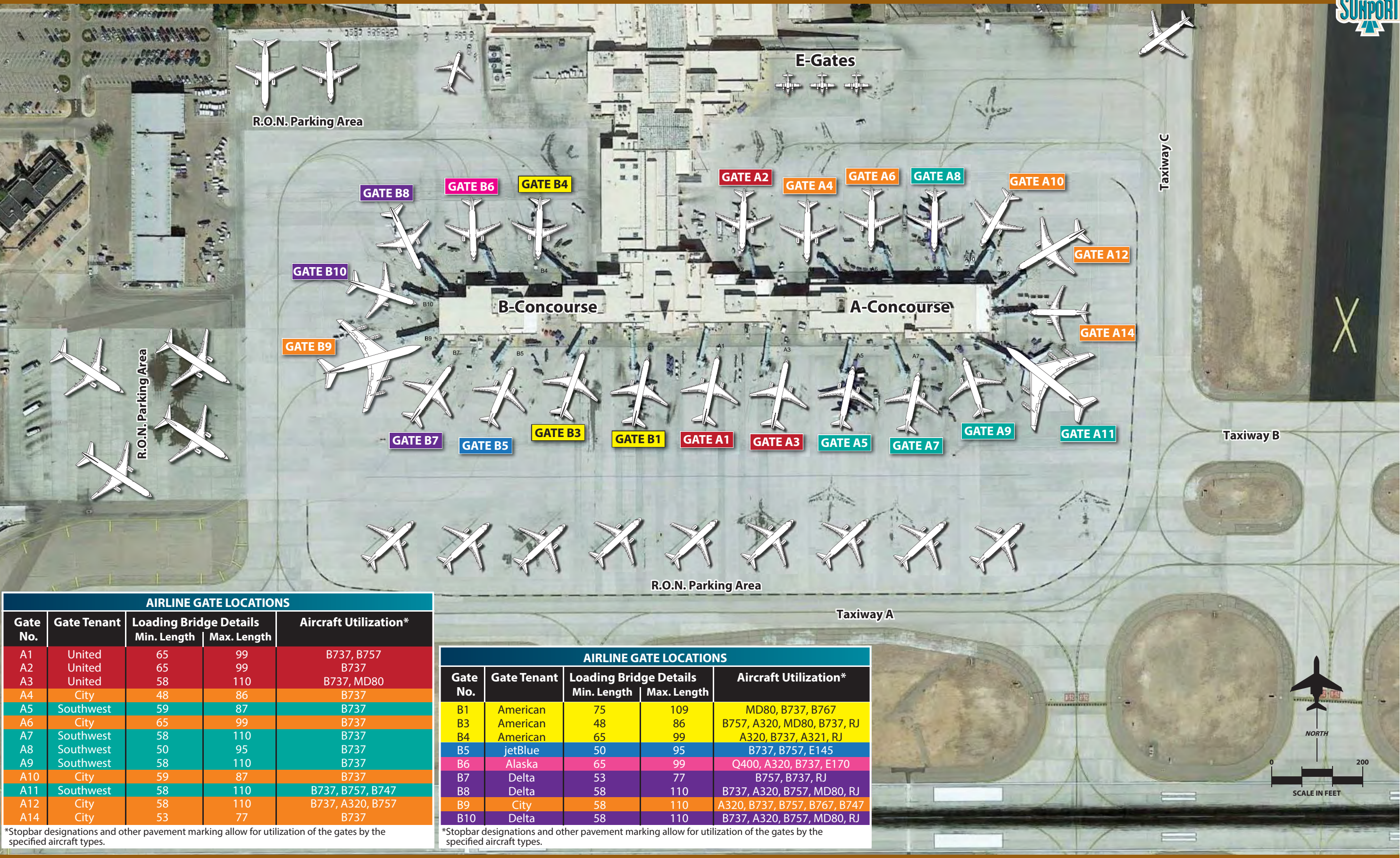


Parking facilities at the Sunport include areas for the public and for terminal employees. A four-story parking structure with 3,400 stalls is located immediately north of the terminal building. The parking structure is connected to the terminal by a tunnel, which extends under the arrivals drive. On axis with the tunnel is a central four-story atrium that runs the width of the parking structure. The atrium space is enclosed by skylights. A 450-stall surface economy lot is located north of the parking structure is.

To the east of the terminal is the former rental car parking lot, which has been segregated into several designated parking areas. The credit/debit car lot provides 357 spaces. The cell phone waiting lot provides 54 spaces. The two employee/contractor lots combined provide 284 spaces, and the dedicated contractor lot provides 60 spaces. Each of these parking lots is accessible via Girard Boulevard.



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AIRLINE GATE LOCATIONS				
Gate No.	Gate Tenant	Loading Bridge Details		Aircraft Utilization*
		Min. Length	Max. Length	
A1	United	65	99	B737, B757
A2	United	65	99	B737
A3	United	58	110	B737, MD80
A4	City	48	86	B737
A5	Southwest	59	87	B737
A6	City	65	99	B737
A7	Southwest	58	110	B737
A8	Southwest	50	95	B737
A9	Southwest	58	110	B737
A10	City	59	87	B737
A11	Southwest	58	110	B737, B757, B747
A12	City	58	110	B737, A320, B757
A14	City	53	77	B737

*Stopbar designations and other pavement marking allow for utilization of the gates by the specified aircraft types.

AIRLINE GATE LOCATIONS				
Gate No.	Gate Tenant	Loading Bridge Details		Aircraft Utilization*
		Min. Length	Max. Length	
B1	American	75	109	MD80, B737, B767
B3	American	48	86	B757, A320, MD80, B737, RJ
B4	American	65	99	A320, B737, A321, RJ
B5	jetBlue	50	95	B737, B757, E145
B6	Alaska	65	99	Q400, A320, B737, E170
B7	Delta	53	77	B757, B737, RJ
B8	Delta	58	110	B737, A320, B757, MD80, RJ
B9	City	58	110	A320, B737, B757, B767, B747
B10	Delta	58	110	B737, A320, B757, MD80, RJ

*Stopbar designations and other pavement marking allow for utilization of the gates by the specified aircraft types.

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In 2004, the Sunport opened its consolidated rental car facility, located on University Boulevard on the west side of the Sunport. Airport-operated shuttle busses provide free transportation to and from the rental car facility. Occupying approximately 55 acres of land, this facility consists of a central terminal facility, ready/return parking, and prep/service facilities and parking lots. The rental car terminal is approximately 22,100 square feet and maintains the southwest-style architecture of the passenger terminal. The surface parking lots provide for approximately 1,200 spaces to accommodate maintenance, storage, and ready/ return functions.

AIR CARGO FACILITIES

Dedicated air cargo operators utilize facilities located in the far southwest portion of the Sunport. This area includes a cargo building encompassing approximately 52,000 square feet. The aircraft apron serving the sort facility is approximately 89,700 square yards. Ground servicing equipment (GSE) used by the all-cargo airlines to load and unload air freight from aircraft is stored outside along the northwest portions of the apron.

GENERAL AVIATION FACILITIES

The general aviation facilities are in the west quadrant of the airport, north of the air cargo facilities. There is approximately 131,900 square yards of pavement and 343,600 square feet of hangar space in the general aviation area on the Sunport. The following sections discuss the key general aviation tenant spaces at the Sunport.

Cutter Aviation and Atlantic Aviation are full service fixed base operators (FBOs) on the Sunport. The main Cutter hangar is approximately 40,000 square feet. Attached to the main hangar are the pilot service areas and business offices totaling approximately 25,500 square feet. The Cutter West hangar is approximately 53,600 square feet with an additional 3,600 square feet of office space. The main Atlantic hangar is approximately 50,500 square feet. Their offices and pilot function area encompass an additional 17,000 square feet.

Eclipse Aerospace merged with Kestrel Aircraft to become ONE Aviation. The Eclipse is a light jet and the Kestrel is a small single engine turboprop. ONE Aviation occupies four hangars at the Sunport. Hangar I is the main hangar and houses the headquarters office. It is approximately 95,500 square feet of space, of which approximately 41,500 square feet are hangar space. Hangar II is the main manufacturing hangar with approximately 35,000 square feet of hangar space and an additional 14,000 square feet of office space. Hangar III is the paint hangar, with approximately 52,000 square feet of hangar space and 13,600 square feet of office space. Hangar IV, located farther to the south near Taxiway F, has 8,200 square feet of hangar space and 1,200 square feet of office space.

In addition, there are two hangars occupied by Four Seasons Aviation. One is approximately 10,200 square feet and the other is approximately 6,300 square feet. The Aviation Department owns and leases



space in two T-hangar units. The larger structure is approximately 16,200 square feet with 10 units and the smaller is 9,100 square feet with six units.

AREA LAND USE

Albuquerque International Sunport lies in a relatively mature area towards the south end of the City of Albuquerque. Like other urban airports in the United States, area land use surrounding the Sunport can have a significant impact on airport operations and growth. **Exhibit 4** illustrates the generalized existing land uses around the airport. Understanding the land use issues surrounding the airport will assist in making appropriate recommendations for the future sustainability of the airport in the way of both environmental compatibility and economic development.

Land surrounding the Sunport falls primarily within three jurisdictions: The City of Albuquerque, KAFB, and Unincorporated Bernalillo County. KAFB is north, east, and southeast of the Sunport. There are more mature residential land uses to the north, northwest, and southwest, while newer residential developments are located south of the Sunport. Commercial and retail land uses are primarily located along the arterial streets nearest to the Sunport, such as Yale Blvd. and Gibson Blvd. Industrial, manufacturing, and warehousing land uses are primarily located west of I-25.

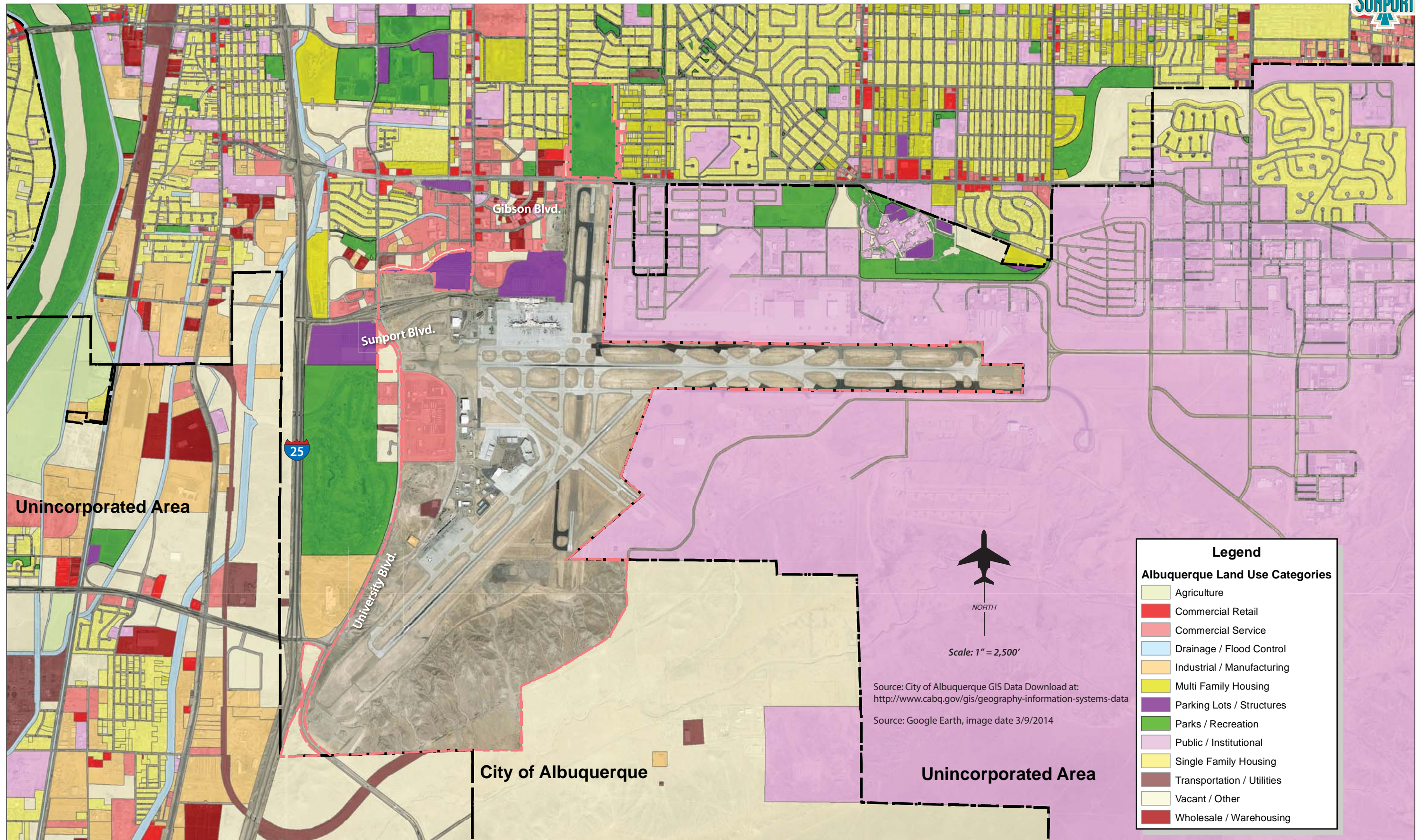
Land surrounding the Sunport falls primarily under three jurisdictions: The City of Albuquerque, KAFB, and Unincorporated Bernalillo County.

Zoning, land use, design and air-shed regulations pertaining to the Albuquerque International Sunport are regulated through the Integrated Development Ordinance Airport Protection Overlay (APO) Zone. The purpose of the zone is to require that land use and development at or around public airport facilities comply with the regulations of the FAA. These regulations protect the public from the noise, vibration, and hazardous impacts of airport operations, and improve safety for aircraft operators.

AVIATION DEMAND FORECASTS

Defining demand that might reasonably be expected over the useful life of an airport's key components (e.g., runways, taxiways, terminal buildings, etc.) is an important factor in facility planning. In airport master planning, this typically involves projecting potential aviation activity for a 20-year timeframe. Aviation demand forecasting for Albuquerque International Sunport must consider commercial passenger service, air cargo, based aircraft, and aircraft operational activity forecasts, including military operations associated with Kirtland Air Force Base.

The cyclical nature of the economy makes it virtually impossible to predict with certainty year-to-year fluctuations in activity when looking 5, 10, and 20 years into the future. Cost-effective, efficient, and orderly development of an airport should rely more upon its actual demand than on a time-based forecast figure. To develop a master plan that is demand-based rather than time-based, a series of planning



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horizon milestones were established that take into consideration the reasonable range of aviation demand projections. The planning horizons will be segmented as the Short-Term (approximately years 0-5), the Intermediate-Term (approximately years 6-10), and the Long-Term (years 11-20 and possibly beyond).

The service area for an airport is a geographic region from which an airport can be expected to attract the largest share of its activity. The definition of the service area can then be used to identify other factors, such as socioeconomic and demographic trends, which influence aviation demand at an airport. Aviation demand will be impacted by the proximity of competing airports, the surface transportation network, and the strength of commercial airline and/or general aviation services provided by an airport and competing airports.

The Sunport's service area is rather extensive because it is the only airport in the state of New Mexico with commercial service by the major airlines. Currently, there are seven other airports around the state that have some level of commercial service, but ABQ is the only one served by the major airlines as opposed to commuter/regional carriers. Approximately 95 percent of the commercial passengers enplaning in New Mexico do so at the Sunport. Since the Albuquerque metropolitan statistical area (MSA) comprises approximately 45 percent of the population in the state, it is obvious that the Sunport draws passengers from well beyond the metropolitan area.

Over the years, studies have shown that over two-thirds of the ABQ originating passengers come from within a thirty-mile radius of the Sunport. The next largest contributor has been the Santa Fe/Los Alamos area. Thus, the six-county area of Bernalillo, Sandoval, Valencia, Torrance, Los Alamos, and Santa Fe generates over 75 percent of the passengers at ABQ. While Santa Fe has been experiencing newfound passenger growth in recent years, in general, small communities have struggled to maintain air service under the current airline business models. Those that do maintain and grow their service will still not compare to the service levels at the Sunport. As a result, ABQ can expect to continue to draw passengers state-wide as well as into portions of southern Colorado and eastern Arizona.

The general aviation service area is more localized due to the availability of other airports that serve general aviation exclusively. Therefore, the general aviation market area is limited to the MSA, and primarily to Bernalillo County. In fact, much of that market is shared with Double Eagle II, which is the City of Albuquerque's reliever airport and the only airport classified as a reliever New Mexico. **Figure B** shows the primary commercial service area for the Sunport.

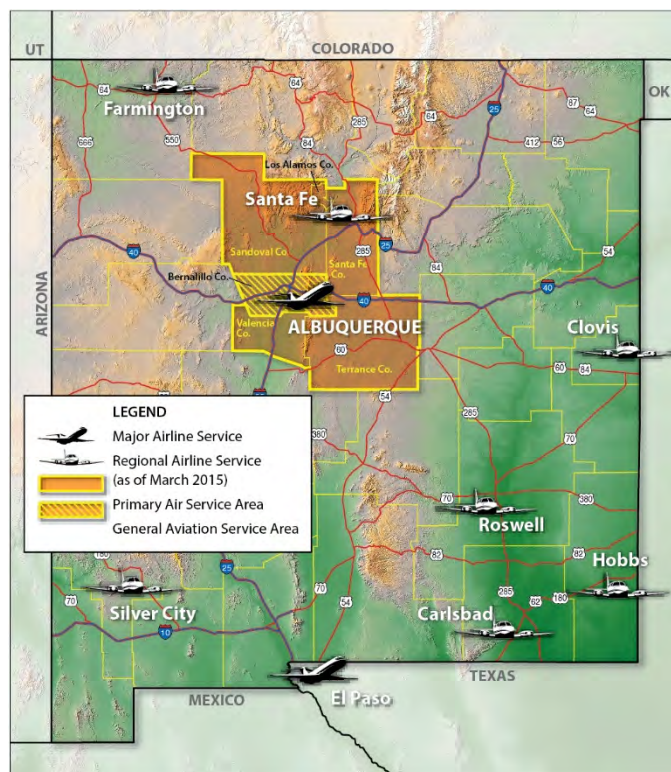


Figure B: Primary Commercial Service Area

Exhibit 5 presents a summary of the planning horizons developed for this plan. The master plan forecasts were approved by the FAA in May 2015. Due to an extended master plan review and approval process actual 2018 activity has been included in the exhibit for reference.

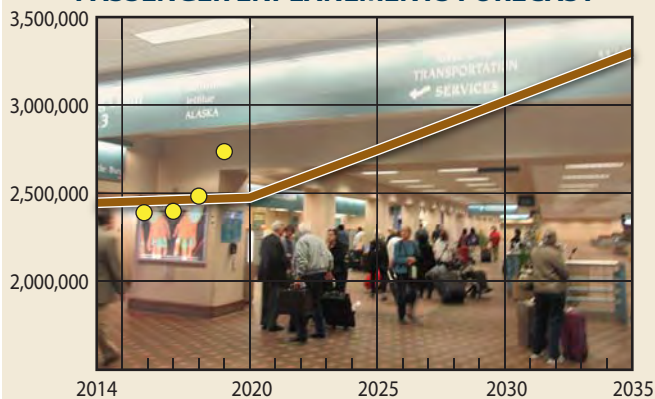
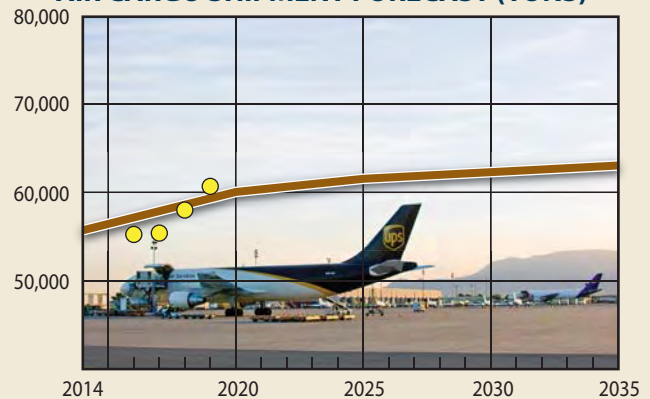
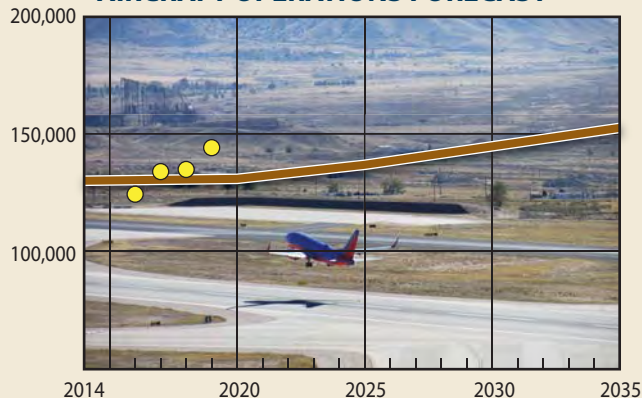
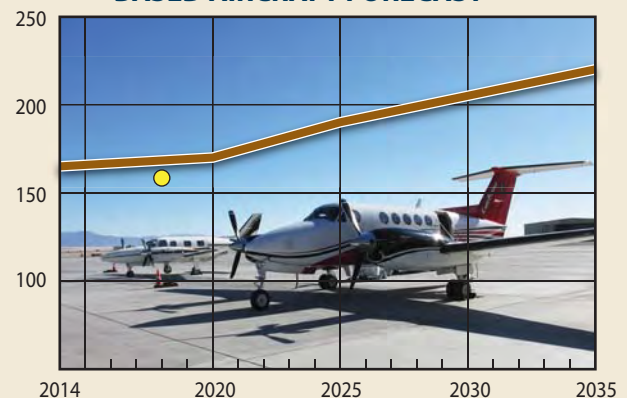
The projections for almost every sector are lower than projections that resulted from previous planning efforts, for several reasons. The nation entered the Great Recession, which lasted more than a year, followed by a historically slow recovery. While airline restructuring and consolidation continued through this time, this recession brought about even greater capacity discipline from the airlines. That, coupled with the Wright Amendment compromise in 2006, had an effect at the Sunport. Beginning in 2008, Sunport enplanements (passenger boardings) declined every year through 2015. By that time, total enplanements at the airport dipped below 2.5 million for the first time since 1991. Since the forecasts were prepared, enplanements grew slightly in 2016 and 2017, but increased by over 10 percent in 2018.

Over the long-term, enplanements were forecast to grow from the low of 2.38 million reached in 2015, to 3.33 million. Terminal planning, however, considers a high range of 3.83 million, which is 15 percent over the long-term forecast, to ensure the passenger terminal can adapt should a higher growth rate occur, such as experienced with the 2018 increase to 2.74 million. Overall, Sunport operations are forecast to continue to grow from a low of 125,000 in 2015 to 156,000 over the long-term. Based aircraft are forecast to grow from 165 in 2014 to 220 by the long-term planning horizon.

SUSTAINABILITY BASELINE ASSESSMENT

The purpose of the Baseline Assessment was to provide a look into the Sunport's current sustainability performance as determined by its related activities, policies, and procedures. This evaluation was an important first step in the development of the Sunport's long-term sustainability strategy to enable the Aviation Department to focus its future sustainability work on areas that are of importance and interest to the Sunport and the City. Doing this ensures the efficient use of limited resources and enables the Aviation Department to measure, through existing and new metrics, its overall sustainability performance over time as well as the impact of individual initiatives.

	Base Year 2014	Actual 2018	Short-Term	Intermediate- Term	Long-Term
TOTAL ENPLANEMENTS					
ANNUAL ENPLANEMENTS	2,446,388	2,737,309	2,490,000	2,750,000	3,330,000
TOTAL AIR					
AIR CARGO (tons)	55,702	60,630	60,043	61,534	63,043
ANNUAL OPERATIONS					
ITINERANT OPERATIONS					
Air Carrier	57,172	58,858	56,600	61,000	70,000
Air Cargo	10,202	10,188	10,500	10,900	11,600
Other Air Taxi	12,304	15,982	13,200	13,900	15,800
General Aviation	28,548	30,701	29,300	31,600	36,200
Military	16,683	14,540	16,100	16,100	16,100
TOTAL ITINERANT OPERATIONS	124,909	130,269	125,700	133,500	149,700
LOCAL OPERATIONS					
General Aviation	2,930	8,845	3,100	3,200	3,500
Military	2,230	4,930	2,800	2,800	2,800
Total Local Operations	5,160	13,775	5,900	6,000	6,300
TOTAL OPERATIONS	130,069	144,044	131,600	139,500	156,000
BASED AIRCRAFT	165	158	170	190	220

PASSENGER ENPLANEMENTS FORECAST

AIR CARGO SHIPMENT FORECAST (TONS)

AIRCRAFT OPERATIONS FORECAST

BASED AIRCRAFT FORECAST


● Denotes annual activity since the base year.

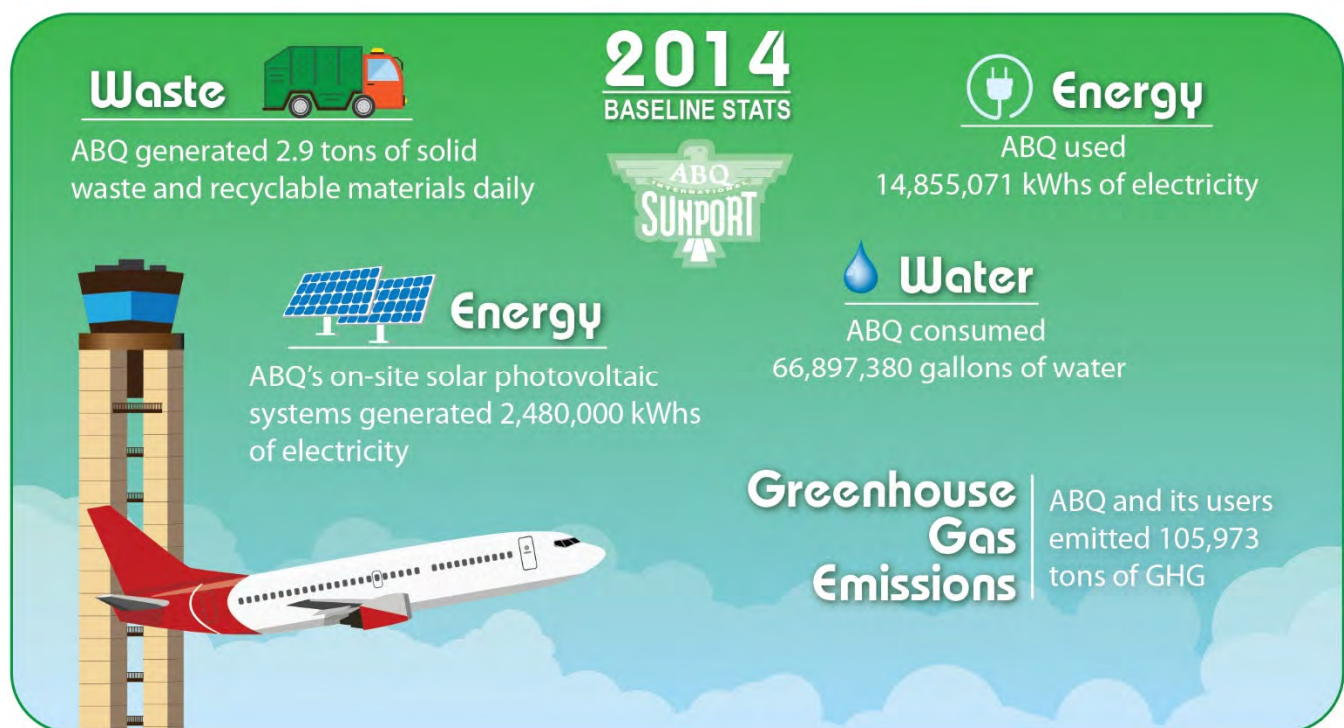
At the onset of the SAMP, it was determined that the sustainability baseline assessment would focus on six categories. In accordance with FAA guidelines, three categories were predetermined during the project scoping process to involve detailed studies including:

- Waste management and recycling
- Energy
- Air quality and greenhouse gas (GHG) emissions

Three additional categories were selected based upon discussions with Aviation Department staff and surveys of airport tenants. The selected additional categories include:

- Water conservation and water quality
- Surface transportation
- Natural resource management

A baseline assessment was conducted for each priority category to benchmark its sustainability performance, as determined by past and current activities, policies, and procedures.



Through this process, along with feedback obtained from stakeholders, sustainability goals and objectives were established to reflect the unique operating conditions of the Sunport and align with the environmental priorities of the City of Albuquerque, State of New Mexico, and larger airport industry.



The following highlights the Sunport's goals for each priority sustainability category:

Waste Management and Recycling – Expand the Sunport's existing waste management program to divert waste from landfills through increased recycling, composting, and procurement policies.

Energy – Expand energy efficiency measures and renewable energy opportunities.

Air Quality and Greenhouse Gas (GHG) Emissions – Commit to the betterment of regional air quality by supporting efforts to reduce greenhouse gas emissions from Sunport users and enacting policies to reduce emissions from Aviation Department-controlled sources.

Water Conservation and Water Quality – Reduce potable water consumption throughout the Sunport with expanded efficiency measures and reclaimed/grey water use.

Surface Transportation – Promote the utilization and expansion of alternative transportation modes to and from the Sunport.

Natural Resource Management – Incorporate procurement and construction policies to prioritize the use of more sustainable resources.

PLANNING CONSIDERATIONS

The planning horizons developed from the aviation demand forecasts were utilized to determine the size and types of facilities that will need to be considered in the master plan. Each functional area of the airport was evaluated during the demand/capacity and facility requirements analyses.

Primary airfield needs include addressing design standard deficiencies, mitigating "hot spots" and taxiway geometry issues, and identifying excess pavements. The primary passenger terminal complex considerations included reserving space for long-term terminal expansion, planning for changing needs in ticketing and bag screening, and identifying locations for concessions expansion. Other important elements included air cargo expansion, locations in the general aviation area for adding conventional hangars and apron to accommodate heavier aircraft, location for a future ARFF facility, and options for highest and best use of specific parcels for revenue support. The primary issues to be considered are summarized on **Exhibit 6**. Potential solutions were formulated and evaluated during the alternative analysis.

PROPOSED MASTER PLAN CONCEPT

The recommended master plan concept, as shown on **Exhibit 7**, presents a long-term configuration for the airport which preserves and enhances the role of the airport while meeting FAA design standards.



The major features include the following:

Runway 8 and Runway 12 threshold reconfiguration – The reconfiguration of these two thresholds will resolve issues related to safety standards. The Runway Safety Action Team (RSAT) previously identified the convergence of the two runways as a hot spot with high potential for runway incursions. The initial solution is to relocate the Runway 12 threshold with marking, lighting, and signage changes. In addition, aircraft holding to depart on Runway 8 penetrate the approach surface to the runway's displaced landing threshold. To avoid losing the primary instrument approach to the Sunport, new Pattern B hold position lines will need to be established on Taxiway A and the west terminal taxilane outside this approach surface as soon as possible. This will increase delays in taxiing to the end of the runway for departure as well as create congestion and inefficiencies along Taxiway A and the terminal apron.

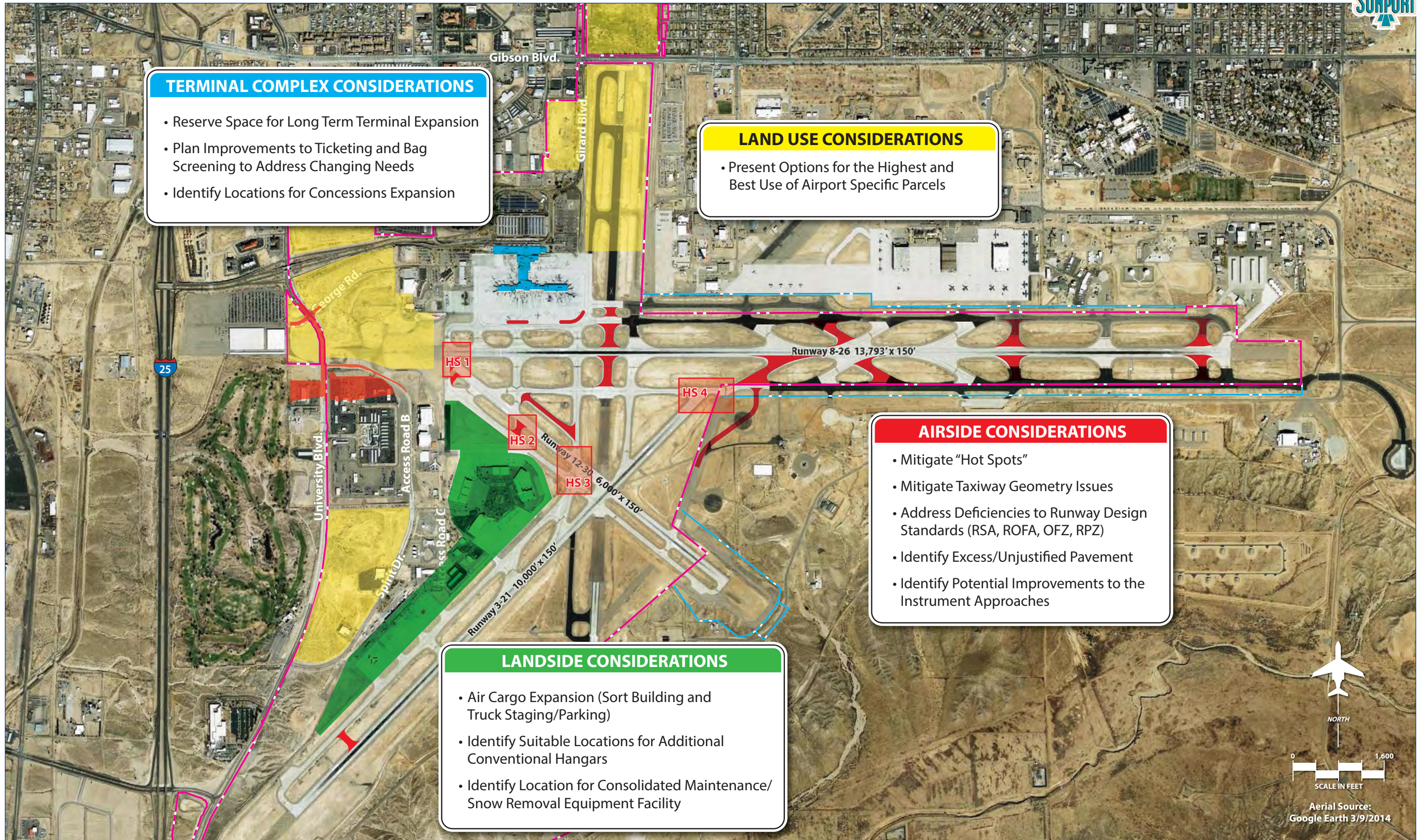
The permanent solution will relocate the Runway 8 landing threshold 600 feet west. This will reduce the taxi to the departure threshold and minimize the other circulation inefficiencies. This landing threshold relocation will also remove the refueling station from the runway protection zone. This, combined with relocating the Runway 12 threshold 600 feet southeast, will remove all holding aircraft from approach surfaces and critical areas of both runways.

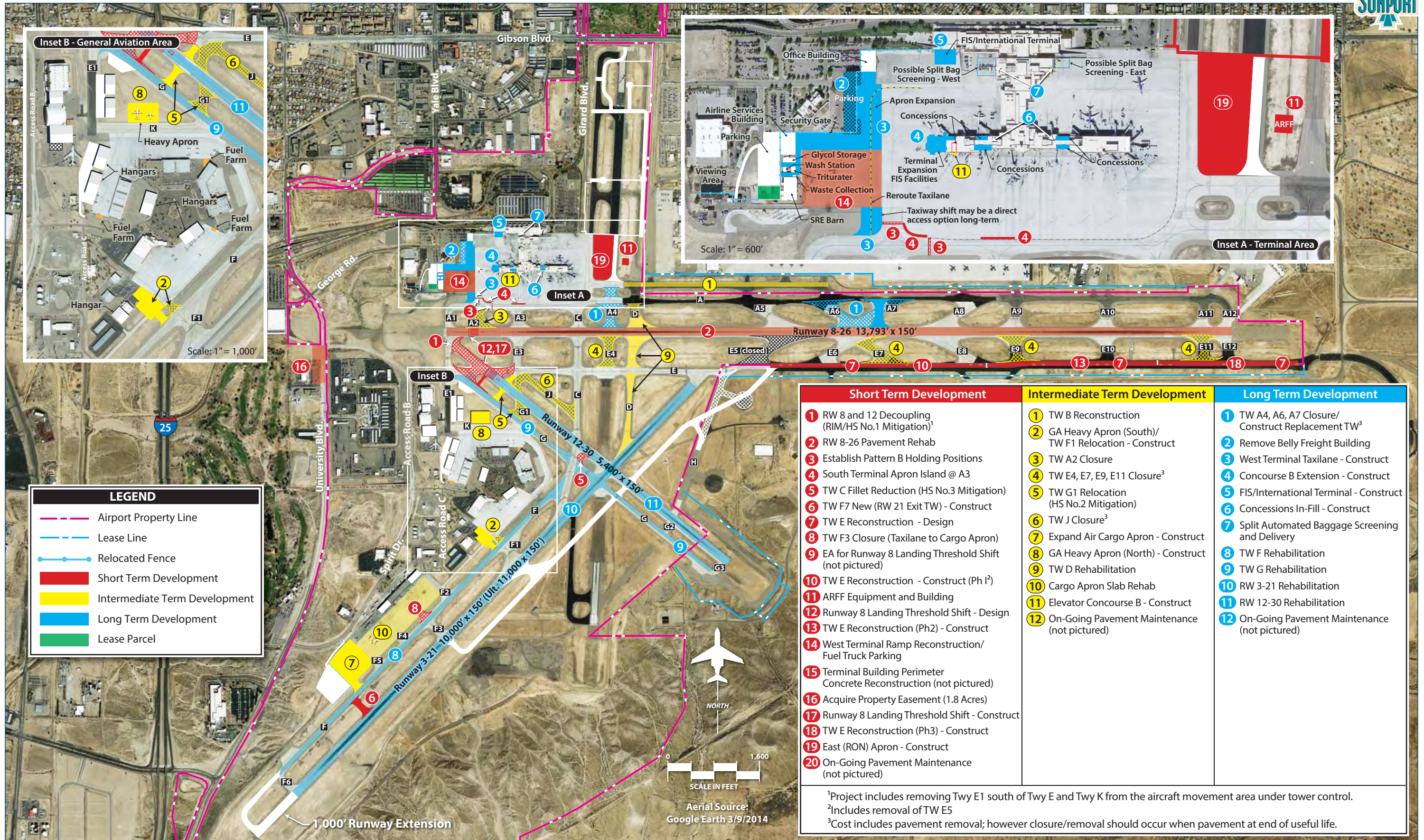
Taxiway geometry improvements – Several taxiway geometry improvements are recommended to remove other hot spots as well improve efficiency. Taxiway G1 is identified as a hot spot as it provides direct access from a general aviation apron to Runway 12-30. Relocation of the taxiway slightly north-west as a right-angle taxiway will eliminate this hot spot. A wide expanse of pavement at the convergence of Taxiways C, G, F, and Runway 12-30 created another hot spot that can be confusing to both pilots and ground vehicle operators. This can be mitigated by reducing the pavement to a standard taxiway size.

Other taxiways providing direct access to a runway from aprons include Taxiway A3 from the terminal apron and Taxiway F3 from the air cargo apron. Taxiway A3 will be marked as closed until the west terminal taxilane is relocated slightly west to eliminate the direct access. A second no-taxi island is planned at the edge of the apron between the Pattern B holding position and the holding position on the west terminal taxilane. This is necessary to prevent aircraft on the apron from inadvertently entering the Runway 8 approach zone until such time as the relocation of the Runway 8 threshold is implemented.

Taxiway F3 from the air cargo apron to Taxiway F will be closed permanently. An additional taxiway exit from Runway 3-21 is also planned to reduce delays and taxi distance, particularly for aircraft landing on Runway 21.

Airfield pavements that may be removed from service – To reduce future maintenance and rehabilitation costs, pavements were identified that could be removed without significantly impacting safety, efficiency, or capacity. These include Taxiways A4, E4, E7, E9, and E11. In addition, high speed exits A6 and A7 are recommended to be replaced by a single right-angled exit.







Passenger terminal improvements - Some functional elements of the terminal building should be improved to serve forecast demand. Concourse B is planned to be extended to the east for two additional aircraft gates. Additional concessions space is also planned as well as improved Federal Inspections Services (FIS). In concert with the concourse extension, the west terminal taxilane will be moved further west, requiring removal of the belly freight building. A new airline services building is planned for the west support area, along with an office building. Additional apron is planned on the east side of the terminal to serve diversions and overnight aircraft.

Air cargo development - The air cargo facilities located at the southwest end of the Sunport are adequate through the short-term planning horizon. By the long-term planning period, there may be a need to expand the air cargo sort facility. Plans are included for accommodating additional building, apron, and truck parking.

General aviation development - Even with the availability of Double Eagle II Airport, there will be a continued presence of general aviation activity at the Sunport. There are two nationally known fixed base operators (FBO) located at the Sunport that cater to private business jets, private commercial type jets, and some transient military. In addition, there are two businesses that manufacture aircraft.

Both FBOs have experienced increasing activity by operators of larger aircraft with limited pavement of sufficient strength to support them. Areas have been identified for constructing higher-strength apron, as well as additional hangar development. Door heights suitable to accommodate the higher tail heights of many jets now used in general aviation are also recommended for some of the new hangars.

Non-Aviation/Commercial Support – The Aviation Department operates both airports without taxpayer support. To maintain competitive rates and charges for the airlines serving the airport as well as other aviation tenants, maximizing revenues derived from other uses compatible to the airport is important. The plan identifies several areas for non-aviation development, which are depicted on **Exhibit 8** and discussed below:

- *Aviation Center of Excellence (ACE)* – With the closure of Runway 17-35, approximately 75 acres of land just northeast of the terminal complex became available for redevelopment. The ACE project is being developed to accommodate strategic aerospace and aviation innovations and partnerships. It will also host a convenience retail and restaurant development at the north end adjacent to Gibson Boulevard.
- *Puerto del Sol Golf Course* – This 72-acre site is located across Gibson Boulevard from the ACE development. Currently leased to the City Parks and Recreation Department for use as a municipal golf course. It is recommended to remain as a public golf course, producing revenue for the airport fund for at least ten years until the ACE project is built out. At that time, the property should be reviewed again to determine its highest and best use.
- *Sunport Business and Technology Center* - This 65-acre site is located to the east of University Boulevard, west of Spirit Drive, and south of Clark Carr Road. It is designated as a Foreign Trade Zone (FTZ), but currently has only 6.5 acres leased. Analysis as part of this master plan recommends a different realignment of a proposed north-south internal road to provide more depth



to the topographically challenged lease areas. Land use recommendations include commercial retail, light industrial, and educational

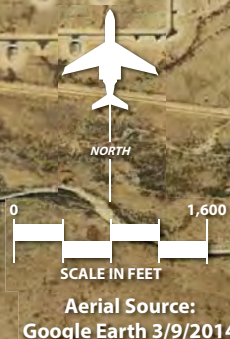
- *Property West of ACE* - This 12-acre site is located to the south of Miles Road and west of Girard Boulevard. It is to the west of the ACE project and is envisioned as an extension of that project. The plan considered shows one parcel each for office and light industrial uses and maintains the two-acre green space which currently contains a multi-use trail running north-south along the east edge of the property.
- *Property at the Northeast Corner of Sunport and University Boulevards* - This 25-acre parcel is part of former Yale Landfill (1948-1965) and is located within a designated landfill buffer zone. Future uses on this site that require the least remediation include a solar farm and parking lot. Solar farm projects will require a Glint and Glare Study to assess the feasibility of this use. These uses will still need to address the issue of continuous settling.
- *Property at the Southeast Corner of Sunport and University Boulevards* - This 80-acre parcel is also part of former Yale Landfill (1948-1965) and is located within a designated landfill buffer zone. As with the previous site, future uses are limited without significant remediation. In addition, most of this site is within the runway protection zone of Runway 8, which further limits its use.
- *Property West of University Boulevard* - This nine-acre parcel is located just west of the Yale Landfill and within the Landfill Buffer Zone. A detention pond on the northern triangular portion of the property is needed for stormwater purposes. At least two acres of the site will be within the future runway protection zone to Runway 8. Options for future uses on this site are greater than those available for properties east of University Boulevard; however, the site is subject to special City review due to its location within a landfill buffer zone. As a result, this property will require special consideration of any impact from the former Yale Landfill.

City Administration Actions – As the sustainable airport master plan entered the approval phase, the 2017 mayoral election ushered in a new City Administration late in the year. The City Administration has initiated efforts related to the Sunport in the following areas:

- More active pursuit of new airline flights,
- A more robust use of the terminal to display art and provide a representation of the community to arriving passengers, and
- More interaction with adjoining land use planning to create a high-tech economic zone that extends from the Veterans Administration (VA) Hospital at Kirtland AFB on the north side of the Sunport to Mesa Del Sol south of the Sunport.

CAPITAL IMPROVEMENT PLAN AND COST SUMMARIES

From the specific needs and improvements that have been established for the Sunport, a realistic schedule and the associated costs for implementing the plan were determined. The implementation plan



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considers the interrelationships among the projects in the recommended plan to determine a logical sequence to minimize conflicts and establish a master schedule.

The capital improvement plan (CIP) covers the same years as the forecasts in the planning effort. The Short-Term is programmed annually through the first five years of the plan. The remaining projects are grouped into Intermediate- (years 6-10) and Long- (years 11-20) Term planning horizons. By utilizing planning horizons instead of specific years for Intermediate- and Long-Term development, the Sunport will have greater flexibility to adjust capital needs as demand dictates. **Exhibit 7** also presents the staging of the master plan projects, color-coded by short-term, intermediate-term, and long-term planning horizons.

Exhibit 8 presents the recommended CIP and its corresponding cost estimates in 2018 dollars. The estimates also include contingencies, design costs, and construction management costs. The primary funding sources for capital improvement projects included in this Master Plan will be through the FAA's AIP and Passenger Facility Charge (PFC) programs. For medium hub (such as the Sunport) and large hub airports that collect a PFC of greater than \$3.00, AIP funds apportioned must be reduced by an amount equal to the lesser of 75 percent of the projected revenues from the PFC or 75 percent of the passenger entitlement otherwise due the airport. The Sunport has elected to reduce their passenger apportionment as the PFC generates more revenue for airport development. **Table 1** presents an approximation of the development funds available for use in airport development projects based on forecast enplanement levels.

As can be seen, the Sunport collects approximately \$10.3 million in PFC revenue and receives an additional \$1.3 million in AIP passenger entitlements. As enplanements increase, these revenues will also increase. Over the course of the next 20 years, the Sunport is anticipated to have more than \$287 million available for capital development projects. The total CIP included in this Master Plan amounts to approximately \$125 million. Therefore, the available funding appears to be generally adequate to accomplish the capital projects identified.

SUSTAINABILITY PLAN

Through the sustainable airport master plan process, the Sunport's current sustainability performance was outlined and specific goals and objectives identified. For the Aviation Department to better gauge and measure its sustainability performance and to drive progress toward achieving the identified sustainability goals and objectives, it was necessary to identify quantifiable performance targets. Multiple performance targets, which are tied to the planning horizons of this Master Plan, have been identified for each resource category.

TABLE 1
Projected Annual AIP Entitlement Funding
Albuquerque International Sunport

Period		Passenger Enplanements	25% of Passenger Entitlement Funds ³	PFC Funds Less Collection Cost ²	Total Entitlement and PFC Funds
CY	for FY				
2015	2017	2,323,883 ¹	\$1,338,471	\$10,201,627	\$11,540,098
2016	2018	2,341,719 ¹	\$1,342,930	\$10,537,736	\$11,880,666
2017	2019	2,468,095	\$1,374,524	\$10,834,937	\$12,209,461
2018	2020	2,475,373	\$1,376,343	\$10,866,887	\$12,243,231
2019	2021	2,482,673	\$1,378,168	\$10,898,934	\$12,277,103
Short-Term Total (FY 2017-2021)			\$6,810,436	\$53,340,121	\$60,150,557
2020	2022	2,490,000	\$1,380,000	\$10,931,100	\$12,311,100
2021	2023	2,539,954	\$1,392,489	\$11,150,398	\$12,542,887
2022	2024	2,590,911	\$1,405,228	\$11,374,099	\$12,779,327
2023	2025	2,642,890	\$1,418,223	\$11,602,287	\$13,020,510
2024	2026	2,695,911	\$1,431,478	\$11,835,049	\$13,266,527
Intermediate-Term Total			\$7,027,417	\$56,892,934	\$63,920,350
2025	2027	2,750,000	\$1,445,000	\$12,072,500	\$13,517,500
2026	2028	2,803,133	\$1,458,283	\$12,305,754	\$13,764,037
2027	2029	2,857,292	\$1,471,823	\$12,543,512	\$14,015,335
2028	2030	2,912,498	\$1,485,625	\$12,785,866	\$14,271,491
2029	2031	2,968,770	\$1,499,693	\$13,032,900	\$14,532,593
2030	2032	3,026,130	\$1,514,033	\$13,284,711	\$14,798,743
2031	2033	3,084,598	\$1,528,650	\$13,541,385	\$15,070,035
2032	2034	3,144,195	\$1,543,549	\$13,803,016	\$15,346,565
2033	2035	3,204,944	\$1,558,736	\$14,069,704	\$15,628,440
2034	2036	3,266,867	\$1,574,217	\$14,341,546	\$15,915,763
2035	2037	3,330,000	\$1,590,000	\$14,618,700	\$16,208,700
Long-Term Total			\$16,669,607	\$146,399,595	\$163,069,201
TOTAL			\$30,507,460	\$256,632,650	\$287,140,108

¹Actual

² Assumed to be \$0.11 per enplanement

³ By regulation, when a medium hub airport implements PFCs of greater than \$3.00, the passenger entitlement or the PFC total is reduced by 75%, whichever is lower.

CY - Calendar Year; FY - Fiscal Year

Key performance indicators (KPIs) are the specific, results-based metrics that allow the Aviation Department to gauge sustainability performance and progress toward overall goals. If KPIs are trending positively toward the overall goal, this indicates the specific initiatives that have been put into place are producing desired results; however, if KPIs trend negatively, then this is an indication that the Aviation Department needs to refocus on that specific area and identify opportunities for improvement. Sustainability performance targets and KPIs are outlined in **Table 2**. The primary intent of this effort is to set targets that are realistic and achievable, but still push the Aviation Department to make significant strides toward improving the sustainability performance of the Sunport.

The Sunport has already begun to incorporate many sustainable programs and facilities, including on-site electricity generation and low-emission fleet vehicles, among many others. These programs and projects have contributed toward the overall sustainability of the airport and the entire community.

TABLE 2
**Sustainability Performance Targets
Albuquerque International Sunport**

Goal 1. Expand the Sunport's existing waste management program to divert more waste from landfills through increased recycling, composting, and procurement policies.

Targets	Key Performance Indicators
<ul style="list-style-type: none"> Conduct biennial waste audits 100% participation by airlines in recycling program by 2020 100% participation by terminal food concessions in food waste composting by 2025 	<ul style="list-style-type: none"> Weight (tons) of recycled materials/solid waste/composted materials Number of airlines participating in recycling program Number of food concessions participating in food waste composting program

Goal 2. Expand energy efficiency measures and renewable energy opportunities.

Targets	Key Performance Indicators
<ul style="list-style-type: none"> Incorporate all recommended energy efficiency measures (EEMs) by 2025 Retrofit rental car photovoltaic (PV) system by 2025 Construct credit card parking lot PV system by 2030 Expand PV capacity to achieve net-zero energy use for all Aviation Department facilities (100% on-site renewables) by 2035 	<ul style="list-style-type: none"> Energy use (kWhs)/month On-site energy generation (kWhs)/month Energy costs (\$)/month

Goal 3. Commit to the betterment of regional air quality by supporting efforts to reduce greenhouse gas emissions from Sunport users and enacting policies to reduce emissions from Aviation Department controlled sources.

Targets	Key Performance Indicators
<ul style="list-style-type: none"> Prepare annual greenhouse gas (GHG) emissions reports Achieve carbon-neutral growth from 2020 emissions levels for airport-controlled sources Transition to all-electric ground support equipment (GSE) by 2025 Transition to 100% alternative fuel/low-emission fleet vehicles by 2035 	<ul style="list-style-type: none"> GHG emissions/year % of low/no emission equipment Number of alternative fuel/low-emission fleet vehicles Fuel usage by GSE and fleet vehicles/month

Goal 4. Reduce potable water consumption throughout the Sunport with expanded efficiency measures and reclaimed/grey water use.

Targets	Key Performance Indicators
<ul style="list-style-type: none"> Replace all outdated fixtures in Aviation Department-controlled facilities by 2020 Install sub-metering for all concessionaires, cooling equipment, restrooms, and irrigation on mixed-use meters by 2025 Utilize 100% reclaimed/grey water for all landscape irrigation by 2025 Reduce average indoor water use per passenger from 2014 levels by 50 percent by 2030 (1.0 gallons per passenger) 	<ul style="list-style-type: none"> Water use/month (per passenger) Reclaimed/grey water use/month Water costs/month (per passenger) Number of sub-meters installed

Goal 5. Promote the utilization and expansion of alternative transportation modes to and from the Sunport.

Targets	Key Performance Indicators
<ul style="list-style-type: none"> Conduct annual surveys of Aviation Department, Sunport tenant employees, and passengers to identify travel modes Install electric vehicle (EV) charging stations in the public parking areas by 2020 Implement priority parking spaces for carpools and alternatively fueled vehicles by 2020 Install on-site end-of-trip bicycle facilities for employees by 2025 Construct alternative refueling station by 2035 	<ul style="list-style-type: none"> Annual employee/passenger survey results Number of EV stations available Number of priority parking spaces for carpools and alternatively fueled vehicles Alternative fuel usage/month

Goal 6. Incorporate procurement and construction policies to prioritize the use of more sustainable resources.

Targets	Key Performance Indicators
<ul style="list-style-type: none"> Establish a "Green" Procurement Program by 2020 Implement a "Green" Concessions Policy by 2020 Implement construction policy by 2020 to commit to LEED or equivalent design standards for all new major construction or renovation projects when applicable 	<ul style="list-style-type: none"> Annual expenditures on purchases of sustainable and/or locally sourced materials. Number of concessionaires committed to the "Green" Concessions Policy Number of construction/renovation projects that include sustainable elements.



Objective Evaluation

An evaluation of the objectives outlined have been prepared using the Sustainable Aviation Guidance Alliance (SAGA) database of sustainable practices. SAGA is a coalition of aviation interests that formed in 2008 to assist airport operators in planning, implementing, and maintaining sustainability programs. Membership of SAGA is made up of many aviation/airport industry organizations, including the American Association of Airport Executives (AAAE), Airports Council International – North America (ACI-NA), Airport Consultants Council (ACC), the FAA, Airlines for America (A4A), and various airport consultants. The database utilized for this evaluation consists of over 900 sustainability practices, including evaluation criteria based upon their applicability to **Economic viability**, **Operational efficiency**, **Natural resource conservation**, and **Social responsibility** (EONS).

The following seven criteria were utilized to evaluate each sustainability objective proposed in this master plan:

- Upfront capital investment to plan, design, and construct the project;
- Estimated annual operation and maintenance (O & M) costs;
- Payback period for a return on the initial capital investment;
- Staffing requirements in terms of hours required per month to implement or operate the practice;
- Energy reduction in terms of how the project will impact the amount of fossil fuels and/or building electricity consumed;
- Natural environmental benefits that result from the project; and
- How the project affects society and employee well-being.

The results of the objective evaluation are included on **Exhibit 9**. The exhibit also differentiates between short- and long-term objectives. Short-term objectives are those that should be implemented within five years to achieve the sustainability objective, including those that had the lowest initial capital costs and those that the Sunport is already in the process of pursuing. Sustainability objectives that are classified as long-term are those that should be planned for implementation, approximately six to 20 years from the present.

Art and Display Program

The Sunport is a primary gateway for persons traveling to New Mexico to experience and participate in the State's rich culture, its enchanting landscapes, and world class art community. The Aviation Department will use a small portion of its revenue to display and conserve New Mexico's culture, landscape, and art. The Department will also employ information media technology to inform travelers through the airport about these treasures. The capital investment in the display and media technology will often be less than one percent of the capital program. Projects will be scheduled with each new round of display and as digital media evolves requiring new equipment. Any expenditures for this program will comply with FAA guidelines and assurances for use of airport revenues.

ABQ - Sustainable Airport Master Plan

Project Description		Project Cost	AIP Eligible (84.29%)	Local Share
SHORT TERM PROGRAM (0-5 YEARS)				
1	2018 RW 8 and 12 Decoupling (RIM/HS No.1 Mitigation) ¹	\$361,000	\$304,287	\$56,713
2	2018 RW 8-26 Pavement Rehab	\$3,818,000	\$3,218,192	\$599,808
3	2019 Establish Pattern B Holding Positions	\$167,000	\$140,764	\$26,236
4	2019 South Terminal Apron Island @ A3	\$122,000	\$102,834	\$19,166
5	2019 TW C Fillet Reduction (HS No.3 Mitigation)	\$300,000	\$252,870	\$47,130
6	2019 TW F7 New (RW 21 Exit TW)	\$1,476,000	\$1,244,120	\$231,880
7	2020 TW E Reconstruction - Design	\$600,000	\$505,740	\$94,260
8	2020 TW F3 Closure (Taxilane to Cargo Apron)	\$153,000	\$128,964	\$24,036
9	2020 EA for Runway 8 Landing Threshold Shift (not pictured)	\$1,000,000	\$842,900	\$157,100
10	2021 TW E Reconstruction - Construct Ph I ²	\$6,982,000	\$5,885,128	\$1,096,872
11	2021 ARFF Equipment and Building	\$3,035,000	\$2,558,202	\$476,799
12	2021 Runways 8 & 12 Landing Threshold Reconfiguration - Design	\$1,239,000	\$1,044,353	\$194,647
13	2022 TW E Reconstruction (Ph2) - Construct	\$6,500,000	\$5,478,850	\$1,021,150
14	2022 West Terminal Ramp Reconstruction/Fuel Truck Parking	\$4,902,000	\$4,131,896	\$770,104
15	2022 Terminal Building Perimeter Concrete Reconstruction	\$2,816,000	\$2,373,606	\$442,394
16	2022 Acquire Property Easement (1.8 Acres)	\$280,000	\$236,012	\$43,988
17	2022 Runways 8 & 12 Landing Threshold Reconfiguration - Construct	\$9,090,000	\$7,661,961	\$1,428,039
18	2022 TW E Reconstruction (Ph3) - Construct	\$4,980,000	\$4,197,642	\$782,358
19	2022 East (RON) Apron - Construct	\$10,806,000	\$9,108,377	\$1,697,623
20	On-Going Pavement Maintenance (Short Term)	\$500,000	\$421,450	\$78,550
TOTAL		\$59,127,000	\$49,838,148	\$9,288,852
INTERMEDIATE TERM PROGRAM (Years 6-10)				
1	TW B Reconstruction	\$10,763,000	\$9,072,133	\$1,690,867
2	GA Heavy Apron (South)/TW F1 Relocation - Construct	\$2,508,000	\$2,113,993	\$394,007
3	TW A2 Closure	\$449,000	\$378,462	\$70,538
4	TW E4, E7, E9, E11 Closure ³	\$2,109,000	\$1,777,676	\$331,324
5	TW G1 Relocation (HS No.2 Mitigation)	\$952,000	\$802,441	\$149,559
6	TW J Closure ³	\$568,000	\$478,767	\$89,233
7	Expand Air Cargo Apron - Construct	\$5,950,000	\$5,015,255	\$934,745
8	GA Heavy Apron North (In Triangle) - Construct	\$2,242,000	\$1,889,782	\$352,218
9	TW D Rehabilitation	\$503,000	\$423,979	\$79,021
10	Cargo Apron Slab Rehab	\$693,000	\$584,130	\$108,870
11	Elevator Concourse B - Construct	\$280,000	\$236,012	\$43,988
12	On-Going Pavement Maintenance (Intermediate Term)	\$500,000	\$421,450	\$78,550
TOTAL		\$27,517,000	\$23,194,079	\$4,322,921
LONG TERM PROGRAM (Years 11-20)				
1	TW A4, A6, A7 Closure/Construct Replacement TW ³	\$3,951,000	\$3,330,298	\$620,702
2	Threshold Taxiway to Runway 12 - Construct	\$5,000,000	\$4,214,500	\$785,500
3	Remove Belly Freight Building	\$1,050,000	\$885,045	\$164,955
4	West Terminal Taxilane - Construct	\$2,539,000	\$2,140,123	\$398,877
5	Concourse B Extension - Construct	\$7,300,000	\$6,153,170	\$1,146,830
6	FIS/International Terminal - Construct	\$4,600,000	\$3,877,340	\$722,660
7	Concessions In-Fill - Construct	\$5,600,000	\$0	\$5,600,000
8	Split Automated Baggage Screening and Delivery	\$5,200,000	\$4,383,080	\$816,920
9	TW F Rehabilitation	\$368,000	\$310,187	\$57,813
10	TW G Rehabilitation	\$154,000	\$129,807	\$24,193
11	RW 3-21 Rehabilitation	\$708,000	\$596,773	\$111,227
12	RW 12-30 Rehabilitation	\$1,535,000	\$1,293,852	\$241,149
13	On-Going Pavement Maintenance (Long Term)	\$1,000,000	\$842,900	\$157,100
TOTAL		\$39,005,000	\$28,157,075	\$10,847,925
TOTAL		\$125,649,000	\$101,189,302	\$24,459,697

¹Project includes removing Twy E1 south of Twy E and Twy K from the aircraft movement area under tower control.

²Includes removal of TW E5

³Cost includes pavement removal; however closure/removal should occur when pavement at end of useful life.



Sustainability Plan Summary

The overall sustainability plan has been established with input from Aviation Department staff, the master plan advisory committee, and interested members of the public. The result is a plan that allows the Aviation Department to continually progress towards its sustainability goals.

This sustainability plan is not intended to be a static document but should be routinely reviewed and updated to consider new opportunities and issues as they arise. While some of the sustainability objectives are one-off capital projects, others are programs that will operate continuously once implemented. To ensure the continued success of these programs, it will take buy-in from Aviation Department staff and, in some cases, tenants of the Sunport. Close coordination with all potential stakeholders is a key to the success of the program. To assist, a sustainability report card has been included in the plan to serve as a continuous monitoring device to summarize lessons learned, issues that arise, and opportunities for improvement.

The Aviation Department has capitalized funding sources for sustainability projects through AIP in the past. These sources and other non-AIP sources are outlined in the SAMP for future consideration.

Ultimately, it is the responsibility of the entire Aviation Department to ensure sustainability is incorporated into everyday operations and decision-making processes. Many processes, procedures, and responsibilities for sustainability implementation have already been put in place. Coupled with the efforts to date, this sustainability master plan should support the Aviation Department in achieving its overall goal of operating one of the greenest airport systems in the country.



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