AIRPORT COMMISSION MEETING AGENDA

Airport Conference Room, Palm Springs International Airport
3400 E. Tahquitz Canyon Way, Palm Springs, CA 92262
Wednesday, November 20, 2024 – 5:30 P.M.

To view/listen/participate virtually in the meeting live, please contact Andrew LeCompte at andrew.lecompte@palmspringsca.gov or the following telephone number (760) 318-3832 to register for the Zoom meeting. There will be an email with Zoom credentials sent after registration is complete, to access the meeting and offer public comment. Registration is not required to attend the meeting in person.

Any person who wishes to provide public testimony in public comments is requested to register for the Public Comments portion of the meeting. You may submit your public comment to the Airport Commission electronically. Material may be emailed to: andrew.lecompte@palmspringsca.gov - Transmittal prior to the start of the meeting is required. Any correspondence received during or after the meeting will be distributed to the Airport Commission and retained for the official record.

To view Airport Commission meeting videos, click on YouTube.

City of Palm Springs:		**Riverside County:**	**City of Cathedral City:**	**City of Palm Desert:**
Kevn J. Corcoran – Chairman	David Feltman	Margaret Park	Christian Samlaska	Kevin Wiseman
Dave Banks	J Craig Fong	**City of Indian Wells:**	**City of Coachella:**	**City of Rancho Mirage:**
Todd Burke – Vice Chairman	Ken Hedrick	Robert Berriman	Denise Delgado	Keith Young
Daniel Caldwell	Tracy Martin	**City of La Quinta:**	**City of Desert Hot Springs:**	**City of Indio:**
Bryan Ebensteiner	Samantha McDermott	Geoffrey Kiehl	Jan Pye	Rick Wise
Palm Springs City Staff				
Scott C. Stiles		**Harry Barrett Jr., A.A.E.**		**Jeremy Keating**
City Manager		**Executive Director or Aviation**		**Assistant Airport Director**

1. **CALL TO ORDER – PLEDGE OF ALLEGIANCE**
2. **POSTING OF AGENDA**
3. **ROLL CALL**
4. **ACCEPTANCE OF AGENDA**
5. **PUBLIC COMMENTS:**

   Limited to three minutes on any subject within the purview of the Commission

6. **APPROVAL OF MINUTES:**

   Minutes of the Airport Commission Regular Meeting of July 10, 2024, Special Meeting of September 12, 2024, and Regular Meeting of September 18, 2024

7. INTRODUCTIONS

7.A Harman Singh – Project Manager

8. DISCUSSION AND ACTION ITEMS:

8.A Master Plan Update
8.B Federal Inspection Station Feasibility
8.C Measure J Projects Update
8.D Holiday Season Preparations
8.E Operations, Properties & Facilities Committee Update
8.F Marketing and Business Development Committee Update
8.G Financial Update
8.H Concessions Update
8.I Employment Update
8.J Projects and Airport Capital Improvement Program Update

9. EXECUTIVE DIRECTOR REPORT

10. COMMISSIONERS REQUESTS AND REPORTS

11. REPORT OF COUNCIL ACTIONS:

11.A Past City Council Actions
11.B Future City Council Actions

12. RECEIVE AND FILE:

12.A Airline Activity Report September 2024
12.B Airline Activity Report Fiscal Year Comparison
12.C Feasibility Report October 2024

13. COMMITTEES:

13.A Future Committee Meetings
13.B Committees Roster

ADJOURNMENT:

The Airport Commission will adjourn to a Regular Meeting on December 18, 2024, at 5:30 P.M.

AFFIDAVIT OF POSTING

I, Harry Barrett, Jr., Executive Director of Aviation, City of Palm Springs, California, hereby certify this agenda was posted on November 14, 2024, in accordance with established policies and procedures.

PUBLIC NOTICES

Pursuant to G.C. Section 54957.5(b)(2) the designated office for inspection of records in connection with the meeting is the Office of the City Clerk, City Hall, 3200 E. Tahquitz Canyon Way. Complete Agenda Packets are available for public inspection at: City Hall Office of the City Clerk. Agenda and staff reports are available on the City's website www.palmspringsca.gov. If you would like additional information on any item appearing on this agenda, please contact the Office of the City Clerk at (760) 323-8204.

It is the intention of the City of Palm Springs to comply with the Americans with Disabilities Act (ADA) in all respects. If, as an attendee or a participant at this meeting, or in meetings on a regular basis, you will need special assistance beyond what is normally provided, the City will attempt to accommodate you in every reasonable manner. Please contact the Department of Aviation, (760) 318-3800, at least 48 hours prior to the meeting to inform us of your particular needs and to determine if accommodation is feasible.

AIRPORT COMMISSION

MINUTES OF THE SPECIAL MEETING OF THE AIRPORT COMMISSION OF THE PALM SPRINGS INTERNATIONAL AIRPORT

Wednesday, July 10, 2024 – 5:30 P.M.

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1. CALL TO ORDER:

Vice Chairman Corcoran called the Airport Commission meeting to order at 5:32 P.M. The meeting was held in-person and via videoconference.

Commissioner McDermott led the Pledge of Allegiance.

2. POSTING OF AGENDA: Posted on July 3, 2024.

3. ROLL CALL:

Commissioners Present:

Dave Banks (Palm Springs)	Ken Hedrick (Palm Springs)
Robert Berriman (Indian Wells)	Geoffrey Kiehl (La Quinta)
Todd Burke (Palm Springs)	Tracy Martin (Palm Springs)
Daniel Caldwell (Palm Springs)	Samantha McDermott (Palm Springs)
Kevin Corcoran (Palm Springs) - Vice Chair	Jan Pye (Desert Hot Springs)
Brian Ebensteiner (Palm Springs)	Rick Wise (Indio)
David Feltman (Palm Springs)	Kevin Wiseman (Palm Desert)
J Craig Fong (Palm Springs)	Keith Young (Rancho Mirage)

Commissioners Absent: Denise Delgado (Coachella), Margaret Park (Riverside County)

Staff Present:
Scott Stiles, City Manager
Brenda Pree, City Clerk
Kristopher Mooney, Finance Director
Jeremy Keating, Assistant Airport Director
Daniel Meier, Deputy Director of Aviation, Marketing and Air Service
Victoria Carpenter, Airport Administration Manager
Geremy Holm, City Attorney
Christina Brown, Executive Program Administrator
Tanya Perez, Administrative Specialist
Andrew LeCompte, Executive Administrative Assistant

Others Present:
Ryan Evers, AECOM
Ryan Hayes, Mead & Hunt, Inc.
Ethan Dunkle, Turo
Fred Bell, Palm Springs Air Museum
Trevor Daley, Daley Strategies
Mark Waier, Daley Strategies

4. NOMINATION AND ELECTION OF OFFICERS:

City Clerk Pree conducted the proceedings for the nomination and election of Officers and called for nominations for the office of Chairman.

Commissioner Wiseman nominated Commissioner Corcoran to serve as Chairman.

Commissioner Corcoran was named Chairman by acclamation.

City Clerk Pree called for nominations for the office of Vice Chairman.

Commissioner McDermott nominated Commissioner Burke to serve as Vice Chairman.

Commissioner Burke was named Vice Chairman by acclamation.

5. ACCEPTANCE OF AGENDA:

ACTION: Accept the Agenda as presented. **Moved by Commissioner Wise, seconded by Vice Chairman Burke, and unanimously approved noting the absence of Commissioners Delgado and Park.**

6. PUBLIC COMMENTS:

None.

7. APPROVAL OF MINUTES:

ACTION: Approve the minutes of the Airport Commission Meeting of February 21, 2024. **Moved by Commissioner Wise, seconded by Commissioner Pye, and approved by the following roll call vote: 15 Yes; 1 Abstain noting the absence of Commissioners Delgado and Park.**

8. INTRODUCTIONS AND PRESENTATIONS:

8.A Commissioner Bryan Ebensteiner
8.B Commissioner Ken Hedrick
8.C Commissioner Samantha McDermott
8.D Commissioner Christian Samlaska

8.E Commissioner Geoffrey Kiehl
8.F Executive Administrative Assistant Andrew LeCompte

New Commissioners McDermott, Kiehl, Ebensteiner, and Hedrick introduced themselves and provided brief summaries of their background and experience.

8.F Executive Administrative Assistant Andrew LeCompte

Chairman Corcoran welcomed new Executive Administrative Assistant LeCompte, who provided a brief summary of his background and experience.

9. DISCUSSION AND ACTION ITEMS:

9.A Palm Springs Air Museum Lease Extension

Airport Administration Manager Carpenter provided a summary of the request for action to recommend to the City Council the approval of a 10-year lease extension and a Consumer Price Index (CPI) increase for the fees with the Palm Springs Air Museum at the Airport. Ms. Carpenter provided historical background information on the Museum, the lease agreement, and various negotiated improvements and amendments to the lease.

Fred Bell, Vice Chairman of the Palm Springs Air Museum (Museum), provided a brief historical background of the Museum, including the original Environmental Impact Report (EIR) information. The upcoming Airport Master Plan will contemplate two additional hangers.

Commissioner Martin requested clarification concerning the existing lease and whether related revenues generated for the City from lease were based on market rates. Ms. Carpenter confirmed that the lease is a land lease, and the Museum is responsible for facility construction. She also confirmed a CPI increase was to have been applied every five years for the length of the agreement, however, that had not been implemented since 1995. Staff is proposing applying a CPI increase now and every five years thereafter.

Commissioner Ebensteiner requested clarification concerning the reason for the financial variance, as even with the proposed CPI increase, the projected revenue for FY 2024-25 is lower than in previous years. Ms. Carpenter responded that she would follow up on that inquiry and provide a response to the Commission. Commissioner Feltman requested clarification on the economic benefit the Museum provides to the City at large. Mr. Bell responded the Museum generates approximately $35 million in benefits to the City. Commissioner Wiseman also provided support for the subject proposal, as the Museum also provides a significant benefit to local families as an alternative activity during the summer months.

ACTION: Recommend to the City Council the approval of the lease extension and a CPI increase with the Palm Springs Air Museum. **Moved by Commissioner Wise, seconded by Commissioner Berriman, and approved by the following roll call vote: 15 Yes; 1 No**

9.B Amendment No. 2 to Agreement No. A9391 with Mead & Hunt Inc.

Assistant Airport Director Keating introduced the item which recommends approval of the amendment to the agreement with Mead & Hunt to extend the schedule for professional consulting services for the Palm Springs International Airport (Airport) Comprehensive Airport Master Plan.

Ryan Hayes, representing the City's consultant firm Mead & Hunt, provided a summary of the original Master Plan project and the proposed expanded scope of work that was requested as a result of feedback on the Master Plan work completed to date. The City Council requested additional analysis of two rental car facility locations, citing concerns about the visual aesthetic of a multi-story rental car parking deck and traffic impacts of rental car activity in and out of the facility and in the adjacent intersections and areas. The expanded work will include development and analysis of on-site Consolidated Rental Car (CONRAC) alternatives, 3D renderings & viewshed renderings. A traffic analysis of the CONRAC, Agency coordination, weekly Airport staff meetings, legislative relations, and communications. As well as stakeholder meeting for Airport tenants and community relations support, public open house meetings, a project microsite, collateral educational and presentation materials.

Chairman Corcoran suggested revisiting the proposal to bury walking tunnels from parking to baggage claim and other related ideas.

Commissioner Feltman requested clarification of the specific parking impacts the study would contemplate. Mr. Hayes responded they will define each of the lots, the purpose of each lot in the future, the potential to acquire additional property, quantifying the parking demand and parking that can be accommodated in each of the two proposed layouts.

Chairman Corcoran confirmed the traffic study is also part of the process.

Commissioner Berriman confirmed the proposal for going south and east to Douglas would still be addressed as part of the expanded scope of the study.

Commissioner Young requested confirmation that when the plans are returned to the Commission for review that it include information concerning planning activity level (PAL) three versus PAL four. Mr. Hayes confirmed the information would be included.

Commissioner Berriman requested confirmation concerning the purchase of certain lots. Ms. Carpenter responded the City owns parcel Lot B and that Lot E would be proposed for purchase.

Chairman Corcoran opened public comments.

Maryann Dorniak, resident, expressed concern regarding pedestrian safety on the roads adjacent to the Airport, including Airport employees.

ACTION: Recommend to the City Council the approval of Amendment No. 2 with Mead & Hunt. **Moved by Commissioner McDermott, seconded by Commissioner Wiseman, and unanimously approved noting the absence of Commissioners Delgado and Park.**

Chairman Corcoran inquired as to the next steps in the process. Mr. Hayes stated the majority of work will be conducted in August and they will return to the Commission with an update in September. There will be no further ad hoc committee meetings, as the work will be reviewed at the Commission level from this point forward.

9.C Public Relations & Legislative Plan for Airport Master Plan

City Manager Stiles introduced the item, noting his recommendation that the Airport Master Plan process warrants a significant investment to ensure effective and coordinated communication, education, and public input opportunities for all stakeholders in the Coachella Valley. He introduced Trevor Daley, representing Daley Strategies, who is the consultant for the public relations and legislation plan.

Mr. Daley provided a summary of his professional experience, which included past work at Los Angeles International Airport and with elected legislators.

Commissioner Pye stated that the Airport Master Plan is an important topic for stakeholders in her jurisdiction, as the Airport is a significant asset to the local tourism economy.

9.D Taxiway Rehabilitation Project

Assistant Airport Director Keating provided a summary of the project, noting that the contract award to Matich Corporation to rehabilitate the taxiway was approved at the previous evening's City Council meeting. The rehabilitation was recommended as a result of the Airfield Pavement Condition Index. The project costs will be offset by a Federal Aviation Administration (FAA) grant and project work is contemplated to start in August with a five-to-six-month completion schedule.

9.E Outbound Baggage Handling System Update

Ryan Evers, AECOM representative, provided a brief update on the Outbound Baggage Handling System project, currently redesigned to align with the Airport Master Plan to

ensure a holistic solution. He summarized the current design milestones, including those for TSA approvals and submission of stakeholders. He summarized the ongoing coordination taking place with the Master Plan consultant, the Gensler architects, and with the City of Palm Springs.

In response to an inquiry from Commissioner Wiseman, Mr. Evers stated he would provide follow up data concerning the length of time the temporary facility would be needed; however, he did estimate it would likely be approximately nine months.

Chairman Corcoran inquired whether any work had been done to try and recoup the costs from the previous baggage claim system which did not work. City Attorney Holm responded that the matter had been presented to the City Council, however he would have to research and follow up with the Commission as to the final result.

In response to an inquiry from Commissioner Feltman, Mr. Evers confirmed this work does not intersect with parking and is all on the airside, however, there may be brief impact to the executive parking location during a phase of the installation.

9.F Marketing and Air Service Update

There were no questions related to the information presented in the agenda packet.

9.G Measure J Update

Director of Finance Mooney provided a brief update on Measure J, noting that he is also the City staff liaison to the Measure J Commission. He reported the FAA issued a ruling that if the City collects sales tax on aviation fuel, the collected money must be set aside for Airport projects or operations. He provided historical information, noting the City has been collecting $200,000 annual and setting it aside since 2017. He conducted additional research due to recent increases in sales tax revenue, and discovered additional funds had been collected and set aside. The current plan is to collect approximately $500,000 per year until sales tax revenues begin to decrease. An audit of the collected funds will be conducted and more accurate information will be presented to the Commission as to the total amount available in the restricted fund for Airport projects and operations.

Chairman Corcoran stated that the Commission had previously conducted a prioritization exercise as related to various Airport projects and suggested a process that could result in enhancements that would make a difference to Airport customers. He suggested the Commissioners begin thinking about projects or operational enhancements for discussion at a future meeting, once the final numbers are provided by the City.

Mr. Mooney noted the Airport Commission can jointly recommend projects with the Measure J Commission to the City Council for their consideration, but the City Council is the only body which can act to approve projects or allocate funding.

9.H Parking Rate Analysis

This item was considered after Item 9.I.

Airport Administration Manager Carpenter reported that because of the Commission's concerns about impacts of increasing the daily parking rate, the City contracted with Frasca & Associates, LLC to complete a review of the parking rate structure at the Airport. Ms. Carpenter provided an overview of the results presented in the agenda report, noting that the economy parking lot was not evaluated, nor will its rate be changed. The study only focused on Lots A through D. The analysis included review of rates at seven other airports and noted that the daily rate has not been changed since 2018. Ms. Carpenter reported the potential increased revenues could assist in offsetting costs related to future parking lot improvements.

Ms. Carpenter continued her report noting that the analysis results recommended increasing the rates to $24 as the proposal to the City Council for their consideration. She noted the legal posting requirements as related to fee increase consideration at public meetings and also recommended that an analysis be conducted every two years.

Commissioner Wiseman suggested that the Commission also consider seasonal rates. Discussion ensued on the rate structure, including the importance of signage directing customers to various parking lots, conducting a study every two years, and rounding up the CPI increase amount.

Discussion ensued concerning the proposed increase to $24. Ms. Carpenter confirmed the consultant had originally stated an increase to $26 was justified based upon their analysis.

Commissioner Wiseman stated the parking lots are a finite resource and should be priced according to the market to ensure best and efficient use of the resource.

In response to an inquiry from Commissioner McDermott, Ms. Carpenter responded that the consultant took all factors into consideration and that $26 was the better rate. Commissioner and staff discussion ensued concerning the benefits of recommending two different rates for City Council consideration.

Commissioner Feltman proposed a motion to establish the $26 daily rate across the board and when new technology is established, the Commission can take a look at congestion pricing or distance-based pricing.

Commissioner Feltman left the meeting at approximately 7:58 p.m.

ACTION: Recommend to the City Council the approval of the recommended parking rate ($26). **Moved by Commissioner Hedrick, seconded by Commissioner Wise, and unanimously approved noting the absence of Commissioners Delgado, Feltman, and Park.**

9.I Turo Update

Airport Administration Manager Carpenter requested this item be considered earlier in the meeting and it was considered after Item 9.G. She noted that the Commission had recommended to the City Council that they approve an agreement with TURO in December 2023. Ethan Dunkle, representing Turo, provided an update as to the status of the project.

Ethan Dunkle, representing Turo, provided a brief summary of the service, which is the world's largest car sharing marketplace, similar to AirBnB, but for vehicles. He provided a summary of the one-year pilot program, including the negotiated fees with the Airport, currently established as 10% of all gross booking revenue and full cost for any use of the parking facilities. He provided trip, booking dates, and vehicles requested data and total revenue paid to the City of Palm Springs, estimated at approximately $600,000 in calendar year 2024. Commissioners expressed their support for the success of the program and the various opportunities to enhance passenger experience.

Commissioner Martin requested clarification as to the economic benefits to the City with Turo as compared to traditional rental car options. Mr. Dunkle noted Turo pays 10% of its gross revenues earned at the Airport to the City, along with the full cost of any Airport parking facilities utilized. The traditional rental car agencies have a different cost model with the City, which includes leasing space, and it is not an "apples to apples" comparison. However, he believed that rental car agencies are paying approximately 15% to the City, and that Turo may be paying more overall.

Ms. Carpenter noted the pilot project with Turo was intended to provide rental vehicle options to Airport customers and not disincentivizing rental car agencies. The fee structures are different, but the 10% is the same for Turo and for rental car companies.

Commissioner Martin requested a report at the end of the one-year pilot program to compare the difference of what the City is receiving from Turo and the rental car agencies.

In response to an inquiry from Commissioner Caldwell, Mr. Dunkle explained how the Turo app determines whether the customer request is within the Airport.

Commissioner Young suggested taking services like Turo into consideration when determining long term plans for parking needs, particularly as it relates to competing services such as rental car companies.

In response to inquiries from Commissioner Ebensteiner, Mr. Dunkle provided detail as to Turo's permit agreement with various Airports and Turo's ongoing campaign to permit every airport in the United States. He also noted that Turo self-reports their Airport-related bookings and revenues to the City and they are working to verify the accuracy of the reported information. Turo provides a monthly report to the City of every Airport transaction which includes license plate number, owner IDs, time of booking, time out, and every piece of data currently collected.

9.J Financial Summary Update

There were no questions related to the information presented in the agenda packet.

9.K Noise Committee Update

Chairman Corcoran noted there were only two military jet noise complaints and nothing of significance. The Enterprise car washing noise issue appears to be resolved.

9.L Concessions Update

There were no general questions related to the information presented in the agenda packet.

In response to an inquiry from Chair Corcoran, Assistant Airport Director Keating responded the design and permitting process as related to the Movie Colony Canteen will take some time and is now scheduled in March 2025.

Chairman Corcoran expressed support and excitement for the scheduled opening of Cactus to Clouds in August. He suggested a quick walk through of the concession after the September meeting.

9.M Smoking Ordinance Update

City Attorney Holm reported on the development of an ordinance controlling smoking at the Airport, which was presented to the Commission earlier this year. It is proposed that smoking will only be allowed in specifically designated areas for staff and for the public. The ordinance will include language that allows for the change of designated smoking areas without having to update the ordinance each time. The ordinance will be presented to the City Council at the next available meeting date after publication deadlines are met.

9.N Projects and Airport Capital Improvement Program Update

Airport Executive Director Barrett will present this item at the September meeting.

10. EXECUTIVE DIRECTOR REPORT:

Airport Executive Director Barrett will present this item at the September meeting.

11. COMMISSIONERS REQUESTS AND REPORTS:

Chair Corcoran requested an update concerning the contract between the Arts Commission and the Art Museum. He also requested scheduling an item concerning temporary art installations at the Airport.

Airport Administration Manager Carpenter announced staff will send a “save the date” for the Strategic Business Plan Strategy Session, Master Plan Workshop, and Project Review which will be held on Thursday, September 12, 2024, from 9:00 a.m. to 5:00 p.m.

12. REPORT OF COUNCIL ACTIONS:

12.A. Past City Council Actions
12.B. Future City Council Actions

13. RECEIVE AND FILE:

It was reported that due to this meeting being moved up a week, the regular airline activity report will be presented at the September meeting and will include the activity for June, July, and August.

14. COMMITTEES:

14.A Future Committee Meetings
14.B Committee’s Roster

Chairman Corcoran requested the Commissioners review the roster and provide their top two or three preferences to Ms. Brown as soon as possible. The Chairman and Vice Chairman will review the requests and provide their assignment recommendations at a future Commission meeting.

ADJOURNMENT:

The Airport Commission adjourned at 8:12 P.M. to a Regular Meeting on September 18, 2024, at 5:30 P.M.

Christina Brown
Executive Program Administrator

AIRPORT COMMISSION

MINUTES OF THE SPECIAL MEETING OF THE AIRPORT COMMISSION OF THE PALM SPRINGS INTERNATIONAL AIRPORT

Thursday, September 12, 2024 – 9:00 A.M.

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1. **CALL TO ORDER:**

   Chairman Corcoran called the Airport Commission Special meeting to order at 9:05 a.m. The meeting was held in person and via videoconference.

2. **POSTING OF AGENDA:** Posted September 5, 2024

3. **ROLL CALL:**

Commissioner's Present:

Daniel Caldwell (Palm Springs)	Tracy Martin (Palm Springs)
Kevin Corcoran (Palm Springs) - Chairman	Samantha McDermott (Palm Springs)
Brian Ebensteiner (Palm Springs)	Christian Samlaska (Cathedral City)
Ken Hedrick (Palm Springs)	Kevin Wiseman (Palm Desert)
Geoffrey Kiehl (La Quinta)	Keith Young (Rancho Mirage)

Commissioners Absent: Dave Banks (Palm Springs), Robert Berriman (Indian Wells), Todd Burke (Palm Springs), Denise Delgado (Coachella), David Feltman (Palm Springs) Margaret Park (Riverside County), Jan Pye (Desert Hot Springs), Rick Wise (Indio) and J. Craig Fong (Palm Springs)

Staff Present:
Harry Barrett, Jr. Executive Director of Aviation
Jeremy Keating, Assistant Airport Director
Daniel Meier, Deputy Director of Aviation, Marketing and Air Service
Victoria Carpenter, Airport Administration Manager
Ramon Sanchez, Airport Operations Manager
Oscar Verdugo, City Attorney
Christina Brown, Executive Program Administrator
Andrew LeCompte, Executive Administrative Assistant

Others Present:
Ryan Hayes, Mead & Hunt, Inc.
Brian Carranza, Mead & Hunt, Inc.
Stephanie Nikho, Mead & Hunt, Inc.
Debby Chen, Daley Strategies
Mark Waier, Daley Strategies

Paul Clark, InterVistas
Samuel Alexander, InterVistas
Josh Cohn, InterVistas
Steve Domino, InterVistas
Steven Deregowski, InterVistas

4. ACCEPTANCE OF AGENDA:

ACTION: Accept the Agenda as presented. **Moved by Commissioner Caldwell, seconded by Commissioner Hedrick, and unanimously approved noting the absence of Vice Chairman Burke, Commissioners Banks, Berriman, Delgado, Feltman, Park, Pye, Wise and Fong**

5. PUBLIC COMMENTS: None

6. DISCUSSION AND ACTION ITEMS:

6.A Strategic Plan Workshop

Executive Director of Aviation Barrett provided opening comments and thanked all in attendance for dedicating their time to the special meeting. Mr. Barrett provided the history of the Airport's lack of direction and structure prior to him assuming his role, and his outlook and expectations for the Airport now and in the future. Mr. Barrett stated that the reason behind the meeting was to create an outline for the Strategic Plan for the Airport over the next few years. Chairman Corcoran welcomed the new Commissioners and explained their role in this meeting.

Paul Clark, representative for InterVistas, provided a summary of his background. Mr. Clark explained the importance of creating a Strategic Plan and the role of the Airport staff and Airport Commissioners. Mr. Clark laid out the timeline for completing the 5-Year Strategic Plan, and he noted that the City would need to approve the Strategic Plan. Mr. Clark noted that he would also be asking for input from the Airport Commission on finalizing the new Vision, Mission and Values Statements for the Airport.

Mr. Clark provided an overview of the six areas of the Strategic Plan: 1) Hierarchy of Organization Management Planning; 2) Framework Elements for the Airport 2025-2029 Strategic Plan; 3) Process on Strategic Plan Development for the Airport; 4) Structure of the Airport 2025-2029 Strategic Plan; 5) Stakeholder Engagement on the Airport Strategic Plan; and 6) Airport 2025-2029 Strategic Plan: Program Roadmap. Mr. Clark noted that they were in Phase 3 of 4 of the Program Roadmap.

Mr. Clark reviewed the new Vision, Mission and Values Statements for the Airport, and he emphasized the importance of the input from the Airport Commission. Commissioner Wiseman suggested that the word exceptionalism used in the proposed Values Statement be reconsidered due to the possible negative connotation currently associated with the word, more specifically the potential negative political negative connotation. Mr. Barrett agreed

that these points needed to be considered before finalizing the Values Statement.

Commissioner McDermott asked if the new Vision, Mission and Values Statements had been shared with the Airport employees and tenants. Mr. Clark stated that a staff survey was sent out to Airport employees encouraging them to share their input on the values of the Airport. Mr. Clark also noted that the new Vision, Mission and Values Statements had been finalized and shared for the first time and that input from employees and possibly tenants would come later. Commissioner McDermott also noted that she disagreed with Commissioners Wiseman's concerns regarding the word exceptionalism and that she would concede to the use of exceptional in its place which may be a better option. Commissioner Hedrick stated that he agreed with Commissioner Wiseman's concern regarding the word exceptionalism, and he offered the alternative of the word leader in its place.

Commissioner Samlaska commented that the terms safety and security should be included in any Mission Statement. Commissioner Pye offered her support for the use of the word exceptionalism. Commissioner Martin challenged Mr. Clark and his team to consider having the new Vision, Mission and Values Statements encompass Airport staff and the tenants and their staff. Commissioner Kiehl emphasized the importance of employee and customer safety being included in the new Vision, Mission and Values Statements. Chairman Corcoran stated that the Airport should strive to model itself after Singapore Changi Airport and its emphasis on customer experience and service. Chairman Corcoran stated that the new Vision, Mission and Values Statements should have more emphasis on customer experience and service.

Mr. Clark reviewed the 5-Year Strategic Priorities. Commissioner Wiseman commented that sustainability should include the word growth. Mr. Clark said that sustainability is used as a broader term to encompass more than growth and other areas of importance that need to be sustainable. Commissioner McDermott agreed with Commissioner Wiseman that growth is an important component, and she also noted that growth can be an embedded aspect of many of the Strategic Priorities. Mr. Clark said that growth would be highlighted when applicable and in the definition of the Strategic Priorities. Commissioner Pye commented that the definitions of the Strategic Priorities need to be future focused as a current definition may have different meaning in the future. Mr. Clark commented that the definitions will always be evolving.

Mr. Clark noted that there was a 3-month plan on immediate and longer-term initiatives and milestones with expected completion in December 2024. Mr. Barrett thanked the Airport Commission for their input and stated that there would be continued internal discussions, the Commissioner's suggestions would be considered, and once the internal discussions were completed and the Strategic Plan is finalized, those findings would be shared with the Airport Commission.

6.B Master Plan Workshop

Ryan Hayes, Brian Carranza & Stephanie Nikho, representatives of Mead & Hunt Inc., introduced themselves and provided some background regarding their roles with the Master Plan. Mr. Hayes reviewed some of the history regarding proposals that were previously shared with the City Council and their support of the Master Plan with exceptions of concerns surrounding the Rental Car Center (RCC), primarily traffic impacts and the aesthetics of adding a multi-level complex to the front of a historical building. Mr. Hayes stated that the purpose of the presentation was to present the North and South alternatives to the Commission and for the Commission to decide on which alternative to recommend to the City Council with a traffic and visual impact analysis.

Mr. Carranza presented concept drawings of South Side Alternative 1 (SSA 1), South Side Alternative 2 (SSA 2), South Side Alternative 3 (SSA 3), North Side Alternative 1 (NSA 1), and North Side Alternative 2 (NSA 2) for the RCC. Chairman Corcoran asked for clarity on NSA 1 and how many levels would be underground. Mr. Hayes stated that two levels of NSA 1 would be underground with three levels above ground. Commissioner McDermott asked if the NSA 1 with its underground component has been vetted for earthquake safety. Chairman Corcoran reiterated the importance of earthquake safety. Mr. Hayes responded that it had not been discussed at this time.

Chairman Corcoran shared that NSA 1 had historically been the preferred option and that the concerns the City Council has had with NSA 1 and the concessions that have been made to address those concerns. Commissioner Martin stated his concerns with the South Side options taking away surface parking options for passengers. Mr. Carranza and Mr. Hayes addressed this concern by showing that additional surface parking and roadways would be added to the north end of the property if a South Side Alternative was chosen.

Commissioner Hedrick addressed the concerns regarding transportation from surface parking lots that are not in front of the terminal and are a great distance away from the terminal. Executive Director of Aviation Barrett addressed Commissioner Hedrick's concerns by stating that three electric shuttle buses were being purchased to provide transportation from the surface lots. Commissioner Hedrick expressed further concerns regarding shuttle buses, and he suggested an underground pathway for passengers and additional covered parking alternatives. Mr. Hayes mentioned that the City Council made it clear that no structures could be erected in front of the terminal and any additional parking structures would have to be placed on the south side of the property and would necessitate shuttle buses. Mr. Carranza reiterated this and reviewed benefits and constraints.

Commissioner Ebensteiner asked if there were any revenue differences between the alternatives, specifically related to parking and rental car revenue and what the traffic impacts were for the alternatives. Mr. Hayes stated that once the Commission selects a preferred North and South Alternative, the traffic analysis would be completed for each alternative. Commissioner McDermott asked the Airport leadership if they had a preferred alternative. Mr. Barrett stated that the

preferred alternative was NSA 1. Chairman Corcoran asked for a review of the pros and cons of the South Alternatives (SSA). Mr. Carranza reviewed the pros and cons for each SSA.

Chairman Corcoran asked what the potential cost would be if the Airport were to acquire land for SSA 2. Mr. Barrett stated the land was last acquired for between $8 to 9 million and the estimated cost to purchase the land would be around that or slightly higher. Chairman Corcoran asked Mr. Hayes and Mr. Carranza for their preferred SSA. Mr. Hayes stated that their preference was SSA 2. Chairman Corcoran asked that Commission to think towards the future as the need for surface parking could change in the next 10 to 15 years, as the transportation preference could shift towards ride sharing and automated taxis.

Commissioner Caldwell asked if the RCC could be a four-level structure instead of five. Mr. Hayes said that it was possible. Commissioner Wiseman asked if there was any sense if there would be any differences in traffic impacts for the different SSA's. Mr. Carranza stated that the sense was that traffic impacts for all the SSA's would be comparable to one another. Commissioner Kiehl stated that when the alternatives are presented to the City Council, the alternatives should be presented in a simplified and precise manner to reduce push back from the City Council.

Commissioner Hedrick asked if the RCC would be self-funded or if there would be a reliance on City funding. Mr. Barrett stated that an analysis is being conducted regarding how the RCC will be funded. Chairman Corcoran stated that more information regarding the findings of the funding analysis will be presented at an upcoming Airport Commission meeting. Chairman Corcoran stated a final recommendation will be made on the SSA at the next Airport Commission meeting.

6.C CIP Programming Workshop

Josh Cohn, representative for InterVistas, presented the Airport's primary project goals for the next 5 years and the 5-Year Capital Improvement Program and Plan. Steven Deregowski, representative for InterVistas, reviewed the Guiding Principles for the Capital Improvement Program and Plan which included the following six Capital Improvement Program Categories: 1) Airfield Infrastructure; 2) Landside Infrastructure; 3) Airport Fleet Vehicles; 4) Terminal; 5) Airport Facilities; and Planning, Environmental & Contingency. Mr. Deregowski explained what each of the categories were aiming to accomplish over the next 5 years and the projected costs.

Commissioner Hedrick asked for an explanation on what exactly the CoGen Utilities Improvement/Central Utility Plant (CoGen) is. Executive Director of Aviation Barrett stated that the Airport currently shares the CoGen with the City and that the goal was to build a CoGen exclusively for the Airport to improve efficiency for the Airport and cut the reliance on the Cities CoGen. Commissioner Hedrick asked what type of energy the Airport CoGen would use. Mr. Barrett stated that it was still in the developmental stage and that it had not been determined. Commissioner Martin asked for details on the Airport Drainage Master Plan. Mr. Barrett stated that there currently wasn't any detail available for the Airport

Drainage Master Plan.

Mr. Deregowski defined the Implementable Program Schedule, and he reviewed the Project Lifecyle. Commissioner Hedrick inquired if there were any external reviews required for any of the projects. Mr. Barrett stated that depending on what the project is and if there is Federal Aviation Administration (FAA) funding involved, it could require multiple external reviews from State and Federal agencies.

Commission Ebensteiner asked how the projects were being funded; General Fund or Grants and how they were being ranked by need. Airport Administration Manager Carpenter clarified that the Airport does not use City General Funds and that the Airport generates its own revenue and therefore is considered an Enterprise Fund. Ms. Carpenter said that the funding for projects is dependent on the type of project and that some projects will be dependent on Federal funding. The FAA in some cases will cover 90% of the project funding and the Airport would be responsible for the remaining 10%. Ms. Carpenter explained that the Airport submits annually an Airport Capital Improvement Program (ACIP) to the FAA to secure funding for projects. Mr. Barrett noted that projects must also be vetted and approved by the Airport's signatory airlines.

Mr. Deregowski reviewed the key dates of the Airport Improvement Program (AIP), and he shared the Detailed Program Schedule Snapshot which included each project and their individual timeline. Mr. Deregowski highlighted Select Project Schedules and their timelines. Commissioner McDermott called out the need for the Airport to hire additional staff to meet the needs of the projects, and she inquired about the status of staffing. Mr. Barrett stated that with the completion of the Master Plan schedule, staff can now determine where the staffing gaps are and the Airport can begin staffing up, and he said that staff was also looking at potential supplemental staff augmentation for operational readiness and that there would be one team responsible for capital projects and another team responsible for the day-to-day operations at the Airport.

Mr. Deregowski reviewed the Schedule and Defining Actions. Mr. Cohn mentioned that the schedule is a living document, it is constantly updated, and it is never static as they meet with Airport staff weekly to review and update the needs of each of the projects. Mr. Deregowski reviewed an example of the Project One-Pager and a step-by-step analysis of how to read the documents. Mr. Deregowski mentioned that the Project One-Pagers are also living documents and constantly updated. Chairman Corcoran asked for comments and questions.

Commissioner Wiseman complimented the InterVistas team on how impressive and organized the One-Pager document was. Chairman Corcoran asked what the biggest risk factors were for the projects. Mr. Cohn commented that besides funding, it would be staff resources to execute all the projects. Commissioner Hedrick inquired if City Council needs to approve each project and if there were any foreseeable issues with getting any of the projects approved by the City Council. Mr. Barrett stated that it was a hybrid process, and that the City Council approves some projects during the budget approval process, while other projects, depending on their size, need to be individually approved by the City Council. Mr.

Barrett stated that none of the projects were controversial and that he didn't foresee any issues with getting the projects approved by the City Council.

Chairman Corcoran commented on the challenges related to staffing and finding individuals with the background and expertise to fill the staffing needs for the projects and that there were ongoing meetings with Human Resources, the City Manager and Mr. Barrett to figure out how to fill the vacant positions to fulfil the needs for the all the projects. Commissioner McDermont asked for some clarity regarding where the Airport stands with other similar sized regional airports and their staffing challenges in comparison to the Airport. Mr. Barrett stated that the two biggest challenges for the Airport is pay and skillset. Mr. Cohn stated that this is an issue as well with other airports he works with across the country with one of the major factors being that airports can't compete with private businesses and what they are able to offer in salaries.

Chairman Corcoran reiterated all the challenges with hiring staff for projects and that they will continue to work with Human Resources to find solutions to the hiring challenges. Chairman Corcoran asked the InterVistas team if the hiring challenges could be part of their scope of work. Mr. Cohn stated it is not a part of their current contractual work with the Airport. Mr. Clark stated in his experience, this is the case as well. Chairman Corcoran asked if the hiring challenges warranted its own official plan. Mr. Clark commented this would be a good idea. Mr. Barrett agreed this would be a good idea as well.

Commissioner Martin asked if there would be any throw away projects once the Master Plan starts being implemented. Mr. Deregowski stated that the projects would all remain and have a life cycle that includes the Master Plan.

7. **COMMISSIONERS REQUESTS AND REPORTS:** None

ADJOURNMENT:

The Airport Commission adjourned at 2:09 P.M. to a Regular Meeting on September 18, 2024, at 5:30 P.M.

_____
Andrew LeCompte
Executive Administrative Assistant

PALM SPRINGS FIRE DEPARTMENT

FIRE STATION 2

- Built in 1976
- 300 N El Cielo Rd
- Truck 2: Captain, Engineer, 2 Firefighers
- 3 ARFF Units: Captain, 3 Engineers

24 – 7 AIRPORT EMERGENCY SERVICES

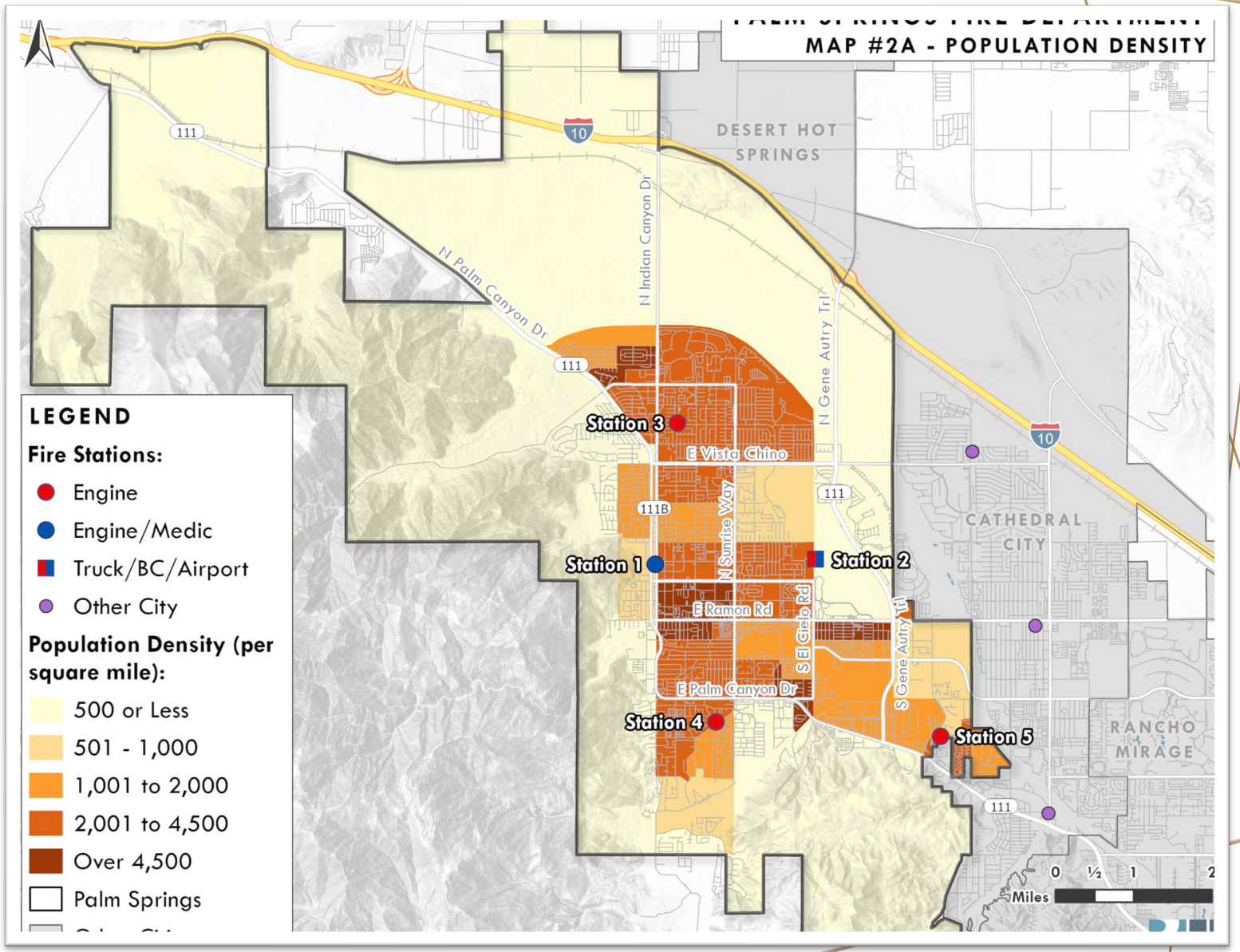
STANDARD OF COVER

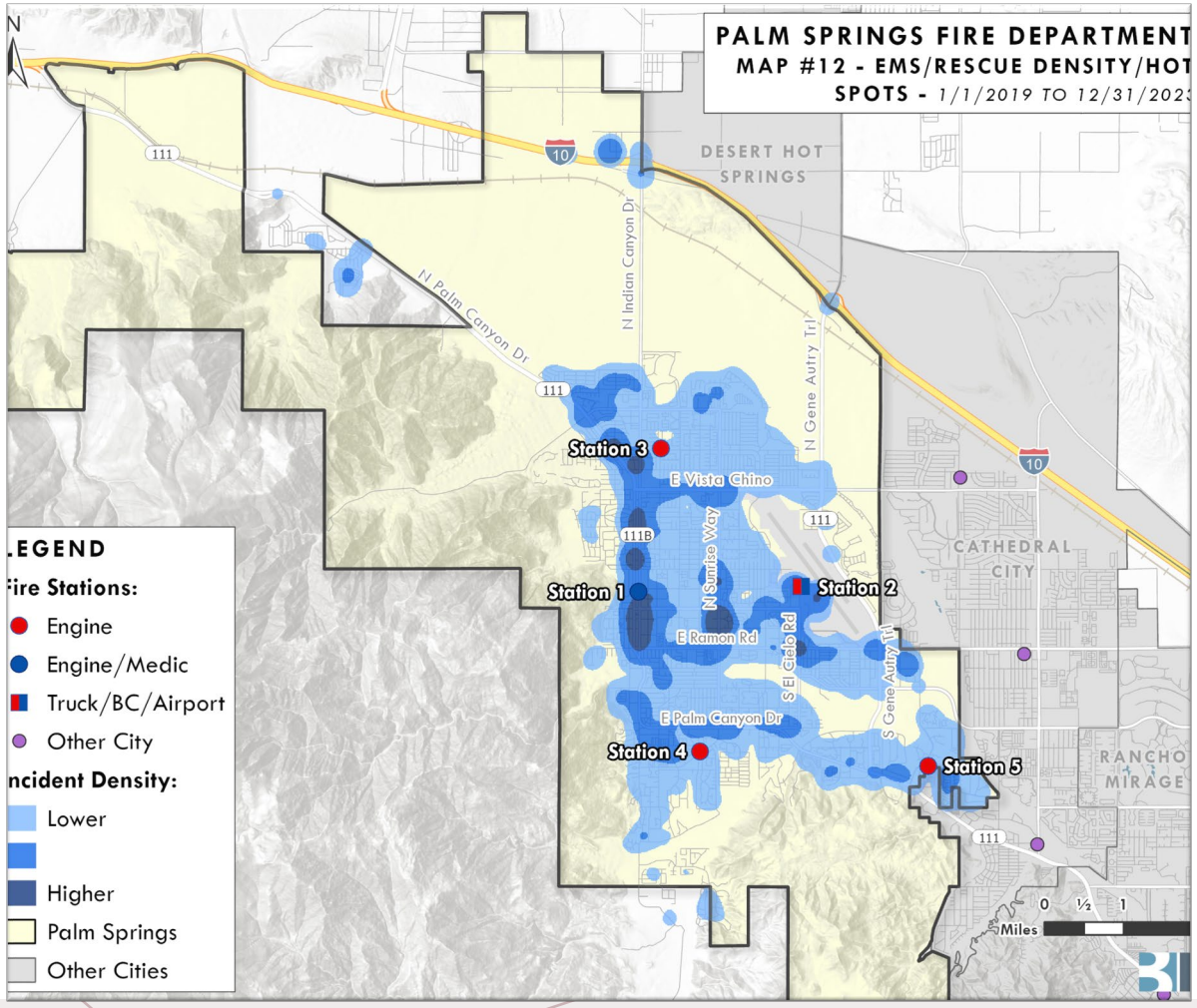
- To ensure timely Fire and Emergency Response to all parts of Palm Springs

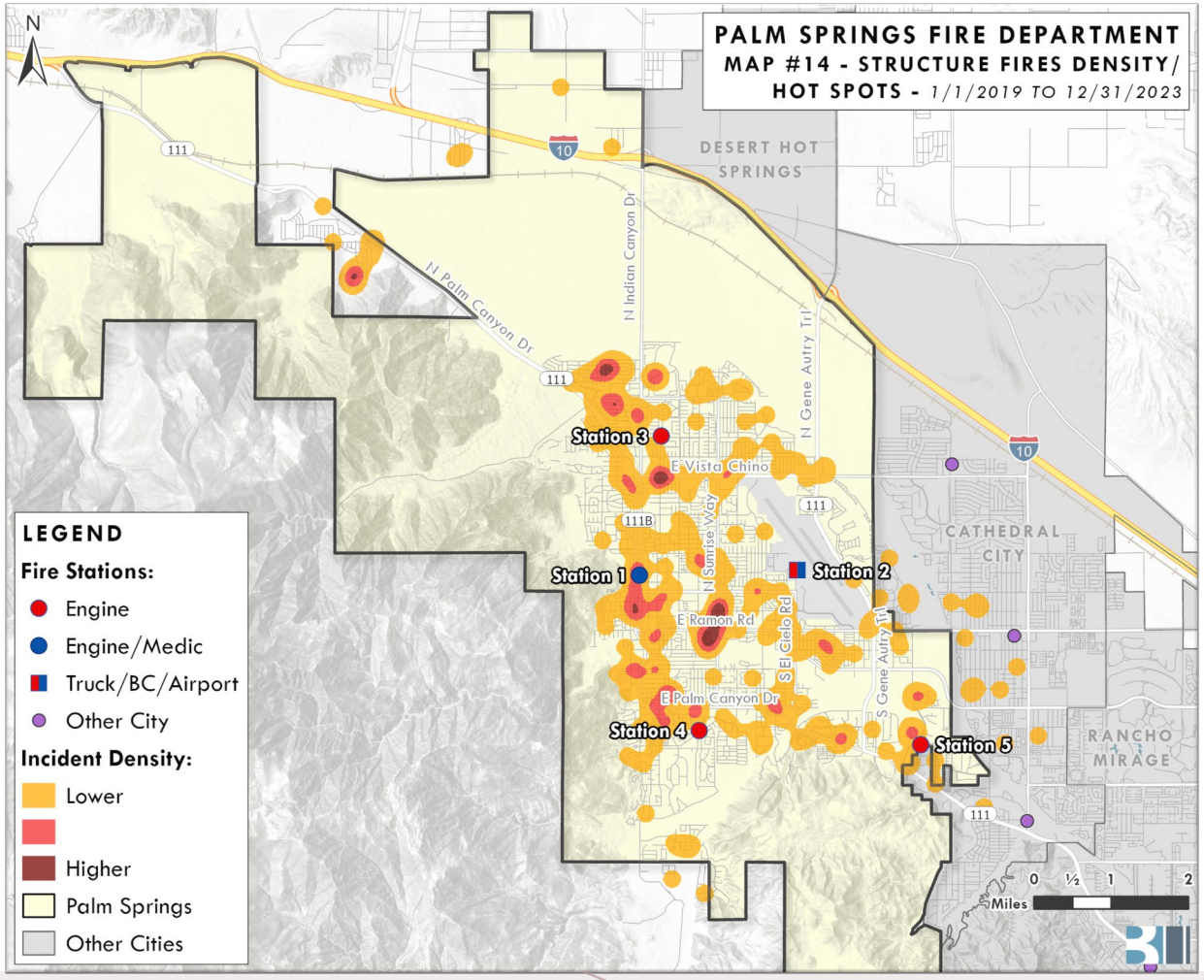
ONE PS NEIGHBORHOOD POPULATION

Neighborhoods over 4,500

- North of Station 3
  - Mountain Gate
- South of Station 1
  - Baristo
  - Warm Sands
- South of Station 2
  - Demuth Park
- East of Station 4
  - Los Compadres
  - Melody Ranch
  - Araby Cove

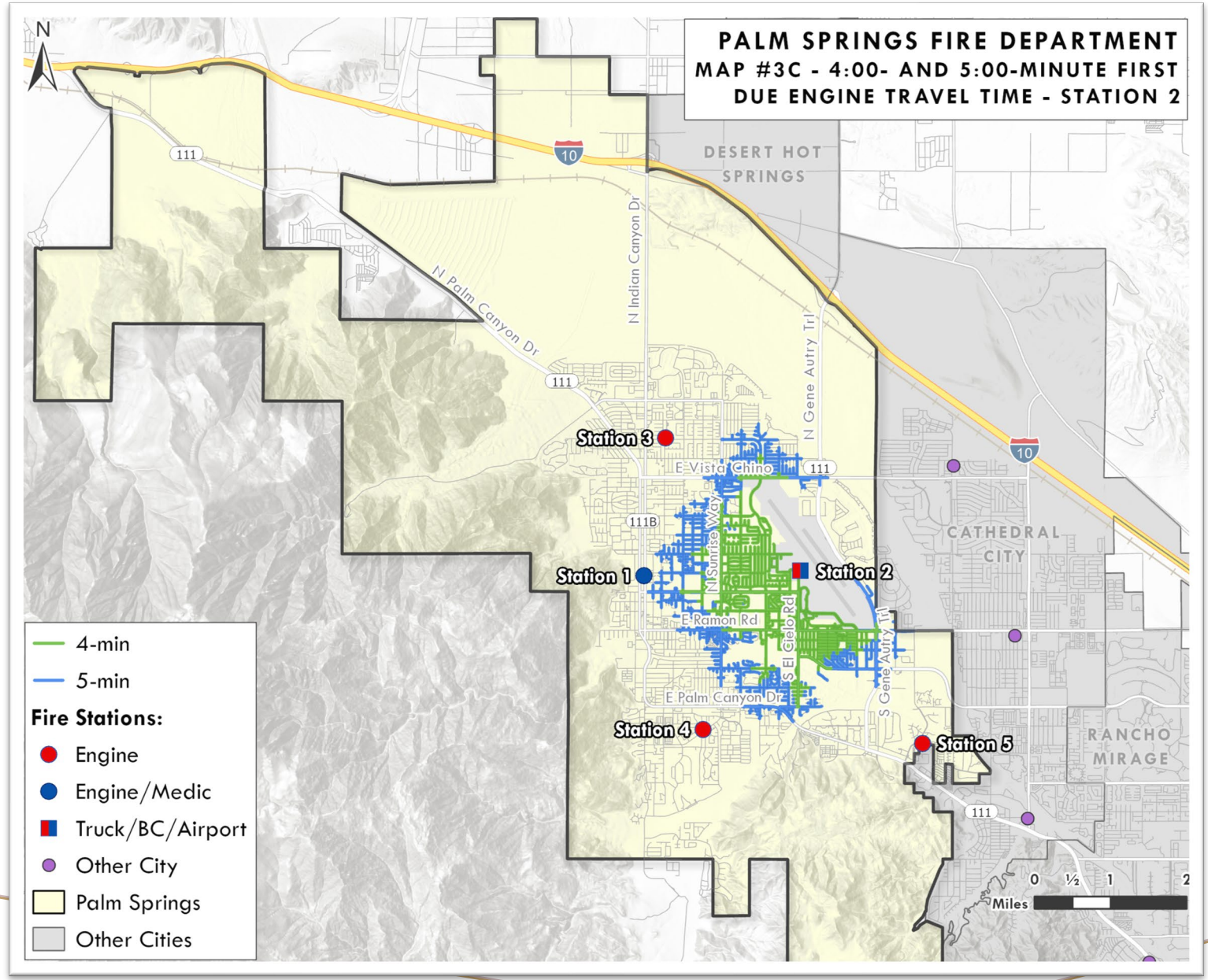






EMS CALLS AND FIRE CALLS

STATION 2 FIRST DUE ENGINE TRAVEL TIME



THANK YOU

- Chief Paul Alvarado
- 760-323-8181
- Paul.Alvarado@palmspringsca.gov

City of Palm Springs

Department of Human Resources
3111 East Tahquitz Canyon Way • Palm Springs, CA 92262
Tel: 760-323-8215 • Fax: 760-322-8287 • TDD (760)864-9527

DATE: November 7, 2024

TO: Harry Barrett, Executive Director of Aviation

FROM: Paola Rafael, Human Resources Specialist

SUBJECT: Department of Aviation Recruitment Activity Report

MEMORANDUM

This memorandum serves as a formal Department of Aviation recruitment activity report from September 2023 to present day. The data will be presented as follows:

I. UNFILLED AND FILLED POSITIONS
II. LENGTH OF TIME UNFILLED POSITIONS HAVE BEEN VACANT
III. AVERAGE TIME TO FILL POSITIONS
IV. VACANT POSITIONS BY CATEGORY

I. UNFILLED AND FILLED POSITIONS

For fiscal year 2024-2025 the Department of Aviation has a total of 107.5 allocated positions. Of the 107.5 allocated positions **79.0 positions are filled** and **28.5 positions are unfilled**. In addition, the Department has 33.0 funded positions housed in other City departments of which **30.0 positions are filled,** and **3.0 positions are unfilled**. Please refer to Attachment 1, for a complete list of unfilled and filled positions.

Unfilled positions:

- Airport Operations Aide (12.0) **
- Airport Operations Specialist II (2.0)
- Airport Safety Management Systems Manager*
- Airport Security Manager
- Commercial Vehicle Operator (5.0)
- Custodian (2.5) **
- Deputy Director of Planning and Engineering*
- Executive Program Administrator**
- Innovation & Strategic Implementation Administrator*
- Maintenance Electrician**
- Maintenance Technician II

Unfilled Aviation funded positions:

- Emergency Management Program Specialist
- Learning and Leadership Program Manager
- Climate Action and Sustainability Specialist*

(*) Denotes recruitment is in progress.

(**) Denotes recruitment has been concluded and new hires are undergoing the pre-employment process.

II. LENGTH OF TIME UNFILLED POSITIONS HAVE BEEN VACANT

The following table shows the current unfilled advertised positions, the date the recruitment opened for applications, and the number of days from open to today, November 7, 2024. Recruitments that are exceeding the average time to fill have been impacted by several factors not limited to; candidates requesting start date accommodations, limited applicant pools, general availability to conduct interviews, and other recruitment challenges for complex executive positions.

POSITION TITLE	RECRUITMENT OPEN DATE	DAYS FROM OPENING TO 11/07/2024
Airport Operations Aide**	08/01/2024	98 days
Airport Safety Management Systems Manager	07/15/2024	115 days
Climate Action and Sustainability Specialist	11/07/2024	0 days
Deputy Director of Planning and Engineering	Advertised from: 09/13/2023 – 10/20/2023 01/24/2024 – 06/26/2024 07/29/2024 – 09/02/2024	421 days
Executive Program Administrator**	06/13/2024	147 days
Innovation & Strategic Implementation Administrator	09/30/2024	38 days
Maintenance Electrician**	08/26/2024	73 days

*** Recruitment has concluded, and new hires are currently in the pre-employment process with an anticipated start date in December 2024.*

III. AVERAGE TIME TO FILL POSITIONS

The recruitment data shows that from September 2023 to present, positions are being filled on average within **99 days**. This average is calculated from the date a recruitment opens for applications to the hire date. The following is a breakdown of the various steps that occur within these 99 days.

a. **Advertising:** Position is advertised and is open for applications.
b. **Application Review:** Recruiter conducts an application screening against the position's minimum requirements.
    - On average, aviation recruitments receive 64 applications per posting.
    - Since September 2023, aviation recruitments have received a total of 1,478 applications.
c. **Recruitment Examination(s):** Recruiter coordinates the recruitment examination components to establish an eligibility list.
d. **Referral and Selection Interviews:** Recruiter refers eligible candidates to the hiring manager and hiring manager schedules and conducts selection interviews.
e. **Selection:** Hiring manager makes selection(s) and forwards a new hire personnel action (PA) form to Human Resources.
f. **Conditional offer and pre-employment process:** Recruiter extends a conditional offer of employment and coordinates pre-employment appointments as follows:
    - SIDA Badge application and fingerprint appointment
    - Pre-employment physical appointment
    - Background check
g. **Clearance and Start Date:** Recruiter monitors appointments and clearances, once new hires clear all components the recruiter will confirm a start date with the new hire based on availability and notice.

IV. VACANT POSITIONS BY CATEGORY

1. **Senior Leadership (1.0)**
    - Deputy Director of Planning and Engineering
2. **Middle Management (5.0)**
    - Airport Safety Management Systems Manager
    - Airport Security Manager
    - Executive Program Administrator ***(new hire confirmed start date of 12/02/2024)***
    - Innovation & Strategic Implementation Administrator
    - Learning and Leadership Program Manager
3. **Frontline (25.5)**
    - Airport Operations Aide (12.0) ***(10 positions to be filled by 12/02/2024)***
    - Airport Operations Specialist II (2.0)
    - Climate Action and Sustainability Specialist
    - Commercial Vehicle Operator (5.0)
    - Custodian (2.5)
    - Emergency Management Program Specialist
    - Maintenance Electrician
    - Maintenance Technician II

Sincerely,

Paola Rafael

PAOLA RAFAEL
Human Resources Specialist

ATTACHMENT 1

CITY OF PALM SPRINGS Dept. of Aviation Funded Position Allocation & Vacancy Report FY2024-25

Dept./Classification	*Vacant*	*Filled*	*Allocated*
AVIATION			**107.50**
Airport Administration		*Section Total*	**17.00**
Executive Director PS International Airport	0.0	1.0	1.00
Assistant Airport Director	0.0	1.0	1.00
Airport Safety Management Systems Manager	1.0	0.0	1.00
Deputy Director of Planning & Engineering	1.0	0.0	1.00
Aviation Planner	0.0	1.0	1.00
Innovation & Strategic Implementation Administrator	1.0	0.0	1.00
Project Manager	0.0	1.0	1.00
Executive Program Administrator	1.0	1.0	2.00
Executive Administrative Assistant	0.0	1.0	1.00
Deputy Director of Aviation - Marketing	0.0	1.0	1.00
Marketing & Communications Specialist	0.0	2.0	2.00
Airport Administration Manager	0.0	1.0	1.00
Administrative Specialist	0.0	1.0	1.00
Administrative Assistant	0.0	2.0	2.00
Control Center Operations		*Section Total*	**40.00**
Airport Operations Manager	0.0	2.0	2.00
Airport Security Supervisor	0.0	1.0	1.00
Airport Security Manager	1.0	0.0	1.00
Airport Operations Supervisor	0.0	4.0	4.00
Airport Operations Specialist II	2.0	3.0	5.00
Airport Operations Specialist I	0.0	15.0	15.00
Airport Operations Aide	12.0	0.0	12.00
Terminal Operations		*Section Total*	**50.50**
Maintenance Superintendent	0.0	1.0	1.00
Maintenance Supervisor	0.0	4.0	4.00
Maintenance Coordinator	0.0	2.0	2.00
Maintenance Electrician	1.0	1.0	2.00
Maintenance Electrician HVAC	0.0	2.0	2.00
Maintenance Technician, Senior	0.0	1.0	1.00
Maintenance Technician II	1.0	2.0	3.00
Maintenance Technician I	0.0	4.0	4.00
Maintenance Worker, Lead	0.0	2.0	2.00
Maintenance Worker I	0.0	11.0	11.00
Industrial Technician, Lead	0.0	1.0	1.00
Industrial Technician	0.0	4.0	4.00
Commercial Vehicle Operator	5.0	0.0	5.00
Custodian	2.5	6.0	8.50

CITY OF PALM SPRINGS Dept. of Aviation Funded Position Allocation & Vacancy Report FY2024-25

Dept./Classification	*Vacant*	*Filled*	*Allocated*
	Vacant	*Filled*	*Allocated*
Totals	**28.5**	**79.0**	**107.50**
ENGINEERING SERVICES			**1.00**
Engineering Services		*Section Total*	1.00
Civil Engineer, Senior (funded in Aviation)	0.00	1.00	1.00
FINANCE & TREASURY			**1.00**
Accounting & Accounts Receivable		*Section Total*	1.00
Accountant (funded in Aviation)	0.00	1.00	1.00
FIRE			**13.00**
Fire Administration		*Section Total*	1.00
Emergency Management Program Specialist (funded in Aviation)	1.0	0.0	1.00
Airport Rescue Firefighting		*Section Total*	12.00
Fire Captain	0.0	3.0	3.00
Fire Engineer (includes Paramedic classification)	0.0	9.0	9.00
HUMAN RESOURCES			**2.00**
Human Resources		*Section Total*	1.00
Human Resources Specialist (funded in Aviation)	0.0	1.0	1.00
Worker's Compensation		*Section Total*	1.00
Learning and Leadership Program Manager (funded in Aviation)	1.0	0.0	1.00
INFORMATION TECHNOLOGY			**5.00**
Information Technology		*Section Total*	5.00
Information Technology Network Engineer (Funded in Aviation)	0.0	1.0	1.00
Information Technology Technician (Funded in Aviation)	0.0	4.0	4.00
POLICE			**10.00**
Airport Security		*Section Total*	10.00
Police Officer (Aviation - TSA) (includes Senior & Master Officer classifications)	0.0	2.0	2.00
Police Officer (Aviation) (includes Senior & Master Officer classifications)	0.0	7.0	7.00
Police Sergeant (Aviation) (includes Sergeant II & III classifications)	0.0	1.0	1.00
SUSTAINABILITY			**1.00**
Office of Sustainability		*Section Total*	1.00
Climate Action and Sustainability Specialist (funded in Aviation)	1.00	0.00	1.00
	Vacant	*Filled*	*Allocated*
Totals	**31.5**	**109.0**	**140.50**

REV 11/7/2024

ITEM 11.A - PAST CITY COUNCIL ACTIONS

Airport Commission Meeting of November 20, 2024

- **October 24, 2024**
- **Enpro Elevator, Inc. – Contract Services for three elevator retrofits**

ITEM 11.B - FUTURE CITY COUNCIL ACTIONS

Airport Commission Meeting of November 20, 2024

November 21, 2024

- Kincaid Industries, Inc. – Contract Services for On-Call Plumbing Maintenance and Installation Services
- Carahsoft Technology Corp. – Cooperative Agreement for Airport Flight Display Systems (FIDS) software & equipment and Gate Management, Part 139 Inspection Management System, Asset Management System, and Computerized Maintenance System software.
- Allied Universal Security Services – Contract Services for Aviation Worker and Inbound Cargo Screening
- Robinson Handling Technology USA, Inc. – Contract Services for Baggage Handling System Parts

Palm Springs International Airport

MONTHLY PASSENGER ACTIVITY REPORT - 2024

	Enplaned			Deplaned			Total Passengers		
	2024	2023	**% Change**	**2024**	2023	**% Change**	**2024**	2023	**% Change**
January	167,926	169,746	-1.1%	168,852	171,910	-1.8%	336,778	341,656	-1.4%
February	186,052	184,973	0.6%	196,544	188,877	4.1%	382,596	373,850	2.3%
March	238,473	223,314	6.8%	234,499	226,832	3.4%	472,972	450,146	5.1%
April	202,219	200,753	0.7%	180,068	178,600	0.8%	382,287	379,353	0.8%
May	127,314	129,695	-1.8%	119,176	116,491	2.3%	246,490	246,186	0.1%
June	68,656	71,635	-4.2%	62,983	66,826	-5.8%	131,639	138,461	-4.9%
July	56,556	63,647	-11.1%	56,149	60,689	-7.5%	112,705	124,336	-9.4%
August	58,673	59,309	-1.1%	59,410	59,947	-0.9%	118,083	119,256	-1.0%
September	69,900	73,813	-5.3%	72,788	77,748	-6.4%	142,688	151,561	-5.9%
October		126,702	-100.0%		133,106	-100.0%	-	259,808	-100.0%
November		162,180	-100.0%		165,290	-100.0%	-	327,470	-100.0%
December		158,245	-100.0%		166,997	-100.0%	-	325,242	-100.0%
Year to Date	**1,175,769**	**1,624,012**	**6.6%**	**1,150,469**	**1,613,313**	**7.5%**	**2,326,238**	**3,237,325**	**7.0%**

Palm Springs International Airport

Best Month Comparison

ENPLANEMENTS

	2020	2021	2022	2023	2024	Vs Best Mo
Jan	136,157	39,614	118,204	**169,746**	167,926	-1.1%
Feb	156,909	57,530	142,206	184,973	**186,052**	0.6%
Mar	113,166	107,577	202,993	223,314	**238,473**	6.8%
Apr	5,811	111,376	185,946	200,753	**202,219**	0.7%
May	10,751	92,820	123,736	**129,695**	127,314	-1.8%
Jun	14,827	66,885	**73,861**	71,635	68,656	-4.2%
Jul	17,231	65,869	**68,071**	63,647	56,556	-11.1%
Aug	18,389	58,793	**65,368**	59,309	58,673	-1.1%
Sep	23,087	65,682	**79,599**	73,813	69,900	-5.3%
Oct	41,597	108,923	120,659	**126,702**		-100.0%
Nov	52,874	135,677	160,129	**162,180**		-100.0%
Dec	41,517	136,897	**159,846**	158,245		-100.0%
TOTAL	**632,316**	**1,047,643**	**1,500,618**	**1,624,012**	**1,175,769**	
% Chg.	-50.89%	65.68%	43.24%	8.22%		

TOTAL PASSENGERS

	2020	2021	2022	2023	2024	Vs Best Mo
Jan	276,099	79,082	237,388	**341,656**	336,778	-1.4%
Feb	320,906	120,657	292,336	373,850	**382,596**	2.3%
Mar	198,850	214,477	403,883	450,146	**472,972**	5.1%
Apr	10,082	215,777	358,115	379,353	**382,287**	0.8%
May	19,154	174,535	233,239	246,186	**246,490**	0.1%
Jun	28,748	129,872	**142,524**	138,461	131,639	-4.9%
Jul	33,776	129,463	**133,664**	124,336	112,705	-9.4%
Aug	36,482	117,952	**129,952**	119,256	118,083	-1.0%
Sep	47,915	136,666	**162,834**	151,561	142,688	-5.9%
Oct	88,777	225,991	247,457	**259,808**		-100.0%
Nov	108,043	271,944	319,237	**327,470**		-100.0%
Dec	83,262	276,527	321,215	**325,242**		-100.0%
TOTAL	**1,252,094**	**2,092,943**	**2,981,844**	**3,237,325**	**2,326,238**	
% Chg.	51.17%	67.16%	42.47%	8.57%		

Palm Springs International Airport

ACTIVITY BY AIRLINE
SEPTEMBER 2024

	Enplaned			Deplaned			Total			(E & D)
AIRLINES	**2024**	**2023**	**% Change**	**2024**	**2023**	**% Change**	**2024**	**2023**	**% Change**	**Market Share**
Air Canada	**-**	**-**	**0.0%**	**-**	**-**	**0.0%**	-	**-**	**0.0%**	**0.0%**
Alaska	10,857	11,493	-5.5%	11,618	12,779	-9.1%	22,475	24,272	-7.4%	15.8%
American	15,109	15,596	-3.1%	16,659	15,246	9.3%	31,768	30,842	3.0%	22.3%
Avelo	64	-	0.0%	42	-	0.0%	106	-	0.0%	0.1%
Delta Air	314	392	-19.9%	430	671	-35.9%	744	1,063	-30.0%	0.5%
SkyWest (Delta Connection)	4,569	5,050	-9.5%	5,028	5,299	-5.1%	9,597	10,349	-7.3%	6.7%
SkyWest (United Express)	5,639	9,630	-41.4%	5,668	10,039	-43.5%	11,307	19,669	-42.5%	7.9%
SkyWest (AA)	4,056	3,055	32.8%	3,157	2,997	5.3%	7,213	6,052	19.2%	5.1%
Southwest Air	13,589	19,382	-29.9%	13,669	20,799	-34.3%	27,258	40,181	-32.2%	19.1%
United	10,878	4,656	133.6%	10,878	4,971	118.8%	21,756	9,627	126.0%	15.2%
WestJet	4,207	4,058	3.7%	4,980	4,366	14.1%	9,187	8,424	9.1%	6.4%
Allegiant Air	**-**	**-**	**0.0%**	**-**	**-**	**0.0%**	-	**-**	**0.0%**	**0.0%**
Flair	-	-	0.0%	-	-	0.0%	-	-	0.0%	0.0%
JetBlue	-	-	0.0%	-	-	0.0%	-	-	0.0%	0.0%
MN Airlines (Sun Country)	618	501	23.4%	659	581	13.4%	1,277	1,082	18.0%	0.9%
Charters	-	-	0.0%	-	-	0.0%	-	-	0.0%	0.0%
TOTAL	**69,900**	**73,813**	**-5.3%**	**72,788**	**77,748**	**-6.4%**	**142,688**	**151,561**	**-5.9%**	**100.0%**

Palm Springs International Airport

ENPLANED & DEPLANED PASSENGERS - FY 2024 2025

ENPLANED PASSENGERS

Airlines	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Air Canada	-	-	-										-
Alaska	10,396	10,382	10,857										31,635
American	10,690	13,027	15,109										38,826
Avelo Air	601	570	64										1,235
Delta Air	-	-	314										314
SkyWest (Delta Connection)	3,943	3,846	4,569										12,358
SkyWest (United Express)	8,196	7,060	5,639										20,895
SkyWest (American Air)	5,661	4,407	4,056										14,124
Southwest Air	14,158	12,399	13,589										40,146
United	-	3,872	10,878										14,750
WestJet	2,911	3,082	4,207										10,200
Allegiant Air	-	-	-										-
Flair	-	-	-										-
JetBlue	-	-	-										-
MN Airlines (Sun Country)	-	28	618										646
Charters	-	-	-										-
TOTAL ENPLANED	**56,556**	**58,673**	**69,900**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**185,129**

DEPLANED PASSENGERS

Airlines	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Air Canada	-	-	-										-
Alaska	10,629	10,965	11,618										33,212
American	10,441	13,014	16,659										40,114
Avelo Air	586	576	42										1,204
Delta Air	-	-	430										430
SkyWest (Delta Connection)	3,870	3,829	5,028										12,727
SkyWest (United Express)	8,097	7,148	5,668										20,913
SkyWest (American Air)	5,413	4,593	3,157										13,163
Southwest Air	14,150	12,252	13,669										40,071
United	-	3,947	10,878										14,825
WestJet	2,963	3,059	4,980										11,002
Allegiant Air	-	-	-										-
Flair	-	-	-										-
JetBlue	-	-	-										-
MN Airlines (Sun Country)	-	27	659										686
Charters	-	-	-										-
TOTAL DEPLANED	**56,149**	**59,410**	**72,788**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**188,347**

TOTAL E & D	**112,705**	**118,083**	**142,688**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**373,476**

Palm Springs International Airport

PASSENGER ACTIVITY REPORT - FISCAL YEAR COMPARISON

	ENPLANED PASSENGERS							DEPLANED PASSENGERS							TOTAL PASSENGERS						
	FY '24-'25	% CHANGE	FY '23-'24	% CHANGE	FY '22-'23	% CHANGE	FY '21 -'22	FY '24 -'25	% CHANGE	FY '23-'24	% CHANGE	FY '22-'23	% CHANGE	FY '21 -'22	FY '24-'25	% CHANGE	FY '23-'24	% CHANGE	FY '22-'23	% CHANGE	FY '21 -'22
July	56,556	-11%	63,647	-6%	68,071	3%	65,869	56,149	-7%	60,689	-7%	65,593	3%	63,594	112,705	-9%	124,336	-7%	133,664	3%	129,463
August	58,673	-1%	59,309	-9%	65,368	11%	58,793	59,410	-1%	59,947	-7%	64,584	9%	59,159	118,083	-1%	119,256	-8%	129,952	10%	117,952
September	69,900	-5%	73,813	-7%	79,599	21%	65,682	72,788	-6%	77,748	-7%	83,235	17%	70,984	142,688	-6%	151,561	-7%	162,834	19%	136,666
October		-100%	126,702	5%	120,659	11%	108,923		-100%	133,106	5%	126,798	8%	117,068	-	-100%	259,808	5%	247,457	9%	225,991
November		-100%	162,180	1%	160,129	18%	135,677		-100%	165,290	4%	159,108	17%	136,267	-	-100%	327,470	3%	319,237	17%	271,944
December		-100%	158,245	-1%	159,846	17%	136,897		-100%	166,997	3%	161,369	16%	139,630	-	-100%	325,242	1%	321,215	16%	276,527
January		-100%	167,926	-1%	169,746	44%	118,204		-100%	168,852	-2%	171,910	44%	119,184	-	-100%	336,778	-1%	341,656	44%	237,388
February		-100%	186,052	1%	184,973	30%	142,206		-100%	196,544	4%	188,877	26%	150,130	-	-100%	382,596	2%	373,850	28%	292,336
March		-100%	238,473	7%	223,314	10%	202,993		-100%	234,499	3%	226,832	13%	200,890	-	-100%	472,972	5%	450,146	11%	403,883
April		-100%	202,219	1%	200,753	8%	185,946		-100%	180,068	1%	178,600	4%	172,169	-	-100%	382,287	1%	379,353	6%	358,115
May		-100%	127,314	-2%	129,695	5%	123,736		-100%	119,176	2%	116,491	6%	109,503	-	-100%	246,490	0%	246,186	6%	233,239
June		-100%	68,656	-4%	71,635	-3%	73,861		-100%	62,983	-6%	66,826	-3%	68,663	-	-100%	131,639	-5%	138,461	-3%	142,524
YTD	**185,129**	-89%	**1,634,536**	0%	**1,633,788**	15%	**1,418,787**	**188,347**	-88%	**1,625,899**	1%	**1,610,223**	14%	**1,407,241**	**373,476**	-89%	**3,260,435**	1%	**3,244,011**	15%	**2,826,028**

FIS Feasibility Study: Phase 2

Palm Springs International Airport

31 October 2024

visit greater palm springs

palm springs INTERNATIONAL AIRPORT

Item 12.C

InterVISTAS

Table of Contents

Table of Figures

Table of Tables

Introduction

Palm Springs International Airport (PSP) is partnering with Visit Greater Palm Springs (VGPS) to coordinate a two-phased study which would be used to support construction of a Federal Inspection Services (FIS) facility and fund associated U.S. Customs and Border Protection (CBP) personnel. The City of Palm Springs has also set a goal for PSP to expand international air service to Canada, Central America, South America, and Europe.

The scope for Phase 1 was focused on preparing five case studies that are appropriate comparators to PSP. The scope for Phase 2 is to provide a final analysis and business case with complete research consulting including data collection, tabulation, analysis, and reporting. This business case report presents the following key components to further understand and evaluate the feasibility of an FIS at PSP:

- A market analysis of passenger trends and airline growth at PSP.
- The economic impact of a FIS facility at PSP, including job creation and regional economic growth.
- Facility sizing and siting alternatives, including opportunities for supporting a temporary FIS facility while a permanent facility is being constructed.
- A scope and capability analysis focused on the ability of the airfield to accommodate larger aircraft.
- Financial considerations and high-level pro-forma evaluating potential FIS user fees.
- An environmental compliance assessment.
- A strategy for obtaining approvals for CBP officers at PSP for commercial flights.

This report is intended to provide the support and justification for an FIS facility. It is important to note that the PSP Master Plan is being prepared in parallel with the development of the FIS feasibility study. As such, recommendations and decisions made through the master plan may alter any siting analysis conducted as part of this this study and may drive different decision making on size, timing, and location of a future FIS facility.

1 International Market Analysis

1.1. Introduction/Purpose

An International Market Assessment identifying potential international passenger demand at Palm Springs International Airport (PSP) was conducted, quantifying the international passenger demand from within the PSP-defined catchment area. The analysis comprehensively examined international market dynamics, demand, and stimulation that would occur with international flights requiring FIS facilities operating from PSP and identifying those business cases that support the addition of FIS facilities. The assessment included forecasting international demand in a post-pandemic environment, with induced demand as well considerations made for prospective airline fleet and network strategies and the role PSP would play in such network strategies.

1.2. Methodology and Data

To quantify the full international passenger demand from the PSP defined catchment area, the analysis includes the combination of reported passenger demand and leaked demand from PSP.

- **Reported Demand** – The volume of passenger traffic that is officially recorded and reported by airlines and travel agencies. This data includes the number of tickets sold, the number of passengers flown, and the specific routes they travel. For this analysis, the Sabre Global Demand Database (GDD) was utilized.
- **Leaked Demand** – The volume of passenger traffic that originates from a particular catchment area but chooses to use airports outside of that area for their flights. This phenomenon occurs when passengers "leak" from their local airport to other, often larger airports for various reasons such as better flight options, lower fares, or carrier preference.

These two demand sets are then further separated into two different occurrences depending on where the traveler originates from or is destined for:

- **Outbound Leakage** – Passengers who travel from their home area to another airport to catch an international or domestic flight. For example, residents of Palm Springs might drive to Los Angeles International Airport (LAX) instead of flying from PSP. To support outbound leakage the analysis utilizes Origin and Destination (O&D) passenger data from the Sabre GDD, and zip-code level ticketing data from Airline Reporting Corporation (ARC) which provides detailed ticketing data from travel agencies and airlines, capturing information on the number of passengers and flights booked.
- **Inbound Leakage** – Passengers who originate outside the PSP catchment area and ultimately travel to the catchment area but choose to use an alternate airport. An example would be a passenger originating in London, UK and then taking a nonstop flight to LAX and driving to PSP.

For identifying inbound leakage, the analysis used the Sabre GDD as well as cell phone data provided by Azira (formerly Near) that can identify passengers traveling into the PSP catchment area that otherwise would not have been captured through traditional analysis. This is important as inbound leakage, particularly from international destinations, may occur at a higher rate than outbound leakage for several reasons:

Flight Availability and Connectivity – Major international airports often offer more nonstop flights to a wider range of destinations than smaller regional airports. This makes them more attractive for international travelers, leading to higher inbound leakage.

Pricing and Competition – Larger airports often have more competition among airlines, which can drive down ticket prices. International travelers looking for cost-effective options may choose flights that land at larger airports.

Facilities and Amenities – Larger airports typically offer better amenities, such as more dining and shopping options, lounges, and services that cater to international travelers. They also generally have more robust customs and immigration processes due to better staffing and infrastructure, which can be a deciding factor for international travelers. Larger airports are usually better connected to cities with extensive public transport options, making it easier for international travelers to reach their final destinations.

Brand Recognition and Trust – International travelers might prefer landing at well-known airports due to familiarity and perceived reliability. Larger airports often have more resources to provide additional customer service or service hours, which can be a significant factor for international travelers.

Travel Trends and Preferences – Major airports are often located in or near popular tourist destinations, attracting more inbound international travelers. Established travel routes and historical travel patterns can influence the choice of airport, with travelers opting for airports they have used before.

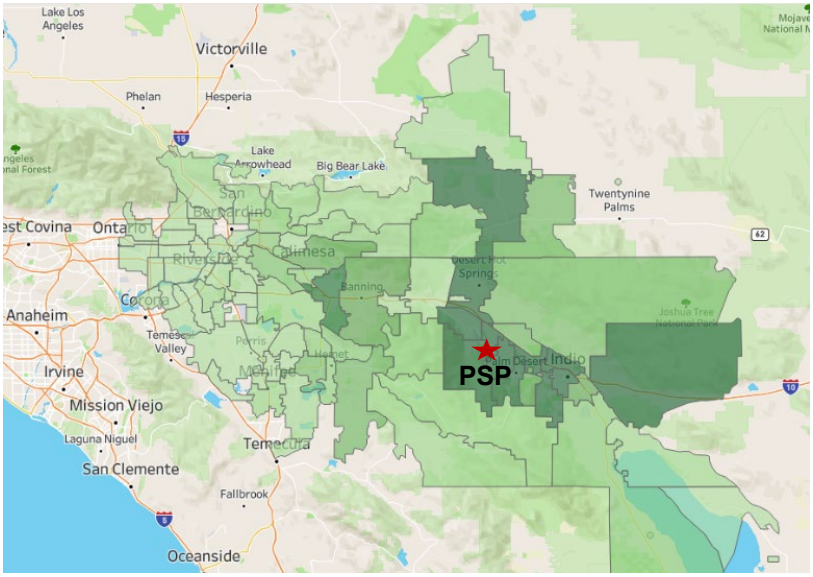
Local Airport Limitations – Smaller regional airports might have limited or no international facilities and services, compelling travelers to use larger airports.

Additionally, the analysis considered relevant travel trends such as the popularity of sun and Mexican beach destinations and the resurgence of European travel demand in the summer of 2023. This was particularly evident with the increase in flights to European destinations as travel restrictions eased and tourism rebounded bi-directionally to/from Europe. The addition of FIS facilities to John Wayne Airport, Orange County (SNA) and subsequent additions of flights to Mexico City (MEX), Cabo San Lucas (SJD) and Guadalajara (GDL) in 2012 provided a baseline for induced and incremental demand to Mexican markets. Additionally, the analysis projects eventual future flight operations and market demand for international routes to and from PSP. Use of cell phone data in the analysis revealed passenger drive volume to and from the potential PSP-defined catchment area to the Cross Border Xpress (CBX) facility on the border with Mexico and then flying from Tijuana International Airport (TIJ) as well as point-of-origin Mexico passengers flying into TIJ and then driving into the PSP area.

1.3. Catchment Study Area

The analysis studied a catchment area within a 90-minute drive time from PSP shown in **Figure 1-1**. Shaded areas indicate zip codes where ticketing data was composed of PSP originating passengers. Catchment areas are the geographic region surrounding an airport from which it draws its passengers. This area is typically defined by a certain driving time or distance, and includes all the towns, cities, and communities within that radius. The concept of a catchment area is essential for market studies as it helps identify the population and economic activities that influence demand for air travel.

Figure 1-1. PSP Defined Catchment Area – 90 Minute Drive



A market analysis can reveal patterns in travel behavior, preferences, and the likelihood of passengers choosing the airport over nearby alternatives. For instance, PSP considers cities like Palm Springs, Cathedral City, Rancho Mirage, Palm Desert, Indio, Riverside, San Bernardino, Redlands, Temecula, Hemet, and Moreno Valley within its 90-minute catchment area. These cities contribute to the airport's passenger volume and demand for services. Catchment areas rarely belong to one single airport and are often dependent on service options or type of traveler and may have fragmented demand split amongst alternative airports within or near this area, such as Ontario International Airport (ONT), John Wayne Airport (SNA), Los Angeles International Airport (LAX), San Diego International Airport (SAN), and Long Beach Airport (LGB) – these airports provide varying levels of domestic and international services which draw considerable traffic from PSP.

1.4. Analysis Findings

The assessment concluded there is considerable international demand to/from the PSP catchment area and a probable case for increased international FIS flights from PSP to include Mexico and European destinations. Additionally, the analysis showed high levels of leakage to other area airports with 80% of leaked passengers opting for LAX. The split to other leaked airports is shown in **Figure 1-2**.

In **Table 1-1** on the following page, reported, leaked, and total demand from the PSP catchment area are show by region.

Figure 1-2. PSP Catchment Area Top Leaked Airports

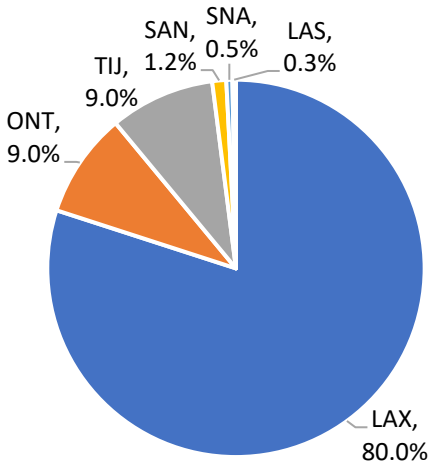


Table 1-1. PSP Demand to International Regions Passengers Per Day Each Way (PDEW)

	Mexico	Europe	Asia	Central America	Caribbean	South America	Middle East	Austral-asia
Reported Demand	53	57	11	6	8	7	2	2
Leaked Demand	622	404	194	172	140	108	87	43
Total	**675**	**461**	**205**	**178**	**148**	**115**	**89**	**45**

Mexico overall had significant demand with 675 Passengers Per Day Each Way (PDEW) from the catchment area to, primarily, Mexico City and the beach destinations of Cancun and Cabo San Lucas.

International demand post-pandemic has experienced an asymmetrical recovery as sun-destinations in Mexico as well as Mexican VFR passenger volume recovered quickly and passed 2019 levels for travel to/from the Los Angeles area as well as Palm Springs. YE August 2023 O&D passenger traffic to Mexico from Los Angeles area airports has increased 7% compared to 2019 nearing 5,800 PDEW. PSP – YE August 2023 Mexico O&D growth outpaced the Los Angeles area airports increasing nearly 15% compared to 2019 despite Mexico nonstop additions from Los Angeles airports. Mexican O&D growth from Los Angeles overall is substantial having increased 28% from 2015 and 140% from Palm Springs. There was a distinction in utilization of the CBX to Mexico VFR destinations such as GDL and Monterrey (MTY) vs. Los Angeles area airports or PSP to beach destinations. Limited itineraries options to top Mexico markets are driving customers to other markets, particularly to TIJ as the CBX provides similar drive time investment vs LAX with significantly lower fares and land-side customs clearance, which Mexico point-of-sale markets are more likely to utilize. Analysis shows approximately 90% of the Mexico market is leaking to competitive airports.

European demand amounted to over 400 PDEW and was relatively equally distributed amongst Europe's most populated countries – demonstrating the demand for eventual nonstop PSP – Europe service. The assessment revealed that European traffic to the PSP catchment area has largely recovered from 2019 levels and is paced to grow with currently 461 PDEW to/from European markets. 88% of European demand from the catchment area leaks to other airports, in particular LAX. While the United Kingdom composed the greatest number of passengers at 90 PDEW, the number of passengers was distributed well amongst the largest European countries with Germany at 84 PDEW, Italy at 70 PDEW and France at 62 PDEW. As such, European demand demonstrated is sufficient for widebody service to PSP. Given the fragmentation of demand from European countries, to ensure the highest connectivity and serve the greatest number of European destinations, this air carrier would ideally be a European network carrier with large amounts connecting opportunities from their European hub.

International Destination Findings. The analysis found considerable international demand requiring an FIS facility to/from the potential PSP-defined catchment area to include both Europe and Mexico:

- 1x daily, year-round, widebody flight to Europe – preferably on a European network carrier
- 1x daily, year-round, narrowbody flight to Mexico City (MEX/NLU)
- 1x daily, year-round, narrowbody flight to Cabo San Lucas (SJD)

- 1x daily, seasonal November – April, narrowbody flight to Puerto Vallarta (PVR)
- 1x daily, seasonal November – April, narrowbody flight to Cancun (CUN)

Figure 1-3. PSP Potential International Destinations

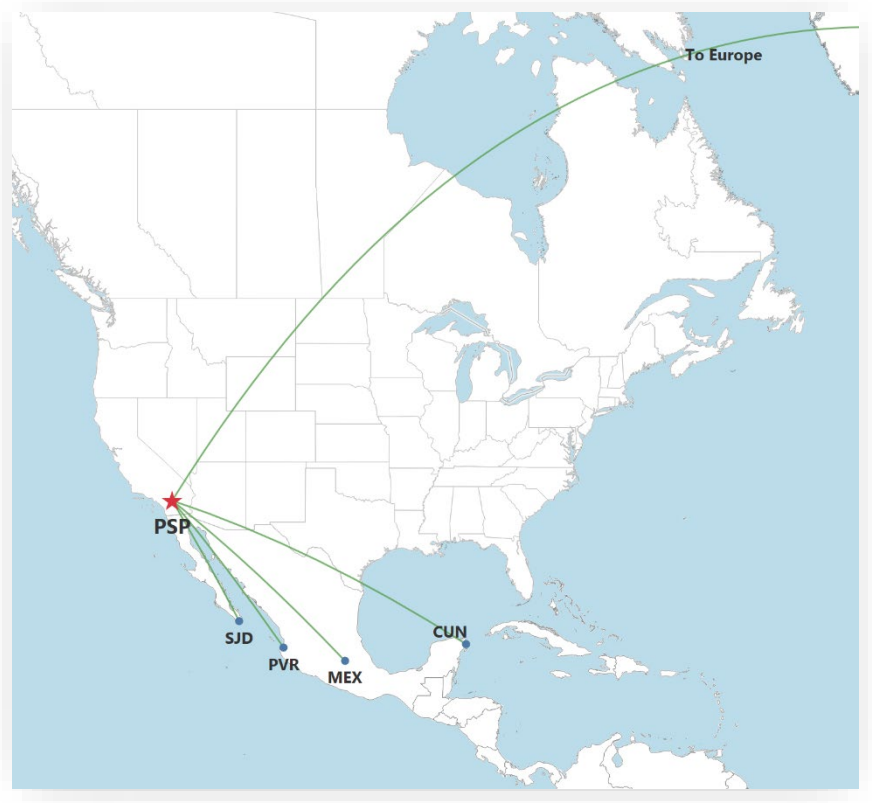


Table 1-2. Hypothetical Peak International Schedule

Equip *(a)*	Orig	Dep Time	PSP Time	Arr Time	Dest	Equip *(a)*	Ops/Week
			09:30	17:00	CUN	NB	7
			10:30	15:30	SJD	NB	7
NB	MEX	11:30	**14:00**				7
NB	PVR	13:00	**14:30**				7
			15:30	20:45	MEX	NB	7
			16:00	21:00	PVR	NB	7
WB	LHR	13:00	**16:00**				7
			18:00	12:30	LHR	WB	7
NB	SJD	17:30	**18:30**				7
NB	CUN	18:30	**21:00**				7

(a) NB = narrowbody aircraft, WB = widebody aircraft

2. Economic Impact Analysis

Each time a flight arrives and departs at Palm Springs International Airport (PSP), a diverse and significant number of individuals are involved in servicing the aircraft, as well as the passengers and cargo onboard. This includes employees onsite at the airport terminal such as airline gate agents, airline crew, ground handlers, air traffic controllers, cleaners, engineers, immigration and customs officers, retail cashiers, fixed base operators, airport management staff, and many more. There is also relevant direct employment at businesses that are located off airport, and the associated employment of ground transportation firms and accommodation providers that service airport passengers.

To gain an understanding of the effect that a new air service may have on the labor necessary to operate every aspect of a flight, economic impact studies examine the economic inputs and outputs of the air service. These analyses are called "micro" studies and assess the impacts associated with a given service to a particular destination.[1] The annual economic impact of five potential new air services to/from Europe and Mexico was measured to support the airport's assessment of a new Federal Inspection Services (FIS) facility at PSP.

2.1. Potential Passenger Air Services

The economic impact analysis is based on the contributions of the following new passenger air services at PSP that are forecast to begin operations at the airport with the establishment of a new FIS facility. Potential daily services to/from Europe, Mexico City, and Cabo San Lucas were analyzed as a year-round offering, while prospective seasonal services to/from Puerto Vallarta and Cancun were analyzed for the November 1st to April 30th period.

Table 2-1 summarizes details regarding the potential new air services at PSP that are likely to be facilitated by a new FIS facility. Altogether, the potential new air services would generate almost 1,460 additional annual flights and 514,120 annual passengers, approximately 89,360 of which would be non-local visitors.

[1] These studies do not quantify the full economic impact of the airport and its operations.

Table 2-1. Details of Potential Air Services at PSP Facilitated by New FIS Facility

Potential Air Service	Europe	Mexico City	Cabo San Lucas	Puerto Vallarta	Cancun
Aircraft Type	B787-9	A320	B737-900	B737-800	B737-800
Seat Capacity	275	186	180	170	170
Load Factor	86%	86%	88%	89%	88%
Estimated % Visitors	55%	40%	16%	18%	16%
Estimated Non-Local Visitors per Flight	130	60	30	30	20
Annual Estimated Total Visitors	47,480	23,350	9,250	4,940	4,340

Notes:

(a) Potential year-round air services to/from Europe, Mexico City, and Cabo San Lucas are assumed to operate seven flights per week (365 flights annually).

(b) Potential seasonal air services to/from Puerto Vallarta and Cancun are assumed to operate daily for the November to April period, inclusive (181 flights per year).

(c) Estimated non-local visitors per flight are calculated by multiplying the aircraft seat capacity by the load factor and the estimated percentage of visitors on board each flight. Annual estimated total non-local visitors are calculated by multiplying the number of estimated visitors per flight by the assumed flight frequency per year (i.e. multiplying the number of visitors per flight by 365 flights for the year-round services and by 181 flights for the seasonal services). *Figures may not be exact due to rounding.*

2.2. Assessing Economic Impact of Potential Passenger Air Services at PSP

Economic Impact Overview

Air services at PSP contribute directly to employment in the region, as well as the state Gross Domestic Product (GDP). More importantly, it also acts as an economic catalyst, facilitating the growth of regional businesses and industrial sectors.

Economic impact is a measure of the employment, spending and economic activity associated with a sector of the economy, a specific project (such as the construction of new infrastructure), or a change in government policy or regulation. In this case, the economic contribution of potential new passenger air services at PSP facilitated by a new FIS facility is being assessed.

Economic impact is most commonly measured in several ways, including employment, wages, GDP, and economic output, as summarized in **Figure 2-1**. Air services at PSP support both the local economy and the state economy. The importance of the aviation industry is highlighted by both the employment/wage impacts and the impacts on the greater economy, through both GDP and economic output.

Figure 2-1. Measurements of Economic Impact

Categories of Economic Impact

The three major components of economic impact are *direct, indirect, and induced impacts*. These distinctions are used as a base for the estimation of the total economic impact of potential passenger air services at PSP. Each of these three components requires different tools of analysis.

These categories of impacts are described below and summarized in **Figure 2-2**.

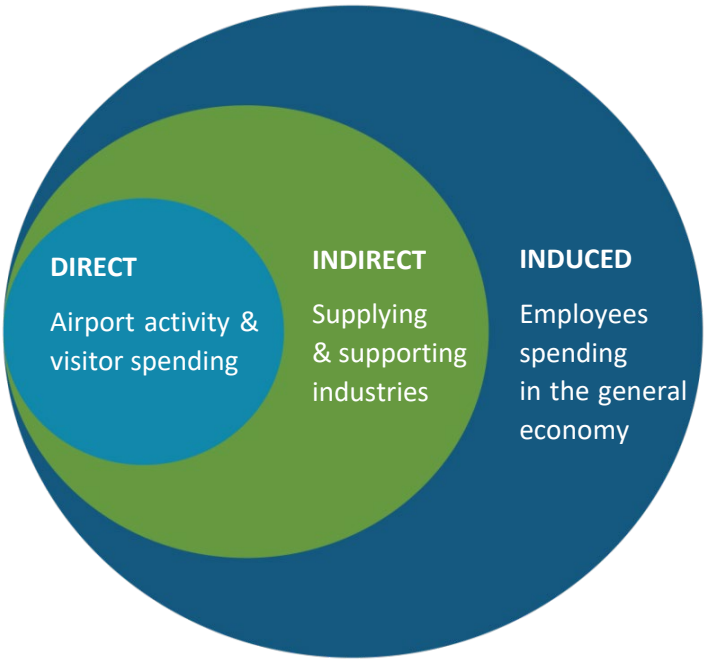
Direct impacts associated with activities directly related to the operation of the potential passenger air services. Thus, the direct employment base comprises airline employees, fixed base operators, aircraft maintenance, ground handling, customer service, airport management staff, etc.

Indirect impacts of industries that supply, support, or are wholly dependent on activities at PSP. For instance, indirect employment includes the portion of employment in supplier industries which are dependent on sales to the air transport sector, e.g., food wholesalers that supply food for catering on flights, aviation fuel providers, and IT suppliers.

Induced impacts created by the spending of wages, salaries, and profits earned through direct and indirect economic activities. It captures the economic activity generated by the employees directly or indirectly connected to the potential passenger air services spending their wages in the wider economy. For example, an airport employee might spend their wages on groceries, restaurants, childcare, dental services, home renovations and other items which, in turn, generates employment in a wide range of sectors of the general economy.

Total economic impacts as the sum of the direct, indirect, and induced impacts.

Figure 2-2. Categories of Economic Impact



Measuring Airport Operations Impacts

This component of the analysis examines the related activities and tasks that are associated with the landing, departure and turn of a single aircraft operation at the airport. This includes an assessment of direct labor hours related to handling passengers, cargo and the aircraft. The total labor is then annualized.

Airport operations impacts are based on an analysis of data collected from relevant service providers from prior studies conducted by InterVISTAS to estimate the employment attributable to the services to/from PSP. This includes estimates from airline staff on the time and resources required in processing a flight with respect to different tasks and functions that an airline needs to execute to turn an aircraft at the airport. The responses provided were then used as the primary inputs to model the total estimated amount of employment that is associated with a particular air service. Direct employment associated with the air service includes airline crew, ground handling, maintenance, airport staff members, etc.

Estimating Visitor Spending Impacts

Visitors arriving on the potential passenger air services will also spend money in the region on accommodations, food/beverage, retail, and local transportation, among others. The economic impact of inbound tourism spending by non-locals is also estimated.

Average visitor spending data was obtained from Visit California, as this was the most complete data source available for tourists arriving from Europe and Mexico by air.[2] Based on the data from Visit California, the long term average spend rate per European visitor is approximately $2,310, while the long term average spend rate per Mexico air visitor is $1,460.

[2] Visit California. California Travel-Related Spend & Visitation Forecast (Sept update)

Modelling Multiplier Impacts

While the direct employment impacts are based on primary data collected from interviews with air carriers and service providers from previous studies, such an approach is not practical for estimating indirect and induced economic impacts. Measuring the indirect and induced impacts is more challenging as it can involve a much wider range of businesses and activities.[3] Economic "ratio" multipliers are used to estimate indirect and induced economic impacts, as is common practice for economic impact studies. In addition, the direct income, Gross Domestic Product (GDP), and economic output contribution impacts are also estimated using economic multipliers.

Economic multipliers are typically based on Input-Output (I-O) models of the economy, which quantify the interactions between industries and economic sectors in the production process through the sales of one and the purchases of another. An I-O model is a representation of the flows of economic activity within a region or country, and measures the relationships between industrial sectors, including those between supplier industries and final producers. They trace the amount of intermediate goods and services used by an industry to produce its output. In other words, for airlines and airports, they quantify the interdependencies between the suppliers (e.g., aircraft manufacturers, fuel wholesalers) and the final demand for air service by passengers or shippers that is provided by airports and airlines. The number of required inputs (supplies) changes because of changes in the level of air services demanded and consumed (e.g., increases or decreases in airline passenger traffic and aircraft arrivals and departures). Each industry that produces goods and services generates demand for other goods and services and so on. The model captures what each business or sector must purchase from every other sector to produce a dollar's worth of goods or services.

Using such a model, movements of economic activity associated with any change in spending may be traced either forwards (spending generating income which induces further spending) or backwards (visitor purchases of meals leads restaurants to purchase additional inputs - groceries, utilities, etc.). By tracing these linkages between sectors, I-O models can estimate indirect and induced impacts. Using the I-O model, economic multipliers can be produced for employment, income, and GDP contribution, normally expressed in terms of a unit of direct impact (e.g., per direct job or per $ million of GDP). These multipliers are used to calculate the indirect and induced effects on jobs, income, and output generated per dollar of spending on various types of goods and services.

The economic multipliers used in this study were based on the 2022 Input-Output (I-O) multipliers maintained by IMPLAN for the State of California. These were the most current I-O multipliers available at the time of the study. The economic ratios and multipliers have been updated to reflect current price levels, but no structural changes have been made.

Tax Revenue Impacts

Air services at PSP, associated economic activity, and visitor spending impacts yield significant contributions to government revenues. Revenue contributions are divided into the three broad groupings, based on the origins of the resulting impacts:

1. **Taxes Related to Employee Compensation.** This category includes the federal, state, and local impacts of Social Insurance taxes paid by employers and employees associated directly or via multiplier

[3] A survey of indirect impacts would need to cover thousands of firms that have some sort of connection to airport activity, while for induced impacts, almost the entire economy would need to be scrutinized.

effects. It contains the tax impacts generated by retirement plans, temporary disability insurance, and workers' compensation payments. These taxes contribute largely to federal government streams; however, smaller contributions are made to state and local governments, as well.

2. **Taxes Related to Household Income.** This category contains the personal tax impacts generated by households related directly or via multiplier effects. They include all applicable personal income tax payments.
3. **Other Taxes and Fees.** These relate to taxes and fees that are paid by corporations and individuals to federal, state, and local levels of government. The state and local impacts contain fines and fee charges, motor vehicles licensing fees, property taxes, and other applicable taxes.

The tax impacts on federal, state, and local governments are based on 2022 tax rates and were estimated from the IMPLAN model.

2.3. Total Economic Impacts

This section summarizes the ***total*** economic impacts associated with all of the potential new passenger air services, including airport operations, visitor spending, and combined (airport operations + visitor spending). The ***total*** economic impact includes all potential passenger air services facilitated by a FIS facility and spending by all visitors onboard the flights, including passengers who would have otherwise visited the area by using other forms of transportation or flying to other airports.

Airport Operations Impacts

Employment associated with the new potential air services to/from PSP would generate approximately 220 full-time equivalents (FTEs) of direct local employment in the Coachella Valley region each year, earning wages estimated at $28 million. The new air services could generate $69 million in direct GDP and $122 million in direct economic output.

The total economic impact of the flights would also include indirect and induced effects. Indirect and induced impacts are those stimulated by the direct employment and activities at the airport (e.g., businesses that supply goods and services to the airport, and spending by airport employees). Considering multiplier effects (indirect and induced), the total economic impacts of the air service could support approximately 620 employees and contribute $124 million in GDP across the State of California.

Air services at PSP are also important generators of tax revenues to all levels of government. Total annual tax contributions are estimated at $35 million. State and local governments received $21 million (60%), and the federal government received $14 million (40%).

Visitor Spending Impacts

The visitors to the region arriving on the potential new air services are estimated to spend over $162 million. This tourism spending directly supports 1,370 employees and directly contributes $96 million in GDP to the state economy.

There are also indirect and induced economic impacts associated with visitor spending. These would include, for example, the suppliers to the hotel and restaurant industries that benefit from visitor spending. Further, hotel and restaurant employees spend their wages on other goods and services that create induced impacts. Including indirect and induced impacts, annual visitor spending associated with the potential new air services at PSP could support a total of 1,970 employees. Furthermore, over $176 million in total GDP will be contributed to the State of California's economy.

Tax revenue contributions associated with spending by visitors arriving on the potential new air services is approximately $43 million. The majority of taxes accrue to the federal government, accounting for 57% of the total tax revenues associated with visitor spending, while the remaining 43% is contributed to the state and local governments.

Combined Airport Operations and Visitor Spending Impacts

The combined economic impact for the potential new air services, which includes the impact of the airport related operations and visitor spending impacts, is shown in **Table 2-2**. The annual *combined direct* impacts are estimated to be 1,590 employees, roughly $90 million in wages, nearly $165 million in GDP, and approximately $268 million in economic output.

Including indirect and induced effects, the total annual combined impacts are estimated to be 2,590 employees, earning $167 million in total wages. The total combined contribution to the State of California's GDP and economic output is approximately $300 million and $500 million, respectively.

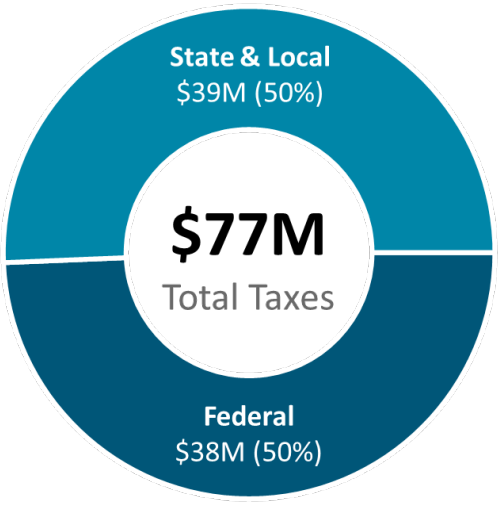
In total, federal, state, and local governments received about $77 million in tax revenues associated with the potential air services' operations and visitor spending. State and local governments received $39 million (50%), and the federal government received $38 million (50%). **Figure 2-3** provides a breakdown of total tax impacts by level of government.

Table 2-2. Annual Economic Impacts – Total

					
Airport Operations	*Direct*	*220*	*$28*	*$69*	*$122*
	Indirect	*210*	*$18*	*$29*	*$56*
	Induced	*190*	*$14*	*$25*	*$41*
	Total	*620*	*$60*	*$124*	*$219*
Visitor Spending	*Direct*	*1,370*	*$61*	*$96*	*$146*
	Indirect	*240*	*$21*	*$34*	*$61*
	Induced	*350*	*$25*	*$46*	*$75*
	Total	*1,970*	*$108*	*$176*	*$281*
Combined Impacts	*Direct*	*1,590*	*$90*	*$165*	*$268*
	Indirect	*450*	*$39*	*$63*	*$117*
	Induced	*540*	*$39*	*$71*	*$115*
	Total	*2,590*	*$167*	*$300*	*$500*

Note: Totals may not sum due to rounding.

Figure 2-3. Annual Tax Impacts – Total



2.4. New/Incremental Economic Impacts

This section summarizes only the ***new/incremental*** economic impacts associated with all the potential new passenger air services all together, including airport operations, visitor spending and combined (airport operations + new/incremental visitor spending). ***New/incremental*** economic impacts include all air services facilitated by a FIS facility and spending ***only of new visitors*** onboard the flights (approximately 8,250 new visitors) that would not have visited the area otherwise. The estimated annual new/incremental visitors and the percentage share of total visitors on board each potential new air service is provided in **Table 2-3**.

Table 2-3. Annual New/Incremental Visitors by Potential Air Service

Origin	New/Incremental Visitors	% New/Incremental Visitors
Europe	3,900	8%
Mexico City	2,220	9%
Cabo San Lucas	1,060	11%
Puerto Vallarta	570	11%
Cancun	500	11%

Airport Operations Impacts

As all of the potential air services would be new and are not operating at PSP currently, the incremental economic impacts associated with airport operations are the same as the total economic impacts in the previous section. This is estimated at 220 direct FTEs, earning $28 million in wages, and directly contributing $69 million in GDP and $122 million in economic output. Including indirect and induced multiplier impacts, the total airport operations impacts are assessed to be 620 employees and $124 million in GDP to the State of California.

In terms of tax revenue contributions, state and local governments received $21 million (60%), and the federal government received $14 million (40%). Together, total tax impacts are estimated at $35 million.

Visitor Spending Impacts

Approximately 9% of the total visitors would be incremental or new visitors who would not have visited the region otherwise. Thus, the tourism spending by these incremental visitors (estimated at approximately $15 million) and the associated economic activity would be all new economic impacts facilitated by the FIS facility. The ***incremental*** direct economic impacts are estimated to be 120 employees, $6 million in wages, $9 million in GDP, and $13 million in economic output.

There are also indirect and induced economic impacts associated with visitor spending. Including indirect and induced impacts, annual visitor spending associated with the ***incremental*** visitors onboard the potential new air services at PSP could support a total of 180 employees, $10 million in wages, nearly $16 million in GDP, and $25 million in economic output in the state.

Incremental tax revenue generated by the spending of new visitors is approximately $4 million. State and local governments comprise 43% of the incremental tax revenues associated with new visitor spending, with the federal government accounting for 57%.

Combined Airport Operations and Visitor Spending Impacts

The combined ***incremental*** economic impacts of the potential new air services at PSP, which includes the total impact of the airport related operations and ***new/incremental*** visitor spending impacts only, is shown in **Table 2-4.** The annual *combined direct* incremental impacts are estimated to be 340 employees, roughly $34 million in wages, $78 million in GDP, and approximately $135 million in economic output.

Including indirect and induced effects, the total annual combined ***incremental*** impacts are estimated to be 800 employees, earning $70 million in total wages. The total combined ***incremental*** contribution to the State of California's GDP and economic output is approximately $139 million and $244 million, respectively.

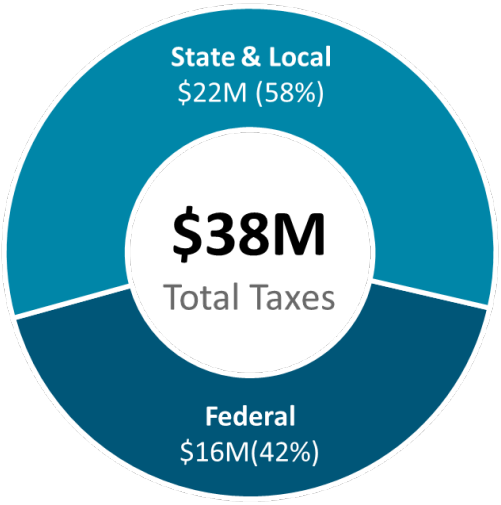
Incremental tax revenues to all levels of government associated with the potential new air services and the spending by new visitors to the region is estimated to be about $38 million. State and local governments received $22 million (58%), and the federal government received $16 million (42%). **Figure 2-4** provides a breakdown of total tax impacts by level of government.

Table 2-4. Annual Economic Impacts – New/Incremental

Airport Operations	*Direct*	*220*	*$28*	*$69*	*$122*
	Indirect	*210*	*$18*	*$29*	*$56*
	Induced	*190*	*$14*	*$25*	*$41*
	Total	*620*	*$60*	*$124*	*$219*
Visitor Spending	*Direct*	*120*	*$6*	*$9*	*$13*
	Indirect	*20*	*$2*	*$3*	*$6*
	Induced	*30*	*$2*	*$4*	*$7*
	Total	*180*	*$10*	*$16*	*$25*
Combined Impacts	*Direct*	*340*	*$34*	*$78*	*$135*
	Indirect	*230*	*$20*	*$32*	*$62*
	Induced	*220*	*$16*	*$29*	*$47*
	Total	*800*	*$70*	*$139*	*$244*

Note: Totals may not sum due to rounding.

Figure 2-4. Annual Tax Impacts – New/Incremental



3. High-level FIS Facility Sizing

As part of the business case for Palm Springs International Airport, there are a number of economic, tourism and air services benefits with having a CBP facility at Palm Springs International Airport. The CBP facility must, however, meet or exceed specifications for the requirements for passenger and baggage processing. The planning and design process for a comparable-sized facility typically spans 18-24 months, and includes a comprehensive collaboration between the airport, airport stakeholders, a design team, and government agencies. To explore whether this is a path Palm Springs wants to commit to, this high-level program exercise presents a set of first estimations on what the facility would mean in terms of square footage and construction costs.

3.1. Program Requirements

Although a large part of an FIS facility is made up of standard components, each facility is slightly different and adapted to best fit the local airport environment. In fact, standard and custom design inputs are combined with project assumptions into a *program of requirements*. The program of requirements combines the most important design parameters, and in this case, allows for some high-level design decisions and cost estimations. For the FIS facility at PSP, the main program of requirement inputs are:

- **Peak hour volume –** The high-level design program requirements are based on the arrival of two concurrent large narrowbody aircraft arriving in one peak hour – this means the FIS facility should anticipate processing 320-400 passengers in one hour. For the sizing flexibility, a peak hour passenger volume of 400 passengers is assumed.
- **Origin market –** International flights are likely originating from Canada (uncleared), Mexico, and Europe (charter flights).
- **Design standards –** The latest version (2021) of CBP's Airport Technical Design Standards (ATDS), a manual for the design of FIS facilities, is used.

It is also assumed that earlier achieved efficiencies in FIS facility design from similar projects can also be adopted for Palm Springs – leveraging approvals of CBP for other sites that can positively impact the design requirements and project budget.

In addition to the program of assumption inputs it is also important to identify and list the project unknowns, as some program variables are uncertain, and several decisions are yet to be made. The key project unknowns, are:

- **Location and timing of the FIS facility construction** – This results in some variability in the required connecting hallways between assigned international arrival gates and the FIS location, as these corridors must be sterile. Hallway requirements for a temporary FIS will differ from those integrated into a permanent facility.
- **Integration of inbound baggage handling facilities** – This is highly dependent on the location of the facility. When existing baggage handling infrastructure can be leveraged and adapted, that reduces the need for a completely new and separate system to be designed, constructed, and operated.

3.2. The Airport Technical Design Standard (ATDS) for FIS Program Design

FIS facilities are planned, designed, and constructed/renovated according to the ATDS. The ATDS comprises of a set of technical requirements issued by U.S. CBP and updated approximately every five

years. The version most recently published and used for this program requirements design is the ATDS released in 2021. An updated version will be released in early 2026, with revisions being reviewed in 2025.

By law, the space required for CBP in the FIS facility is to be provided free of charge. Costs for these CBP functions are the responsibility of the airport asset owner and are often at a significant premium compared to other parts of an airport. CBP characterizes the guidance in the ATDS as mandatory once an airport's requirements are determined by CBP. The standards, however, do not have the force and effect of law like regulations do. More precisely, the standards reflect agency policy for a set of technical guidelines, to which there is some flexibility, if approved by CBP.

The process of defining a program of requirements and planning an FIS facility is complex: a typical project involves a range of planning, architectural, and technical specialists. There is also a need to interact with the CBP Port Director, a range of internal stakeholders within CBP, and a designated CBP headquarters project manager. Within CBP there may be different design and requirement viewpoints from the Office of Field Operations (OFO), Office of Information Technology (OIT), and Office of Professional Responsibility (OPR). That said, there are often also other perspectives and needs from selected government/industry stakeholders, including Transportation Security Administration (TSA).

Unfortunately, due to the pace of technological and airport process changes, portions of the ATDS are out of date before they are released to stakeholders. Consequently, resulting FIS facilities may not always have planning parameters and be able to leverage the latest technologies to adapt to future developments, let alone protect against the dangers of overbuilding space. This is another area where early collaboration with CBP may leverage approval of customization of FIS design elements, sometimes per the example of FIS facilities built at other airports.

The ATDS itself is made up of several sections, and for this high-level exercise, mainly Chapter 5 on Facility Design is the most relevant. Elaborate tables presented in Section 5.5 specify how much space must be reserved for the different offices, spaces, and facilities, depending on the numbers of peak hour passengers – which in turn translates to the size and complexity of the facility. The tables specifically list which types of spaces and rooms must be included, how many of those spaces, and the minimum square foot each space must provide. These facility sizing minima are based on the number of peak hour passengers, and is shown in incremental steps in the sizing tables of Section 5.5, starting with 0-250 peak hour passengers, followed by 251-500, 501-1,000, 1,000-2,000 and 2,000-3,500+. The facility at PSP sits comfortably in the second category.

Following the ATDS structure, there are seven main categories of the rooms and spaces for FIS facility:

1. Primary Processing
2. Unified Secondary Processing and Inspection
3. Detention Facilities
4. Agricultural and Inspection Lab Spaces
5. K9 Facilities
6. Operational Support (staff offices, training and meeting spaces, storage)
7. Staff Support Facilities (lockers, restrooms etc.)

The Primary Processing category consists of the infrastructure that guides international passengers and baggage from the arriving aircraft to the FIS primary processing podiums and kiosks, and baggage inspection facilities. This includes the sterile corridor, Primary Processing Hall, space for queueing, counters, kiosks, and the intercept baggage exam space. Secondary Processing is the collection of facilities that are focused on CBP's secondary processing spaces for both passengers and baggage, and includes triage podia, waiting areas, secondary review positions, secondary baggage screening (X-ray) areas and several office functions.

The Detention facilities category includes spaces such as interview rooms, search rooms, hold rooms, and CBP operational spaces related to the detainment capability of CBP officers. The fourth category, Agricultural and Inspection Lab Spaces are just that, where confiscated 'contra-ban' can be identified, tested, and held for storage. The K9 category includes all the spaces and support facilities needed to house a K9 team: the CBP K9 officers and kennels for the dogs.

Finally, the last two categories are the Operational Support and Staff Support Facilities. The first includes all the operational office spaces for the different functions of CBP at the airport including the port director's office, workstations, the supervisor's office, meeting rooms, training rooms, computer hardware rooms, storage rooms, document handling rooms, and more. The latter category includes spaces for staff such as lockers, showers, restrooms, training and fitness facilities and other health related.

The Program of Requirements developed for PSP follows the ATDS guidance closely, but also incorporates some best practices and lessons learned from other projects, as well as some flexibility for some of the unknowns in this particular design scope. Two specific 'best practices' that are incorporated in the design for PSP are Simplified Arrivals and Modified Egress, both which allow for some space savings leveraging the use of more modern technologies that CBP has successfully piloted and is rolling out at multiple FIS facilities. These two process improvements are explained in the next section.

3.3. Simplified Arrivals and Modified Egress

Both Simplified Arrivals and Modified Egress are process improvements successfully trialed and tested by CBP in the last decade, which have significantly increased efficiency of passenger processing, and with it, reduced the necessary footprint of FIS facilities.

Simplified Arrivals

Simplified Arrivals is an enhancement to the international arrivals process which uses facial biometrics to compare the photos of arriving passengers to a small gallery of images that the traveler has already provided to the U.S. government (e.g., passport or visa photos). This process was implemented to address a Congressional mandate to biometrically record the entry and exit of non-U.S. citizens and has the added benefit of providing a touchless and faster arrivals process for both U.S. and non-U.S. citizens. In 2022, U.S. CBP completed the expansion of Simplified Arrival into all international airports in the United States and several CBP preclearance facilities.

Simplified Arrivals should have a sizeable impact in Palm Springs due to high numbers of travelers that will be able to use facial recognition, notably, travelers from Canada as well as from Europe.

Modified Egress

The Modified Egress program, which is now operational at over 22 airports, provides for a variety of changes in the traveler flow from arrival to exit of the Federal Inspection Services area. Changes implemented under the Modified Egress program are designed to reallocate CBP officers to other enforcement positions and create a single inspection experience for travelers upon arrival to the U.S., increasing facilitation.

Modified Egress allows passengers to exit the FIS area in an expedited fashion, unless stopped by CBP officers monitoring the egress area. This saves the passenger from having to wait in line to see a CBP agent, improving the passenger experience and saving floor space in the FIS facility for multiple booths or counters.

3.4. Program of Requirements

This high-level program of requirements produces an initial estimate of the required area for the FIS facility. The initial results size the facility at around (in order magnitude of) 30,000 square feet. **Table 3-1** shows how this is spread over the seven categories, as explained in an earlier section.

Table 3-1. Main Program Requirement Space Allocation per Functional Category (ATDS)

Function Category	Net Square Feet Allocated (rounded)
Primary Processing	20,000
Secondary Processing	3,300
Detention facilities	1,300
Agricultural and inspection lab spaces	500
K9 facilities	1,100
Operational support	3,000
Staff Support	800
Total	**30,000**

The net square feet allocated is rounded and approximates *net* totals. Net totals only take into account the floor space needed for the facilities. A *gross* square foot total also includes floor space for walls, corridors, and additional space that comes with the creation of a first layout or plan of the FIS facility.

A significant number of square feet is allocated for the Primary Processing area. As discussed, this is mainly due to reservations for the sterile corridor and baggage screening facilities which both very much depend on the location of the FIS facility relative to the international arrival gates at PSP, and whether existing baggage facilities can be used, or a completely separate system is required. At this point, these estimates are based on conservative assumptions.

Learning from the facility builds at comparable airports, as well as from best-practices from other FIS-facilities, the following provide are some opportunities to implement space efficiencies:

- Implementing swing baggage reclaim facilities can significantly increase the utilization of new assets, or leverage using existing systems with only small adaptations.
- Where possible design for shared infrastructure, increasing the flexibility of the facility for future expansions, or repurposing alterations.
- If applicable and depending on which destination traffic is attracted, there can be avenues to bid for an approval for a smaller K9 unit, which especially for this size of facility is quite large if the full complement is included.

Typically, outcomes of negotiations with CBP on the requirements for PSP's FIS facility will greatly impact the allocated net square feet in **Table 3-1**, and the eventual size of the whole facility.

3.5. Facility Comparators

New FIS facility designs benefit greatly from comparison to recently completed projects with similar project requirement inputs and assumptions. As described in Phase 1, several recently completed FIS projects are used as guidance for the high-level design program requirements.

FAT – Fresno-Yosemite International Airport

The current FIS at Fresno-Yosemite International Airport (FAT) is a 13,070 square foot facility from 2006, designed for 150 passengers per hour. A key cost saver for the FIS at FAT is that arriving passengers access the FIS by deplaning via an open-air ramp/airstairs at one of two hardstand positions, reducing the need for passenger boarding bridges and a sterile corridor to connect to the FIS facility. The hardstand areas are shown in **Figure 3-1**, immediately adjacent to the FIS facility. As a result of the limited footprint, the facility can only process one aircraft simultaneously. If two international flights arrive at the same time, passengers on the second flight must wait on board before they are allowed to deplane into the FIS. It should be noted that FAT is currently constructing a larger FIS which will be integrated into the terminal.

Figure 3-1. Fresno-Yosemite International Airport Existing FIS Facility Location

The current FIS at FAT is just under half the size of the expected facility at PSP, processing less than half the number of passengers. It is also smaller due it its 'stand-alone' operational design without boarding bridges and long corridors. The comparison is a good validation of the initial scope and footprint size of the PSP FIS facility. For PSP, the location of the facility (and the level of service that the airport wants to offer those passengers/airlines) will impact whether the design should incorporate sterile corridors and boarding bridges to directly connect the arrival gates to the FIS facility. An integrated FIS can be designed such that gates are flexible and can be used for non-FIS operations, offering airlines better connectivity options, reduced towing of aircraft between FIS and non-FIS gates, and a higher level of service for passengers. This would increase the required footprint slightly, as compared to the existing FIS at Fresno. On the other hand, if the facility at PSP is designed in similar fashion as at FAT, 'stand-alone', then a similar footprint savings for hardstands can be achieved.

On the baggage front, the FIS facility has a dedicated inbound system which is separated from the rest of the airport baggage handling system. At this time, the baggage system does not have the ability to be used for non-FIS operations (domestic or already precleared arrivals), as the claim devices are wholly located within the FIS facility. Depending on the facility that PSP will design, a separate inbound baggage handling system will increase the footprint and cost. An integrated system that can be shared with non-FIS operations enables a higher utilization of those assets. The latter can reduce the total footprint of the design scope slightly, when compared to the FIS facility scope at Fresno.

In summary, the choice between a stand-alone or integrated facility shifts where additional area will be realized. A stand-alone facility leads to more footprint dedicated to a separate inbound baggage system, while an integrated facility shifts some of the required footprint to corridors and passenger front-of-house infrastructure.

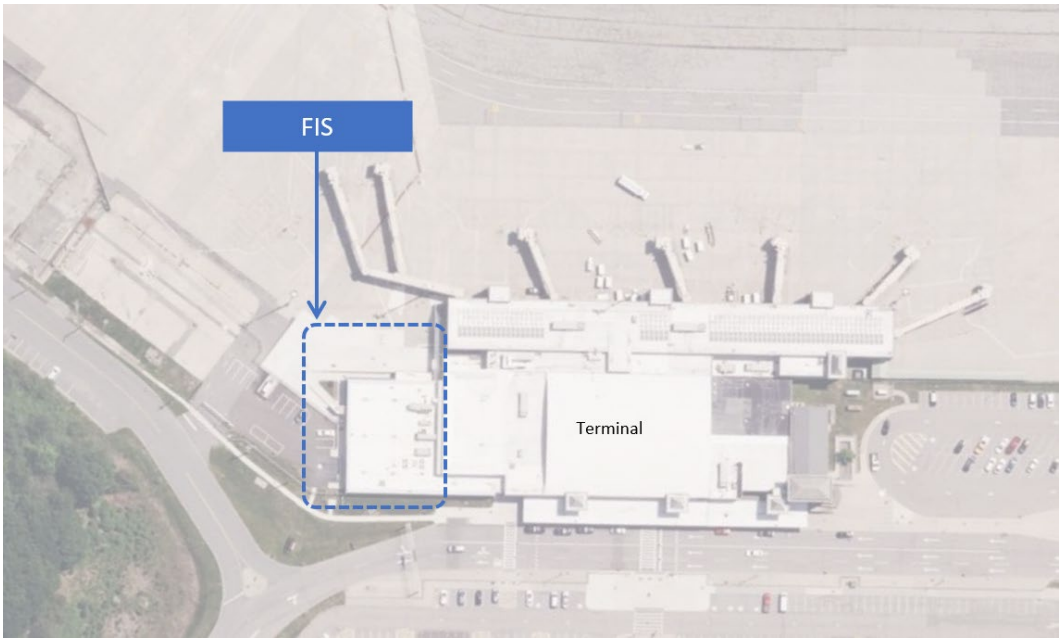
SWF – New York Stewart International Airport

New York Stewart International Airport (SWF) is a small regional airport located in Orange County, New York, roughly 60 miles north of Manhattan. SWF is one of three airports in the greater New York area to have an FIS facility, along with JFK and EWR. The airport primarily serves vacation destinations along the east coast of the U.S., as well as several European destinations.

The FIS facility at SWF is a 19,850 square foot ground load facility which was added onto the side of the existing SWF terminal, as shown in **Figure 3-2**. The facility opened in October 2020 and was designed to accommodate 400 passengers per hour.

Arriving passengers access the FIS from the apron, as the FIS facility is not connected by corridors to the arrival gate in the terminal building. Arriving passengers deplane via ramp/airstairs and are guided over the apron to the FIS primary inspection area. Departing operations can use the boarding bridges attached to the terminal building. The FIS operates as a 'Bags First' facility so arriving passengers claim their checked baggage from the baggage claim device, which can swing between domestic and international arrivals, before proceeding through the Primary Inspection. Then, passengers exit into the Main Terminal lobby.

Figure 3-2. New York Stewart International Airport FIS Facility Location



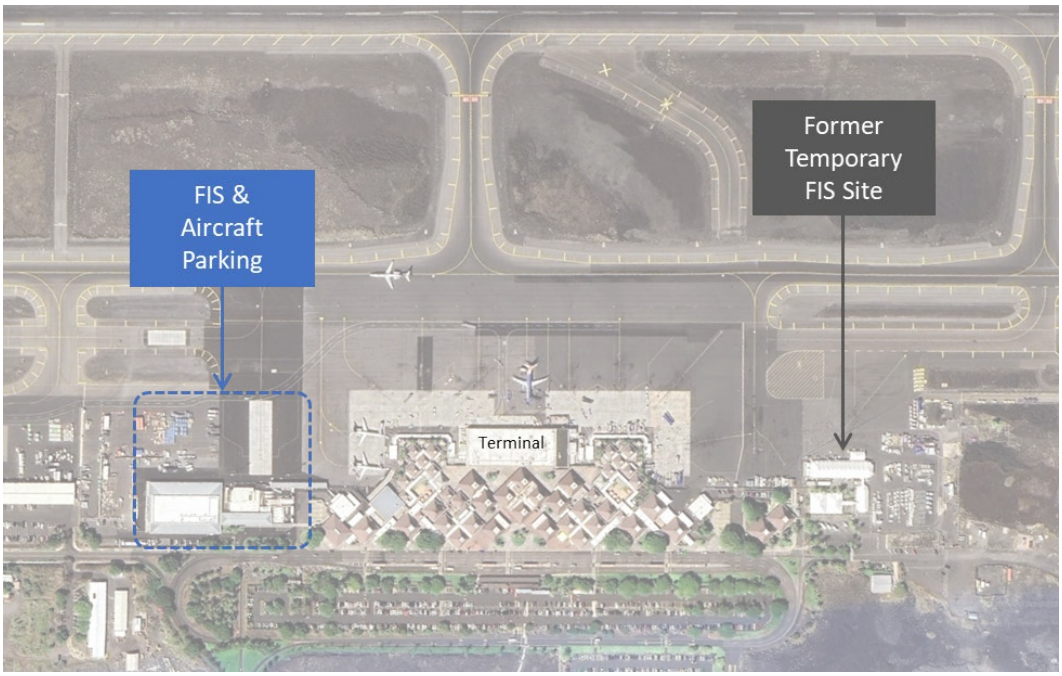
Comparing this facility to the preliminary program of requirements of the FIS facility for PSP, the footprint for a similar 400-passenger terminal is about two-thirds of the size of the facility estimated for PSP. The FIS design at SWF leverages savings in footprint and costs by using a hardstand operation for arriving aircraft and achieving an integrated inbound baggage handling system, requiring only modest additions for the 'bags-first' operational concept. At PSP, the larger footprint is primarily due to conservative assumptions for the need for sterile corridors, connecting infrastructure, a separate international arrivals baggage system, and reclaim hall.

CBP no longer recommends the 'bags-first' operational concept, changing the steps in the passenger journey and the program of requirements slightly, but whether this impacts the footprint allocation positively or negatively is dependent on the ultimate design and location of the facility.

KOA – Ellison Onizuka Kona International Airport

Ellison Onizuka Kona International Airport at Keāhole (KOA) is one of two primary commercial service airports on the island of Hawai'i and one of two airports in the state with an FIS facility. The KOA FIS is a 32,700 square foot facility which includes a 7,000 square foot departure holdroom, was designed, as shown in **Figure 3-3**, to accommodate 400 passengers per hour. Arriving passengers access the FIS from the apron as there are no passenger boarding bridges for any gate at KOA.

Figure 3-3. Kona International Airport Temporary and Permanent FIS Facility Locations



The FIS operates as a 'Bags First' facility so arriving passengers claim their checked baggage from the single claim unit before proceeding to primary immigration processing. Cleared passengers exit the FIS out to the curbside. Given the limited number of connections and the proximity to the departure terminal, there is not a baggage system for international recheck.

This FIS was designed and planned against a draft of CBP's 2017 Airport Technical Design Standards (ATDS). Halfway through construction 'Simplified Arrivals' was introduced, eliminating the use of Automated Passport Control kiosks (APCs). The timing was unfortunate, and the area reservations for where the APCs were positioned, could not be repurposed, leaving a larger area pre-bag reclaim.

The allocation of space at the KOA FIS is, in essence, very different to the high-level program proposed for the FIS at PSP. This is due to the bags-first design, programmed space for APC's, hard-stand operations, and a separated inbound baggage handling system. The PSP program of requirements has more reservation of space for sterile corridors, if the facility is to be integrated in the main terminal building. The KOA FIS is very much a separate facility, and despite a large 7,000 square feet holdroom, it has much less space allocated to receiving passengers and guiding them to the FIS, as passengers go straight from the tarmac to the FIS APC queuing area. The PSP program has less floorspace allocated for Primary processing, as Simplified Arrivals can be leveraged. Simplified Arrivals requires less space than a facility that was designed for operating with APCs, for queuing, kiosks and primary podia. Conversely, the program has more space allocated to a 'flexible' international baggage reclaim facility with options to switch the use of baggage reclaim devices between international and domestic modes.

3.6. Further Program Considerations: New Terminal or Temporary Site?

As mentioned earlier in this report, the full planning, design, and construction of a new FIS, especially if integrated with an existing terminal or as part of a larger capital project to expand the existing terminal, will necessitate a long timeline. With that longer lead time before the facility is operational comes several

risks as new ATDS versions are released (about every five years), as new technology might be approved and implemented by CBP, and/or if process changes would require FIS facility upgrades/changes.

A much faster planning, design, and construction timeline can be achieved if a 'temporary' or isolated facility is chosen. Not only can this save significantly in the time before the facility is operational, but a temporary facility can also make more rigorous assumptions regarding footprint reservations and be designed for more efficient and/or lower level of service operational models. On the latter, for example, a temporary facility can be designed for hard-stand operations, without sterile corridors, a small and efficient Simplified Arrivals Hall, and simple baggage processing systems, in a much smaller area.

A temporary facility does come with other operational considerations such as the potential for increased aircraft towing, a more cumbersome experience for connecting passengers (not a primary concern for this facility), additional wayfinding and services to support passengers and airport visitors, and typically fewer amenities for passengers.

Another potential benefit of the shorter lead time for a temporary FIS as opposed to the longer lead time to construct a permanent FIS as part of the future terminal expansion program is that the new international service will have time to mature. This maturation period will allow new air carriers and new routes to settle into the market and provide more demand-based certainty when sizing the permanent facility. A temporary FIS also de-couples the ability to commence new international service from any funding or construction delays that could come with implementing the future terminal expansion program.

It is also important to note that during the transition from a temporary FIS to a permanent FIS, equipment may be duplicated in order to keep the temporary facility in operation while outfitting the permanent facility. As an example, this could include booths/podia, baggage claim units, and fiber which would be outfitted in both facilities for a period of time. Whether any equipment from the temporary facility could be reused in the new permanent facility is be dependent on the applicable ATDS version as well as the level of finishes selected between the two facilities.

3.7. Regional FIS Competition and Collaboration Opportunities

There are several airports within the geographic jurisdiction of CBP's Los Angeles Field Office which either currently staff CBP officers or have applied for consideration. Given the proximity of PSP to these airports, competition and collaboration opportunities were explored. The analysis focused on Ontario International Airport (ONT), Los Angeles International Airport (LAX), San Diego International Airport (SAN), Jacqueline Cochran Regional Airport (TRM), and San Bernadino International Airport (SBD). As noted below, an FIS at PSP can help alleviate the pressure experienced by CBP at larger facilities but there may be limited opportunities to share staffing resources amongst airports in the region.

Ontario International Airport (ONT)

Commercial international operations at ONT are generally in competition with the potential service at PSP given the connectivity from Mexico and Central America. These flights generally arrive at ONT in the late evening, however the scheduled arrival time for international flights into PSP may be earlier in the day to align around hotel check-in and check-out times. This could present offset passenger demand peaks to ONT. Sharing CBP resources between the two sites is likely challenged for two reasons: (1) the ground time for travel of 75 minutes to 120 minutes between sites, and (2) the growing cargo operation at ONT.

With ONT's recent conversion to a Landing Rights designation, a new Express Consignment Hub is planned which would further increase the significant cargo operation already occurring at the airport. This growing market segment is projected to increase the demand for CBP officers.

Los Angeles International Airport (LAX) / San Deigo International Airport (SAN)

An FIS facility at PSP can take pressure away from the other FIS facilities in Southern California that are constrained by limited staffing and sharp peaks. LAX and SAN regularly have long wait times by comparison to other facilities, which at times can exceed 30 minutes processing time. PSP may be able to offer an alternative to have a next generation processing model whereby U.S. Citizens do not have to queue/wait for clearances. Foreign nationals could have a combination of booth officers, and remote processing (e.g., Zoom for Government) to reduce the number of officers needed per passenger.

Jacqueline Cochran Regional Airport (TRM)

Although the financial model for development is still underway, the potential development of TRM could provide a regional focus for additional CBP officers. Given the 30-to-50-minute ground travel time from PSP, TRM could offer a shared resource model. However, due to the airline market for access to the region, there may be scheduling conflicts in place such that PSP and TRM may be vying for the same CBP officers at the same time of day. Nonetheless, there are opportunities to share resources if TRM is successful in attempts to add CBP services

San Bernardino International Airport (SBD)

Commercial service at SBD is currently limited, so CBP services are used exclusively by the fixed based operator. Due to the workload of core staffing for private aircraft operators, there is limited potential to share CBP officers with PSP.

4. Airfield Evaluation

This section provides a summary of the evaluation of runways, taxiways, and the terminal apron to accommodate international flights. Due to the expected size of aircraft operating to and from the FIS facility, Runway 13L-31R and its associated taxiway system were excluded from this analysis. The focus of the airfield evaluation was on determining if the existing Runway 13R-31L, along with its associated taxiway system and the terminal area, could accommodate the assumed aircraft for international flights. This section is divided into the following subsections.

- Critical Aircraft Selection
- Runway 13R-31L Design
- Taxiway Design
- Apron Considerations

4.1. Critical Aircraft Selection

In order to effectively evaluate the airfield to determine if international flights could be accommodated, a critical aircraft was selected. The selected critical aircraft serves as a stress test to determine if the existing airfield layout can accommodate a perspective international flight. For this analysis, it was assumed that the critical aircraft would be a Boeing 787-9. It is important to note that the critical aircraft selected for this analysis serves purely as a planning aircraft in evaluating the airfield and does not represent the airport's critical aircraft as defined in FAA Advisory Circular (AC) 150/5000-17, *Critical Aircraft and Regular Use Determination*.

FAA categorizes aircraft based on three characteristics: (1) the speed of the aircraft which is represented by the Aircraft Approach Category (AAC), (2) the tail height and wingspan of the aircraft is which is represented by the Airplane Design Group (ADG), and (3) the length of the cockpit wheel to the main gear and the width between the main gear wheels which is represented by the Taxiway Design Group (TDG). shows the aircraft characteristics for the Boeing 787-9.

Table 4-1. Boeing 787-9 Aircraft Characteristics

Aircraft Characteristics	Value
Wingspan (ft.)	197.3
Tail height (ft.)	56.1
Aircraft Approach Category (AAC)	D
Airplane Design Group (ADG)	V
Taxiway Design Group (TDG)	5

Prepared by: Inter*VISTAS* Consulting, 2024

4.2. Runway 13R-31L Design

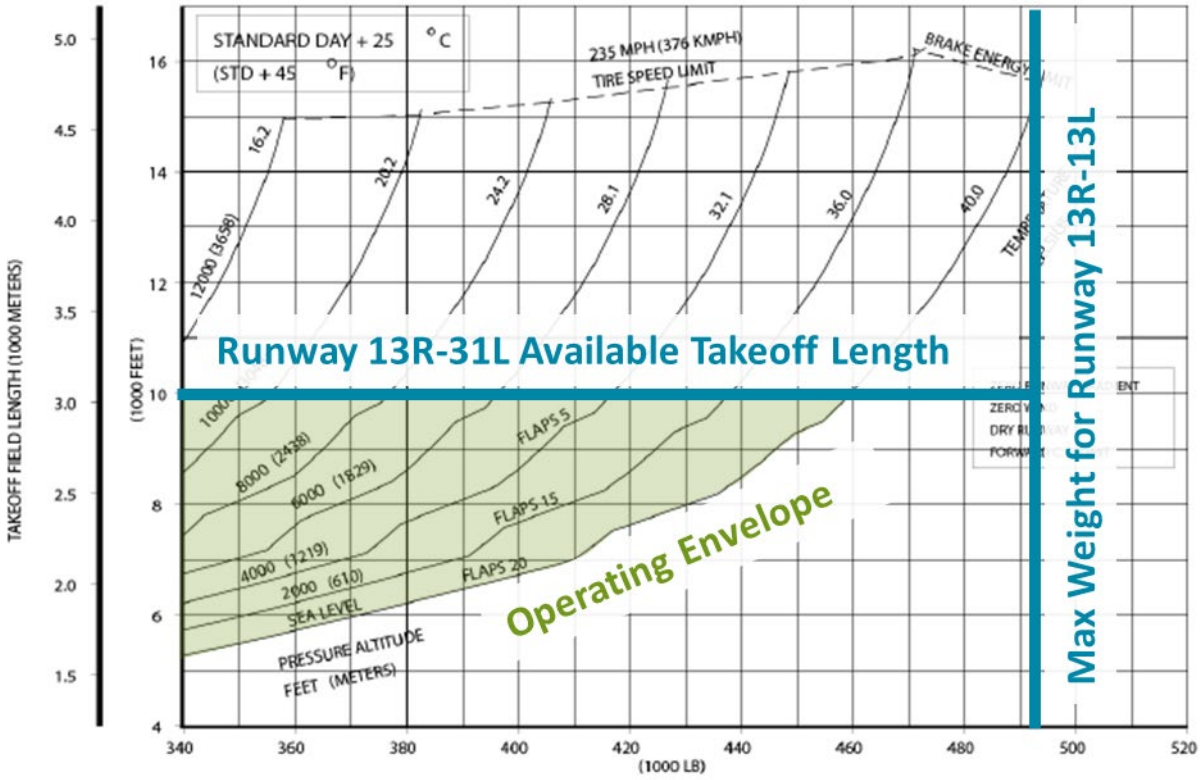
Analysis of the runway's physical characteristics addresses the ability to accommodate the Boeing 787-9 aircraft by having the proper length, width, shoulders, and strength based on FAA design standards.

To determine the length of the runway, the takeoff and landing performance requirements of the Boeing 787-9 aircraft are considered, as well as the airport's elevation and weather conditions. Runway length

requirements are typically driven by the takeoff distance for the critical aircraft as this parameter is generally the most demanding requirement.

A runway length analysis was performed using the planning manual for the Boeing 787-9 to determine if the existing Runway 13R-31L is adequate to support the aircraft. The analysis considered the mean maximum temperature of the hottest month and airport elevation. PSP is an airport near sea level and experiences daily average temperatures in the low to mid-100s during the summer months. Both these factors impact aircraft performance compared to airports at higher elevations and in cooler climates. **Figure 4-1** shows a takeoff length performance graph from the planning manual for the Boeing 787-9. The blue lines in the figure indicate the available takeoff length and maximum operating weight for Runway 13R-31L. The Boeing 787-9 can feasibly operate on this runway, as depicted in the green shaded area. However, a weight restriction would likely be required, depending on the day's temperature and the flight's stage length. Additionally, the aircraft operator might need to adjust the flaps to a specific degree to stay within the operating envelope, as noted in the graphic.

Figure 4-1. Runway 13R-31L Length Analysis



An analysis was performed comparing the existing runway design, protection areas and separation distances from taxiways, aircraft parking areas, and facilities to determine if the existing Runway 13R-31L could accommodate the Boeing 787-9. The runway was evaluated using D-V runway design criteria. **Table 4-2** provides a comparison of the runway design, protection areas and separation distances for Runway 13R-31L against the aircraft design characteristic of the Boeing 787-9. Text highlighted in red represents runway components that do not meet FAA design standards found in FAA AC 150/5300-13B, *Airport Design* for accommodating a D-V aircraft.

Table 4-2. Runway 13L-31L Design Standards

Runway Characteristics	RDC D-V Requirements	Existing Conditions (1)	Meets future needs
Runway Width	150’	150’	Yes
Runway Shoulder Width	35’	40’	Yes
Pavement Classification Number (PCN)	73/63/26 (2)	64/F/B/W/T	Yes w/ restrictions
Runway Safety Area (RSA) (Length x Width)	1,000’ x 500’	857’ (3) x 500’	Yes w/ restrictions
Runway Object Free Area (ROFA) (Length x Width)	1,000’ x 800’	503’ (4) x 800’	No
Runway to Runway Separation	700’	700’	Yes
Parallel Taxiway (Taxiway W – Between A & K)	400’	500’-525’	Yes
Parallel Taxiway (Taxiway W – Between K & J)	400’	400’	Yes
Parallel Taxiway (Taxiway C)	400’	400’	Yes
Holding position	250’	250’	Yes

Source: Inter*VISTAS* Consulting, 2024 | FAA AC 150/5300-13B, *Airport Design*

Notes:

1. Reported existing conditions come from the facility requirements chapter of the airport master plan dated January 2024.
2. 73 represents maximum aircraft taxi weight. 63 represents a weight of 493,000 pounds to meet the runway’s existing pavement strength capabilities. 26 represents the aircraft at minimum operating weight.
3. As reported in the facility requirements chapter, the Runway 13R RSA overrun length criteria is met with the application of declared distances standards.
4. As reported in the facility requirements chapter, the ROFA does not meet standard because of an existing fence.

The runway analysis indicates that the aircraft can be accommodated with two exceptions. First, the pavement is insufficient to support the aircraft at its maximum taxi weight. To ensure safe operations at PSP and to preserve the runway's pavement by preventing accelerated deterioration due to excessive weight, weight restrictions would need to be implemented. Second, the Runway Safety Area (RSA) and Runway Object Free Area (ROFA) do not meet FAA standards for accommodating a D-V aircraft. Although this is a deficiency, it has been identified in the Airport’s master plan and does not impact the ability to accommodate the Boeing 787-9.

4.3. Taxiway Design

This subsection compares the existing taxiway system to current FAA design standards to determine if it can accommodate the Boeing 787-9. It is recommended that taxiways meet FAA design standards, provide smooth circulation, and possess adequate strength to safely handle the critical aircraft. The design standards and dimensional criteria for a taxiway are determined by the type of aircraft it is designed to accommodate. The width of the taxiway pavement is based on the turning radius of the critical aircraft, while separation standards between taxiways and other airport features are determined by the wingspan or other size characteristics of the critical aircraft.

Different portions of an airfield may be designed to accommodate a specific aircraft type. The design of may vary depending on the demand for aircraft types. This is because each facility at the airport plays a specific role, and the design of an airfield must be tailored to meet the requirements of that specific aircraft. Tailoring sections of the airfield helps to avoid overdesigning or under-designing and ensures the airport operates efficiently and effectively. For this reason, a select number of taxiways were evaluated for accommodating the Boeing 787-9 based on the anticipated taxi route from Runway 13R-31L to the terminal area. **Figure 4-2** shows the evaluated taxiways, including Taxiway A, L, and W.

Figure 4-2. Taxiways Evaluated

Prepared by: Inter*VISTAS* Consulting, 2024

Table 4-3 identifies each taxiway evaluated in this study, comparing the existing design to current FAA standards outlined in FAA AC 150/5300-13B, *Airport Design*. Nonstandard conditions are highlighted in red text within the table. The only noted deficiency in the taxiway design analysis is that the shoulder width does not meet the recommended 30 feet required to accommodate ADG V/TDG 5 aircraft. Despite being noted as a deficiency, no action is currently necessary. However, if the Boeing 787-9 becomes the airport's critical aircraft with 500 or more annual operations, corrective measures will then be needed to address the deficiency.

Table 4-3. Taxiway Design Standards

Taxiway Characteristics	ADG V / TDG 5 Requirement	Twy A	Twy L	Twy W
Pavement Width	75’	90’+	300’	75’
Shoulder Width	30’	**25’**	**25’**	35’
Taxiway Safety Area (TSA)	214’	No Objects	No Objects	No Objects
Taxiway Object Free Area (TOFA)	285’	No Objects	No Objects	No Objects

Source: Inter*VISTAS* Consulting, 2024

4.4. Apron Considerations

Regardless of where the Boeing 787-9 will park, which is assumed to be near the terminal area, reconstruction of the pavement will be necessary to accommodate the aircraft. This reconstruction ensures that the surface can handle the weight and operational demands of the aircraft, preventing potential damage and ensuring safety. Specifically, it is recommended to use Portland Cement Concrete (PCC) pavement in the areas where the aircraft will be parked. PCC pavement is known for its durability and strength, which are critical for supporting the heavy loads and frequent movements associated with aircraft operations. By implementing these measures, we can ensure a stable and reliable parking area that meets the rigorous standards required for aviation infrastructure.

It is also recommended that a pavement condition study be performed for the specific location the aircraft will be parked using both destructive and nondestructive testing measures to determine the level of reconstruction that may be needed.

5. Concept Evaluation

To accommodate international operations at PSP from countries without pre-clear customs and border clearance, a Federal Inspection Services (FIS) facility needs to be designed and constructed. Currently, PSP staff are undertaking a multi-year terminal expansion program to add gates and enhance amenities and capacity for passengers, the public, and airline operators. As part of this expansion, a permanent FIS facility is planned to support international flights. However, discussions with airport staff, city officials, and interested airlines have highlighted a potential need to construct an FIS facility ahead of the planned multi-year terminal expansion.

The analysis focused on identifying potential locations for a temporary FIS facility to meet immediate international demand while the larger terminal expansion is being designed and constructed. The exact location of the FIS within the terminal will be determined during advanced planning and design phases of the terminal expansion project.

This section outlines the planning parameters used to develop initial FIS concepts, presents an initial and refined set of alternative concepts, and describes the evaluation criteria for comparing the benefits and challenges of each concept.

5.1. Planning Parameters and Assumptions

Planning parameters serve as essential benchmarks and establish criteria to assess the viability of various alternative concepts. These parameters are carefully defined and standardized to ensure consistency in evaluating the performance of each temporary FIS concept. The purpose of establishing parameters is to provide a systematic and objective way to compare different concepts, enabling decision-makers to make informed decisions.

The planning parameters used to evaluate the performance of each alternative temporary FIS facility concept encompass a range of factors including:

- The design aircraft is the Boeing 787-9.
- Between the temporary FIS facility and the taxiway, there needs to be a taxilane that can accommodate aircraft up to ADG V.
- A temporary FIS location could either convert the existing Bob Hope USO hangar into an FIS facility or FIS functions could be housed in a temporary rigid tent structure very similar to KOA.
- Passenger access from the aircraft to the FIS facility could either be accommodated by having passengers directly walk from the aircraft to the temporary facility or could be accommodated with a busing operation.
- The proximity of the temporary FIS facility should be within walking distance of the main terminal and landside amenities (e.g., parking, ground transportation).

5.2. Implementation Considerations

The location of a temporary FIS facility needs to allow for flexibility and a high degree of operational level of services for both the operators and the passengers. PSP is embarking on a large multi-year terminal program that will expand the footprint of the terminal but also modify landside facilities to provide an improved level of service and greater capacity. One of the recommendations for enhancing landside operations is to construct a Consolidated Rental Car Facility (CONRAC). At the time of this writing, there

are two possible sites for a CONRAC as shown in **Figure 5-1**. The first option is to construct a CONRAC facility on top of Signature's lease hold and remove the Bob Hope USO hangar. The second option is to construct a CONRAC on the current Economy/Overflow Lot adjacent to Kirk Douglas Way. Depending on which concept is ultimately selected could impact the selection of a temporary FIS facility location. Considerations were added when identifying FIS facility concepts to determine impacts with both the larger terminal program and the selection of one of the CONRAC concepts.

Figure 5-1. Potential CONRAC Sites under Evaluation

Source: PSP Master Plan, Mead & Hunt

5.3. Initial Alternative Concepts

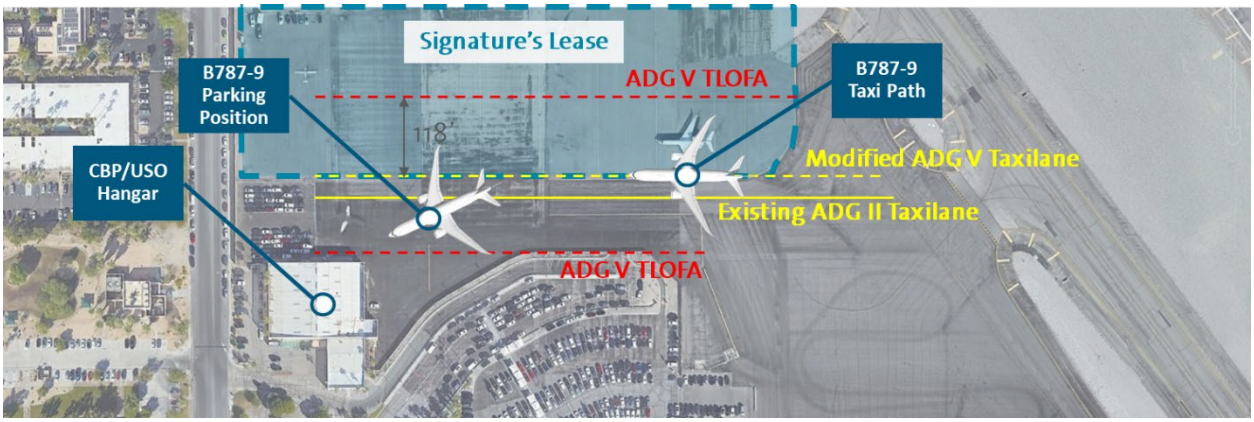
Eight initial alternative concepts were identified and evaluated for consideration. These have been grouped into four families based on similar locations and/or variations around similar themes. Family 1 alternatives are focused on direct aircraft access to a temporary FIS at the Bob Hope USO. Family 2 alternatives are focused on busing to a temporary FIS at the Bob Hope USO. Family 3 alternatives are focused on locating a temporary FIS adjacent to the existing baggage claim. The Family 4 alternative explores locating a temporary FIS on the check-in side of the terminal.

Alternative Concept Family 1

Alternative Concept family 1 suggests using the Bob Hope USO hangar as a temporary FIS facility. Each concept provides direct aircraft access to the USO hangar, which is currently constrained to ADG II aircraft. To comply with FAA standards for aircraft parking near the hangar, modifications to widen the taxilane to accommodate ADG V aircraft would be necessary. These modifications to adjacent land uses are explored further in Alternative Concepts 1A, 1B, and 1C. Depending on project timing, this family of concepts becomes unfeasible if CONRAC Option 1 is selected.

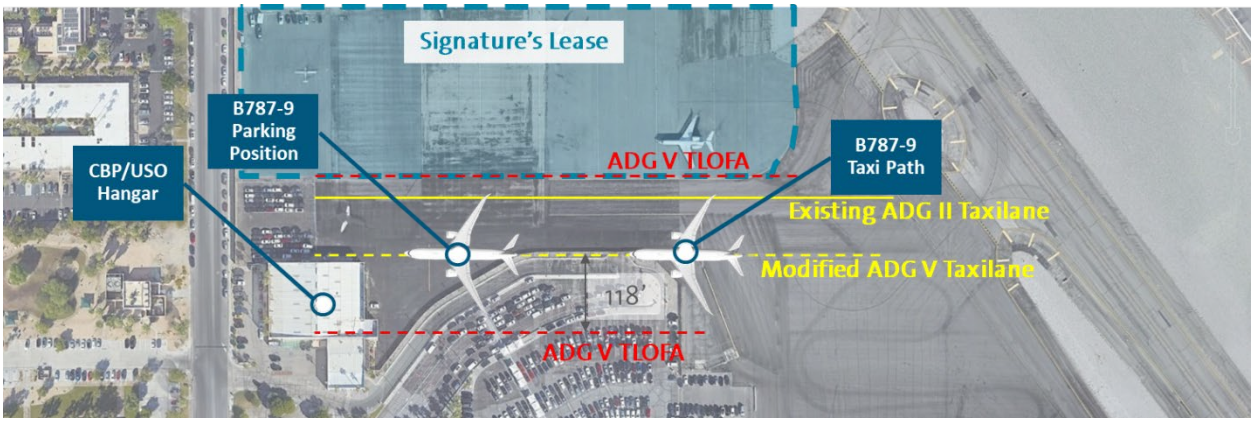
Alternative Concept 1A, illustrated in **Figure 5-2**, proposes using part of the Signature leasehold to achieve the required taxilane width to accommodate ADG V aircraft. This concept involves taking 118 feet from Signature's lease area, indicated in blue, to facilitate aircraft circulation to the CBP/USO hangar. The existing taxilane, currently designed for ADG II aircraft, would be shifted further north to accommodate ADG V aircraft circulation. There would be no impact on landside facilities.

Figure 5-2. Alternative Concept 1A



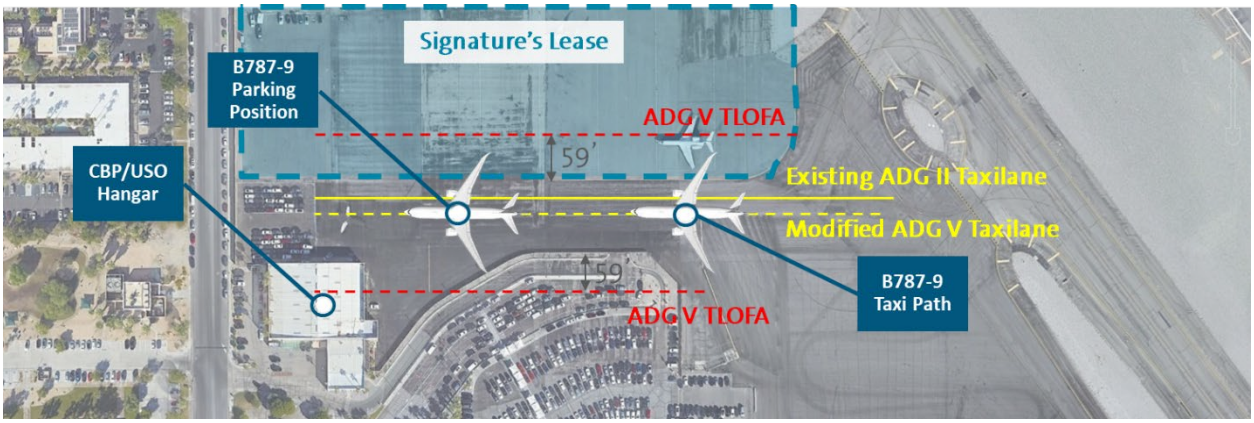
Alternative Concept 1B, illustrated in **Figure 5-3**, proposes using part of the existing rental car ready/return lot to achieve the required taxilane width to accommodate ADG V aircraft. This concept involves taking 118 feet from the rental car lot to facilitate aircraft circulation to the CBP/USO hangar. The existing taxilane, currently designed for ADG II aircraft, would be shifted further south to accommodate ADG V aircraft circulation. There would be no impact to Signature's facilities.

Figure 5-3. Alternative Concept 1B



Alternative Concept 1C, illustrated in **Figure 5-4**, proposes equal impacts to both Signature's leasehold as well as to the existing rental car ready/return lot. This concept involves taking 59 feet from both sides to facilitate aircraft circulation to the CBP/USO hangar. The existing taxilane, currently designed for ADG II aircraft, would be shifted slightly north to accommodate ADG V aircraft circulation.

Figure 5-4. Alternative Concept 1C

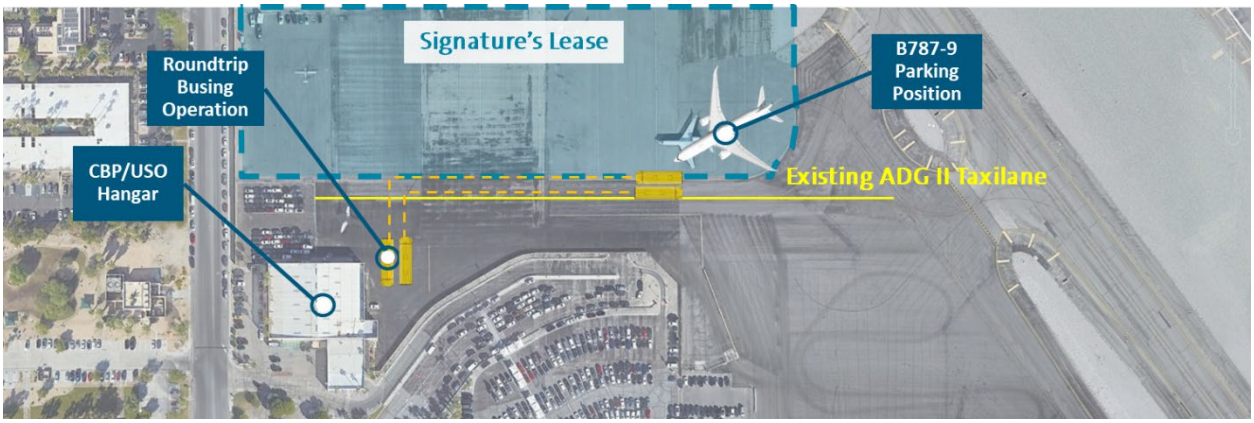


Alternative Concept Family 2

Alternative Concept family 2 also suggests using the Bob Hope USO hangar as a temporary FIS facility. Instead of modifying an existing taxilane to provide direct access to the USO hangar, these concepts propose a busing operation. Passengers would be bused from the aircraft to the USO Hangar for processing. For departures, passengers could be bused from the terminal, or the aircraft could be towed to the Bono Concourse. Two potential aircraft parking positions are explored in Alternative Concepts 2A and 2B. Depending on project timing, this family of concepts becomes unfeasible if CONRAC Option 1 is selected.

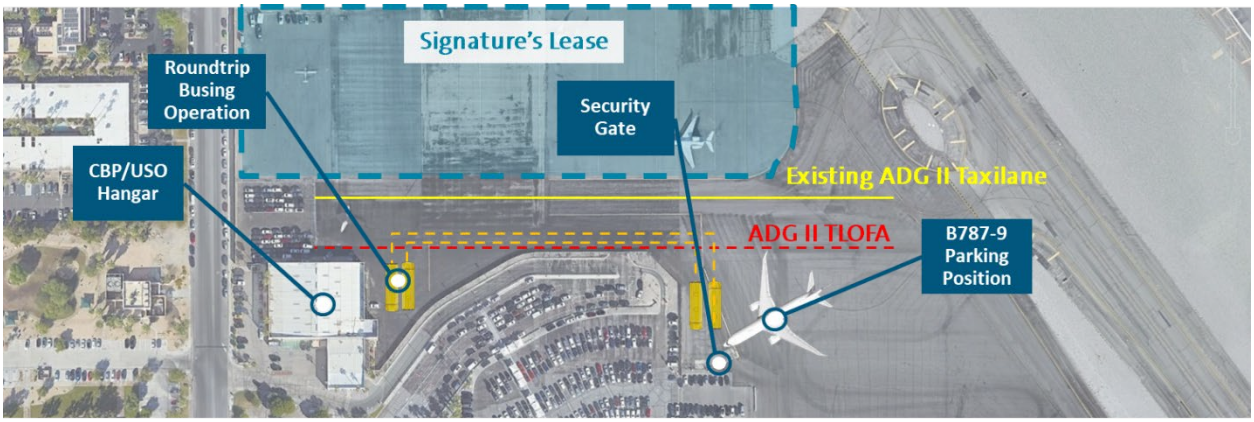
Alternative Concept 2A, illustrated in **Figure 5-5**, proposes an ADG V aircraft parking position in the southeast corner of the Signature leasehold. This would displace between two and three aircraft parking positions.

Figure 5-5. Alternative Concept 2A



Alternative Concept 2B, illustrated in **Figure 5-6**, proposes an ADG V aircraft parking position in a notch behind the existing rental car ready/return lot. This would require removal of an existing security gate but would not impact Signature's leasehold or the existing ADG II taxilane.

Figure 5-6. Alternative Concept 2B

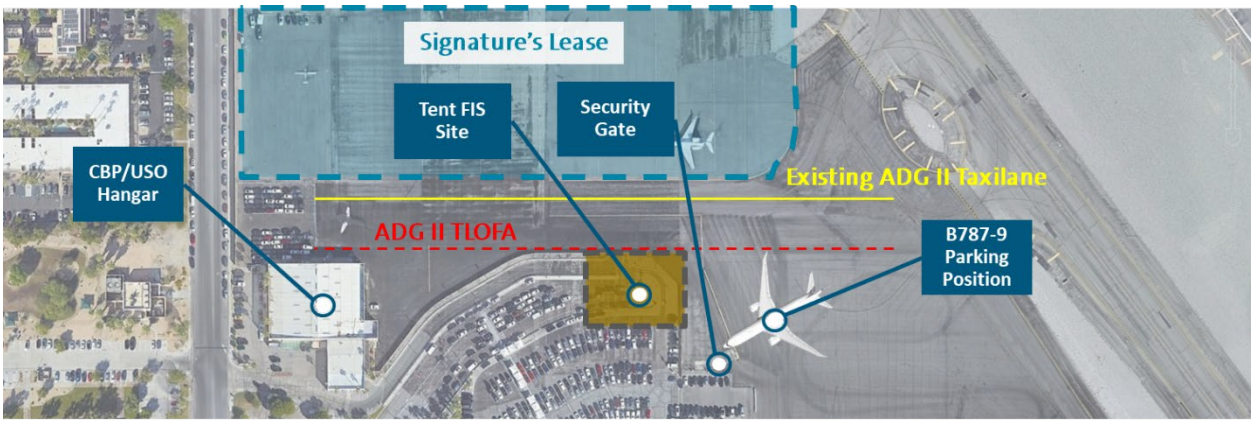


Alternative Concept Family 3

Alternative Concept family 3 suggests locating a temporary FIS facility in the existing rental car ready/return lot, adjacent to the existing baggage claim. Passengers would be able to walk directly into the temporary FIS and would have easy access to landside facilities. Two potential aircraft parking positions are explored in Alternative Concepts 3A and 3B. Depending on project timing, this family of concepts becomes unfeasible once the first phase of terminal expansion is undertaken.

Alternative Concept 3A, illustrated in **Figure 5-7**, proposes an ADG V aircraft parking position in a notch behind the existing rental car ready/return lot. As with Concept 2B, this would require removal of an existing security gate but would not impact Signature's leasehold or the existing ADG II taxilane. Additionally, the aircraft would likely need to be towed to the Bono Concourse to facilitate departing passengers.

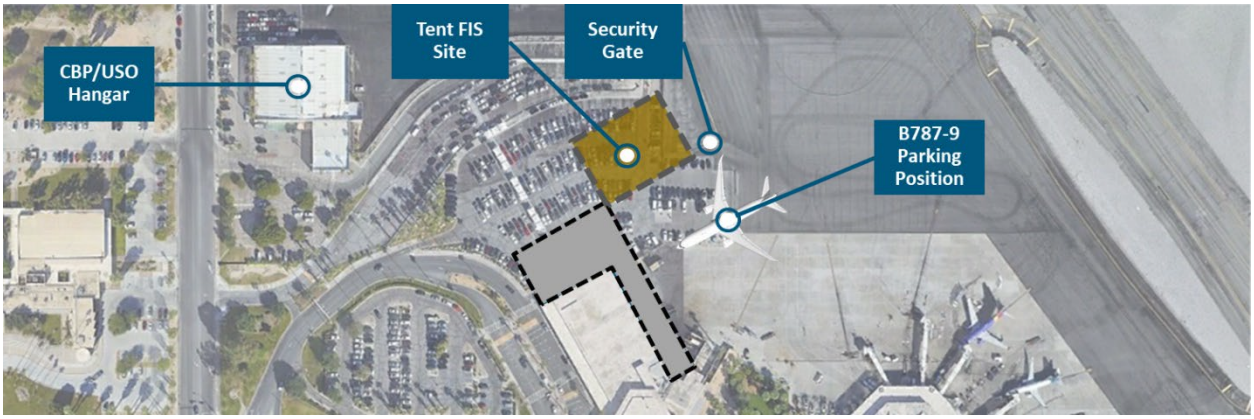
Figure 5-7. Alternative Concept 3A



Alternative Concept 3B, illustrated in **Figure 5-8**, proposes an ADG V aircraft parking position directly behind the expanded baggage claim. Similar to Concept 3B, this would require removal of an existing

security gate but would not impact Signature's leasehold or the existing ADG II taxilane. Given the closer proximity to Gate 1 at the Bono Concourse, and depending on baggage tug traffic, departing passengers may have an option to walk out to the aircraft to avoid having to tow it over to the concourse.

Figure 5-8. Alternative Concept 3B



Alternative Concept Family 4

Alternative Concept family 4 contains one alternative which explores siting the temporary FIS facility near the outbound baggage makeup facility on the south side of the terminal headhouse. This concept would require the closure of two existing gate positions and an ADG V TLOFA would impact the existing fence line. Additionally, this concept could potentially inhibit expansion of the existing outbound baggage makeup system.

Figure 5-9. Alternative Concept 4

Table 5-1 was prepared to summarize the similarities and differences amongst the four alternative concept families and within the individual concepts themselves. Given upcoming decisions on the preferred location for a CONRAC and the timing decisions related to both the CONRAC and the first phase of terminal expansion, a detailed evaluation and recommendation was not undertaken. As these details are further fleshed out, the alternative concept families can serve as a guide to inform the preferred location for a temporary FIS if not embedded directly into the proposed future terminal expansion.

Table 5-1. Alternative Concept Summary

Criteria	Alt 1A	Alt 1B	Alt 1C	Alt 2A	Alt 2B	Alt 3A	Alt 3B	Alt 4
Description	Direct aircraft access to USO FIS			Bus to USO FIS		Tent in RAC lot		Tent by BHS
Access to FIS	Walk	Walk	Walk	Bus	Bus	Walk	Walk	Walk
Impacts Signature	Yes	No	Yes	Yes	No	No	No	No
Impacts RAC lot	No	Yes	Yes	No	No	Yes	Yes	No
Tow aircraft for departure	Yes	Yes	Yes	No (if bused)	No (if bused)	Yes	No	No
Impacts existing gates	No	No	No	No	No	No	Yes	Yes
Impacted by CONRAC Option 1	Yes	Yes	Yes	Yes	Yes	No	No	No

6. Financial Considerations

Inter*VISTAS* prepared a financial analysis of a proposed new FIS facility at Palm Springs International Airport (PSP) as part of the ongoing FIS Feasibility Study for PSP, to evaluate financial aspects of FIS development and operation, and project the potential required FIS fee per passenger under alternative assumptions. The financial analysis used input from other elements of the FIS Feasibility Study, including the international market analysis and facility planning review, as well as input from review of available financial data. The financial analysis is presented in the following sections:

- Financial Context
- FIS Project Schedule
- International Passenger Activity
- FIS Project Financing
- Operating Expenses
- Non-Airline Revenue
- Financial Pro Forma and FIS Fee

6.1. Financial Context

PSP is owned by the City of Palm Springs (City) and operated as a financially self-sustaining Department of the City. The funds maintained for PSP operations and development are:

- Airport Operations Fund – to collect airport revenue, pay operating expenses, and transfer out for local-funded capital projects.
- Customer Facility Charge (CFC) Fund – collection of restricted funds for rental car facility development.
- Passenger Facility Charge (PFC) Fund – collection of restricted funds for FAA-approved projects, and currently pledged to payment of debt service on 2019 Bonds used to finance terminal improvements.
- Capital Projects Fund – to collect federal grants and revenue transfers to fund capital projects.

In preparing this analysis, we reviewed documents presenting data on PSP financial operations, including:

- Annual Comprehensive Financial Reports for the City, which contain information on the different departments of the City, including the airport.
- Airport Commission Meeting Minutes, which periodically include reports on PSP historical financial results, projections for annual budgets, and airline rates and charges.
- FAA Certification Activity Tracking System (CATS), with annual summaries of PSP revenues and expenses based on data submitted to FAA by PSP.

FIS Project Schedule

For purposes of preparing financial analysis for a range of specific future years, assumptions are required for the schedule to develop and operate a new FIS, and the anticipated capital cost. The key assumptions used are:

- Approximately one year for design and two years for construction, with first year of operation (Year 1) in Fiscal Year (FY) 2028.

- Construction of a temporary facility designed to operate for about 10 years after opening, or through Year 10 of FY 2037.
- Estimated construction cost of about $7.2 million.

Passenger Activity

A key input to this financial analysis is the Inter*VISTAS* market analysis prepared during Phase 2 of the current FIS Feasibility Study, with analysis of international passenger demand data and estimates of the potential demand for international flights direct to PSP. The market analysis concluded that there was potential demand for 257,000 incremental arriving passengers on four average daily international flights. For purposes of this financial analysis, it was assumed that there would be a five-year ramp-up period to reach the level of potential demand, and in particular:

- Year 1 FIS passengers of 129,000 on 2 average daily flights (50% of market potential)
- Year 5 FIS passengers of 257,000 on 4 average daily flights (full market potential)
- Growth of 3% per year after Year 5

Table 6-1 presents the projected FIS passengers in comparison to the total enplaned passengers at PSP. The total PSP enplaned passengers are from the base forecast in the PSP master plan, before the addition of incremental international arriving passengers.

Table 6-1. Projected FIS Passengers

	Year 1 2028	Year 5 2032	Year 10 2037
Total PSP Enplaned Passengers (000)	1,948	2,188	2,522
Arriving FIS Passengers (000)	129	257	319
FIS % of PSP Total	6%	11%	11%
Average Daily FIS Arriving Flights	2.0	4.0	4.5

Source: PSP Passengers from Master Plan; FIS Passengers from Inter*VISTAS* Consulting analysis

Project Financing

The Airport has an ongoing multi-year capital improvement program (CIP) with planned capital investments and anticipated funding sources. The available funding sources include grants, PFC revenue, CFC revenue, airport revenue bonds, and internal airport funds. The future CIP is in the process of being updated based on the results of the master plan that is currently in process.

This financial analysis did not include a comprehensive review of PSP's future capital needs and funding. Given the relatively modest FIS capital cost in relation to the likely full PSP long-range CIP, FIS project funding assumptions were developed independent of the PSP CIP.

The conservative baseline assumption was that the full FIS project cost of $7.2 million would be borrowed and then amortized over the term of construction and operation (either airport bonds or some form of bank loan). To illustrate a range of outcomes, an alternative assumption was that just 50% of the project cost ($3.6 million) would be borrowed, and the other 50% ($3.6 million) would be provided from available capital contributions such as grants, PFC revenue and/or surplus internal airport funds, which we consider

a reasonable possibility. This alternative could represent any of a number of different combinations of such sources that total the assumed $3.6 million contribution to reduce borrowing needs and is intended to "bookend" the analysis.

PFC revenue has frequently been used as a funding source for FIS projects at other airports and is considered a likely candidate for some or all of the $3.6 million project cost that would not need to be borrowed in the alternative scenario. It is expected that PSP will have future PFC revenue capacity in excess of the pledged requirement to pay debt service on the 2019 bonds, although there may be other desired uses of this source to consider. It was assumed for this analysis that any federal grants available for terminal projects, such as BIL grants, would be prioritized for general long-term terminal expansion financing needs, but it is still possible that some amount could be available to contribute to the assumed $3.6 million. There could also be contributions from local non-airport sources, in support of the positive economic impact on businesses and the community in general of attracting international passengers.

The general assumptions for borrowing are:

- Project funds would be required at the start of construction.
- Interest is capitalized for the two-year construction period, and required debt service to be paid from FIS passenger fees begins in Year 1 of operation (FY 2028).
- The loan term is 12 years (two years of capitalized interest plus 10 years of operation), at an interest rate of 6%.

In addition, alternative assumptions were used for level annual debt service (equal debt service every year) and ramped-up annual debt service to match the profile of ramped-up FIS passenger demand (and therefore manage the level of required FIS fees in the early years of FIS operation). The resulting three project financing scenarios are:

- Scenario 1: 100% of project cost is borrowed; level annual debt service from FY 2028 through FY 2037.
- Scenario 2: 100% of project cost is borrowed; annual debt service ramps up during the first 5 years to match the assumed ramp-up of passenger demand; with annual debt service in Years 6-10 higher than Scenario 1.
- Scenario 3: 50% of project cost is borrowed; annual debt service is ramped up in the first 5 years.

The analysis includes assumptions regarding debt financing terms such as interest rate and issuance costs, based on knowledge of similar projects. Before making any investment decisions the Airport should consult with its municipal advisor[4].

Table 6-2 shows the projected annual debt service for each of the scenarios described above. The values on Table 6-2 show the difference between level annual debt service and ramped-up debt service in Year 1 to Year 5, as well as the generally lower annual debt service in Scenario 3 when only 50% of the project cost is borrowed.

[4] InterVISTAS is not a registered municipal advisor

Table 6-2. Annual Debt Service (000)

Scenario	Year 1 2028	Year 5 2032	Year 10 2037
Scenario 1: 100% debt; level ADS	$1,413	$1,413	$1,413
Scenario 2: 100% debt; ramp-up ADS	$700	$1,688	$1,688
Scenario 3: 50% debt, ramp-up ADS	$400	$856	$856

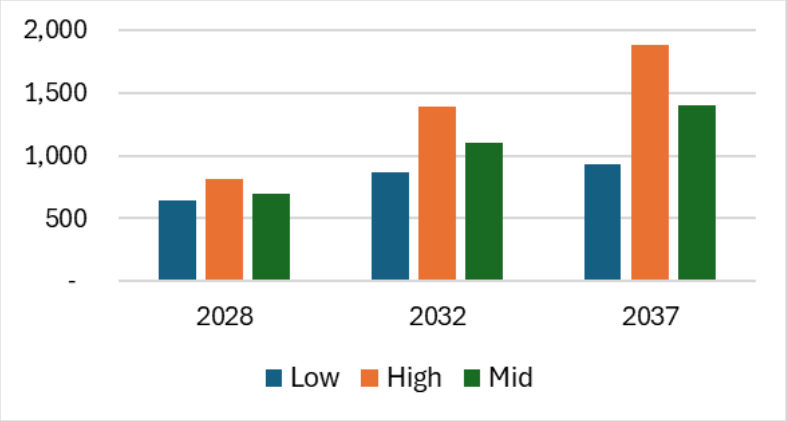
Source: Inter*VISTAS* Consulting analysis, 2024

FIS Operating Expenses

Operating expenses were considered in two categories: (1) basic Operation & Maintenance (O&M) expenses in the FIS facility, as comparable to O&M expenses experienced for PSP terminal building facilities in general (janitorial, etc.), and (2) reimbursement costs for dedicated Customs and Border Protection (CBP) staff.

- For **basic FIS O&M expenses**, historical data on overall PSP O&M expenses by category were reviewed from financial documents such as the FAA CATS annual financial reports and the recent PSP budget report. From these documents we calculated various ratios such as terminal building O&M expenses per passenger—averaging about $5 in recent years--and terminal building O&M expenses per square foot—averaging about $27 in recent years. These ratios were applied to the proposed FIS facility square footage (30,000 square feet) and the projected FIS passengers to generate a range of potential values for FIS O&M expenses, with a midrange value selected for this analysis, as shown on **Figure 6-1**.

Figure 6-1. FIS O&M Expenses (000)



- For **CBP staff costs**, assumptions were made regarding CBP shift staffing and associated labor cost. At the full passenger demand and 4 average daily flights in Year 5, it was assumed that there would be 6 CBP officers, at an average base cost of $213,000 each plus $80,000 in overtime, in 2024 dollars. This was escalated to future Year 5 dollars, or about $330,000 per staff times 6 staff, or $1.98 million in Year 5. In Year 1, the staffing cost was assumed to be about half of Year 1, based on the assumed ramp-up of FIS flights and passengers during the first 5 years. After Year 5, CBP staff costs are assumed to increase with the assumed growth in FIS activity from Year 5 to Year 10.

Table 6-3 shows the total FIS operating expenses for the 10 years of assumed FIS facility operation.

Table 6-3. FIS Operating Expenses (000)

	Year 1 2028	Year 5 2032	Year 10 2037
FIS O&M Expenses	$700	$1,100	$1,540
FIS CBP Staff Costs	$900	$1,980	$2,550
Total FIS Operating Expenses	$1,600	$3,080	$4,090

Source: Inter*VISTAS* Consulting analysis, 2024

Incremental Non-Airline Revenue

Based on the FIS Feasibility Study market analysis, the projected FIS arriving passengers are assumed to be incremental to base case PSP airport activity, and therefore would generate incremental non-airline revenue from terminal concessions and ground transportation.

The FAA CATS database and the PSP budget documents present data on historical non-airline revenue. Although these sources present somewhat different categories and values, the overall average ratios for historical non-airline revenue per enplaned passenger are fairly consistent, at about $10-$12 for pre- and post- pandemic years.

For the FIS financial analysis it was assumed for the baseline case that the incremental non-airline revenue per FIS arriving passenger would be about $11 in Year 1 (FY 2028), and then escalating to about 1% per year to $12 in Year 10 (FY 2037). **Table 6-4** shows the resulting projection of incremental non-airline revenue.

Table 6-4. Incremental Non-Airline Revenue

	Year 1 2028	Year 5 2032	Year 10 2037
Revenue per FIS Passenger	11.0	11.4	12.0
Non-Airline Revenue (000)	$1,416	$2,930	$3,824

Source: Inter*VISTAS* Consulting analysis, 2024

For the baseline case shown on the table, the FIS facility would receive “average credit” for all sources of non-airline revenue at PSP, in terms of the average revenue per passenger. It is possible to consider a more optimistic scenario that produces a higher revenue credit for the FIS facility, if for example: (1) there were initiatives to generally improve overall non-airline revenue performance (and therefore the average revenue per-passenger) such as parking pricing/product strategy; and/or it could be demonstrated (from, say, passenger surveys or other information) that international passengers have higher spend rates at the airport. To consider a higher non-airline revenue credit, the final pro forma scenario in the next section uses an approximate 10% higher non-airline revenue credit relative to the baseline assumption, so that for example the alternative revenue credit in Year 5 is about $3.2 million, compared to the Year 5 value of $2.9 million on Table 6-4 above.

6.2. Financial Pro Forma and Required FIS Fees

Based on the projected FIS activity, debt service and expenses, and revenue as shown in the tables above, we prepared a consolidated financial pro forma that includes calculation of required FIS fees per FIS arriving passenger under four scenarios:

- Scenario 1: 100% of project cost is borrowed and annual debt service is level
- Scenario 2: 100% of project cost is borrowed and annual debt service ramps up during the first 5 years
- Scenario 3: 50% of project cost is borrowed and annual debt service ramps up during the first 5 years
- Scenario 4: Same as Scenario 3, with an alternative higher non-airline revenue credit

Table 6-5 presents the results.

Table 6-5. Financial Pro Forma and FIS Fees

	Year 1				Year 5	Year 10
	2028	2029	2030	2031	2032	2037
FIS Arriving Passengers (000)	129	161	193	225	257	319
FINANCIAL SCENARIO 1						
Capex Loan Amortization (000)	1,413	1,413	1,413	1,413	1,413	1,413
FIS Facility Opex (000)	700	800	900	1,000	1,100	1,540
CBP Staff Costs (000)	900	1,148	1,405	1,671	1,980	2,550
Non-Airline Revenue (000)	(1,416)	(1,787)	(2,163)	(2,546)	(2,930)	(3,824)
Net Requirement (000)	1,597	1,574	1,554	1,538	1,563	1,679
FIS Fee per FIS Arriving Passenger	12.40	9.78	8.05	6.83	6.08	5.27
FINANCIAL SCENARIO 2						
Capex Loan Amortization (000)	700	900	1,100	1,300	1,688	1,688
FIS Facility Opex (000)	700	800	900	1,000	1,100	1,540
CBP Staff Costs (000)	900	1,148	1,405	1,671	1,980	2,550
Non-Airline Revenue (000)	(1,416)	(1,787)	(2,163)	(2,546)	(2,930)	(3,824)
Net Requirement (000)	884	1,061	1,241	1,425	1,839	1,955
FIS Fee per FIS Arriving Passenger	6.86	6.59	6.43	6.33	7.15	6.13
FINANCIAL SCENARIO 3						
Capex Loan Amortization (000)	400	500	600	700	856	856
FIS Facility Opex (000)	700	800	900	1,000	1,100	1,540
CBP Staff Costs (000)	900	1,148	1,405	1,671	1,980	2,550
Non-Airline Revenue (000)	(1,416)	(1,787)	(2,163)	(2,546)	(2,930)	(3,824)
Net Requirement (000)	584	661	741	825	1,006	1,122
FIS Fee per FIS Arriving Passenger	4.53	4.11	3.84	3.66	3.92	3.52
FINANCIAL SCENARIO 4						
Capex Loan Amortization (000)	400	500	600	700	856	856
FIS Facility Opex (000)	700	800	900	1,000	1,100	1,540
CBP Staff Costs (000)	900	1,148	1,405	1,671	1,980	2,550
Non-Airline Revenue (000)	(1,558)	(1,964)	(2,376)	(2,794)	(3,213)	(4,143)
Net Requirement (000)	442	484	529	577	724	804
FIS Fee per FIS Arriving Passenger	3.43	3.01	2.74	2.56	2.82	2.52

Source: Inter*VISTAS* Consulting analysis, 2024

To provide further context and insight into the competitiveness of the range of FIS fees calculated in the four financial scenarios, international airports of different sizes and geographies were benchmarked. These fees charged to airlines, which are presented in **Table 6-6**, range from $1.00 per international deplaned passenger at Tucson International Airport (TUS) to almost $20 per non-preferential airline international deplanement at Houston Hobby (HOU). Regional competitors Ontario, Fresno, and San Diego charge between $10 per international arriving seat to $15 per international arriving passenger. The international airline mix at both Ontario and Fresno may serve as a strong comparator for the potential

international service anticipated at Palm Springs when considering the willingness of an airline to pay FIS fees of a certain magnitude.

Table 6-6. FIS Fee Benchmarks

Airport	Effective Date	FIS Fee
DFW	Oct 2023 (FY24)	$8.15 per signatory international deplaned passenger $10.19 per non-signatory international deplaned passenger
CRP	FY2024	$2.50 per international deplaned passengers (excludes GA and corporate flights <15 passengers)
DEN	Jan 2024	$8.55 per signatory international deplaned passenger $11.12 per non-signatory international deplaned passenger Additionally, a gate use fee is charged of $5.03/$6.04 per arriving and departing passenger (signatory/non-signatory)
FAT	May 2023	Capped at $12 prior to date of beneficial occupancy (DBO) of terminal/ FIS expansion and $15 after DBO
FLL	FY2022	$9.69 FY2022, budgeted for $13.00 FY2024
HOU	FY2023	$15.97 preferential per deplanement $19.96 non-preferential per deplanement
ONT	FY2022-23	$11.00 per both signatory and non-signatory international deplaned passenger
PHX	FY2022-23	$4.00 per international deplaned passenger
ORD	2022	$14.60 per international deplaned passenger
PIT	2023	$9.85 per passenger for signatory, non-signatory, and charter flights in lieu of a turn charge for the arriving-only portion
SAN	Eff 2020	$10 per international arriving seat
SAT	FY2022	$8.50
SLC	FY2025	$5.93 per international deplaned passenger
TUS	FY2024	$1.00 per international deplaned passenger

Source: Inter*VISTAS* Consulting analysis, 2024

7. Environmental Compliance Assessment

This Environmental Compliance Assessment is part of the larger Feasibility Study being prepared to assess the Federal Inspection Service (FIS) Facility at Palm Springs Airport (PSP or the Airport). A FIS Facility is a single processing complex that evolved from the consolidation and integration of U.S. customs, immigration, and agriculture operations with offices and support functions.

A Feasibility Study is statutorily exempt per the California Environmental Quality Act (CEQA). Specifically, Section 15262, Feasibility and Planning Studies, of the State CEQA Guidelines states the following:

> *A project involving only feasibility or planning studies for possible future actions which the agency, board, or commission has not approved, adopted, or funded does not require the preparation of an EIR or Negative Declaration but does require consideration of environmental factors. This section does not apply to the adoption of a plan that will have a legally binding effect on later activities.*

Therefore, as a Feasibility Study, the purpose of this evaluation is not to provide the City with a CEQA document; rather it is intended to give the City an understanding of the types of technical studies and environmental compliance documents that may be required should it decide to move forward with the subsequent project-level evaluation of the FIS Facility. However, to aid in the evaluation, the questions from the CEQA Environmental Checklist from Appendix G of the CEQA Guidelines (California Code of Regulations, Title 14, Chapter 3, Sections 15000, et seq.) are used as a baseline to assess potential environmental effects of the FIS Facility.

At this conceptual level, three options have been identified for the proposed FIS: Option 1 would be to construct the FIS Facility within the planned terminal expansion; Option 2 would construct a temporary FIS tent on the existing rental car lot for passenger processing on the existing rental car lot, and removal of an existing security gate to accommodate aircraft parking; and Option 3 would be located within the existing CBP/USO hangar, and would involve taking a depth of 118 feet from the existing rental car ready/return lot for aircraft circulation to the CBP/USO hangar. It should be noted that rental cars would already be relocated as part of a separate baggage claim expansion project.

At this time in the process, only very general concepts are available. Therefore, this evaluation is not intended to provide consideration of specific design elements. It is assumed that, should the FIS Facility proceed to the subsequent phase of evaluation, all facilities would be designed in compliance with the Customs and Border Protection (CBP) Airport Technical Design Standards (ATDS). As such, applicable Department of Homeland Security requirements would be complied with.

7.1. Previous California Environmental Quality Act Documentation

Palm Springs International Airport - Airport Master Plan Update Mitigated Negative Declaration

Mitigated Negative Declarations (MNDs) were prepared in April 2003 and April 2014 for previous Master Plan Updates. The April 2014 MND included analysis of the Runway Safety Area, and Runway Object Free Area improvements; expansion of the baggage claim areas in the main terminal; reconfiguration of the airport entrance at East Baristo Road; and the expansion and relocation of rental car facilities. The Project Locations of the 2014 MND included the proposed areas of all Options for the FIS Facility. The Mitigation Monitoring and Reporting Program (MMRP) from the 2014 MND may be applicable to the FIS Facility,

therefore, mitigation measures from the 2014 MND are discussed below under the environmental information.

7.2. Environmental Evaluation

It should be noted that this evaluation is not intended to serve as a CEQA compliance document. At this phase of the process, only very general concepts are available; therefore, consideration of specific design elements is not possible. It is assumed that, should the FIS Facility proceed to the subsequent phase of evaluation, all facilities would be designed in compliance with the CBP ATDS. As such, applicable Department of Homeland Security requirements would be complied with.

As described above, the purpose of this environmental evaluation is to provide a baseline assessment of the potential environmental effects that could occur with implementation of the FIS Facility. The purpose is to provide the City with an understanding of potential issues and possible future studies that may be needed to comply with CEQA.[5]

The Airport is currently in the process of updating its Airport Master Plan. Implementation of the Airport Master Plan Update is subject to CEQA and the Airport will be preparing an EIR as part of its CEQA review. The proposed FIS Facility is included within this Master Plan Update and EIR. However, due to the somewhat urgent need for an FIS Facility, the FIS Facility may undergo independent CEQA review in order to get the facility constructed and operational sooner than the rest of the Master Plan Update.

CEQA Environmental Checklist Topics

Though the FIS Facility is being considered as part of a feasibility study, the intent is to provide the City with a preliminary assessment of the environmental considerations that may be associated with implementation of the facility. As indicated above, to aid in the evaluation, the questions from the CEQA Environmental Checklist are being used. The CEQA Environmental Checklist has been developed as part of the State CEQA Guidelines as a tool for assessing areas of potential environmental impacts. The checklist addresses 20 different topical areas and includes 81 questions. The CEQA Environmental Checklist is generally used when preparing an Initial Study to determine the type of environmental document for a project or as the basis for a Negative Declaration or Mitigated Negative Declaration.[6] The following discussion does not provide the level of detail generally associated with an Initial Study because of the preliminary nature of the design plans. While all the CEQA checklist questions are provided, the evaluation is provided at a topical level rather than a question-by-question assessment. For each topical area the following sections are provided:

- **CEQA Checklist Questions.** This section lists the questions from the CEQA Environmental Checklist included in Appendix G of the State CEQA Guidelines, only modified to focus on the FIS Facility, rather than state "the project" (as a feasibility study, the FIS Facility does not represent a "project" under CEQA).

[5] If implemented, the FIS Facility would require modifications to the airfield side of PSP, which would require Federal Aviation Administration (FAA) approval. Therefore, environmental compliance pursuant to the National Environmental Policy Act (NEPA) would also be required.

[6] A Negative Declaration is prepared for projects where there would not be a significant effect on the environment. A Mitigated Negative Declaration is prepared for a project when potentially significant effects on the environment has been identified but measures have been incorporated prior to releasing the Initial Study for public review would avoid the effects or mitigate the effects to a point where no significant effect on the environment would occur. An EIR is the most involved CEQA document and is prepared when significant effects that cannot be mitigated to a level of less than significant have been identified.

- **Conceptual Assessment of the FIS Facility.** This section provides a preliminary assessment of the nature of the environmental impacts for the topical issue. This assessment is based on the three very conceptual plans used for this Feasibility Study (see Section 3).
- **Recommended Further Evaluation.** This section identifies recommended further studies or evaluations that would be required if the FIS Facility is recommended for further evaluation and is subject to CEQA evaluation.

Aesthetics

CEQA Checklist Questions

a) Would the FIS Facility have a substantial adverse effect on a scenic vista?
b) Would the FIS Facility substantially damage scenic resources, including, but not limited to, trees, rock outcroppings, and historic buildings within a state scenic highway?
c) Would the FIS Facility substantially degrade the existing visual character or quality of the site and its surroundings?
d) Would the FIS Facility create a new source of substantial light or glare which would adversely affect day or nighttime views in the area?

Conceptual Assessment of the FIS Facility

At this time, only very conceptual building size and placement information is known about the FIS Facility. Under all three Options, the buildings would be located in the area adjacent to the existing terminal, existing rental car parking lot, and existing CBP/USO Hangar. Based on preliminary information available, the placement and size of the buildings would serve to minimize aesthetic impacts because the overall visual character and visual quality of the site would not be substantially altered. Presuming the design of the buildings are consistent with the architectural character of the surrounding uses, the FIS Facility would become part of a visually cohesive terminal area.

The Airport is not located in the viewshed of a designated scenic vista or state scenic highway. Views of the FIS Facility would be limited to the area surrounding the existing Airport terminal and would have minimal effect outside the immediate area. This portion of the Airport site does not have trees or rock outcroppings that would be affected by the FIS Facility.

The FIS Facility would result in a greater amount of light emanating from the buildings (temporary and permanent); however, facilities would be located in areas that have been developed with similar uses. Design would be required to comply with applicable regulations associated with light and glare, as set forth in the zoning ordinance and FAA regulations. Lighting from the facilities would not extend beyond the terminal area.

Based on a review of the other CEQA Environmental Checklist questions, no significant impacts would be anticipated. However, before a definitive determination can be made, a review of the design plans would be required as part of the design phase.

Recommended Further Evaluation

As part of the CEQA review process, the design of the FIS Facility would need to be evaluated for compatibility with the design of the terminal to ensure the visual elements are compatible.

Agricultural and Forest Resources

CEQA Checklist Questions

a) Would the FIS Facility convert Prime Farmland, Unique Farmland, or Farmland of Statewide importance (Farmland), as shown on the maps prepared pursuant to the Farmland Mapping and Monitoring Program of the California Resources Agency, to non-agricultural use?
b) Would the FIS Facility conflict with existing zoning for agricultural use, or a Williamson Act contract?
c) Would the FIS Facility conflict with existing zoning for, or cause rezoning of, forest land (as defined in Public Resources Code section 12220[g]), timberland (as defined by Public Resources Code section 4526), or timberland zoned Timberland Production (as defined by Government Code section 51104[g])?
d) Would the FIS Facility result in the loss of forest land or conversion of forest land to non- forest use?
e) Would the FIS Facility involve other changes in the existing environment which, due to their location or nature, could result in conversion of Farmland, to nonagricultural use or conversion of forest land to non-forest use?

Conceptual Assessment of the FIS Facility

All three FIS Facility options would not result in any impacts to farmlands listed as "Prime", "Unique", or of "Statewide Importance" based on the California Important Farmland Finder prepared by the Department of Conservation. Due to lack of resources, none of the Airport is under a Williamson Act Contract. Additionally, there are no forestland or timberland resources in the vicinity of the Airport; therefore, there would be no direct or indirect (i.e., pressure for conversion) impacts on these resources.

Recommended Further Evaluation

No further evaluation of agricultural and forest resources is required.

Air Quality

CEQA Checklist Questions

a) Would the FIS Facility conflict with or obstruct implementation of the applicable air quality plan?
b) Would the FIS Facility result in a cumulatively considerable net increase of any criteria pollutant for which the region is non-attainment under an applicable federal or state ambient air quality standard?
c) Would the FIS Facility expose sensitive receptors to substantial pollutant concentrations?
d) Would the FIS Facility result in other emissions (such as those leading to odors) adversely affecting a substantial number of people?

Conceptual Assessment of the FIS Facility

The introduction of commercial international flights would not alter the type of aircraft or operational procedures at the Airport. The Airport currently has FIS capabilities for smaller aircraft, but the FIS Facility would provide for the ability to accommodate larger commercial aircraft. The introduction of CBP facilities would have the potential to incrementally reduce regional air emissions as it relates to commercial aviation operations. Currently, commercial aircraft traveling to PSP from international destinations are required to be cleared at an airport with CBP facilities. As a result, for these aircraft an additional stop is required. The additional take-off and landing would result in incrementally greater emissions. Though this

would not change the local emissions at PSP, the additional flights do contribute to the regional emissions. Counterbalancing this, there is the potential that some aircraft will utilize PSP as a stopping point for CBP services though Palm Springs is not the final destination. On a regional scale these additional operations may have an effect on regional air quality.

There would be four areas that may contribute to incremental increases in air emissions: (1) construction activities; (2) utility usage associated with expanded facilities (i.e., heating and cooling requirements); (3) additional employees that would be serving the Airport; and (4) special handling of international trash from the flights. Due to the differences in the amount of new building space being provided in each Option, the construction emissions would vary depending on the Option selected. However, the amount of additional space by any of the Options is not substantial. Similarly, the additional air emissions associated with operational activities are also expected to be nominal and below the thresholds of significance established by the South Coast Air Quality Management District (SCAQMD). Because the flights would not increase and the operational procedures would be the same, the introduction of the FIS Facility would not require any modifications to the Air Quality Management Plan for the South Coast Air Basin, nor would it result in the creation of objectionable odors. There are sensitive receptors living near the Airport, and the potential increase in the overall level of air emissions may result in an increase of substantial pollutant concentrations.

Mitigation measure MM AQ-1 from the 2014 MND requires the use of Tier 2 engines for construction equipment, and Tier 3 engines if available. This mitigation measure would be out of date, as now Tier 4 engines are regularly recommended if air quality impacts are potentially significant. MM AQ-2, referring to SCAQMD's Rule 1113, would remain applicable for the FIS Facility construction.

Recommended Further Evaluation

An air quality analysis would need to be prepared. However, because the magnitude of the improvements is limited, rather than a full standalone technical report, the evaluation could be directly incorporated into the CEQA document with just the modeling results included in the appendices.

Biological Resources

CEQA Checklist Questions

a) Would the FIS Facility have a substantial adverse effect, either directly or through habitat modifications, on any species identified as a candidate, sensitive, or special status species in local or regional plans, policies, or regulations, or by the California Department of Fish and Wildlife or U.S. Fish and Wildlife Service?

b) Would the FIS Facility have a substantial adverse effect on any riparian habitat or other sensitive natural community identified in local or regional plans, policies, regulations or by the California Department of Fish and Game or U.S. Fish and Wildlife Service?

c) Would the FIS Facility have a substantial adverse effect on state or federally protected wetlands (including, but not limited to, marsh, vernal pool, coastal, etc.) through direct removal, filling, hydrological interruption, or other means?

d) Would the FIS Facility interfere substantially with the movement of any native resident or migratory fish or wildlife species or with established native resident or migratory wildlife corridors, or impede the use of native wildlife nursery sites?

e) Would the FIS Facility conflict with any local policies or ordinances protecting biological resources, such as a tree preservation policy or ordinances?
f) Would the FIS Facility conflict with the provisions of an adopted Habitat Conservation Plan, Natural Community Conservation Plan, or other approved local, regional, or state habitat conservation plan?

Conceptual Assessment of the FIS Facility

All options for the FIS Facility are located on portions of the Airport that are paved. They do not support sensitive habitat or impact any sensitive species. No impacts are anticipated. MM BIO-1 (pre-construction surveys for burrowing owls) from the 2014 MND may not be required due to the paved nature of the sites.

Recommended Further Evaluation

No further analysis would be required.

Cultural Resources

CEQA Checklist Questions

a) Would the FIS Facility cause a substantial adverse change in the significance of a historical resource as defined in §15064.5?
b) Would the FIS Facility cause a substantial adverse change in the significance of an archaeological resource pursuant to §15064.5?
c) Would the FIS Facility disturb any human remains, including those interred outside of formal cemeteries?

Conceptual Assessment of the FIS Facility

The terminal building was completed in 1966 and was designed by renowned architect Donald Wexler. According to the 2014 Airport Master Plan Update Initial Study, the west façade of the main terminal is locally designated as Class I Historic Site HSPB 70 and as such qualifies as a historical resource pursuant to CEQA. Most of the historic resources are concentrated near the ticketing area, main entrance and baggage claim. Options 2 and 3 would not directly impact the terminal building because there would be no direct connection to the building. Option 1 may impact the historic resource, and historic impacts can be avoided if modifications do not impact the west façade. However, whether the west façade would be affected and if so, the extent to which it would be impacted, is currently unknown due to of the preliminary nature of the design plans. MM CUL-1 and MM-CUL-2 from the 2014 MND may be needed to mitigate impacts to historic resources.

Based on the disturbed nature of the site and the limited grading that would be expected for the FIS Facility, further evaluation of archaeological and paleontological resources is not anticipated. MM CUL-3 from the 2014 MND would be implemented for inadvertent discovery of archaeological resources, and MM CUL-4 would be implemented for discovery of human remains.

Recommended Further Evaluation

Although the site is disturbed, record search requests for archeological and paleontological resources will most likely be needed to confirm a lack of resources.

Energy

CEQA Checklist Questions

a) Would the FIS Facility result in potentially significant environmental impact due to wasteful, inefficient, or unnecessary consumption of energy resources, during project construction or operation?
b) Would the FIS Facility conflict with or obstruct a state or local plan for renewable energy or energy efficiency?

Conceptual Assessment of the FIS Facility

Given the small scale of the FIS Facility, it is reasonable to assume that energy use would not be wasteful, inefficient, or involve unnecessary consumption. For Option 1, the energy use would be negligible in the context of the larger terminal improvements, which under Options 2 and 3, the incremental additional energy demand associated with FIS operations would not be substantial in the context of airport-wide energy use, and would not contain equipment or activities that would result in wasteful or inefficient use of energy resources.

Recommended Further Evaluation

The projected energy usage associated with the FIS Facility should be quantified to demonstrate that the energy usage would not be wasteful, inefficient, or unnecessary.

Geology and Soils

CEQA Checklist Questions

a) Would the FIS Facility directly or indirectly cause potential substantial adverse effects, including the risk of loss, injury, or death involving:
    i. Rupture of a known earthquake fault, as delineated on the most recent Alquist-Priolo Earthquake Fault Zoning Map, issued by the State Geologist for the area or based on other substantial evidence of a known fault? Refer to Division of Mines and Geology Special Publication 42.
    ii. Strong seismic ground shaking?
    iii. Seismic-related ground failure, including liquefaction?
    iv. Landslides?
b) Would the FIS Facility result in substantial soil erosion or the loss of topsoil?
c) Would the FIS Facility be located on a geologic unit or soil that is unstable, or that would become unstable as a result of the FIS Facility, and potentially result in on or off-site landslide, lateral spreading, subsidence, liquefaction or collapse?
d) Would the FIS Facility be located on expansive soil, as defined in Table 18-1-B of the Uniform Building Code (1994), creating substantial risks to life or property?
e) Would the FIS Facility have soils incapable of adequately supporting the use of septic tanks or alternative waste water disposal systems where sewers are not available for the disposal of waste water?
f) Would the FIS Facility directly or indirectly destroy a unique paleontological resource or site or unique geologic feature?

Conceptual Assessment of the FIS Facility

The areas being evaluated for the FIS Facility are relatively flat covered by an impervious surface. Construction activities would expose the underlying soils; however, the overall area exposed would be limited and would be covered once the improvements were implemented. The FIS Facility site would not be prone to geotechnical constraints such as slope instability or landslides because the site is relatively flat. Though all of Southern California is exposed to seismic hazards, the Seismic Hazards Map of the City's General Plan Safety Element indicates the site would have a low potential for liquefaction and no faults located within or proximate to the Airport boundaries. It is anticipated, however, that the site could be affected by strong seismic ground shaking. Nonetheless, implementation of Standard Conditions and Requirements, such as compliance with the 2022 California Building Code, would reduce the risks to a level considered less than significant. Septic tanks would not be required to serve the FIS Facility.

Recommended Further Evaluation

No further evaluation of Geology and Soils should be required. The lack of constraints and compliance with existing building regulations would sufficiently avoid or minimize impacts on the environment.

Greenhouse Gas Emissions

CEQA Checklist Questions

a) Would the FIS Facility generate greenhouse gas emissions, either directly or indirectly, that may have a significant impact on the environment?
b) Would the FIS Facility conflict with an applicable plan, policy or regulation adopted for the purpose of reducing the emissions of greenhouse gases?

Conceptual Assessment of the FIS Facility

For small projects, the SCAQMD has identified a screening value or bright line value for the evaluation of Greenhouse Gas (GHG) emissions. For industrial projects, the SCAQMD has adopted a threshold of 10,000 metric tons of carbon dioxide (CO_2) equivalent per year ($MTCO_2e/yr$). Since there is not a threshold or draft threshold specific to airport use, it is anticipated that the industrial threshold would apply. Given the small scale of the FIS Facility, it is reasonable to assume that the GHG emissions would be below this bright line threshold and no impacts would be anticipated.

Recommended Further Evaluation

The GHG emissions associated with the FIS Facility should be quantified to demonstrate that the emissions associated with the improvements are below the bright line threshold established by the SCAQMD.

Hazards and Hazardous Materials

CEQA Checklist Questions

a) Would the FIS Facility create a significant hazard to the public or the environment through the routine transport, use, or disposal of hazardous materials?
b) Would the FIS Facility create a significant hazard to the public or the environment through reasonably foreseeable upset and accident conditions involving the release of hazardous materials into the environment?
c) Would the FIS Facility emit hazardous emissions or handle hazardous or acutely hazardous materials, substances, or waste within one-quarter mile of an existing or proposed school?

d) Would the FIS Facility be located on a site which is included on a list of hazardous materials sites compiled pursuant to Government Code Section 65962.5 and, as a result, would it create a significant hazard to the public or the environment?
e) Would the FIS Facility result in a safety hazard for people residing or working in an area within an airport land use plan or, where such a plan has not been adopted, within two miles of a public airport or public use airport?
f) Would the FIS Facility impair implementation of or physically interfere with an adopted emergency response plan or emergency evacuation plan?
g) Would the FIS Facility expose people or structures, either directly or indirectly, to a significant risk of loss, injury or death involving wildland fires?

Conceptual Assessment of the FIS Facility

Given the industrial nature of the Airport and the ongoing use and storage of hazardous materials at the site, there is the potential that sites considered for the FIS Facility may have been exposed to past hazardous materials. To the extent that the FIS Facility would disturb the soil, there could be a potential limited risk during construction. However, this is a relatively low risk given that only Option 1 would disturb substantial amounts of on-site soils associated with excavation/grading activities.

Standard construction practices would sufficiently address the handling of hazardous materials required for construction. Permits and licenses from health and regulatory agencies to operate and properly manifest all hazardous or California regulated materials are standard conditions for contractors transporting or handling hazardous materials and/or wastes.

The FIS Facility would not result in a significant hazard from the transport of hazardous materials. Materials used for construction that are classified as "hazardous" would be handled consistent with federal, State, and the Airport's practices regarding the handling of hazardous materials. The FIS Facility would not alter the Airport's fueling or other maintenance or operational procedures.

The FIS Facility would not change the number of flights, the flight patterns, or the operational procedures at the Airport in a manner that would result in increased safety hazards on site or off site. Flight operations would be under the purview of the FAA and would be required to abide by applicable safety regulations. The FIS Facility would be required to comply with the Department of Homeland Security/CBP requirements. Transportation Security Administration (TSA) safety screening would be applied to all outgoing international flights.

The FIS Facility would not alter or interfere with an adopted emergency response plan or emergency evacuation plan. The Airport is not within ¼ mile of any existing schools; therefore, there would be no risk associated with emitting hazardous emissions or handling hazardous or acutely hazardous materials, substances, or waste near a school.

The Airport site is not located in an area subject to wildland fires. The area surrounding the Airport is urbanized and the conditions for wildland fires do not exist in close proximity.

Based on overall site conditions, existing regulations, and nature of the FIS Facility, no safety impacts or constraints associated with hazardous materials are anticipated.

Recommended Further Evaluation

An updated search of federal, State, and local databases is recommended to clearly identify any outstanding hazardous materials constraints in the terminal area vicinity. Based on the results of the database search, additional actions such as coring for soil samples may be recommended; however, this would likely not be done until final design.

Hydrology and Water Quality

CEQA Checklist Questions

a) Would the FIS Facility violate any water quality standards or waste discharge requirements or otherwise substantially degrade surface or ground water quality?
b) Would the FIS Facility substantially decrease groundwater supplies or interfere substantially with groundwater recharge such that the project may impede sustainable groundwater management of the basin?
c) Would the FIS Facility substantially alter the existing drainage pattern of the site or area, including through the alteration of the course of a stream or river or through the addition of impervious surfaces, in a manner which would:
    i. result in substantial erosion or siltation on- or off-site?
    ii. substantially increase the rate or amount of surface runoff in a manner which would result in flooding on- or offsite?
    iii. create or contribute runoff water which would exceed the capacity of existing or planned stormwater drainage systems or provide substantial additional sources of polluted runoff?
    iv. Impede or redirect flood flows?
d) Would the FIS Facility risk release of pollutants due to inundation in flood hazard, tsunami, or seiche zones?
e) Would the FIS Facility conflict with or obstruct implementation of a water quality control plan or sustainable groundwater management plan?

Conceptual Assessment of the FIS Facility

For all Options, the area being evaluated for the FIS Facility is currently paved. As a result, the facility would not result in an increase in impervious soil or result in increased runoff. This facility would not alter the existing drainage pattern of the site or affect the quality or quantity of the groundwater table.

The FIS Facility would be required to comply with the Municipal Storm Water permit issued to the City of Palm Springs, as well as the Riverside County Watershed Protection program.

The FIS Facility would not be located within a 100-year flood hazard area, nor would it alter the flood zone. Therefore, it would not place housing or any structures that would impede or redirect flood flows within a 100-year flood hazard area, as mapped on a federal Flood Hazard Boundary or Flood Insurance Rate Map.

If grading is required, MM HYD-1 from the 2014 MND would be implemented, as applicable.

Recommended Further Evaluation

No further evaluation is required. If the FIS Facility is recommended for further evaluation, the design would be required to comply with the Municipal Storm Water permit and the Riverside County Watershed Protection program.

Land Use and Planning

CEQA Checklist Questions

a) Would the FIS Facility physically divide an established community?
b) Would the FIS Facility cause a significant environmental impact due to a conflict with any land use plan, policy, or regulation adopted for the purpose of avoiding or mitigating an environmental effect?

Conceptual Assessment of the FIS Facility

The FIS Facility would be limited to improvements on the Airport property and would not be expected to have direct or indirect impacts on the surrounding land uses. It would not physically divide an established community. The potential for indirect impact associated with noise is addressed below under Noise. The Airport is not located in a habitat conservation plan area.

The FIS Facility Option 1 would require new construction at the Airport; however, substantial land use impacts are not anticipated. Options 2 and 3 would be temporary and would not require construction. The improvements associated with the Proposed Project would be consistent with the ongoing Airport Master Plan Update. The FIS Facility would not conflict with land use planning programs because it would not change the nature of the uses at the Airport. These land use policies do not specify the specific uses allowed in the terminal area. As discussed below, two of the options would, at least to a limited extent, displace existing uses and activities (i.e., rental car ready/return and existing CBP activities/space); however, there are opportunities to replace the uses without significant land use impacts.

Two of the Options would require modification to existing land uses at the Airport. Option 1 would involve construction to expand the Airport, and the FIS Facility would be located within that expanded portion. Both the temporary FIS options (Options 2 and 3) would involve using the area currently utilized as parking for rental cars; however, this area is not specifically designated for this use. Relocation options are available at the Airport.

MM LU-1 from the 2014 MND requires the master plan to be reviewed and approved/adopted by the Riverside County Airport Land Use Commission prior to approval. The Master Plan would be analyzed within a different CEQA document; therefore, this mitigation would not be required.

Recommended Further Evaluation

No further evaluation is required.

Mineral Resources

CEQA Checklist Questions

a) Would the FIS Facility result in the loss of availability of a known mineral resource that would be of value to the region and the residents of the state?
b) Would the FIS Facility result in the loss of availability of a locally important mineral resource recovery site delineated on a local general plan, specific plan or other land use plan?

Conceptual Assessment of the FIS Facility

The California Division of Mines and Geology (CDMG) is the State agency with the responsibility to oversee the management of mineral resources in California. The CDMG considers a site to be significant in regard to mineral commodities if it can be mined commercially and there must be enough of the resource to be economically viable. There are no such resources on site.

Recommended Further Evaluation

No evaluation of this topical area is required.

Noise

CEQA Checklist Questions

a) Would the FIS Facility result in generation of a substantial temporary or permanent increase in ambient noise levels in the vicinity of the project in excess of standards established in the local general plan or noise ordinance, or applicable standards of other agencies?
b) Would the FIS Facility result in generation of excessive groundborne vibration or groundborne noise levels?
c) For a project located within the vicinity of a private airstrip or an airport land use plan or, where such a plan has not been adopted, within two miles of a public airport or public use airport, would the FIS Facility expose people residing in the area to excessive noise levels?

Conceptual Assessment of the FIS Facility

As PSP is relatively a small commercial airport and has only a few noise-sensitive areas underneath the loudest portions of the flight path, the airport does not maintain a robust noise abatement and mitigation program like many other Southern California airports. The airport does not have a Noise and Operations Monitoring System and has no published noise abatement procedures (SCAG 2024). There is the potential that the international flights would travel greater distances than the domestic flights they are replacing. In these instances, it is reasonably assumed the aircraft would have to carry additional fuel and luggage weight could be greater. As a heavier aircraft, the noise characteristics of the international flights may be slightly greater than if the same type of aircraft travels to a closer locale. It is speculative as to whether this incremental noise increase would be sufficient to influence the Community Noise Equivalent Level (CNEL) contours. Similarly, if the FIS Facility is available at PSP there could be an incremental increase in general aviation and charter aircraft utilizing the Airport. Currently, commercial aircraft with international origins are required to stop at an airfield with CBP facilities, such as Brown Field in San Diego County, before proceeding to their ultimate destination. The operation of the FIS Facility would not increase the number of sensitive receptors exposed to noise levels in excess of State or federal standards. Therefore, the operation of the FIS Facility would not result in any long-term noise impacts.

During construction of the FIS Facility there would be construction noise. The closest sensitive receptor to the FIS Facility locations (Options 2 and 3) would be the homes west of North Civic Drive. FIS Facility Option 1 would be construction adding onto the existing terminal, which is further from sensitive receptors. As a result, the construction noise levels may require mitigation if significant. Once constructed, the noise levels associated with use of the FIS Facility would not be substantially different from the existing conditions in the terminal area.

MM NOI-1 from the 2014 MND would be implemented to mitigate construction noise.

Recommended Further Evaluation

A noise study may be required due to the proximity of sensitive receptors to the rental car ready/return lot (Options 2 and 3).

Population and Housing

a) Would the FIS Facility induce substantial unplanned population growth in an area, either directly (for example, by proposing new homes and businesses) or indirectly (for example, through extension of roads or other infrastructure)?
b) Would the FIS Facility displace substantial numbers of existing people or housing, necessitating the construction of replacement housing elsewhere?

Conceptual Assessment of the FIS Facility

The FIS Facility would not result in substantial growth-inducing impacts or result in changes in population projections for the City of Palm Springs or the vicinity of the Airport. The FIS Facility would not result in increased flight levels or displace existing housing. Therefore, there would be no need for construction of replacement housing. The FIS Facility would result in an incremental increase of employees at the Airport because CBP staff would serve the facility. However, the overall number of employees would be nominal. This small increase in employees would not result in the demand for additional housing beyond the current and planned housing stock, nor would it result in a substantial change in the population of the region.

Recommended Further Evaluation

No further evaluation of Population and Housing would be required for the FIS Facility.

Public Services

CEQA Checklist Questions

a) Would the FIS Facility result in substantial adverse physical impacts associated with the provision of new or physically altered governmental facilities, need for new or physically altered governmental facilities, the construction of which could cause significant environmental impacts, in order to maintain acceptable service ratios, response times, or other performance objectives for any of the public services:
   - Fire protection?
   - Police protection?
   - Schools?
   - Parks?
   - Other public facilities?

Conceptual Assessment of the FIS Facility

The FIS Facility would result in an incremental increase in the square footage of terminal improvements. The public services potentially affected would be fire and police protection. However, the incremental increase in the Airport square footage under all three options would not result in the need for new or physically altered government facilities, the construction of which could cause significant environmental impacts. The Airport has dedicated services located at the Airport that would provide the necessary response. The FIS Facility would result in the need for CBP staff to be at the Airport to serve international

flights. The size of the FIS Facility addresses this need. No environmental impacts beyond the construction of these facilities would be expected.

Options 2 and 3 would both include use of the rental car parking lot, with Option 3 also using the CBP/USO Hangar. Option 1 would require construction within the planned terminal expansion. Therefore, there would be minimal interference due to construction activities for all three options. Additionally, during construction, the Airport would have to follow the standards and procedures for meeting Federal Aviation Regulations requirements (as stated in the *Code of Federal Regulations* [CFR], Title 14, Part 139) and local rules and regulations governing operational safety on airports during construction. With implementation of these provisions, there would not be substantial impacts on emergency responders due to construction activities.

No impact on parks, schools, or library services would result from the FIS Facilities because it would not generate new population that would create the need for these services.

Recommended Further Evaluation

Once concept designs are available, coordination with the fire and police departments should be conducted to verify that the design meets the applicable requirements. However, based on the threshold of whether new or physically altered governmental facilities could cause significant environmental impacts, it is anticipated that there would be either no impacts or less than significant impacts on public services.

Recreation

CEQA Checklist Questions

a) Would the FIS Facility increase the use of existing neighborhood and regional parks or other recreational facilities such that substantial physical deterioration of the facility would occur or be accelerated?
b) Does the FIS Facility include recreational facilities or require the construction or expansion of recreational facilities which might have an adverse physical effect on the environment?

Conceptual Assessment of the FIS Facility

The FIS Facility would not generate any increase in population or provide development that would result in increased usage of existing neighborhood and regional parks. There would not be any physical deterioration to existing recreational facilities due to the FIS Facility.

Recommended Further Evaluation

No further evaluation of recreation would be required for the FIS Facility.

Transportation/Traffic

CEQA Checklist Questions

a) Would the FIS Facility conflict with a program, plan, ordinance or policy addressing the circulation system, including transit, roadway, bicycle and pedestrian facilities?
b) Would the FIS Facility conflict or be inconsistent with CEQA Guidelines § 15064.3, subdivision (b)?
c) Would the FIS Facility substantially increase hazards due to a geometric design feature (e.g., sharp curves or dangerous intersections) or incompatible uses (e.g., farm equipment)?
d) Would the FIS Facility result in inadequate emergency access?

Conceptual Assessment of the FIS Facility

It is assumed that the number of trips associated with the commercial carriers would be similar with or without the FIS Facility. There would be an incremental increase in vehicle trips associated with the CBP staff and possibly an increase in TSA staff serving the Airport. However, the overall number of trips would be limited and would not be expected to substantially alter the overall trip generation rate used for the Airport. The potential impact on the surrounding circulation network would be dependent on the time of the international flights because that would influence if the additional employee trips would occur at peak hour.

The FIS Facility would not alter the alternative modes of transportation currently serving the Airport (e.g., shuttles and transit). There would be no element of the FIS Facility that would result in hazardous design features or incompatible use. The public circulation system at the Airport would not be altered and internal (airfield side) circulation would be regulated by applicable FAA and Airport requirements.

Recommended Further Evaluation

No further analysis pertaining to traffic would be required for the FIS Facility.

Tribal Cultural Resources

CEQA Checklist Questions

a) Would the FIS Facility cause a substantial adverse change in the significance of a tribal cultural resource, defined in Public Resources Code § 21074 as either a site, feature, place, cultural landscape that is geographically defined in terms of the size and scope of the landscape, sacred place, or object with cultural value to a California Native American tribe, and that is:
   i. Listed or eligible for listing in the California Register of Historical Resources, or in a local register of historical resources as defined in Public Resources Code section 5020.1(k)?
   ii. A resource determined by the lead agency, in its discretion and supported by substantial evidence, to be significant pursuant to criteria set forth in subdivision (c) of Public Resources Code § 5024.1. In applying the criteria set forth in subdivision (c) of Public Resource Code § 5024.1, the lead agency shall consider the significance of the resource to a California Native American tribe.

Conceptual Assessment of the FIS Facility

Based on the disturbed nature of the site and the fact that the FIS Facility would be included among the other airport improvements being constructed as part of the new terminal building under Option 1, further evaluation of tribal cultural resources is not anticipated beyond what would be conducted in the course of the CEQA analysis for the Master Plan. Tribal outreach and consultation pursuant to Assembly Bill (AB) 52 and potentially Senate Bill (SB) 18 would be required and the results of such consultation reflected in the analysis of Tribal Cultural Resources in the CEQA document.

For Options 2 and 3, based on the nature of the temporary facilities and activities, and lack of any notable ground disturbance, it is anticipated that the potential for adverse effects on Tribal Cultural Resources would be very low.

Recommended Further Evaluation

Option 1 would require formal tribal consultation and evaluation of Tribal Cultural Resources impacts in the CEQA document to be prepared for the Master Plan/terminal expansion, of which the FIS would be a

component. For Options 2 and 3, no formal consultation would be required given the lack of potential for notable excavation or ground disturbance; however, should these options trigger the potential for adverse effects requiring mitigation (i.e., potentially significant impacts), preparation of a ND or MND for CEQA clearance may be necessary, with formal tribal consultation also required.

Utilities and Service Systems

CEQA Checklist Questions

a) Would the FIS Facility require or result in the relocation or construction of new or expanded water, wastewater treatment or storm water drainage, electric power, natural gas, or telecommunications facilities, the construction or relocation of which could cause significant environmental effects?
b) Would the FIS Facility have sufficient water supplies available to serve the project and reasonably foreseeable future development during normal, dry and multiple dry years?
c) Would the FIS Facility result in a determination by the waste water treatment provider, which serves or may serve the project that it has adequate capacity to serve the project's projected demand in addition to the provider's existing commitments?
d) Would the FIS Facility generate solid waste in excess of state or local standards, or in excess of the capacity of local infrastructure, or otherwise impair the attainment of solid waste reduction goals?
e) Would the FIS Facility comply with federal, state, and local management and reduction statutes and regulations related to solid waste?

Conceptual Assessment of the FIS Facility

The FIS Facility would not create substantial demand on water, wastewater, or solid waste disposal. Water and wastewater service is provided by the Desert Water Agency. For all Options, there would be an incremental increase in water demand because there would be additional facilities, including new restroom facilities, at the Airport. However, Option 1 would also include additional facilities such as concessions, holdrooms, and other traditional components of a terminal. The FIS Facility may result in increased peak flow rates, though the overall increase would not be substantial enough to require expansion of existing facilities. The FIS Facility would not require a water supply assessment pursuant to Senate Bill (SB) 610 because the size of the improvements would be below the thresholds used in SB 610 or the State Water Code.

The total amount of solid waste generated at the FIS Facility would be comparable to the quantity associated with domestic flights. However, international generated garbage may be handled differently than garbage generated on domestic flights, if it is defined as "regulated garbage". Not all garbage generated onboard is defined as "regulated garbage". Regulated garbage generally includes food scraps, table refuse, galley refuse, food wrappers or packaging materials, and other waste material from stores and food preparation areas. However, pursuant to 7 CFR 330.400 and 9 CFR 94.5 there are exemptions for aircraft provided certain conditions are met. These requirements pertain to the air carriers conducting the international flights rather than the FIS Facility. The air carriers would be responsible for entering into Agricultural Compliance Agreement (ACA) for handling international garbage.

Recommended Further Evaluation

From a CEQA perspective, no further evaluation of utilities would be required for the FIS Facility, unless the added area is greater than 650,000 square feet. In that case, a Water Supply Assessment would need to be prepared.

Wildfire

CEQA Checklist Questions

a) If located in or near state responsibility areas or lands classified as very high fire hazard severity zones, would the FIS Facility substantially impair an adopted emergency response plan or emergency evacuation plan?

b) If located in or near state responsibility areas or lands classified as very high fire hazard severity zones, would the FIS Facility due to slope, prevailing winds, and other factors, exacerbate wildfire risks, and thereby expose project occupants to pollutant concentrations from a wildfire or the uncontrolled spread of a wildfire?

c) If located in or near state responsibility areas or lands classified as very high fire hazard severity zones, would the FIS Facility require the installation of maintenance of associated infrastructure (such as roads, fuel breaks, emergency water sources, power lines or other utilities) that may exacerbate fire risk or that may result in temporary or ongoing impacts to the environment.

d) If located in or near state responsibility areas or lands classified as very high fire hazard severity zones, would the FIS Facility expose people or structures to significant risks, including downslope or downstream flooding or landslides, as a result of runoff, post-fire slope instability, or drainage changes?

Conceptual Assessment of the FIS Facility

The Airport is not categorized as fire hazard severity zone in a local or state responsibility area, and therefore has no impact on existing wildfire emergency plans, regulations, and risk factors. The potential FIS Facility sites are flat and would not be subject to factors exacerbating wildfire risk and does not require the construction, installation, or maintenance of existing powerlines, roads, emergency water sources, or utilities. Therefore, the FIS Facility would not have a significant impact on emergency response plans, emergency evacuation plans, fire risk, exposing occupants to pollutant concentrations, uncontrolled spread of wildfire, and the installation or maintenance of infrastructure that would exacerbate fire risk.

Recommended Further Evaluation

From a CEQA perspective, no further evaluation of wildfire would be required for the FIS Facility.

CEQA Conclusion

This analysis has been conducted without the benefit of detailed concept plans. Based on the preliminary assessment, it would appear the FIS Facility would be consistent with either a Categorical Exemption (Cat Ex), Negative Declaration (ND) or Mitigated Negative Declaration (MND). The FIS Facility may be applicable as a Class 32 Cat Ex but would more likely qualify for a ND or MND, depending on whether or not mitigation is required to reduce impacts to less than significant. A more detailed conceptual plan would be required prior to making a comprehensive CEQA determination.

NEPA Compliance Requirements

NEPA compliance would be required for any federal actions or approvals. The FIS Facility may require federal approvals by both the CBP and FAA. All three options would require approval by CBP. CBP follows

guidance provided by the Council on Environmental Quality's (CEQ's) for the implementation of NEPA. A provision of the *Regulations for Implementing the Procedural Provisions of the National Environmental Policy Act* allows for the processing of a Categorical exclusion for "actions which do not individually or cumulatively have a significant effect on the human environment. . ." (40 CFR 1508.4). Given the context of the FIS Facility (i.e., development of a limited amount of additional new terminal area in a disturbed area of the Airport, which would not directly influence the number of allowed commercial carrier flights), it is reasonable to assume a Categorical Exclusion would be appropriate documentation pursuant to NEPA. Coordination with CBP on the type of NEPA documentation would be required as part of the project development process.

As indicated above, FAA approval would also be required for the FIS. For Option 1, FAA approval of the airfield would require modifications to the airfield due to the relocation of one aircraft taxilane and the addition of a new aircraft parking position at the CBP facility. For Option 2, FAA approval of the airfield would require modifications to the airfield due to the relocation of one aircraft parking position. Coordination with the FAA would be required to determine the type of environmental document that would be required. However, given the limited improvements/modifications to the airfield, a Categorical Exclusion would be anticipated. It should be noted that these improvements would also require a modified Airport Layout Plan, which is identified in FAA Order 1050.1E CHG 1 as an action where a Categorical Exclusion is frequently processed. If the FIS Facility would be funded with the use of a Passenger Facility Charge, FAA approval would also be required.

7.3. Timeline for Study Execution

These environmental studies are primarily needed to support the determination that the temporary FIS (whether a repurpose of existing space or a temporary facility) can qualify for an exemption/exclusion under CEQA and NEPA if impacts are not significant. This work could proceed once the location is identified and 30% design for the facility is completed. Final studies are expected to take eight to ten weeks to complete. Once studies are completed and they demonstrate that the impacts would not be significant (relying on standard regulations or conditions of approval, but no mitigation measures needed), the exemption process would require another one to two weeks for the forms and filing, then a 35-day challenge period for the exemption for CEQA. All told, about three to four months are required from 30% design to process the exemption.

7.4. References

California Department of Conservation, California Important Farmland Finder. 2022. https://maps.conservation.ca.gov/DLRP/CIFF/.

Southern California Association of Governments (SCAG). 2023. Connect SoCal 2024 PEIR Appendix F, Aviation Noise Technical Report. https://scag.ca.gov/sites/main/files/file-attachments/23-3052-peir-2024-appendix-f-complete-110923.pdf?1699395887

Appendix A: Strategy for Obtaining Approvals for CBP Officers at PSP for Commercial Flights

FIS Feasibility Study: Phase 2

Palm Springs International Airport

Strategy for Obtaining Approvals for CBP Officers at PSP for Commercial Flights

8 May 2024

visit greater palm springs

palm springs INTERNATIONAL AIRPORT

InterVISTAS

Executive Summary

Palm Springs International Airport (PSP) is collaborating with Visit Greater Palm Springs (VGPS) to assess the feasibility of establishing a Federal Inspection Service (FIS) station to facilitate international air travel. The City of Palm Springs has articulated a plan for PSP to broaden its international air connectivity to include destinations in Canada, Central America, South America, and Europe. As Palm Springs continues to experience growth, an accompanying surge in passenger volume and demand for travel through the airport is anticipated. Despite the predominant flow of traffic through larger hubs, smaller airports like PSP can serve a pivotal role in accommodating international travelers.

While PSP operates as a designated User Fee Facility pursuant to legislation dating back to 1984, it currently only hosts one Customs and Border Protection (CBP) officer to handle general aviation flights. The potential establishment of an FIS at PSP presents the challenge of ensuring sufficient funding and allocation of CBP officers to staff the facility. This report aims to propose a strategy for recruiting up to six full-time CBP personnel for the envisioned FIS operation at PSP. Whether the FIS is intended as a permanent fixture or a temporary solution, CBP and PSP must collaborate to commit resources to assign officers to the airport, notwithstanding the nationwide shortage of CBP resources.

The deficiency in CBP services arises from multiple factors such as government budget limitations and facility adequacy. Yet, primary focus and resources are channeled towards major airports, where extended CBP wait times draw considerable scrutiny. This preference leaves smaller airports like PSP potentially lacking CBP support. Thus, PSP must devise a robust strategy with a clear roadmap to secure additional full-time CBP staff.

The report outlines five clear steps to implement a strategy towards obtaining CBP officers:

- Refining specific ask for officers, including briefing on PSP's vision/airline commitments
- Funding plan for officers
- Meeting(s) with CBP
- Managing an appeals process
- Political advocacy

Each step, especially the last, requires careful coordination so as to provide the most efficient and effective way forward to obtaining approvals.

Table of Contents

Introduction

Proposed FIS

InterVISTAS was retained by the City of Palm Springs to deliver a set of recommendations about potential international flights and facility size. As a reminder to the other deliverables evaluated thus far, InterVISTAS analyzed:

- The need for an FIS that can accommodate a peak hour of up to 400 deplaning passengers
- Economic benefits of upwards of 800 jobs and $139 million in GDP generation
- Ability to accommodate flights from Mexico, Canada, and/or Europe

Challenges for CBP Staffing

Through successful appropriations in the U.S. Congress, there is a chronic shortage of CBP staffing. CBP currently estimates based on its internal Workload Staffing Model (WSM), there is a shortage of some 4,000 FTE's.

The details of CBP's WSM is not known to airlines nor airports in terms of the computational formula to prioritize resource allocation. As a result, it is difficult to be able to fully assess but has a variety of factors related to efficiency of staffing, availability of resources in the region as well as other factors around border risks and suitability of operations.

There are nonetheless five challenges to address to obtain staffing for CBP:

1. User Fee Airport + Resource Shortages

Palm Springs International Airport has an advantage that other airports do not currently have – it is already a designated Port of Entry and has an active CBP program under the 1984 User Fee Program. The User Fee program has fee-for-service related to the City of Palm Springs reimbursing the U.S. Government for immigration and customs functions.

As a result, it has one CBP officer currently allocated to general aviation activities. Call-up provisions are in place should there be more demand (e.g., during the Coachella Music Festival). The current allocation is, however, against a backdrop that training requirements in the CBP Academy can delay by several years the availability of new officers. In other words, PSP is competing for reallocation of existing resources, even if the City is paying a user fee.

2. One shift or two?

At present, there remains uncertainty regarding a key challenge confronting Palm Springs International Airport: determining whether a single shift or a dual-shift arrangement will be necessary to adequately address the anticipated demand. It is imperative to provide a comprehensive elucidation of the strategies PSP intends to employ to effectively manage various operational complexities. Notably, a robust strategy outlining how PSP intends to synchronize the arrival of flights with CBP officer staffing schedules is of paramount importance. In instances where staffing is required during both morning and evening hours, such as at 8 a.m. and 8 p.m., it is improbable that a request for 5-6 full-time CBP employees would receive approval.

3. Border Risks at PSP

It is crucial to factor in the departure locations of flights, as resource requirements can vary significantly between, for instance, Cancun and Mexico City. Additionally, maintaining awareness of daily influxes, alongside projections for new routes, enables CBP to anticipate and meet evolving needs effectively.

While flights from Mexico have a certain perception and risk level due to migration issues, there are also aspects that should be regarded for CBP resource approach associated with agriculture, prohibited/unlawful merchandise, fentanyl, and other drug production. In 2024, Canada overtook China as the number one source country for fentanyl and source production chemicals; this will be a resource consideration CBP will look at.

4. Other CBP Resourcing Issues

Another important challenge to consider is the U.S. Southwest border. This border, which stretches into California, is extremely busy. In 2023, the border experienced nearly 2.5 million encounters[1]. As such, it is a constant draw on CBP resources, and makes the ability for smaller airports to acquire CBP staff even more difficult.

5. Other Operational Issues

Finally, another issue to keep in mind is the distance of several nearby airports to PSP. Of note, there is San Diego, Los Angeles (LAX), and Ontario airports that are all relatively nearby to PSP. There are also 10 other general aviation facilities in the region, in addition to a proposed Thermal Airport CBP facility[2]. This may lead to one of two possibilities:

- **Sharing resources**: if there is the ability for existing resources to efficiently move around the region, this can enhance PSP's chances to meet demand.
- **Competition for resources**: at the same time, LAX, Ontario and other facilities (including Global Border Xpress in Tijuana) will compete with PSP for finite resources.

Approvals Strategy for CBP Officers

General Approach

A careful strategy is needed to be able to obtain appropriated staffing for CBP officers at Palm Springs International Airport. Whether this is for a temporary or permanent facility, there is a sequence of steps that needs to be followed.

Many airports go immediately to political advocacy. This could be lobbying congressional officials to advocate for U.S. Customs and Border Protection or Department of Homeland Security decision-making. Political advocacy can be effective but can also come at a significant financial cost.

[1] Southwest Land Border Encounters. U.S. Customs and Border Protection. (n.d.). https://www.cbp.gov/newsroom/stats/southwest-land-border-encounters
[2] U.S. Customs and Border Protection. (n.d.). Locate a Port of Entry in California. https://www.cbp.gov/about/contact/ports/ca

Overall Approach

The approach outlined in this strategy is to:

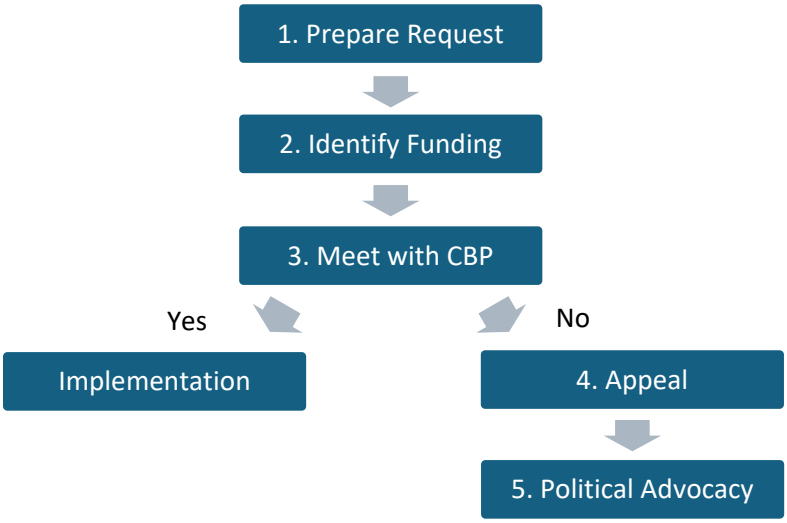
- Maximize the requests through US Customs and Border Protection first
- Monitor and prepare to activate an appeal and/or political advocacy campaign, if needed

Relationship to Facility Provision

It is important to note that when going through the process of acquiring the CBP staff, a firm commitment is needed for adding (agreed upon) items as needed associated with FIS approvals for construction (in both permanent and temporary facilities-even the temporary sites need to meet the required standards). This should be done in parallel with all of the steps mentioned in this report.

Sequencing

There are five inter-related steps to proceed through, outlined on the following diagram:



Step 1: Prepare Request

The first step would be to refine the specific ask of U.S. Customs and Border Protection. Existing feasibility study elements that InterVISTAS is creating should evolve around four items:

- **Clear goals:** PSP should have a clear idea of what they want. Is the goal to attract international flights? (Are there any commitments to date)? Moreover, PSP would have to be specific about where they are looking to attract international flights from. Would they be from Mexico? Canada? European charters? Elsewhere? InterVISTAS has already conducted parts of this feasibility study, including suggesting points of origin, volumes, and facilities.
- **Hours of operation:** Having a clear idea about hours of operation is challenging. There are variable factors such as which carriers would be flying in and at what time of day, as well as issues related to delays. However, being as explicit as possible is still crucial. Ideally, flight arrival times should be within a 6-6.5 hour period, so it fits within one 8 hour shift.
- **Scalability:** It is also important to include information about scalability where possible. Highlighting that the numbers provided by PSP reflect the level Palm Springs is at now, but that

the projection is that PSP will grow (insert projection) in the future, gives CBP a crisper idea of PSP's needs, with the possibly of adding staff yearly or as needed.

- **Innovation to de-risk resource allocation**: The operations at PSP could be intermittent. In other words, after processing one or two flights, there is not going to be a lot of activity for CBP officers for the balance of the shift. PSP needs to build into the ask opportunities to support CBP's modernization vision. One scenario could be to create a hub at PSP for expansion of the Remote Interview Pilot for Trusted Traveler Program[3]. There may also be similar opportunities to leverage high internet bandwidth to host sites for small ports video processing to ensure that there are duties on-site that can be assigned between flight processing.

Step 2: Internal Staffing Model Discussion

The next step in a strategy to acquire CBP staff is to have an internal staffing model discussion. This entails several actions. First, there needs to be a clear indication of who will pay for the new CBP staff. Before meeting with CBP, there needs to be a discussion between the stakeholders: City of Palm Springs, PSP, and Visit Greater Palm Springs.

One scenario is for the City to cover capital program costs and another party to cover all officer/operations costs. This needs to be resolved before any request is advanced.

The activities in this step include:

- **Evaluation of User Fee costs:** Determining how much the current full-time CBP employee at PSP costs, GA (General Aviation) clearances, and other user-fee costs is important. PSP should know what these costs are, so they can be shown to CBP in the meeting with the Port Director. There also needs to be an evaluation of the viability of applying for the Reimbursable Services Program (RSP). The RSP enables partnerships between CBP and private sector or government entities to create an alternative source of funding beyond CBP's budget, which allows CBP to provide additional inspection services upon request. PSP also should study the viability of being eligible for this program before meeting with CBP, because the Port Director will mention the RSP, and PSP needs to be prepared to explain whether they are eligible for it or not.
- **Remote CBP services:** Conducting Global Entry (GE) remotely for international passengers should be considered since it only requires a Government for Zoom connection. Furthermore, this could give officers something to do during non-flight periods. This is something that should be evaluated prior to meeting with the CBP and given serious consideration as a possibility.

As mentioned earlier, PSP has one full-time CBP officer employed already. Ultimately, this should be a point in favor of PSP acquiring more CBP staff. It shows that CBP is already in Palm Springs, a User Fee airport, and already has experience operating within CBP mandates. Furthermore, the current CBP presence is not temporary. The officer has an office which is labelled with CBP markings, and a truck with CBP markings exists as well, which indicates a permanent presence. This can be highlighted in the internal staffing model discussion and brought up during a meeting with the CBP Port Director.

[3] *Remote interview pilot for Trusted Traveler Programs*. U.S. Customs and Border Protection. (n.d.-a). https://www.cbp.gov/travel/trusted-traveler-programs/remote-interview-pilot-trusted-traveler-programs

Another factor to consider during the internal discussion, and then raise during the CBP meeting, is that this would offer passengers a more viable alternative than flying into Los Angeles. LAX customs can be busy and chaotic at times, and adding extra CBP services to nearby smaller airports such as PSP would entice more passengers to fly to Palm Springs and relieve some stress from LAX.

Finally, upon completion of this discussion, a dry run of the presentation and meeting with CBP is strongly advised. Simulating the meeting with a 'panel' can give PSP an idea of what might be asked and identify what elements of the presentation need improvement.

Step 3: Meeting with the CBP Port Director

With steps 1-2 in place, there is the need to formally request a meeting with the Area Port Director. To accomplish this:

- **A letter should be sent to the local CBP Port Director** requesting additional staffing. The letter should be as specific as possible with the flight(s), origin points, and schedule. Additionally, the meeting should provide a briefing about the facilities that are planned in order to kick-start the CBP headquarters review of facilities.
- **Prepare for the meeting.** The meeting would be an evaluation of facility programs, as well as the general make-up of the number of officers. The meeting itself should cover both the layout plan of the ATDS, as well as the staffing component. Additionally, there may also be a Q&A between the two parties about the potential to modify the proposal from PSP. The bottom-line question is 'how can PSP collaborate with CBP to acquire the resources necessary for an increased passenger operation?'. InterVISTAS/former CBP officials should be used in the dry-run to rehearse the meeting in order to anticipate likely questions.
- **Minutes from the meeting** should be prepared and circulated to participants. The record of the meeting and request is important for future reference and a likely decision appeal.

There is very low likelihood of an immediate "yes" answer as the two tracks of activity – staffing and facilities will be initiated. The likely response is a qualified response of resourcing difficulties. Palm Springs International Airport should have on hand the level of community and industry interest to be able to advance the initiative.

To manage the back-and forth, there will typically be the following steps:

- **Information requests from CBP:** CBP will be requesting more information and details about the flight(s) proposed. There will be questions about why other airports cannot serve the market (ONT, LAX, etc.)
- **Proof of air carrier commercial intent:** CBP may be skeptical if the carriers that fly to PSP truly committed to maintaining a long-term presence in Palm Springs and if the routes are viable. There have been many cases where an airline has put roots down in a city/airport, CBP has transferred officers to the area, and then the airlines has completely withdrawn commercial services there shortly afterwards. CBP wants to avoid a case of this occurring. If CBP were to ask officers to physically relocate to the area of the airport, and then international service was to completely withdraw from the area, it would cause a chaotic situation for both CBP and the officers involved. To reassure CBP, PSP could bring guarantees such as legal agreements for revenue guarantees (for at least a 3-5 year period) by the relevant airlines to the meeting.

- **Maintain "Frequently Asked Questions" (FAQ)**: A common set of questions will need to be compiled together to aid CBP staff to brief up to headquarters.
- **Improving and resubmitting the request:** An important note to this is that the most likely first answer is "maybe in future we could consider this," so it is important to keep asking questions about how PSP could improve its proposal, and what could it do to acquire the desired CBP services.

There is a possibility, however remote, that CBP will instantly close the door and say "no" to any proposal. PSP may need to modify the proposal several times and start an appeal stage (Step 4). This is because when one appeals to CBP HQ, CBP HQ typically defers to the local CBP Port Directors decision/reasoning. Even in the case of a firm no (or even a maybe), this would most likely occur after a further 1 or 2 meetings with the CBP Port Director in L.A. CBP's denial should be detailed in its rationale which will give PSP an understanding and basis for the next step.

Step 4: Appeal a Negative Decision

If/when the Los Angeles CBP Port Director gives a firm 'no' or 'maybe' (which, as mentioned earlier, could take 2 or 3 meetings), a next potential step could be an appeal.

Appeals Process

Initially, an appeal will be directed to the Director of Field Operations (DFO), with PSP concurrently copying the Port Director for awareness. This strategic approach is designed to secure an invitation from the Port Director to the Field Office, a pivotal step in the process. Should this initial outreach prove unsuccessful, the subsequent stage involves traveling to Washington D.C. to convene with the Headquarters Office of Field Operations (OFO). During this visit, it is imperative to express to the local CBP personnel PSP's understanding of their circumstances while emphasizing the significance of acquiring new CBP officers for the community and stakeholders. Moreover, it will be essential to convey PSP's intent to pursue further appeals. The meeting with HQ OFO presents an opportunity to furnish additional details regarding the gravity of the PSP proposal. Local political endorsements can be advantageous during this phase, alongside enhanced commitments from airlines to maintain a long-term presence at PSP and letters of support from the Palm Springs community, signaling robust local backing. Subsequent to this pivotal meeting, a formal appeal will be meticulously prepared and submitted. As a side note:

Leveraging Funding

As noted before, a reimbursable donation application to CBP is needed because the User Fee Facility only pays for immigration and customs, but not agriculture.

Additional Innovation

There may be additional desire for CBP to be able to house additional duties for videoconferencing as part of a deal to sustain viable resources to be stationed in Palm Springs; this may need to be managed to ensure that the case is sound to enable dependable technologies for remote processing of passengers at other sites.

Step 5: Advocacy

The appeals process for decision-making can be exhaustive over a period of months to years in duration. The proponents for more CBP staffing at PSP will need to have ready a political advocacy strategy. In the past, for example, the Mayor's office in Los Angeles would launch a major political push towards obtaining

requisite resources for processing at LAX. Other airports such as Minneapolis St.-Paul in the past maintained active federal lobbyists paid to lobby congression representatives for specific changes. Finally, there are also tactical strategies put forward to leverage participation in trade associations such as ACI North America to help advance and ensure prioritization of resource requests.

A political advocacy strategy can be quite varied in size and scale, as well as complexity. The playbook itself requires careful coordination as there are a number of errors that can be made in using political capital too soon, or too late.

General Areas of Advocacy Initiatives

Political advocacy requires careful coordination so that the message is controlled such that who says what to whom is closely monitored and in sync as well as coordinated with the other activities with CBP itself. Please note that the below is simply a description of possible considerations and avenues to pursue in the political realm.

There are three approaches in advocacy:

- **Community Relations:** Identify the champions who can speak to the benefits of FIS processing. Those most in need of tourism dollars from Mexico, Canada or the United States need to be organized and informed of the process and messaging for the ability to obtain CBP officers.
- **Public Relations**: Media outlets and news stories can bolster a campaign on being able to successfully grow international visitations. Specific points about how long it takes to get from LA or other facts that disadvantage the local economy are ones to develop a story arc in media/social media influencers.
- **Lobbying:** Direct or lobbyist activities to interact with elected representatives can be looked at. Directed appropriations is a formula that has worked for Reno, Anchorage, and other airports in the past.

Key Activities in an Advocacy Strategy

- **Message consistency:** First, it is important to keep the message consistent. It is extremely important for all relevant stakeholders (PSP, Visit Greater Palm Springs) to be in sync with one another. Preferably, people from different organizations are not both pushing for meetings with CBP. As a potential solution, there could be a coalition struck to organize who does what task, and when. Second, potential competitors and opposition might need to be managed. For instance, if another airport were to go to the media and say something against PSP, there might need to be someone ready to decide if there should be a response, or if it is best to stay silent. The key is having someone ready to go that can make these types of decisions. Lastly, having a written or video response to frequently asked questions (FAQ's) about the initiative, even if it is simple questions, might be a worthwhile investment. Moreover, if PSP were to do this, it may be something to think about doing before meeting with a CBP official.
- **Manage opposition:** As a general point about opposition, especially from local players, an ideal situation for PSP is that airports in the region such as LAX, Ontario, and Orange County stay silent about PSP's attempts to acquire CBP resources. This is potentially an important element in controlling the message. Make sure to do some research and get the local opinion. A relevant opposition to factor in is Thermal Airport. It is a proposed private airport closer to Coachella than

Palm Springs. Initially, it had the backing of Dublin Airports Authority plc (DAA), but the group is looking for more financial backers. However, if Thermal finds a new financial backer, plans are reportedly in place to have a new CBP facility. This is significant because visitors to the Coachella Music Festival would typically fly into PSP, and CBP would send temporary resources there to deal with the influx of passengers. However, if this airport were to move forward, it may draw CBP resources away from PSP, and make it less likely that they would receive full-time staff. An alternate scenario could be forcing both Thermal and PSP to share resources, which would be less than ideal given the potential inflexibility for time-of-day operations. Given this, Thermal seems to have a potential inherent interest against PSP receiving more full-time CBP officers.

- **Timing and management of Congressional/State activities:** It is important to manage when and if elected representatives at a state/federal level are asked to help. This is a subject that may involve lobbyists and congressional affairs specialists within the City of Palm Springs. The key determinant is the outcome federally for House seats and whether the next Administration will be led by Presidents Biden or Trump. The House seats in question are Republican; most noteworthy is Representative Calvert voted for impeachment of Homeland Security Secretary Mayorkas.
- **Methods of advocacy:** The tactical methods are not the subject of this paper, but may involve a campaign that leverages letters, coalition building, social media and other mechanisms to help promote the importance of obtaining resourcing from CBP.

Downfall of Active Congressional Lobbying

If the decision is made to pursue congressional lobbying, it will inevitably alter the dynamics of ongoing discussions within CBP. With its multifaceted structure comprising various offices such as Field Operations, I.T., and Professional Responsibility, each playing a crucial role in facility approvals and officer matters, any such decision will prompt a shift in communication channels. Specifically, should congressional pressure be exerted in support of the PSP initiative, all communications will be routed through CBP's Congressional Affairs office. This redirection may inadvertently lead to delays in day-to-day communications while awaiting congressional responses. Thus, optimal timing is paramount to effectively utilize lobbying efforts, congressional support, and other resources to expedite approval processes.

Summary/Next Steps

Although Palm Springs International Airport is relatively small, it holds considerable significance as a regional airport. Notably, it serves numerous non-commercial international flights and presently maintains a full-time CBP officer on staff. The objective of this report is to delineate a strategic plan aimed at securing an additional 5-6 full-time CBP personnel. To achieve this objective, a comprehensive understanding of the associated challenges is imperative.

The primary challenge involves addressing the current shortage of CBP officers and competing with the nearby U.S. Southwest Border for available resources. Various factors must be considered, including PSP's status as a User Fee airport, the standards and necessity of commitment to FIS facilities, and consultations with other User Fee airports that recently acquired CBP staff.

Regarding strategy, PSP must first define its requirements to CBP, including desired operational hours and originating points, prior to any meetings. Second, a resolution must be reached regarding staffing costs,

particularly given PSP's status as a User Fee airport. A comprehensive strategic plan with timelines is essential, addressing details such as officer shifts, operational hours, funding sources, initiative goals, user fee evaluations, and other pertinent aspects.

Following plan solidification, PSP should engage with the L.A. CBP Port Director, conducting presentations and Q&A sessions. Multiple meetings may be necessary, both in L.A. and potentially at CBP Headquarters in D.C. Anticipate potential outcomes of 'no' or 'maybe', at which point alternative approaches should be considered.

Options include appealing to the DFO and CBP Headquarters, as well as engaging in political advocacy and lobbying efforts. This could involve letter-writing campaigns, meetings with political representatives, managing opposition, and coordinating with Visit Greater Palm Springs and local businesses for a unified advocacy approach.

Understanding the strategic use of political representatives, local stakeholder coordination, and navigating the local political landscape is critical. While acquiring additional CBP officers presents challenges, a clear, consistent, and well-supported strategy enhances the likelihood of CBP allocating staff to the airport.

A presentation of this plan with InterVISTAS and former (retired) CBP officials is suggested in order to review past successes and failures of initiatives to obtain approvals for additional CBP officers.

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ITEM 13.A - FUTURE COMMITTEE MEETINGS

Airport Commission Meeting of November 20, 2024

Date	Time	Committee
TBD	TBD	Noise Committee
TBD	TBD	Marketing and Business Development Committee
TBD	TBD	Ad Hoc Design Review Committee
TBD	TBD	Budget and Finance Committee
TBD	TBD	Operations, Properties and Facilities Committee

AIRPORT COMMITTEES FY2023-24						
REVISED 9-5-24						
REPRESENTING	**COMMISSIONERS**	**Marketing (7 Members)**	**Budget (9 Members)**	**Operations (9 Members)**	**Noise (5 Members)**	**Ad Hoc Design Review (6 Members)**
Palm Springs	**Banks, Dave**		**Member**			
Indian Wells	**BERRIMAN, Robert**			**Member**	**Member**	
Palm Springs	**BURKE, Todd**	**Member****			**Member**	**Member**
Palm Springs	**CALDWELL, Daniel**	**Member**		**Member**		
Palm Springs	**CORCORAN, Kevin**		**Member**			**Chair**
Coachella	**Delgado, Denise**			**Member**		
Palm Springs	**Ebensteiner, Bryan**	**Member**	**Member**			
Palm Springs	**Feltman, David**			**Member**		**Member**
Palm Springs	**FONG, J Craig**	**Member**			**Chair****	
Palm Springs	**Hendrick, Ken**		**Member**			
La Quinta	**Kiehl, Geoffrey**		**Member**			
Palm Springs	**MARTIN, Tracy**		**Chair**			
Palm Springs	**McDermott, Sam**	**Chair**			**Member**	
Riverside County	**PARK, Margaret**			**Member**		
Desert Hot Springs	**PYE, Jan**		**Member**	**Member**		
Cathedral City	**Samlaska, Christian**			**Member**		
Palm Desert	**WISEMAN, Kevin**	**Member**		**Chair****	**Member**	**Member**
Indio	**WISE, Rick**	**Member**	**Member**			**Member**
Rancho Mirage	**YOUNG, Keith**		**Member**	**Member**		**Member**