

SAT

San Antonio International Airport

December 2010



VISION 2050
A Flight Plan for San Antonio's Future

EXECUTIVE SUMMARY



AECOM



MISSION STATEMENT

The Vision 2050 project provides a plan for sustainable development of the San Antonio International Airport, enhancing customer service, reflecting the unique identity of San Antonio, accommodating future growth in an environmentally and fiscally sound manner, integrating into the regional transportation system, and supporting regional economic development.



VISION 2050

A Flight Plan for San Antonio's Future





San Antonio International Airport Vision 2050 Master Plan

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OVERVIEW and BACKGROUND

The San Antonio Airport System is operated by the City of San Antonio's Aviation Department and is comprised of both the San Antonio International Airport (SAT or the Airport) and Stinson Municipal Airport, which is the official General Aviation (GA) reliever. The Aviation Department employs approximately 500 people to support system operation. Airport operations and improvements at SAT are paid for by user fees, bond proceeds, and money from the Aviation Trust Fund, which is disbursed by the Federal Aviation Administration (FAA).

In 2009, City leadership initiated the San Antonio International Airport Vision 2050 Master Plan. The goal of the 20-month project was to develop a master plan for the San Antonio International Airport (SAT or the Airport) that supports and enhances the fu-

ture mission of the San Antonio region. The Master Plan examines how the Airport can serve as an engine for economic growth, integrate multiple modes of transportation, and protect the region's natural, historical and cultural resources.

This executive summary of the Master Plan is intended to provide a broad overview of the foundation for the process, a summary of the existing facilities, forecasts of aviation demand, and the result—a preferred development plan to be developed in a phased manner.

Airport Setting

SAT is located in northern San Antonio, approximately seven miles or 15 minutes from the downtown area. Loop 410 and SH-281 are the two highways providing access to

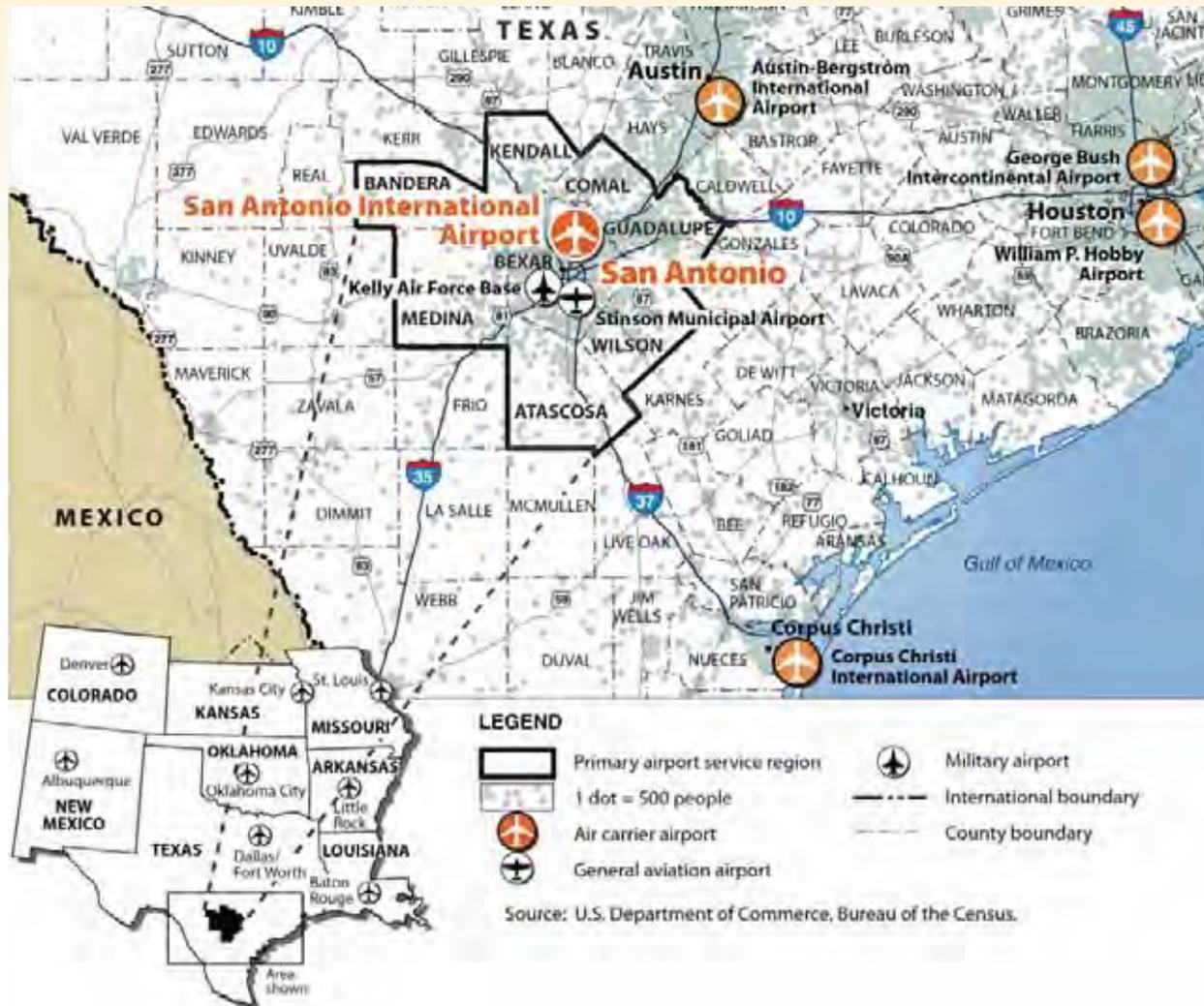


SAN ANTONIO INTERNATIONAL AIRPORT

the Airport's main entry points. SAT is the primary commercial service airport serving the air transportation needs of the people and businesses in and around the San Antonio metropolitan area, which is comprised of Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina, and Wilson counties, and it plays an essential role in the economic growth of the region.

Airport History

In 1941, the City of San Antonio purchased 1,200 acres of undeveloped land north of the City limits on which to develop San Antonio Municipal Airport. Since then, the Airport has doubled in size to 2,600 acres and has become the San Antonio International Airport.





In 1951, construction began on a new terminal (existing Terminal 2) designed to bring the Airport up to modern standards. The terminal was completed in 1953 and was in operation through November 2010. Completed in the same year was an FAA Airport Traffic Control Tower (ATCT).

Six years later, the east and west wings were added to Terminal 2. In 1968, in anticipation of the World's Fair to be held in San Antonio, a new concourse with eight jet bridge gates was constructed.

In 1975, City Council members adopted an Airport Master Plan for the orderly development of Airport facilities through 2000. Master Plan recommendations included the construction of a new 1,300 space three-level parking garage and a new 360,000-square-foot terminal.

Terminal 1 was opened to the public in 1984 and it brought the Airport's capacity to 28 gates. In 1986, the expansion continued with a new FAA ATCT at a new location. Less than two decades after the World's Fair, the number of annual passengers enplaned at SAT surpassed two million.

In 1999, a \$33 million long-term parking expansion project brought the total inventory of short- and long-term spaces to approximately 6,000. In 2008, 3,000 more spaces were added. In June 2001, the U.S. 281 North Connector was opened, providing direct elevated access from SH-281

North to the terminal and parking facilities at SAT. A Terminal Renovation and Concession Redevelopment Plan was completed in September 2003. A new terminal (Terminal B) was opened in November 2010 to replace Terminal 2. The Airport's last master plan, completed in 1998, helped lay the groundwork for this expansion program.

Vision 2050 not only developed the next phase of the Airport's growth, but also looked ahead at the Airport's future role in the region and how it can serve as an engine for economic growth, enhance trade relationships, facilitate an integrated multi-modal transportation system, and protect the region's natural, historical and cultural resources.

Community Involvement

PROJECT COMMITTEES

The Vision 2050 project was a community-driven plan, guided by approximately 100 people on three advisory committees that represented a broad cross-section of the San Antonio community. Committee members included representatives of government, business, military, tourism, transportation, environment, real estate, neighborhoods, and the arts.

The advisory committees consisted of:

- **The Ad Hoc Regional Advisory Committee** *A high-level, policy-oriented group that advised on the future of the San Antonio region and the vision that the Airport should have to support the region's future.*
- **The Technical Advisory Committee** *With stakeholders that had a particular technical knowledge or orientation that contributed to the development of the Vision 2050 Airport Master Plan.*
- **The Community Advisory Committee** *Which included members of the Airport Advisory Commission, neighborhood leaders, business leaders and leaders of special interest groups who offered input on historical, community and regional information that were considered in creating the Vision 2050 Airport Master Plan.*

The committees met five times over the course of the project, providing input and guidance to the Master Plan team in order to ensure the best possible outcome for the San Antonio region. Committee members helped establish the goals and objectives for the project, and provided continued oversight through completion of the Master Plan.



PUBLIC OUTREACH

Public outreach was also integral to the planning process. Two public meetings were held to present the Master Plan to the San Antonio community and to offer interested parties the opportunity to provide their views and comments on the findings and recommendations. The meetings were well attended, with most comments being supportive of the plan.

COORDINATION WITH REGIONAL PLANNING AND TRANSIT AGENCIES

In addition to the committee and public outreach, a number of focused coordination meetings were held during the preparation of the Master Plan with regional planning and transit agencies such as the San Antonio - Bexar County Metropolitan Planning Organization, VIA Metropolitan Transit, and the Lone Star Rail District that is in charge of implementing a regional passenger rail system between Austin and San Antonio. It was recognized that the Airport is part of a larger regional transportation network, and coordination with other agencies facilitates the creation of an integrated intermodal transportation system to serve the future mobility needs of the San Antonio region.



Project Goals and Objectives

To ensure that the Vision 2050 Master Plan for SAT maximizes the current and future role of the Airport in the development of the City and region, a vision statement and a set of goals and objectives were defined to guide the Master Plan.

The vision statement and the set of goals and objectives were used to guide and evaluate the development alternatives and the final recommended plan. They also helped communicate the direction of the future facility improvements

at the Airport to City, regional leadership and the public at large. The goals and objectives were developed through the community involvement process described earlier.

VISION STATEMENT

The SAT Vision 2050 project provides a plan for sustainable development of the San Antonio International Airport, enhancing customer service, reflecting the unique identity of San Antonio, accommodating future growth in an environmentally and fiscally sound manner, integrating into the regional transportation system, and supporting regional economic development.

The goals of Vision 2050 are:

- **General Airport**—Improve the efficiency of the Airport, the configuration of landside, terminal and airside components and the utilization of the airport facilities and land envelope over the long-term
- **Airfield/Airspace**—Optimize the airfield configuration and functionality to support the level of air service needed by the region in the future
- **Terminal**—Plan for terminal improvements that will create a memorable gateway to the region with enhanced customer service and the ability to accommodate future increases of passenger traffic

- **Ground Transportation**—Enhance customer, passenger, and tenant access to the Airport
- **Environment**—Enhance the sustainability of the Airport
- **Financial**—Diversify and stabilize airport revenues to ensure a sustainable financial future
- **Regional Development**—Enhance the role and relationship of the Airport to the social and economic future of the region
- **Future Technologies**—Incorporate new technologies that would enhance the operations and efficiency of the Airport



AVIATION ACTIVITY FORECASTS

A viation demand forecasts provide the basis for planning airport improvements and determining the timing of facility development. Forecasts are based on a comprehensive analysis of historical activity; an assessment of local, regional and national trends affecting the aviation industry; an examination of current and projected economic conditions; and an analysis of how these factors affect future airline traffic at SAT.

Historical Aviation Demand

In 2009, the Airport served approximately 7.8 million total passengers, or 3.9 million

enplaned passengers. Enplaned passengers are originating or connecting passengers who board flights at the Airport. The Airport has recorded a long-term trend of moderate enplaned passenger growth, including intermittent periods where traffic declined for a short period before resuming its long-term growth trend. Between 1990 and 2009, SAT enplaned passengers increased an average of 1.9 percent per year. Domestic passengers have historically represented the large majority of passengers at the Airport and the international enplaned passengers have historically accounted for between 1.8 percent and 3.9 percent of total enplaned passengers at SAT.

As of November 2010, the Airport was served by nine mainline airlines and 11 regional affiliates. Mainline airlines are defined as airlines operating narrowbody and widebody jet aircraft, while regional affiliates typically use regional jets and turboprop aircraft. All five major U.S. airlines serve the Airport, as do several of the nation's more prominent low-cost carriers, particularly Southwest Airlines. Southwest Airlines and American Airlines have typically been the two busiest carriers at the Airport in terms of enplaned passengers. SAT is one

**Passenger Airlines
Serving
San Antonio**
(as of November 2010)

Mainline

- Aeromexico Connect
(foreign flag)
- AirTran Airways
- American Airlines
- Continental Airlines
- Delta Air Lines
- Frontier Airlines
- Southwest Airlines
- United Airlines
- US Airways

Regional

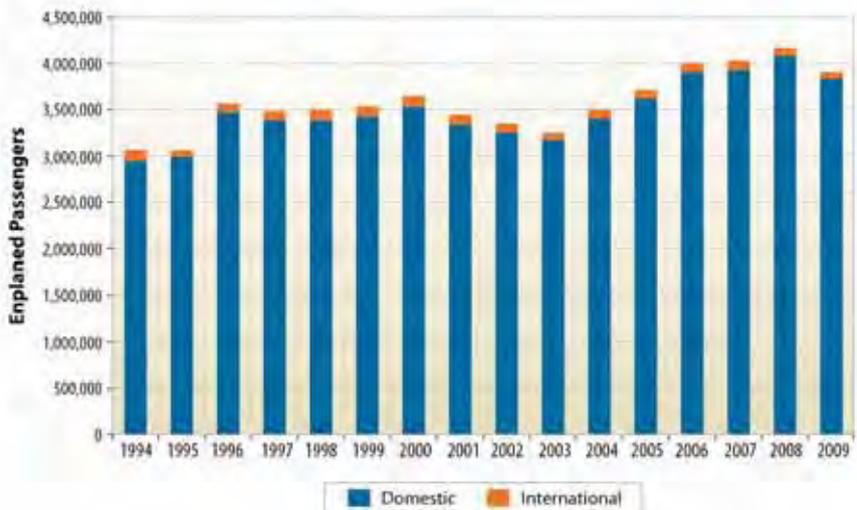
- American Eagle
- Compass Airlines
- Expressjet
- GoJet Airlines
- Mesa Airlines
- Mesaba Airlines
- Pinnacle Airlines
- Republic Airline
- SkyWest Airlines
- Shuttle America
- Transportes Aeromar
(foreign flag)

of Southwest Airlines' three original cities and is a mature market. Southwest Airlines has consistently held slightly more than

one-third of the total market share of enplaned passengers at the Airport. American Airlines transported 18.2 percent of total enplaned passengers at the Airport in 2009. Continental Airlines is currently the third busiest carrier at the Airport, with an 11.5 percent market share of enplaned passengers in 2009.

Non-stop service is offered to 31 destinations - 28 domestic and 3 international destinations. The five largest markets for San Antonio passengers in 2009 were Dallas/Fort Worth, Las Vegas, Chicago, New York-Newark and Denver. While as of November 2010 nonstop international service at the Airport is provided entirely by foreign-flag airlines serving Mexico, both Delta and Continental airlines have announced new service to Cancun, beginning February 2011.

Historical Enplaned Passengers





AIRCRAFT OPERATIONS

An aircraft operation is defined as an aircraft takeoff or landing. Aircraft operations are categorized in three groups: commercial, GA, and military. Commercial aircraft operations are further split between air carrier operations (which are aircraft operated by the mainline and all-cargo air carriers using narrowbody and widebody jet aircraft) and commuter/air taxi operations (which include scheduled and for-hire passenger and cargo

service on aircraft with 60 or fewer seats). Total aircraft operations depend on many factors, including demand for passenger and air cargo service, and recreational and military activity at the Airport.

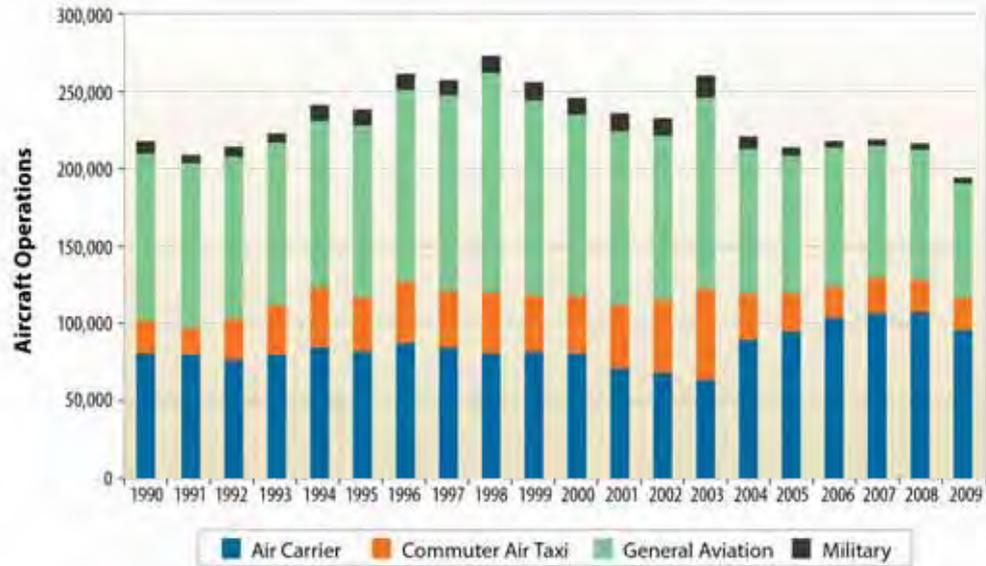
Air carrier aircraft operations increased from 81,000 in 1990 to 96,000 in 2009, at an average annual rate of 0.9 percent. Air carrier operations historically (through 2004) accounted for the second largest number of

operations at SAT, behind GA.

However, as a result of continued increase in air carrier operations and a steady decline in GA operations, air carrier operations now represent the largest component of total aircraft operations. In 2009, air carrier aircraft operations accounted for about 45 percent of total operations at the Airport, while GA aircraft operations accounted for about 38 percent. The number of commuter/air taxi operations is stable, with slightly fewer commuter and air



Historical Aircraft Operations



taxi operations conducted at the Airport in 2009 (20,470) than in 1990 (21,000). Military aircraft operations continue to account for a small portion of total aircraft operations at SAT, representing between two percent and six percent of total operations between 1990 and 2009.

CARGO

Historical air cargo (air freight and mail) tonnage handled at SAT increased an average of 2.7 percent per year from 1994 through 2009. Although the Airport was once served by Airborne and DHL, FedEx and United Parcel Service (UPS) handled the vast majority of freight volume at SAT in 2009, accounting

for approximately 92 percent of the total. The amount of belly-cargo carried by the passenger airlines has decreased significantly in recent years, reflecting industry trends and the Transportation Security Administration (TSA) requirements to screen cargo loaded into the belly compartments of passenger aircraft.

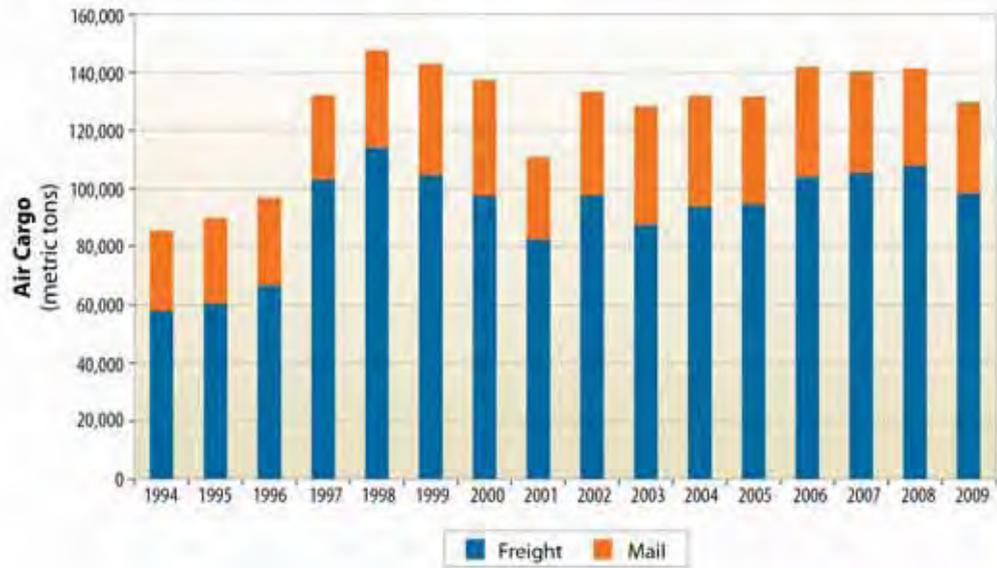
Factors Affecting Aviation Demand

Key factors that will affect aviation demand in the San Antonio region were analyzed to develop the aviation demand forecast.

NATIONAL ECONOMIC OUTLOOK

Historically, airline passenger traffic nationwide has correlated closely with the state of the U.S. economy and levels of real disposable income. National gross domestic product is therefore a good predictor of air travel demand and was used as input to

Historical Cargo Tonnage



the analysis. Also, the economy in the San Antonio area has been affected by the nationwide recession and specific assumptions were prepared on the pace of the economic recovery in San Antonio and on how quickly airline traffic will recover from its current downturn at SAT.

Other economic events, such as major oil price fluctuations impact the overall outlook for air travel demand and were taken into account in the forecast analysis.

SOCIOECONOMIC OUTLOOK FOR THE SAN ANTONIO REGION

Growth in the economy of the region served by an airport is a major factor affecting

long-term airline traffic growth at the airport. Generally, regions with larger populations, higher levels of employment, and higher average incomes will generate a greater demand for air travel. At airports primarily serving origin-destination passengers, such as SAT, the demographics and economy of the service region—as measured by population, employment, and per capita income—and airline service levels and airfares are typically the most important factors affecting airline traffic. Socioeconomic past and projected trends – for population, employment and per capita income – for the airport service region were therefore used as inputs to the forecasts.

SAN ANTONIO REGION ECONOMIC TRENDS AND MAJOR INDUSTRIES

Economic trends in the San Antonio region were taken into account in the analysis. Development of the major industries in the region, specifically healthcare/bioscience, information technology, aerospace, tourism, higher education and military generate growth and impact aviation traffic.



SAN ANTONIO INTERNATIONAL AIRPORT HISTORICAL TRAFFIC

Long and short-term trends of historical aviation demand at SAT were analyzed and used to derive future trends.

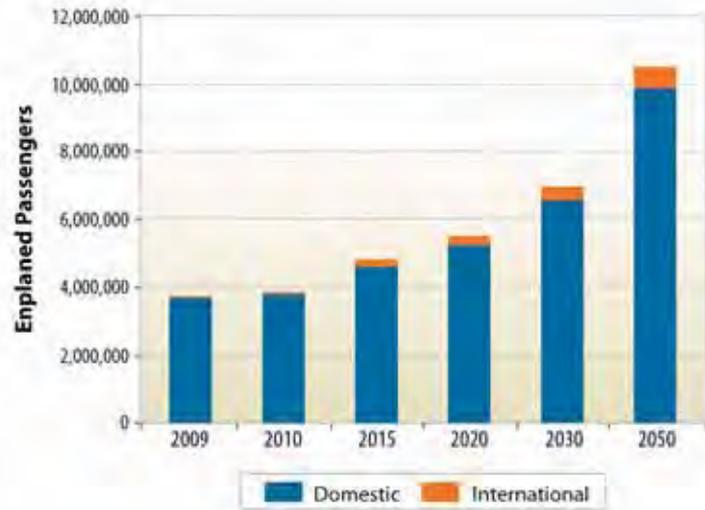
Forecasts of Aviation Demand

Forecasts of aviation traffic were developed for the two major categories of commercial passenger airline activity: total enplaned passengers and total aircraft operations. Derivative forecasts were also developed for the significant components of activity within these major categories. For example, within the enplaned passenger category, forecasts were developed for domestic and international enplanements, and mainline and regional airline enplanements. Within the aircraft operations category, forecasts were developed for mainline and regional passenger aircraft operations and all-cargo, general aviation, and military aircraft operations.

The forecast projects enplaned passengers to increase from approximately 3.9 million in 2009 to approximately 10.5 million in 2050, which equates to an annual long-



**Enplaned Domestic and
International Passenger Forecast**



term growth rate of 2.4 percent. Over the short-term, enplaned passengers are projected to increase at an annual rate of 4.5 percent from 2010 through 2015 reaching approximately 4.8 million in 2015 as economic conditions are assumed to improve. Annual growth rates are then expected to

equate to 2.7 percent from 2015 through 2020, 2.4 percent from 2020 to 2030, and 1.7 percent from 2030 through 2050.

Domestic enplaned passengers accounted for approximately 98 percent of total passengers in 2009 and international passengers accounted for the remaining 2 percent. International passengers are expected to increase at a faster annual rate of 5.4 percent compared to 2.1 percent for domestic passengers and account for 5.6 percent of total passengers by 2030 and 6.4 percent by 2050.

Southwest Airlines, which held the largest market share in 2009 at approximately 37

percent of total enplanements, is expected to maintain its dominant position over the forecast horizon. The mainline carriers such as American Airlines, Delta Air Lines, Continental Airlines and United Airlines are expected to maintain or lose a small portion of their market share as low-cost carriers such as AirTran Airways and Frontier Airlines increase their combined market share.

The airline industry has recently experienced considerable merger and acquisition activity. United and Continental announced their merger in May 2010 and their management expect to receive a single operating certificate by the end of 2011. Southwest and



AirTran announced their merger in September 2010 and are in the beginning stages of the process. Airline consolidation could change airline service patterns and market shares at SAT.

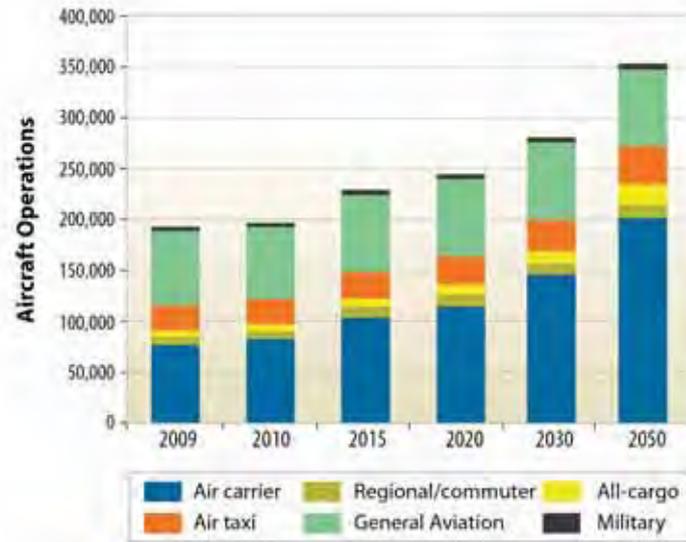
TOTAL AIRCRAFT OPERATIONS

Over the forecast horizon, total aircraft operations are projected to rise 1.2 percent annually from 194,657 in 2009 to 280,800 in 2030 and 353,600 in 2050. Passenger aircraft operations are projected to rise to 157,000 operations in 2030 and 214,600 in 2050. GA operations, which represented approximately 38 percent of total operations in 2009, are expected to remain near that level over the forecast horizon as GA activity is expected to grow at Stinson Municipal Airport.

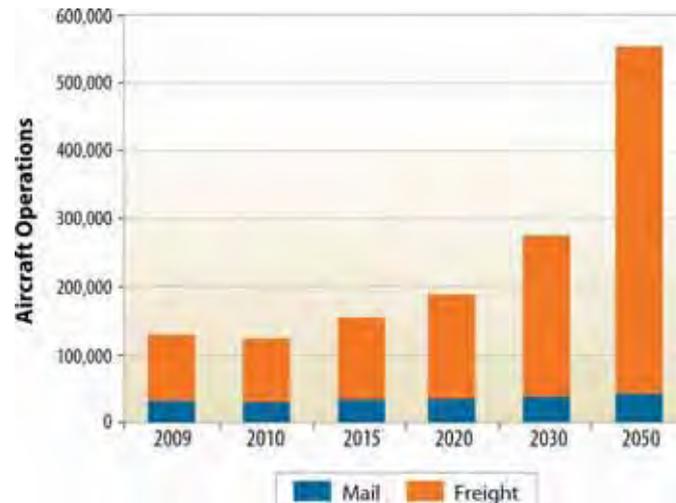
CARGO

Following a decline in 2008 and 2009 due to the weak national and global economic conditions, cargo tonnage is expected to begin a recovery in 2010 with a 5.3 percent growth in cargo activity at the Airport. From 2009 to 2050 cargo tonnage is projected to increase at an average of 3.6 percent per year.

Aircraft Operations Forecast



Cargo Tonnage Forecast



PREFERRED DEVELOPMENT PLAN

Existing Airport Facilities

The Airport features two air carrier runways: Runway 12R - 30L is 8,502 feet long by 150 feet wide and Runway 3-21 is 7,505 feet long by 150 feet wide and is currently being extended to 8,500 feet. Runway 12L-30R is 5,519 feet long and 100 feet wide and used by GA aircraft only.

The Airport has two passenger terminals - Terminals A and B - providing a total of 24 aircraft gates. Terminal A, formerly called Terminal 1, is a 378,000-square-foot structure built in 1984. It has a total of 16 aircraft gates, including four Federal Inspection

Services-capable gates used for international flights. Terminal B became operational in November 2010 and is a 259,000-square-foot facility with eight aircraft gates. Terminal 2 was decommissioned following the completion of Terminal B and will be demolished to allow for future terminal expansion.

Parking is provided for passengers in the hourly parking garage (approximately 1,570 spaces) and long-term parking garage (5,570 spaces). A cell phone waiting lot is available off of Airport Boulevard.

SAT passengers are served by nine rental car companies, with shuttle buses and vans transporting passengers between the terminals and the rental car lots.

The Airport's ancillary facilities include:

- **Cargo facilities** - Mainly located along Wetmore Road, east of Runway 3-21, the facilities accommodate CEVA Logistics (Eagle Global Logistics), DHL, FedEx, and UPS.
- **GA facilities** - SAT is home to six fixed base operators that provide a wide range of services to GA users of the Airport. A substantial number of
- **corporate GA tenants** are located at the Airport. Corporate hangars are located on the west and north sides of the airfield. SAT is a designated landing rights airport for customs processing of GA international flights.
- **Aircraft maintenance facilities** - Several companies provide aircraft maintenance services at SAT, with facilities mainly north and west of the terminal area.
- **Airline and airport support facilities** - Support facilities include the commercial carriers fuel farm, airport maintenance facilities, Aircraft Rescue and Fire Fighting station and the FAA facilities and ATCT.



Existing Airport Facilities



LEGEND	
	Airport boundary
	Aircraft Maintenance
	Airport/Airline Support
	Cargo
	Education
	General Aviation
	Parking and Transit
	Rental Car



Existing Terminal Facilities



Terminal 2 to be demolished in 2011

Terminal B

Parking Toll Plaza

N. Terminal Rd

Airport Traffic Control Tower

Hourly Parking Lot

Terminal A

Long-Term Parking

E. Terminal Dr

W. Terminal Dr

Airport Blvd

S. Terminal Dr

Rental Car Lot

281

Taxi Staging Area

Airport Blvd

Northern Blvd

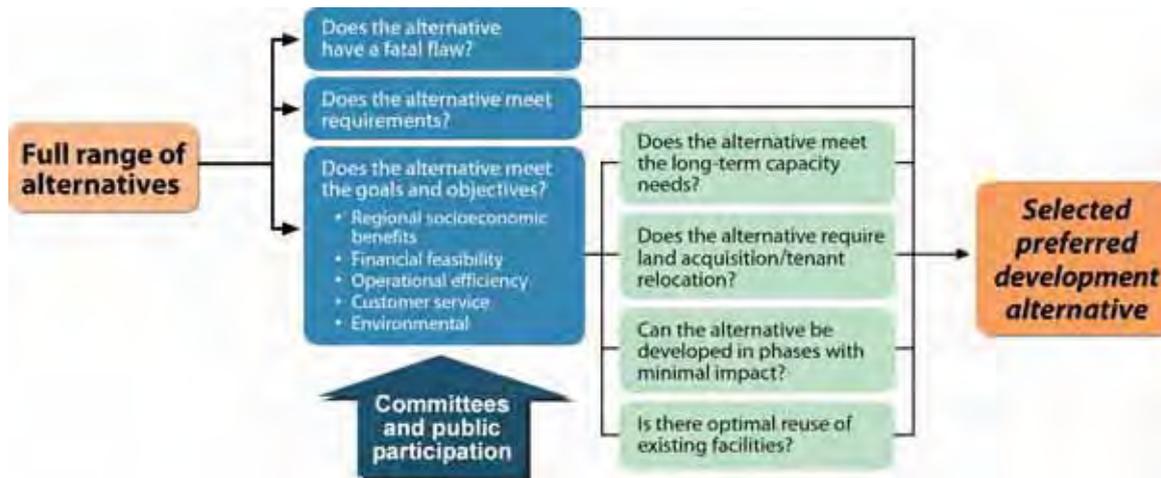
Cell Phone Waiting Lot

Employee Parking

410



Alternatives Development and Evaluation Process



A demand/capacity analysis was performed to assess the ability of the existing facilities to meet current and future demand, and to identify what additional facilities will be needed to accommodate the future demand. A wide range of development alternatives were then identified and subjected to an evaluation process to determine the most feasible development alternative; one that supports the vision for the Airport and meets the overall goals and objectives of the Master Plan.

The alternatives evaluation process accounted for practical concerns – such as constructability and air-space compatibility – and policy concerns delin-

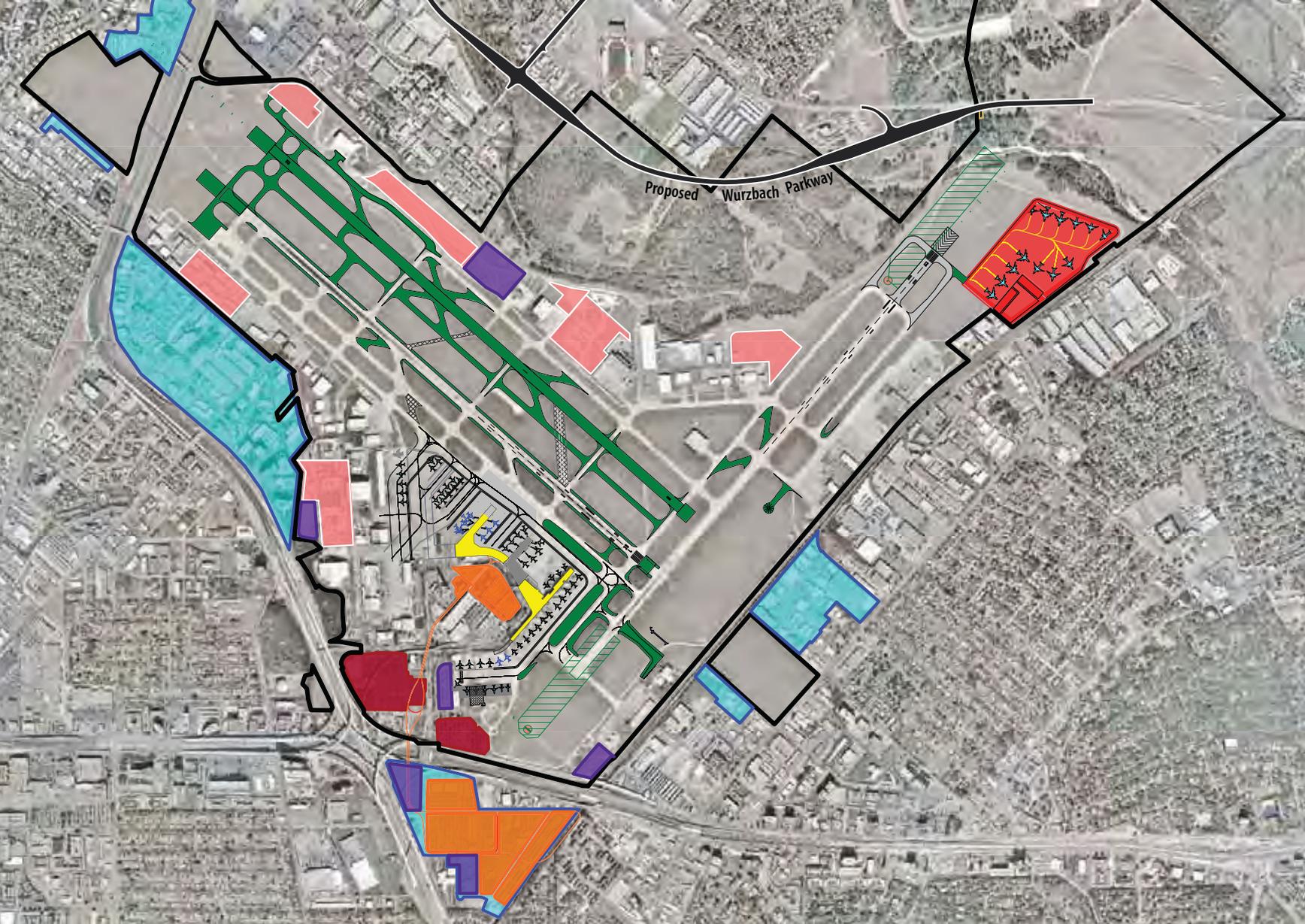
eated in the goals and objectives. Alternatives were reviewed to determine whether or not they would fully or partially achieve the goals and objectives set forth by the Advisory Committees. Alternatives were also analyzed using social, financial, operational, customer service, and environmental factors. The evaluation criteria were developed to be consistent with sustainability principles encouraging a holistic approach to the planning process which considers economic viability, operational efficiency, natural resource preservation, and social responsibility.



Preferred Development Plan

The preferred development plan is a comprehensive aggregation of the recommended improvements. The suggested airport improvements are essential to help mitigate operational inefficiencies, to accommodate future demand and to enhance customer service for Airport passengers, airlines, and tenants. The following graphics summarize the recommended alternative for implementation for each of the functional areas listed below.

- **Land acquisition**
- **Airfield development**
- **Commercial passenger terminal development**
- **Landside development**
- **Commercial aviation development**
- **Commercial development**
- **Air cargo development**
- **Airline and airport support**



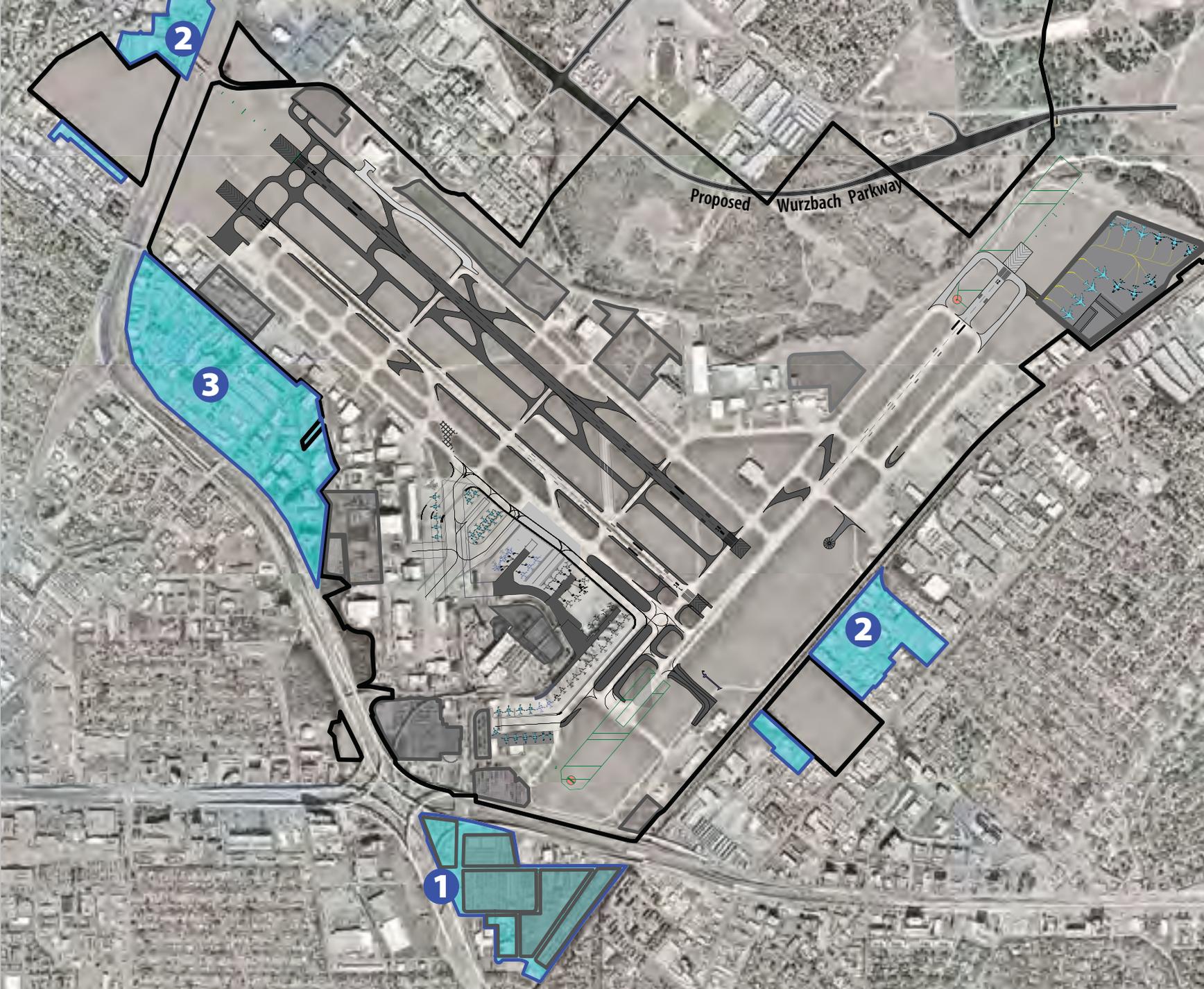
- Land Acquisition
- Airfield Development
- Commercial Passenger Terminal Development
- Landside Development
- Commercial Aviation Development
- Commercial Development
- Air Cargo Development
- Airline and Airport Support
- Airport Boundary

LAND ACQUISITION

*Project**

- | | | |
|----------|---|--|
| 1 | Acquire parcels between SH-281, Loop 410 and rail right of way
Acquisition of this area is necessary to relocate and expand the rental car storage and maintenance facilities, and the employee and economy parking lots. | LA1a
LA1b |
| 2 | Acquire parcels located in the Runway Protection Zones (RPZs)
The FAA recommends that the Airport control the RPZs, which are zones located at the end of the runways and intended to enhance the safety of people and property on the ground. Therefore, the Airport should acquire off-airport areas located in the RPZs. | LA2
LA3
LA4 |
| 3 | Acquire west side parcels between Airport property line and SH-281
This property is necessary for the long-term expansion of airport facilities. | LA5 |

** Project IDs referenced on pages 24 to 32 correspond to the project IDs used in the implementation and financial plans.*



Preferred Development Plan

AIRFIELD DEVELOPMENT

Project

1	Shift Taxiways H and N and pave grass areas Improvements to the apron area are necessary to improve aircraft circulation around Terminal A.	A1 A2
2	Construct fillets on Taxiways B and L	A3
3	Upgrade Taxiway E to ADG V standards	A5
4	Demolish Taxiway B between Taxiways G and H	A6
5	Construct high-speed exit for Runway 30L	A7
6	Runway 12L-30R upgrade and associated taxiway and navigational aids improvements Runway 12L-30R is to be upgraded from a GA runway to an air carrier runway to accommodate future traffic demand. This improvement will provide better reliability, more flexibility, and maintenance relief at the Airport if Runway 12R-30L has to be closed for any length of time for maintenance, runway improvements, or if an aircraft is immobilized on the runway. Runway 12L-30R will be reconstructed 8,500 feet long, 150 feet wide, and the runway centerline will be shifted approximately 10 feet north.	A4 and A8-A12
7	Install CAT I Instrument Landing System (ILS) system on Runway 3-21 An ILS would enhance the Airport's operational capabilities in low visibility conditions.	A13
8	Relocate compass calibration pad	A14
9	Construct high-speed exits for Runway 3-21	A15
10	Shift Runway 12R-30L and associated taxiway improvements Runways 12R-30L and 3-21 will be decoupled by displacing Runway 30L end by 450 feet to eliminate the intersection with Runway 3-21. This will increase airfield capacity and reduce the risk of runway incursion.	A16-A19
11	Rehab Runway 12R-30L and construct 35 foot shoulders Runway 12R-30L needs to be rehabilitated due to the current pavement conditions.	A21



Preferred Development Plan

COMMERCIAL PASSENGER TERMINAL DEVELOPMENT

Project

- | | | |
|-----------------|--|--------------------------------|
| <p>1</p> | <p>Terminal A renovation and renewal
Interior improvements to Terminal A will be required to accommodate increased passenger levels. The improvements will focus primarily on providing additional space for the passenger security screening checkpoint and the baggage claim area, and reducing the underutilized Customs and Border Protection facility. Other recommended short-term improvements include in-filling several open notches along the concourse for other support functions such as holdrooms, concessions, and airline operations.</p> | <p>T1
T2</p> |
| <p>2</p> | <p>Expand south remain overnight apron</p> | <p>T3</p> |
| <p>3</p> | <p>Extend Terminal A
Terminal A will be extended to the south to provide two additional aircraft gates.</p> | <p>T4</p> |
| <p>4</p> | <p>Construct Terminal C
A new terminal – Terminal C – will be required to meet 2030 demand. The proposed terminal layout locates Terminal C landside parallel to the existing roadway and with a six gate concourse pier which extends parallel to the concourse piers of Terminals A and B. All three terminals will be connected by a corridor which will allow passengers to circulate through the terminal complex, both pre- and post-security, therefore creating a unified terminal complex.
Additional analysis was done to ensure that the recommended terminal layout for 2030 could be expanded to meet 2050 demand on the existing terminal site.</p> | <p>T5</p> |



Preferred Development Plan

LANDSIDE DEVELOPMENT

Project

1

Construct a consolidated rental car facility (CONRAC) and expand parking garage

L1

Rental car operators will be consolidated in one facility co-located with the hourly parking garage. The hourly garage will be retained and a six-level structure will be added to the west, along with multiple levels between existing garages filled in.

The CONRAC will feature rental car counters and ready/return services and will be connected to the terminals via pedestrian bridges therefore providing a high level of service to passengers. This will also eliminate the need for rental car shuttles, therefore reducing curbside congestion and air emissions.

Maintenance and storage facilities for rental car operators will be provided south of Loop 410.

2

Relocate employee lot south of Loop 410

L2

The employee parking lot will be relocated south of Loop 410 in order to reserve land in close proximity to the terminal complex for revenue-producing uses. The lot will provide approximately 1,900 spaces, which meets 2030 requirements.

3

Relocate economy lot south of Loop 410

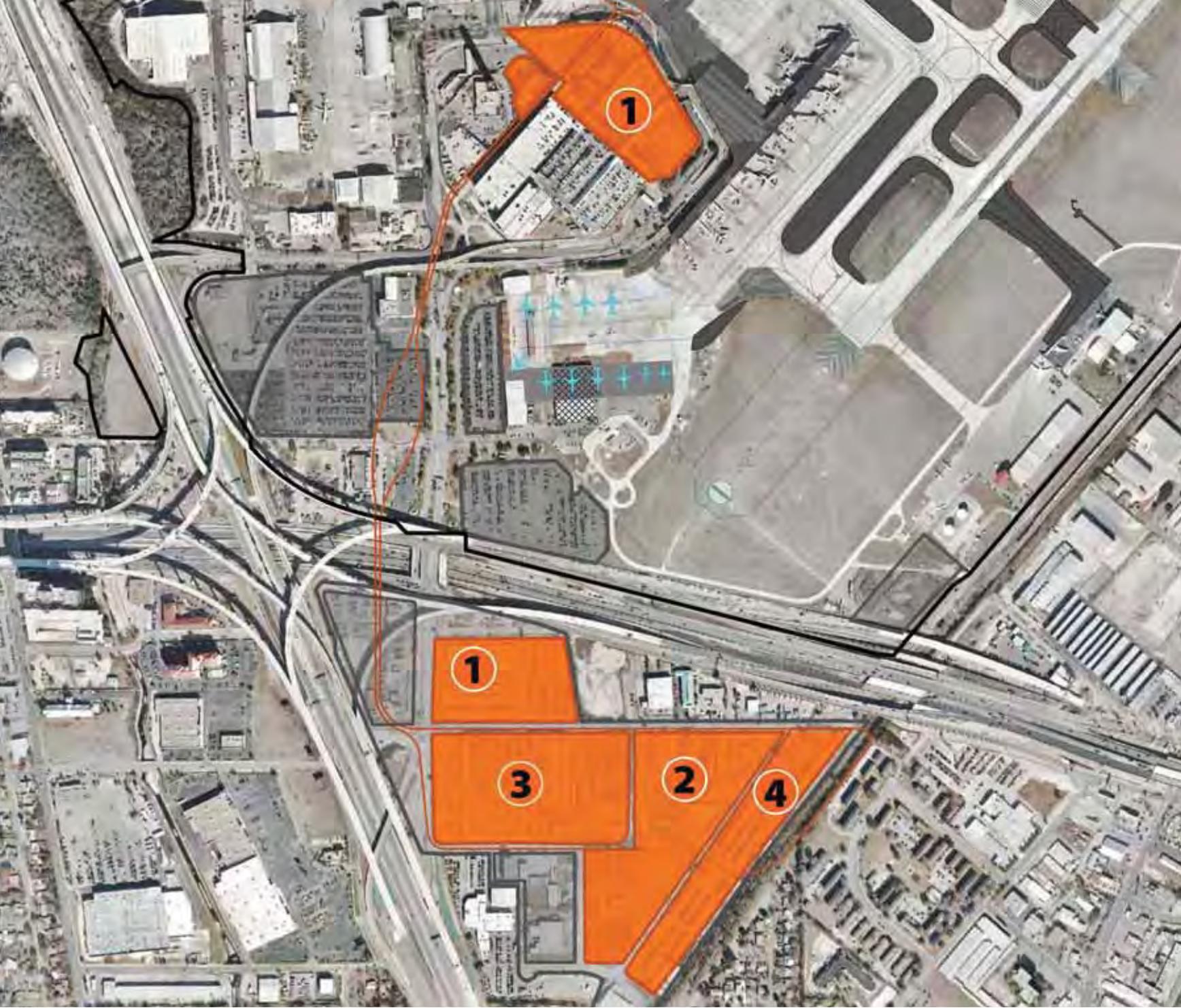
L3

The economy lot will be relocated south of Loop 410. The lot will provide approximately 2,000 spaces, which meets 2030 requirements.

4

Reserve land for development of an intermodal facility

This area is to be reserved for the creation of an intermodal center. The intermodal center would encourage transit ridership by providing access to several currently available and future modes of transportation in one consolidated facility, including bus and regional rail service. In the short-term, a shuttle bus would link the facility to the terminals.



Preferred Development Plan

COMMERCIAL AVIATION DEVELOPMENT

Project

- 1 Reserve parcels for commercial aviation development**
These parcels will be reserved for future commercial aviation development, including GA, aircraft maintenance and manufacturing facilities. **CA1
CA2**
- 2 Redevelop portion of west complex into GA CBP**
The area will be reconfigured for FBO use and will include customs and immigration facilities for GA users. **GA1**

COMMERCIAL DEVELOPMENT

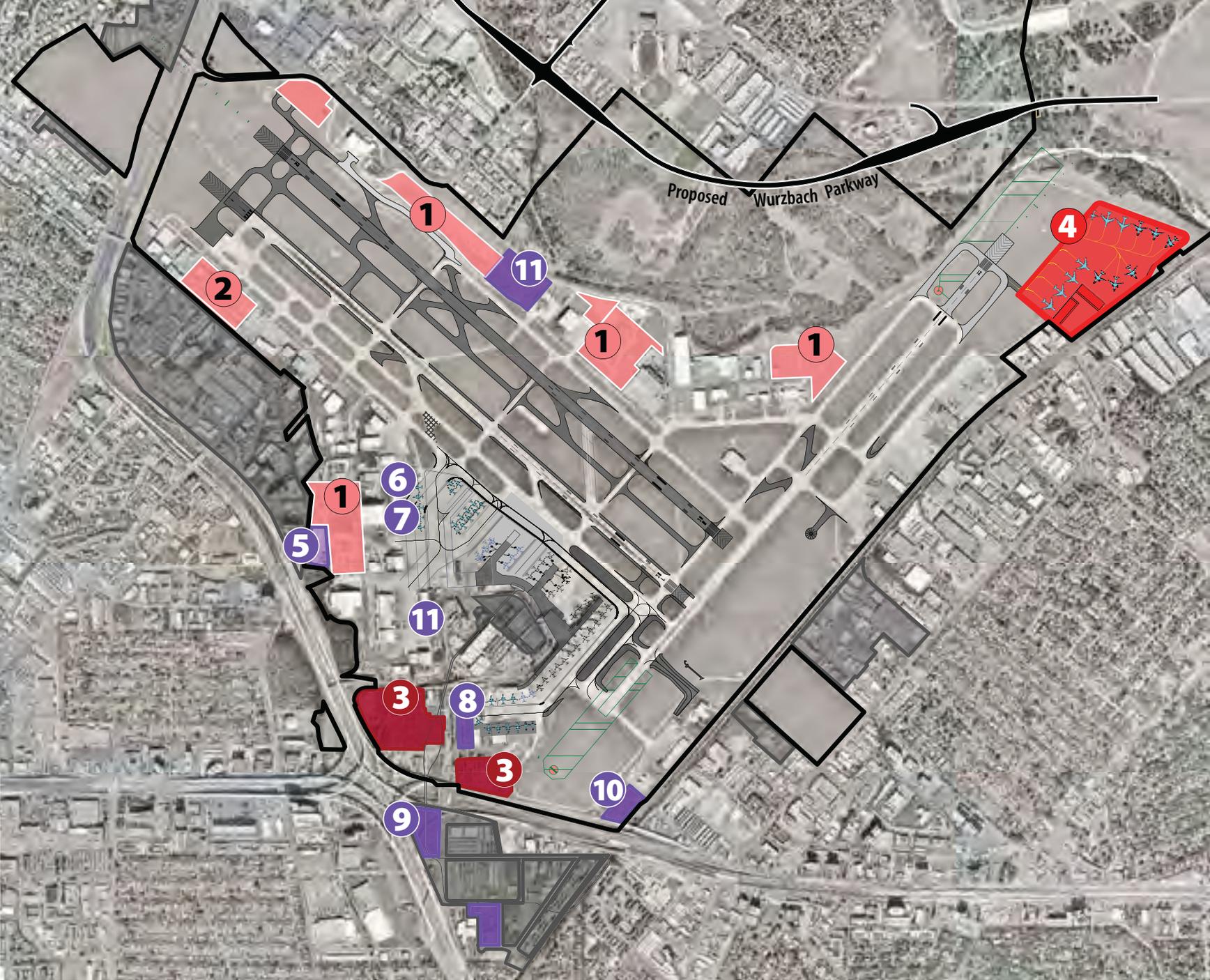
- 3 Reserve land for future commercial development**
This area will be reserved for commercial development. Generating new commercial development will allow the Airport to diversify revenue sources, enhance non-aeronautical revenues and ensure financial self-sufficiency.

AIR CARGO DEVELOPMENT

- 4 Develop north cargo complex** **C1**
The cargo complex will be expanded to provide additional apron space and processing facilities in order to meet 2030 facility requirements.

AIRLINE AND AIRPORT SUPPORT

- 5 Construct a centralized concession distribution center** **S6**
The Airport will develop a consolidated facility for the screening, storage and distribution of all concessions deliveries
- 6 Expand tenant ground service equipment (GSE) maintenance and storage facilities** **S1, S4, S7**
- 7 Rehabilitate west cargo building** **S2**
The west cargo building, currently used for processing of belly freight and for storage and maintenance of GSE, needs to be rehabilitated due to the age of the structure.
- 8 Construct airport administrative office building** **S3**
- 9 Reserve land for future airport support facilities**
This land will be required for future expansion of the airport support facilities.
- 10 Expand commercial carriers fuel farm** **S5, S8**
The existing fuel farm will be expanded to accommodate future demand.
- 11 Relocate airport maintenance facilities** **S1**
The airport maintenance facilities will be relocated into an existing building in close proximity to the terminal area in the short-term, and to the north of the airfield in the long-term.



Preferred Development Plan

ENVIRONMENTAL OVERVIEW

The following table summarizes the results of the environmental overview. As shown, the primary issues to be addressed in future NEPA documents include increased noise, air and water pollution, and land acquisition/business relocation. Other potential issues include the loss or diminished value of natural ground cover and vegetation, and redevelopment of several municipal solid waste landfill sites. In addition, the potential effects of the Airport's development plan could contribute

to cumulative effects resulting from other regional growth activities, such as completion of the Wurzbach Parkway. Further analysis will be needed to determine the appropriate means and methods for avoiding environmental impacts and for mitigating impacts that cannot be avoided. Finally, no action can be taken on any project or proposal until after the FAA has reviewed the analysis and the agency has issued its environmental decision.

Primary Issues

	Existing Conditions	Potential Impacts	Master Plan Recommendations
Noise and Compatible Land Use	Recent studies show that aircraft noise levels around SAT have declined in recent years	In the near term (2009-2014) noise levels around SAT are expected to continue to decline In the long term (2015 to 2030) noise levels around SAT are projected to increase moderately due to the increase in the number of operations Areas in the 65DNL and above is projected to increase by 12% between 2009 and 2030 – from 3,050 acres to 3,430 acres	Continue to review, update and implement the NCP to mitigate incompatible noise levels Study the potential noise impacts associated with alternative runway use scenarios Coordinate with city planners to promote airport compatible land use planning and control measures
Air Quality	Ambient air quality is generally good except for a few days in the summer when ground level ozone begins to exceed the national health standard EPA is expected to designate Bexar County as nonattainment for ozone	Airport construction and operations cause emissions of Federally-regulated air pollutants New rules with tightened standards could constrain airline operations or development proposals To comply with the Clean Air Act requirements, conformity (threshold) analysis may be required for future projects or activities	Actively participate in the (ozone) SIP development process Pursue projects and partnerships to mitigate or offset airport-related emissions Pursue Voluntary Airport Low Emissions (VALE) grants for eligible projects
Water Quality	Intermittent streams collect and convey storm runoff towards downstream receiving waters In accordance with TPDES permit requirements, SAT has a storm water management plan and pollution prevention controls in place to avoid or minimize the adverse effects of storm runoff	The Master Plan includes more than 200 acres of new impervious cover No foreseeable project-related impacts to the Edwards Aquifer or recharge areas	Continue to avoid watershed impacts to the degree practicable Include mitigation where needed in future project design Update water quality plans and permits as required Ensure that water quality best management practices (BMPs) do not conflict with BMPs for wildlife management on airports

	Existing Conditions	Potential Impacts	Master Plan Recommendations
Social Impacts (Including Induced Socioeconomic Effects)	SAT supports the local economy in a variety of ways including: <ul style="list-style-type: none"> • Employment • Payroll • Output/spending 	232 acres recommended to be acquired over 20 years All properties included in the plan are either industrial or commercial 1 residential property affected	Estimate the economic benefits of the proposed development plan to determine the net effect Prepare a comprehensive Land Use Plan to develop a strategy for the acquisition and redevelopment of the acquired areas Establish a land acquisition/business relocation program to provide individual assistance and to effectively manage the process
Floodplains	Flood hazard areas occur on existing airport property but there is little or no development within them	There is no foreseeable development within designated flood-prone areas Beyond 2030, extending Runway 3-21 would encroach upon Salado Creek and its tributaries	Avoid developing within designated flood hazard areas Use BMPs to improve the quality/reduce the quantity of storm runoff Watershed planning should include allowances for the future extension of Runway 3-21

Secondary Issues

Biotic Communities	Development effects are most likely limited to local indigenous species; there are no Federal- or state-listed endangered or threatened species or habitat
Hazardous Waste	Development impacts are limited to municipal solid waste sites (landfills) and can be dealt with on a project-specific basis at a state/local level

IMPLEMENTATION PLAN

Preferred Development Plan Phasing

A phasing program was developed as a guide for future development. Three phases were designed to meet the estimat-

ed short-term (approximately 2010 to 2015), intermediate-term (approximately 2015 to 2020) and long-term (approximately 2020

through 2030) facility requirements. Phasing of the Preferred Development Plan reflects an assessment of the relative priorities of various proposed projects, the realization of the forecasted demand and the anticipated timing of the facility requirements.

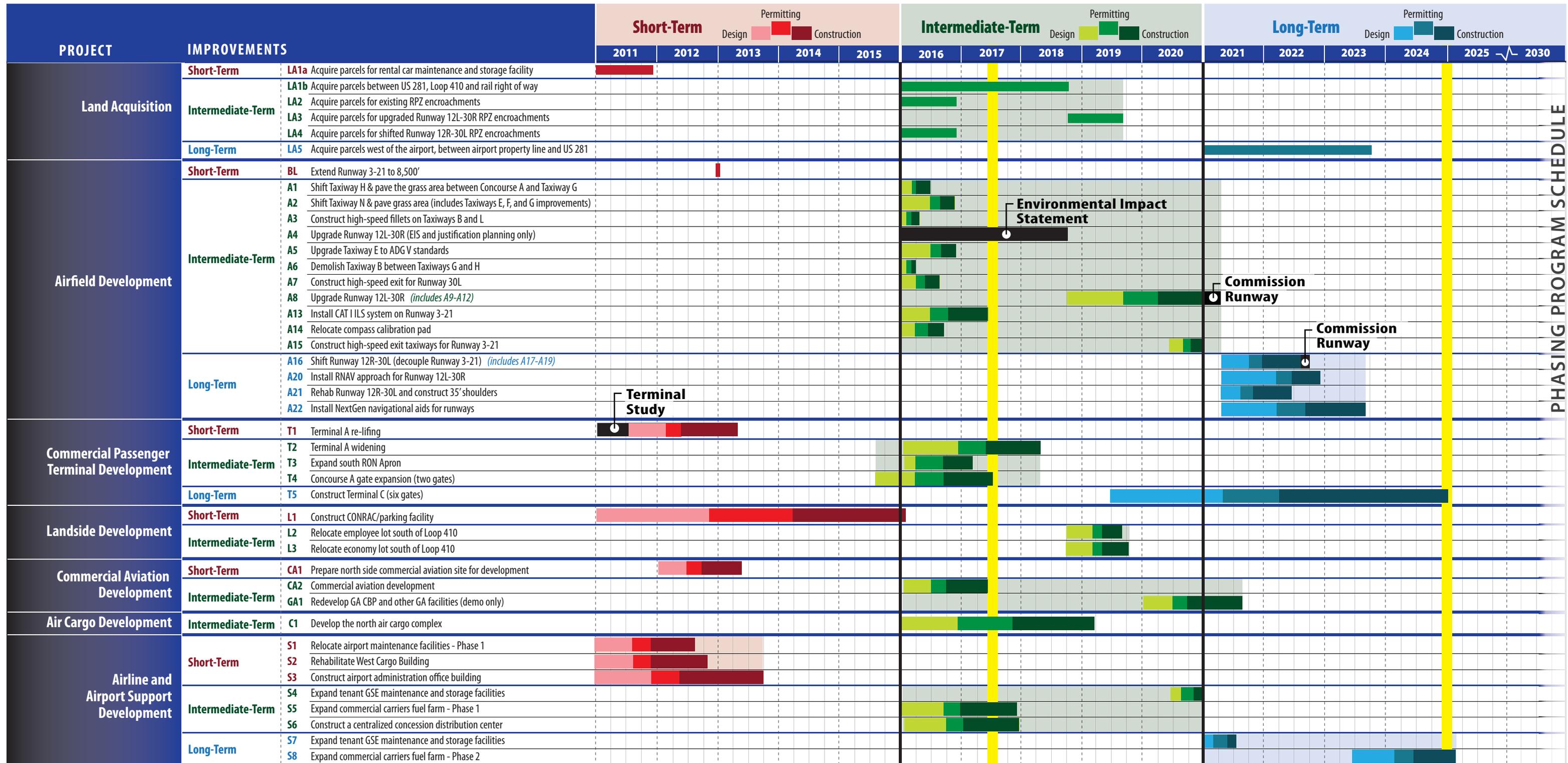


As part of the planning process, it is understood that any number of events can affect the activity profile and either accelerate or delay the need for additional capacity. Therefore, sound planning practice includes developing Planning Activity Levels (PALs) that identify the specific number of annual aircraft operations or passenger enplanements requiring additional capacity. As the operating characteristics of the Airport change, the PALs will remain constant thereby providing an alternative means to monitor the timing for facility improvements. PALs were identified for the recommended terminal improvements:

- **PAL 1** is equal to 5.2 million enplaned passengers and indicates the point at which two additional gates on Terminal A are required.
- **PAL 2** is equal to 6.9 million enplaned passengers, the level of activity at which point Terminal C should be operational to handle increased passenger loads.

Cost Estimates

Capital development cost estimates were prepared for each project element. The capital cost estimates include “hard costs” of actual construction and “soft costs” such as planning, environmental, design, and construction management, as well as a contingency. It should be noted that these preliminary cost estimates are based on project drawings that are conceptual in nature. Given the uncertainties involved, there will be variabilities in the actual costs for the individual projects. All capital costs are provided in current 2010 dollars. Total Vision 2050 capital costs would be \$1.0 billion, with \$191 million of that amount required for the short-term implementation plan, \$330 million for the intermediate-term and \$485 million for the long-term plan.



PHASING PROGRAM SCHEDULE

LEVEL 1 Planning Activity
5.2 million enplanements

LEVEL 2 Planning Activity
6.2 million enplanements

Short-term Implementation Plan Cost Estimate (1-5 years)

Projects	Airport Funded	Other
Land Acquisition	-	\$15,000,000
LA1a - Acquire parcels for rental car maintenance and storage facility	-	\$15,000,000
Commercial Passenger Terminal Development	\$29,112,000	-
*T1 - Terminal A renovation and renewal project	\$29,112,000	-
Landside Development	-	\$127,630,000
L1 - Construct CONRAC/parking facility	-	\$127,630,000
Commercial Aviation Development	-	\$1,230,000
CA1 - Prepare north side commercial aviation site for development	-	\$240,000
- Taxiway connector	-	\$990,000
Airline and Airport Support	\$15,200,000	\$2,860,000
S1 - Relocate airport maintenance facilities - Phase 1	\$1,200,000	-
S2 - Rehabilitate west cargo building	-	\$2,860,000
*S3 - Construct airport administrative office building	\$14,000,000	-
Short-term Implementation Plan Subtotal	\$44,312,000	\$146,720,000

* Project cost is in existing Capital Improvement Program

Note: Cost estimates are calculated in 2010 dollars.

Intermediate-term Implementation Plan Cost Estimate (6-10 years)

Projects	Airport Funded	Other
Land Acquisition	\$58,690,000	-
LA1b - Acquire parcels between 281, 410 and rail right of way	\$11,560,000	-
LA2 - Acquire parcels for existing RPZ encroachments	\$34,450,000	-
LA3 - Acquire parcels for upgraded Runway 12L-30R RPZ encroachments	\$10,280,000	-
LA4 - Acquire parcels for shifted Runway 12R-30L RPZ encroachments	\$2,400,000	-
Airfield Development	\$128,200,000	-
A1 - Shift Taxiway H & pave the grass area between Concourse A and Taxiway G	\$5,800,000	-
A2 - Shift Taxiway N & pave grass area	\$11,200,000	-
A3 - Construct fillets on Taxiways B and L	\$570,000	-
A4 - Upgrade Runway 12L-30R (EIS and justification planning only)	\$2,000,000	-
A5 - Upgrade Taxiway E to ADG V standards	\$3,730,000	-
A6 - Demolish Taxiway B between Taxiway G and H	\$570,000	-
A7 - Construct high-speed exits for Runway 30L	\$1,440,000	-
Runway 12L-30R upgrade and improvements (Includes A8-A12)	-	-
A8 - Upgrade Runway 12L-30R	\$58,140,000	-
A9 - Construct/Upgrade full length parallel taxiway system	\$34,800,000	-
A10 - Demolish Taxiway M between Rwy 12L-30R and 12R-30L	\$480,000	-
A11 - Demolish Taxiway P between Rwy 12L-30R and 12R-30L	\$1,370,000	-
A12 - Install CAT I ILS system	\$1,500,000	-
A13 - Install CAT I ILS system on Runway 3-21	\$1,500,000	-
A14 - Relocate compass calibration pad	\$1,700,000	-
A15 - Construct high-speed exits for Runway 3-21	\$3,400,000	-
Commercial Passenger Terminal Development	\$42,130,000	-
T2 - Terminal A widening	\$19,760,000	-
T3 - Expand south RON apron	\$10,550,000	-
T4 - Concourse A gate expansion (two gates)	\$11,820,000	-
Landside Development	\$6,460,000	-
L2 - Relocate employee lot south of Loop 410	\$1,080,000	-
L3 - Relocate economy lot south of Loop 410	\$5,380,000	-
Commercial Aviation Development	-	\$2,790,000
CA2 - Commercial aviation development	-	\$440,000
- Taxiway connector	-	\$1,840,000
GA1 - Redevelop portion of west complex into GA CBP (demo only)	-	\$510,000
Air Cargo Development	-	\$78,800,000
C1 - Develop north cargo complex	-	\$78,040,000
- Taxiway connector	-	\$760,000
Airline and Airport Support	\$10,000,000	\$4,090,000
S4 - Expand tenant GSE maintenance and storage facilities	-	\$1,850,000
S5 - Expand commercial carriers fuel farm - Phase 1	-	\$2,240,000
S6 - Construct a centralized concession distribution center	\$10,000,000	-
Intermediate-term Implementation Plan Subtotal	\$245,480,000	\$85,680,000

Note: Cost estimates are calculated in 2010 dollars.

Long-term Implementation Plan Cost Estimate (11-20 years)

Projects	Airport Funded	Other
Land Acquisition	\$76,900,000	-
LA5 - Acquire west side parcels between Airport property line and 281	\$76,900,000	-
Airfield Development	\$69,420,000	-
Shift Runway 12R-30L (Includes A16-A19)	-	-
A16 - Shift Runway 12R-30L (decouple Rwy 3-21)	\$2,880,000	-
A17 - Relocate the localizer on the 12R end to the outside of the new RSA	\$1,340,000	-
A18 - Extend Taxiways G and H to the new extension of Runway 12R-30L	\$4,320,000	-
A19 - Construct a taxiway connector adjacent to Taxiway N	\$750,000	-
A20 - Install RNAV approach for Runway 12L-30R	\$1,500,000	-
A21 - Rehab Runway 12R-30L and construct 35' shoulders	\$53,630,000	-
A22 - Install NextGen navigational aids for runways	\$5,000,000	-
Commercial Passenger Terminal Development	\$334,500,000	-
T5 - Construct Terminal C (six gates)	\$334,500,000	-
Airline and Airport Support	-	\$3,480,000
S7 - Expand tenant GSE maintenance and storage facilities	-	\$1,240,000
S8 - Expand commercial carriers fuel farm - Phase 2	-	\$2,240,000
Long-term Implementation Plan Subtotal	\$480,820,000	\$3,480,000
Total thru Long-Term Implementation Plan	\$777,612,000	\$235,880,000

Note: Cost estimates are calculated in 2010 dollars.



FINANCIAL PLAN

The financial viability of implementing the Preferred Development Plan (PDP) recommendations for SAT is discussed in this chapter. The actual implementation schedule for the various improvements identified in the PDP will be defined by development triggers and demand growth rather than specific time frames. For purposes of this financial analysis, a specific implementation schedule was assumed; however, it should be noted that this schedule and the resulting financial analysis are intended only to demonstrate financial viability assuming the demand volumes and patterns associated with the implementation schedule and the recognition that the actual financing strategies used will be determined as implementation nears. This

analysis included an in-depth evaluation of the short-term plan of the PDP and a more general evaluation of the intermediate- and long-term plans of the PDP.

The City of San Antonio Department of Aviation (the City or Department) recently completed the sale of General Airport Revenue Bonds (GARBs) and Passenger Facility Charge (PFC) Bonds (collectively the 2010 Bonds) and in conjunction with the sale of those bonds, an independent feasibility study, also known as the Report of the Airport Consultant (the ROAC), was prepared and included in the Official Statement for the sale of the 2010 Bonds. Included in the ROAC was a comprehensive analysis related to the Department's capital improvement program for fiscal years 2010 – FY 2016 (2010 Capital

Program) and the ROAC concluded the 2010 Capital Program was feasible in terms of providing facilities necessary to satisfy future airline and air passenger needs at a cost that produced reasonable projected levels of rates and charges to the users of the Airport facilities and fulfilled requirements in the master ordinance adopted by City Council as well as subsequent supplemental ordinances.

In addition to the projects included in the 2010 Capital Program, the PDP in the Master Plan includes projects that are intended to address existing facility concerns and others that are required to accommodate



the Master Plan's forecast growth in Airport activity. The activity forecast included in the Master Plan was developed using different assumptions than the activity forecast included in the ROAC, on which financial projections in the ROAC were based. Thus, certain projects originally identified in the PDP were not included in the 2010

Capital Program and are also not reflected in the financial analyses included in this chapter. While it is possible that SAT may consider the implementation of other Master Plan projects, or any other capital projects, during the short-term implementation period, they have not been subject to detailed



planning or financial analysis and are not included in the City's capital budget and appropriations plan. SAT will undertake construction on PDP projects, or any other potential future projects, when demand warrants, necessary environmental reviews have been completed, necessary approvals have been obtained, and associated project costs can be supported by a reasonable level of Airport user fees or other discrete funding sources.

The City intends to fund the short-term PDP, which totals approximately \$191.0 million and the 2010 Capital Program, which totals approximately \$564.5 million¹ (collectively, the Short-Term Projects) through a combination of Federal Aviation Administration (FAA) Airport Improvement Program (AIP) grants (entitlements and discretionary), TSA grants, state of Texas grants, Airport System

¹ The 2010 Capital Program in the ROAC included \$44.3 million of projects that have been reclassified in the short-term PDP.

funds, proceeds from the sale of GARBs, proceeds from the sale of PFC bonds, pay-as-you-go PFC revenues, customer facility charge (CFC) revenues, and other third-party funding. The following table presents the project costs and funding sources for the Short-Term Projects, which total approximately \$755.6 million. The following sections briefly describe the anticipated funding sources for these projects and the funding source assumptions for the short-term PDP.



AIP GRANTS

One of the main sources of funding for airport improvements is federal AIP grants. The AIP was initially authorized by the Airway Improvement Act of 1982 to assist airport sponsors in funding planning, development, and noise compatibility projects at public-use airports nationwide to accommodate projected civil aviation growth. To be eligible for funding assistance, an airport must be included in the National Plan of Integrated Airport Systems.

The AIP is funded through the Aviation Trust Fund, which was established by the Airport and Airway Revenue Act of 1970. Revenues for the Aviation Trust Fund are derived through the levying of taxes and fees on aviation fuel and lubricants, airline tickets, international departing passengers, aircraft freight, and other components of the aviation industry. Funds deposited into the Aviation Trust Fund are distributed to eligible airports throughout the United States and its territories through grants administered by the FAA under appropriations limits established by the United States Congress.

In administering the AIP, the FAA must comply with various statutory provisions, formulas, and set-asides established by law, which specify how AIP grant funds are to be distributed among airports. Each year, the FAA uses the statutory formulas to determine how much in apportionment funds are to be made available to each airport. To receive these entitlement funds, an airport operator must submit a valid grant application to the FAA. Individual airports do not have to use these funds in the year they are made available. Airports are given up to 3 years to use their apportionment funds, allowing larger amounts to accumulate to pay for more costly projects. Once the apportionments have been determined, the remaining AIP funds are deposited in the AIP discretionary fund, which consists of

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O EXTRA



**Total
Project Cost**

SHORT-TERM PREFERRED DEVELOPMENT PLAN

Land Acquisition

LA1a - Acquire parcels for rental car maintenance and storage facility and economy parking lot	\$	15,000,000
Land Acquisition Subtotal	\$	15,000,000

Commercial Passenger Terminal Development

*T1 - Terminal A re-lifing project	\$	29,112,000
Commercial Passenger Terminal Development Subtotal	\$	29,112,000

Landside Development

L1 - Construct CONRAC/parking facility	\$	127,630,000
Landside Development Subtotal	\$	127,630,000

Commercial Aviation Development

CA1 - Prepare north side commercial aviation site for development	\$	240,000
- Taxiway connector	\$	990,000
Commercial Aviation Development Subtotal	\$	1,230,000

Airline and Airport Support

*S1 - Relocate airport maintenance facilities - Phase 1	\$	1,200,000
S2 - Rehabilitate West Cargo Building	\$	2,860,000
*S3 - Construct airport administrative office building	\$	14,000,000
Airline and Airport Support Subtotal	\$	18,060,000

Short-term Implementation Plan Subtotal

\$ 191,032,000

2010 CAPITAL PROGRAM

Airfield Projects	\$	74,759,922
Terminal Projects		305,356,991
Acoustical Program		117,951,187
Apron		38,319,496
Parking Revenue System		4,016,530
Other SAT Projects		19,678,044
Stinson		4,462,000

Total 2010 Capital Program *

\$ 564,544,170

Total Short-Term Preferred Development Plan and 2010 Capital Program

\$ 755,576,170

* Project costs identified with an asterisk in PDP were originally included in the 2010 Capital Program in the Report of the Airport Consultant (ROAC).

Source: 2010 Capital Program costs—City of San Antonio, Department of Aviation
Short-Term Preferred Development Plan costs—AECOM

Prepared by: Ricondo & Associates, Inc.

Funding FY 2011 - FY 2016

AIP	TSA	State Funds	Airport System Funds	PAYGO PFC	PFC Bonds	GARBs	Future CFC	Other Third Party Funding
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000,000	\$ -
							\$ 15,000,000	
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,112,000		\$ -
						\$ 29,112,000	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 127,630,000	\$ -
							\$ 127,630,000	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000
								990,000
								\$ 1,230,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,860,000
						\$ 1,200,000		
						14,000,000		
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,200,000	\$ -	\$ 2,860,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,312,000	\$ 142,630,000	\$ 4,090,000
\$ 36,410,543	\$ -	\$ -	\$ 813,477	\$ 11,323,371	\$ -	\$ 2,106,000	\$ -	\$ -
-	(4,385,466)	-	(4,516,385)	-	25,598,741	8,615,988	-	-
57,000,000	-	-	2,000,000	-	12,250,000	-	-	-
20,363,497	-	-	-	6,890,412	-	-	-	-
-	-	-	4,000,000	-	-	-	-	-
675,000	-	-	11,010,000	-	-	230,000	-	-
-	-	3,525,000	937,000	-	-	-	-	-
\$ 114,449,040	\$ (4,385,466)	\$ 3,525,000	\$ 14,244,092	\$ 18,213,783	\$ 37,848,741	\$ 10,951,988	\$ -	\$ -
\$ 114,449,040	\$ (4,385,466)	\$ 3,525,000	\$ 14,244,092	\$ 18,213,783	\$ 37,848,741	\$ 55,263,988	\$ 142,630,000	\$ 4,090,000

set-asides that are established by statute and other distributions.

AIP grants are usually limited to planning, design, and construction projects that improve aircraft operations, such as runways, taxiways, aprons, and land purchases, as well as to purchase security, safety, and emergency equipment. AIP grants are also available to plan for and implement programs that mitigate aircraft noise in the vicinity of airports. However, projects related to commercial revenue-generating portions of terminals, such as concessions, commercial maintenance hangars, fuel farms, parking garages, and off-airport road construction are generally not eligible for these grants.

SAT expects to use a combination of AIP discretionary and entitlement grants to fund approximately \$114.4 million of AIP-eligible projects in FY 2011 through FY 2016.

TSA GRANTS AND STATE FUNDS

The City obtained a grant from the TSA to fund, in part, a baggage handling system that became operational in November 2010. The City also received State of Texas Department of Transportation (TxDOT) grant funding in the amount of approximately \$3.5 million to fund projects at Stinson Municipal Airport in FY 2011 through FY 2016.

AIRPORT SYSTEM FUNDS

Revenues remaining after payment and transfer of the Department's obligations are deposited into the Capital Improvement Fund. Those funds can be used for capital projects at the Department's sole discretion. Approximately \$14.2 million of project costs are expected to be funded from the Capital Improvement Fund in FY 2011 through FY 2016.

PASSENGER FACILITY CHARGE REVENUES

In accordance with the Aviation Safety and Capacity Expansion Act of 1990, as amended by the Aviation Investment and Reform Act for the 21st Century (AIR-21), the City received approval to begin collecting a PFC of \$3.00 per eligible enplaned passenger at SAT as of November 2001. The City subsequently received approval from the FAA to impose a PFC of \$4.50 per eligible enplaned passenger at SAT. SAT currently has authority to impose and use PFCs for projects totaling approximately \$575.5 million.

Projects that are approved to be funded with PFCs may be funded on a pay-as-you-go basis ("PAYGO") or on a leveraged basis, in which PFC revenues are pledged toward debt service payments on PFC bonds.

The City currently has the following series of PFC bonds outstanding:

- Series 2002 PFC Bonds
- Series 2005 PFC Bonds
- Series 2007 PFC Bonds
- Series 2010 PFC Bonds

Approximately \$18.2 million of projects are assumed to be funded on a PAYGO basis and approximately \$37.8 million of projects are assumed to be funded with proceeds from PFC bonds in FY 2011 through FY 2016.

GENERAL AIRPORT REVENUE BONDS (GARBs)

The City has the following outstanding GARBs including certain GARBs for which PFCs are eligible to repay annual debt service:

- Series 2001 Revenue Bonds
- Series 2002 Revenue Bonds
- Series 2003 Forward Refunding Bonds
- Series 2006 Revenue Refunding Bonds
- Series 2007 Revenue Refunding Bonds
- Series 2010A Revenue Bonds
- Series 2010B Revenue Refunding Bonds

Approximately \$55.3 million of projects are assumed to be funded with proceeds from one or more of the above GARB series in FY 2011 through FY 2016.

THIRD-PARTY FUNDING

Certain projects included in the PDP are assumed to be undertaken only if there is demand for the project from a third party and the third party is willing to fund. Approximately \$4.0 million of projects will be undertaken and funded with third party funding in FY 2011 through FY 2016.

FEASIBILITY OF SHORT-TERM PREFERRED DEVELOPMENT PLAN

As described in the ROAC, the 2010 Capital Program, which includes certain projects in the short-term PDP is projected to be feasible. Short-term PDP projects not included in the 2010 Capital Program will only be undertaken based on circumstances that would ensure those projects are feasible as described above. The ultimate funding plan for those projects in the short-term PDP will be dependent on a number of factors including, but not necessarily limited to; actual SAT activity levels, refined project phasing and project cost data, potential changes to the AIP and/or PFC program, and third-party funding. While it is impossible to estimate the impact that changes to any of these factors may have on the future feasibility of the short-term PDP, the analysis and underlying assumptions used illustrate the overall feasibility of the plan and identify potential funding strategies to be used by the City.

INTERMEDIATE- AND LONG-TERM PREFERRED DEVELOPMENT PLAN

Due to uncertainties in activity and financial projects beyond the initial five-year projection period, analysis of the projects included in the intermediate- and long-term PDP was evaluated at a higher level than the short-term PDP. As described previously, the actual implementation schedule for the various projects identified in the PDP will be defined by development triggers and demand growth. As those intermediate- and long-term projects move into the short-term planning horizon (defined as within five years), the Department will evaluate each project to identify a feasible funding plan. This Master Plan assumes that funding sources such as those described for the short-term PDP will continue to be available to fund future eligible projects.

The intermediate-term is defined as 6-10 years from completion of the Master Plan and includes projects totaling \$331.0 million. The long-term implementation plan is defined as 11-20 years from completion of the Master Plan and includes projects totaling \$484.3 million.



CONCLUSION

The Airport will need to expand to accommodate growing traffic and the Master Plan presents a cohesive and comprehensive improvement program to meet future demand in an environmentally and fiscally sound manner. Implementation of the Master Plan improvements will help maintain San Antonio International Airport at the level of customer service and convenience for which the Airport is known.

ACKNOWLEDGMENTS

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VISION 2050

A Flight Plan for San Antonio's Future



AECOM

Jacobs Consultancy

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