

## CHAPTER 7 - FINANCIAL & IMPLEMENTATION PLAN

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### 7.1 INTRODUCTION

The analyses completed in the preceding chapters evaluated development needs at the Westfield-Barnes Regional Airport over the next 20 years based on forecast activity and operational efficiency. The next step is to apply fundamental economic, financial, and management rationale to each development item so that the feasibility of each element in the plan can be assessed. The presentation of the Capital Improvement Program (CIP) has been organized into three sections. First, the Airport's capital program needs are recognized by various categories ranging from enhancing safety to satisfying demand. Second, the Airport development schedule and project cost estimates are presented in narrative and tabular form. Third, capital improvement funding sources on the federal, state, and local levels are identified and discussed. The CIP is developed following FAA guidelines for Master Plans, including ALP Narrative Reports, and primarily identifies those projects that are likely eligible for FAA and MASSDOT grants. Other aviation projects that are not programmed to receive federal and state funding participation are also presented.

### 7.2 AIRPORT DEVELOPMENT

With the recommended ALP concept developed and specific needs and improvements for the Airport established, the next step is to determine a realistic implementation timeline and associated costs for the plan. Planning periods are grouped into short term (current – 5 years), middle-term (6 – 10 years), and long-term (11 – 20 years).

Table 7.1. Forecast Summary for Westfield-Barnes Regional Airport summarizes key activity milestones for the three planning horizons. A vital aspect of this Update is the use of demand-based planning milestones. Many projects should be considered based on actual demand levels. As short-term horizon activity levels are reached, it will then be time to program for the middle-term based on the next event milestones.

Similarly, when the intermediate-term milestones are reached, it will be a chance to schedule the long-term activity requirements. Some of the development items included in the recommended concept will need to follow these demand indicators. For example, the plan includes new hangar development, which is tied to both based and itinerant aircraft activity. An increase in the number of based aircraft at BAF and changes in itinerant activity will trigger the need for additional hangar development. If aircraft growth occurs as expected, additional hangars should be constructed to meet the demand. If growth slows or does not take place as forecasted, some projects may be delayed. Thus, capital expenditures are planned to be made on an as-needed basis, which leads to the more responsible use of capital assets.



Table 7.1. Forecast Summary for Westfield-Barnes Regional Airport

ELEMENT	EXISTING (2019)	SHORT-TERM (2020-2024)	MIDDLE TERM (2025-2029)	LONG-TERM (2030-2039)
<b>Design Aircraft</b>	Gulfstream 650	Gulfstream 650	Gulfstream 650	Gulfstream 650
Runway 2-20	Gulfstream 650	Gulfstream 650	Gulfstream 650	Gulfstream 650
Runway 15-33	Beech King Air	Beech King Air	Beech King Air	Beech King Air
Small Aircraft Aprons/Taxilanes	Cessna 172	Cessna 172	Cessna 172	Cessna 172
<b>Reference Codes</b>	C-III	C-III	C-III	C-III
RDC Runway 2-20	C-III-2400	C-III-2400	C-III-2400	C-III-2400
RDC Runway 15-33	B-II-5000	B-II-5000	B-II-5000	B-II-5000
Small Aircraft Aprons/Taxilanes	A-I	A-I	A-I	A-I
<b>Taxiway Design Codes</b>				
Taxiways A, B, D, E, F, G, S <sup>1</sup>	TDG-2	TDG-2	TDG-2	TDG-2
Taxiways B1, B2, B4, B5	TDG-1A	TDG-1A	TDG-1A	TDG-1A
<b>Based Aircraft</b>	111	124	129	143
<b>Operations</b>	40,414	41,900	43,200	45,800

### 7.2.1 Capital Plan

This section breaks the projects addressed in Chapter 5, Alternatives Analysis and shown in the ALP that was discussed in Chapter 6, Airport Layout Plan. Projects are listed in three distinct groups, which are the short-term (FY 2020-2024), middle-term (FY 2025-2029), and the long-term (FY 2030-2039).

Since this Plan is a conceptual document, implementation of the capital projects should only be undertaken after further refinement of their design and costs through structural and engineering analyses. Moreover, some projects may require additional infrastructure improvements (i.e., drainage improvements, an extension of utilities, etc.) that may increase the estimated cost of the project or increase the timeline for completion.

Once a list of significant projects was identified and refined, project-specific cost estimates were developed. The cost estimates include design, engineering, construction administration, and contingencies that may arise on the project. Capital costs presented here should be viewed as estimates subject to further refinement during the design process. Nevertheless, they are considered enough for planning purposes. Cost estimates for several projects included in the CIP were provided by Stantec Consulting Services. Cost estimates for each of the development projects in the CIP are based on present-day construction, design, and administration costs. Adjustments will need to be applied over time

<sup>1</sup> Exclusive of requirements for military aircraft under U.S. Department of Defense, Airfield and Heliport Planning and Design criteria (UFC 3-260-01).



as construction costs or capital equipment costs change. The sidebar on the next page provides one possible method of determining future costs.

Table 7.2 is the proposed 20-year CIP for the Airport. An estimate of FAA and MASSDOT funding eligibility has been included, although actual funding is not guaranteed. For those projects that would be eligible for federal funding, FAA's Airport Improvement Program (AIP) provides 90 percent of the total project cost. The federal eligibility breakdown is based on the Airport's FAA designation (general aviation). The remaining amount would be equally shared between the MASSDOT and the Airport at five percent each. Other projects in the CIP are funded solely through local funding.

As detailed in the CIP, most projects listed are eligible for both federal and state funding. Naturally, demand and justification for these projects must be provided by a grant being issued by the FAA and MASSDOT.

The FAA and MASSDOT each utilize a priority ranking system to help objectively evaluate potential airport projects. Projects are weighted toward safety, infrastructure preservation, meeting design standards, and capacity enhancement. The FAA will participate in the highest priority projects before considering lower priority projects, even if a lower priority project is seen as a more urgent need for the local sponsor. Nonetheless, the project should remain a priority for the Airport, and funding support should continue to be requested in subsequent years.

Some projects identified in the CIP will require environmental documentation. The level of documentation necessary for each project must be determined in consultation with the FAA and MASSDOT. There are three significant levels of environmental review to be considered under the National Environmental Policy Act (NEPA) that include categorical exclusions (CatEx), Environmental Assessments (EA), and Environmental Impact Statements (EIS). Each level requires more time to complete and more detailed information. Guidance on what level of documentation is needed for a project is provided in FAA Order 1050.1F, Environmental Impacts: Policies and Procedures. The Environmental Overview presented in Chapter Five addresses NEPA and offered an evaluation of potential environmental impacts for Westfield-Barnes Regional Airport. The following sections will describe in greater detail the projects identified for the airport over the next 20 years.



Table 7.2. Proposed Capital Improvement Plan

YEAR	PROJECT	FAA SHARE	MASSDOT	AIRPORT	DOD/ANG	TOTAL COST
2020	Reconstruct Runway 15-33 <sup>2</sup>	\$6,773,052	\$464,577	\$398,355		\$7,635,984
2021	Runway 15 Easement Acquisition	\$45,000	\$2,500	\$2,500		\$50,000
2021	New Self-Service Fuel Station	\$315,000	\$17,500	\$17,500		\$350,000
2022	Develop Hangar 42 Area	\$1,080,000	\$60,000	\$60,000		\$1,200,000
2023	Taxiway B South and Taxiway A Realignment/Widening	\$6,480,000	\$360,000	\$360,000	\$10,800,000	\$18,000,000
2023	Reconstruct Taxiway E	\$1,350,000	\$75,000	\$75,000		\$1,500,000
2023	Expand South De-Arm Pad				\$1,100,000	\$1,100,000
2023	Expand SRE Building	\$1,575,000	\$87,500	\$87,500		\$1,750,000
2023	Construct Taxiway J (ANG)				\$1,400,000	\$1,400,000
2023	Relocate ILS Glideslope Antenna	\$450,000	\$25,000	\$25,000		\$500,000
2024	Expand B1 Apron Area	\$108,000	\$6,000	\$6,000		\$120,000
2024	Develop Hangar 36 Area	\$315,000	\$17,500	\$17,500		\$350,000
2024	Develop Hangar 40 Area	\$31,500	\$1,750	\$1,750		\$35,000
2024	Develop Hangar 41 Area	\$697,500	\$38,750	\$38,750		\$775,000
2024	Construct Taxiway B5	\$270,000	\$15,000	\$15,000		\$300,000
2025	Extend Taxiway H and Remove Taxiway G (leave TW D)	\$540,000	\$30,000	\$30,000	\$900,000	\$1,500,000
2025	Taxiway B North Realignment	\$1,800,000	\$100,000	\$100,000		\$2,000,000
2025	Rehabilitate Taxiway S	\$4,050,000	\$225,000	\$225,000		\$4,500,000
2025	Taxiway A/Runway 33 Runup	\$315,000	\$17,500	\$17,500		\$350,000
2025	Construct Fabric Storage Building	\$90,000	\$5,000	\$5,000		\$100,000
	<b>TOTAL</b>	<b>\$26,528,052</b>	<b>\$1,562,077</b>	<b>\$1,495,855</b>	<b>\$14,200,000</b>	<b>\$43,785,984</b>

### 7.2.2 Short-Term Program (2020-2024)

The short-term planning period is the only planning horizon separated into single years. This is to allow the ACIP to be coordinated with the five-year planning cycle of the FAA and MASSDOT. If any of these projects cannot be funded in the timeframe indicated, the Airport should consider the project for the following year. Plans called out during this period are very specific regarding actual design and construction. Projects in the first five years may also be addressed in a CatEx or an EA. As such, some projects are initially put through an environmental and design phase and then followed up with actual construction. The short-term program considers some projects over the five-year planning period as

<sup>2</sup> Actual project cost.



presented earlier in Table 7.2. The following provides a detailed breakdown of each project within FY 2020 through 2024.

- 2020 Reconstruct Runway 15-33. At the time this report was in the final stages, this project was underway. \$7.64 million was the final cost of the project.
- 2021 New Self-Service Fuel Station. The installation of a self-service avgas fueling system is one of the airport's highest priorities. The plan calls for installing a new single fuel tank along with a pump and associated plumbing and hardware, and credit card processing system in an area between Hangars 2 & 3 directly off Taxiway B1.
- 2022 Develop Hangar 43 Area. This area is located on the airport south end near the approach end of Runway 2 and currently serves Air Methods. The project involved an expansion of the apron and new hangars.
- 2023 Taxiway B South and Taxiway A Realignment/Widening. This project results from the requirement to correct Hot Spot 1 near the intersection of the two runways and Taxiways A and B. The plans require the removal of an 1,100-foot section of Taxiway B North, replacing it with an 800-foot extension of Taxiway B North across Runway 15-33 and connecting with Taxiway A.
- 2023 Reconstruct Taxiway E. This is a normal phased reconstruction of the taxiway.
- 2023 Expand South De-Arm Pad. This project involves doubling the size of the de-arm area that will make room for additional aircraft.
- 2023 Expand SRE Building. This project doubles the size of the existing SRE building.
- 2023 Construct Taxiway J. This is a DOD funded project that would provide a second access point between the ANG ramp and Taxiway B North. The purpose is to permit short-term itinerant parking along the north de-arm area without impeding ramp and runway access.
- 2023 Relocate ILS Glideslope Antenna. Moving the glideslope antenna from the Runway 2-20 west to east side is necessary because traffic along Taxiway B South and the aircraft hold area lies in antenna's critical area. The relocation will also allow Taxiway J to be extended easterly to Runway 2-20.
- 2024 Expand B1 Apron Area. This project is designed to improve aircraft movement around the taxiway.
- 2024 Develop Hangar Areas 36,40, and 411. These are demand driven projects designed to increase the airport's hangar capacity.
- 2024 Construct Taxiway B5. This is a new taxiway designed to connect Taxiway B South with a proposed hangar area, all of which are demand driven based on forecast increases in based aircraft.

### 7.2.3 Intermediate-Term Program (2025 – 2029)

The intermediate term covers the period 6 through 10 years and includes 5 projects. Planning new projects beyond the short-term timeframe can be challenging. Due to the fluid nature of funding availability and the possibility of changing priorities, these projects have been grouped together into a



single project list and not prioritized by year. Further evaluation of these projects should occur during this planning horizon to determine their order of importance based on airport safety, demand, and efficiency.

- Extend Taxiway H and Remove Taxiway G (leave TW D)
- Taxiway B North Realignment
- Rehabilitate Taxiway S
- Taxiway A/Runway 33 Runup
- Construct Fabric Storage Building

#### 7.2.4 Long-Term Program (2030– 2039)

The long term covers the period 11 through 20 years. At this time there are no projects planned for this period. However, project not completed in the short and middle terms will roll into this 10 year period.

### 7.3 CAPITAL IMPROVEMENT SUMMARY

The CIP presented in this chapter is intended as a road map of airport improvements to help guide the city of Westfield, the Airport, the FAA, and MASSDOT. The plan, as presented, will contribute to accommodate increases in forecast demand at Westfield-Barnes Regional Airport over the next 20 years and beyond. The first five years of the CIP are separated into yearly installments, and the middle and long-term projects are grouped together, respectively. The sequence of projects may change due to the availability of funds or changing priorities. Nonetheless, this is a comprehensive list of capital projects the airport should consider in the next 20 years. The total 20-year CIP proposes approximately \$43.8 million in airport development needs. Of this amount, roughly \$28.1 million could be eligible for federal/state funding assistance. The local funding estimate for the proposed 20-year CIP is \$1.5 million. An additional \$14.2 million in funding by the Department of Defense is anticipated.

### 7.4 CAPITAL IMPROVEMENT FUNDING

There are generally four sources of funds used to finance airport development.

- Airport cash flow
- Revenue and general obligation bonds
- Federal/state/local grants
- Passenger facility charges (PFCs), which are reserved for commercial service airports

Access to these sources of financing varies widely among airports, with some large airports maintaining substantial cash reserves and the smaller commercial service and general aviation airports often requiring subsidies from local governments to fund operating expenses and finance modest improvements. Financing capital improvements at the Airport will not rely solely on the financial resources of the City. Capital improvement funding is available through various grant-in-aid programs on both the federal and state levels. Historically, Westfield-Barnes Regional Airport has received federal and state grants. While some years more funds could be available, the CIP was developed with project phasing to



remain realistic and within the range of anticipated grant assistance. The following discussion outlines critical sources of funding potentially available for capital improvements at the Airport.

### 7.4.1 Federal Grants

Airports are entitled to a certain amount of AIP funding each year, based on passenger volume. For large and medium primary hub airports, the grant covers 75 percent of eligible costs or 80 percent for noise program implementation. Small primary, reliever, and general aviation airports that receive grants have 90 to 95 percent of eligible costs covered. If their capital project needs to exceed their available entitlement funds, then the FAA can supplement their entitlements with discretionary funding. In exchange for this level of funding, the airport sponsor is required to meet various grant assurances, including maintaining the improvement for its useful life, usually 20 years. As discussed earlier in this chapter, the FAA provides up to 90 percent of the cost of eligible projects for Westfield-Barnes Regional Airport. An additional five percent of AIP-eligible project costs can be funded through the MASSDOT. The source for AIP funds is the Aviation Trust Fund. The Aviation Trust Fund was established in 1970 to provide funding for aviation capital investment programs (aviation development, facilities and equipment, and research and development). The Aviation Trust Fund also finances the operation of the FAA. User fees fund the Trust Fund, including taxes on airline tickets, aviation fuel, and various aircraft parts.

#### 7.4.1.1 Non-Primary Entitlement Funds

The passage of the Wendell H. Ford Aviation Investment and Reform Act for the 21st Century (AIR-21)<sup>3</sup>, introduced a new funding source for general aviation airports, Non-primary entitlement. The subsequent AIP re-authorizations, Vision 100 Century of Aviation Reauthorization Act<sup>4</sup>, and the FAA Modernization and Reform Act of 2012 retained Non-Primary Entitlement funding with changes. Non-primary entitlement funds are specifically for general aviation airports listed in the latest published NPIAS that show needed airfield development. General aviation airports with an identified need are eligible to receive the lesser value of 20% of the 5-year cost of their current NPIAS value or, \$150,000 annually. A funding condition of Non-Primary Entitlement is that Congress must appropriate \$3.2 billion or more for non-primary entitlement funds to existing in that fiscal year.

#### 7.4.1.2 Discretionary Funds

The remaining AIP funds are distributed by the FAA based on the priority of the project for which they have requested federal assistance through discretionary apportionments. A national priority ranking system is used to evaluate and rank each airport project. Those projects with the highest priority from airports across the country are given preference in funding. High priority projects include those related to meeting design standards, capacity improvements, and other safety enhancements.

Under the AIP program, examples of eligible development projects include the airfield, public aprons, and access roads. Additional buildings and structures may qualify if the function of the structure is to serve airport operations in a non-revenue generating capacity, such as maintenance facilities. Some revenue-enhancing structures, such as tee-hangars and fuel farms, may be eligible if all airfield improvements

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<sup>3</sup> Public Law 106-181.

<sup>4</sup> Public Law 108-176.



have been made; however, the priority ranking of these facilities is very low. At Westfield-Barnes Regional Airport, funding for these types of projects is unlikely in the near term due to higher-priority projects being recognized. This is one reason the fuel farm is proposed for the intermediate-term after safety-related and high priority maintenance projects have been completed.

Whereas entitlement monies are guaranteed on an annual basis, discretionary funds are not assured. If the combination of entitlement, discretionary, and airport sponsor match does not provide enough capital for planned development, projects may be delayed.

#### 7.4.1.3 FAA Facilities and Equipment Program

The Airway Facilities Division of the FAA administers the Facilities and Equipment (F&E) Program. This program provides funding for the installation and maintenance of various navigational aids and equipment of the national airspace system. Under the F&E program, funding is provided for FAA airport traffic control towers (ATCTs), en route navigational aids, on-airport navigational aids, such as moving the ILS glideslope antenna, and approach lighting systems.

While F&E still installs and maintains some navigational aids, on-airport facilities at general aviation airports have not been a priority. Therefore, airports often request funding assistance for navigational aids through AIP and then maintain the equipment on their own.

### 7.5 AIP GRANT OBLIGATIONS

When Sponsors receive Federal assistance, they also accept certain obligations and conditions associated with that support. The sponsor may incur these obligations by contract or by restrictive covenants within property deeds. These generally involve one of the following:

- Agreements issued under Federal grant programs
- Instruments of approved property transfers
- Deeds of conveyance

Airport sponsors who accept a Federal grant are obligated to maintain and operate their facility safely and efficiently. Acceptance of the subsidy also invokes certain conditions and assurances for which the sponsor must comply. These terms and guarantees become binding contractual obligations between the sponsor and the United States.

Obligations may span different grant development programs. The FAA has administered three such development agendas:

- Federal Airport Aid Program (FAAP)
- Airport Development Aid Program (ADAP)
- Airport Improvement Program (AIP)

Airport owners should be aware that obligations incurred under each program or conveyance document can vary. The following list identifies some of the general responsibilities of an airport owner. This list is not inclusive of all such incurred Federal obligations.



- Prohibition on Exclusive Rights
- Utilization of Airport Revenue
- Proper Maintenance and Operation of Airport Facilities
- Protection of Approaches
- Maintaining Good Title of airport property
- Compatible Land Use
- Availability of Fair and Reasonable Terms without unjust discrimination
- Adherence to the approved Airport Layout Plan
- Sale or Disposal of Federally acquired property
- Preserving Rights and Powers
- Maintaining acceptable accounting and record-keeping systems
- Compliance with Civil Rights requirements
- Compliance with Disadvantaged Business Enterprise (DBE) requirements

The FAA encourages airport owners to thoroughly review and understand each executed agreement and conveyance document to verify the obligations they have accepted. The Administration also help Airport owners to establish a central point for record-keeping purposes that permit readily available reference to their obligations. Annual reviews of all such agreements will aid Sponsor efforts in complying with their Federal obligations.

### 7.5.1 State Funding Programs

MASSDOT provides airport funding through two programs. The first is a grant in-kind funding program and the second is Airport Safety and Maintenance Program (ASMP) Funding. The state provides up to 5% in matching funds for eligible projects under the FAA AIP. And a second project unique to Massachusetts is the ASMP program. The MassDOT Aeronautics Division ASMP was specifically designed to support airport development and planning projects that are not eligible for federal AIP funding. The Aeronautics Division may reimburse an airport sponsor for up to 80% of the total project cost, or up to 100% of the total project cost for security improvement projects.

All public-use airports that apply for ASMP funding are included in MassDOT Aeronautics Division five-year Capital Improvement Plan (CIP). ASMP grants are distributed, according to a priority system, only to public-use airports included in both the CIP and the Massachusetts Airport System Plan. Routine maintenance recommended in annual state airport inspections is often given priority, but airport planning and new construction are also considered eligible:

- Airport Planning & Environmental - Typical planning projects include:
  - environmental permitting projects
  - feasibility studies



- vegetation management projects
- projects to identify and evaluate capacity requirements
- Airport Development - Typical airport development projects include:
  - facilities or equipment needed for site preparation
  - construction, alteration, and repair of runways, taxiways, aprons, and roads within airport boundaries
  - construction and installation of lighting, utilities, navigational aids, and aviation-related weather reporting equipment
  - safety, maintenance, and snow removal equipment
  - administration buildings and related site development
  - equipment to measure runway surface friction
  - airport fencing and security cameras

### 7.5.2 Local Funding

The balance of project costs, after consideration has been given to other sources of the financing described above, must be funded through local resources. Westfield-Barnes Regional Airport is owned and operated by the city of Westfield.

Airport operations generate airport revenues through the collection of various rates and charges. Funds collected by the airport are to be used specifically to help fund the operation and maintenance of the airport and for additions or improvements to airport facilities. All general aviation airports should establish standard base rates for various leases.

All rental rates should be set to adjust to a standard index such as the consumer price index (CPI) to assure that fair and equitable rates continue to be charged into the future. Many factors will impact what the standard lease rate should be for a facility or ground parcel. For example, land leases for aviation-related facilities should have a different lease rate than for non-aviation leases. When airports own hangars, a separate facility lease rate should be added to the ground rent. The lease rate for any individual parcel or hangar can vary due to the availability of utilities, condition, location, and other factors. Nonetheless, standard lease rates should fall within an acceptable range.

There are several alternatives for local financing options for future development at the airport, including airport revenues, direct funding (subsidizing) from the City, issuing bonds, and leasehold financing. These strategies could be used to fund the local matching share or complete the project if grant funding cannot be arranged.

There are several bonding options available, including general obligation bonds, limited obligation bonds, and revenue bonds. General obligation bonds are a common form of a bond that is issued by voter approval and secured by the full faith and credit of the city, and future tax revenues are pledged to retire the debt. As instruments of credit and because the community secures the bonds, general obligation bonds reduce the available debt level of the community. Due to the community pledge to secure and pay



general obligation bonds, they are the most reliable type of bond and are generally issued at lower interest rates and carry lower costs of issuance. The primary disadvantage of general obligation bonds is that they require voter approval and are subject to statutory debt limits. This requires that they are used for projects that have broad support among the electorate, and that they are reserved for projects that have the highest public priorities.

In contrast to general obligation bonds, limited obligation bonds (sometimes referred to as self-liquidating bonds) are secured by revenues from a local source. While neither general fund revenues nor the taxing power of the local community is pledged to pay the debt service, these sources may be required to retire the debt if pledged revenues are insufficient to make interest and principal payments on the bonds. These bonds still carry the full faith and credit pledge of the local community and are considered, for financial analysis, as part of the debt burden of the local community. The overall debt burden of the local community is a factor in determining interest rates on bonds.

There are several types of revenue bonds, but in general, they are a form of a bond that is payable solely from the revenue derived from the operation of a facility that was constructed or acquired with the proceeds of the bonds. For example, a lease revenue bond is secured with the income from a lease assigned to the repayment of the bonds. Revenue bonds have become a common form of financing airport improvements. Revenue bonds present the opportunity to provide those improvements without a direct burden to the taxpayer. Revenue bonds generally carry a higher interest rate because they lack the guarantees of general and limited obligation bonds.

Leasehold financing refers to a developer or tenant financing improvements under a long-term ground lease. The apparent advantage of such an arrangement is that it relieves the community of all responsibility for raising the capital funds for improvements. However, the private development of facilities on a ground lease, particularly on property owned by a government agency, produces a unique set of concerns.

It is harder to obtain private financing as only the improvements and the right to continue the lease can be claimed in the event of a default. Ground leases frequently provide for the reversion of improvements to the lessor at the end of the lease term, which reduces their potential value to a lender taking possession. Also, companies that want to own their property as a matter of fiscal policy may not locate where land is only available for lease. It is also acceptable for the airport to enter some form of public/private partnership for various airport projects. Typically, this would be limited to hangar construction, but there are some examples where a private developer constructs, for instance, a taxi lane, then deeds it to the airport for ongoing maintenance. When entering any such arrangement, the airport must be sure that the private developer does not gain an economic advantage over other airport tenants.

## 7.6 PLAN IMPLEMENTATION

To implement the recommendations in this Plan, it is key to recognize that planning is a continuous process and does not end with the approval of this document. The airport should implement measures that allow them to track various demand indicators, such as based aircraft, hangar demand, and operations. The issues that this ALP Update will remain valid for some years. The primary goal is for the Airport to serve the air transportation needs of the region best while continuing to be economically self-sufficient.



The actual need for facilities is best established by airport activity levels rather than a specified date. For example, projections have been made as to when additional hangars may be needed at the Airport. The timeframe in which the development is necessary may be substantially different. The actual demand may be slower to develop than expected. On the other hand, high levels of demand may establish the need to accelerate development. Although every effort has been made in this planning process to estimate when facility development may be necessary conservatively, aviation demand will dictate the timing of facility improvements.

The value of an ALP is keeping the issues and objectives at the forefront of managers and decision-makers. In addition to adjustments in aviation demand, when to undertake the improvements recommended in this Plan will impact how long the plan remains valid. The format of this program reduces the need for regular and costly updates by just adjusting the timing of project implementation. Updating can be done by the manager, thereby improving the plan's effectiveness.

In summary, the planning process requires the City to consistently monitor the progress of Westfield-Barnes Regional Airport regarding aircraft operations and based aircraft. Analysis of aviation demand is critical to the timing and need for new airport facilities.

## 7.7 RECOMMENDATIONS

- Complete short-term projects (within 0-5 years) which are included in the Airport's CIP, such as completing the Runway 15-33 reconstruction project, which combined with obstruction removal in the Runway 15 Obstacle Clearance Surface will allow removal of the displaced threshold and full use of the runway.
- Continued review and updating of the CIPs and MASSDOT funding plan (as applicable) to reflect changing airport conditions, updated funding and cost figures, and revised project timetables.
- Continue promoting the expansion of activities and facilities at the airport within the framework of the master plan and ALP, which helps promote and sustain the airports' financial self-sufficiency.
- Continue encouraging the use of airport facilities, within the framework of the airports' master plan and ALP, to support economic development, public safety, and regional interests.
- Continue supporting access and the responsible use of drones to support resiliency, risk management, and emergency response efforts.

