



CHAPTER 6  
**Financial & Implementation Plan**

This chapter identifies issues relevant to funding and implementation of the conceptual development plan presented in Chapter 4 of this Master Plan. This includes a funding gap analysis through 2035, with supporting summary project descriptions, estimated project development costs, estimated implementation schedule, timing of key projects, identification of inter-related projects, and special considerations for implementation. The phasing plan presented in this chapter considers potential funding constraints, project sequencing and environmental processing requirements, required agency approvals, leases and property acquisitions, as well as Airport sponsor preferences.

This chapter consists of the following sections:

- Conceptual Plan Development Costs
- CIP Project Descriptions and Implementation Considerations
- Conclusion

### **6.1 Conceptual Plan Development Costs**

Proposed development projects presented in Chapter 4 were prioritized based on project need, as well as the cost and benefits to be derived from the project. The estimated development costs associated with the 17-year (2019-2035) development plan are shown in **Table 6-1** on the next page. These projects do not include future equipment purchases or capital projects that would be funded solely by the Airport Sponsor. The Airport has a separate fleet replacement plan that leverages primarily passenger facility charge (PFC) revenues.

Table 6-1: CWA Master Plan CIP 2019-2035 (major projects)

Project	Year	Total Project Cost (2019 dollars)	Total Project Cost (escalated for inflation)	Funding Sources			
				FAA AIP		State of Wisconsin	Local Share
				Entitlement	Discretionary		
Terminal rehabilitation	2019	\$2,780,826	\$2,780,826	\$2,181,460	\$156,077	\$129,863	\$313,426
Runway 17/35 & Taxiway B design	2019	\$1,200,038	\$1,200,038	\$1,080,034	\$0	\$60,002	\$60,002
Land acquisition (Parcel 43)	2019	\$150,000	\$150,000	\$0	\$0	\$120,000	\$30,000
Runway 17/35 & Taxiway B reconstruction, rehab, lighting	2020	\$21,000,000	\$21,525,000	\$1,385,301	\$17,987,199	\$1,076,250	\$1,076,250
Land use plan & zoning ordinance update	2020	\$250,000	\$256,250	\$0	\$0	\$205,000	\$51,250
Hangar site preparation & Taxiway E crack seal/repair	2021	\$800,000	\$840,500	\$0	\$0	\$672,400	\$168,100
Runway decoupling design/construction (-NAVAIDs)	2021	\$5,750,000	\$6,041,094	\$5,436,985	\$0	\$302,055	\$302,055
Runway decoupling NAVAID package	2021	\$3,000,000	\$3,151,875	\$104,219	\$2,732,468	\$157,594	\$157,594
Commercial apron reconstruct/expand design/construction	2025	\$10,150,000	\$11,770,888	\$2,770,602	\$7,823,197	\$588,544	\$588,544
GA terminal area plan	2026	\$250,000	\$297,171	\$0	\$0	\$148,586	\$148,586
GA apron reconstruct design/construction	2027	\$8,500,000	\$10,356,425	\$1,385,301	\$7,935,482	\$517,821	\$517,821
SRE/sand storage building and apron design	2029	\$1,250,000	\$1,600,106	\$1,385,301	\$0	\$107,403	\$107,403
SRE/sand storage building and apron construction	2030	\$5,500,000	\$7,216,477	\$1,385,301	\$5,109,528	\$360,824	\$360,824
Perimeter fence reconstruction/upgrade	2031	\$8,500,000	\$11,431,555	\$0	\$10,288,400	\$571,578	\$571,578
Hangar site prep and Taxilane 4 shift design/construction	2031	\$600,000	\$806,933	\$726,240	\$0	\$40,347	\$40,347
New T-hangar taxilanes (ADG I) design/construction	2032	\$1,000,000	\$1,378,511	\$1,240,660	\$0	\$68,926	\$68,926
T-hangar relocation/replacement	2032	\$3,500,000	\$4,824,789	\$0	\$0	\$2,412,395	\$2,412,395
Emergency, Operations, & Maintenance Center design	2033	\$700,000	\$989,082	\$890,174	\$0	\$49,454	\$49,454
Emergency, Operations, & Maintenance Center construction	2034	\$6,000,000	\$8,689,789	\$2,366,678	\$0	\$3,161,556	\$3,161,556
GA terminal access road design/construction	2035	\$1,000,000	\$1,484,506	\$1,336,055	\$0	\$74,225	\$74,225
GA terminal building design/construction	2035	\$1,500,000	\$2,282,427	\$1,434,547	\$0	\$423,940	\$423,940
<b>TOTAL PROGRAM COST (2019-2035)</b>		<b>\$83,380,864</b>	<b>\$99,074,243</b>	<b>\$23,723,556</b>	<b>\$54,037,289</b>	<b>\$10,938,942</b>	<b>\$10,374,455</b>

Costs associated with each project include testing, surveys, design, construction, and incidental expenses such as legal and administrative expenses. Costs were escalated into future dollars using a projected 2.5 percent annual inflation rate. The potential likelihood of federal and state funding assistance as well as locally available funding such as PFCs for each project, given current eligibility rules and funding priority ranking systems, were factored into establishing the proposed phasing plan.

The total development costs over this period are expected to total approximately \$99.1 million. As shown in **Table 6-1**, this Master Plan expects that approximately \$77.8 million (or 78.4 percent) would be funded by FAA, approximately \$10.9 million (or 11.0 percent) would be funded by the State of Wisconsin, and approximately \$10.4 million (or 10.5 percent) would be funded by local sources. Projects requiring major FAA discretionary funds include Runway 17/35 reconstruction (2020), runway decoupling navigational aids (2021), commercial apron reconstruction/expansion (2025), GA apron reconstruction (2027), SRE/sand storage building construction (2030), and GA terminal building design/construction (2035). If the FAA does not award discretionary grants for these projects and alternate funding sources cannot be identified, they may need to be modified, postponed, or cancelled.

Portions of each project not covered by federal and state grants are considered the “local match”. The implementation of the CIP will depend on the Airport’s ability to generate enough revenue to meet operations and maintenance expenses while also funding the local match. Based on the preferred passenger enplanement forecast presented in Chapter 2, the Airport’s projected PFC collections over this period will be approximately \$10.0 million, which will be adequate to fund the Airport’s local match for the program. However, the Airport typically uses PFCs to fund equipment purchases as well, which are not accounted for in **Table 6-1**. Therefore, the use of net operating revenue or cash reserves will likely be required to fund the overall local match, when considering equipment purchases.

## 6.2 CIP Project Descriptions and Implementation Considerations

This section provides an overview of major development projects (total project cost of \$1 million or greater) represented in the CIP for which the Airport will be requesting FAA Airport Improvement Program (AIP) funding assistance. The projects discussed below represent most of the total projected development costs over the next 17 years. Most of these projects will be subject to AIP justification and eligibility analysis using the prevailing FAA guidance and criteria prior to implementation.

### 6.2.1 Runway 17/35 & Taxiway B Reconstruction, Rehabilitation, and Lighting (2019-2020)

This project includes reconstruction of the northern 5,700 feet of Runway 17/35, rehabilitation of the southernmost 800 feet of Runway 17/35, and replacement of the high intensity runway edge lighting (HIRL) system for Runway 17/35.

### 6.2.2 Runway Decoupling (2021-2026)

This project includes project components identified for the final preferred alternative depicted in Chapter 4, **Figures 4-14** and **4-15**. These components include:

- Relocation of the Runway 08 threshold by approximately 371 feet to the east.
- Relocation of connector Taxiway A between Taxiway C and Runway 08/26 to approximately 75 feet east of the relocated Runway 08 threshold.
- Extension of Runway 26 and Taxiway C by approximately 445 feet to the east.
- Replacement and reconfiguration of Runway 08/26 lighting systems.

The CIP assumes that design and construction for the above project components can be included in one FY2021 FAA grant, but that the design and construction process would occur over the course of up to six years (2021 to 2026).

Navigational aid (NAVAID) changes for the decoupling project are broken into a separate line item in the CIP, which would likely be completed under an FAA reimbursable agreement. The Airport would seek FAA funding for a complete NAVAID package that includes the following:

- Replace/relocate RW 08 glideslope, localizer, distance measuring equipment (DME), and approach lighting system (MALSR)
- Replace/relocate RW 26 precision approach path indicator (PAPI) and runway end indicator lights (REIL)
- Install new RW 08 PAPI
- Install new RW 35 PAPI

### 6.2.3 Commercial Apron Reconstruction and Expansion (2025-2026)

This project includes reconstruction of the concrete apron surrounding the terminal concourse and replacement of the apron lighting systems. The apron would also be expanded as shown in Chapter 4, **Figure 4-15**. The portion of Taxiway B between the commercial apron and Taxiway C would also be removed and replaced with a connector between Taxiway C and the GA apron approximately 500 feet to the east, as shown in **Figure 4-15**.

### 6.2.4 General Aviation Apron Reconstruction and Taxiway D/Taxilane E Reconfiguration (2027-2028)

This project includes reconstruction of the bituminous apron starting in front of the FBO building and extending to the eastern edge of the apron and replacement of the apron lighting systems. A separate line item is included for a 2028 project that would reconfigure the area near the intersection of Taxiway D and Taxilane E as shown in Chapter 4, **Figure 4-15**.

### 6.2.5 Snow Removal Equipment (SRE)/Sand Storage Building and Apron (2029-2030)

The project includes construction of a new standalone heated SRE and sand storage building on the east side of the Airport, in the location of three existing cold storage buildings, as discussed in Chapter 4, **Section 4.6**. The cold storage buildings would all be removed as part of this project. The purpose of this building would be equipment storage only, with size, orientation, and other site planning details to be determined. The cost estimate includes construction of a paved apron surrounding the building to facilitate equipment maneuvering and occasional equipment parking.

### 6.2.6 T-Hangar Relocation/Replacement and Associated Taxilanes (2032)

This project would build new T-hangars in the greenfield site as shown in Chapter 4, **Figure 4-19**, to replace the aging T-hangars located behind the FBO and control tower. The estimates include demolition of the existing T-hangar structures. Two new ADG I taxilanes would be also be constructed to provide access to both sides of the new T-hangars.

### 6.2.7 Emergency, Operations, and Maintenance Center (2033-2034)

This project includes razing the existing ARFF/SRE building and constructing a replacement building in the same location that houses ARFF, regional emergency response operations, Airport operations, and Airport maintenance staff and equipment. This project would occur after the SRE and sand storage building is built, and the existing T-hangars are removed under previous projects. A GA terminal area master plan is included as a separate 2028 project prior to implementation of this project to re-evaluate needs at that time.

### 6.2.8 General Aviation Terminal Building and Access Road (2035)

Following demolition of the existing T-hangars identified under the previous project, a new dedicated landside access road to the FBO would be built in this area as shown in Chapter 4, **Figure 4-18**. A new standalone GA terminal would be constructed concurrently in the same location as the existing GA terminal. A GA terminal area master plan is included as a separate 2028 project prior to implementation of this project to re-evaluate needs at that time.

## 6.3 Conclusion

The Airport Master Plan has comprehensively assessed Airport project needs throughout the identified planning period and determined appropriate future improvements that are consistent with the Airport's current financial capabilities. For this reason, each project recommendation has been included as part of the Airport Master Plan CIP and depicted on the ALP drawings. This provides the Airport reasonable flexibility in accommodating planned or other strategic improvements as demand warrants and the financial resources become available.

The following are advantages based on these considerations:

- Airport projects must be depicted on the ALP to be considered for FAA funding. A project not depicted on the ALP would have to go through extenuating FAA procedures, and risk not being implemented or funded. The Airport cannot risk this circumstance, especially for projects that impact scheduled airline service or an improved passenger level of service.
- A full assessment of Airport project improvements and site development considerations ensures that the Airport is being developed in a strategic, sequential, and orderly manner. Thereby, planned projects can occur and be implemented without the Airport second-guessing the long-term implications or wondering if projects would compete for the best-use of available space.
- There are often several procedural and pre-project requirements to implement for even basic project improvements, including environmental review, land use regulations, code compliance, and stakeholder support. Addressing these strategically allows the Airport to avoid the more arbitrary 'build on demand' arrangements. Also, a well envisioned Airport Master Plan offers a more appealing sense of opportunity and development.
- As FAA programming and discretionary funds can change rapidly, the Airport should be prepared to adjust annually, including possible FAA reimbursable agreements. Airport CIP projects can often be scaled-back, combined, or accelerated as needed.
- The Airport lobbies extensively to compete for limited FAA resources and funding. Projects identified in this Airport Master Plan are similar to projects being pursued aggressively and competitively by similar commercial service airports.