

Palm Springs International Airport 2025-2029 Strategic Plan



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Airport Director Overview

To Our Community, Stakeholders, and Partners,

It is with great pride and optimism that I present to you the inaugural Strategic Plan for Palm Springs International Airport (PSP). This document represents more than just a plan - it is a forward-looking vision for how our airport will continue to grow and thrive as a vital hub for the Coachella Valley.

We are at a pivotal moment in the history of both Palm Springs and the region we serve. PSP's expansion signals a bright future ahead - one filled with opportunities to enhance our role as an economic driver, a community partner, and a gateway to the world. To achieve this, we know that focus, discipline, and strategic action are essential. This Plan provides a clear roadmap for our journey, guiding our decisions and aligning our efforts to achieve meaningful outcomes for our community.

This Plan is the result of collaboration and partnership. It has been shaped by the insights and energy of the City of Palm Springs, the Airport Commission, regional stakeholders, airport partners, and the dedicated PSP team. I extend my deepest gratitude to everyone who contributed their time, expertise, and vision to this effort.

Over the next five years, this Strategic Plan will serve as our guiding framework. It will help us act with intention, maximize opportunities, and align our efforts with the shared goals of our community, stakeholders, and partners. Together, we will navigate the challenges of today while preparing for the opportunities of tomorrow.

I invite you to join us as we embark on this journey to shape an exciting future for Palm Springs International Airport and the Coachella Valley.



Warm regards,

Harry Barrett, Jr.
Executive Director of Aviation
Palm Springs International Airport



Plan Introduction

Palm Springs International Airport has long been a cornerstone of the regional economy - a gateway to Greater Palm Springs and beyond, a driver of growth, and a symbol of our community's vibrancy and resilience. As we look to the future, the importance of PSP will only continue to grow, serving as both an economic engine and a vital connection for residents and visitors alike.

The actions we take over the next five years, and beyond, will be critical to ensuring that PSP not only meets the challenges of today but also positions itself for a prosperous and sustainable future. This Strategic Plan reflects our commitment to continuous improvement, operational excellence, and community partnership, ensuring that our airport remains a source of pride and opportunity for all.

In the pages ahead, we share our vision for the future, the mission and values that guide us, and the strategic priorities that will focus our efforts. Aligned action plans will support these priorities, allowing us to achieve ambitious targets in collaboration with our stakeholders, partners, and the community we serve.

Together, we will build on PSP's legacy, harnessing our collective energy to deliver an airport experience that is as iconic and unforgettable as the destination it represents. This Plan is not just a roadmap; it is an invitation - to work together toward shared success and a vibrant future for Greater Palm Springs.

Thank you for your continued support and partnership in making PSP a world-class airport for our region.



Strategic Plan Development Process

In developing this five-year strategic plan, it was important to design a process and program that maximized the opportunity for engagement and consultation with the Airport Commission, City Council, the City Manager, community stakeholders, airport partners, and the entire staff. It was equally critical to create a focused schedule of key progress milestones that allowed a comprehensive whole-of-organization assessment and longer-term strategy development to take place without compromising the delivery of ongoing core services to our community and all of our airport guests.

We achieved these objectives by designing a four-stage program that ran from May 2024 through to January 2025. The four stages of strategic plan development were: overall project planning and management; the initial engagement program; the core strategy sessions; and strategic plan document development.



Stage 1 - Project Planning and Management

This stage from May 2024 to June 2024 involved:

- Project kick off with the PSP Management Team;
- Overall design and project planning for the May 2024 - January 2025 program;
- Establishing weekly project management check-ins and key Management Team progress review sessions;
- Reviewing and assessing past plans, research reports, and other business documents and materials;
- A Q2 progress update to City Council (June 2024)

Stage 2 - Initial Engagement

This stage from July to August 2024 involved internal and external stakeholder engagement and consultation on the strategic plan, including:

- 1-on-1 interviews with the PSP Management Team as well as meetings with the City Manager, the Palm Springs Chamber of Commerce and its Board of Directors, and executive members of the Visit Greater Palm Springs destination management organization;
- An online Staff Survey to the entire PSP staff;
- An online PSP Tenant Survey;

All interview notes and survey responses were collected and analyzed, and major discussion themes were developed. Key takeaways were reviewed and ultimately informed the structure and topics covered in the August 13-14, 2024 Management Strategy Session.



Stage 3 - Strategy Sessions

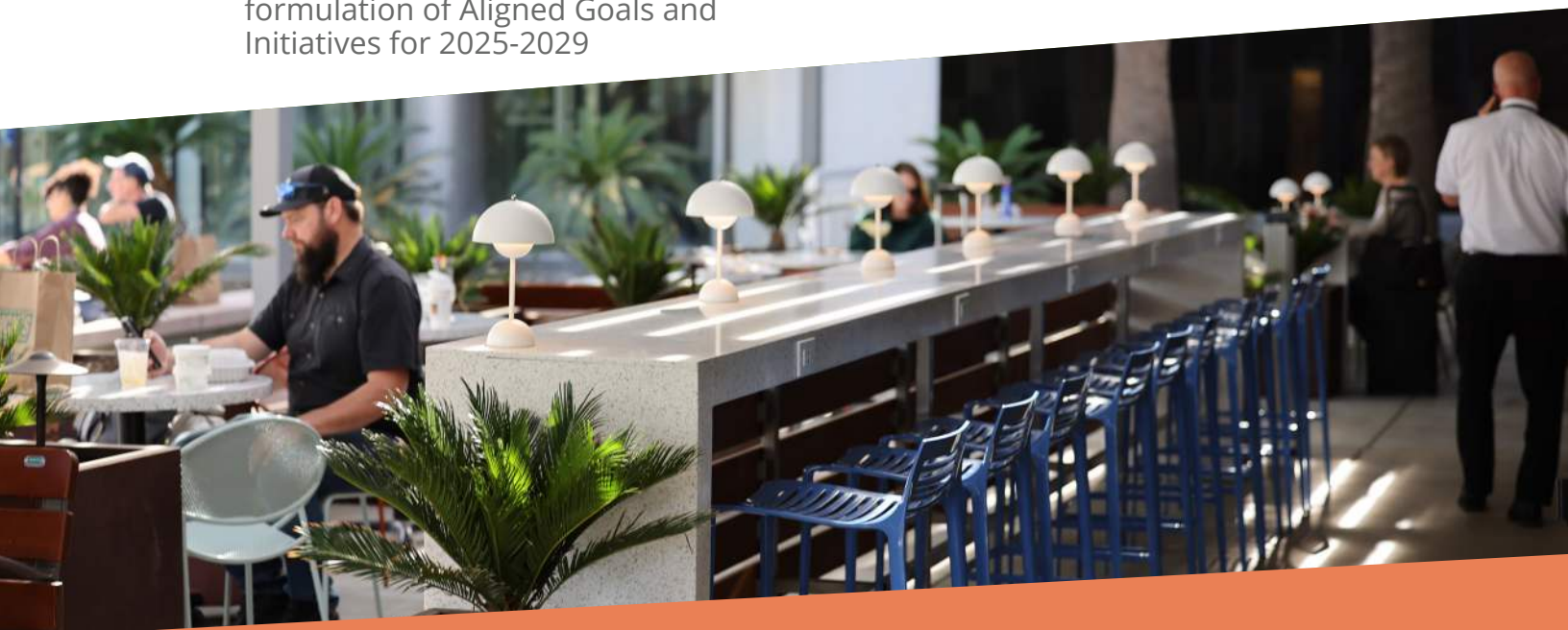
This additional stage of engagement from August to October 2024 involved:

- Two Management Strategy Sessions on August 13-14, 2024, to gather input on and discuss:
 - Vision, Mission, Values
 - Strategic Priorities for 2025-2029
 - Aligned Goals and Initiatives for 2025-2029
- An Airport Commissioners Onsite Strategy Session on September 12, 2024, to gather input on and discuss:
 - Initial versions of Vision, Mission, Values
 - Initial versions of Strategic Priorities for 2025-2029
- A second Management Strategy Session on October 2, 2024, to review and discuss:
 - Vision, Mission, Values that reflected the Airport Commission's input
 - Strategic Priorities for 2025-2029 that reflected the Airport Commission's input
 - Action Plan development, and formulation of Aligned Goals and Initiatives for 2025-2029

Stage 4 - Plan Document Development

The final stage from October 2024 to January 2025 involved the development and assembly of the 2025-2029 Strategic Plan elements into a highlights summary, leading to the creation of this final document. The review and production schedule is outlined below:

- First Draft of Document Broadcast to the PSP Management Team (November 15, 2024);
- First Draft Review with PSP Management Team (November 21, 2024);
- Second Draft of Document Broadcast to Management Team (November 29, 2024);
- Final Input from PSP Management Team (December 10, 2024);
- Final Strategic Plan Submission (December 12, 2024);
- Review Session with the Airport Commission (December 18, 2024);
- PSP Strategic Plan approval by City Council (January 23, 2025)



Strategic Plan Framework

We have analyzed our current situation, assessed our key opportunities and challenges, and reflected on our consultations with core internal and external stakeholders. These activities have informed our thinking in identifying an updated vision, mission, set of values and strategic priorities to guide PSP's journey over the next five years.

In developing these elements of our 2025-2029 Strategic Plan, we have designed a framework to allow our organization to effectively drive the Plan forward in a focused and aligned manner.

The following sections present and articulate this strategic plan framework: our renewed vision, mission and values; then our key strategic priorities; and finally, the related goals and initiatives from our aligned action plans to support achievement of these strategic priorities.



VISION | **An iconic airport passionately connecting Greater Palm Springs to the world.**

We will become one of the most iconic airports in the world. We are emboldened to represent and embody our iconic and extraordinary history and home - from our unique First Nations peoples, to our place in the golden age of Hollywood and the world of entertainment, to our role as a globally-renowned and transformative location for residents and visitors alike to thrive and rejuvenate, and as a region of breathtaking, vibrant and rare desert landscapes.

We will be known as iconic to our airport guests in multiple ways: from the visceral, dramatic and immersive experience of an outdoor airport in the desert; to the memorable and personalized hospitality shown by PSP and all our partners as aligned and gracious hosts to all our airport guests; to the innovation and technology that will enhance the airport journey, reflecting the leading-edge approach taken in current times and the promise of a bright future ahead.

We will continue to passionately connect Greater Palm Springs to the world. We will maximize global air service connections to and from PSP, enhancing and elevating all travel journeys and all possibilities for our resident and non-resident airport guests every day. Beyond physical connections, we are also inspired and driven by our human connections and interactions with our airport guests. We are motivated by service and connection which respects diversity, equity, inclusion and barrier-free universal access for all our airport guests. Through our boutique service approach, we will showcase and connect the best of Greater Palm Springs to the national and international travel markets represented by our non-resident guests. At the same time, we will directly connect with and serve our resident airport guests to optimize their national and international air journeys – whether for social, leisure, work, business, educational or medical purposes.



MISSION | Moving you with unforgettable hospitality.

Our mission and core purpose as hosts is to move our airport guests - physically and emotionally - with unforgettable hospitality. We aim to redefine the way air travelers engage with airports. At the heart of this is our commitment to transform our approach from guest service transactions to total guest hospitality. The foundation of total guest hospitality is creating and curating a universal atmosphere of warmth and welcome at our airport, where each traveler feels cared for, valued and respected throughout their journey.

We are driven to provide an exceptional personalized end-to-end travel experience that is as iconic and memorable as our airport location and setting. We are inspired by the celebrated resort service that both our resident and non-resident guests experience throughout Greater Palm Springs and the Coachella Valley. As a gateway to an array of outstanding desert resorts, our airport will seamlessly match the guest service levels offered at these destinations in unison with our airline and airport partners.

We understand that air travel can be stressful at times, so we all focus on providing a safe, seamless, stress-free airport environment with attentive, friendly staff at every step. Whether it's a smile at the entrance, helpful guidance when navigating the terminal, or swift assistance during an unforeseen challenge, our goal will always be to turn every airport interaction into an experience that feels both effortless and enjoyable. By focusing on total hospitality, we aim to ensure that our travelers' time at PSP is as positive and as memorable as their ultimate guest experience.



VALUES

Values come from within our organization and are owned and upheld by all employees. Our employee values set the standard and the foundation to drive our strategy forward. They define the way we approach our work and how we interact with our colleagues, our airport guests, our industry partners and our community. These values will guide us in all our decisions, actions, and behaviors, which in turn support the success of our people, our organization, Greater Palm Springs and the Coachella Valley.

In consultation with all employees, PSP's organizational values have been reviewed and refined as part of the strategic plan process. We have come together to embody and deliver PRIDE in all of our interactions – Passion, Responsibility, Integrity, Diversity and Exceptionalism.

We have also described these values of PRIDE in statements to clearly articulate and communicate their overall meaning. PSP believes these descriptions represent the values all employees bring to work every day and are key to successfully achieving our strategic priorities.

PASSION

We are empowered by our passion and pride of place, continuously seeking innovative solutions that advance our region's airport and our iconic air travel experience.

RESPONSIBILITY

We take ownership in our duty to operate safely, sustainably, and ethically, ensuring we positively serve our community, our airport guests, our stakeholders and partners.

INTEGRITY

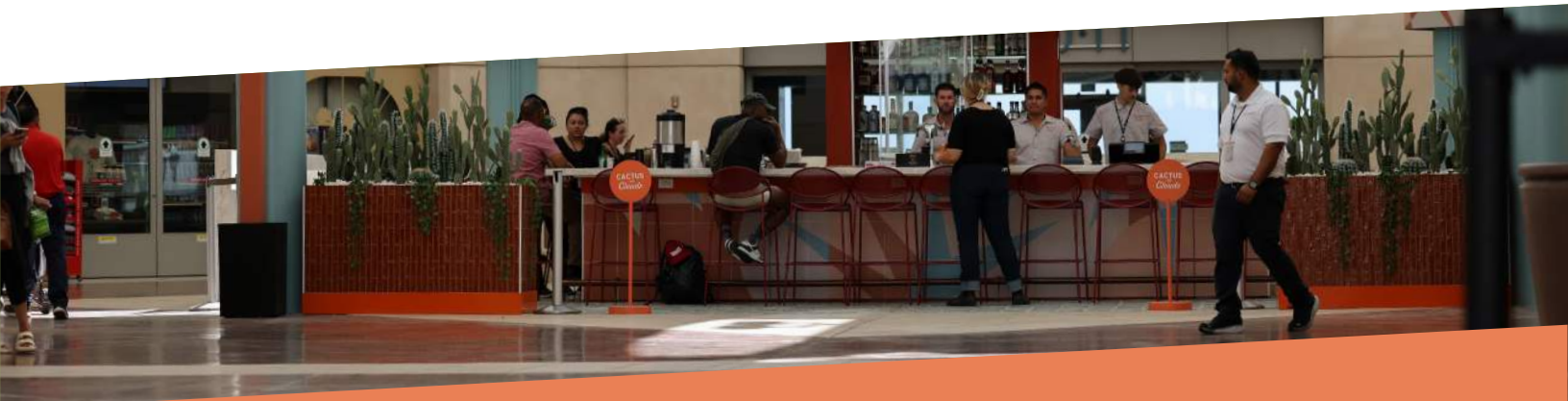
We are committed to honesty, transparency and doing the right thing in all our activities, building lasting trust with our community, our airport guests, our stakeholders and partners.

DIVERSITY

We value and celebrate diverse perspectives and backgrounds, fostering an inclusive environment where every individual we connect with is heard, respected, supported, and empowered.

EXCEPTIONALISM

We are dedicated to progress, setting the highest standards as an innovative airport team, consistently delivering exceptional performance, and exceeding expectations.



Strategic Priorities

Identification of Priorities

Five strategic priorities have been developed to reflect and drive the organization's vision and our mission to meet the needs of the regional, national and international communities we serve. While presented one by one in this document, these strategic priorities are not independent of each other and are instead inter-related and interwoven. Each strategic priority has multiple points of intersection with all other priorities, creating whole-of-organization momentum and alignment between all departments of PSP.

We first highlight each priority in summary form to present the five priorities together. We then profile each priority and the aligned goals and initiatives selected to propel each associated action plan.

PSP's Five Strategic Priorities for 2025-2029

PEOPLE AND CULTURE

Our people and our positive work culture are at the heart of our success. Empowering, supporting, and celebrating a skilled and diverse team allows us to give the best of ourselves - to each other, our organization and our community.

OPERATIONAL EXCELLENCE

We will pursue ongoing excellence in airport management and operations. We will continue to enhance standards in safety, security, guest experience, air service choice and business development on behalf of the community. We will achieve this by embracing innovative approaches and processes, implementing enabling technologies, and staying effective, efficient and fiscally astute in all endeavors.

PARTNERSHIPS

We will maximize and leverage our key partnerships with all aviation and travel organizations, and with community stakeholders. We will focus on improving operational efficiency, expanding our services, driving innovation, and developing our workforce. Working closely with our partners, we aim to elevate the travel experience and advance progressive solutions.

INFRASTRUCTURE

We will prioritize the development and modernization of our airport infrastructure to meet future demand, create community opportunity, and enhance guest satisfaction. Yet we continue to honor and protect the historic signature architecture and mid-century modern ambiance of our facility. By thoughtfully expanding and upgrading our airport in a sustainable manner, we will create a dynamic travel environment that connects our iconic past to our vibrant future.

SUSTAINABILITY

We will minimize our environmental impact in all our activities and be operationally resilient to weather extremes. We will drive prosperity, ensuring financial sustainability while remaining resilient to economic volatility. We will be an active social sustainability partner in a thriving, healthy, equitable, connected and livable region.

Action Plan Summaries: Priorities, Goals, and Initiatives

The strategic priorities identified represent core areas we will address and act upon to deliver on our mission and to realize our vision. A series of connected and aligned goals and initiatives have been specifically created to drive our strategic priorities forward. These targeted goals and initiatives frame our overall 5-year strategic action plan. The strategic plan will inform our aligned annual business plans and our organizational goals and objectives each year from 2025 through to 2029.

We recognize that executing the associated actions of this strategy over the next five years will require an all-encompassing approach from our organization to achieve success. Work is ongoing as we continue to build our team by evaluating current staff roles and sentiment, recruiting new talent and skillsets, identifying areas for improvement, and redesigning our service delivery through the integration of technology and innovation - both internally and externally.

PSP is boldly structuring for the future. We will focus on effectively and sustainably managing our airport's expansion. We will strengthen our positive impact and partnerships with community stakeholders and aviation partners. We will deliver unforgettable hospitality to all our airport guests, while continually developing the capabilities of our staff and our organization.



Priority 1: People and Culture

Our people and our positive work culture are at the heart of our success. Empowering, supporting, and celebrating a skilled and diverse team allows us to give the best of ourselves - to each other, our organization and our community.



GOAL	INITIATIVE	TIMELINE					TARGETS
		2025	2026	2027	2028	2029	
Goal 1: Expand Our Workforce	A. Coordinate with City leadership to achieve workforce capacity required						18 additional custodial and maintenance, engineering, and innovation technology staff hired and onboarded by end of FY 2026
	B. Heighten awareness of aviation and increase local talent pool by co-creating Airport Operations and Management program (with internships) at College of the Desert and through Coachella Valley high schools						5 College of the Desert graduates and 5 local high school graduates as interns and full-time employees by 2026
Goal 2: Strengthen Work Culture and Employee Engagement	A. Develop and commit to annual staff work culture survey and post-results town hall style discussion						Launch survey and town hall in 2025 100% completion of survey by 2026 85% staff satisfaction rating by 2026; 90% by 2027 and 95% by 2028 onwards
	B. Organization-wide launch of employee feedback tools						Launch Q1, 2025
	C. Town hall style Strategic Plan launch to empower all employees to own the new vision, mission and values while protecting work-life balance						Launch Q1, 2025 Year recap session Q4, 2025 Q1, 2026 review of Plan achievements
Goal 3: Increase Training and Development Programs	A. Formalize and launch standardized career and development plan, and mentorship plan, for all employees						Plan in place by Q2, 2026
	B. Expand Intro to Operations program for all program areas to engage employees in new learning opportunities						Plan in place by Q3, 2025 with dedicated program support annually
	C. Expand airport-paid training opportunities and formalize applications through staff mentors						Plan in place by Q2, 2025 with dedicated program support annually
Goal 4: Champion Diversity, Equity and Inclusion	A. Standardize DEI approach with City HR team to ensure PSP is attracting a fully diverse candidate range for job postings						Approach standardized by Q2, 2025
	B. Identify barriers to success and pathways to encourage and support under-represented employees to train for and take on supervisory/ management roles						Plan in place by Q2, 2025 with dedicated program support annually

Priority 2: Operational Excellence

We will pursue ongoing excellence in airport management and operations. We will continue to enhance standards in safety, security, guest experience, air service choice and business development on behalf of the community. We will achieve this by embracing innovative approaches and processes, implementing enabling technologies, and staying effective, efficient and fiscally astute in all endeavors.

GOAL	INITIATIVE	TIMELINE					TARGETS
		2025	2026	2027	2028	2029	
Goal 1: Ensure Safe and Effective Operations	A. Design and implement a comprehensive and integrated operational framework that holistically sets out effective and efficient processes, procedures and actions						Framework developed and created by Q4, 2025. Annual assessments and refinements conducted by Q2 each year
	B. Develop Operational Readiness, Activation and Transition (ORAT) program to ensure construction of new infrastructure becomes an immediate asset and value-add to PSP operations						Develop between 2025–2006 and implement by Q2, 2027
	C. Develop and launch a formal Safety Management System (SMS) program to ensure ongoing safety policies, procedures and actions remain embedded in all of PSP's operations						Create program for launch by Q3, 2025, with full implementation by Q2, 2026
	D. Complete general assessments of current operations and safety practices at PSP						Assessment program completion by Q4, 2025. Launch implementation of recommendations by Q2, 2026
	E. Create and deploy standardized training and procedures for operations and safety programs at PSP						Develop training modules and operational modules by Q2, 2025. Annual assessments and refinements conducted by Q2 each year

GOAL	INITIATIVE	TIMELINE					TARGETS
		2025	2026	2027	2028	2029	
Goal 2: Deliver an Unforgettable Guest Experience	A. Develop and launch ongoing integrated consumer research and guest experience development programs at PSP						Guest research and experience development programs designed and implemented by Q2, 2026. Annual assessments and refinements conducted by Q2 each year
	B. Design and implement guest experience consultations and co-ordinated and consistent end-to-end service practices and approaches with all airport campus partners						Launch consultations with airport partners throughout 2025. Set up a multi-partner Team PSP Guest Experience Steering Group in Q1, 2026 to develop consistent and exceptional service standards and programs throughout all organizations. Annual assessments and refinements conducted in Q4 each year
	C. Plan, track, attain and maintain high levels of guest satisfaction and seamless wayfinding standards throughout airport construction program						Design consistent high-impact storyboards on PSP's future by Q2, 2025. Implement as required. Attain 85% satisfaction rates for guest experience and ease of wayfinding through regular guest surveys. Continue to address and continue to reduce the number of complaints received
Goal 3: Leverage Innovation and Technology	A. Incorporate newer established technology at parking lots, and passenger and employee checkpoints to increase efficiency and throughput						New checkpoint technology introduced by Q3, 2025, and fully integrated by Q1, 2026. Annual assessments and refinements by Q4 each year
	B. Develop and introduce digitization pilot programs (such as AI, Augmented Reality etc.) to assess impacts on guest experience and operational effectiveness						Pilot program introduction by 2026, with annual assessment and refinements by Q4 each year.



Priority 6: Partnerships

We will maximize and leverage our key partnerships with all aviation and travel organizations, and our community stakeholders. We will focus on improving operational efficiency, expanding our services, driving innovation, and developing our workforce. Working closely with our partners, we aim to elevate the travel experience and advance progressive solutions.



GOAL	INITIATIVE	TIMELINE					TARGETS
		2025	2026	2027	2028	2029	
Goal 1: Develop and Launch a Partnership Engagement Program	A. Organize quarterly meetings with each key airport partner group to discuss shared goals, challenges, and opportunities for improvement						Launch cycle of structured and formalized airport partner meetings every quarter by Q2, 2025, and continue schedule through 2029
	B. Create and launch a digital platform where partners can access resources, operational updates, and tools for collaboration						Digital web-page platform (ProgressPSP.com) designed and rolled-out by Q2, 2026, and is maintained and enhanced each year
	C. Implement feedback mechanisms, including bi-annual surveys and focus groups, to gather input and address partner needs proactively						Program launch in Q3, 2025 and, repeated in 2027 and 2029
Goal 2: Create Revenue Diversification Through Strategic Partnerships	A. Develop comprehensive revenue-sharing agreements with concessionaires and service providers						Convert most promising partnership engagement program outcomes into 3 pilot revenue-sharing agreements between 2025 and 2029
	B. Establish new business development opportunities through ongoing joint ventures						Convert most promising partnership engagement program outcomes into 2 pilot joint venture agreements between 2025 and 2029
	C. Create innovative sponsorship and advertising programs						Design multi-year sponsorship and advertising packages by Q1, 2026 and assess ROI through 2027 and 2028
Goal 3: Formalize Collaboration with Local Government and Community Groups	A. Develop an annual report highlighting PSP's contributions to the local economy, job creation, and tourism, and share it with community stakeholders						Report broadcast by Q1 each year, with reviews and refinements annually
	B. Encourage local and small business entities to participate in PSP's operations, by conducting semi-annual outreach, particularly in concessions, events, and sustainability initiatives.						Design and launch community outreach program in 2025, and expand program each year
	C. Host annual roundtable events for local government and community representatives to discuss shared goals, such as community economic development, tourism promotion and infrastructure projects.						Design and implement annual roundtable events by Q4, 2025 and commit to annual frequency through to 2029

Priority 4: Infrastructure

We will prioritize the development and modernization of our airport infrastructure to meet future demand, create community opportunity, and enhance guest satisfaction. Yet we continue to honor and protect the signature historic architecture and mid-century modern ambiance of our facility. By thoughtfully expanding and upgrading our airport in a sustainable manner, we will create a dynamic travel environment that connects our iconic past to our vibrant future.

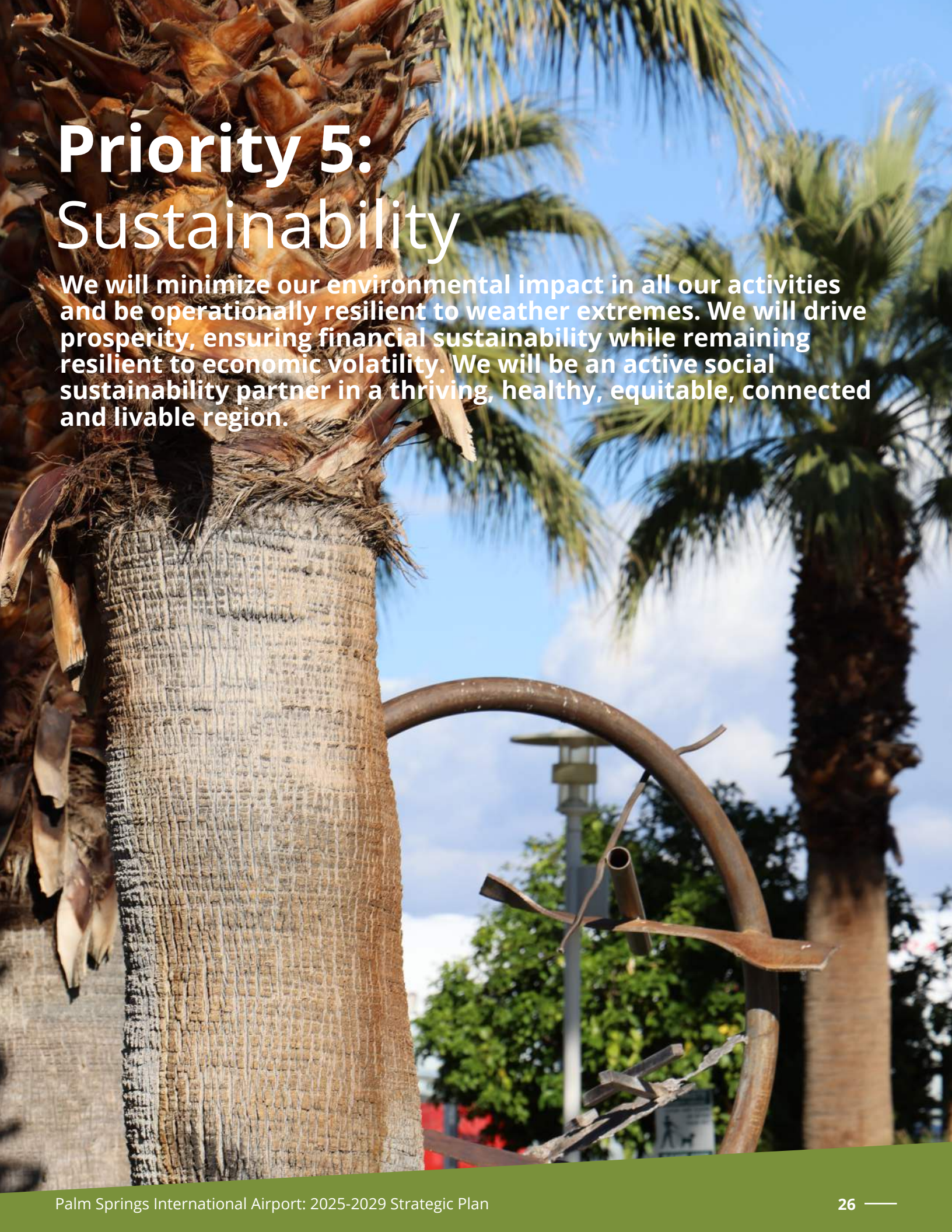


WELCOME TO PALM SPRINGS

GOAL	INITIATIVE	TIMELINE	TARGETS
		2025 2026 2027 2028 2029	
Goal 1: Implement a Strategic Capital Improvement Planning (CIP) Framework	A. Develop a 5-year capital budget that forecasts funding needs and allocates resources based on project urgency, ROI, and alignment with strategic priorities		5-year capital budget delivered by Q2, 2025. Annual assessment and refinements conducted by Q2 of each subsequent year
	B. Design and implement an infrastructure scoring system to evaluate projects based on factors such as impact on passenger throughput and guest experience, regulatory compliance, and long-term operational benefits		Infrastructure scoring system and evaluation process developed and launched by Q3, 2025. Annual review and refinements conducted by Q2 of each subsequent year
	C. Regularly assess progress on infrastructure planning and make necessary adjustments based on evolving priorities or unexpected changes		Comprehensive quarterly assessment program established by Q3, 2025. Annual program review and refinements conducted by Q2 of each subsequent year
Goal 2: Enable New Air Services and Other Key Business Development Opportunities	A. Enable expanded international air service development by establishing Federal Inspection Services facilities and Customs and Border Protection personnel at PSP		FIS facilities and CBP presence established by Q1, 2027
	B. Pursue and maximize air service development opportunities for PSP in passenger and cargo markets (routes, route capacity, frequency, competition/ customer choice)		Year-round non-stop service to Chicago, Atlanta or New York by Q1, 2027 Expand international service to secondary Canadian non-preclearance cities and establish 1 new route to a Mexican destination by Q1, 2028 3% annual passenger growth and establish infrastructure strategy for cargo growth by Q1, 2027
	C. Maximize non-aeronautical revenue opportunities for the community's asset through an aligned airport-wide business plan and facility development plan (e.g. for Parking, Consolidated Rent-A-Car facility, Concessions and Other Services)		Business plan developed and implemented by Q4, 2025 Facility plan developed and implemented by Q4, 2025

GOAL	INITIATIVE	TIMELINE					TARGETS
		2025	2026	2027	2028	2029	
Goal 3: Effective and Efficient Program Delivery	Build and implement program for the successful management and maintenance of facilities throughout facility expansion and construction phasing						Program built and launched by Q3, 2025
	B. Secure and deploy executive management consultant to support the implementation of the: capital program; expansion and construction sequencing; and the organizational strategy						Executive management consultant retained by Q1, 2025. Overarching program plan developed and launched by Q3, 2025. Annual review and refinements conducted by Q2 of each subsequent year





Priority 5: Sustainability

We will minimize our environmental impact in all our activities and be operationally resilient to weather extremes. We will drive prosperity, ensuring financial sustainability while remaining resilient to economic volatility. We will be an active social sustainability partner in a thriving, healthy, equitable, connected and livable region.

GOAL	INITIATIVE	TIMELINE					TARGETS
		2025	2026	2027	2028	2029	
Goal 1: Establish a PSP Sustainability & Resiliency Office	A. Hire and onboard a PSP Sustainability Specialist						Sustainability Specialist onboard by Q2, 2025
	B. Conduct a detailed assessment of all current organizational and airport management activities and, create a holistic action plan to adopt sustainable operating practices						Sustainability action plan launched Q1, 2026
	C. Create a comprehensive recycling program throughout PSP						Phase 1 of airport recycling program launched by Q3, 2025 Phase 2 of airport recycling program launched by Q1, 2026
	D. Transition to renewable energy sources in alignment with City, state and federal climate goals						Ensure complete alignment with established local, state and federal renewable energy targets by Q1, 2029
	E. Establish Airport Council International –North America’s Carbon Reduction Accreditation Program at PSP						Achieve Level 1 Program status by 2026 and Level 2 Program status by 2029
Goal 2 : Develop a Net Zero Emissions Strategy	A. Establish and implement net-zero carbon, energy and waste frameworks within organization						Net-zero carbon, energy and waste frameworks completed by Q1, 2026 Program implemented by Q2, 2026 Program assessed, enhanced and fully embedded annually by Q1, 2027
	B. Identify and implement joint or supportive net-zero emissions strategies with key PSP stakeholder groups						PSP & Stakeholder Co-operative Net Zero Emissions Strategy Assessment completed by Q3, 2026 Program implemented by Q1, 2027 and assessed and refined annually
	C. Develop and implement lease and use agreements that jointly reduce climate impacts and improve climate action goals						New lease and use agreements developed by Q4, 2025 Program implemented by Q1, 2026 and assessed and refined annually

GOAL	INITIATIVE	TIMELINE					TARGETS
		2025	2026	2027	2028	2029	
Goal 3 : Strengthen Financial Sustainability	A. Conduct and communicate an annual financial assessment of market conditions and related sustainability implications						First financial assessment report developed and broadcast by Q2, 2025. Report reviewed and refined annually
	B. Develop policies and programs for fiscal management that track and report on both climate and operating impacts						Introduce policy and program refinements to fiscal management area by Q2, 2026. Review and refine annually



Progress PSP: Measurement and Monitoring of the Plan

This strategic plan is designed as a living document. It will continue to respond to the needs of our community, our stakeholders, our airport guests and our partners, while still upholding the established principles contained in the strategy.

In diligently measuring and monitoring our activities relative to strategic plan targets, and in all the organization's core work going forward, we will be developing a new reporting mechanism – Progress PSP.

Progress PSP will be an ongoing initiative that will document and report back on achievements, lessons learned and recommended strategic responses to the City of Palm Springs, the Airport Commission, and the community at large on a regular basis.

Through this regular consultation and ongoing reporting via Progress PSP, we will continue to be focused and accountable in driving the plan forward and striving to deliver transformative outcomes for the regional economy and for all the communities we serve.

