

**UKIAH REGIONAL AIRPORT COMMISSION**  
**March 4, 2014**  
**Minutes**

**COMMISSIONERS PRESENT**

Carl Steinmann, Chair  
Eric Crane  
Dottie Deerwester  
Gordon Elton, Vice Chair  
Don Albright

**STAFF PRESENT**

Greg Owen, Airport Manager  
Ken Ronk, Airport Assistant  
Cathy Elawadly, Recording Secretary

**COMMISSIONERS ABSENT**

**OTHERS PRESENT**

**1. CALL TO ORDER**

The Airport Commission meeting was called to order by Chair Steinmann at 6:00 p.m. at the Ukiah Regional Airport, Old Flight Service Station, 1403 South State Street, Ukiah, California. Roll Call was taken with the results listed above.

**2. PLEDGE OF ALLEGIANCE - Everyone recited the pledge of allegiance.**

**3. APPROVAL OF MINUTES – February 4, 2014**

**Commissioner Crane** made the following changes to the February 4 minutes:

- Capitalize 'vasi' and 'papi.'
- Page 4, line 51, sentence to read, 'It appears the only option is to contract out for the repair work given Public Works Department lack of timeliness for performance of work.'
- Page 4, line 55, sentence to read, 'The removal of unnecessary poles have made moving much easier.'
- Page 10, line 13, sentence to read, 'After looking into the matter, determined the Airport was in this case conducting its fueling pricing correctly and/or competitively in line with what is allowed in the resolution concerning fuel pricing.'

**M/S Deerwester/Crane** to approve February 4, 2014 minutes, as amended. Motion carried (5-0).

**4. AUDIENCE COMMENTS ON NON-AGENDA ITEMS**

**5. DISCUSSION/ACTION**

**5B. ALP Update**

**Airport Manager Owen:**

- Recently met with the FAA to discuss the ongoing ALP update.
- The FAA reviewed the preliminary drawings and informed staff it would only fund a runway project that narrowed the current runway width to 75 feet. The current runway is 150 feet wide.
- Related to the ALP update and corresponding FAA runway revitalization project if the FAA requires a reduction in the runway width the preference for the Ukiah Airport would be a 100-foot width.
- Staff and Mead and Hunt consultants are reviewing what was done for Little River Airport. Little River Airport was able to maintain a 100-foot width standard having a 150-foot width originally. FAA's stance on this point is that Ukiah Airport is categorized as a B2 airport. For this category the standard runway width is 75 feet. The FAA will not fund past this standard. Related to the runway rehabilitation project and corresponding width standards, there was discussion with the consultant and the FAA about why what was done for Little River Airport would not be the same for the Ukiah Airport.
- If the Ukiah Airport wants to keep the 25 feet and maintain a 100-foot runway width, the Airport would be required to pay the additional cost to have the extra 25 feet and this would be costly.

- 1 • The consultant continues to discuss being able to maintain a 100-foot width with the FAA as  
2 opposed to a reduction to a 75-foot width.  
3 • Related to the Little River Airport runway improvement project, consultant is of the opinion the  
4 FAA cannot treat one airport differently from another. If Little River Airport was allowed to keep a  
5 100-foot runway width and it is a Mendocino County airport, Ukiah Airport should not be treated  
6 differently. This issue will likely have to be looked at more closely during the design and  
7 construction phases for the runway rehabilitation improvement project. It may be that letters to  
8 congressmen and other government officials will have to be written in an effort to support  
9 maintaining that extra 25-foot width.

10  
11 **Commissioner Crane:**

- 12 • Asked if more information is known about relocated/displaced thresholds in connection with the  
13 runway length?  
14 • Asked for clarification if the end of the runway will be essentially the end of the runway and that  
15 the taxiways would go onto the end of the runway such that a survey is necessary to determine  
16 how much of the runway length the Airport can have.  
17 • If trees are the limiting factor when considering the runway length this element can be addressed  
18 by way of the Airport's Navigation Easement.  
19

20 **Airport Manager Owen:**

- 21 • The runway length has yet to be determined. The FAA does not favor allowing for 'declared  
22 distances' because this is something that mainly pertains to jet use. Using declared distances is  
23 also how the amount of pavement is calculated for displaced thresholds. According to the FAA  
24 the Ukiah Airport does not have enough jet operations so to allow for declared distances could be  
25 problematic and this is something the FAA is not interested in having. The Ukiah Airport does not  
26 meet the criteria to have 'declared distances.'  
27 • The consultant is putting together an airspace survey for runway 15 that will determine where the  
28 end of the runway actually is and how much runway length the Airport can have. A Caltrans  
29 inspector doing a survey on the Airport is of the opinion the Airport would be able to maintain  
30 much of its existing runway length.  
31 • Acknowledged trees, particularly on Hastings Road and the strip mall where The Bottle Shop is  
32 located and other such areas do play a role in determining where the runway ends. If the issue is  
33 trees and this issue can be successfully mitigated in a timely manner, it is possible for the Airport  
34 to get more of its runway length back. Unfortunately for those issues that impinge and/or have a  
35 bearing on and cannot be mitigated such as the strip mall and other such areas, affect what the  
36 length of the runway can be. As the runway end moves 'that triangle' moves with it. The issue of  
37 runway length is being evaluated. Some trees have already been removed at the Garden Court  
38 site that is located in the approach area. The FAA identified the trees as being a problem. The  
39 owner of the property cut the trees down rather than having them topped.  
40 • The taxiway will be renovated such that the 45 degree will become a 90 degree.  
41

42 **Commissioner Albright:**

- 43 • Asked if Mead & Hunt consultants are optimistic about the Airport being able to retain 25 feet of  
44 the runway width for a total of 100 feet.  
45

46 **Airport Manager Owen:**

- 47 • The consultant is working on this issue of why Ukiah Airport is being treated differently than Little  
48 River Airport and is seeking more information in this regard.  
49

50 **Commissioner Steinmann:**

- 51 • The volume of aircraft that comes to Ukiah Airport is much greater than that of Little River Airport  
52 and questions why the FAA would even think about reducing Ukiah Airport to a 75-foot width.  
53

54 **Airport Manager Owen:**

- 1 • Ukiah Airport has a B2 classification such that the approach speed and type of operation are  
2 consistent with a 75-foot width standard.
- 3 • Consideration has been given to reconfiguring the north end 15 taxiway and that it would save  
4 money to do this. The FAA has no problem providing funding when it comes to safety. However,  
5 the FAA intends on narrowing the runway width. Is of the opinion reducing the width of the  
6 runway does not provide for safety. Having a wider runway would be safer.
- 7 • Related to the Ukiah Airport and the approach the FAA took with Little River Airport that is a much  
8 smaller airport comparatively, understands the FAA does change its policies frequently.
- 9 • The FAA has adopted new 'AC' standards for runways and this is likely the reason the FAA is  
10 striving to reduce the runway width at Ukiah Airport.

11  
12 **Commissioner Deerwester:**

- 13 • Is there a timeline when it would be appropriate for the Airport Commission to argue the issue of  
14 maintaining at least a 100-foot width before it cannot be argued?

15  
16 **Airport Manager Owen:**

- 17 • There is really no 'arguing' with the FAA.
- 18 • Staff will get direction from the consultant on the next step.
- 19 • There could be a time during the ALP update process and/or for the design aspect of the  
20 rehabilitation project the Commission can bring up/emphasize the importance that the Ukiah  
21 Airport maintain a 100-foot runway width as opposed to a 75-foot width.
- 22 • One option would be to advise the FAA we want to list a 100-foot width on the ALP update and  
23 during the design phase of the rehabilitation project is likely the time when the Airport  
24 Commission and staff have to make their case to maintain a 100-foot width.
- 25 • It is the consultants who deal with the FAA on a regular basis and understand when it is time to  
26 discuss the runway width issue.
- 27 • Related to possible reduction to the length of the runway is of the opinion length is more  
28 important than width in terms of operations.
- 29 • Will be going to Council soon regarding the preliminary aspect of the rehabilitation project.

30  
31 **5B. Airport Maintenance**

32 **Airport Manager Owen:**

- 33 • Staff has been doing a lot of maintenance to grounds and buildings.

34  
35 **Airport Assistant Ronk:**

- 36 • The rain has prompted the weeds to grow so staff has been mowing.

37  
38 **5C. Capital Equipment**

39 **Airport Manager Owen:**

- 40 • The intent is to list the capital equipment at the Airport for the purpose of formulating a plan and  
41 the setting aside of money for replacement.
- 42 • Does the Commission want to set aside replacement money by percentage of so much per year?
- 43 • Recalls in past budgets money set aside for hangar maintenance. At some point this money was  
44 likely transferred into the Airport general fund.

45  
46 **Commission:**

- 47 • Consider formulating: 1) depreciation chart; 2) replacement schedule/capital equipment  
48 replacement plan; 3) maintenance schedule.
- 49 • Necessary to first figure out/establish 'the need' related to capital equipment and replacement  
50 and consider what sort of set aside appropriations the Airport should be making so that over the  
51 course of the service life of the equipment the money is available for replacement. Would need to  
52 have cash on hand to make the expenditures.
- 53 • From a financial perspective does not appear there is money available for set aside.
- 54 • Just because there does not appear to be money available for set aside does not change 'the  
55 need.'

- 1 • It is likely the Airport Business Plan would address the matter of capital equipment.
- 2 • Related to past fiscal budgets, recalls seeing the line item for 'Maintenance.'
- 3 • Understands the money budgeted for Airport maintenance is no longer there.
- 4 • Questioned how would setting aside money for capital equipment differ from the maintenance
- 5 fund?
- 6 • Recalls in past budgets money being set aside for maintenance and later seeing the money in the
- 7 line item for 'maintenance' was no longer there.
- 8 • Unlike the 'Maintenance' fund that was included in past budgets, what can be done differently
- 9 such that money set aside for capital equipment would be there when needed?
- 10 • It seems money set aside for a particular reason should be there when needed and not
- 11 used/spent for something else.
- 12 • It is important to understand what is coming up in terms of expenditures and have a plan in place
- 13 for this.
- 14 • Important to have a building maintenance plan because there are buildings that need to be
- 15 maintained. Need to document the life of roofs and when they need to be replaced, look at the
- 16 age of the buildings, consider possible maintenance items that need to be performed to provide
- 17 upgrades, etc.
- 18 • Airport equipment needs to be maintained and replaced.

19  
20 **Commissioner Deerwester** expressed concern like that of the building and maintenance line item and  
21 the money allocated that is no longer in this account could occur for money allocated to a capital  
22 equipment account. Is of the opinion if money is set aside/budgeted for a particular purpose, it should be  
23 available for that particular purpose. What can the Commission do to make certain/assure the money  
24 appropriated for a particular purpose is there. The money appropriated into a particular fund may be the  
25 result of many years of accumulation such that it should be available when an expense is necessary such  
26 as for replacement of equipment or a vehicle. Would like to make certain what has occurred for the  
27 maintenance/building expense fund does not keep happening.

28  
29 **Commissioner Crane:**

- 30 • Stated it is not about the money but rather 'the need.'
- 31 • Acknowledged replacement of equipment/vehicles is expensive and having the economic
- 32 resources available for the need can be an issue. The question is if a 'windfall' of revenue
- 33 happens to occur, where should the money be put so it is available for the need.
- 34 • Understands there should be a way to put money aside for replacement/repairs and it is also
- 35 important to know how to effectively use the money. Currently, the Airport has so many ways
- 36 money can be spent for good use but has so few revenue streams. Of significance in this regard
- 37 is the understanding of where the needs are. The Airport has some major needs that likely
- 38 require replacement or repair.
- 39 • It is also necessary to know and identify the best and highest use of money for
- 40 replacement/repairs should revenue in this regard becomes available.
- 41 • There is a need to establish a plan/schedule relative to the service life of equipment/vehicles. A
- 42 question to consider is what the Airport anticipates spending on maintaining equipment.

43  
44 **Chair Steinmann:**

- 45 • Typically a 10-year program used to be the rule of thumb where the life span established for
- 46 equipment/vehicles is 10 years and explained how the plan would allow for set aside monies for
- 47 replacement.
- 48 • It may not be possible to protect money allocated for a particular expense fund and guarantee the
- 49 money will remain in the fund the way the City's program is set up.
- 50 • Emphasized the need to have a schedule concerning the useful life of equipment at the Airport
- 51 that documents an anticipated replacement date.

52  
53 **Vice Chair Elton:**

- 54 • A plan needs to be established when replacement of equipment/vehicles needs to be done. The
- 55 next step would be to determine how to pay for the replacement.

- 1 • State law requires a plan to identify all capital assets that need replacement where a life has to be  
2 assigned and a report that discloses how much is put aside for replacement. The plan is valuable  
3 in that it is essentially an assessment of what the fees will be over the life of the  
4 equipment/vehicle when replacement becomes necessary.
- 5 • Capital equipment can be referred to as 'fixed assets' based on a life of more than one year and a  
6 cost of more than \$5,000.

7  
8 There was Commission discussion about the value of formulating a useful life schedule for  
9 equipment/vehicles.

10  
11 **Commissioner Albright:**

- 12 • The way business works is sometimes money set aside for one purpose ends of having to be  
13 spent for another purpose and/or unanticipated expense such that financial adjustments are  
14 made accordingly.
- 15 • Supports planning now for future needs. While planning for future needs is a good thing, it may  
16 not always be the most realistic approach because there may be some other priority that takes  
17 precedence. Absolutely agrees money should be set aside but not necessarily designated for a  
18 specific item.
- 19 • The Airport has many types of equipment and vehicles to maintain that are used in different  
20 capacities/functions.
- 21 • A useful life schedule and associated set aside monies need to be protected.
- 22 • Should take into consideration active aircraft at the Airport relative to hangar usage and the need  
23 to build new hangars. The hangars are aging, need repair and/or replacement. This is very costly  
24 for the Airport.

25  
26 **Commissioner Crane:**

27 In reality, the construction of new hangars likely means a private person/entity would have to fund  
28 such a project.

29  
30 **Airport Manager Owen:**

- 31 • Much of the aforementioned discussion would likely be addressed in a business plan under future  
32 goals/objectives that would include an action plan. The last associated component is the Airport  
33 budget. Part of the budget process could be the decision whether or not to take out a loan or  
34 consider other funding sources such grant funding opportunities.

35  
36 **Vice Chair Elton** asked if there was money in the Special Aviation Fund that has not been transferred to  
37 the operating fund?

38  
39 **Airport Manager Owen:**

- 40 • The Airport has been using funds to pay down consultant fees relative to the ALP update that the  
41 FAA will reimburse.
- 42 • Will check to see if the funds in the Special Aviation Funds have been transferred.

43  
44 **Commissioner Consensus:**

- 45 • First step is to establish a list of needs relative to equipment/vehicles.

46  
47 **5D. Fuel Tank Cost**

48 **Airport Manager Owen:**

- 49 • Mead & Hunt does fuel tank design and will provide staff with preliminary numbers about  
50 associated costs.

51  
52 **5E. Airport Business Plan**

53 **Airport Manager Owen:**

- 54 • Referred to a handout with samples of Mission Statements, Vision Statements and Values as well  
55 to ACRP Report 77, Guidebook for Developing General Aviation Airport Business Plan and

1 corresponding website link relevant to the beginning aspects of preparing an airport business  
2 plan.

- 3 • Asked the Commission to begin the process of formulating a business plan by reviewing the  
4 various examples for a mission/vision/values statement and provide input.

5  
6 **Commission:**

- 7 • It used to be that Mission Statements could fit on the back of a business card.
- 8 • Discussed the examples provided.

9  
10 **Commissioner Crane:**

- 11 • Finds little difference between the definition of a Mission Statement versus a Vision Statement.

12  
13 **Airport Manager Owen:**

- 14 • A Mission Statement conveys the reason for an airport existence or purpose.
- 15 • A Vision Statement articulates the aspirations for an airport; It is a picture of success.
- 16 • A Value Statement describes the beliefs upheld throughout an organization.
- 17 • Referred to page 17 of the Airport Business Plan example that provides for the elements that  
18 comprise of a business plan:
  - 19 ▪ Executive Summary
  - 20 ▪ Introduction
  - 21 ▪ Mission Statement
  - 22 ▪ Vision Statement
  - 23 ▪ Values Statement
  - 24 ▪ Goals
  - 25 ▪ Objectives
  - 26 ▪ Action Plans
  - 27 ▪ Budgets
  - 28 ▪ Appendix
- 29 • The legal name for the Airport is Ukiah Municipal Airport that is also referred to as the Ukiah  
30 Regional Airport.
- 31 • Recently, City Council officially renamed the Airport to Ukiah Regional Airport. The official name  
32 the FAA uses is Ukiah Municipal Airport.

33  
34 **Commission consensus:**

35  
36 Preference is 'Ukiah Regional Airport.'

37  
38 **Mission Statements, Example 3,** revised to read:

39 The Ukiah Regional Airport mission is to provide a safe, self-sustaining, efficient and customer focused  
40 airport to serve greater Ukiah.

41  
42 **Vision Statement, Example 2,** reads:

43 Our vision is to serve as an aviation hub for the Redwood Empire providing the highest level of service to  
44 our customers.

45  
46 **Values Statement, Example 2,** revised to read:

47 We will accomplish our mission with a diverse workforce by:

- 48 • **Courteous** – Create a pleasant environment for customers and ourselves.
- 49 • **Innovative** – Seek out and encourage employees who initiate change, improvement, learning  
50 and advancement of our goals.
- 51 • **Motivated** – Meet each task with spirit, enthusiasm and a sense of pride to be second to none.
- 52 • **Professional** – Provide services with the highest standards of quality and safety for our  
53 customers and ourselves.
- 54 • **Reliable** – Be dependable for our customers and fellow employees, and maintain the highest  
55 standards of trust.

- 1           • **Results-Oriented** – Focus on getting the job done and derive personal satisfaction from the  
2           service we provide.  
3

4 Related to the 'Innovative' subsection considered revising language to '*diverse employees, high-quality*  
5 *workforce,*' etc. The Commission made no change regarding this language in this subsection.  
6 Commission will further review the Values Statement at the next regular meeting and work on 'Goals'  
7 section of the business plan.  
8

9 **6.     REPORTS**

10 **6A.    Airport Monthly Financial Report**

11 **Airport Manager Owen** referred to the financial reports provided in the Commission packet as well as  
12 additional information relevant to fuel cost, sales and gallons sold and a spreadsheet breakdown of fuel  
13 revenue/expenses for the different fiscal year for comparison purposes and gave an explanation about  
14 the information.  
15

16 **Commission:**

- 17           • Discussed the financial data.  
18           • The information is very helpful.  
19

20 **6B.    Airport Newsletter**

21 **Airport Manager Owen:** Talked about the Ukiah Airport Newsletter for March 2014 that includes  
22 information about fuel sales and revenue for Jet A and 100LL.  
23

24 **Commission:** Likes the newsletter and its format.  
25

26 **6C.    Airport Day**

27 **Airport Manager Owen:** Staff continues to work on Airport Day that is June 7<sup>th</sup>.  
28

29 **7.     AGENDA ITEMS FOR NEXT MONTH**

- 30 1.     ALP update  
31 2.     Capital equipment  
32 3.     Building maintenance  
33 4.     Airport Business Plan  
34 5.     Finance reports  
35 6.     Airport Day  
36

37 **8.     COMMISSIONER COMMENTS/STAFF COMMENTS**

38 **Airport Manager Owen:**

- 39           • Will be attending the ACLU conference this month in Rohnert Park.  
40           • The small equipment business located at the Northwest corner of the Airport is vacating.  
41

42 **9.     ADJOURNMENT**

43 There being no further business, the meeting adjourned at 8:16 p.m.  
44  
45

46 \_\_\_\_\_  
47 Cathy Elawadly, Recording Secretary  
48