UKIAH REGIONAL AIRPORT COMMISSION
March 4, 2014
Minutes

COMMISSIONERS PRESENT
Carl Steinmann, Chair
Eric Crane
Dottie Deerwester
Gordon Elton, Vice Chair

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.
The consultant continues to discuss being able to maintain a 100-foot width with the FAA as opposed to a reduction to a 75-foot width.

Related to the Little River Airport runway improvement project, consultant is of the opinion the FAA cannot treat one airport differently from another. If Little River Airport was allowed to keep a 100-foot runway width and it is a Mendocino County airport, Ukiah Airport should not be treated differently. This issue will likely have to be looked at more closely during the design and construction phases for the runway rehabilitation improvement project. It may be that letters to congressmen and other government officials will have to be written in an effort to support maintaining that extra 25-foot width.

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

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

Commissioner Albright:
- Asked if Mead & Hunt consultants are optimistic about the Airport being able to retain 25 feet of the runway width for a total of 100 feet.

Airport Manager Owen:
- The consultant is working on this issue of why Ukiah Airport is being treated differently than Little River Airport and is seeking more information in this regard.

Commissioner Steinmann:
- The volume of aircraft that comes to Ukiah Airport is much greater that that of Little River Airport and questions why the FAA would even think about reducing Ukiah Airport to a 75-foot width.

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

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

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

5B. Airport Maintenance
Airport Manager Owen:
• Staff has been doing a lot of maintenance to grounds and buildings.

Airport Assistant Ronk:
• The rain has prompted the weeds to grow so staff has been mowing.

5C. Capital Equipment
Airport Manager Owen:
• The intent is to list the capital equipment at the Airport for the purpose of formulating a plan and the setting aside of money for replacement.
• Does the Commission want to set aside replacement money by percentage of so much per year?
• Recalls in past budgets money set aside for hangar maintenance. At some point this money was likely transferred into the Airport general fund.

Commission:
• Consider formulating: 1) depreciation chart; 2) replacement schedule/capital equipment replacement plan; 3) maintenance schedule.
• Necessary to first figure out/establish ‘the need’ related to capital equipment and replacement and consider what sort of set aside appropriations the Airport should be making so that over the course of the service life of the equipment the money is available for replacement. Would need to have cash on hand to make the expenditures.
• From a financial perspective does not appear there is money available for set aside.
• Just because there does not appear to be money available for set aside does not change ‘the need.’
• It is likely the Airport Business Plan would address the matter of capital equipment.
• Related to past fiscal budgets, recalls seeing the line item for ‘Maintenance.’
• Understands the money budgeted for Airport maintenance is no longer there.
• Questioned how would setting aside money for capital equipment differ from the maintenance fund?
• Recalls in past budgets money being set aside for maintenance and later seeing the money in the line item for ‘maintenance’ was no longer there.
• Unlike the ‘Maintenance’ fund that was included in past budgets, what can be done differently such that money set aside for capital equipment would be there when needed?
• It seems money set aside for a particular reason should be there when needed and not used/spent for something else.
• It is important to understand what is coming up in terms of expenditures and have a plan in place for this.
• Important to have a building maintenance plan because there are buildings that need to be maintained. Need to document the life of roofs and when they need to be replaced, look at the age of the buildings, consider possible maintenance items that need to be performed to provide upgrades, etc.
• Airport equipment needs to be maintained and replaced.

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

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

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

Vice Chair Elton:
• A plan needs to be established when replacement of equipment/vehicles needs to be done. The next step would be to determine how to pay for the replacement.
• State law requires a plan to identify all capital assets that need replacement where a life has to be assigned and a report that discloses how much is put aside for replacement. The plan is valuable in that it is essentially an assessment of what the fees will be over the life of the equipment/vehicle when replacement becomes necessary.

• Capital equipment can be referred to as ‘fixed assets’ based on a life of more than one year and a cost of more than $5,000.

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

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

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

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

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

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

Commissioner Consensus:
• First step is to establish a list of needs relative to equipment/vehicles.

5D. Fuel Tank Cost
Airport Manager Owen:
• Mead & Hunt does fuel tank design and will provide staff with preliminary numbers about associated costs.

5E. Airport Business Plan
Airport Manager Owen:
• Referred to a handout with samples of Mission Statements, Vision Statements and Values as well to ACRP Report 77, Guidebook for Developing General Aviation Airport Business Plan and
corresponding website link relevant to the beginning aspects of preparing an airport business plan.

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

Commission:

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

Commissioner Crane:

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

Airport Manager Owen:

- A Mission Statement conveys the reason for an airport existence or purpose.
- A Vision Statement articulates the aspirations for an airport; It is a picture of success.
- A Value Statement describes the beliefs upheld throughout an organization.
- Referred to page 17 of the Airport Business Plan example that provides for the elements that comprise of a business plan:
  - Executive Summary
  - Introduction
  - Mission Statement
  - Vision Statement
  - Values Statement
  - Goals
  - Objectives
  - Action Plans
  - Budgets
  - Appendix

- The legal name for the Airport is Ukiah Municipal Airport that is also referred to as the Ukiah Regional Airport.
- Recently, City Council officially renamed the Airport to Ukiah Regional Airport. The official name the FAA uses is Ukiah Municipal Airport.

Commission consensus:

Preference is ‘Ukiah Regional Airport.’

Mission Statements, Example 3, revised to read:
The Ukiah Regional Airport mission is to provide a safe, self-sustaining, efficient and customer focused airport to serve greater Ukiah.

Vision Statement, Example 2, reads:
Our vision is to serve as an aviation hub for the Redwood Empire providing the highest level of service to our customers.

Values Statement, Example 2, revised to read:
We will accomplish our mission with a diverse workforce by:
- **Courteous** – Create a pleasant environment for customers and ourselves.
- **Innovative** – Seek out and encourage employees who initiate change, improvement, learning and advancement of our goals.
- **Motivated** – Meet each task with spirit, enthusiasm and a sense of pride to be second to none.
- **Professional** – Provide services with the highest standards of quality and safety for our customers and ourselves.
- **Reliable** – Be dependable for our customers and fellow employees, and maintain the highest standards of trust.
• Results-Oriented – Focus on getting the job done and derive personal satisfaction from the service we provide.

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

6. REPORTS
6A. Airport Monthly Financial Report
Airport Manager Owen referred to the financial reports provided in the Commission packet as well as additional information relevant to fuel cost, sales and gallons sold and a spreadsheet breakdown of fuel revenue/expenses for the different fiscal year for comparison purposes and gave an explanation about the information.

Commission:
• Discussed the financial data.
• The information is very helpful.

6B. Airport Newsletter
Airport Manager Owen: Talked about the Ukiah Airport Newsletter for March 2014 that includes information about fuel sales and revenue for Jet A and 100LL.

Commission: Likes the newsletter and its format.

6C. Airport Day
Airport Manager Owen: Staff continues to work on Airport Day that is June 7th.

7. AGENDA ITEMS FOR NEXT MONTH
1. ALP update
2. Capital equipment
3. Building maintenance
4. Airport Business Plan
5. Finance reports
6. Airport Day

8. COMMISSIONER COMMENTS/STAFF COMMENTS
Airport Manager Owen:
• Will be attending the ACLU conference this month in Rohnert Park.
• The small equipment business located at the Northwest corner of the Airport is vacating.

9. ADJOURNMENT
There being no further business, the meeting adjourned at 8:16 p.m.

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Cathy Elawadly, Recording Secretary