



**Mike N. Williams, A.A.E.**  
Director of Airports

**Mission Statement**  
San Bernardino County Department of Airports plans, organizes and directs the County's airport and aviation system to provide high-quality aviation facilities and services in a safe and efficient manner, optimizing the benefit to the communities and citizens of the County.



**GOALS**

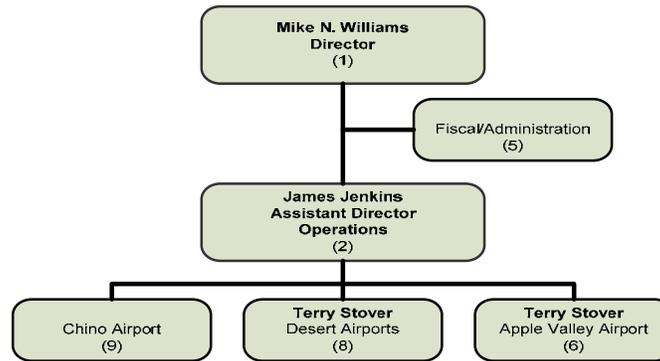
IMPROVE AIRPORT DEVELOPMENT LEASING ACTIVITY

IMPROVE COORDINATION AND MANAGEMENT OF AIRPORT'S CAPITAL IMPROVEMENT PROGRAM

IMPROVE AIRPORT INFRASTRUCTURE

**AIRPORTS**

**ORGANIZATIONAL CHART**



**DESCRIPTION OF MAJOR SERVICES**

The Department of Airports provides for the management, development, maintenance and operation of six County airports. The department assures that the county airports are maintained and operated in compliance with state and federal regulations. The department works cooperatively with other airports located within the County regarding state and federal aviation programs, issues and requirements. The department participates and provides input to aviation industry support organizations as necessary to develop local, national and state aviation policy.

The county's six airports include: 1) Apple Valley Airport, a county service area (CSA-60) with a significant sport aviation base; 2) Baker Airport, located adjacent to the Town of Baker and supports I-40 between Barstow and Las Vegas; 3) Barstow/Daggett Airport, which features significant military activity and the Fort Irwin Helicopter Maintenance Base, both of which support the Fort Irwin National Training Center; 4) Chino Airport, an FAA designated reliever airport to John Wayne Airport and one of the largest general aviation airports in the country with approximately 800 based aircraft; 5) Needles Airport, a critical transportation link along the Colorado River; and, 6) Twentynine Palms Airport, a center for soaring activity serving the surrounding community, including the United States Marine Corps Air-Ground Combat Center.

The county's airports are self-supporting with funds to operate and maintain the airports generated from facility rents, user fees, and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA-60. State and federal grants are significant sources for funds to reconstruct and upgrade airport infrastructure.

**2009-10 SUMMARY OF BUDGET UNITS**

	Appropriation	Revenue	Fund Balance	Staffing
<b>General Fund</b>				
Airports	2,789,976	2,789,976		31
Total General Fund	2,789,976	2,789,976		31
<b>Special Revenue Funds</b>				
Chino Airport Commercial Hangars	1,344,239	421,204	923,035	-
Chino Airport Incentive Fund	799,016	30,000	769,016	-
Airports Capital Improvement Program	26,766,422	21,913,918	4,852,504	-
Total Special Revenue Funds	28,909,677	22,365,122	6,544,555	-
<b>Total - All Funds</b>	<b>31,699,653</b>	<b>25,155,098</b>	<b>6,544,555</b>	<b>31</b>

**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: AIRPORT DEVELOPMENT.**

*Objective A: Complete the Airport Master Plans for the Apple Valley and Chino airports.*

*Objective B Complete the development and implementation of a marketing plan for the county airport system.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Complete the Airport Master Plans for the Apple Valley and Chino airports.	N/A	17%	50%	50%	83%
1B. Complete the development of a marketing plan for the County airport system.	N/A	N/A	50%	50%	100%

Status

The Board of Supervisors is keenly interested in providing economic benefits to the citizens of the county. The county airports are located throughout the county and provide benefits to not only the county, but the community in which they are located. The Department of Airports believes that the county airports have the potential to provide greater economic impact. As such, the new goal of airport development has been created.

Key to enhancing the economic impact and developing safe and effective airports is maintaining a current and valid Airport Master Plan (AMP). The AMP is developed in accordance with criteria from the Federal Aviation Administration (FAA) and outlines compatible land uses, both on and off the airport, an inventory of facilities, demand forecasts, financial economic impacts and necessary capital improvements. There is extensive public outreach throughout the AMP process. Guidance from the FAA is that the AMP should be updated every 5-7 years. The current AMP for the Apple Valley Airport was completed in the late 1970's and the Chino Airport AMP was completed in 2006. In order to complete these projects, it is necessary to obtain the services of a professional airport consulting firm. This selection was completed in 2009-10. The AMP is anticipated to be substantially completed during 2010-11.

An outgrowth of the AMP' is the development of specialized planning studies. These specialized studies, which would be completed as separate projects, generally relate to infrastructure development, such as electrical, drainage, fire suppression, etc., and are utilized to identify necessary infrastructure development, develop implementation plans, identify funding sources and ensure the improvements are completed so as to allow for construction of new facilities.

Airport development also involves the development and implementation of an effective marketing and outreach program. This program would provide information via various communication methods to general and specific groups of users. The information would also be provided to other interested parties, such as neighboring jurisdictions, local, regional and governmental entities and the general public.

Completion of the marketing plan requires the assistance of a professional firm with expertise in marketing and outreach services. A public solicitation process and selection has been completed and funding is in place for completion of this task. The solicitation and selection of the professional firm was completed in 2009-10.

**2008-09 ACCOMPLISHMENTS**

- ❖ Completed \$922,000 Fog Seal Project for runways and taxiways at Apple Valley, Barstow-Daggett, Chino, Needles, and Twentynine Palms Airports
- ❖ Completed \$625,000 Runway Rehabilitation at Baker Airport
- ❖ Southern California Edison will be investing approximately \$8,000,000 to develop a 40,000 square foot hangar at the Chino Airport



Soaring planes from the Apple Valley 2009 Air Show



Airport staff at the Aircraft Owners and Pilots Association (AOPA) Conference

An economic incentive fund has been established for the Chino Airport, which is being utilized for the Chino AMP. The Apple Valley Airport receives funding from CSA60, which is funding the Apple Valley AMP. Development of the marketing plan will be funded primarily from these two funding sources.

## GOAL 2: IMPROVE AIRPORTS LEASING ACTIVITY.

*Objective A: Increase percentage of revenue producing land as related to usable land at Chino and Apple Valley Airports.*

*Objective B: Develop and/or enhance department policies and procedures applicable to lease agreement management and oversight.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Percentage of revenue producing land compared to land available for revenue production:					
Apple Valley	39%	39%	50%	40%	50%
Chino airports.	36%	36%	48%	36%	48%

### Status

Airport planning studies and infrastructure development are completed so as to allow for greater use and/or leasing of airport property. Leasing of airport property increases the economic impact of the airport to its local community and generates additional income for the department. The department continues to focus on increasing the amount of revenue producing leases at its two largest airports (Chino and Apple Valley). During the past fiscal year, the department concluded negotiations with Southern California Edison (SCE) for the construction of a 40,000 square foot hangar at the Chino Airport, which will house their aviation operations. The facility is currently under construction and scheduled for completion in 2010-11. Negotiations with other interested parties regarding development at Chino and Apple Valley are underway and anticipated to be announced during 2010-11.

In response to recommendations from a recent audit, department policies and procedures related to lease agreement management and oversight need to be developed and/or enhanced. These policies will help ensure effective communication within the department and with external departments and/or agencies, thus resulting in more effective and efficient oversight of leasing activities. The department completed the development and implementation of these procedures in 2009-10. The policies will continue to be reviewed and refined over time. As necessary, updates and revisions will be developed and implemented.

## GOAL 3: IMPROVE COORDINATION AND MANAGEMENT OF AIRPORT'S CAPITAL IMPROVEMENT PROGRAM.

*Objective A: Reduce the average length of time required to complete capital improvement program projects.*

*Objective B: Improve and enhance department policies and procedures necessary to oversee a comprehensive capital program.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
3A. Average length of time, in months, to complete the construction phase of airport capital improvement projects.	20	18	16	16	12

### Status

Development of the Airport Capital Improvement Program (ACIP) for the county airports requires coordination of activities among department administration, airport managers, professional firms, airport maintenance staff, the FAA, CALTRANS – Aeronautics Division and other county departments.. The great majority of ACIP projects are related to development and improvements to the airfield portion of the airports, runway, taxiway, electrical, drainage, etc. The majority of these projects are funded via grants from the FAA and/or CALTRANS – Aeronautics. While the department has a strong history in obtaining these grant funds, there is no 'guarantee' the funds will be awarded as requested. The

funding agencies can modify the scope of the project, the timing and/or choose to delay funding to a future year. Thus, the department includes projects in the ACIP to FAA and CALTRANS – Aeronautics that may or may not receive funding. This process requires the department to include projects in its ACIP that may have received approval and/or funding from the FAA and/or CALTRANS – Aeronautics, however, should funds be allocated during the county's fiscal year, the department would need to respond quickly to obtain the funds.

As part of airport development, the department will transition into a more direct role in the development and execution of its capital improvement program. Developing a sound and effective ACIP requires a comprehensive understanding of the facility needs, funding sources, project approvals, phasing and ultimately, construction and close out. Capital development projects are known to have extensive timelines and much work takes place in preparing the project for construction and completion of the project after construction.

To assist in this effort, department staff needs to improve and enhance policies and procedures necessary to ensure collaboration amongst internal and external stakeholders, resulting in more effective communication regarding the program. The first task to be completed in this area is the development of a comprehensive "needs based" identification of capital projects for the county airport system. This task would consist of a project scope, project justification, prioritization and estimated budget and schedule. Monitoring of the program should be improved, as well as more robust and efficient project descriptions, so that project tasks can be completed more efficiently. Although some work has been accomplished with this objective, additional work is necessary to continue the improvements and overall effectiveness of the program. Development and/or enhancement of department policies pertaining to the ACIP would be in accordance with recommendations from recent department audits. The development and implementation of department policies will be completed in 2010-11.

#### **GOAL 4: IMPROVE AIRPORT INFRASTRUCTURE.**

*Objective A: Formulate a plan to address deficiencies in Airport infrastructure; implement plan.*

*Objective B: Develop specific studies and plans to identify necessary infrastructure improvement, such as storm water, drainage, fire suppression, building, structures, pavement, sewer etc.*

MEASUREMENT	2007-08	2008-09	2009-10	2009-10	2010-11
	Actual	Actual	Target	Estimate	Target
4A. Percentage of pavement rehabilitation completed (Total square footage of pavement is 15.7 million).	N/A	4%	15%	62%	77%
4B. Percentage of underground infrastructure to inspect, repair, remove or replace. (Total linear feet of underground infrastructure is 90,000).	N/A	8.6%	10%	10%	10%
4C. Percentage of structures to rehabilitate, remove or replace. (Total square footage of structures is 1.2 million).	N/A	1.6%	8%	8%	10%

The 2009 -10 estimate of pavement rehabilitation is based on the repaving of 157,850 square feet of runway asphalt at the Baker Airport and approximately 10,000,000 square feet of runways and taxiways at the Apple Valley, Barstow-Daggett, Chino, Needles, and Twentynine Palms airports, which was completed in 2009-10. It is the objective of the department in 2010-11 to rehabilitate 15% of the airports' pavement until all pavements has been rehabilitated. This objective should be achieved by fiscal year 2014. It is important to note that pavements represent the largest investment in the county airport system. Maintenance of this investment is crucial to maintaining a safe and secure system of airports, which is an ongoing cycle.

For 2009-10 through 2010-11, the water supply and wastewater/sewage systems at the Barstow/Daggett Airport (DAG) will be the focus of improvements and upgrades. These systems have been in place since late 1940's and have served their useful life. Maintenance of the system is ongoing, but new systems are necessary to enhance the development of the airport. The first phase of this enhancement is to conduct a study of the existing system, its capacity, recommendations for improvement and identification of funding. It is anticipated that a significant portion of the funding could be generated from user fees.

Development of the Twentynine Palms Airport is limited by the lack of available water volume and pressure necessary for aircraft hangar construction. Due to the remote location of the airport, there is not a current connection to standard domestic water supply sources. For 2009-10 through 2010-11, a feasibility study will identify potential water sources,

necessary volume and pressure, discharge/storage locations, funding and other pertinent information related to the development of a stand-alone fire suppression utility system.

The aircraft hangar facilities at the Barstow/Daggett Airport were originally constructed in the 1940's using wood frame construction. The structures have exceeded their useful life, as evidenced by the collapse of a 19,200 square foot aircraft storage facility in 2007. Since that time, the remaining structures have continued to erode and deteriorate. The Department has initiated engineering reviews of these remaining structures and approximately 150,000 square feet of the total structures have been identified as beyond repair and recommended for demolition in 2010-11. Similar useful life and replacement schedules are planned for Needles and Twentynine Palms Airports during this period as well.

**2010-11 REQUESTS FOR GENERAL FUND FINANCING**

The department is not requesting any additional general fund financing for 2010-11.

**2010-11 PROPOSED FEE/RATE ADJUSTMENTS**

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. The department will be proposing additional staffing fees to support filming activities; conference room rental fees; advertising rates for tenants who want to advertise the businesses on various airport medias.	Revenue received from these activities will help offset the costs for labor and maintenance.

If there are questions about this business plan, please contact Mike N. Williams, Director, at (909) 387-8810.



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