



# Agenda

**AIRPORT ADVISORY BOARD MEETING  
SANTA FE REGIONAL AIRPORT  
121 AVIATION DRIVE  
BUILDING 3002B  
JUNE 13, 2019 – 4:00 PM**

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF MINUTES
  - a) April 11, 2019 **Item**
5. OLD BUSINESS
6. DISCUSSION
  - a) Minimum Standards Status Update. (John Dickinson, Airport Operations Manager, [jdickinson@santafenm.gov](mailto:jdickinson@santafenm.gov), 955-2909) (No packet material)
  - b) Rules and Regulations Status Update. (John Dickinson, Airport Operations Manager, [jdickinson@santafenm.gov](mailto:jdickinson@santafenm.gov), 955-2909) (No packet material)
  - c) Strategic Planning Exercise. (Regina Wheeler, Public Works Department Director, [rawheeler@santafenm.gov](mailto:rawheeler@santafenm.gov), 955-6622) **Item**
7. PUBLIC INVITED TO BE HEARD
8. REQUEST FOR FUTURE AGENDA ITEMS FROM BOARD MEMBERS
9. NEXT MEETING: **Thursday, July 11, 2019**
10. ADJOURN

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**RECEIVED AT THE CITY CLERK'S OFFICE**

**DATE: June 5, 2019**

**TIME: 8:01 AM**

**SUMMARY OF ACTION  
AIRPORT ADVISORY BOARD MEETING  
SANTA FE REGIONAL AIRPORT  
121 AVIATION DRIVE, BUILDING 3002B  
THURSDAY, JUNE 13, 2019, 4:00 PM**

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**AIRPORT ADVISORY BOARD MEETING  
SANTA FE REGIONAL AIRPORT  
121 AVIATION DRIVE, BUILDING 3002B  
THURSDAY, JUNE 13, 2019, 4:00 PM**

**1. CALL TO ORDER**

The meeting of the Airport Advisory Board was called to order at 4:00 pm by Councilor Michael Harris, Chair, on Thursday, June 13, 2019, at the Santa Fe Regional Airport, 121 Aviation Drive, Building 3002B, Santa Fe, New Mexico.

**2. ROLL CALL**

**MEMBERS PRESENT**

Councilor Michael Harris, Chair  
James Robins  
Bud Hamilton  
Rosemary Thompson  
Kevin Egan, telephonically  
Chris Ortega

**MEMBERS ABSENT**

John Elling, Excused

**OTHERS PRESENT**

Mark Baca, Airport Manager  
John Dickerson, Airport Operations Manager  
Regina Wheeler, Director, City of Santa Fe Public Works  
David Silver, Emergency Management, City of Santa Fe  
Troy Padilla, Jet Center  
Stuart Kirk, Fly Santa Fe  
Elizabeth Martin, Stenographer

**3. APPROVAL OF AGENDA**

Chair Harris said he would like to move item C to A because he has to leave early.

**MOTION** A motion was made by Mr. Hamilton, seconded by Mr. Ortega, to approve the agenda as amended.

**VOTE**        The motion passed unanimously by voice vote.

**4.      APPROVAL OF MINUTES  
         APRIL 11, 2019**

**MOTION**     A motion was made by Mr. Ortega, seconded by Mr. Robins, to approve the minutes as presented.

**VOTE**        The motion passed unanimously by voice vote.

**5.      OLD BUSINESS**

None.

**6.      DISCUSSION**

**A.      MINIMUM STANDARDS STATUS UPDATE**

Mr. Baca said he submitted the Minimum Standards document that was reviewed by Mr. Prinz to FAA. They had comments and they were not flattering. They felt what we presented took a step back from what we had. They suggested a lot more language in leasing and maintenance and repair and said we were not specific enough. The FAA review person and he sat down at a recent conference and reviewed the document. We will work to rewrite the document and bring it back to the next meeting.

Councilor Harris said he and Chris will work with Mark.

Mr. Baca said he would like to do it as a smaller group. He will work through it and from there will provide a draft to the Chair and Chris for discussion and then move it on for public comment.

Mr. Ortega said he thought we agreed to have Molzen Corbin review it and then share it for public comment.

Chair Harris said Mark will work with the comments he received from FAA then share the draft with he and Chris and we will decide to take it to public comment or to Molzen Corbin for review.

**B.      RULES AND REGULATIONS UPDATE**

Mr. Dickerson said we are going to review what they signed off on and put out the Rules and Regulations for your comments in August then produce a final document.

Chair Harris asked if anything came back from TSA that surprised them.

Both Mr. Dickerson and Mr. Silver said no.

Mr. Dickerson said Mr. Silver is a mastermind.

### **C. STRATEGIC PLANNING EXERCISE**

Mr. Hamilton said this is a work in progress and we want feedback along the way. Don't get hung up on semantics right now. Will work that out later. There are no strategies in the plan yet. This is a preliminary high level look. The objective today is to get your input as to if we missed any big high level whys or hows and then flesh it out with details. The action plan will get to who is going to do what when. This is a wish list of things to do. If you want to add to this now is a good time to do it.

The planning document is herewith attached to these minutes as *Exhibit "1"*.

Ms. Wheeler said this draft has been development among the subcommittee and the staff. We are happy to have your feedback at this level so we can get to the detail.

Ms. Wheeler reviewed the document.

Councilor Harris said thank you Bud for taking the lead and thank you Regina. He will open this up for comments.

Mr. Ortega said he returned some comments to the Chair that some of the smart goals are good, but his impression was that some are fairly specific with dates and others are quite vague. He doesn't know if it is important at this stage that they be more consistent or not.

Mr. Hamilton said it is good to have consistency. We can flesh that out more.

Ms. Wheeler said maybe it is time to be more specific about that since this is the Advisory Board.

Councilor Harris said he sees what Chris is talking about. Goal 1 in Attracting More Flights is broader than the others. We might say in collaboration with the Northern New Mexico Air Alliance and then detail it from there.

Mr. Ortega said in the third column the first one is really broad as well.

Mr. Hamilton said he will take a crack at what he thinks this meant. When you reflect on our meetings here we focus a lot on the general aviation component because we have a number of pilots around the table. What we are saying in the vision is about

economic development for the community. We need to flesh both of those out.

Councilor Harris asked what about acknowledging the work of the Air Alliance.

Mr. Hamilton said including them is fine.

Mr. Robins said the more general aviation people who come in here the more have to stay in hotels and eat in restaurants. Thank you Mark for getting 1028 open.

Mr. Hamilton said maybe include in point 6, under Customer Experience and Safety, the impact of general aviation on economic development.

Mr. Robins said we need to be general aviation friendly and open so they want to return here. GA friendly.

Ms. Wheeler said we can select key strategies to make the Airport more GA friendly.

Councilor Harris said we know GA is our past, present and part of our future.

Mr. Hamilton said we can reference the economic impact in there some place.

Councilor Harris said we need to add on under the Airport's Financial Viability the Wastewater transaction. Have we received the letter from the FAA.

Mr. Baca said he has had lengthy conversations about that with the FAA in the last few days. It is moving through the process.

Ms. Wheeler said she will add that.

Councilor Harris asked what Mr. Baca's best guess was as to the completion of the transaction.

Ms. Wheeler said November.

Mr. Hamilton said he mentioned this to Regina when we talked about options on what to do with the improvement of the space out here and the expansion of the terminal. At the time this was discussed the Board agreed to go with a new terminal, not an expansion. He wants to get clarity as to if this expansion is a short term plan or a long term plan. He doesn't want to expand the terminal and find out 2 or 3 years from now that we need a new terminal. What are we trying to get done here.

Councilor Harris said his view is the monies we have received and are going to spend will be on this terminal, but he has also been told there is a good chance we will get additional monies next year in a comparable amount. He is not an Airport guy.

What is the need and what does it look like as far as a terminal goes. People who are out there every day and more are more tuned to air traffic would know better what is required. In general we know how we are going to address the existing building.

Mr. Baca said in the past the Mayor did want a new terminal. That was \$40 million in infrastructure. We would have to buy out Signature's lease and move the building to the other side and give them land there. The other side of the airfield is not built for heavy traffic. That would be the majority of the costs of a plan for a new terminal. Yes it would be bigger and better, but the infrastructure is not there for that. It would have been a longer process for FAA to help fund the apron and taxiways. They go from the center of the runway out. Once everything on the airfield is taken care of they will worry about the north ramp that was build earlier. Their priorities were different from where we wanted them to go. It was recommended that since we have infrastructure, although small and not optimal, moving south and east and north will get you the 30,000 square feet and where you want to go, but a lot quicker. Timing was the biggest thing. A new terminal would take almost 8 years do to infrastructure. This will take 4 to 5 years.

Mr. Hamilton said we made the recommendation for a new terminal on the front page of the *New Mexican*. We never heard from the Council officially on this.

Mr. Ortega said the decision came from the City Manger to pursue a new terminal We are at the mercy of the economy and the airlines. We can't project with high level of confidence. At one time we might have felt we needed a new terminal, but now a more prudent approach is to do it in stages as Mark described. Start with what you have and expand it as you can afford it. It is more like baby steps that are well thought out. Then the administration changed and there are different view points on how to proceed.

Mr. Hamilton said he is not arguing one way or another. He is just raising the question.

Mr. Baca said another thing was with the State Senator, he was more interested in preserving the terminal culture. That is why they are pushing for the money for this. That is why we were able to get the funding from the State. That is their vision as well.

Councilor Harris said the Mayor called him Tuesday night. He wanted to tell him that he spoke to Speaker Ego's Executive Assistant and was told that they are hearing nothing is going on at the Airport with the capital outlay project. He told the Mayor it is moving along. People are watching and they have great expectations for the improvements and what we are doing and how we are spending the money. He wants to look at the conceptional design and the numbers.

Ms. Wheeler said we need to make sure whatever we do serves us for a long time. She heard we will get \$10 million more. She thought in the plan we should put in a date through which we feel the expansion will serve the City. Is 20 years right. That

would be through 2045. The other thing is we need to break ground by January so that when we go back to the Legislature they can see that something is happening. We need to give ourselves a deadline of construction bidding by December of 2019.

Mr. Ortega said someone said the Strategic Plan feeds from the Master Plan. Didn't we also hear our new Master Plan is getting close to needing revision again. What is the time frame for that happening.

Mr. Egan asked aren't we getting Molzen Corbin on the conceptional design.

Mr. Ortega said he is not thinking about specific projects, but a global picture to increase confidence in the strategic plan and so that is it consistent with the Master Plan.

Councilor Harris said the Governing Body just approved the task orders last night. He also thought some of the \$800,000 was supposed to be used for the conceptional design work.

Mr. Baca said the initial \$53,000 purchase order is being issued to Molzen Corbin. The big money will be spent on the second phase of the design. We will be spending part of the \$800,000 on that.

Councilor Harris said Molzen is working on that now.

Ms. Wheeler asked is the Master Plan required by FAA to be eligible for grants.

Mr. Baca said yes. They require one every 10 years. The one we have started in 2013. There has been no consistency since 2012. No one was in his seat for more than a year and a half to look at where we were going. Now we are stuck with 115,000 people in and out of the terminal getting squashed into the space. Services have not been kept up with. He is trying to fast track

Ms. Wheeler said it does not sound like a whole new Master Plan is super important. We will ask Kent to do an analysis on the addition.

Chair Harris said he thought the FAA required a Master Plan every 5 years.

Mr. Baca said a supplemental with projections.

Councilor Harris said maybe we need to have another column that talks about the air side. We have a lot of things going on. One thing not included are the PAPIs.

Mr. Dickerson said we are outdated.

Councilor Harris said it seems like if part of our vision statement is safety and



secure we should pay attention to the air side as well. Wasn't there some money to go into a more modern system.

Mr. Dickerson said we have \$150,000 to update.

Mr. Padilla said if you are going to modernize the Airport move into the newer better stuff.

Councilor Harris said we need to add another column.

Mr. Robins said that is a really good idea.

Mr. Wheeler said it is also part of Attracting More Flights. We will add a column for that.

Mr. Dickerson said he and Stuart talked a week ago. For the viewpoint survey we thought about getting 3 kiosks when that time comes and let people give feedback on commercial flights.

Councilor Harris asked that the plan for that be brought back to the Board as a proposal.

Mr. Hamilton said it would be good to get feedback from people who have an unsuccessful experience.

Mr. Hamilton asked under number 2 does that include expansion of parking.

Mr. Baca said yes.

Ms. Wheeler said we have \$1.5 million for that.

Mr. Baca said we have 78 spaces on pavement right now and are moving up to 135 spots. We will be corralling those. On the dirt side we have 127 spaces and are moving up to 170.

Mr. Hamilton said he had thought as he remembers it, that Stuart said a lot of people going to Albuquerque are going there to fly Southwest. Why can't we have Southwest capability.

Mr. Baca said the Southwest fleet is aging and they are moving to newer equipment as is United. We can handle 145 without too much infrastructure, but all the airlines are moving towards regionals and we are in a good spot there.

Mr. Hamilton asked isn't the 737 the most popular airplane in the country.

Mr. Baca said yes. We just recently did mill and overlay on the runways and FAA will not look at that again for 10 to 15 years.

Councilor Harris said he does not see the 737 as part of our future.

Mr. Robins asked the dirt parking area, are we going to pave that and put a border in.

Mr. Baca said yes as quick as we can get revenue out of phase one.

Councilor Harris said Regina will clean this up and distribute it and we will have it back on the agenda for the next meeting.

Ms. Wheeler said we may start working on action plans as well.

## **7. PUBLIC INVITED TO BE HEARD**

None.

## **8. REQUEST FOR FUTURE AGENDA ITEMS FROM BOARD MEMBERS**

Mr. Baca said we need to have a public meeting next month to discuss our 3 year goals for disadvantaged businesses. He also wants to have one of his staff here at the next meeting to review the preliminary drawings for the parking lot and the terminal site. He will send out an email to Airport users so they can attend and provide comments. That will be the kick off of the parking lot work.

Councilor Harris said at the next meeting we need to see and talk about the conceptional drawings of the terminal expansion.


Ms. Wheeler said maybe an agenda item could be an update from Molzen Corbin on the task order status.


Mr. Baca said maybe we can get input from the Board to help us prioritize the purchase orders.

## **9. NEXT MEETING JULY 11, 2019**

**10. ADJOURN**

There being no further business before the Board the meeting adjourned at 5:05 pm.

  
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Councilor Michael Harris, Chair

  
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Elizabeth Martin, Stenographer

## Vision

The Santa Fe Regional Airport is a growing **economic engine** for Northern New Mexico. As it continues to **grow in a safe and secure environment**, the airport will provide all users with **superior service**, work toward realistic **sustainable goals**, represent our character and culture, and be a good neighbor as well as a great place to work.

## Tactics

### Attract More Flights

1. Ensure facilities can support 90 seat passenger flights comfortably by 9/1/19.
2. Launch enhanced marketing campaign with mechanism to measure results by 9/1/19
3. Ongoingly understand barriers to and opportunities for additional flights and destinations. Establish baseline by 8/1/19.
4. Advisory Board focuses on strategies to increase economic impact of Airport.

### Improve Landside Facilities

1. Expand terminal with target to complete construction by 1/1/21
2. Improve parking with target completion of construction by 12/1/19
3. Add solar by 7/1/20
4. Construct new entry road by 1/1/21.
5. Evaluate options for auxiliary facilities such as restaurant and lodging by 1/1/20.

### Improve Customer Experience and Safety

1. Customer satisfaction measured and reported every 6 months with first report by 10/1/19.
2. Airport closures interrupting commercial service 5% below national average by 1/1/20
3. FAA or TSA violations in FY20 10% below national average.
4. Increase ground transportation options for all flights by 12/1/19.
5. Ensure proper staffing levels and highly professional performance.
6. Improve GA infrastructure and services

### Ensure Airport Financial Viability

1. Implement landing fees per new legislation by 9/1/19.
2. Begin collecting passenger facility charges by 5/1/20.
3. Update and standardize leases by 8/1/19.
4. Collect all past due rents by 8/1/19.
5. Ensure parking revenues collected as budgeted in FY20.
6. Maintain status to be eligible for grants for airside infrastructure at all times.

## Smart Goals