



City of Santa Barbara
Airport Department

DATE: August 17, 2016
TO: Airport Commission
FROM: Hazel Johns, Airport Director
SUBJECT: Fiscal Year 2016 P3 Year-End Progress Report

RECOMMENDATION:

That Commission receive the Airport Department Fiscal Year 2016 Performance Measure report for all programs.

BACKGROUND:

Attached are Fiscal Year 2016 year-end P3 reports for each of the eight Airport programs. Airport program owners identified 57 objectives to complete this fiscal year; 39 objectives of 55 objectives (71%) were successfully completed. (The calculation excludes one objective to accomplish 85% of the Department's objectives and one cancelled objective described below.)

Major Accomplishments and Milestones To Date Include:

- Develop financial and logistical plan to relocate Fixed Base Operators, as described in the draft Airport Master Plan by June 2016.
- Evaluated and adjusted methodology for annual utility rates and charges for commercial/industrial tenants
- Completed repairs to restaurant facility at 521 Firestone Road
- Installed new roof at Building 223
- Developed airfield safety training program for Maintenance staff
- Developed new Notice of Violation (NOV) form
- Developed and conducted three training sessions for Airline Terminal employees on building emergency plan procedures
- Completed construction for the Airfield Electrical & Safety project

Objective Cancellation:

- The design and award of a construction contract for the AIP-funded General Aviation Ramp Replacement and Taxiway E/K Improvements was included as a "Project Objective". This project has been put on hold as the need to rehabilitate the main commercial runway, Runway 7-25, is a higher priority. It will require two years of AIP entitlement funds.

Objectives Not Achieved by Year-End:

- The Airport Master Plan was not adopted in December 2015. Master Plan EIR comments required additional traffic modeling and recirculation. The Master Plan recirculated EIR is available for public review July 18 – September 1, 2016.
- The Wildlife Hazard Management Plan was not submitted to FAA in January 2016.
- Permit applications were not submitted to regulatory agencies for the completed design of the Goleta Slough Adaptive Mouth Management Project. Negotiations are underway with the County of Santa Barbara, owner of Goleta Beach, on the level of partnership for the project.
- Coordinate preliminary design and obtain all discretionary permits for Commercial/Industrial Area Development by December 2015. The initial schedule for the project was parallel to Direct Relief's. Following some delays in traffic impact studies, Airport submitted DART application on July 8, 2016.
- Airport Patrol Officer vacancies contributed to the following missed objectives:
 - Complete the scheduled number of daily airline terminal inspections 85% of the time.
 - Complete the scheduled number of daily Security Identification Display Area ramp inspections 90% of the time.
 - Complete all of the daily scheduled checks of AOA patrol points 85% of the time.
 - Complete the daily scheduled checks of non-AOA patrol points 85% of the time.
- The change order amount for the Airfield Electrical & Safety project exceeded 7%. This was to remedy an unforeseen condition in the field and to take advantage of available FAA funds.
- The Ovington Historic Terminal was not rented four times during the year. Several Chamber of Commerce events were held to familiarize the public with the venue. One event planners soiree originally scheduled for March was pushed back by the event organizer to Fall 2016.
- Social media awareness of the Airport increased throughout the year, but not as much as planned. A social media consultant has been retained to aid in increasing engagement.
- The airline cost per enplaned passenger was 2% above target due to slightly lower than projected passenger totals.
- Annual revenue for management of commercial and terminal related assets was 1.5% below target. The terminal employee parking fee schedule was revised downward at mid-year at the request of a ground handling company.
- Annual lease revenue for commercial industrial assets was 3% below target due to loss of rental income from sale of property to DRI, significant vacancies in Building 312, and aggressive assumptions about the start of receipt of revenue from High Sierra Grill (there was a 6 month grace period after permits issued).

PREPARED BY: Administration Division

ATTACHMENT: Fiscal Year 2016 Performance Measure Results Summary



City of Santa Barbara Fiscal Year 2016 Performance Measure Results Summary

Department			On Target (Y/N/NR)	% YTD or Results /Target Complete	Objective Achieved? (✓)	Status Comments
Program (% of reporting objectives on target/achieved)	Performance Objectives					
Airport						
Airport-Administration (7411) 60%/60%	P1	Develop financial and logistical plan to relocate Fixed Base Operators, as described in the draft Airport Master Plan by June 2016.	Y	100%	✓	Complete Yr-End: Tentative financial and logistical plan developed. Plan to be refined subsequent to adoption of the Airport Master Plan.
	P2	Coordinate preliminary design and obtain all discretionary permits for Commercial/Industrial Area Development by December 2015.	N			In-Process Yr-End: Submittal to DART on July 8th. Delays in Airport submittal related to traffic impact studies.
	P3	Prepare legal documents necessary to accomplish sale and parcel division of property at 6100 Hollister Avenue to Direct Relief per purchase and sale agreement.	Y	100%	✓	Complete Yr-End: Documents prepared, pending final details such as sales price. Sale scheduled to close in early August.
	M1	Accomplish 85% of the Department's program objectives.	N	71% / 85%		Behind Target Yr-End: This objective excluded from calculation. One project objective cancelled in Q2.
	M2	Capture at least 55% of the regional (SBP,SMX,SBA) air service market share based on the number of daily departures.	Y	64% / 55%	✓	Ahead of Target Yr-End: Number of flights departing SBA dipped in Q3, but picked up in Q4. SLO gained flights in Q3 and Q4.
Airport-Bus.& Property Mgmt (7412, 7414) 57%/57%	P1	Develop written standards for tenant alterations and improvements by April 30, 2016.	Y	100%	✓	Complete Yr-End: Draft standards circulated for review by Airport staff in April and finalized in June.
	P2	Develop standard written procedures for assessing rent delinquencies, addressing lease compliance issues, and ensuring tenant compliance with insurance and business license requirements by September 30, 2015.	Y	100%	✓	Complete

Note: "NR" means this objective's completion is delayed until later in the fiscal year or has been dropped from tracking due to funding or workload priority changes during the fiscal year.



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Program (% of reporting objectives on target/achieved)							
Airport							
Airport-Bus. & Property Mgmt (7412, 7414) 57%/57%	P3		Evaluate and adjust methodology for annual utility rates and charges for Airport commercial/industrial tenants by February 2016.	Y	100%	✓	Complete
	M1		Maintain airline cost per enplaned passenger with the maximum not to exceed \$13.38 based on the approved FY2016 airline rates, fees, and charges.	N	\$13.64 / \$13.38		Behind Target Yr-End: Passenger totals at year-end below target, which leads to increased cost per enplaned passenger.
	M2		Maintain annual revenue at budget target through effective management of commercial air carrier and terminal related assets.	N	\$9.28 M / \$9.43 M		Behind Target Yr-End: Terminal employee parking fee schedule revised downwards at mid-year.
	M3		Maintain annual revenue at budget target through effective management of general aviation assets.	Y	\$2.08 M / \$2.09 M	✓	On Target
	M4		Maintain annual lease revenue at budget target through effective management of commercial industrial assets.	N	\$4.34 M / \$4.49 M		Behind Target Yr-End: Loss of rental income due to sale of property to DRI, significant vacancies in Building 312, and aggressive assumptions about the start of receipt of revenue from High Sierra Grill (lease included 6 month grace period after permits issued.)
Airport-Marketing & Communicat (7413) 33%/33%	P1		Advertise and promote the Thanks Again Program to engage passengers in the Ventura County region to fly SBA.	Y	100%	✓	Complete Yr-End: At end of this fiscal year we have decided to end the Thanks Again program and use marketing monies elsewhere.
	P2		Facilitate four event rentals per year at the Ovington Historic Terminal.	N			Not Completed Yr-End: Two events coming up in August and September at the Ovington Terminal. New brochure will be created in the new fiscal year.

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Airport							
Airport-Marketing & Communicat (7413) 33%/33%	P3	Expand our Social Media platform to engage potential passengers throughout the region.	Y	100%	✓	Complete Yr-End: Hired social media consultants to begin promoting Dallas nonstop with plans for increased focus on target audiences across Facebook, Twitter and Instagram platforms.	
	M1	Provide passenger regional information/services at the Terminal Information Center.	N	2,673 / 3,000		Behind Target Yr-End: Completed the year with 2,673 inquiries.	
	M2	Increase awareness of Airport services through use of social media.	N	3,698 / 4,000		Behind Target Yr-End: Did not make the projected target of 4000 followers but we have hired a Social Media consultant to increase our market share in the new fiscal year on Twitter.	
	M3	Increase awareness of Airport services through use of social media.	N	1378 / 1500		Behind Target Yr-End: Behind target at the end of this fiscal year. The Airport has hired a social media consultant to increase our Facebook likes as well as increase our social media platform to better target our audience and increase their engagement with SBA.	
Airport-Custodial Maint (7421, 7422, 7424) 100%/100%	P1	Audit and communicate landscape maintenance contractor performance at least six times.	Y	100%	✓	Complete Yr-End: Audited three additional times in second half of FY'16.	
	P2	Complete repairs to restaurant facility at 521 Firestone Road by January 2016 in preparation for new tenant occupancy.	Y	100%	✓	Complete	
	P3	Install new roof and replace HVAC equipment at building 223.	Y	100%	✓	Complete	
	P4	Implement new General Industrial Stormwater Permit compliance plan.	Y	100%	✓	Complete Yr-End: First year of new permit completed. Annual report submitted.	

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Airport							
Airport-Custodial Maint (7421, 7422, 7424) 100%/100%	M1		Complete 90% of all work orders by the established target date.	Y	95% / 90%	✓	Ahead of Target
	M2		Inspect Airport storm water inlets equipped with a structural storm water BMP device four times annually.	Y	4 / 4	✓	On Target
	M3		Maintain performance of contract custodial service by completing a quarterly performance audit.	Y	4 / 4	✓	On Target
Airport-AOA Maint (7423) 100%/100%	P1		Develop airfield safety training program for Maintenance staff by January 31, 2016.	Y	100%	✓	Complete
	M1		Complete 90% of Aircraft Operations Area maintenance work orders generated from airfield safety inspections within the established timeframe after receiving the report.	Y	96% / 90%	✓	Ahead of Target
	M2		Complete 85% of all work orders by the established target dates.	Y	96% / 90%	✓	Ahead of Target
	M3		Steam clean the air carrier ramp four times annually as a storm water pollution prevention best management practice.	Y	4 / 4	✓	On Target Yr-End: The ramp was steam cleaned twice during the third quarter of FY'16 and again in the fourth quarter.
	M4		Sweep runways four times annually.	Y	4.3 / 4.0	✓	Ahead of Target Yr-End: All runways were swept at least four times during FY'16. Runway 7/25 was swept twice during the third quarter of FY'16.
	M5		Sweep taxiways four times annually.	Y	4.0 / 4.0	✓	On Target Yr-End: All taxiways were swept four times during FY'16.

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Airport						
Airport-Facility Planning &Dev (7451) 38%/38%	P1	Complete construction for the Airfield Electrical & Safety project by June 30, 2016	Y	98%	✓	Complete Yr-End: Work is 98% complete and should finish up by August 30, 2016. Council authorized \$200,000 of extra work to take advantage of available FAA funding. The extra work has added time onto the contract period. Objective is considered to be achieved.
	P2	Complete consultant selection, design, and award construction contract for General Aviation Ramp Rehabilitation and Taxiway E/K Improvement project by June 30, 2016.	N			Cancelled Yr-End: See mid year comment.
	P3	Adopt Airport Master Plan by December 2015.	N	90%		Delayed Yr-End: Airport Master Plan Recirculated EIR available for public review July 18-September 1, 2016.
	P4	Submit Wildlife Hazard Management Plan to FAA by January 2016.	N	95%		Delayed Yr-End: Consultant is making Airport Department edits. Will transmit to FAA in July.
	P5	Submit permit applications to regulatory agencies for the completed design of the Goleta Slough Adaptive Mouth Management Project that avoids adverse effects to endangered species.	N	85%		In-Process Yr-End: Negotiation with Santa Barbara County on level of partnership has led to delays in permit application.
	M1	Achieve 100% compliance with permit conditions of approval pertaining to project development, environmental monitoring, and maintenance activities.	Y	100% / 100%	✓	On Target
	M2	Achieve total annual construction contract bid average within 10% of the total engineer's estimates for the preliminary design packages.	Y	-7% / 10%	✓	Ahead of Target Yr-End: One project has been bid this FY and came in 7.5 % under the engineer's estimate.

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Airport						
Airport-Facility Planning & Dev (7451) 38%/38%	M3	Limit the total annual value of construction contract change orders on capital improvement projects to less than or equal to 7% of the total value of construction contracts awarded.	N	3% / 7%		Behind Target Yr-End: The final contract change order amount was \$256,818, which was +12% of the contract amount. During construct a need for extra work was discovered. The extra work was added to the contract (\$207,000) to take advantage of available FAA funds.
Airport-Security (7431) 60%/60%	P1	Develop a new Notice of Violation (NOV) form by January 1, 2016.	Y	100%	✓	Complete Yr-End: New NOV will be implemented concurrently with revised Airport Security Program, which awaits approval by TSA.
	M1	Respond to 100% of calls for service from security checkpoints within 5 minutes.	Y	100% / 100%	✓	On Target
	M2	Respond to 100% of reports of unauthorized persons in most sensitive security areas within 5 minutes of the unauthorized person being reported.	Y	0% / 100%	✓	On Target Yr-End: No reports during year.
	M3	Conduct 100% of the airport perimeter inspections required by TSA regulations.	Y	101.9% / 100.0%	✓	Ahead of Target
	M4	Respond to 100% of reports of unauthorized persons in the aircraft operations area (AOA).	Y	100% / 100%	✓	On Target
	M5	Respond to 99% of non-emergency calls on the airport property within 15 minutes.	Y	99.2% / 99.0%	✓	Ahead of Target
	M6	Complete the scheduled number of daily airline terminal inspections 85% of the time.	N	77.9% / 85.0%		Behind Target Yr-End: Vacant Airport Patrol Officer positions.
	M7	Complete the scheduled number of daily Security Identification Display Area ramp inspections 90% of the time.	N	86.1% / 90.0%		Behind Target Yr-End: Vacant Airport Patrol Officer positions.

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Airport						
Airport-Security (7431) 60%/60%	M8	Complete all of the daily scheduled checks of AOA patrol points 85% of the time.	N	74.3% / 85.0%		Behind Target Yr-End: Vacant Airport Patrol Officer positions.
	M9	Complete the daily scheduled checks of non-AOA patrol points 85% of the time.	N	81.7% / 85.0%		Behind Target Yr-End: Vacant Airport Patrol Officer positions.
Airport-Cert & Operations (7441, 7442) 100%/100%	P1	Review and amend out-dated airfield policies and procedures.	Y	100%	✓	Complete Yr-End: Revised ops training, Part 139 self-inspection, and Airport ID procedures. Revised certification manual and policy on issuing Notices to Airmen.
	P2	Develop and conduct three training sessions for Airline Terminal employees on building emergency plan procedures.	Y	100%	✓	Complete Yr-End: Provided training sessions for Airline Terminal employees on emergency response, including building emergency plan procedures.
	M1	Promote a safe Airport by achieving 95% compliance on the annual FAA Certification inspection.	Y	99% / 95%	✓	Ahead of Target Yr-End: FAA Part 139 Certification Inspection completed July 2016, with a 98.5% attained.
	M2	Conduct monthly tests of Airport Emergency Notification System.	Y	12 / 12	✓	On Target
	M3	Respond to 100% of periodic emergency response drills within Federal Administration (FAA) required time parameters.	Y	100% / 100%	✓	On Target
	M4	Submit 85% of airport identification media applications to the appropriate vetting process within 48 hours of receiving the completed application.	Y	100% / 85%	✓	Ahead of Target
	M5	Host at least 4 Noise Abatement Committee meetings.	Y	4 / 4	✓	On Target

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Airport						
Airport-Cert & Operations (7441, 7442) 100%/100%	M6	Notify 100% of aircraft owners who failed to comply with noise abatement procedures, in which a noise complaint resulted.	Y	100% / 100%	✓	On Target

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