41st Airport Management Short Course

Building Partnerships for the Future

Monterey, California
January 23 – 27, 2001
## PARTICIPANT LIST

### Airport Management Short Course

#### 01/23/2001

### Participant List by Name

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Business/Organization</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raymond C. Bishop</td>
<td>Airport Director</td>
<td>Kern County Dept. of Airports</td>
<td>1401 Skyway Dr. Ste 200 Bakersfield, CA 93308-1697</td>
<td>805/393-7990</td>
<td>805/861-3322</td>
</tr>
<tr>
<td>Hal Bostic</td>
<td>Airport Manager</td>
<td>Reno/Tahoe International Airport</td>
<td>P.O. Box 12490 Reno, NV 89510</td>
<td>775/328-6403</td>
<td>775/328-6510</td>
</tr>
<tr>
<td>Duane Busch</td>
<td>Manager</td>
<td>North Las Vegas Airport</td>
<td>2730 Airport Drive Suite 101 Las Vegas, NV 89032</td>
<td>702/261-3862</td>
<td>702/647-7506</td>
</tr>
<tr>
<td>Maurice Clark</td>
<td>Office Manager</td>
<td>Kimley-Horn &amp; Associates</td>
<td>639 Isbell Rd. #310 Reno, NV 89509</td>
<td>775/797-7552</td>
<td>775/787-1274</td>
</tr>
<tr>
<td>Collette Armoo</td>
<td>Manager</td>
<td>California Department of Transportation (Caltrans) Aeronautics Program</td>
<td>MS: #40 P.O. Box 942874 Sacramento, CA 94274-0001</td>
<td>516/654-5346</td>
<td>516/653-9531</td>
</tr>
<tr>
<td>Brian Blake</td>
<td>Airport Manager</td>
<td>San Jose International Airport</td>
<td>1732 N. First St. San Jose, CA 95112</td>
<td>408/501-7669</td>
<td>408/573-1675</td>
</tr>
<tr>
<td>Don Bua</td>
<td>Manager</td>
<td>Ukiah Regional Airport</td>
<td>1411 S. State St. Ukiah, CA 95482</td>
<td>707/467-2817</td>
<td>707/467-2853</td>
</tr>
<tr>
<td>Gary Cathey</td>
<td>Manager</td>
<td>Caltrans Aeronautics Program</td>
<td>MS: 40 PO Box 942874 Sacramento, CA 94274-0001</td>
<td>916/654-5183</td>
<td>916/653-9531</td>
</tr>
<tr>
<td>Gretchen Catron</td>
<td>Manager</td>
<td>San Jose International Airport</td>
<td>Suite 100 1732 N. 1st St. San Jose, CA 95112-4544</td>
<td>408/277-8630</td>
<td>408/277-8630</td>
</tr>
<tr>
<td>William Cobb</td>
<td>Manager</td>
<td>Corona Municipal Airport</td>
<td>815 W. 6th St. Corona, CA 91720</td>
<td>909/736-2289</td>
<td>909/279-3683</td>
</tr>
<tr>
<td>Nancy Benjamin</td>
<td>Senior Transportation Planner</td>
<td>California Department of Transportation (Caltrans) Aeronautics Program</td>
<td>MS: #40 PO Box 942874 Sacramento, CA 94274-0001</td>
<td>916/654-6223</td>
<td>916/653-9531</td>
</tr>
<tr>
<td>Robert Buendia</td>
<td>Manager</td>
<td>California Department of Transportation (Caltrans) Aeronautics Program</td>
<td>MS: #40 P.O. Box 942874 Sacramento, CA 94274-0001</td>
<td>916/654-5376</td>
<td>916/653-9531</td>
</tr>
<tr>
<td>Clifford A. Contreras</td>
<td>Director</td>
<td>University of California Transportation and Parking Services</td>
<td>One Shields Ave. Davis, CA 95616</td>
<td>530/752-3283</td>
<td>530/752-8875</td>
</tr>
<tr>
<td>Herman C. Bliss</td>
<td>Federal Aviation Administration</td>
<td>Los Angeles, CA 90009</td>
<td>310/725-3600</td>
<td>310/725-6847</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Title/Position</td>
<td>Address</td>
<td>Phone</td>
<td>Fax</td>
<td></td>
</tr>
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<td></td>
</tr>
<tr>
<td>Howard Cook</td>
<td>Airport Manager</td>
<td>Modesto City-County Airport 671 Airport Wy.</td>
<td>209/577-5318</td>
<td>209/576-1985</td>
<td></td>
</tr>
<tr>
<td>Mike Covalt</td>
<td>Flagstaff Pulliam Airport</td>
<td>6200 S. Pulliam Dr. 204 Flagstaff, AZ 85001</td>
<td>520/556-1234 X-10</td>
<td>520/556-1288</td>
<td></td>
</tr>
<tr>
<td>Fred Davis</td>
<td>President</td>
<td>Tri-Star Marketing Company 5150 E. Pacific Coast Highway #200 Long Beach, CA 90804</td>
<td>562/494-8904</td>
<td>562/494-8582</td>
<td></td>
</tr>
<tr>
<td>Barclay Dick</td>
<td>Manager of Maintenance</td>
<td>Tucson Airport Authority 7005 S. Plumer Ave. Tucson, AZ 85706 520/573-8100</td>
<td>520/573-8008</td>
<td><a href="mailto:barc@azstameet.com">barc@azstameet.com</a></td>
<td></td>
</tr>
<tr>
<td>Rod A. Dinger</td>
<td>Airports Manager</td>
<td>Redding Municipal Airport #200 6751 Woodrum Circle Redding, CA 96002</td>
<td>530/224-4321</td>
<td>530/224-4318</td>
<td><a href="mailto:rdinger@ci.redding.ca.us">rdinger@ci.redding.ca.us</a></td>
</tr>
<tr>
<td>Julia Ellegood</td>
<td>PSM</td>
<td>PSM 2929 N 44th S: #120 Phoenix, AZ 85018 602/465-0046</td>
<td>602/381-1166</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chuck Elliott</td>
<td>Managing Director-JACMET</td>
<td>Arizona State University College of Engineering and Applied Sciences P.O. Box 877506 Tempe, AZ 85287-7506</td>
<td>480/965-1740</td>
<td>480/965-8553</td>
<td><a href="mailto:chuck.elliott@asu.edu">chuck.elliott@asu.edu</a></td>
</tr>
<tr>
<td>Keith Fritas</td>
<td>Contra Costa County Airports</td>
<td>550 Sally Ride Dr. Concord, CA 94520 525/646-5722</td>
<td>625/646-5731</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Larry Gesell</td>
<td>Professor</td>
<td>2823 N. Yucca St. Chandler, AZ 85224 480 899 3345</td>
<td>480 899 7916</td>
<td><a href="mailto:gesell@asu.edu">gesell@asu.edu</a></td>
<td></td>
</tr>
<tr>
<td>Walter E. Gillfillian</td>
<td>President</td>
<td>Walter E. Gillfillian and Associates 744 Coventry Rd. Kensington, CA 94707</td>
<td>510/524-3966</td>
<td>510/527-1038</td>
<td><a href="mailto:74354.2232@compuserve.com">74354.2232@compuserve.com</a></td>
</tr>
<tr>
<td>Christopher Hacker</td>
<td>City of Phoenix Aviation Dept</td>
<td>3400 Sky Harbor Blvd Phoenix, AZ 85034 602/683-3608</td>
<td>602/273-4084</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jack R. Harris</td>
<td>Airport Manager</td>
<td>University of California Fleet Services One Shields Ave. Davis, CA 956'6 530/752-7451</td>
<td>530/752-6966</td>
<td><a href="mailto:jrharris@ucdavis.edu">jrharris@ucdavis.edu</a></td>
<td></td>
</tr>
<tr>
<td>Jim Harris</td>
<td>VP Technology</td>
<td>Coffman Associates Suite 243 11022 N. 28th Dr. Phoenix, AZ 85029</td>
<td>602/993-6999</td>
<td>602/993-7196</td>
<td></td>
</tr>
</tbody>
</table>
Leander Hauri  
Livermore Airport  
636 Terminal Circle  
Livermore, CA 94550  
925/373-6281  
FAX: 925/373-5042

Denis Horn  
General Manager/CEO  
Monterey Peninsula Airport  
Suite 200  
200 Fred Kane Drive  
Monterey, CA 93940  
831/648-7000  
FAX: 831/648-2542

Jacquelyn Hulsey  
Monterey Peninsula Airport  
Suite 200  
200 Fred Kane Drive  
Monterey, CA 93940  
831/648-7000  
FAX: 831/648-7299

Joseph Husband  
Phoenix Deer Valley Airport  
702 W. Deer Valley Rd.  
Phoenix, AZ 85027  
623/869-0977  
FAX: 623/861-2879

Lawrence Jackson  
City of Hollister  
375 Fifth St.  
Hollister, CA 95023  
831/636-4340  
FAX: 831/636-4349

James Jenkins  
San Bernardino County Airports Dept.  
Rm. 203  
825 E. Third St.  
San Bernardino, CA 92415-0831  
909/387-7802  
FAX: 909/387-7807

Richard Jenitzsch  
City of Page  
P.O. Box 1180  
Page, AZ 86040  
520/645-8661  
FAX: 520/645-4237

Hazel Johns  
Santa Barbara Airport  
601 Firestone Rd.  
Goleta, CA 93117  
805/964-1380  
FAX: 805/964-4380  
hjohns@ci.santa-barbara.ca.us

Joan Kaczmarek  
Monterey Peninsula Airport  
Suite 200  
200 Fred Kane Drive  
Monterey, CA 93940  
831/648-7000  
FAX: 831/648-7021

Jamy Kazanoff  
Austin-Bergstron International Airport  
3600 Presidential Blvd. Suite 411  
Austin, TX 78719  
512/530-6681  
FAX: 512/530-6653

Ken Keatts  
Erect-A-Tube, Inc.  
P.O. Box 100  
Harvard, IL 60033  
805/226-9022  
keatts@tcsn.net

Joan Kaczmarek  
Monterey Peninsula Airport  
Suite 200  
200 Fred Kane Drive  
Monterey, CA 93940  
831/648-7000  
FAX: 831/648-7021

Wanda Kennedy  
Napa County Airport  
2030 Airport Rd.  
Napa, CA 94556  
707/253-4300  
FAX: 707/253-4330

Harry A. Krug  
Airport Manager  
Colusa County Airport  
Suite F  
100 Sunrise Blvd.  
Colusa, CA 95932  
530/458-0582  
FAX: 530/458-5000  
hak@mako.com

Debra Light  
Clousa County Airport  
100 Sunrise Blvd., Suite F  
Colusa, CA 95932  
530/458-0582  
FAX: 530/458-5000

Rembert Lightner  
Big Bear Airport District  
P.O. Box 755  
Big Bear City, CA 92314  
909/585-3219  
FAX: 909/585-2900

David Marshall  
San Jose International Airport  
1732 N. First St.  
San Jose, CA 95112  
408/501-7669  
FAX: 408/573-1675

Ralph Luera  
McCarran International Airport  
P. O. Box 11005  
Las Vegas, NV 89111-1005  
702/261-5237  
FAX: 702/597-9553

Charles Mangum  
Falcon Field Airport  
4800 Falcon Drive  
Mesa, AZ 85215  
480/644-4230  
FAX: 480/644-2419  
charles_mangum@c.irms.az.us

James Keatts  
Erect-A-Tube, Inc.  
P.O. Box 100  
Harvard, IL 60033  
805/226-9022  
keatts@tcsn.net

Debra Light  
Clousa County Airport  
100 Sunrise Blvd., Suite F  
Colusa, CA 95932  
530/458-0582  
FAX: 530/458-5000

Rembert Lightner  
Big Bear Airport District  
P.O. Box 755  
Big Bear City, CA 92314  
909/585-3219  
FAX: 909/585-2900

David Marshall  
San Jose International Airport  
1732 N. First St.  
San Jose, CA 95112  
408/501-7669  
FAX: 408/573-1675

Hazel Johns  
Santa Barbara Airport  
601 Firestone Rd.  
Goleta, CA 93117  
805/964-1380  
FAX: 805/964-4380  
hjohns@ci.santa-barbara.ca.us
Participant List by Name

Jim McCue  
Sherwin Industries Inc.  
2129 W. Morgan Ave.  
Milwaukee, WI 53221  
414/261-6400  
FAX: 414/261-6404

Todd McNamee  
Air-O-Space International  
Bldg 2105 Stennis Spacecenter  
, 39529  
228/688-2892  
FAX: 228/688-7918  
sky-hi@msn.com

Jim Michel  
California Department of Transportation (Caltrans)  
Aeronautics Program  
MS: #40  
P.O. Box 942874  
Sacramento, CA 94274-0001  
916/654-5253  
FAX: 916/653-9531

Carla Mick  
Monterey Peninsula Airport  
Suite 200  
200 Fred Kane Drive  
Monterey, CA 93940  
831/648-7000  
FAX: 831/648-7021

Alan Murphy  
John Wayne Airport  
3160 Airway Ave.  
Costa Mesa, CA 92626  
949/252-5187  
FAX: 949/252-5178

Klaasje Naïme  
San Luis Obispo County Airports  
903-5 Airport Dr.  
San Luis Obispo, CA 93401  
805/746-5205  
FAX: 805/781-5985  
knairne@co.slo.ca.us

Susan Palmeri  
City of Phoenix  
Sky Harbor Airport  
3400 Sky Harbor Blvd.  
Phoenix, AZ 85034-4420  
602/273-3481  
FAX: 602/273-4084

Gary Petersen  
Airport Manager  
San Carlos Airport  
620 Airport Drive  
San Carlos, CA 94070  
650/573-3700  
FAX: 650/593-3762  
petersen@mai.cl.sanmateo.ca.us

Gary Peterson  
County of San Mateo  
620 Airport Drive  
San Carlos, CA 94070

John L. Pfeifer  
District Manager  
FAA  
Airports District Office  
831 Mitten Rd.  
Burlingame, CA 94010  
650/876-2894  
FAX: 650/876-2733

Rod Propst  
Airport Manager  
Fullerton Municipal Airport  
4011 W. Commonwealth Ave.  
Fullerton, CA 92833  
714/738-6323  
FAX: 714/738-3112  
rodp@ci.fullerton.ca.us

Anne Quigley  
Phoenix Deer Valley Airport  
702 W. Deer Valley Rd.  
Phoenix, AZ 85027  
623/869-0464  
FAX: 623/780-0990  
aquigley@ci.phoenix.az.us

David Mendez  
Contra Costa County Airports  
550 Sally Ride Dr.  
Concord, CA 94520  
925/646-5722  
FAX: 925/646-5731

Paul Moritz  
Airport Manager  
Catalina Airport  
Box 2739  
Avalon, CA 90704  
310/510-0143

Thomas O'Sullivan  
Chief Operating Officer  
Tucson Airport Authority  
7035 S. Plumer Ave.  
Tucson, AZ 85706  
520/573-4827  
FAX: 520/573-8008

Eric Peterson  
County of Santa Clara  
2500 Cunningham Ave  
San Jose, CA 95145  
408/929-1060  
FAX: 408/929-8617

Raymond L. Polak  
Airport Manager, Reno Stead Airport  
Airport Authority of Washoe County  
PO Box 12490  
Reno, NV 89510  
775/328-8570  
FAX: 775/677-1393  
spolak@renoairport.com

Christine Reed  
Arizona State University  
1566 S. Extension Rd.  
Mesa, AZ 85210  
480/777-2159
**Participant List by Name**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Role</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thomas A. Remus</td>
<td>Project Manager</td>
<td>HNTB Corp. 1330 Broadway, Suite 1630 Oakland, CA 94612</td>
<td>510/208-4699</td>
<td>510/208-4695</td>
<td><a href="mailto:vehus@pbworld.com">vehus@pbworld.com</a></td>
</tr>
<tr>
<td>George Rosenberger</td>
<td>County of San Luis Obispo</td>
<td>1057 Santa Rosa St. San Luis Obispo, CA 93408</td>
<td>805/781-5207</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joe H Sousa</td>
<td>Director of Public Services</td>
<td>City of Los Banos 830 6th St. Los Banos, CA 93635</td>
<td>209/827-7034 ext.12</td>
<td>209/827-7037</td>
<td><a href="mailto:psdir@data.co.merced.ca.us">psdir@data.co.merced.ca.us</a></td>
</tr>
<tr>
<td>Kelly Siman</td>
<td>Scholarship Recipient</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>John Rieger III</td>
<td>CRAMP (Caution for Responding Airport Management)</td>
<td>20128 Thompson Rd Los Gatos, CA 95033</td>
<td>408/395-2950</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michael Schlies</td>
<td>Santa Clara County Airports</td>
<td>2500 Cunningham Ave San Jose, CA 95148</td>
<td>408/272-0160</td>
<td>408/929-8617</td>
<td></td>
</tr>
<tr>
<td>Brent S. Shiner</td>
<td>Airport Manager</td>
<td>Hayward Airport 20301 Skywest Dr. Hayward, CA 94541</td>
<td>510/293-5460</td>
<td>510/783-4556</td>
<td></td>
</tr>
<tr>
<td>Heather Stenesesen</td>
<td>Monterey Peninsula Airport</td>
<td>Suite 200 200 Fred Kane Drive Monterey, CA 93940</td>
<td>831/648-7000</td>
<td>831/648-7299</td>
<td></td>
</tr>
<tr>
<td>Ed Thurmond</td>
<td>Santec Consulting Inc.</td>
<td>8211 S. 48th St Phoenix, AZ 85044-5355</td>
<td>602/438-2200</td>
<td>602/431-9562</td>
<td></td>
</tr>
<tr>
<td>Donn Trenner</td>
<td>Assistant General Manager</td>
<td>Monterey Peninsula Airport Suite 200 200 Fred Kane Drive Monterey, CA 93940</td>
<td>831/648-7000</td>
<td>831/648-7021</td>
<td></td>
</tr>
<tr>
<td>Arlando Teller</td>
<td>City of Phoenix/Aviation</td>
<td></td>
<td></td>
<td></td>
<td><a href="mailto:aschelt@ci.phoenix.az.us">aschelt@ci.phoenix.az.us</a></td>
</tr>
<tr>
<td>Donn Trenner</td>
<td>Assistant General Manager</td>
<td>Monterey Peninsula Airport Suite 200 200 Fred Kane Drive Monterey, CA 93940</td>
<td>831/648-7000</td>
<td>831/648-7021</td>
<td></td>
</tr>
<tr>
<td>Steve Wagner</td>
<td>Coffman Associates</td>
<td>237 N.W. Blue Parkway Lee's Summit, MO 4053</td>
<td>816/524-3500</td>
<td>816/524-2575</td>
<td></td>
</tr>
<tr>
<td>Connie Voykufka</td>
<td>Desert Airports Manager</td>
<td>San Bernardino County Airports Dept. Rm. 203 825 E. Third St. San Bernardino, CA 92415-0831</td>
<td>909/387-7602</td>
<td>909/387-7607</td>
<td></td>
</tr>
<tr>
<td>Steve Wagner</td>
<td>Coffman Associates</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
- CRAMP (Caution for Responding Airport Management)
- Allen Ritter
- Hollister Municipal Airport #101
- A.W. "Jack" Schelter, Jr.
- Deputy Aviation Director
- City of Phoenix Aviation Dept
- Phoenix, AZ 85034
- 602/273-3333
- FAX: 602/273-8884
- aschelt@ci.phoenix.az.us

**Additional Information:**
- Steve Wagner
- Coffman Associates
- 237 N.W. Blue Parkway
- Lee's Summit, MO 4053
- 816/524-3500
- FAX: 816/524-2575
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
<th>Address</th>
<th>Phone</th>
<th>FAX</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tracy Williams</td>
<td>Director of Airports</td>
<td>Montgomery &amp; Brown Fields</td>
<td>3750 E. John J. Montgomery Dr.</td>
<td>858/573-1430</td>
<td>858/279-9536</td>
<td><a href="mailto:twilliam@cts.com">twilliam@cts.com</a></td>
</tr>
<tr>
<td>Austin Wiswell</td>
<td>Program Director</td>
<td>Caltrans Aeronautics Program</td>
<td>MS: 40, PO Box 942874, Sacramento, CA 94274-0001</td>
<td>916/654-5216</td>
<td>916/653-9531</td>
<td></td>
</tr>
<tr>
<td>Mark E. Witsoe</td>
<td>Executive Director</td>
<td>SWAAAE</td>
<td>Suite C-205, 1661 Airport Blvd., San Jose, CA 95110</td>
<td>408/289-1248</td>
<td>408/289-1249</td>
<td><a href="mailto:whitsoe@aol.com">whitsoe@aol.com</a></td>
</tr>
<tr>
<td>Daniel Zenk</td>
<td>Hayward Airport Director</td>
<td>Hayward Airport</td>
<td>20301 Skywest Dr., Hayward, CA 94541</td>
<td>510/293-8678</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mark E. Witsoe</td>
<td>Executive Director</td>
<td>SWAAAE</td>
<td>Suite C-205, 1661 Airport Blvd., San Jose, CA 95110</td>
<td>408/289-1248</td>
<td>408/289-1249</td>
<td><a href="mailto:whitsoe@aol.com">whitsoe@aol.com</a></td>
</tr>
</tbody>
</table>
This year's conference was a resounding success. Considering that some very new ideas were put to work, and participants were challenged in new ways it is possible that this conference was a lot more successful than it should have been.

Or perhaps the success came, as some observed, because it was really old ideas used under new names. Some of our long-term conference attendees pointed out that the Open Space Conference Model that was used reminded them of the early Short Course sessions that were held at Asilomar. Those sessions were informal and set up so that anyone who had experience with any subject could share what they learned and knew.

Not having been around long enough to have experienced Asilomar (barely) I thought this conference would work because of the way members of our industry so willingly share information with each other. What this new format provided was a greater opportunity to do more of what we have all done so well, learn from each other.

Before launching into a more in depth evaluation of the Short Course I would like to thank some of those who made this conference possible. Thanks to Chuck Elliot and Larry Gessell of Arizona State University for providing hotel and conference management services, registration services and technical guidance. Thanks to Marsha Fong and Walter Martone, for their excellent facilitation. Thanks to our Corporate Sponsors, Stantec Consulting, Shutt Moen and Associates, and Coffman and Associates for their support of our conference. Special Thanks to the Conference Committee and in particular Mark Witsoe and Gretchen Catron for their logistics support and their heroic efforts in recording conference proceedings.

I would also like to thank the Board of Directors of the Southwest Chapter for trusting me enough to try something new, and thank all of the participants who really are the ones that made this conference a success.

**Evaluation:**

Two “new ideas” were used in the planning and development of this year’s winter short course. Three types of evaluation were used to determine the success and acceptance of the new ideas applied during this conference. The first type of evaluation was conference participants debrief that was done in an open facilitated meeting with results recorded on flip charts. The second method of evaluation used was written evaluations used by participants. Finally conference facilitators and participants shared anecdotal information and observations on an ongoing basis throughout the conference.
The first "new idea" was to use a self-organizing conference model called "Open Space". The basic premise behind Open Space is that Conference participants are most aware of what they need to get out of a conference and should therefore participate in the design of the program. Open Space also requires that participants take responsibility for their own learning as well as the design of the content that of the Agenda.

The Open Space model differs from previous conference models used in that the past model would use a committee to determine an area of interest for the conference and then arrange for expert panelists to make presentations on various aspects of the area of interest. A primary Open Space premise is that participants are the experts in both sharing and gaining new knowledge.

From the evaluations it was clear that the participants demonstrated a high level of acceptance of the Open Space Model. It was also clear that participants would like to retain the structure of the Open Space but would prefer a narrower and clearer area of interest for future conferences. The Open Space Model is flexible enough to easily adapt to any area of interest.

On the down side the marketing of this Conference Model needs to be upgraded and improved so that potential participants understand the value of attending. It seems likely that conference participation would have been higher had the marketing information been clearer.

The second "new idea" used during the conference was to invite other airport stakeholders that were identified as potential partners in creating success for our airports. This idea did not generate a large turnout of new participants but those who did come seemed to appreciate both the opportunities to learn and provide information from their perspective.

Representatives from internal organizations such as Public Works Departments and Legal Counsels participated, as did representatives from Pilots Organizations. A normal component of our conference are our Corporate Members and Agency Representatives however given the conference structure they were also able participate as "Partners" in the conference proceedings.

The partnership aspect though limited was a critical component of the success of this conference. The exchange of ideas and information between new participants both enriched and enlivened the conference. Several General Aviation Airport Managers commented on the value of differing perspectives as provided by representatives of Pilots Organizations. (One Pilot Organization immediately became an associate member of SWAAAЕ)

Other important observations that were made of this conference included the realization that our industry is changing very fast and that many senior members of Airport Management have been retiring and are being replaced by younger less experienced members. It is not that the younger newer members were not skilled or talented but that
they simply do not have the years of knowledge that result from “real world application” of programs and information. There were some comments to the effect that it may be time to pursue basic fundamental training (Airport Management 101) in the near future.

Pressure on Airport Managers and Airport Personal created by community decisions related to development, noise, or no growth issues were a common area of discussion. Another important area of conversation was how to take advantage of current AIP funding to obtain federal grants and put them to work.

Overall a very high level of participant engagement marked this conference. Participants were energetic, animated, and actively involved in teaching and learning at every level. Participants of conferences in adjacent rooms stated that they would like to join our conference, as we seemed to be having so much fun.

The attached proceedings will serve as a reference to the many items and issues discussed and shared during this conference. It is my hope that by reviewing the proceedings you will agree with me that we have all found a new and exciting way in which we can continue our learning. Ultimately it is my belief that continuous learning is essential if we are to continue our successes into the future.

Gary E. Petersen
Short Course Chairperson
February 13, 2001

To: All 2001 SWAAAE Airport Management Short Course Attendees

We are pleased to provide those of you able to attend with the complete Proceedings as compiled by Gary Peterson and his great helpers.

Also included is the finalized List of Attendees.

Since this is the last time our office at ASU will be assisting you with this, we bid you a “sad farewell” but all best wishes for continued success in the future. It has been a pleasure to serve you.

Charles S. Elliott
Short Course Coordinator

and

Staff

Teresa Grider
Misty Herndon
Suzan Johnson
Lisa Morgan
Short Course Program Committee

Gary Peterson, Chair
Hal Bostic
Gretchen Catron
Christine Eberhard
Hazel Johns
Klaasje Nairne
Gary Rice
Jack Schelter
Brent Shiner
Tracy Williams
Mark Witsoe
Anne Quigley

Facilitators

Marsha Fong
Walter Martone
41ST AIRPORT MANAGEMENT

SHORT COURSE AGENDA
MONTEREY, CALIFORNIA
JANUARY 23-27, 2001

TUESDAY, JANUARY 23, 2001

10:00 a.m. – 12:00 p.m.
S.W.A.A.A.E. Executive Board Meeting
Solon 205 (2nd floor)

10:00 a.m. – 12:00 p.m.
Program Committee
Solon 207 (2nd floor)

2:00 p.m.
S.W.A.A.A.E. Board of Directors Meeting
Santa Monica Room

5:00 p.m. – 8:00 p.m.
Welcome Reception
Character's Sport's Bar
Join us to get acquainted and enjoy light refreshments with friends and colleagues.

WEDNESDAY, JANUARY 24, 2001

7:30 a.m. – 5:00 p.m.
Registration
San Carlos III Foyer

7:30 a.m. – 8:00 a.m.
Continental Breakfast
San Carlos III Foyer

SESSION I

8:30 a.m. – 9:30 a.m.
San Carlos II and III
Moderator – Gary Petersen CAE, Short Course Chair

Opening remarks
Tracy Williams AAE/CAE, President SWAAAE

Introduction of Conference Facilitators
Professor Larry Gessell, Arizona State University
Marsha Fong and Walter Martone

9:30 a.m. – 10:00 a.m.
Break
San Carlos III Foyer
SESSION II

10:00 a.m. - 11:45 a.m.
Building Partnerships for the Future
- Setting the Conference Agenda

11:45 a.m. - 1:15 p.m.
Lunch

SESSION III

1:15 p.m. - 2:30 p.m.
Groups convene at designated locations to teach and learn about predetermined topics. Outcomes include:
- graphical representation of conference theme and
- record of proceedings to be distributed to all conference attendees.

San Carlos II and III
Participants will work with conference consultants to set the agenda for the conference. This process results in an agenda that allows registrants to put before the conference important questions or issues in a given area. The session also gives them the opportunity to recruit others to work with them in sharing and discovering creative solutions.

2:30 p.m. - 3:00 p.m.
Break

San Carlos III Foyer

SESSION IV

3:00 p.m. - 4:30 p.m.
Groups convene at designated locations to teach and learn about agenda topics. Outcomes include:
- shared learning and
- record of proceedings to be distributed to all conference attendees.

4:30 p.m. - 5:00 p.m.
Evening News

San Carlos II and III
Debrief sessions and prepare for the next day. Projects from the first session are displayed on one wall. Consultants open the floor for individuals to comment on what they have seen and learned. Consultants clarify the following day’s agenda.

5:00 p.m.
General Membership Meeting

San Carlos II and III

6:30 p.m. - 8:00 p.m.
Social Event

San Carlos II and III
Wine and Cheese Social Hour

Participants are on their own to enjoy the fine local restaurants.
8:00 p.m.   
Dinner

Participants are on their own.

THURSDAY, JANUARY 25, 2001

7:30 a.m. – 8:30 a.m.   
Continental Breakfast

8:30 a.m. – 9:00 a.m.   
Warm-up Exercise and Agenda Review

SESSION V
9:00 a.m. – 10:00 a.m.   
Community News Time

San Carlos III Foyer

San Carlos II and III

SESSION VI
10:00 a.m.   
Community News

San Carlos II and III

Individuals are invited to make announcements about what is happening with their groups. Examples include:

- groups that are combining topic areas
- changes in meeting times or locations, or
- new groups that are forming.

The session also will afford individuals a time to recruit additional people for any specific group by briefly stating the direction that the topic is moving and what information is thought to be needed.

Individuals also are encouraged to post "burning questions," which will afford them the opportunity to state what they need to learn from the conference sessions. Participants can answer these questions, or they can take the questions up while in group sessions.

10:00 A.M.   
SAN CARLOS III FOYER

REFRESHMENTS AVAILABLE

Once they are ready, groups meet in areas of their choosing and "get to work." Outcomes include:

- shared learning and
- record of proceedings to be distributed to all conference attendees.

12:00 p.m.   
Lunch

San Carlos II and III

At any of the fine local restaurants.

1:30 p.m.   
Community News

San Carlos II and III

Group reconvenes for announcements and sharing of relevant information.
SESSION VII

2:00 p.m. - 3:30 p.m.

Once they are ready, groups meet in areas of their choosing and "get to work." Outcomes include:
- shared learning and
- record of proceedings to be distributed to all conference attendees.

2:45 p.m. - 3:30 p.m.  San Carlos III Foyer
Refreshments Available

3:30 p.m. - 4:30 p.m.  San Carlos II and III
Agenda Closure and Debrief of Evening News

Consultants support attendees in sharing thoughts about participation in this process and important areas of learning.

6:30 p.m. - 7:30 p.m.  Ferrantes Bayview
Reception

7:30 p.m. - 10:00 p.m.  Ferrantes Bayview
Awards Banquet

FRIDAY, JANUARY 26, 2001

8:30 a.m.
Breakfast

SESSION VIII

8:30 a.m. - 10:00 a.m.  San Carlos II and III
Friendly Fire

Representatives of the Federal Aviation Administration, Cal-Trans Aeronautics Division and Arizona Department of Transportation Aviation Division present the latest information on grant funding and legislative activities.

10:00 a.m. - 11:00 a.m.
Looking Forward:
New Thinking, New Directions

An opportunity for all participants to join into a facilitated conversation allowing them to express their interest and desires for the format and content of future short courses.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Company/Program</th>
<th>Address</th>
<th>Phone</th>
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<tr>
<td>Colette Armao</td>
<td>Participant</td>
<td>California Department of Transportation (Caltrans)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Mark Bayhi</td>
<td>City of Fresno</td>
<td></td>
<td>2401 N. Ashley Way Fresno, CA 93727</td>
<td>559/498-4100</td>
<td></td>
</tr>
<tr>
<td>Raymond C. Bishop</td>
<td>Kern County Dept. of Airports</td>
<td></td>
<td>1401 Skyway Dr. Ste 200 Bakersfield, CA 93308-1697</td>
<td>805/393-7990</td>
<td></td>
</tr>
<tr>
<td>Nancy Benjamin</td>
<td>Senior Transportation Planner</td>
<td>California Department of Transportation (Caltrans)</td>
<td>MS: 40 PO Box 942874 Sacramento, CA 94274-0001</td>
<td>916/654-6223</td>
<td></td>
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<tr>
<td>John Blair</td>
<td>CRAMP (Caution for Resp Airport Mgmt &amp; Policy)</td>
<td></td>
<td>2010 Majestic Way San Jose, CA 95132</td>
<td>408/621-5123</td>
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<tr>
<td>Herman C. Bliss</td>
<td>Federal Aviation Administration</td>
<td></td>
<td>Los Angeles, CA 90009</td>
<td>310/725-3600</td>
<td></td>
</tr>
<tr>
<td>Hal Bostic</td>
<td>Airport Manager</td>
<td>Reno/Tahoe International Airport</td>
<td>P.O. Box 12490 Reno, NV 89510</td>
<td>775/328-6403</td>
<td>775/328-6510</td>
</tr>
<tr>
<td>Robert Buendia</td>
<td>California Department of Transportation</td>
<td></td>
<td>1111 N. Mission Park Blvd. #1041 Chandler, AZ 85224</td>
<td>480/792-9010</td>
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<tr>
<td>Stephen Burn</td>
<td>Student</td>
<td>Arizona State University</td>
<td></td>
<td>480/699-4104</td>
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</tr>
<tr>
<td>Mark Bautista</td>
<td>Airports Director</td>
<td>City of Salinas</td>
<td>30 Mortensen Ave. Salinas, CA 93905</td>
<td>831/758-7214</td>
<td></td>
</tr>
<tr>
<td>Randall D. Berg</td>
<td>Director, Airport Operations</td>
<td>Burbank - Glendale - Pasadena Airport</td>
<td>27258 Norwood Dr. Valencia, CA 91354</td>
<td>661/296-2882</td>
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<tr>
<td>Ronald Blake</td>
<td>San Jose International Airport</td>
<td></td>
<td>1732 N. First St. San Jose, CA 95112</td>
<td>408/501-7669</td>
<td>408/573-1675</td>
</tr>
<tr>
<td>Don Bua</td>
<td>Ukiah Regional Airport</td>
<td></td>
<td>1411 S. State St. Ukiah, CA 95482</td>
<td>707/467-2817</td>
<td>707/467-2853</td>
</tr>
<tr>
<td>Duane Busch</td>
<td>Manager</td>
<td>North Las Vegas Airport</td>
<td>2730 Airport Drive Suite 101 Las Vegas, NV 89032</td>
<td>702/261-3962</td>
<td>702/647-7508</td>
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## Participant List by Name

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>David Carbone</td>
<td></td>
<td>County of San Mateo</td>
<td>455 County Center, 2nd floor Redwood City, CA 94063</td>
<td>650/363-4417</td>
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<tr>
<td>Daniel Card</td>
<td></td>
<td>Fresno Department of Airports</td>
<td>2401 N. Ashley Way Fresno, CA 93727</td>
<td>559/498-2681</td>
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<tr>
<td>Gary Cathey</td>
<td></td>
<td>Caltrans Aeronautics Program</td>
<td>MS: 40 PO Box 942874 Sacramento, CA 94274-0001</td>
<td>916/654-5183</td>
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<tr>
<td>Gretchen Catron</td>
<td></td>
<td>Airport Operations Supervisor</td>
<td>San Jose International Airport Suite 600 1732 N. 1st St. San Jose, CA 95112-4544</td>
<td>408/277-8630 <a href="mailto:gcatron@sjc.org">gcatron@sjc.org</a></td>
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<tr>
<td>Clifford A. Contrereras</td>
<td></td>
<td>Director University of California Transportation and Parking Services One Shields Ave. Davis, CA 95616</td>
<td>530/752-3253</td>
<td>530/752-8875 <a href="mailto:cacontreras@ucdavis.edu">cacontreras@ucdavis.edu</a></td>
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<tr>
<td>Howard Cook</td>
<td></td>
<td>Airport Manager Modesto City-County Airport</td>
<td>617 Airport Wy. Modesto, CA 95354</td>
<td>209/577-5318 FAX: 209/576-1985</td>
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<tr>
<td>Mike Covalt</td>
<td></td>
<td>Flagstaff Pulliam Airport</td>
<td>6200 S. Pulliam Dr. 204 Flagstaff, AZ 86001</td>
<td>520/556-1234 X-10 FAX: 520/556-1288</td>
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<tr>
<td>Julia Ellegood</td>
<td></td>
<td>PSM</td>
<td>2929 N 44th St #120 Phoenix, AZ 85018</td>
<td>602/468-0046 FAX: 602/381-1166</td>
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<tr>
<td>Tom Donaldson</td>
<td></td>
<td>General Aviation Manager</td>
<td>Clark County Dept. of Aviation Henderson Executive Airport 1400 Executive Airport, Dr. Suite B Henderson, NV 89052</td>
<td>702/261-4820 FAX: 702/261-4820 <a href="mailto:tomd@mccarran.com">tomd@mccarran.com</a></td>
</tr>
<tr>
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<tr>
<td>Chuck Elliott</td>
<td></td>
<td>Arizona State University</td>
<td>College of Engineering and Applied Sciences P.O. Box 877506 Tempe, AZ 85287-7506</td>
<td>480/965-1740 FAX: 480/965-8653 <a href="mailto:chuck.elliott@asu.edu">chuck.elliott@asu.edu</a></td>
</tr>
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<tr>
<td>Christine Eberhard</td>
<td></td>
<td>President Communiquist</td>
<td>2728 Bitternut Circle Simi Valley, CA 93065</td>
<td>805/577-0913</td>
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<tr>
<td>Ann Ellison</td>
<td></td>
<td>President Monterey Peninsula Airport</td>
<td>Suite 200 200 Fred Kane Drive Monterey, CA 93940</td>
<td>831/648-7000 FAX: 831/648-7021</td>
</tr>
</tbody>
</table>
Participant List by Name

Richard Fernbaugh
Aviation/Transportation Administrator
City of Lompoc
P.O. Box 8001
Lompoc, CA 93438-8001
805/736-1261
FAX: 805/736-5688
rfferbaugh@ci.lompoc.ca.us

Keith Fritas
Contra Costa County Airports
550 Sally Ride Dr.
Concord, CA 94520
925/646-5722
FAX: 925/646-5731

Larry Gesell
Professor
ASU
2823 N. Yucca St.
Chandler, AZ 85224
480 899 3345
FAX: 480 899 7918
gesell@asu.edu

Robert Grierson
City of Chico
P.O. Box 3420
Chico, CA 95927
530/879-3910
FAX: 530/895-4825

Jack R. Harris
Airport Manager
University of California
Fleet Services
One Shields Ave.
Davis, CA 95616
530/752-7451
FAX: 530/752-9668
jharris@ucdavis.edu

Carol Ford
San Carlos Airport Pilots Assoc
360 Bowsprit Dr
Redwood Shores, CA 94065
650/591-8308
FAX: 650/591-8371

David J. Full
Environmental Science Associates
225 Bush Street, Ste. 1700
San Francisco, CA 94104
415/896-5900
FAX: 415/896-0332

Walter E. Gillfillian
President
Walter E. Gillfillian and Associates
744 Coventry Rd.
Kensington, CA 94707
510/524-3966
FAX: 510/527-1038
walter@gillfillian.com

Victor Gutierrez
City of Hollister
375 Fifth St.
Hollister, CA 95023
831/636-4640

Clara Gesell
Registration Assistant
2823 N. Yucca St.
Chandler, AZ 85224
480 899 3345
FAX: 480 899 7918

Michael Glose
City of Petaluma
500 Casa Verde Circle
Petaluma, CA 94954
707/778-4404
FAX: 707/778-4405

Christopher Hacker
City of Phoenix Aviation Dept
3400 Sky Harbor Blvd
Phoenix, AZ 85034
602/683-3608
FAX: 602/273-4084

Leander Hauri
Airport Manager
Livermore Airport
636 Terminal Circle
Livermore, CA 94550
925/373-5281
FAX: 925/373-5042
lhauri@ci.livermore.ca.us

Jacquelyn Hulsey
Monterey Peninsula Airport
Suite 200
200 Fred Kane Drive
Monterey, CA 93940
831/648-7000
FAX: 831/648-7259

Carol Ford
San Carlos Airport Pilots Assoc
360 Bowsprit Dr
Redwood Shores, CA 94065
650/591-8308
FAX: 650/591-8371

Jrighs Harris
VP Technology
Coffman Associates
Suite 240
11022 N. 28th Dr.
Phoenix, AZ 85029
602/993-6999
FAX: 602/993-7196

Marsha Fong
Evocative Strategies
987-3 Asilomar Terrace
Sunnyvale, CA 94086
650/573-2701
FAX: 650/573-2193

Michael Glose
City of Petaluma
500 Casa Verde Circle
Petaluma, CA 94954
707/778-4404
FAX: 707/778-4405

Leander Hauri
Airport Manager
Livermore Airport
636 Terminal Circle
Livermore, CA 94550
925/373-5281
FAX: 925/373-5042
lhauri@ci.livermore.ca.us

Jacquelyn Hulsey
Monterey Peninsula Airport
Suite 200
200 Fred Kane Drive
Monterey, CA 93940
831/648-7000
FAX: 831/648-7259

Charles Hayes
Director of Transportation
City of Fresno
2401 N. Ashley Way
Fresno, CA 93727
559/498-4760
FAX: 559/251-4825
charlesh@fresno.gov

Denis Horn
General Manager/CEO
Monterey Peninsula Airport
Suite 200
200 Fred Kane Drive
Monterey, CA 93940
831/648-7000
FAX: 8314/373-2542

Christopher Hacker
City of Phoenix Aviation Dept
3400 Sky Harbor Blvd
Phoenix, AZ 85034
602/683-3608
FAX: 602/273-4084

Leander Hauri
Airport Manager
Livermore Airport
636 Terminal Circle
Livermore, CA 94550
925/373-5281
FAX: 925/373-5042
lhauri@ci.livermore.ca.us

Jacquelyn Hulsey
Monterey Peninsula Airport
Suite 200
200 Fred Kane Drive
Monterey, CA 93940
831/648-7000
FAX: 831/648-7259

Leander Hauri
Airport Manager
Livermore Airport
636 Terminal Circle
Livermore, CA 94550
925/373-5281
FAX: 925/373-5042
lhauri@ci.livermore.ca.us
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<td>Leo W. Huppert III</td>
<td></td>
<td>Williams Gateway Airport</td>
<td>5835 S. Sossaman Rd., Mesa, AZ 85208</td>
<td>480/988-1013</td>
<td>480/988-2315</td>
</tr>
<tr>
<td>Lawrence Jackson</td>
<td></td>
<td>City of Hollister</td>
<td>375 Fifth St., Hollister, CA 95023</td>
<td>831/636-4340</td>
<td>831/636-4349</td>
</tr>
<tr>
<td>James Jenkins</td>
<td></td>
<td>San Bernardino County Airports Dept.</td>
<td>P.O. Box 1180, Page, AZ 86040</td>
<td>520/645-8861</td>
<td>520/645-4237</td>
</tr>
<tr>
<td>Richard Jentzsch</td>
<td></td>
<td>City of Page</td>
<td>P.O. Box 1180, Page, AZ 86040</td>
<td>520/645-8861</td>
<td>520/645-4237</td>
</tr>
<tr>
<td>Hazel Johns</td>
<td></td>
<td>Santa Barbara Airport</td>
<td>601 Firestone Rd., Goleta, CA 93117</td>
<td>805/967-7111</td>
<td>805/964-1380</td>
</tr>
<tr>
<td>Joan Kaczmarek</td>
<td></td>
<td>Monterey Peninsula Airport</td>
<td>825 E. Third St., San Bernardino, CA 92415</td>
<td>909/387-7802</td>
<td>909/387-7807</td>
</tr>
<tr>
<td>Jamy Kazanoff</td>
<td></td>
<td>Austin-Bergstrom International Airport</td>
<td>3600 Presidential Blvd., Suite 411</td>
<td>512/530-6681</td>
<td>512/530-6653</td>
</tr>
<tr>
<td>Ken Keatts</td>
<td></td>
<td>Erect-A-Tube, Inc.</td>
<td>P.O. Box 100, Harvard, IL 60033</td>
<td>805/226-9022</td>
<td><a href="mailto:keatts@tcsn.net">keatts@tcsn.net</a></td>
</tr>
<tr>
<td>Wanda Kennedy</td>
<td></td>
<td>Napa County Airport</td>
<td>2030 Airport Rd., Napa, CA 94558</td>
<td>707/253-4300</td>
<td>707/253-4330</td>
</tr>
<tr>
<td>Stan Kopacz</td>
<td></td>
<td>Airside Operations Manager</td>
<td>Oakland Intl Airport Box 45, No 1 Airport Dr.</td>
<td>510/577-4036</td>
<td>510/430-9392</td>
</tr>
<tr>
<td>Harry A. Krug</td>
<td></td>
<td>Colusa County Airport</td>
<td>Suite F, 100 Sunrise Blvd., Colusa, CA 95932</td>
<td>530/458-0563</td>
<td>530/458-5000</td>
</tr>
<tr>
<td>Debra Light</td>
<td></td>
<td>Clousa County Airport</td>
<td>100 Sunrise Blvd., Suite F, Colusa, CA 95932</td>
<td>530/458-0582</td>
<td>530/458-5000</td>
</tr>
<tr>
<td>Rembert Lightner</td>
<td></td>
<td>Big Bear Airport District</td>
<td>P.O. Box 755, Big Bear City, CA 92314</td>
<td>909/585-3219</td>
<td>909/585-2900</td>
</tr>
<tr>
<td>Ralph Luera</td>
<td></td>
<td>McCarran International Airport</td>
<td>P. O. Box 11005, Las Vegas, NV 89111-1005</td>
<td>702/251-5237</td>
<td>702/567-9553</td>
</tr>
<tr>
<td>Charles Mangum</td>
<td></td>
<td>Falcon Field Airport</td>
<td>4800 Falcon Drive, Mesa, AZ 85215</td>
<td>480/644-4230</td>
<td>480/644-2419</td>
</tr>
<tr>
<td>David Marshall</td>
<td></td>
<td>San Jose International Airport</td>
<td>1732 N. First St., San Jose, CA 95112</td>
<td>408/501-7669</td>
<td>408/573-1675</td>
</tr>
<tr>
<td>Jerry Martin</td>
<td></td>
<td>Auburn Municipal Airport</td>
<td>1225 Lincoln Way, Auburn, CA 95603</td>
<td>530/888-8174</td>
<td>530/888-8026</td>
</tr>
</tbody>
</table>
Participant List by Name

Walter Martone
Evocative Strategies
684 Teresita Blvd.
San Francisco, CA 94127
650/599-1465

Martin Mayfield
City of Fresno
2401 N. Ashley Way
Fresno, CA 93727
559/498-4100
FAX: 559/251-4825

Jim McCue
Sherwin Industries Inc.
8520 W. Acapulco Ln.
Peoria, AZ 85381
623/875-3940
FAX: 623/875-3932

Todd McNamee
Air-O-Space International
Bldg 2105 Stennis Spacecenter
, 39529
228/688-2892
FAX: 228/688-7918
sky-hi@msn.com

Tracy Means
Director of Airports
Montgomery & Brown Fields
3750 E. John J. Montgomery Dr.
San Diego, CA 91915
858/573-1430
FAX: 858/279-0536
twilliam@cts.com

David Mendez
Contra Costa County Airports
550 Sally Ride Dr.
Concord, CA 94520
925/646-5722
FAX: 925/646-5731

Jim Michel
California Department of Transportation (Caltrans)
Aeronautics Program
MS: #40  P.O. Box 942874
Sacramento, CA 94274-0001
916/654-5253
FAX: 916/653-9531

Carla Mick
Monterey Peninsula Airport
Suite 200
200 Fred Kane Drive
Monterey, CA 93940
831/648-7000
FAX: 831/648-7021

Paul Moritz
Airport Manager
Catalina Airport
Box 2739
Avalon, CA 90704
310/510-0143

Alan Murphy
John Wayne Airport
3160 Airway Ave.
Costa Mesa, CA 92626
949/252-5167
FAX: 949/252-5178

Sonjia Murray
SH & E
622 S. Barrington Ave #204
Los Angeles, CA 90049
310/471-9118
FAX: 310/471-5860

Klaasje Nairne
San Luis Obispo County Airports
903-5 Airport Dr.
San Luis Obispo, CA 93401
805/781-5205
FAX: 805/781-5985
knairne@co.slo.ca.us

Richard Newman
San Carlos Airport Pilots Assoc
P.O. Box 1934
Burlingame, CA 94011
650/529-9559
FAX: 650/343-6111

Bill Nichols
Nicols Consulting Engineers
1885 S. Arlington Ave.
Reno, NV 89509
805/329-4955
FAX: 805/329-5958

Thomas O'Sullivan
Chief Operating Officer
Tucson Airport Authority
7005 S. Plumer Ave.
Tucson, AZ 85706
520/573-4827
FAX: 520/573-8008

Gary Petersen
Airport Manager
San Carlos Airport
620 Airport Drive
San Carlos, CA 94070
650/573-3700
FAX: 650/593-3762
gpetersen@mail.ci.sanmateo.ca.us

Susan Palmeri
City of Phoenix Sky Harbor Airport
3400 Sky Harbor Blvd.
Phoenix, AZ 85034-4420
602/273-3481
FAX: 602/273-4084

Martin Pehl
San Luis Obispo County Airports
903-5 Airport Dr.
San Luis Obispo, CA 93401
805/788-2319

Thomas O'Sullivan
Chief Operating Officer
Tucson Airport Authority
7005 S. Plumer Ave.
Tucson, AZ 85706
520/573-4827
FAX: 520/573-8008

Gary Petersen
Airport Manager
San Carlos Airport
620 Airport Drive
San Carlos, CA 94070
650/573-3700
FAX: 650/593-3762
gpetersen@mail.ci.sanmateo.ca.us

Jim McCue
Sherwin Industries Inc.
8520 W. Acapulco Ln.
Peoria, AZ 85381
623/875-3940
FAX: 623/875-3932

Paul Moritz
Airport Manager
Catalina Airport
Box 2739
Avalon, CA 90704
310/510-0143

Klaasje Nairne
San Luis Obispo County Airports
903-5 Airport Dr.
San Luis Obispo, CA 93401
805/781-5205
FAX: 805/781-5985
knairne@co.slo.ca.us

Thomas O'Sullivan
Chief Operating Officer
Tucson Airport Authority
7005 S. Plumer Ave.
Tucson, AZ 85706
520/573-4827
FAX: 520/573-8008

Gary Petersen
Airport Manager
San Carlos Airport
620 Airport Drive
San Carlos, CA 94070
650/573-3700
FAX: 650/593-3762
gpetersen@mail.ci.sanmateo.ca.us
Participant List by Name

Eric Peterson  
County of Santa Clara  
2500 Cunningham Ave  
San Jose, CA 95145  
408/929-1060  
FAX: 408/929-8617  
eric.petersen@rda.co.santa-clara.ca.us

John L. Pfeifer  
District Manager  
FAA  
Airports District Office  
831 Mitten Rd.  
Burlingame, CA 94010  
650/876-2694  
FAX: 650/876-2733

Raymond L. Polak  
Airport Manager, Reno Stead Airport  
Airport Authority of Washoe County  
PO Box 12480  
Reno, NV 89510  
775/328-6570  
FAX: 775/677-1393  
spolak@renoairport.com

Rod Propst  
Airport Manager  
Fullerton Municipal Airport  
4011 W. Commonwealth Ave.  
Fullerton, CA 92833  
714/738-6323  
FAX: 714/738-3112  
rodp@ci.fullerton.ca.us

Anne Quigley  
Phoenix Deer Valley Airport  
702 W. Deer Valley Rd.  
Phoenix, AZ 85027  
623/899-0464  
FAX: 623/780-0990  
aquigley@ci.phoenix.az.us

Christine Reed  
Arizona State University  
1666 S. Extension Rd.  
Mesa, AZ 85210  
480/777-2159

Thomas A. Remus  
Project Manager  
HNTB Corp.  
1330 Broadway, Suite 1630  
Oakland, CA 94612  
510/208-4699  
FAX: 510/208-4695  
vermus@pbworld.com

John Rieger III  
CRAMP (Coalition for Airport Management & Policy)  
20128 Thompson Rd  
Los Gatos, CA 95033  
408/395-2950

Allen Ritter  
Airport Manager  
Hollister Municipal Airport  
#101  
50 Skyline Dr.  
Hollister, CA 95023  
831/636-4365  
FAX: 831/636-4366  
hollarp@hollinet.com

George Rosenberger  
County of San Luis Obispo  
1087 Santa Rosa St.  
San Luis Obispo, CA 93408  
805/781-5207  
FAX: 805/781-1179

A. W. "Jack" Schelter, Jr.  
Deputy Aviation Director  
City of Phoenix Aviation Dept  
3400 Sky Harbor Blvd.  
Phoenix, AZ 85034  
602/273-3333  
FAX: 602/273-8884  
aschelte@ci.phoenix.az.us

Helen Schlienz  
Monterey Peninsula Airport  
Suite 200  
200 Fred Kane Drive  
Monterey, CA 93940  
831/648-7000  
FAX: 831/648-7021

John Sanders  
Aries Consultants  
Suite 270  
16360 Monterey Rd.  
Morgan Hill, CA 95034  
408/779-5776  
FAX: 408/779-9052

Rita Sciaroni  
County Counsel  
1035 Palm Street, Rm 386  
San Luis Obispo, CA 93408  
805/781-5400

Michael Scholes  
Santa Clara County Airports  
2500 Cunningham Ave  
San Jose, CA 95148  
408/272-9160  
FAX: 408/929-8617  
mike.scholes@rda.co.santa-clara.ca.us

Michael A. Shutt  
Principal  
Shutt Moen Associates  
707 Aviation Blvd.  
Santa Rosa, CA 95403  
707/526-5010  
FAX: 707/526-9721

Brent S. Shiner  
Airport Manager  
Hayward Airport  
20301 Skywest Dr.  
Hayward, CA 94541  
510/293-5460  
FAX: 510/783-4556

Robert Shiner  
San Carlos Airport  
620 Airport Drive  
San Carlos, CA 94070  
650/573-3700  
FAX: 650/593-3762

Michael A. Shutt  
Principal  
Shutt Moen Associates  
707 Aviation Blvd.  
Santa Rosa, CA 95403  
707/526-5010  
FAX: 707/526-9721
Participant List by Name

James Signore  
Nicol Consulting Engineers  
630  
1970 Broadway  
Oakland, CA 94612  
510/635-4432  
FAX: 510/635-4495

Kelly Siman  
Embry-Riddle Aeronautical  
P.O. Box 148190  
Daytona Beach, FL 32114

Joe H Sousa  
Director of Public Services  
City of Los Banos  
830 6th St.  
Los Banos, CA 93435  
209/827-7034 ext.12  
FAX: 209/827-7037  
psdir@data.co.merced.ca.us

Heather Stenesen  
Monterey Peninsula Airport  
Suite 200  
200 Fred Kane Drive  
Monterey, CA 93940  
831/648-7000  
FAX: 831/648-7299

Arlando Teller  
City of Phoenix/Aviation  
3400 Sky Harbor Blvd.  
Phoenix, AZ 85034  
602/273-2190  
FAX: 602/273-2781

Toun Thevanh  
Monterey Peninsula Airport  
Suite 200  
200 Fred Kane Drive  
Monterey, CA 93940  
831/648-7000  
FAX: 831/648-7021

Ed Thurmond  
Santec Consulting Inc.  
8211 S. 48th St  
Phoenix, AZ 85044-5355  
602/438-2200  
FAX: 602/431-9562

Donn Trenner  
Assistant General Manager  
Monterey Peninsula Airport  
Suite 200  
200 Fred Kane Drive  
Monterey, CA 93940  
831/648-7000  
FAX: 831/648-7021

Robert D. Trimborn  
Airport Manager  
Santa Monica Airport  
3233 Donald Douglas Loop S,  
Santa Monica, CA 90405  
310/458-8591  
FAX: 310/572-4495

David Van Bibber  
Embry-Riddle Aeronautical  
8750 Mellmanor Dr.  
La Mesa, CA 91942

William N. Vandenberg  
Vice President  
Dinter Engineering Co.  
385 Gentry Way  
Reno, NV 89502  
702/826-4044  
FAX: 702/826-4190  
billy@dinter.com

Connie Vojkuufka  
Desert Airports Manager  
San Bernardino County Airports Dept.  
Rm. 203  
825 E. Third St.  
San Bernardino, CA 92415-0831  
909/387-7802  
FAX: 909/387-7807

Robert P. Wadell  
President/CEO  
Wadell Engineering Corporation  
P.O. Box 1819  
Burlingame, CA 94011-1819  
550/348-5010 ext.202  
FAX: 650/348-5010  
rwadell@aol.com

Steve Wagner  
Coffman Associates  
237 N.W. Blue Parkway  
Lee's Summit, MO 64063  
816/524-3500  
FAX: 816/524-2575

Kimberley Wirht  
SWAAAE  
80 Pleasant Heights Dr.  
Aptos, CA 95003  
831/728-4171  
FAX: 831/728-0299

Austin Wiswell  
Caltrans Aeronautics Program  
MS: 40  
P.O. Box 942874  
Sacramento, CA 94274-0001  
916/654-5216  
FAX: 916/653-9531

Mark E. Witsoe  
Ops. Supt.  
San Jose International Airport  
Suite #600  
1732 N. 1st St.  
San Jose, CA 95112-4544  
408/277-4394  
FAX: 408/277-4394  
mwitsoe@sjc.org

Daniel Zenk  
Hayward Airport  
20301 Skywest Dr.  
Hayward, CA 94541  
510/293-8678  
FAX: 510/783-4556
**Session Report**

**Wednesday 10:30am**

### Session: Land Use Planning/Problems & Partnering

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

**Tension between Airport Land Use Commission (ALUC) and City General Plan (City of San Luis Obispo)**
- Housing: attempt by City to establish low-income housing to match job mkt.
- High-density housing and school within two miles of airport.
- Many times other agencies are not brought into process early enough (i.e. CalTrans).
- ALUC is inconsistent because City does not think they need to go to ALUC.

**Statute requires an ALUC (Public Utility Code):**
- Does statute still require ALUC, or alternate commission to fill role of ALUC such as planning commission.
- ALUC is independent but staffed by County Personnel.

**Cities and Planning Directors try to avoid finding by ALUC that project is inconsistent because City has to override.**

**Staffing of ALUC – conflict?**

**Is there a correlation between number of noise complaints and higher income neighborhoods?**
- Seems that more dense housing generates less noise complaints.
- Lower quality homes (apartments) may generate complaints.

**Some Cities/Counties do not know that Land Use Planning book exists.**

**Important to make sure CalTrans has all necessary information early in the process.**

**Airport Land Use Planning is the most important issue facing airports today.**

**Who are the partners:**
- ALUC
- CPA
- AOPA
- State Aero.
- Developers
- Planning Directors
- Regional Planning Agencies
- FAA
- City
Elected Officials
Emergency Response Organizations
Media
Chambers of Commerce
Civic Organizations

FAA grant assurances will assure compatible land use.

75% of all GA flights are business related – economic benefit to the community.

Work with local media – give them airport facts.

Consider purchase of property surrounding airport.

Work with City/County Counsel.

Consider partnering with airport users.

Airport is a transportation facility for community.

Don’t forget CalTrans has an aviation department – they are a part of the process!

Create an ALUC handbook – educating commissioners is important.
Session Report
Wednesday 10:30am

Session: GA Airport Advertising and Marketing

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

Advertising/marketing to transient aircraft:
- Revenue from fuel suppliers
- Airport budget

Ways to get the word out:
- Write articles in: InFlight, Pacific Flyer, Flyer, CAP Newsletter, AOPA
- Brochures
- Surveys
- Partner with Chamber of Commerce
- Website development

Corporate Aviation
- Corporate Pilot Magazine
- Coordinate with NBAA
- California Pilots Guide

Attendees:
Bob Shiner
Duane Busch
Tom Donaldson
Mike Giose
### Session: Pavement

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

- PFC
- Slurry
- Aggregate
- Joints
- Sealants
- Rejuvenators
- Mix designs
- Overlays
Session: Airport Sponsor Partnerships –

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

- Alliances
- League of cities
- Association of Counties
- Airport Authorities

Airports need to develop a 'political' presence

This political effort to facilitate fostering airport issues

Organized airport commissions could act in that capacity locally and work in association with other commissions on regional and external issues.

A liaison needs to act as a 'go-between' between the political and business sides of the airport.

Attendees:

Jerry Martin – Auburn
Mark Witsoe – San Jose
Dave Marshall – San Jose
Session Report

Session: Small Airport Security

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

- Organized Avionics vs. Hangar Tool Thieves
- Meet with tenants
  - rate increase for extra security 15.00
  - better gates and fences
  - patrols/guards
  - work with existing govt. security contacts

Fullerton led in 1999 thefts
- Fences and lights $500k
- UAS gates
- Satellite/police stationed in terminal
- 12 video cameras $85k
- airplane thieves fly-in
- pilots are a part of the problem
  - no locks or security
  - make it hard in one place – they go elsewhere
  - better security lighting
  - power consumption at Fullerton $30k to $50k
  - 8’ fences no late pedestrian access

Revalidation of gate cards
Change gate combos every month or 6 weeks
Difficulty for AIP fence funding
Add fence relocations to AIP projects
Resolution of cameras good in some areas
Resolution of cameras poor in some areas
No FAA security guidelines for small airports
Radar data recovery from FAA
FAA/FBI not much help
Cost of cameras vs. guards
Guards cheaper and less predictable
Increased police patrol
Incremental increases in security
Increased security tied to rates & charges

Gas thefts = security & stake out
Avionics theft/ swap
Cards vs. keypads
No public access (vehicle)

Access gates are used to prevent incursions
8' vs. 6' chain link fence – more secure
call it wildlife fence for AIP

Santa Monica - 24 hr security
- recently switched to City police – non-sworn function
- not much added expense

Local police presence better then county or state

Increased security notify well in advance let users know what is in it for them

Fullerton charges for cards $5.00
Page charges for cards $25.00

Application has language stating responsibilities
Stringent rules about use and insurance – N. Las Vegas
List airport as co-insured.

Hollister revisiting insurance requirements

Educate pilots you need their help

Theft from Tie-down tenants not hangars
How do you charge everyone?

What should we cut to increase security
Change to better locks
Neighborhood watch

SUMMARY

Best is guard after hours
Police Guards are best but expensive
Pass on cost to tenants
Camera System
Lighting

Attendees

Bill Cobb          Bob Trimborn
Rod Propst        Lawrence Jackson
Dick Lightner     Tom Donaldson
James Jenkins     Bob Shiner
Gary Cathey       Martin Pehl
Joe Husband       Ken Robbins
Chris Hacker      Victor Gutierrez
Arlando Teller    Daniel Zenk
Sue Palmeri       Duane Bush
Jim Michael
Rod Dinger
# Session Report

## Session: Partnering with other airports

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

- Competition vs. cooperation
- Understanding Larger Systems
- Understanding the needs of the system
- Communication between players in the system
- Build relationships with others in system
- Use of internet to improve communication
- Politics

### Attendees

- James Jenkins
- Leander Hauri
- Sonjia Murray
- Chris Blacker
- Nancy Benjamin
- Daniel Zenk
- Klaasje Nairne
- Hazel Johns
- Collette Armao
- Charles Mangum
- Harry Krug
- Anne Quigley
Session Report  
Wednesday 15:30 hrs

Session: Compliance

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

FAA – State – Local Environment – Airports

Consultant contract clauses

Practical remedy

Network of airports

Representatives / Senators

Attendees:
Helen Schlientz
Gary Cathey
Jim Michel
John Pfeifer
Ken Robbins
Bill Cobb
Jacquelyn Hulsey
Session: GA Airport Rental Car Agreement

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

Audit!

Define Income Carefully.

Rental car companies are “sneaky.”

Appropriate documentation for audit.

Attendees:
Eric Peterson
Rita Sciaroni
Allen Ritter
Session Report
Wednesday 13:45

Session: Passenger Messages

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

Customer service:
- Doing all we can to assist
- Additions and construction
- “Ambassador program” as SJC did during rental car move.

CalTrans:
- Scopes roads for access during construction.
- Numerous signs prior to beginning construction.

Marketing Campaign:
- Austin hired consultant and used radio jingle “Downtown Jam.”
- Real time parking information on airport website.

Survey every quarter.

Alternate drop off and pick up sites during holidays.

Do signs work?

Corporate travel departments.

Attendees:
Gretchen Catron
Dave Marshall
Robert Buendin
Jamy Kazanoff
Colette Armao
Ralph Leura
Julia Ellegood
Gary Adams
Session: Pilots: Friend or Foe?

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

For reciprocal goodwill between pilots, airport users, and airport management:
- Open/honest communication.
- Participation/awareness of airport plan.
- Users are investors via rent/user fees – treat as such.
- Tenant meetings – offer food.

Communication is key:
- Talk to users and let them know of projects to be undertaken.
- Show users plans for next five years.
- Users are inconvenienced during construction and then realize the benefits when project is complete. Instead, involve them from the beginning.

Transportation is the purpose of the airport.

Users are investors – keep communicating with them.

Pilot concerns/issues:
- Want to be treated as a community
- Present them with your problems, rather than your single solution.
- Pilots feel that airport is their domain.
- Do the pilots understand why?

Ideas:
- Communicate with the pilots, let them know the “big plan.”
- Form committee to review process and/or issues at the airport.
- Do not hit the pilots with “surprises.”
- Foster relationships with the pilots.
- Offer pilots “food” and bring them to a meeting.

Attendees:
Keith Freitas        Paul Moritz
Jerry Martin        Mark Bautista
Maria Liddle        Dan Card
Skip Polak          Toun Thevanh
Nancy Benjamin      Ann Ellison
Austin Wiswell      Hazel Johns
Debbie Light
Mike Scholes
Bob Shiner
Session Report
Wednesday 15:30 hrs

Session: How to fix a 'bent' industry before it "breaks."

Please Report – Areas of Discussion – Themes – Important Learnings – Hot Topics

Airport Management is responsible for ALL the problems (public perception).

"Free flight" is one solution, if it is implemented.

Airline over scheduling creates capacity problems.

Airlines want to fly where they will make the most money.

Hub airports helping to promote smaller non-hub alternatives.

Differential pricing of facilities may have to be a Federal statute like PFC's.
Session: Airport Management Software

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

Software available to do every type of airport function for airports of every size.

Examples:
Accounting
Budget
Grant requirements
Inventory
Maintenance
Pavement

Attendees:
Debbie Light
Mark B.
Matt VanValkensburgh
Session Report
Thursday 8:30am

Session: COMMUNITY NEWS

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

WHAT EXCITED YOU ABOUT YESTERDAY?

Discussion:
- Meet more people than at other conferences.
- Enthusiasm.
- Good participation.
- Watching dynamics.

WHAT DO YOU LOOK FORWARD TO TODAY?

Discussion:
- More of the same.
- Another fire drill.
- Enthusiasm.
- Getting “into” industry.

Attendees: All involved in the morning COMMUNITY NEWS.
Session: Off Airport Land Uses in Approach Zones

Please Report - Areas of Discussion- Themes - Important Learnings - Hot Topics

Airport Land Use Committees (public use airports):
- Roles: independent body prepare comprehensive land use plan.
- Reports to: appointing body and referring bodies.
- Actions implemented by: referring agency.

Incompatible land use is the concern to protect airports and safety of persons and property from "off-airport flight terminations."

Use conditional use permits to restrict or prohibit.

Grant assurances require protection.

Not enough data from FAA, it cannot regulate local land use decisions.

FAA:
Part 77 – safety
RPZ – keep clear
Part 150 – noise compatibility
CalTrans has a land use compatibility handbook.

Avigation Easements.

In AZ the airport must impart notices to the public.

Attendees:
Richard Jentzsch
Austin Wiswell
John Pfeifer
Bob Shiner
Nancy Benjamin
Mark Bayhi
Todd McNamee
Jim Michel
Dan Card
Ron Blake
Stephen Burn
Dave Carbone
John Sanders
Colette Armao
Gary Adams
Herman Bliss
### Session Report

**Session: Alternative Fueling - Partnerships**

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

Local, State, and Federal entities have mutual goals to clean up air.

Alternative fuel is still in its infancy.

Is it better to lease or own our equipment?

Make sure you use fast-chargers for electrical equipment.

Issue with CNG on standardization for fueling nozzles.

How well do hybrid vehicles work?

**Resources:**
- [www.cleancarsmap.com](http://www.cleancarsmap.com)
- Aero Environment and E-Tech.

Do we offer incentives to get more users?
Yes – various ways to do that.

**Attendees:**
Leo Huppert
David Van Bibber
Session Report
Thursday 10:00am

Session: Working with Ultralights

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics
FAR Part 103
Operator Unlicensed
Uncontrolled – No control
Controlled – minimal control
- approval of ATM
- radio

Grant assurances give right to access airport when it can be done safely.

CEQA

Letter of agreement:
- insurance – code
- filed with mgr
- identified route
- radio: class D or G

Potential runway incursions

Attendees:
Allen Ritter
Matthew VanValkenburgh
Duane Busch
Dick Lightner
James Jenkins
Joe Husband
Stan Kopacz
Charlee H.
Connie VojKufka
Dan Zenk
Skip Polak
Leander Hauri
Gary Adams
James Signore
Dave Marshall
Bill Wade
Joe Sousa
Robert Buendia
Session Report  
Thursday 2:00pm

Session: $$ Money $$

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

Revenue
AIP
Grants
Budget
PFC’s
Bonds
ALP
Master Plan

GA Airports – cough up 5%

ACIP (5yr)

GA Entitlement - $150,000 or 20% NPIAS

Have wish list (proposed projects) ready, plus 10%.

Blue book
FAA 5100.38A

November invitation from FAA

Best practices

Constant state of readiness

Group suggestion: SWAAAE “Grant writing handbook.”

Attendees:
Dave Carbone  Steve Wagner  Jerry Martin
Austin Wiswell  Howard Cook  Mike Shutt
Klaasje Nairne  Jim Harris  Tracy Means
Richard J.  John Pfeifer  John Rieger
Hazel John  Nancy Benjamin  Ken Robbins
John Sanders  Wanda Kennedy
Joe Husband  Michael Glose
Ron Blake  Mike Scholes
Allen Ritter  Eric Peterson
Duane Busch  Bill Cobb
Rita Sciaroni  Jim Michel
# Session Report

## Session: Construction Issues/Contractor Selection

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

North Las Vegas
   Forms
      Financial
      Bonds
      Completed projected + referencing
      Who are comp. Principles

Use actual performance to disqualify
Major construction manager on staff – have their own qualifying procedures

How can you qualify when a contractor may be over their head

Two Edge sword having a large diverse organization

Disqualification is very difficult
   Best deal is to use a Bid package that is complete and air tight

LD’s are effective – not always enforced due to political issues

Keys are on site management

Prequalify contractors
   Be careful not to restrict competition

Always got legal counsel on what to do ahead of time

Contractors are so busy if you do not have a big one – The best bidders don’t even look at you.

Attendees

Joe Husband
Roberto Buendia
Duane Busch
Leo Huppert
**Session Report**

**Session: Benefits & Value of GA Airports**

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

In a disaster, a GA airport is an asset

Changes depending of community – value changes over time

Key transportation point

Reliever airport – but then a safety issue

Business flying on own -time management- corporate

Schedules, time, point to point

Dot-coms, quality of life

Economics – attract business

Change in business

Corporate site decisions
  Importance of airport

Airport can open up an area

Time is money

Increase in cargo

Small airport nourish pilots and manufacturers

Compared to an industrial park or mall, the airport is vital because...
  The look of a GA airport
    “looks dead” if look like not valuable
  Need to understand start & stop points of airports
    “goods movement”
  Life flight/public agencies
    “Airport... your life depends on it.”
  Firefighting /tankers
    “protecting your neighborhood”

Personal transportation vs. recreational

Fly a leader
Disaster Response
e.g. Floods of 1996
"Hub of Disaster Relief"

Know you Niche and function
& know when niche changes – evolves
(or when to let go)

Value of airport can be its open space

HUB LOCK – brings GA business

Don’t use generic benefits in “selling’ find a couple of specific reasons for your airport & use them

General Aviation does everything airlines can’t
  Public safety – don’t
  10% airline service – won’t

Safety Issues
Safe, reliable, cheaper
  4x faster than autos – 30 minutes

small aircraft to system

Air Show – proceeds go to charities
  Airport is a community asset- vehicle

Loss of mystique
  How do we regain – w/ flight

Reinstitute CPT – pilot training (wts)

Introduce youth – Young Eagles Schools

Need to introduce more to flying – milk it

Airport more responsible to get community involvement

Packaging training/career
  Teaching people to fly
    As transportation mode
    Flight school as a benefit

Attendees
Brent Shiner          Wanda Kennedy
Christine Eberhart    Eric Peterson
John Blair            George Rosenberger
Austin Wiswell

# Session Report

## Session: Aviagation Easements/Disclosure

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

<table>
<thead>
<tr>
<th>Traffic Pattern Overlay</th>
<th>Distribute to R. E. – handout</th>
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<tbody>
<tr>
<td>Altitude info.</td>
<td>Approach/Departure routes</td>
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<tr>
<td>Meet w/ R.E. RE info</td>
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<tr>
<td>RE outreach</td>
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<tr>
<td>State of Arizona</td>
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<tr>
<td>Aviagation Easements</td>
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<td>Airport Influence Area (State Law)</td>
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<tr>
<td>State of California</td>
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<tr>
<td>Butte County Disclosure</td>
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<tr>
<td>San Mateo County ALUC Disclosure “notice” / AV easement review area</td>
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<tr>
<td>Caltrans</td>
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<tr>
<td>ALUC handbook – deed notices</td>
<td></td>
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<tr>
<td>State of Colorado</td>
<td></td>
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<tr>
<td>Agreement between counties</td>
<td></td>
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<tr>
<td>Airport receives AV easements on an annual basis</td>
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</tbody>
</table>

### NOISE INSULATION

<table>
<thead>
<tr>
<th>Programs</th>
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<tbody>
<tr>
<td>- Receive avigation easement or noise easement in exchange for funding of improvements</td>
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<tr>
<td>- Received by airport – not FAA (FAT, SFO)</td>
</tr>
<tr>
<td>Proactive staff</td>
</tr>
<tr>
<td>Visit new development (after built - real estate sale office)</td>
</tr>
</tbody>
</table>

ALUC Staff Training

ALUC Staff Training

Lack of training
ALUC handbook → put on PDF format
UC Berkeley symposium
Caltrans reanimate training
Info needs to go to all parties
Need to share information
Need to include consultants

Mandatory Cal. ALUC handbook use a problem

NOTES
1. What exists
2. What works

Airport Management proactive
1. City may depict a standard traffic pattern & altitude of aircraft
   Real Estate Agents (caravans)
   Available at airport
2. Airport Influence Area (State Law)
   Not Recordable ← Disclosure Notice vs. Avigation Easement → recordable

State of California
Butte County disclosure
San Mateo County

Caltrans
ALUC handbook deed notices

Disclosure/Avigation Easements
Agreements between counties
Reviewed and approved on an annual basis

Signage
Re: Noise neighborhoods

Proactive Airport Staff
Visit new development (after built re: sales office)

UC Berkeley
Airport Land Use & Noise symposium → airport planners San Diego

ALUC Staff Training
Lack of training
ALUC handbook → put on PDF format
UC Berkeley symposium
Attendees

Helen Schlientz
Leander Hauri
Stan Kopacz
Bob Grierson
Klaasje Nairne
R. George Rosenberger
Brent Shiner
Mike Covalt
Dave Carbone
Session: Land Use Planning

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

ALUC Comm.
CPA
AOPA

State Aero → training to ALUC/ County Supervisors/ planning staff

Economic Planning
Planning Directors

RTPA

FAA → Part 150, grant assurances

County Supervisors
City Counsel
Safety Agency
Media
Chamber of Commerce/local
Civic Organization
Airport Users? (use partners)

Attendees

Bob Grierson  Leander Hauri  Ken Keatts
Nancy Benjamin Dave Carbone  Martin Pehl
Austin Wiswell Stan Kopacz
Mike Shutt Sonjia Murray
Victor Gutierrez Rob Propst
R. George Rosenberger Steve Wagner
Rita Sciaroni Jim Michel
John Pfeifer Roberto Buendia
Mark Bautista Collette Armao
Session Report

Session: Community Relations

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

------FIRE DRILL-------

Noise
Safety
Land Use – zoning
Benefits – perceived value
Airport users

‘Like running a landfill”

The Three Ps

Population
Power
Profits all equal perception

+ need political relationships

How do we get others involved (outside of staff) to support staff?

Form user group
- tenants
- users assoc.
- rallying point
- friends of group

Be Positive
- not us against them

Use Pilots Association

We must understand multiple perspectives

Pilots as constituents

What communities do why we needs to address

Corporate Support
- No political contact
- Don’t want their business known
- get into user group
- tower provides information

Airport Relations Committee with Chamber

Educate in school

Care about Airport vitality

Schools have everyone there
You can get everyone involved

-- Report what you are doing

Groups
Inside the fence community
Surrounding neighbors
Media
Elected officials

Elected Officials

- Airport staff (director) should have ongoing relationships
- Establish staff to staff relationships
- Educate officials give them information
- Publicly support them
- No surprises — keep them in the loop
- Legislative forms
- Political Action Committees
- Leverage situations of opportunity

Inside the Fence

- Staff understands movers & shakers
  Establish relationships
  Pizza
- Have regular tenant/user meetings
  Feed them
- Internal Open House

Neighborhoods

Safety/Fear perceived — fear of the unknown
Separate noise & Safety
Have neighbors call in about concerns

Make it a community asset
Link to community
Make facility available
School – Youth  
Chamber of Commerce -- business not community

Regular Community

Must be responsible in a positive way

Service groups

Timely response (positive) so information is provided to fill the vacuum  
Subsidize

AOPA  NATA etc. pr information

Attendees

John -silicon valley  
Dano –barrow, AK  
Keith –contra costa  
Hal -Reno, NV  
Chris –CommuniQuest  
Gary –Grass Valley  
Joe –Phoenix  
Charles –Mesa  
Mike –Flagstaff  
John –silicon valley  
Todd –Gulfport, MS  
Mike –Santa Clara County  
Julie –Phoenix  
Don –Ukiah  
Paul -Catalina
Session Report

Session: Updating Rules & Regulations

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

I. Updating Rules & Regulations
   A. Areas of Discussion
      a) Purpose of Revision
      b) Legal Mumbo Jumbo
      c) Compilation of existing regulations
      d) Hiring a consultant to act as a third party
      e) FAA Compliance issues
      f) Enforce or don’t include in rules and regulations; enforcement actions;
         training tenants
      g) New name for regulations
      h) Informing/Enforcing w/ contractors using the airport
      i) Recurrent updates (annually?)
      j) Know why changes are needed and are being made.
      k) Methods of substantial changes vs. small changes.
      l) Try to be PRO active vs. RE active.

   B. Theme
      a) Best process
      b) Experiences at other airports

   C. Important Learnings
      a) What’s wrong with what we have now?
      b) Involvement of airport users is the key!!
      c) New aircraft: Involving the airport community
      d) Anticipate resistance.

   D. Hot Topics
      a) Resistance to change
      b) Runway incursions
      c) Support from Sponsors
Session: Air Service Development

Please Report – Areas of Discussion - Themes – Important Learnings - Hot Topics

Air Service Reality 101

Partnering with airlines for promotions

Fit into the airlines model, not the fit for the airport or necessarily passenger demands

Air Service Development
Subsidies/seat guarantee

QSI = Quality of Service Index

Profitability “the numbers”
Promotions
Economics of Community

‘Business Travel News’

Eugene – A. Purchased tickets upfront
B. Not airport money

San Luis Obispo – wanted direct to SMF

Sholo, AZ - Bought airplane and gave it to start-up airline failed

- Airports must be careful of revenue diversion
- Diane Peterson – ACI International is contact for bi-lateral agreements
- EAS subsides is a failure
- Bring in consultants to dissuade City Council/business owners/others from pushing subsides
- PSP – Cash guarantee to American not airport $. Hotel money. Still on-going.
- ASD conference – Carriers, CUB, public, politicians
- Morris Air asked for subsides. Set up meetings with business leaders. Don’t actually give airport $.
- Promise not to beat up the airlines. You must be armed with statistics.
- Businesses should be used to promote the airline service.
Attendees

Martin Mayfield
Jamy Kazanoff
Jacque Hulsey
Klaasje Nairne
Hazel Johns
Rita Sciaroni
Mike Covalt
Heather Steneson
Session Report

Session: Partnerships for Survival

Please Report - Areas of Discussion- Themes - Important Learnings - Hot Topics

Sponsor MUST honor grant assurances
  Not clear about implementation
FAA wants local control
We are prisoners of our history

Compliance issues area real problem
What happens when you start changing thing

Must have communication strategy
First internal group
  Formalize partnership
  Put things on the table
  Document it to make it Public
  All agendas on the table in an open format
  Form coalition

Work with pilot groups
Let pilots work with neighbors

What is role of Airport Manager
  Bring everyone into the process
  Show good faith
  Be honest
  Broader concept of relationship
  Treating people as part of the community
  Basic human dignity and respect
  Pilots are people too.....and so are airport managers
  Include interested parties in the process

How does the GA community speak for ourselves
  Rehearse – put together
  Pilots create their own information flow
  Put aviation expertise on boards & commissions – or educate them let them become advocates

One on One meetings bring others together ( business etc) to provide advocacy

Manage the message

In the model
Build relationships with other orgs.
League of Cities

How can airports create legislative influence?
For notification of airport impact
How do you turn around a tenants group

What is the focal point of airport organizations

Manage the Airport for the Community

Managing your public face
Intensity directed pressure (death threats)

Focus on common ground, then work the differences
Need partnerships for that

Attendees

Carol Ford
Richard Newman
Richard Fernbaugh
Bill Cobb
Tom Donaldson
Ken Robbins
Charles Mangum
Keith Freitas
John Blair
Mark Bautista
Debbie Light
Anne Quigley
Julie Ellegood
Rod Dinger
Randy Berg
Session: Open Space Wrap-ups

Please Report – Areas of Discussion- Themes – Important Learnings - Hot Topics

Community Relations
- Have to work with all constituents and people of all sides
- Always have:
  - Those want to shut down
  - Those supporting
  - Those in the middle
- Broaden message to Work w/ Business groups
  - Politicians, media, business
- Tailor message to specifics of airport and community

Updating Rules and Regulations

New people interested in pursuing this but they left before it was finished.
Call it ‘Operations Handbook’ instead
Only if enforceable- Why do it otherwise?

GA airport Development
- How money comes in and goes out
- Economics of Hangar development
- Concessions need to make?
- Lease rates
- New Businesses
- Strategic partnering & encouraging businesses to locate on airport

GPS
 Modesto – 2 new leases
  Looking at new area for development
  Does GPS open opportunities?
Will it move the critical areas on the airport?
When will FAA approve precision GPS approaches?
Conclusion: critical areas will continue for some time – unknown
Will ask consultants for masterplan to look at GPS opportunity

Land Use Planning
- Lively discussion
- Learned how many stakeholders there really were
- Role of planning dept, county counsel
Advertising / Marketing

Use of ads in publications
  Example: Cal. Pilots Association
Brochure, surveys
Writing article to publications
Get the word out
Advertising to transient aircraft

Remaining question – Marketing to corporate
  Need more info.

Airport/Sponsor Partnerships

How to bring sponsors more in the loop to create coalition

Pilots – ‘Friends or Foes’

Answer: Both!
Determine early on communication w/ pilots early
  - constraints, scope
  - invite in solutions
  - example: Yosemite

Very active, participants, lively
Can walk away from project

Passenger Messages
  - What issues passengers have:
    ■ Parking not enough
    ■ Closing bathrooms

Need to get info out as they come into airport

Three action items
  Put up signs
  Bended Knees
  Don’t change gate numbers

Small Airport Security

Pilot part of problem – transient aircraft doors many times unlocked
Takes $
Camera system
Gate card systems – try sequential, incremental basis
Security guard system – recurring cost
Get everyone involved – to be watched
Get pilots on Board
Prof. Grp
Rental Agreement

Define income
Audit, audit, audit
Sneakx

Avigation Easements
Disclosure
Disclosure related to property manager
How to disclosure so not buyer’s remorse
Learned what done in Ariz. Vs California

How to fix Industry

Airport Manager responsible for everything bad that happens in community
Community
Passenger delays
Tenants
FAA

What will happen?
Delay prone – doesn’t look promising

Concluded – Too big a problem for this conference

Construction Issues

Low Bidders
Don’t use all the tools available
Ex: looking at books (auditing) of bidders
Top contractors may not bid because they are too busy or your project is
Too small

Liquidated Damages
Enforceable only when politically feasible
Requires day to day construction management

Post FAR 161 Era

99.8% compliance rate
most violators are transient
achieved through getting buy-in and educating the public.
Do a FAR 150 program

Compliance

Acknowledge that mgrs. responsible for compliance but may not have all the expertise.
Partnering with other airports

- Larger Systems
- Need to understand benefits of partnering
- Cooperation vs. competition

Attracting New Air Carriers

General consensus – Poor idea to have subsidies → Results in bidding war

JUST SAY NO TO SUBSIDIES

Off Airport Land Uses

FAA have nothing about land use
Caltrans – Land use handbook
Arizona – has nothing

Working with Ultra-Light Operations

Can’t deny ultralight unless safety reason
Part 103 has no teeth
Frustration of trying process to dictate policy stronger than FAA
Looking for other airports who have to do environmental review.
  (Contact Scott Smith at Camarillo [Ventura County])

Partnerships for Survival

GA – How to work with pilot’s association – provide education & support
Pilot groups offered info
  Working on legislation – note on title documents
Formal & informal communication
Interpersonal Skills – sensitive
Pilots are people too .....so are airport managers

Incentives to motivate employees

Create career ladder
Environment and work culture
Caring relationship
Hiring right person
Recognize as a manager. You’re also a teacher
Not just money
How to work in union organizations
  build relationships @ EE’s So they will come to you first before going to the union
Sky Harbor – How to know when you've hired the right person
   Raises Red Flags
   Willing to do anything

Financial planning & grants

3 Ah-Has
   Establish relationships with the people of FAA who work the system.
   Have projects keep on shelf ready to go in case money is available
   SWAAAE should develop handbook for the grant process
COMPATIBILITY

AIRPORT LAND USE

BOOM!
Increasing Operations Through Public Reductions
Contactor Selection

Construction Issues

Success Biddle

Low Story
SECURITY
Small Airport
Bill
CONNECTING NEW MARKETS

PHX

PGA
Noise Abatement