



Highlights

Highlights of OCA 15-017

Why OCA Did This Study

Brown Field and Montgomery Field Airports support a significant portion of the San Diego region's total annual flight operations and can accommodate a variety of general aviation aircraft. In accordance with the City Auditor's FY 2015 Work Plan, we conducted a performance audit of the Real Estate Assets Department Airports Division. The primary objective of this audit was to review the efficiency and effectiveness of the City's Airport Program.

What OCA Recommends

[OCA made three recommendations to address the Airport Division's planning and operational issues.](#) We recommend that the Airports Division:

- Determine the cost, timeline, and elements required for completion of Airport Layout Plan Update Narrative Reports or new Master Plans for Brown Field and Montgomery Field Airports;
- Develop an annual planning document that defines short-and long-term goals for development and revenue generation at Brown Field and Montgomery Field Airports; and
- Review, update, and develop as necessary written policies and procedures that govern day-to-day airport operations, including, but not limited to, the process and frequency for:

- 1) Updating and tracking leaseholds;
- 2) Completing leasehold inspections; and
- 3) Updating airport fees.

Management agreed to implement all three recommendations.

For more information, contact Eduardo Luna at (619)533-3165 or cityauditor@sandiego.gov

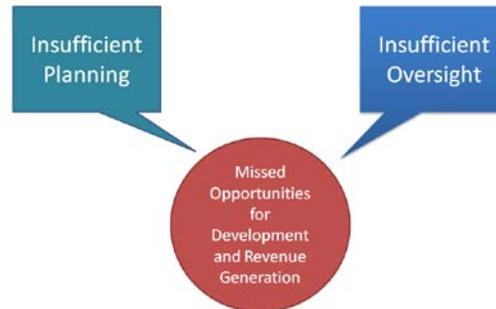
May 2015

Real Estate Assets Department, Airports Division

Opportunities Exist to Improve the City's Airports Development and Business Operations

What OCA Found

[The City of San Diego operates two general aviation airports: Montgomery Field and Brown Field.](#) General aviation airports serve as economic engines that can provide vital air transportation and emergency services and serve as a gateway to the community. While the City's general aviation airports have significant potential for development, [we found that the City has not maximized opportunities to generate additional revenue, improve facilities, and articulate a long-term plan for the City's general aviation airports.](#)



Specifically, the Airports Division has not developed a centralized planning document that articulates a high-level strategy for achieving goals that are consistent with the division's mission. [While the Airports Division has developed some planning documents, the documents are not comprehensive enough to use as substitutes for a comprehensive planning process.](#)

[Additionally, the Airports Division has not formalized internal policies that guide day-to-day operations](#) to ensure staff is working uniformly towards achieving desired goals. Specifically, the audit noted the following issues:

No comprehensive list of leases	Leases held over for long periods of time	Not maximizing lease revenue	No protocols for completing maintenance	Fees have not been adjusted

With a focus on improving planning, the Airports Division can consistently communicate its vision to stakeholders and garner the support and interests necessary to maximize development opportunities at both Brown Field and Montgomery Field airports. By improving oversight, the Airports Division can provide conditions for viable aviation businesses both now and in the future.