

Operating and Capital Expenditure Budget Preliminary Draft #2 - 10/17/2019

Budget Year 2020



Waddle Ranch Preserve



BUDGET MESSAGE

The Truckee Tahoe Airport District (District) consistently strives to be an excellent example of local agency government. The District's Mission Statement is as follows:

The Truckee Tahoe Airport is a community airport that provides high-quality aviation facilities and services to meet local needs. We strive for low impact on our neighbors while enhancing the benefits to the community-at-large.

Like interstate 80 and the Union Pacific Railroad, the Truckee Tahoe Airport District is part of a larger

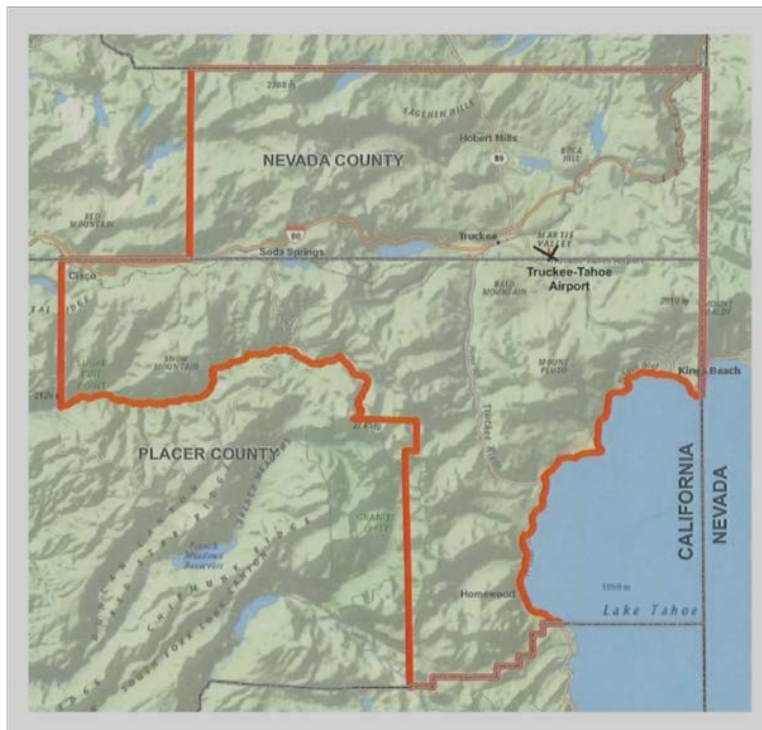


Figure 1 – TTAD

regional and national transportation system. The District strives to meet needs and demands of our local and visitor community. The District traditionally does not market or encourage increased flight operations but responds to the needs of the region it serves. As our community sees natural growth, flight operations continue to increase year over year. Anticipated operations for 2020 are in the range of 35,000-40,000 operations (a landing or take-off). *Figure 1* depicts the service area of the Truckee Tahoe Airport District.

THE BUDGET PROCESS

The fiscal year 2020 Budget endeavors to satisfy the needs of District customers, constituents, employees and the greater community in a fiscally responsible way. The District budget cycle is on a Calendar year. The annual budget process begins each August with a presentation to the Board, seeking input on various budget opportunities and having an open dialogue with the Board of Directors, staff, and the public on District spending priorities for the coming year. The Budget is revised and reviewed by the Board at their September and October Board Meetings, with the final budget adopted in early December. The four-month process allows for sufficient staff, Board, and



most importantly public input and discussion. The 12 Budget Opportunities presented at the 2020 Board Workshop are as follows:

FY2020 Budget Opportunities as Discussed at August 28, 2019 Budget Workshop

Increase Community Sponsorships and Partnerships	Replace 1986 Oshkosh Snow Blower	New Fly Quiet Curfew Incentive
Funding for Regional Housing Solutions and Opportunities	Administration Building Addition	ADS-B and Flight Procedure Development
Pavement Management	Local and Regional Transit Funding	Facility Maintenance Plan Projects
East Terminal Parking Lot Expansion	Various Studies for Asset Management	Funding for Hangar 2 Project

The Board discussed and in most cases allocated funds for these opportunities at some level in 2020.

The District continues to operate with minimal debt; the only debt is associated with completion of the Executive Hangars, which are 100% leased. The Fiscal highlights for 2020 are as follows:

**Fiscal Year 2020
Highlights**

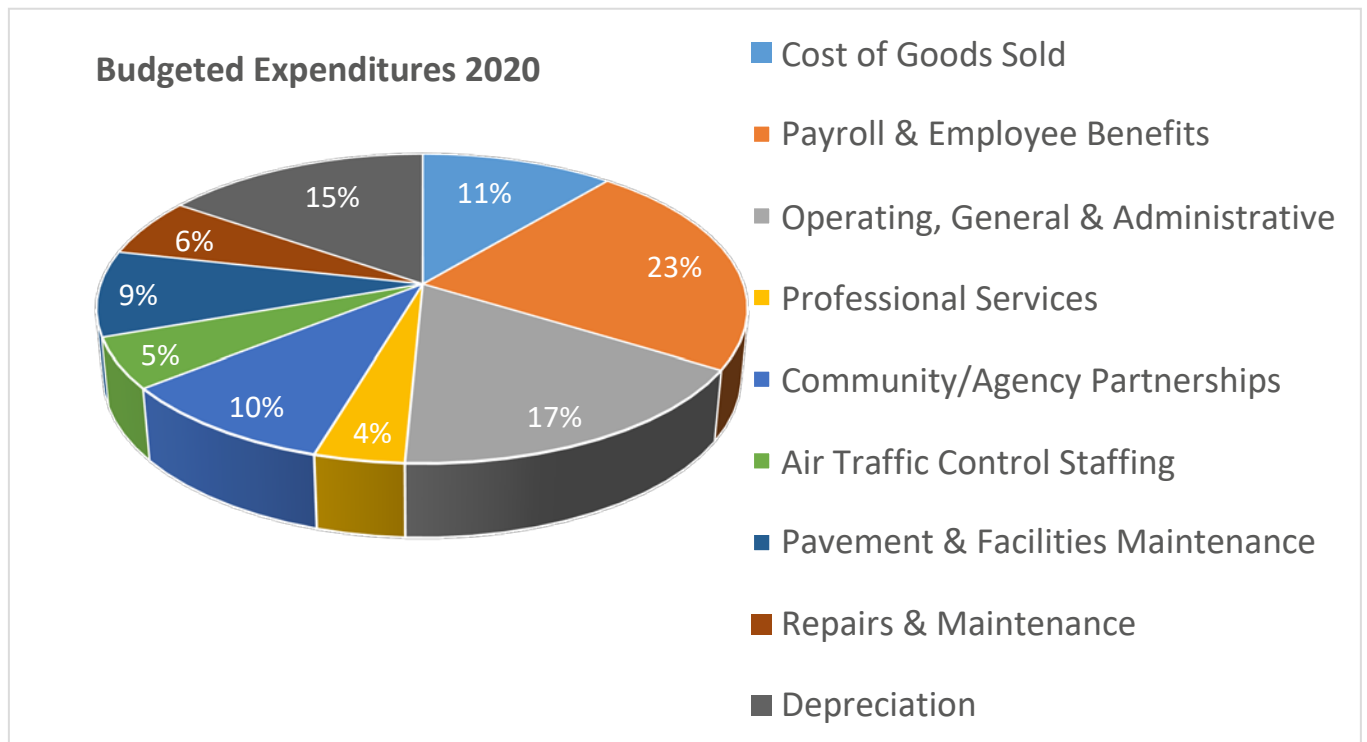
- Operating budget of \$19.3 million
- Capital expenditures of \$9 million
- Operating revenues of \$12.4 million
- Property Tax revenues of \$6.8 million
- Use of Reserves \$5.8 million
- Beginning Year Projected Reserves \$8.2 million
- End of Year Projected Reserves \$4.8 million



FISCAL YEAR 2020 BUDGETED EXPENDITURES

Budgeted expenditures are shown by category in **Figure 2**. Total budgeted expenditures are \$16 million.

Figure 2 Budgeted Expenditures - 2020





Transparency: The 2020 Budget reinforces the District's commitment to focus on transparency in many ways. The District was recognized in 2019 by the California Special District Association with the Transparency Certificate of Excellence Award. District Board meetings are broadcast over the local cable channel and the internet and archived on the District's website for viewing at any time. The District continues to refresh and update the website to provide constituents and customers with news and information about the District. The website has 50,000-60,000 visitors a year with the 360-degree webcam being especially popular. The District also publishes an annual report and newsletters to constituents as well as a newsletter to our pilot and user community.

Commitment to Community: The 2020 budget includes \$1.5 million for community partnerships and sponsorships. Ongoing support is provided to youth education and local transportation. The District helps many youth programs and activities through our community non-profit sponsorship initiative. These include Young Eagles, Civil Air Patrol, STEAM programs, Mission to Mars, the Challenger Academy program and Boys and Girls Club. Additionally, collaborative transportation projects include providing funding to enhance TART public transportation, the Bike Share Program, the North Lake Tahoe Express transportation to the Reno-Tahoe Airport, Town of Truckee with special town shuttle services, and participation in the Regional Air Service Corporation, supporting business and leisure air service to and from the Reno Tahoe International Airport. The Board budgeted funds to sponsor the 2020 Air Show and Family Festival. Since 2012, the annual Air Show has been very successful, not just in terms of community attendance, but also as a fundraiser for the non-profit organizations involved. This event brings approximately 15,000 people to the airport to enjoy the show. The District also provides in-kind donations include providing quality meeting space for the community nonprofit groups and warehouse space leases for local non-profit organizations at reduced cost in return for public benefit such as Truckee Round House in 2017, Tahoe Food Hub in 2018 and Project Mana in 2019/2020. Also in 2019, The District provided \$500,000 towards the Nahas Project which allowed Placer County to acquire lands in Tahoe City to build workforce housing.

Ongoing community agency partnerships budgeted for the 2020 year include: North Lake Tahoe PUD Trailhead project \$160,000, \$366,666 for general workforce housing development, \$366,667 for additional transit projects and undetermined agency partnerships of \$366,667.

Noise and Annoyance Mitigation: The District acknowledges the noise and annoyance impacts of arriving and departing aircraft and strives to be both an outstanding general aviation airport and a good neighbor. The Board has a commitment to work continually on new solutions to reduce annoyance and impact. District staff work seven days a week to provide quality service to our airport constituents and reduce air travel impacts to the community. The new ADS-B program will help to route aircraft more effectively on desired paths away from noise and annoyance effected neighborhoods. In 2017, the District erected a Control Tower and contracted with Midwest Air Traffic Control for staffing of the control tower. The Board continues to fund this project for the full year in 2020 at \$860,000 to enhance safety and mitigate community annoyance. Staff continues to work with Air Traffic Controllers to implement low impact procedures and move aircraft away from affected



neighborhoods. Ongoing noise abatement programs such as the Fly Quiet incentive program, annoyance monitoring, pilot outreach, and the airspace and procedures study continue to be fully funded in 2020.

Environmental Stewardship: The District is committed to good environmental stewardship, including reducing its carbon footprint in the region it serves. The budget commits \$50,000 for Green House Gas reduction projects that may include lighting upgrades, electric ramp vehicles, building insulation, smart engine block pre-heaters and solar generation among other opportunities.

Airport and Aviation Safety: The District is actively engaged in airport and flight safety this year. 2020 programs include flight procedure testing, consulting, and design work on flight procedures as well as various safety seminars. We will continue projects with Convergent Performances to help us effectively implement our SMS system and to stay ahead of safety trends. Air Traffic Control and ADS-B are important safety initiatives included in the 2020 Budget. Staff is actively working on a few new safety promotions on new topics as they arise. We have an industry leading Pilot Outreach Program and will continue extensive pilot outreach and Road Shows in 2020.

Emergency Response: The Truckee Tahoe Airport works with many local agencies that serve the area including CAL FIRE, Care Flight, CHP, Civil Air Patrol, Fish and Wildlife, Placer and Nevada County Sheriff, REACH, USFS, and US Military. The District will be implementing various programs including ADS-B to enhance access for our emergency responders. In the summer of 2020, we will also pave a new emergency service ramp area for helicopter operations.

Facilities Maintenance: In 2019, the District revised and updated the Facilities Maintenance Plan to focus resources on the most efficient and effective way to maintain the District's infrastructure. All projects are evaluated by District staff and are approved by the Board as part of the budget process, taking into consideration the condition of the assets, as well as future needs and other factors, before proceeding with any scheduled or recommended projects. The District expects to spend \$810,000 of facility maintenance projects including new generators for the Admin Building and Tower, airfield striping, Warehouse upgrades, hangar roof projects, and general facilities maintenance.





FISCAL YEAR 2020 BUDGETED CAPITAL EXPENDITURES

Capital Projects: Capital projects are evaluated and budgeted for based on the potential effect the expenditure would have on users of the airport and the impact on overall long-term financial stability of the District. Annually the District uses a 5-year budget forecast to assist the Board with prioritizing capital projects. The 2020 budget includes \$9 million spending on capital projects of which \$6,041,250 is grant funded. Grant and District-funded projects are shown in **Figure 3**.

Figure 3 District Funded Capital Projects

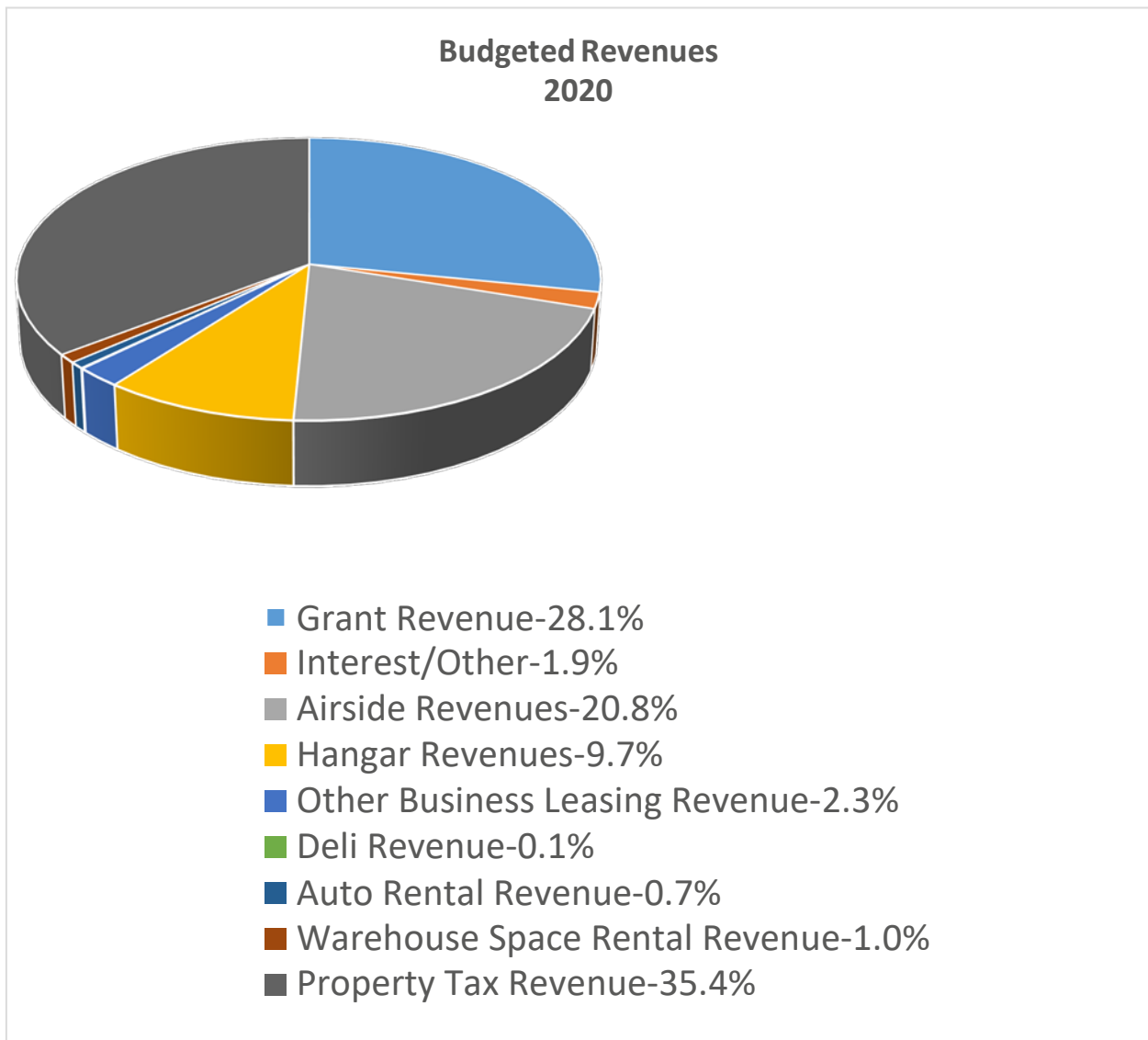




FISCAL YEAR 2020 BUDGETED REVENUES

The District’s budgeted revenue sources are shown in **Figure 4**. Total budgeted revenues are \$19.3 Million.

Figure 4 Budgeted Revenue Sources



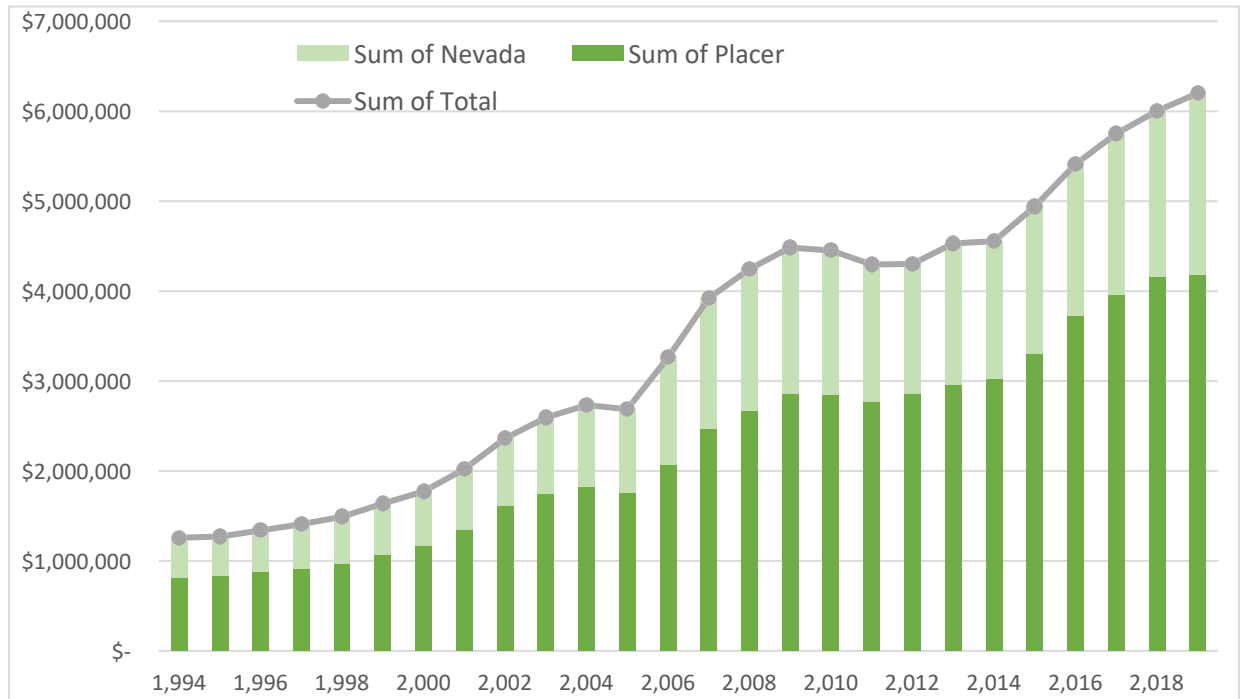


2020 Budgeted Revenue Sources

Property Taxes: In fiscal year 2020, approximately 35.4% of the District’s revenue comes from property taxes. The Board takes the task of managing the monies received from District taxpayers seriously. The budgeting process includes analysis of expenditures based on parameters established by the Board. Because property taxes are a major revenue source for the District that are generated outside of airport operations, the parameters are stated as percentages. Any decrease in the level of funding from property taxes flows through the budgeting process.

Property tax revenues are budgeted to increase about 3.1% over 2019, providing \$6.8 million in 2020. Budgeted revenues are based on information received from Placer and Nevada Counties regarding the valuation of property within the District’s boundaries. Over the past 25 years, Placer County property tax revenue has increased at an annual average rate of 6.6% while Nevada County’s has increased at an annual average rate of 7%. Historical District property tax revenues are illustrated in **Figure 5**.

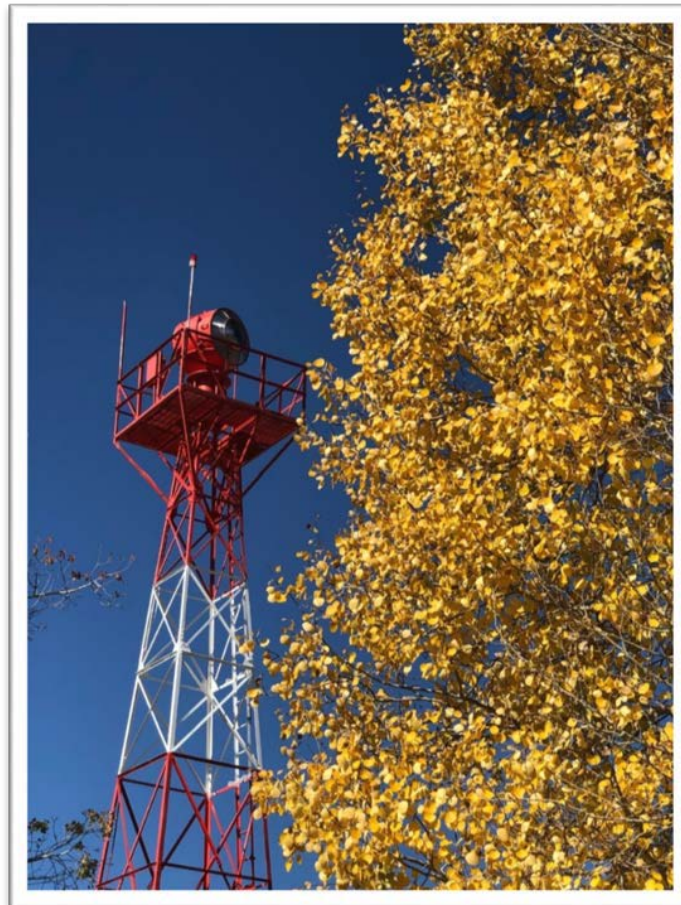
Figure 5 Historical District Property Tax Revenue





Airside Revenues: Airside operations and leasing revenues are projected to provide about \$4 million (28% of budgeted revenue) to offset cost of goods, staffing and administration of the District. Operations, fuel sales and user fees revenues continue in an upward trend reflective of the regional economy.

Other Revenues: Grant revenues from the FAA for airfield infrastructure projects will continue to keep airport facilities in excellent condition. Grant revenues fluctuate from year to year depending on facility needs. Other sources of revenue include hangar rentals, concession, and other income.





Budget Narrative

This Narrative details the items that make up the Calendar Year 2020 Budget. Included in this document are proposed Revenues and Expenses for the year as well as proposed Capital Projects to provide analysis of Cash Flow needs to insure financial viability of the District.

In this draft of the Budget, Unrestricted Cash is projected to begin the year at \$8.2 million and end the year at \$4.8 million.

For purposes of comparison, the budget is compared to a Calendar Year estimate and budget for 2019. The numbered paragraphs below correspond to the numbered line items on the Budget Spreadsheets to assist in understanding funding allocations and specific projects.

2020 Budget Narrative

Airside Revenues

- **1 100LL:** In 2019, sales of 100LL are up about 12% over the prior year. The cost per gallon fluctuates, but is similar to the prior year. Gross profit over the past twelve months has been tracking at about \$1.00 per gallon. We are recommending budgeting 100LL sales at 100,000 gallons, no increase from last year and a similar gross profit of about \$1.00 per gallon. Total Sales \$557,362
- **2 JetA:** In 2019, sales of JetA are up around 2% but we are starting to see a slowdown from the rapid growth over the last few years. Last year sales are averaging 46,000 gallons per month equating to a 12-month estimate of 554,000. The current year is trending to sell about 565,000 gallons. The cost per gallon fluctuates, but is similar to the prior year. Gross profit over last year has been tracking at \$2.20 per gallon, slightly under 50%. We are recommending sales of 580,000 gallons, a 2.5% increase from 2019, and a similar gross profit of about \$2.20 per gallon. Total sales \$2,476,356
- **3-10 Other Airside Revenues:** \$979,689- Transient Use Fees continue to rise, corresponding to factors related to weather and peak period pricing. The other airside revenues, are tracking slightly higher than budgeted reflecting the busy summer season and tracking with fuel sales.

Other Revenues

- **11-14 Hangars:** Hangar rental rates are increased based on the Consumer Price Index (CPI) and are adjusted in October. We implemented a 2.6% increase in October 2019. Occupancy has been steady over previous years with waitlists for both T-hangars and Executive hangars. Revenue projections for hangars are as follows:



- T-Hangar Rental- \$1,482,145
- Executive Hangar Rental \$315,803
- Additional Rent for new Hangar 1 Space \$25,395
- Hangar Electricity Surcharge \$52,916
- **15-17 Other Business Leases:** A CPI increase of about 2.5% will be included for Red Truck, Clear Capital, Hertz, Enterprise, Care flight, Soar Truckee, Tahoe Truckee Sky Dive, SurfAir and Sierra Aero. Lease revenue is budgeted at \$431,950 for these tenants. Concessions (car rental), primarily from Hertz and Enterprise is budgeted at \$142,270. Lease Back revenue from the Cessna should be around \$36,000 based on usage.
- **18 Warehouse Leases:** Similar CPI increase will be factored in the budget. We have had a vacancy in the current year, and anticipate leases to non-profit organizations that will be under market rate. Lease revenue is budgeted at \$191,395. In addition, we are continuing to make facility improvements to the warehouse space.

Other Income and (Expense)

- **19 Property Tax Revenue-** Revenues are budgeted at \$6,831,000, based on assessed valuations of both secured and unsecured property within the District. A 1% allowance is factored in to arrive at the budgeted amount. Projected property tax revenues by county: Placer \$4,752,000, Nevada \$2,079,000.
- **21 Operating Grants-** FAA grants of \$5,437,125 for 2018 unfinished work: wash rack, EMS ramp, and blast pads and 2019 new work: Taxiway Alpha at 90% FAA and 5% State of California reimbursement.
- **22 Gain (Loss) on Disposal of Assets-** The 2020 proposed Capital Project List includes a new Blower. The District anticipates selling the replaced vehicle earning approximately \$60,000.
- **23 Interest Income-** \$300,000 total interest. About 90% of our reserve funds are invested at LAIF earning about 1.9%, and 10% are invested in CD's earning slightly over 2%.

Cost of Goods

- **25-26 Fuel costs:** See the discussion above under Airside Revenues on fuel cost and gross profit on fuel sales.



Payroll and Benefits

- 31-34 Payroll:** The District has 25 full-time employees and 4 seasonal 5-6 month temporary summer staff, 1 winter 3 month temporary position and 3 seasonal winter snow removal on call equipment operators. TTAD plans to utilize the seasonal staff, both winter (on call snow removal and holiday season) and summer (for peak period summer operations) and includes an additional \$30,000 for seasonal staff additions. Payroll also includes a 3% merit increase factored into the budget for the Fiscal year. There is also a CPI increase effective July 1.
- 35-38 Benefits:** The employer contribution for CalPERS for 2020 will remain similar for all three tiers of pension coverage and will be budgeted accordingly. Additionally, there is an annual estimated contribution of \$180,000 for unfunded net pension liability mandated by CalPERS.

Tier	Contribution Rate	# Employees
2.7%@55	13.182%	8
2%@60	8.081%	1
2%@62	6.985%	16

Health insurance includes medical, dental, vision, life insurance and long-term disability. The employee contributes 7% towards the cost of the health benefits. The insurance policies are brokered through PWA. The increases for 2020 are around 5% on the average.

39 Workers compensation is now brokered through AmTrust Financial (via Aviation Marine) and rates are based on a percentage employee’s payroll. The current year expense is about \$50,000

40 Training, Education and Other includes training opportunities for staff to attend various seminars and conferences through aviation-oriented organizations including AAAE, CSDA, NBAA, Avfuel, ICAS and UC Davis Noise Symposium. Uniforms and safety gear is included here such as high visibility jackets for operations and uniform allowances. Also included is the GM’s aviation stipend, employee flight currency, cell phone and auto allowances.



Operating, General and Administrative Expenses

41 ACAT- ACAT's budget is developed by the Airport Community Advisory Team and is budgeted at \$50,000, consistent with expenditures of prior years.

42 Annoyance Reduction Programs- the Fly Quiet Incentive expense is \$195,000 that includes an additional \$50,000 for a potential new 10pm to 7am curfew program and \$15,000 for a portion of the flight simulator (Red Bird) replacement.

43 Access Control- This item is for management of the fencing and gate systems securing access to the ramp and airfield. Included in the budget is funding of \$16,000 for routine security.

44 Airshow- This is based on the Air Show Committee's estimate of \$184,000. Budget also includes the additional fee for airshow non-profit partners at \$66,000, making the total budget amount \$250,000.

45 Aviation Safety Initiatives- This includes \$30,000 Obstruction Mitigation, \$75,000 Flight Procedure Development, \$25,000 ADSB Airport Sponsored Transponders, \$10,000 Safety Management System, General Safety \$10,000 and \$10,000 various other safety needs.

47 Communications- Replacement of radios for \$10,000 and \$51,000 for internet, land lines, long distance and AWOS.

48 Conventions and Conferences- Attendance at AAAE, NBAA, CSDA and other conferences and training for Board and Staff budgeted at \$65,000.

49 County Support- Estimated at about 2% of property tax revenue at \$128,000

50 Credit Card Processing Fees- Fees average a little less than 3% of total credit card sales from airside operations and hangar lease payments and are budgeted at \$107,000.

51 Directors Fees and Expenses- The budget includes \$10,000 for Director's stipend, \$3,000 Tech, \$7,000 for Board Meeting support, \$12,000 broadcasting, \$68,000 for medical insurance for a total of \$100,000.

53 Dues & Subscriptions- Budget is for Regional Air Service Corp (RASC) \$30,000, \$15,000 for AAAE



55 Employee Relations and Activities- This includes cost of monthly staff meetings, a holiday party, various refreshments for other staff meetings, other staff and board activities, branded clothing, performance awards, and a summer event. \$30,000.

57 Equipment Rental- This covers the copier for \$15,000.

58 Geographic Information System- The GIS is used to assist pilot and community education, detail airfield history and the development of an open space acquisition plan. GIS is also integral in the flight tracking system capabilities and maintaining the District's infrastructure and property boundary verification. This is budgeted at \$30,000.

59 Grounds Maintenance/Landscaping- This was previously included in Terminal maintenance. The budget includes quarterly upkeep of the grounds \$19,000, and landscape improvements in front of the WOB and car rental area for \$30,000.

60 Home-basing Incentives- Based on signatory incentives election of the hangar tenants at \$87,500.

61 Insurance- Property \$78,000, Cyber \$4,000 Liability \$17,000, Auto \$10,000 and Elected Officials \$19,000, for a total of \$128,000.

63 Office Equipment-this includes various small office equipment replacements \$10,000.

64 Information Technology - \$127,000 IT System Upgrades

66 Operating Supplies and Small Tools, Janitorial- Expenses are for supplies for maintenance and airside \$30,000, janitorial for the terminal and maintenance building \$70,000, and the remaining \$90,000 is for utilities and routine maintenance for the WOB that is reimbursed through CAM rent.

69 Operations Monitoring- The budget includes flight tracking contract with NavAid \$100,000, VNOMS \$115,000, Plane Noise software \$25,000 and site-leases \$20,000.

70 Permits- The budget of \$25,000 includes various annual permits for airside and administration, including Water Resource Board, US Forest Service, Town of Truckee and the counties and new additional funding for permits with Nevada County for land use/zoning for Soaring Way.



73-76 Professional Fees-

- **Accounting & Auditing-**The budget includes the audit and various accounting fees of \$25,000
- **Legal-**\$75,000 total: this includes general counsel, aviation and human resources.
- **Computer support and software leasing-** \$101,000 total: this includes Caselle financial software \$25,000, general computer support \$30,000, Data Content Management \$15,000, \$18,000 for ADP Payroll Service and other \$13,000.
- **Other professional-** \$320,000 total: this includes \$15,000 Field House Study (Flagged), \$90,000 Pavement Maintenance Plan, \$65,000 FAA Land Release, \$20,000 ATC Planning Contract Tower, \$50,000 Lobbyist, \$50,000 Green House Gas Initiatives, and \$30,000 misc. projects.

79 Air Traffic Tower Staffing- \$860,000 Tower staffing.

77 Engineering- \$80,000-General and aviation engineering.

78 Fiscal sustainability and analytics- \$30,000.

80-86 Public Relations-

- **Consulting-** \$15,000- for graphic design and marketing and an additional \$25,000 for communications master plan implementation.
- **Internet, Print, Broadcast, & Direct Mail-** Website/internet \$30,000, Print Newsletter \$25,000, Radio \$15,000.
- **Events-** \$35,500 Truckee Thursdays, block parties, Santa Fly-in, Splash-in, Art Exhibit Coordinator and others.
- **Sponsorships-** \$70,000-Community Sponsorships (up to \$3,000).
- **Pilot Outreach-** \$78,000 total: this is made up of, Advertising and meeting expense for Pilot Outreach Coordinator \$30,000, Speaker series \$10,000, rent offset for EAA \$14,000, flight experience training for employees \$9,000 and \$15,000 for half of the Red Bird flight simulator replacement.
- **Promotional items-** \$5,000



84 Community/Agency Partnerships- \$1,504,200

Boys and girls club \$80,000	Hwy 267 bus route \$66,000
Excellence in Education \$8,700	Reno Air Service Corp for TNT TMA \$10,000
TNT TMA for NLT Express \$3,500	Bike Share Program \$36,000
Transit project \$366,000	Other Housing \$367,000
General agency partnerships \$367,000	
North Tahoe PUD trailhead project \$160,000	
Local Truckee shuttles for Truckee Thursdays and New Year \$40,000	

Repairs and Maintenance

90-91 Vehicle and Equipment Expense- Total Expense: \$187,000. This includes fuel for vehicles and equipment, parts and labor for repairs, insurance, seasonal snowplow blade rental \$17,000, tractor tires \$6,000, Batteries for Tug \$16,000, \$20,000 Scissor Lift, Maintenance Trailer \$20,000 and Tools \$5,000.

92 Airfield Equipment, Lights & Signs- Total budget \$30,000- Taxiway lights \$15,000, \$15,000 other.

96 Pavement Maintenance- General pavement maintenance \$52,475 and for \$597,525 ACIP FAA match requirements and other pavement improvements.

97 Grader Lease - Lease for new Motor Grader \$50,000

98 Debt Service- Per the payment schedule for the Executive Hangar Loan, \$539,047 is the annual payment, a combination of interest and principal, due in August.

99 Facility Maintenance- Total expenditures \$810,000. The Facility Maintenance Plan (FMP) identifies \$625,000 in repairs and maintenance to the District facilities. Beyond, the FMP, staff is recommending \$125,000 Airfield striping, \$60,000 Snowmelt system for north side of administration building.



103 Firefighting & Haz Mat. Response- This includes \$9,000 for fire extinguisher upkeep and additional safety equipment.

106 Land Management- Per the 14-year Forest Management Activity Tracking, \$175,000 for fuels reduction and forest treatment.

Proposed 2020 Capital Project Expenditures:

Capitalized Grant Projects	6,041,250.00
Warehouse Improvements	325,000.00
Generators 1-Admin 2-Tower	170,000.00
ADS-B Implementation	1,200,000.00
267 Sidewalk	90,000.00
Signage TTAD/TC Heliport	30,000.00
Playground Expansion	50,000.00
Larue Blower	550,000.00
Admin Building Expansion	550,000.00
	9,006,250.00

Truckee Tahoe Airport District
Proposed 2020 Budget

Version 5 10/10/2019

		Forecasted 2019	Budgeted 2019	Budgeted 2020
	Revenues			
	Airside Operating Revenues			
1	Aviation Fuel Sales	555,953.61	519,808.00	557,362.00
2	Jet Fuel Sales	2,415,956.81	2,611,642.00	2,476,355.73
3	Auto Parking	70,510.12	74,410.00	71,064.00
4	Oil Sales	1,677.71	2,121.00	2,112.00
5	Tiedowns	101,470.00	106,793.00	110,422.00
6	Transient Use Fees	605,887.43	613,640.00	706,146.00
7	Merchandise	7,877.60	4,637.00	2,423.00
8	Services	81,460.00	107,401.00	82,390.00
9	Vending	848.90	1,031.00	840.00
10	Miscellaneous Revenue	1,041.05	4,128.00	4,292.00
	Total Airside Operating Revenue	3,842,683.23	4,045,611.00	4,013,406.73
	Hangar Rental Income			
11	T-Hangar / Box Hangar Rental Income	1,672,806.00	1,705,665.00	1,482,145.00
12	T-Hangar / Box Hangar Electricity Surcharge	48,574.00	50,552.00	52,916.00
13	New Hangar 1 Sierra Aero			25,395.00
14	Exec Hangar Rent			315,803.00
	Total Hangar	1,721,380.00	1,756,217.00	1,876,259.00
	Other Business Income			
15	Other Business Leasing Income	432,991.05	430,032.00	431,950.00
16	Concession Income	125,640.84	134,904.00	142,270.00
17	Cessna Lease Revenue	35,874.00	-	36,000.00
	Total Other Business Income	594,505.89	564,936.00	610,220.00
	Warehouse Income			
18	Warehouse Space Rental Income	210,393.20	227,638.00	191,395.00
	Total Warehouse Income	210,393.20	227,638.00	191,395.00
	Other Income and (Expense)			
19	Property Tax Revenue	6,593,055.98	6,442,929.00	6,831,502.95
20	Other Non-Operating Revenues	3,600.00	-	
21	Operating Grants	1,811,555.00	2,796,225.00	5,437,125.00
22	Gain on Sale/Disposal of equipment	88,650.00	90,000.00	60,000.00
23	Interest Income	250,813.47	(389,000.00)	300,000.00
24	Interest Income - Restricted	3,502.87		
	Total Other Income and (Expense)	8,751,177.32	8,940,154.00	12,628,627.95
	TOTAL REVENUES	15,120,139.64	15,534,556.00	19,319,908.68
	Cost of Goods Sold			
25	Aviation Fuel Cost - 100 LL	437,186.58	415,846.00	427,917.00
26	Jet Fuel & Prist Cost	1,364,675.85	1,410,287.00	1,371,600.00
27	Oil and Lubricant Cost	3,025.97	1,000.00	3,000.00
28	Merchandise Purchases	3,999.84	1,500.00	4,000.00
29	Vending Machine Purchases	-		
30	Inventory Shrinkage	-		
	Total Cost of Goods Sold	1,808,888.24	1,828,633.00	1,806,517.00
	Payroll and Employee Benefits			
31	Salaries and Wages	2,445,050.65	2,306,625.00	2,567,328.44
32	Overtime	-		
33	Vacation, Holiday & Sick Pay	-		
34	Other Pay			
35	PERS Contributions	320,802.43	330,100.00	468,824.45
36	Medicare & FICA Expense	44,621.98	44,191.00	44,242.00
37	Unemployment Taxes	1,310.00	3,150.00	965.00
38	Employee Benefits (Insurance)	528,561.10	487,932.00	483,470.00
39	Workers' Compensation Insurance	50,270.72	55,000.00	50,000.00
40	Training, Education and Other	84,605.72	71,000.00	82,078.00
	Total Payroll and Employee Benefits	3,475,222.60	3,297,998.00	3,696,907.89
	Allocated Wages and Benefits			
	Total Payroll, Benefits and Allocation	3,475,222.60	3,297,998.00	3,696,907.89
	Total Cost of Goods and Payroll	5,284,110.84	5,126,631.00	5,503,424.89
	GROSS PROFIT (LOSS)	9,836,028.80	10,407,925.00	13,816,483.79

		Forecasted 2019	Budgeted 2019	Budgeted 2020
	Expenses			
	Operating, General & Administrative Expenses			
41	ACAT	66,813.53	50,000.00	50,000.00
	Annoyance Reduction Programs:	-		
42	Fly QT Program	133,102.50	130,902.00	195,000.00
	B Zone Projects	-		
	Other Noise Abatement Expenses	-		
	Accidents and Damage	-		
43	Access Control	52,917.93	108,510.00	64,000.00
44	Airshow	270,317.70	265,000.00	250,000.00
45	Aviation Safety Initiatives	92,095.73	140,000.00	160,000.00
46	Cash (Over)/Short - Bad Debt Expense	44.00	102.00	5,000.00
47	Communications	40,220.44	61,015.00	61,000.00
48	Conventions, Conferences	31,675.93	45,000.00	65,000.00
49	County Support	123,037.52	128,000.00	128,000.00
50	Credit Card Fees & Finance Charges	99,340.38	103,700.00	107,000.00
51	Directors' Fees & Expenses	101,698.34	97,000.00	100,000.00
52	Disaster Relief	-	-	-
53	Dues & Subscriptions	25,581.94	25,000.00	45,000.00
54	Election Expense	10,506.25	100.00	10,000.00
55	Employee Relations Activities	23,776.69	25,000.00	30,000.00
56	Employment Expense	6,662.51	6,045.00	7,000.00
57	Equipment Rental	13,918.00	15,000.00	15,000.00
58	Geographic Information System	41,619.90	30,000.00	30,000.00
59	Grounds Maintenance/Landscaping	15,864.15	49,000.00	30,000.00
60	Homebasing Incentive	89,087.50	87,581.00	87,500.00
61	Insurance	108,771.00	114,000.00	128,000.00
62	Library & Reference Materials	40.00	102.00	102.00
63	Office Equipment	50,978.85	180,000.00	10,000.00
64	Information Technology			127,000.00
65	Office Supplies	22,772.26	25,000.00	20,484.00
66	Operating Supplies & Small Tools	28,496.39	32,000.00	30,000.00
67	Janitorial	64,035.27	68,000.00	70,000.00
68	Warehouse Office Building CAM	96,285.07	90,000.00	90,000.00
69	Operations Monitoring Expenses	187,269.40	260,000.00	260,000.00
70	Permits, Licenses & Fees	13,763.77	25,000.00	25,000.00
71	Postage, Freight & Delivery	4,178.53	2,463.00	4,000.00
72	Printing, Copying, Publication of Legal Notices	8,074.56	2,941.00	8,000.00
	Professional Services	-		-
73	Accounting & Auditing	34,478.00	25,000.00	25,000.00
74	Legal	70,894.02	79,464.00	75,000.00
75	Computer Support	85,953.64	83,215.00	101,000.00
76	Other Professional	356,751.12	727,000.00	320,000.00
77	Engineering	107,675.46	76,000.00	80,000.00
78	Fiscal Analyst - Sustainability	13,005.00	30,600.00	30,000.00
79	Control Tower	816,471.68	828,000.00	860,000.00
	Public Relations - Outreach	-		
80	Consulting	61,305.88	95,900.00	40,000.00
81	Internet, Print, Broadcast & Direct Mail	81,666.16	70,000.00	70,000.00
82	Events and Programs	11,155.05	30,500.00	35,500.00
83	Sponsorships	71,700.00	50,000.00	70,000.00
84	Community/Agency Partnerships	1,254,200.00	1,686,470.00	1,504,200.00
85	Pilot Outreach	50,974.48	83,894.00	78,000.00
86	Promotional Items	4,755.81	5,100.00	5,000.00
87	Travel	50.88	77.00	-
88	Utilities	221,296.17	211,200.00	225,000.00
89	Other (Income) Expense	1,080.90	-	-
	Total Operating, General & Administrative	5,066,360.29	6,248,881.00	5,730,786.00

		Forecasted 2019	Budgeted 2019	Budgeted 2020
	Repairs and Maintenance	-		
90	Vehicles Expense	56,077.32	51,250.00	57,500.00
91	Equipment Expense	66,663.13	51,250.00	129,500.00
92	Airfield Equipment, Lights & Signs	37,997.85	29,587.00	30,000.00
93	Aviation Safety Equipment	7,752.13	10,000.00	10,000.00
94	Fuel Farm		-	
95	Unicom Enhancement	-	417.00	-
96	Pavement Maintenance	17,163.65	-	650,000.00
97	Grader Lease		-	50,000.00
98	Exec Hangar Interest Expense	677,670.31	549,000.00	539,047.10
99	Utility Infrastructure Maintenance		-	
100	Airfield - Facility Maintenance	400,870.32	850,000.00	810,000.00
101	Hangars - Facility Maintenance	221,867.06	295,000.00	
102	Other Business Buildings - Facility Maintenance	52,162.16	100,000.00	
103	Warehouse - Facility Maintenance	96,575.13	200,000.00	
104	Firefighting & Haz Mat. Response	6,176.22	9,000.00	9,000.00
105	Terminal Building - Facility Maintenance	92,141.51	85,000.00	
106	Maintenance Buildings - Facility Maintenance	75,555.36	175,000.00	
107	Land Management	100,325.02	293,000.00	175,000.00
	Total Repairs & Maintenance	1,908,997.17	2,698,504.00	2,460,047.10
	Net Operating Income (Loss) Before Depreciation	2,860,671.34	1,460,540.00	5,625,650.69
108	Depreciation Expense	2,500,002.33	2,500,000.00	2,500,000.00
	NET INCOME (LOSS)	360,669.01	(1,039,460.00)	3,125,650.69

Truckee Tahoe Airport District		
Non-Operational Costs-Capital Expenditures 2019 & 2020		
Version 5 10/10/2019		
	Estimated 2019	2020
Cash flow from Operations (Net Operating Loss)	360,669.01	3,125,650.69
FAA Grant Eligible Items		
Capital Expense	4,107,214.63	6,041,250.00
Total of Grant Eligible Items	1,816,798.95	6,041,250.00
Estimated Grant Proceeds 90% FAA, 5% State of CA	(1,635,119.06)	(5,437,125.00)
Estimated TTAD Contribution to Above Items	181,679.90	604,125.00
Capital Projects		
Capitalized Grant Projects		6,041,250.00
Warehouse Improvements		325,000.00
Generators 1-Admin 2-Tower		170,000.00
ADS-B Implementation		1,200,000.00
267 Sidewalk		90,000.00
Signage TTAD/TC Heliport		30,000.00
Playground Expansion		50,000.00
East Terminal Parking Lot Expansion		
Larue Blower		550,000.00
Admin Building Expansion		550,000.00
Total Capital Projects	4,107,214.63	9,006,250.00
Net Cash Requirements for Capital Expenditures	(3,746,545.62)	(5,880,599.31)
Decrease in net assets	(3,746,545.62)	(5,880,599.31)
Total Estimated Cash Available at January 1st	9,458,647.00	8,212,101.38
Total Estimated Cash Available December 31st before depreciation	5,712,101.38	2,331,502.07
Add back Depreciation	2,500,000.00	2,500,000.00
Total Cash Available December 31st	8,212,101.38	4,831,502.07