



TRUCKEE
TAHOE
AIRPORT

TRUCKEE TAHOE AIRPORT DISTRICT
2023-2026 STRATEGIC PLAN

Flight Path for Alignment

Draft as of August 14, 2023





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LETTER FROM THE BOARD OF DIRECTORS



David Diamond



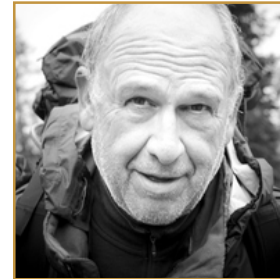
Mary Hetherington



Teresa O'Dette



Kathryn Rohlf



Rick Stephens

It is exciting to unveil the 2023 Truckee Tahoe Airport District Strategic Plan (Plan)—*Flight Path for Alignment*. The overarching goal and purpose of this roadmap, or in our case, flight path, is to create alignment. Alignment between our board and staff; between community values and our priorities; between neighborhoods and pilots.

Outlined in the Plan are goals and strategies that our board and staff crafted in 2022/2023 to chart a path forward focused on four strategic focus areas: Economic Viability, Operational Efficiency, Natural Resource Conservation and Social Responsibility. Over the past year, our board and staff looked critically and thoughtfully at the current conditions at the airport as well as future trends to determine strategic priorities. A few key themes emerged including prioritizing investments in airport infrastructure—taking

care of what we have, improving operational efficiencies, partnering for community and environmental benefits and supporting staff and board development.

As we take-off into the future, we are grateful for the Board leadership that shaped the 2023 Strategic Plan. We are committed to finding opportunities for alignment with our partners, the community, and pilots that result in increased safety, better airport operations, reduced greenhouse gas emissions and positive community benefits.

Our flightpath will not be easy. With the growing popularity of our region comes greater visitation which translates to more people, increased flights in and out of the airport and pressure to expand to meet needs. Now more than ever, it will be critical for our board and staff to follow the course established in

this Plan. At our core, we are a small general aviation airport striving to provide excellent aviation services as well as give back to the community and environment. Our vision is to create a community-focused, sustainable, safe, and well-run airport district, respected locally and nationwide.

We stay committed and focused on implementing our collective flight path knowing it will be bumpy; we will need to adjust but we pledge to work together to get to our destination.

Upward and onward,

Truckee Tahoe Airport District Board of Directors 2023

David Diamond, Mary Hetherington, Teresa O'Dette, Kathryn Rohlf, Rick Stephens

GRATITUDE

The 2023 Truckee Tahoe Airport District (TTAD) Strategic Plan was developed in 2022-2023 by the Board of Directors, staff, and the consultant team of Agnew::Beck Consulting. The final plan was adopted in August 2023. The entire Truckee Tahoe Airport District Team appreciates the input from community members and stakeholders during this extended public process.

Board of Directors

David Diamond
Mary Hetherington
Teresa O’Dette, *Vice President*
Kathryn Rohlf, *President*
Rick Stephens

TTAD Staff

Tim Bourque	Jeff Menasco
Mike Cooke	Mitchell Montgomery
Derek Coons	Sara Person
Adam Duncan	Emily Pindar
Evan Englesby	Steve Regruto
Robb Etnyre	Steve Selander
Alan Feik	Lauren Tapia
Dave Hoffman	Scott Tetzlaff
Stacey Justesen	David Van Quest
Mike Ketron	Ryan Widen
Marc Lamb	Yale Williamson
Laura Mader	Kelly Woo
Jill McClendon	

Strategic Plan Consulting Team

Ellen Nelson Campfield, *Principal*
Seana Doherty, *Senior Manager*
Abigail Morgan, *Associate*



TRUCKEE TAHOE AIRPORT DISTRICT SNAPSHOT

Brief History

TTAD has operated for 65 years. Aviation in the region started in 1933 when an airstrip was cleared near the current agricultural inspection station on I-80, east of Truckee to create an emergency landing runway for the Trans-Sierra airmail route between San Francisco and Salt Lake City. TTAD was created by a vote of the District electorate in 1958 in accordance with the California Airport Districts Act. A new terminal building was built in 2012 including a pilot lounge, a pilot kitchen, a flight planning room, public meeting rooms, a customer service desk and café. The District added a contract control tower in 2017 and Automatic Dependent Surveillance–Broadcast (ADS–B) system in 2020. ADS-B is an advanced surveillance technology that combines an aircraft’s positioning source, aircraft avionics, and a ground infrastructure to create an accurate surveillance interface between aircraft and Air Traffic Control.

Location and Operational Structure

The Truckee Tahoe Airport, located in the Sierra Nevada mountains, is a California Special Airport District and a Federal Aviation Administration (FAA) designated General Aviation public airport. The airport is managed by the Truckee Tahoe Airport District (TTAD or District) staff, and a publicly elected five-member Board of Directors provides oversight and governance.

Safety and Services

The elevation of the airport is 5,900 feet and is surrounded by mountainous terrain. Safety is the top priority! The District plays a vital role in providing weather information, navigation assistance, emergency landing facilities, as well as support facilities for emergency medical, fire, and search-and-rescue services. The airport FAA identifier code is “TRK” or “KTRK.”

Aviation Infrastructure

Aviation infrastructure at the airport includes two asphalt runways – 11/29 which is 7,000 by 100 feet and 2/20 which is 4,650 by 75 feet – a Non-Federal Contract Air Traffic Control Tower, and an ADS-B ground station network. TTAD manages just over 200 hangars for a range of airplanes.

Good Neighbor Programs

Along with the commitment to safety, the airport works with the community to be a good neighbor, implementing strategies that minimize impacts of flight operations with “Fly Quiet” and Sustainable Aviation Fuel programs.

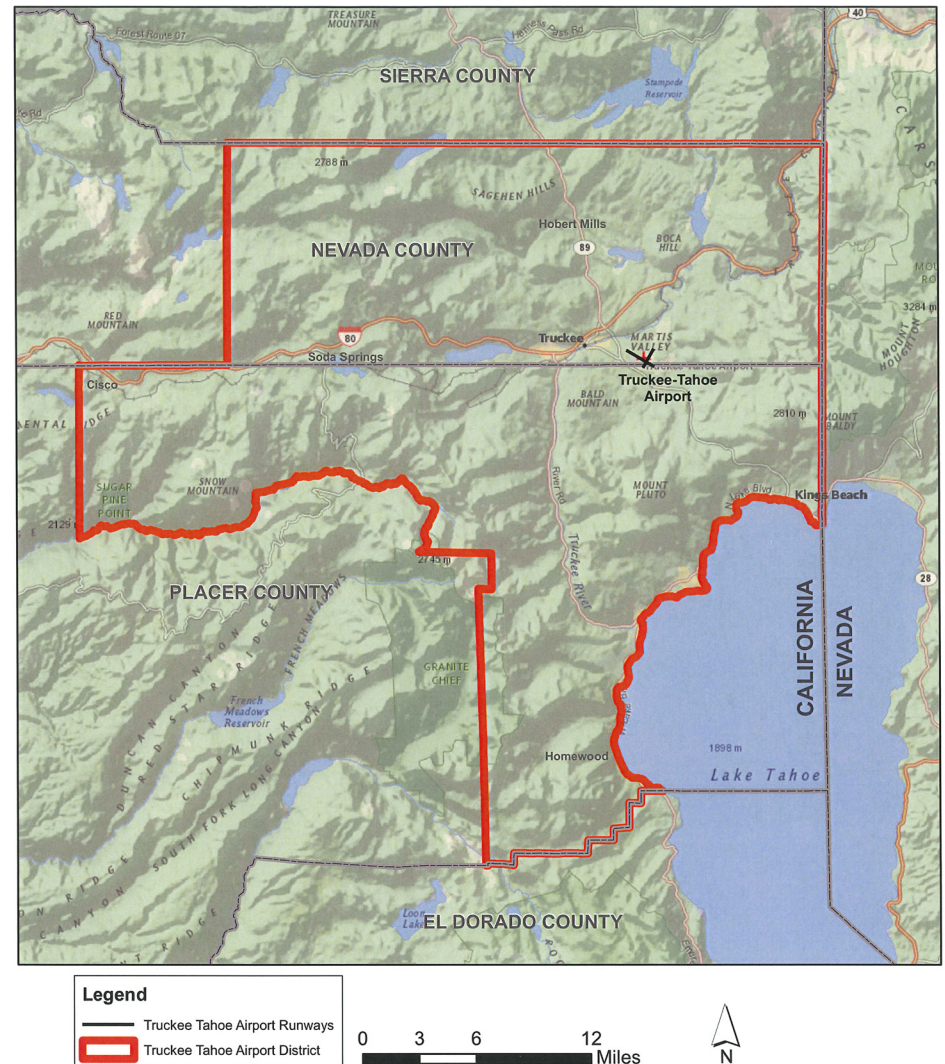
TTAD Terminal

Our LEED Silver designed facility was built to maximize enjoyment while minimizing energy, water, and waste. The terminal includes the locally renowned Red Truck Café, a popular playground, and free community rooms.

Geographic Area

The airport is situated in Martis Valley approximately two miles southeast of Truckee, California and seven miles north of Lake Tahoe, as indicated in the map in Figure 1. The District is a bi-county District which stretches across portions of both Nevada and Placer Counties.

Figure 1. TTAD Boundary



Governance

TTAD is a bi-county Independent Special District (one of nine Special Airport Districts in California). The District is operated by a professional staff of approximately 25 with oversight by a Board of five publicly elected members from Nevada and Placer Counties.

Under the auspices of the California Airport District Act, the District is bound by the provisions of the Brown Act. The Ralph M. Brown Act is a California law that guarantees the public's right to attend and participate in meetings of local legislative bodies. TTAD's Board of Directors typically holds public meetings in the Airport Terminal building, Board Room-A on the 4th Wednesday of each month at 4:30 p.m.

Funding

As a Special District, the District receives revenues from three distinct sources:

- 1) Fees:** The District operates as an 'enterprise district,' meaning that it provides services and has the ability to charge fees for those services. Operating revenues received by the District include receipts for fuel sales, landing fees, hangar rentals, concessions, and revenues from other business leases.
- 2) Property Taxes:** The District receives a portion of the property taxes collected from parcels within the District's boundaries, which includes portions of both Nevada and Placer Counties.
- 3) Grants:** The District applies for grant funding from the FAA for airport related capital projects and pavement maintenance expenses. To a lesser degree, grant funding is also available from the California Department of Transportation's Division of Aeronautics.

Financial Management and Grant Assurance Requirements

The District Board of Directors typically approves the annual budget before the end of the calendar year. The District's fiscal year runs from January 1 through December 31.

Each year the District's financial records are subject to an audit by an independent auditor. In addition to the financial statements for each year, the reports contain the auditor's opinion letter and a "management's discussion and analysis" section that contains financial highlights, operational highlights, financial analysis and a discussion of economic factors and budgeting.

As a FAA designated General Aviation public airport, the District has routinely applied for and accepted airport infrastructure program (AIP) funding grants from the FAA, which also creates obligations for the District. There are approximately 2,800 federally obligated airports in the United States. The "obligations" or Grant Assurances include such obligations as: (1) preserving rights and powers to control and operate the airport; (2) requirements relating to operation and maintenance of the airport; (3) hazard removal and mitigation; (4) provision of facilities for air traffic control and weather; (5) maintaining an Airport Layout Plan approved by the FAA; (6) requirements that the airport be available on reasonable terms without unjust discrimination; (7) prohibition against exclusive rights; (8) maintaining a fee and rental structure that makes the airport as self-sustaining as possible; and (9) restrictions on the use of airport revenue.

Community Giving

The District is unique in many ways. One of which is the continuous commitment to providing community benefits. Serving the community has taken many forms over the years, such as:

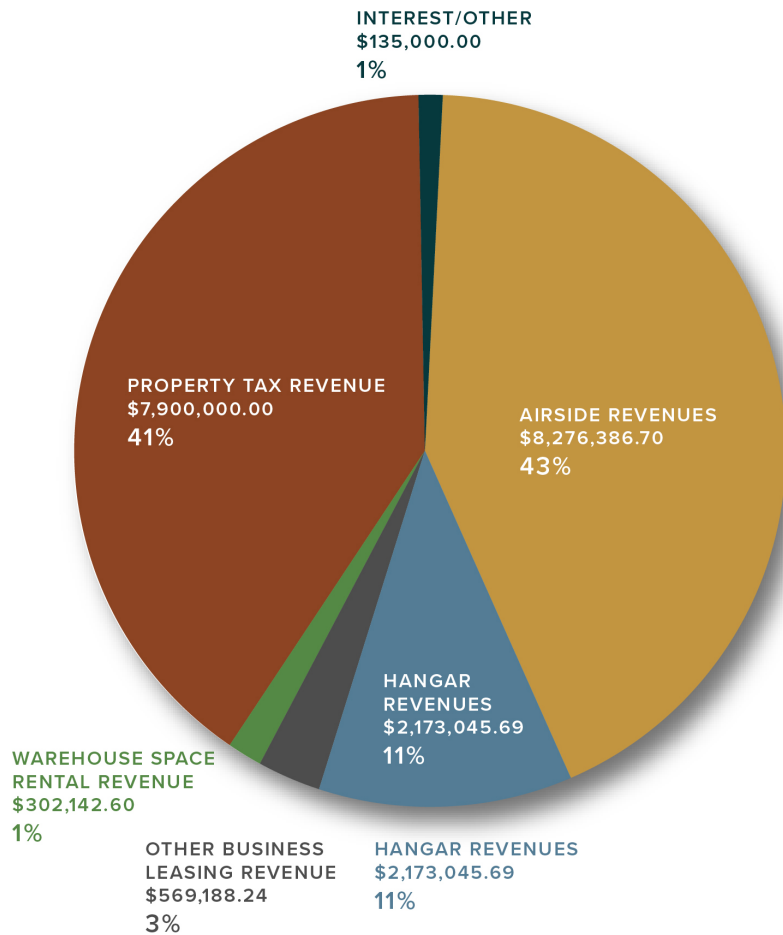
- Hosting annual community events like the Air Show and Family Festival.
- Provide an on-site playground.
- Offering meeting rooms to non-profit organizations.
- Implementing a robust open space and forest health program.
- Providing Science, Technology, Engineering, Art, and Mathematics (STEAM) resources for local non-profit organizations and schools.
- Supporting Young Eagles and Civil Air Patrol programs.
- Allocating funds for regional workforce housing programs.

Budget

The annual budget for the District in 2023 was \$19M. Revenue is generated from three main sources, on airport commercial enterprises (aviation fuel sales, aircraft services and fees, building/hangar leases), local property taxes and grant funding through both the California State and Federal governments. Property taxes for 2023 are estimated to be \$7.9M (\$2.4M from Nevada County and \$5.5M from Placer County) as seen in Figure 2.

Figure 2: TTAD's 2023 Operating Revenue

2023 OPERATING REVENUE



REVENUE: \$19,385,763

Operating Revenues	Total	%
Airside Revenues	\$8,276,386.70	43%
Property Tax Revenue	\$7,900,000.00	41%
Hangar Revenues	\$2,173,045.69	11%
Other Business Leasing Revenue	\$569,188.24	3%
Warehouse Space Rental Revenue	\$302,142.60	2%
Interest/Other	\$135,000.00	1%
	\$19,355,763.23	100%

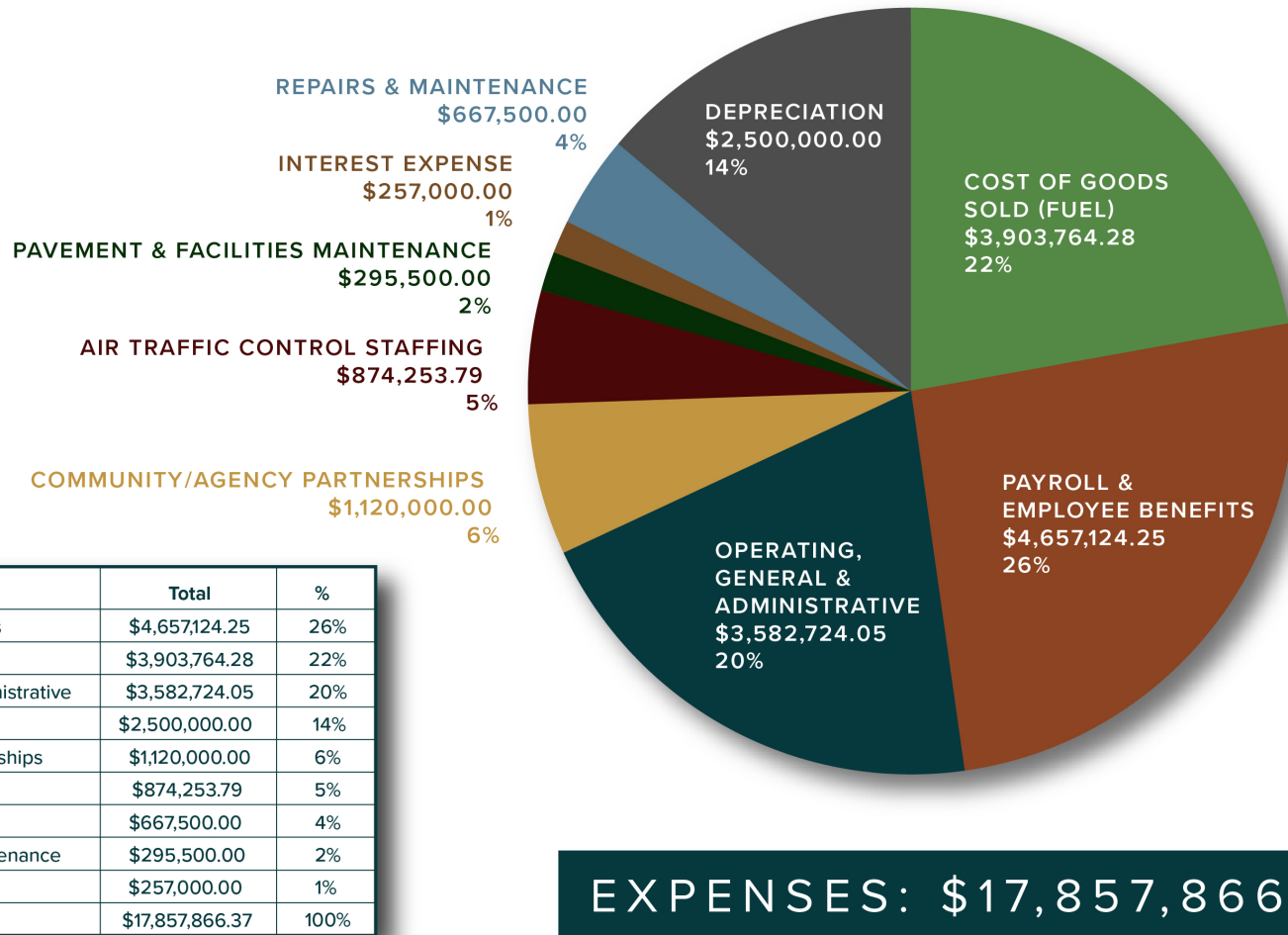
GRANT

FAA AIP Grant	\$5,824,035.00
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The operating expenses for the 2023 budget are \$17.8M of which 94% is allocated to airport operations and 6% to community benefits related to the public purpose of an airport (see Figure 3).

Figure 3: TTAD’s 2023 Budgeted Operating Expenses

2023 BUDGETED OPERATING EXPENSES



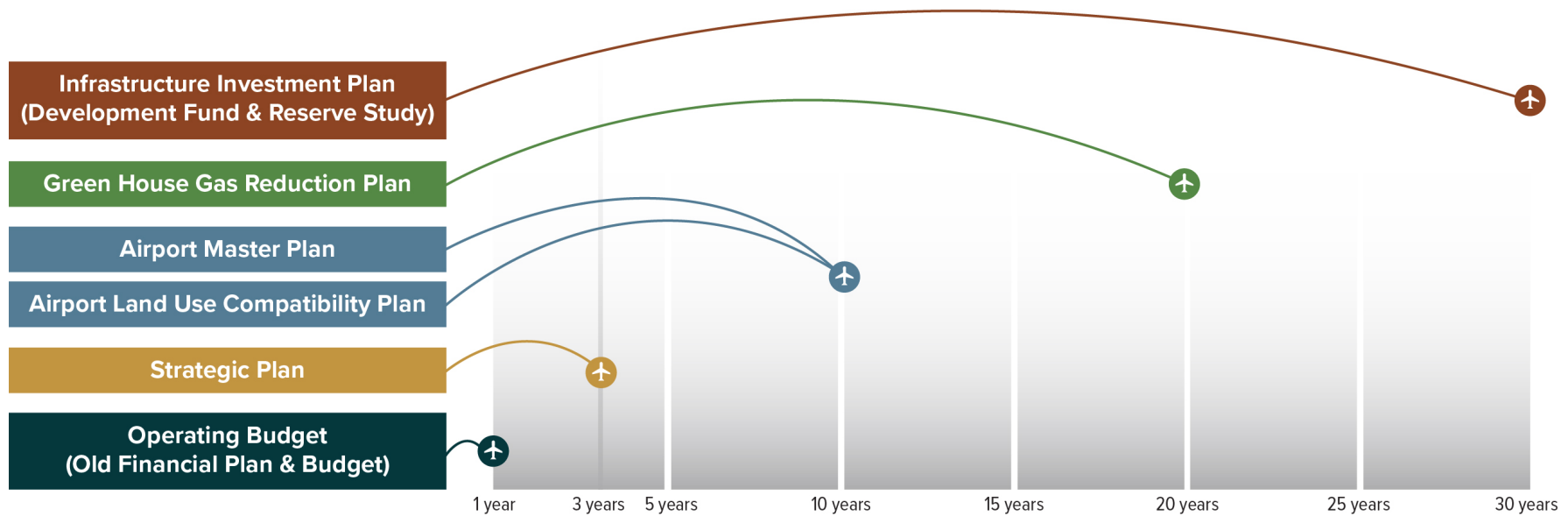
Operating Expenses	Total	%
Payroll & Employee Benefits	\$4,657,124.25	26%
Cost of Goods Sold (FUEL)	\$3,903,764.28	22%
Operating, General & Administrative	\$3,582,724.05	20%
Depreciation	\$2,500,000.00	14%
Community/Agency Partnerships	\$1,120,000.00	6%
Air Traffic Control Staffing	\$874,253.79	5%
Repairs & Maintenance	\$667,500.00	4%
Pavement & Facilities Maintenance	\$295,500.00	2%
Interest Expense	\$257,000.00	1%
	\$17,857,866.37	100%

EXPENSES: \$17,857,866

Plans

There are many short and long-range plans that inform priorities, decision-making and policy for the District. The goal for the District leadership is to ensure that all of the various plans align, coordinate, and support each other. Figure 4 demonstrates some of the critical plans informing priorities at the District over the next 30 years. While each of the time frames indicated represents a planning horizon, each plan is reviewed and updated on a regular basis as goals are achieved, planning factors change, or strategic guidance is updated.

Figure 4: Strategic Plan and Others



STRATEGIC PLAN STRUCTURE

The 2023 Strategic Plan was built on the same framework used to structure the [2023 TTAD Budget](#). The structure for both the 2023 Budget and 2023 Strategic Plan include four strategic focus areas:

- **Economic Viability**
- **Operational Efficiency**
- **Natural Resource Conservation**
- **Social Responsibility**

The structure, known as the EONS model, was created by the [Airport's Council International](#), as a holistic approach to managing an airport so as to ensure the integrity of the Economic viability, Operational efficiency, Natural resource conservation and Social responsibility (EONS) of the organization. The TTAD Board of Directors, early in the strategic planning process decided to use the EONS framework to align with the approved budget structure.

For each of the four strategic focus areas a set of goals and strategies have been developed (see pages 13-19). These goals and strategies will be tracked by staff in a Work Plan tool shown in Attachment A which outlines the schedule and responsibilities for each goal and strategy. The Board will be regularly updated on progress being made in each of the goal areas.

Figure 5: Strategic Plan Focus Areas

ECONOMIC VIABILITY

Operate a fiscally responsible District and contribute measurable community investments to the region.

NATURAL RESOURCE CONSERVATION

Commit to climate-resilient practices and act to preserve and enhance the natural environment.



OPERATIONAL EFFICIENCY

Effectively and safely operate the District.

SOCIAL RESPONSIBILITY

Work to be a good neighbor and community partner for District and community outcomes.

FOUNDATIONAL ELEMENTS

The following vision, mission, core values, and guiding principles are a set of agreed upon statements, developed collaboratively by the Board of Directors and staff, that serve as a foundation for how the organization makes decisions, builds culture, and communicates with the public. These foundational elements serve as benchmark tools and guideposts for the board and staff as they move forward with both implementation of the Plan as well as day-to-day operations of the District.

Alignment is built when both board and staff operate from the same base of agreements.

Vision

Defines where we want to be in the future—our horizon line.

A community-focused, sustainable, safe, and well-run airport district, respected locally and nationwide.

Mission

Defines what we do, where we serve and who we serve.

TTAD aims to provide safe, high-quality aviation services and facilities, reduce impact on our neighbors and the environment, invest in opportunities that increase community safety and provide sustained benefit to the entire Truckee Tahoe region.

Core Values

Defines and drives the culture of our organization and what we focus on daily.

- Safety for all
- Regionally focused
- Responsible
- Innovative

Guiding Principles

Expands on core values and describes a set of principles that guide priorities and decision-making for the District.

- We adhere to high standards of safety, accountability, equitability, and transparency.
- We care for and invest in our land, facilities, team, and community.
- We maintain exclusive rights of airport land and facilities in perpetuity.
- We strive to make fair and equitable decisions with property taxes and user fees.
- We listen to and learn from all our partners, neighbors, and constituencies.
- We are an industry leader in sustainable aviation innovation.



STRATEGIC FOCUS AREAS, GOALS AND STRATEGIES

Table 1. Goals and Strategies for Focus Area 1: Economic Viability



 FOCUS AREA 1: ECONOMIC VIABILITY <i>Operate a fiscally responsible Airport District and contribute measurable community, environmental, and economic benefits to the region.</i>	
Goals	Strategies
1.A. OPERATE: Practice fiscally responsible and inclusive budgeting, as well as sound financial management of District resources.	1.A.1. Develop and approve an annual budget that aligns with the District Strategic Plan and Master Plan and is accessible for the community. 1.A.2. Plan for the long-term preservation of current airport assets by conducting a Reserve Study, developing a Reserve Policy, and conducting regular Reserve Study updates every 3-5 years. 1.A.3. Work to recover costs and maximize the efficiency of all aviation services and facilities. 1.A.4. Explore opportunities for revenue generation while prioritizing existing infrastructure. 1.A.5. Manage current FAA grants, apply for additional grants and monitor and report annually on FAA Grant Assurance Obligations.
1.B. FUTURE: Prioritize investments in airport safety, infrastructure, and operations on both airside and landside.	1.B.1. Get FAA feedback on proposed additional runway alternative #1 (16/34). 1.B.2. Complete and approve the TTAD Master Plan and Airport Layout Plan based on feedback for runway alternative #1. 1.B.3. Create an Infrastructure Investment Plan and Development Fund strategy to define roadmap for future opportunities.
1.C. QUANTIFY: Quantify, track, and share economic, community and environmental investments and results.	1.C.1. Track community benefits in the budget and financial management systems. 1.C.2. Quantify regional economic benefits and consider future study with regional partners. 1.C.3. Quantify environmental investments and results towards greenhouse gas reductions. <i>For strategies re: "sharing" information, see Focus Area 3, Goal A.</i>
1.D. GIVE BACK: Develop a community investment strategy that aligns directly to airport vision, mission, values, and public purpose.	1.D.1. Define budget allocation for community investments. 1.D.2. Review existing community investments to prioritize major projects that benefit the region and align with airport purpose and mission (<i>see Focus Area 3, Goal A for more details</i>).

Table 2. Goals and Strategies for Focus Area 2: Operational Efficiency

 FOCUS AREA 2: OPERATIONAL EFFICIENCY <i>Effectively and safely operate the District.</i>	
Goals	Strategies
<p>2.A. MAINTAIN: Maintain airside infrastructure to safe standards.</p>	<p>2.A.1. Implement the Reserve Plan (see Focus Area 1, Goal A for details).</p> <p>2.A.2. Implement the Infrastructure Investment Plan (Development Fund) (see Focus Area 1, Goal B for details).</p> <p><i>Maintain Runways and Taxiways</i></p> <p>2.A.3. Execute FAA Airport Improvement Projects to maintain infrastructure to safe standards.</p> <p>2.A.4. Improve runway safety areas and reduce identified hazards to meet FAA requirements.</p> <p>2.A.5. Conduct an FAA siting study for a permanent control tower and pursue funding opportunities.</p> <p><i>Maintain Hangars</i></p> <p>2.A.6. Develop a Hangar Revitalization Plan to address long standing deficiencies, winter damage, safety zones and procedures, including non-conforming or non-permitted internal hangar structures.</p> <p>2.A.7. Prioritize the replacement of the ramp ground support equipment hangar.</p>
<p>2.B. IMPROVE: Improve operational efficiencies.</p>	<p><i>Streamline Airport Maintenance</i></p> <p>2.B.1. Define and implement a plan to improve airport maintenance.</p> <p><i>Improve On-Airport Services</i></p> <p>2.B.2. Upgrade fuel farm pump and storage capacity to decrease fueling times and decrease reliance on just-in-time delivery of fuel from regional supply centers.</p> <p>2.B.3. Upgrade the FBO Point of Sale system to provide mobile and reporting efficiencies.</p> <p>2.B.4. Implement an automated system for parking payments.</p> <p>2.B.5. Conduct an audit to surface other potential areas for improved efficiencies.</p>




FOCUS AREA 2: OPERATIONAL EFFICIENCY

Effectively and safely operate the District.

Goals	Strategies
<p>2.C. INVEST: Invest in talent and the teams.</p>	<p><i>Board of Directors</i></p> <ul style="list-style-type: none"> 2.C.1. Invest in the Board—develop a training and board development plan. 2.C.2. Review Board Policy Instructions on a 5-year basis, and update as required. <p><i>Staff Team</i></p> <ul style="list-style-type: none"> 2.C.3. Invest in staff—develop a training and professional development plan for each employee and implement supporting programs, such as semi-annual staff performance evaluation. 2.C.4. Conduct salary surveys every three years, or as needed to maintain competitive wage structures. <p><i>Staff and Board</i></p> <ul style="list-style-type: none"> 2.C.5. Update Strategic Plan Goals and Strategies every other year ahead of the budget process. 2.C.6. Clearly define Board and general manager roles and responsibilities on an annual basis. 2.C.7. Develop a Diversity, Equity and Inclusion (DEI) Strategy with partners (<i>see Focus Area 3, Goal B for details</i>). 2.C.8. Define opportunities for staff and board team building (training, events, etc.).
<p>2.D. UPDATE: Update policies and incentive programs around airport operations, safety, and community impacts.</p>	<ul style="list-style-type: none"> 2.D.1. Update the Fly Quiet and Pilot Safety programs to increase participation and engagement. 2.D.2. Review opportunities for new flight procedures. 2.D.3. Review and update the primary management compliance documents (PMCD). 2.D.4. Update Staff Policy Instructions every two years. 2.D.5. Train staff, tenants, and aircraft owners and operators on updates.

Table 3 . Goals and Strategies for Focus Area 3: Social Responsibility

 FOCUS AREA 3: SOCIAL RESPONSIBILITY <i>Strive to be a good neighbor and community partner for District and community outcomes.</i>	
Goals	Strategies
3.A. COMMUNICATE: Strive to be a good neighbor by listening and communicating effectively.	<p>3.A.1. Strengthen communications with local neighbors about Fly Quiet and Safety Programs.</p> <p>3.A.2. Strengthen communications with the aviation community about Fly Quiet and Safety Programs.</p> <p>3.A.3. Include information about District goals and partnerships, as well as community, environmental and economic benefits in outreach and communications.</p> <p>3.A.4. Strengthen the capacity of the District to deliver effective community engagement and communications strategies.</p>
3.B. COLLABORATE: Partner to deliver District and community benefits.	<p>3.B.1. Create a tool to define the relationship between partner and District goals and prioritize action based on the outcome of this assessment.</p> <p>3.B.2. Address safety from a land-use perspective by working with Nevada and Placer Counties and the Town of Truckee to update the Airport Land Use Compatibility Plan.</p> <p>3.B.3. Partner with the Tahoe-Truckee Sanitation Agency to finalize the land exchange for safety and opportunities for the District and community.</p> <p>3.B.4. Address regional housing issues through active participation, and funding, with the Truckee Tahoe Workforce Housing Agency.</p> <p>3.B.5. Decrease cyber security risks by collaborating with other public agencies around cyber security issues.</p> <p>3.B.6. Move Diversity, Equity and Inclusion goals forward by collaborating with regional partners such as the Town of Truckee and the Tahoe Truckee Belonging Collaborative.</p> <p>3.B.7. Address regional net-zero greenhouse gas emission reduction goals by:</p> <ul style="list-style-type: none"> • Continued participation in the Climate Transformation Alliance (CTA). • Exploring collaborative efforts to create a bioenergy facility to address the biomass being removed from partners within the District. • Work with utility partners to encourage sustainable sources of energy to achieve net-zero goals.




FOCUS AREA 3: SOCIAL RESPONSIBILITY

Strive to be a good neighbor and community partner for District and community outcomes.

Goals	Strategies
3.C. RECOGNIZE: Increase pilot participation in voluntary ‘no fly’ curfew hours and safety programs.	3.C.1. Expand the current incentive program and measure results. 3.C.2. Create new communication tools to reach local and transient pilots, such as a mobile friendly micro website that communicates information and guidance about safety noise abatement procedures, and seeks pilot feedback.
3.D. COORDINATE: Align community investments with District goals.	3.D.1. Quantify current community giving (in-kind, funding, etc.). 3.D.2. Focus future community investment on three key pillars: 1) Science, technology, engineering, arts, and mathematics (STEAM). 2) Provides significant regional benefits through a partnership approach. 3) Support interest in the aviation community.

Table 4 . Goals and Strategies for Focus Area 4: Natural Resource Conservation

 FOCUS AREA 4: NATURAL RESOURCE CONSERVATION <i>Invest in and implement strategies to reduce greenhouse gas emissions and preserve open space within the District.</i>	
Goals	Strategies
4.A. ACHIEVE: Achieve airport carbon neutrality by 2045.	4.A.1. Partner with Climate Transformation Alliance (CTA) to: <i>(see Focus Area 3, Goal B for details)</i> . 4.A.2. Create a 5-year plan to reduce or eliminate airport-related carbon emissions such as: <ul style="list-style-type: none"> • Requirements or incentives for aviators and other airport users to contribute to net-zero goals. • Prioritize airfield and FBO operations to minimize climate impacts. • Implement a District sustainable procurement policy. • Airport electrification to maximize renewable-energy use. • Prioritize the sale and use of sustainable aviation fuels (SAF).
4.B. RENEW: “Electrify” the airport and maximize renewable energy use.	4.B.1. Continued conversion of airport vehicle fleet away from fossil fuel-based power. 4.B.2. Create an electrification plan to support future aviation electrification opportunities. 4.B.3. Expand ground power unit capacity to support peak period operations while incentivizing use of ground power.
4.C. RESTORE: Continue to preserve and restore high-value natural areas within District boundaries.	4.C.1. Evaluate opportunities to contribute to protecting key areas/land within the District. 4.C.2. Ensure land management plans address sustainable, fire safety, and biodiversity priorities.
4.D. MITIGATE: Contribute to wildfire mitigation, wildfire risk reduction, and forest management.	4.D.1. Explore collaborative efforts to create a bioenergy facility to address the biomass being removed from partners within the District <i>(see Focus Area 3, Goal B for details)</i> . 4.D.2. Maintain District property with proactive forest management practices.
4.E. TRANSITION: Prioritize Sustainable Aviation Fuels.	4.E.1. Prioritize the transition to 100% Sustainable Aviation Fuel (SAF) Jet A by 2024. 4.E.2. Research and prioritize the complete transition of 100LL Fuel to sustainable fuel as soon as supply chain allows.

ATTACHMENT A: STRATEGIC PLAN WORK PLAN, TIMELINE WITH ROLES AND RESPONSIBILITIES

ATTACHMENT A

Strategic Plan Work Plan: Timeline with Roles and Responsibilities

Goals and Strategies	Role	Year 1: 2023	Year 2: 2024	Year 3: 2025	Future
STRATEGIC FOCUS AREA: ECONOMIC VIABILITY					
I.A. OPERATE: Practice fiscally responsible and inclusive budgeting, as well as sound financial management of District resources.					
I.A.1. Develop and approve an annual budget that aligns with the District Strategic Plan and Master Plan and is accessible for the community.	Board*, Staff	✓	✓	✓	✓
I.A.2. Plan for the long-term preservation of current Airport assets by conducting a Reserve Study, developing a Reserve Policy, and conducting regular Reserve Study updates every 3-5 years.	Staff/Consultant*, Board	✓			✓
I.A.3. Work to recover costs and maximize the efficiency of all aviation services and facilities.	Staff*, Board		✓		✓
I.A.4. Explore opportunities for revenue generation while prioritizing existing infrastructure.	Staff*		✓	✓	✓
I.A.5. Manage current FAA grants, apply for additional grants and monitor and report annually on FAA Grant Assurance Obligations.	Staff*	✓	✓	✓	✓
I.B. FUTURE: Prioritize investments in airport safety, infrastructure, and operations on both airside and landside.					
I.B.1. Get FAA feedback on proposed additional runway alternative #1 (16/34).	Staff*		✓		
I.B.2. Complete and approve the TTAD Master Plan and Airport Layout Plan based on feedback for runway alternative #1	Board/Staff/Consultant*		✓		
I.B.3. Create an Infrastructure Investment Plan and Development Fund strategy to define roadmap for future opportunities.	Staff*, Board		✓		
I.C. QUANTIFY: Quantify, track, and share economic, community and environmental investments and results.					
I.C.1. Track community benefits in the budget and financial management systems.	Staff*		✓		
I.C.2. Quantify regional economic benefits and consider future study with regional partners.	Staff/Partners*, Board			✓	
I.C.3. Quantify environmental investments and results towards greenhouse gas reductions.	Staff/Consultant*		✓		
I.D. GIVE BACK: Develop a community investment strategy that aligns directly to airport vision, mission, values, and public purpose.					
I.D.1. Define budget allocation for community investments.	Board*, Staff		✓		
I.D.2. Review existing community investments to prioritize major projects that benefit the region and align with airport purpose and mission.	Board*, Staff/Partners		✓		

Goals and Strategies	Role	Year 1: 2023	Year 2: 2024	Year 3: 2025	Future
STRATEGIC FOCUS AREA: OPERATIONAL EFFICIENCY					
2.A. MAINTAIN: Maintain airside infrastructure to safe standards.					
2.A.1. Implement the Reserve Plan. (See Focus Area I, Goal A for details.)	Staff*, Board		✓		✓
2.A.2. Implement the Infrastructure Investment Plan (Development Fund). (See Focus Area I, Goal B for details.)	Staff*, Board			✓	
2.A.3. Execute FAA Airport Improvement Projects to maintain infrastructure to safe standards.	Staff*	✓	✓	✓	✓
2.A.4. Improve runway safety areas and reduce identified hazards to meet FAA requirements.	Staff*		✓	✓	✓
2.A.5. Conduct an FAA siting study for a permanent control tower and pursue funding opportunities.	Staff/Consultant*		✓		
2.A.6. Develop a Hangar Revitalization Plan to address long standing deficiencies, winter damage, safety zones and procedures, including non-conforming or non-permitted internal hangar structures.	Staff*	✓	✓	✓	✓
2.A.7. Prioritize the replacement of the ramp ground support equipment hangar.	Board*			✓	
2.B. IMPROVE: Improve operational efficiencies.					
2.B.1. Define and implement a plan to improve Airport maintenance.	Staff*	✓	✓		
2.B.2. Upgrade fuel farm pump and storage capacity to decrease fueling times and decrease reliance on just-in-time delivery of fuel from regional supply centers.	Staff*		✓		
2.B.3. Upgrade the FBO Point of Sale system to provide mobile and reporting efficiencies.	Staff*		✓		
2.B.4. Implement an automated system for parking payments.	Staff*	✓			
2.B.5. Conduct an audit to surface other potential areas for improved efficiencies.	Staff*			✓	
2.C. INVEST: Invest in talent and the teams.					
2.C.1. Invest in the Board—develop a training and board development plan.	Board*, GM	✓	✓	✓	✓
2.C.2. Review Board Policy Instructions on a 5-year basis, and update as required.	Board*, GM	✓			✓
2.C.3. Invest in staff—develop a training and professional development plan for each employee and increase support such as semi-annual staff performance evaluations.	Staff*	✓	✓	✓	✓
2.C.4. Conduct salary surveys every three years, or as needed to maintain competitive wage structures.	Consultant*, GM/Board		✓		
2.C.5. Update Strategic Plan Goals and Strategies every other year ahead of the budget process.	Board*, Staff			✓	✓
2.C.6. Clearly define Board and general manager roles and responsibilities on an annual basis.	Board*, GM	✓			
2.C.7. Develop a Diversity, Equity and Inclusion (DEI) Strategy with partners.	All* Partners		✓		
2.C.8. Define opportunities for staff and board team building (training, events, etc.).	Board/Staff*, Consultant	✓			

Goals and Strategies	Role	Year 1: 2023	Year 2: 2024	Year 3: 2025	Future
2.D. UPDATE: Update policies and incentive programs around airport operations, safety, and community impacts.					
2.D.1. Update the Fly Quiet and Pilot Safety programs to increase participation and engagement.	Staff*, Board		✓		
2.D.2. Review opportunities for new flight procedures.	Board*, Staff		✓		✓
2.D.3. Review and update the primary management compliance documents (PMCD).	Staff*, Board		✓		
2.D.4. Update Staff Policy Instructions every two years.	Staff*, Board	✓		✓	✓
2.D.5. Train staff, tenants, and aircraft owners and operators on updates.	Staff*		✓	✓	✓

STRATEGIC FOCUS AREA: SOCIAL RESPONSIBILITY					
3.A. COMMUNICATE: Strive to be a good neighbor by listening and communicating effectively.					
3.A.1. Strengthen communications with local neighbors about Fly Quiet and Safety Programs.	Staff*	✓	✓	✓	✓
3.A.2. Strengthen communications with the aviation community about Fly Quiet and Safety Programs.	Staff*	✓	✓	✓	✓
3.A.3. Include information about District goals and partnerships, as well as community, environmental and economic benefits in outreach and communications.	Staff*	✓	✓	✓	✓
3.A.4. Strengthen the capacity of the District to deliver effective community engagement + communications strategies.	Staff/3 rd Party Expertise*		✓		
3.B. COLLABORATE: Partner to deliver District and community benefits.					
3.B.1. Create a tool to define the relationship between partner and District goals and prioritize action based on the outcome of this assessment.	Staff*, Board		✓		
3.B.2. Address safety from a land-use perspective by working with Nevada and Placer County, Town of Truckee to update the Airport Land Use Compatibility Plan.	Staff*, Board			✓	
3.B.3. Partner with the Tahoe-Truckee Sanitation Agency to finalize the land exchange for safety and opportunities for the District and community.	Staff*, Board	✓			
3.B.4. Address regional housing issues through active participation, and funding, with the Truckee Tahoe Workforce Housing Agency.	Staff*, Board	✓	✓	✓	✓
3.B.5. Decrease cyber security risks by collaborating with other public agencies around cyber security issues.	Staff*, Board	✓			
3.B.6. Move Diversity, Equity and Inclusion goals forward by collaborating with regional partners such as the Town and the Tahoe Truckee Belonging Collaborative	All*		✓		
3.B.7. Address regional net-zero greenhouse gas emission reduction goals by: <ul style="list-style-type: none"> ▪ Continued participation in the Climate Transformation Alliance (CTA) ▪ Exploring collaborative efforts to create a bioenergy facility to address the biomass being removed from partners within the District. ▪ Work with utility partners to encourage sustainable sources of energy to achieve net-zero goals. 	Staff*, Board	✓	✓	✓	✓

Goals and Strategies	Role	Year 1: 2023	Year 2: 2024	Year 3: 2025	Future
3.C. RECOGNIZE: Increase Pilot Compliance/Engagement in Fly Quiet and Safety Programs and Procedures.					
3.C.1. Expand current incentive program and measure results.	Staff*, Board		✓		
3.C.2. Create new communication tools to reach local and transient pilots, such as a mobile friendly micro website that communicates information and guidance about safety noise abatement procedures, and seeks pilot feedback.	Staff*, Board		✓		
3.D. COORDINATE: Align community investments with District goals.					
3.D.1. Quantify current community giving (in-kind, funding, etc.).	Staff*, Board		✓		
3.D.2. Focus future community investment on two key pillars: 1) Science, technology, engineering, arts, and mathematics (STEAM), 2) Provides significant regional benefits through a partnership approach, and 3) Support interest in the aviation community.	Board*, Staff		✓		

STRATEGIC FOCUS AREA: NATURAL RESOURCE CONSERVATION					
4.A. ACHIEVE: Achieve Airport carbon neutrality by 2045.					
4.A.1. Work with partner as part of Climate Transformation Alliance (CTA).	Staff*, Board	✓	✓	✓	✓
4.A.2. Create a 5-year plan to reduce or eliminate airport-related carbon emissions such as: <ul style="list-style-type: none"> ▪ Requirements or incentives for aviators and other airport users to contribute to net-zero goals. ▪ Prioritize airfield and FBO operations to minimize climate impacts. ▪ Implement a District sustainable procurement policy. ▪ Airport electrification to maximize renewable-energy use. ▪ Prioritize the sale and use of sustainable aviation fuels (SAF). 	Staff*, Board		✓		✓
4.B. RENEW: “Electrify” the Airport and maximize renewable energy use.					
4.B.1. Continued conversion of airport vehicle fleet away from fossil fuel-based power.	Staff*	✓	✓	✓	✓
4.B.2. Create an electrification plan to support future aviation electrification opportunities.	Staff*			✓	
4.B.3. Expand ground power unit capacity to support peak period operations while incentivizing use of ground power.	Staff*			✓	
4.C. RESTORE: Continue to preserve and restore high-value natural areas within Airport District boundaries.					
4.C.1. Evaluate opportunities to contribute to protecting key areas/land within the District.	Staff*, Board		✓		
4.C.2. Ensure land management plans address sustainable, fire safety and biodiversity priorities.	Staff*, Board		✓		
4.D. MITIGATE: Contribute to wildfire mitigation, wildfire risk reduction and forest management.					
4.D.1. Explore collaborative efforts to create a bioenergy facility to address the biomass being removed from partners within the District (<i>part of collaborative efforts outlined in Focus Area 3</i>).	Staff*, Board		✓		
4.D.2. Maintain District property with proactive forest management practices.	Staff*, Consultant	✓	✓	✓	✓

Goals and Strategies	Role	Year 1: 2023	Year 2: 2024	Year 3: 2025	Future
4.E. TRANSITION: Prioritize Sustainable Aviation Fuels.					
4.E.1. Prioritize the transition to 100% Sustainable Aviation Fuel (SAF) Jet A by 2024.	Staff*		✓		
4.E.2. Research and prioritize the complete transition of 100LL Fuel to sustainable fuel as soon as supply chain allows.	Staff*, Board			✓	

* Note: In role column "*" denotes the lead, all others listed without an asterisk are supportive roles.

