



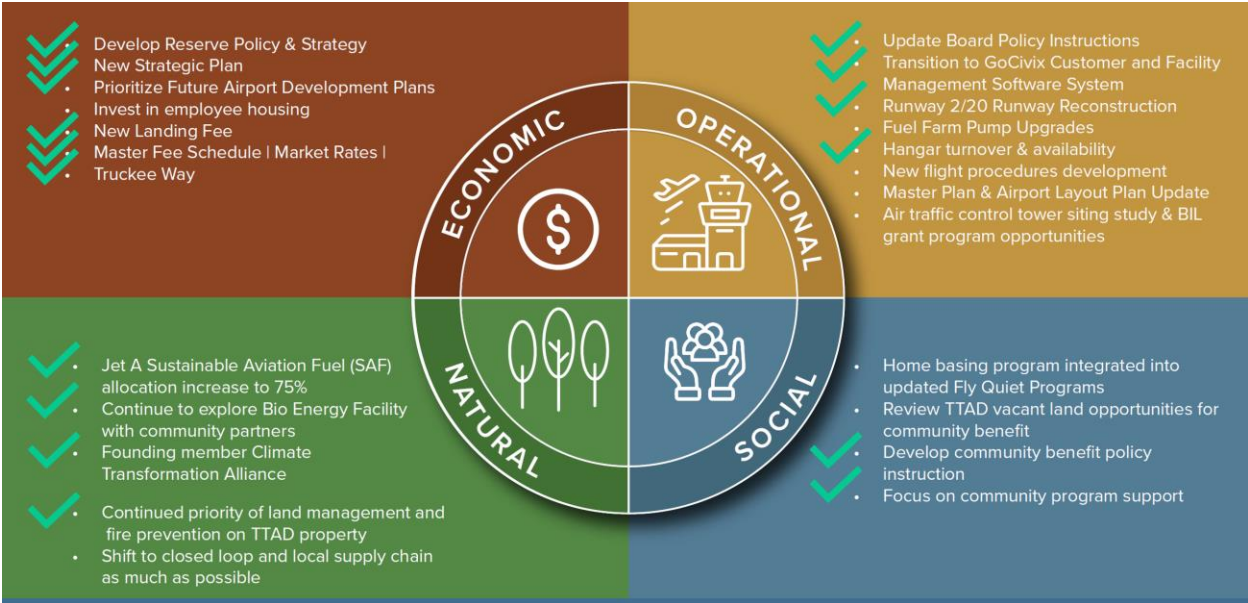
# TRUCKEE TAHOE AIRPORT DISTRICT GENERAL MANAGER REPORT

**AGENDA TITLE:** General Manager’s Monthly Update

**MEETING DATE:** October 25, 2023

**PREPARED BY:** Robb Etnyre, General Manager

### Item 1. Truckee Tahoe Airport District 2023 Budget Priorities:



## Item 2. 2024 – 2026 Strategic Plan

### 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.

### 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.

# ATTACHMENT A

## Strategic Plan Work Plan: September 2023 Update



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

Goals and Strategies	Status	Year 1: 2023	Year 2: 2024	Year 3: 2025	Future
<b>STRATEGIC FOCUS AREA: OPERATIONAL EFFICIENCY</b>					
<b>2.A. MAINTAIN: Maintain airside infrastructure to safe standards.</b>					
2.A.1. Implement the Reserve Plan. (See Focus Area 1, Goal A for details.)			✓		✓
2.A.2. Implement the Infrastructure Investment Plan (Development Fund). (See Focus Area 1, Goal B for details.)				✓	
2.A.3. Execute FAA Airport Improvement Projects to maintain infrastructure to safe standards.		✓	✓	✓	✓
2.A.4. Improve runway safety areas and reduce identified hazards to meet FAA requirements.			✓	✓	✓
2.A.5. Conduct an FAA siting study for a permanent control tower and pursue funding opportunities.			✓		
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.		✓	✓	✓	✓
2.A.7. Prioritize the replacement of the ramp ground support equipment hangar.				✓	
<b>2.B. IMPROVE: Improve operational efficiencies.</b>					
2.B.1. Define and implement a plan to improve Airport maintenance.		✓	✓		
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.			✓		
2.B.3. Upgrade the FBO Point of Sale system to provide mobile and reporting efficiencies.			✓		
2.B.4. Implement an automated system for parking payments.		✓			
2.B.5. Conduct an audit to surface other potential areas for improved efficiencies.				✓	
<b>2.C. INVEST: Invest in talent and the teams.</b>					
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.		✓			✓
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.		✓	✓	✓	✓
2.C.4. Conduct salary surveys every three years, or as needed to maintain competitive wage structures.			✓		
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.			✓		
2.C.8. Define opportunities for staff and board team building (training, events, etc.).		✓			



Goals and Strategies	Status	Year 1: 2023	Year 2: 2024	Year 3: 2025	Future
<b>2.D. UPDATE: Update policies and incentive programs around airport operations, safety, and community impacts.</b>					
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.			✓	✓	✓
<b>STRATEGIC FOCUS AREA: SOCIAL RESPONSIBILITY</b>					
<b>3.A. COMMUNICATE: Strive to be a good neighbor by listening and communicating effectively.</b>					
3.A.1. Strengthen communications with local neighbors about Fly Quiet and Safety Programs.		✓	✓	✓	✓
3.A.2. Strengthen communications with the aviation community about Fly Quiet and Safety Programs.		✓	✓	✓	✓
3.A.3. Include information about District goals and partnerships, as well as community, environmental and economic benefits in outreach and communications.		✓	✓	✓	✓
3.A.4. Strengthen the capacity of the District to deliver effective community engagement + communications strategies.			✓		
<b>3.B. COLLABORATE: Partner to deliver District and community benefits.</b>					
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.			✓		
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.				✓	
3.B.3. Partner with the Tahoe-Truckee Sanitation Agency to finalize the land exchange for safety and opportunities for the District and community.		✓			
3.B.4. Address regional housing issues through active participation, and funding, with the Truckee Tahoe Workforce Housing Agency.		✓	✓	✓	✓
3.B.5. Decrease cyber security risks by collaborating with other public agencies around cyber security issues.		✓			
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			✓		
3.B.7. Address regional net-zero greenhouse gas emission reduction goals by: <ul style="list-style-type: none"> <li>Continued participation in the Climate Transformation Alliance (CTA)</li> <li>Exploring collaborative efforts to create a bioenergy facility to address the biomass being removed from partners within the District.</li> <li>Work with utility partners to encourage sustainable sources of energy to achieve net-zero goals.</li> </ul>		✓	✓	✓	✓



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<b>3.C. RECOGNIZE: Increase Pilot Compliance/Engagement in Fly Quiet and Safety Programs and Procedures.</b>					
3.C.1. Expand 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.			✓		
<b>3.D. COORDINATE: Align community investments with District goals.</b>					
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, and 3) Support interest in the aviation community.			✓		
<b>STRATEGIC FOCUS AREA: NATURAL RESOURCE CONSERVATION</b>					
<b>4.A. ACHIEVE: Achieve Airport carbon neutrality by 2045.</b>					
4.A.1. Work with partner as part of Climate Transformation Alliance (CTA).		✓	✓	✓	✓
4.A.2. Create a 5-year plan to reduce or eliminate airport-related carbon emissions such as: <ul style="list-style-type: none"> <li>Requirements or incentives for aviators and other airport users to contribute to net-zero goals.</li> <li>Prioritize airfield and FBO operations to minimize climate impacts.</li> <li>Implement a District sustainable procurement policy.</li> <li>Airport electrification to maximize renewable-energy use.</li> <li>Prioritize the sale and use of sustainable aviation fuels (SAF).</li> </ul>			✓		✓
<b>4.B. RENEW: "Electrify" the Airport and maximize renewable energy use.</b>					
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.				✓	
<b>4.C. RESTORE: Continue to preserve and restore high-value natural areas within Airport District boundaries.</b>					
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.			✓		
<b>4.D. MITIGATE: Contribute to wildfire mitigation, wildfire risk reduction and forest management.</b>					
4.D.1. Explore collaborative efforts to create a bioenergy facility to address the biomass being removed from partners within the District (part of collaborative efforts outlined in Focus Area 3).			✓		
4.D.2. Maintain District property with proactive forest management practices.		✓	✓	✓	✓



Goals and Strategies	Status	Year 1: 2023	Year 2: 2024	Year 3: 2025	Future
<b>4.E. TRANSITION: Prioritize Sustainable Aviation Fuels.</b>					
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.				✓	

**Item 3. EPA Finalizes Endangerment Finding for Lead Emissions from Aircraft that Operate on Leaded Fuel**

- The EPA has issued a final determination that lead emissions to air from certain aircraft engines cause or contribute to air pollution which may reasonably be anticipated to endanger public health and welfare. Aircraft that use leaded aviation gasoline are primarily piston-engine aircraft.
- With this final determination, EPA now becomes subject to a duty to propose and promulgate regulatory standards for lead emissions from aircraft engines. The FAA is also now subject to a duty to prescribe standards for the composition or chemical or physical properties of aircraft fuel to control or eliminate aircraft lead emissions.
- The District is aggressively exploring “drop in” unleaded fuel replacements for the currently used 100LL fuel at KTRK. This is an active process working with the aviation fuel industry as “drop in” unleaded fuel(s) comes to market.
- The shift to unleaded fuel is in keeping with the identify goals of the District’s strategic plan and our core values as a community based general aviation airport.

**Item 4. Federal Aviation Administration – Land Use Inspection**

The Federal Aviation Administration conducted a land use site inspection at KTRK on September 20-21, 2023. The final report is pending and will require response from KTRK.

The following points were discussed during the inspection:

1. Tracking of airport revenue and expenses vs. non airport revenue and expense.
2. Use of aviation designated land for non-aviation purposes.
3. Hangar utilization, standards, and compatible aviation uses.
4. Standardization of leases.
5. Ensuring a single scope audit for grants that exceed \$750,000 is filed within 9 months of project completion.

**Item 5. Runway 2/20 Reconstruction**

- Due to variety of delays in the reconstruction project, the anticipated completion date is now November 18, 2023.



### **Item 6. Conferences**

This past month the General Manager has attended the following conference.

1. Sustainable Aviation Futures North America Congress, 2 - 4 October 2022.

### **ATTACHMENTS**

- Aviation and Communication Reports
- Financial Report and Statements