



Truckee Tahoe Airport District

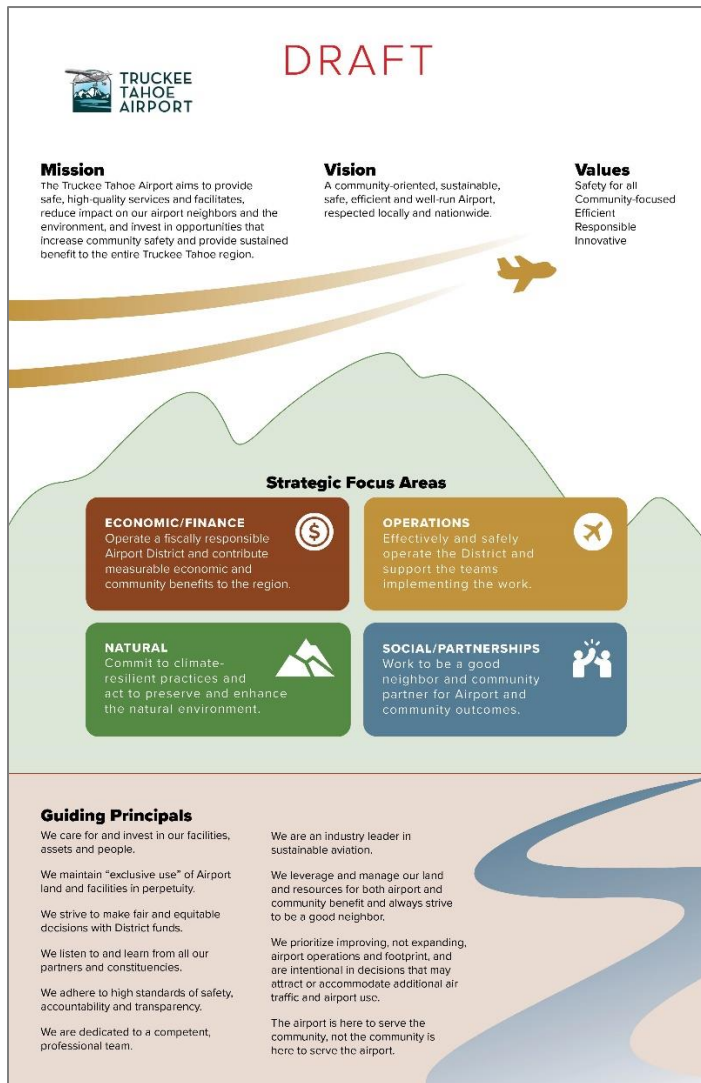
DRAFT Strategic Plan Board Packet

Draft as of May 17, 2023

Table of Contents

Framework.....	3
Foundational Elements	4
About.....	4
Vision	4
Mission.....	4
Guiding Principles.....	4
Values	4
Four Strategic Focus Areas	5
Attachments	12
Attachment A. Definitions	12
Attachment B. DRAFT Strategic Plan Timeline.....	13
Attachment C. DRAFT Roles + Responsibilities.....	17
Attachment D. Sample Partnership Rubric Tool.....	21
Attachment E. TTAD Org Chart.....	22

Framework



Foundational Elements

About

The Truckee Tahoe Airport (TRK) is managed by the Truckee Tahoe Airport District (TTAD) which is the largest general aviation airport in the northern Tahoe region. TTAD is managed by a Board comprised of five elected members from Nevada and Placer Counties. The Airport is a designated California Special District, and funding comes from fuel sales, real estate rent, and local property taxes. The District’s primary responsibility is to provide safe and efficient aviation facilities and services. Additionally, as a California Special District, the airport has an expressed mandate to provide benefit to its community.

Vision

A community-oriented, sustainable, safe, efficient and well-run Airport, respected locally and nationwide.

Mission

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

Guiding Principles

- ❖ We care for and invest in our facilities, assets and people.
- ❖ We maintain “exclusive use” of Airport land and facilities in perpetuity.
- ❖ We strive to make fair and equitable decisions with District funds.
- ❖ We listen to and learn from all our partners and constituencies.
- ❖ We adhere to high standards of safety, accountability, and transparency.
- ❖ We are dedicated to a competent, professional team.
- ❖ We are an industry leader in sustainable aviation.
- ❖ We leverage and manage our land and resources for both airport and community benefit and always strive to be a good neighbor.
- ❖ We prioritize improving, not expanding, airport operations and footprint, and are intentional in decisions that may attract or accommodate additional air traffic and airport use.
- ❖ We believe that the airport exists to serve the community.

Values

- ➔ Safety for all
- ➔ Community-focused
- ➔ Efficient
- ➔ Responsible
- ➔ Innovative

Four Strategic Focus Areas

ECONOMICS/FINANCE



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

OPERATIONS



Effectively and safely operate the District.

NATURAL



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

PARTNERSHIPS/COMMUNITY



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

Goals + Strategies per Strategic Focus Area

Table 1. Goals and Strategies for Focus Area 1: Economics/Finance

FOCUS AREA 1: ECONOMICS/FINANCE	
<i>Operate a fiscally responsible Airport District and contribute measurable community, environmental and economic benefits to the region.</i>	
Goals	Strategies
1.A. Practice fiscally responsible and inclusive budgeting and financial management of District resources.	<ul style="list-style-type: none"> ▪ Develop and approve an annual budget that aligns with the District Strategic Plan + Master Plan and is accessible for the community. ▪ Plan for the long-term preservation of current Airport assets by conducting a Reserve Study and developing a Reserve Policy. ▪ Work to recover costs and maximize the efficiency of all aviation services and facilities. ▪ Explore opportunities for revenue generation. ▪ Manage current FAA grants and apply for additional grants and monitor and report annually on FAA Grant Assurance Obligations.
1.B. Prioritize investments in airport safety, infrastructure, and operations on both airside and landside.	<ul style="list-style-type: none"> ▪ Get FAA/ADO feedback on proposed additional runway alternative #1 (16/34). ▪ Complete and approve the TTAD Master Plan and Airport Layout Plan based on feedback for runway alternative #1. ▪ Create an Infrastructure Investment Plan and Development Fund strategy to define roadmap for future opportunities.
1.C. Quantify, track, and share economic, community and environmental investments and results.	<ul style="list-style-type: none"> ▪ Track community benefits in the budget and financial management systems. ▪ Quantify regional economic benefits and consider future study with regional partners. ▪ Quantify environmental investments and results towards greenhouse gas reductions. ▪ <i>For strategies re: “sharing” information, see Goal A, Focus Areas 3.</i>
1.D. Develop a community investment strategy that aligns directly to airport vision, mission, values, and public purpose.	<ul style="list-style-type: none"> ▪ Define budget allocation for community investments. ▪ Review existing community investments to prioritize major projects that benefit the region and align with airport purpose and mission. <i>(see Goal A, Focus Area 3, for more details).</i>

Table 2. Goals and Strategies for Focus Area 2: Operations

FOCUS AREA 2: OPERATIONS <i>Effectively and safely operate the District.</i>	
Goals	Strategies
2.A. Maintain airside infrastructure to safe standards.	<ul style="list-style-type: none"> ▪ Implement the Reserve Plan. (<i>See Goal A, Focus Area 1 for details.</i>) ▪ Implement the Infrastructure Investment Plan (Development Fund) (<i>see Goal B, Focus Area 1 for details.</i>) <p><i>Maintain Runways and Taxiways</i></p> <ul style="list-style-type: none"> ▪ Execute FAA Airport Improvement Projects to maintain infrastructure to safe standards. ▪ Improve runway safety areas and reduce identified hazards to meet FAA requirements. ▪ Conduct a permanent control tower FAA siting study and pursue funding opportunities. <p><i>Maintain Hangars</i></p> <ul style="list-style-type: none"> ▪ 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. ▪ Prioritize the replacement of the FBO ramp ground support equipment hangar.
2.B. Improve operational efficiencies.	<p><i>Streamline Airport Maintenance</i></p> <ul style="list-style-type: none"> ▪ Define and implement a plan to improve Airport maintenance. <p><i>Improve On-Airport Services</i></p> <ul style="list-style-type: none"> ▪ 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. ▪ Upgrade the FBO Point of Sale system to provide mobile and reporting efficiencies. ▪ Implement an automated system for parking payments. ▪ Conduct an audit to surface other potential areas for improved efficiencies.
2.C. Invest in talent and the teams.	<p><i>Board of Directors</i></p> <ul style="list-style-type: none"> ▪ Invest in the Board—develop a training and board development plan. ▪ Update Board Policy Instructions on a 5-year basis.

FOCUS AREA 2: OPERATIONS

Effectively and safely operate the District.

Goals	Strategies
	<p><i>Staff Team</i></p> <ul style="list-style-type: none"> ▪ Invest in staff—develop a training and professional development plan for each employee and increase support such as semi-annual staff performance evaluations and clarifies roles and responsibilities. ▪ Conduct salary surveys every three years, or as needed to maintain competitive wage structures. <p><i>Staff + Board</i></p> <ul style="list-style-type: none"> ▪ Update Strategic Plan Goals + Strategies every other year ahead of the budget process. ▪ Clearly define board and general manager roles and responsibilities. ▪ Develop a Diversity Equity and Inclusion (D/E/I) Strategy with partners (<i>see Focus Area 3, Goal A for details</i>). ▪ Define opportunities for staff and board team buildings (training, events, etc.)
<p>2.D. Update Incentive Programs Around Safety and Community Impacts.</p>	<ul style="list-style-type: none"> ▪ Update the Fly Quiet + Pilot Safety programs to increase compliance and engagement. ▪ Review opportunities for new flight procedures.
<p>2.E. Maintain and Update Operating Procedures and Policies.</p>	<ul style="list-style-type: none"> ▪ Review and update the primary management compliance documents. ▪ Update Staff Policy Instructions every two years. ▪ Train staff, tenants, and pilots on updates.

Table 3. Goals and Strategies for Focus Area 3: Partnerships/Community

FOCUS AREA 3: PARTNERSHIPS/COMMUNITY <i>Strive to be a good neighbor and community partner for District and community outcomes.</i>	
Goals	Priority Strategies
3.A. Strive to be a good neighbor by listening and communicating effectively.	<ul style="list-style-type: none"> ▪ Strengthen communications to local neighbors about Fly Quiet and Safety Programs. ▪ Strengthen communications to the aviation community about Fly Quiet and Safety Programs. ▪ Integrate District goals and partnerships related to community, environmental and economic benefits into community outreach and communications. ▪ Strengthen the capacity of the District to deliver effective community engagement + communications strategies. ▪ Consider conducting a public opinion survey to solicit feedback on District priorities.
3.B. Partner to deliver District and community benefits.	<ul style="list-style-type: none"> ▪ Create a tool to define the relationship between partner and District goals and prioritize action based on the outcome of this assessment (<i>See Attachment D for example</i>). ▪ 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 (CLUP). ▪ Partner with the Truckee - Tahoe Sanitary Agency to finalize the land exchange in order to increase opportunities for the District and community. ▪ Address regional housing issues through active participation in the Tahoe Truckee Workforce Housing Agency and provision of financial support. ▪ Decrease cyber security risks by collaborating with other public agencies around cyber security issues. ▪ Move DEI goals forward by collaborating with regional partners such as the Town and the Tahoe Truckee Belonging Collaborative ▪ Address regional net-zero 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.

FOCUS AREA 3: PARTNERSHIPS/COMMUNITY

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

Goals	Priority Strategies
3.C. Increase pilot compliance/engagement in the Fly Quiet + Safety Programs and Procedures.	<ul style="list-style-type: none">▪ Expand current incentive program and measure results. <i>(see Focus Area 3, Goal B for details).</i>▪ Create new communication tools to reach pilots such as an FBO/Aviation focused Mobile friendly Micro website to communicate relevant information to local and transient aviation audiences.
3.D. Align community investments with District goals.	<ul style="list-style-type: none">▪ Quantify current community giving (in-kind, funding, etc.) <i>(see Focus Area 1, Goal A for details).</i>▪ Focus future community investment on two key pillars: 1) STEAM, 2) Provides significant regional benefits through a partnership approach.

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

FOCUS AREA 4: Natural <i>Invest in and implement strategies to reduce greenhouse gas emissions and preserve open space within the District.</i>	
Goals	Priority Strategies
4.A. Eliminate all airport-related greenhouse emissions by 2028.	<ul style="list-style-type: none"> ▪ Work with partner as part of Climate Transformation Alliance (CTA) <i>(see Focus Area 3, Goal B for details)</i>. ▪ Create a 5-year plan to reduce or eliminate airport-related carbon emissions including, requirements or incentives for aviators and other airport users to contribute to net-zero goals, prioritize airfield and FBO operations to minimize climate impacts (i.e., full service fueling, and aircraft taxing), and implement a District sustainable procurement policy.
4.B. “Electrify” the Airport and maximize renewable energy use.	<ul style="list-style-type: none"> ▪ Continued conversion of Airport vehicle fleet to all-EV. ▪ Create an electrification plan for the Airport. ▪ Expand ground power unit capacity to support peak period operations while incentivizing use of ground power.
4.C. Preserve and/or restore high-value natural areas within Airport District boundaries.	<ul style="list-style-type: none"> ▪ Evaluate opportunities to contribute to protecting key areas/land within the District. ▪ Ensure land management plans address sustainable and biodiversity priorities.
4.D. Contribute to wildfire mitigation, wildfire risk reduction and forest management.	<ul style="list-style-type: none"> ▪ 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>. ▪ Maintain District property with proactive forest management practices.
4.E. Prioritize Sustainable Aviation Fuels.	<ul style="list-style-type: none"> ▪ Prioritize the transition to 100% Sustainable Aviation Fuel (SAF) Jet A by 2024. ▪ Research and prioritize the complete transition of 100LL Fuel to sustainable fuel as soon as supply chain allows.

Attachments

Attachment A. Definitions

Aircraft Design Group: An FAA designated grouping of aircraft based upon wingspan as follows:

Group I: Up to but not including 49 feet

Group II: 49 feet up to but not including 79 feet

Group III: 79 feet up to but not including 118 feet

Group IV: 118 feet up to but not including 171 feet

Group V: 171 feet up to but not including 214 feet

Group VI: 214 feet up to but not including 262 feet

Infrastructure Investment Plan: A future plan that will define the potential investment priorities and funding to preserve the long-term needs of the District.

Reserve Plan: A future plan that will define the financial requirements to support the Infrastructure Investment Plan.

Airport Master Plan: An assembly of documents and drawings (which have been approved by the FAA and adopted by the Authority) covering the development of the Airport from a physical, economic, social, and political jurisdictional perspective. The Airport Layout Plan is part of the Master Plan.

Primary Operating Procedures and Policies (PMCD): A set of rules, regulations, standards, and policies that govern the development, operation, and management of the Airport, adopted by resolution of the District. May be amended from time to time, including Minimum Standards, and Development Standards.

Board Policies: A set of policies to guide operations and decision-making at the District.

General Aviation Minimum Standards (Minimum Standards): Primary Management and Compliance Document that sets forth those qualifications, standards, and criteria set forth as the minimum requirements to be met as a condition for the right to engage in Activities at the Airport, as may be amended from time to time.

Federal Aviation Administration (FAA): The Agency within the Department of Transportation of the United States Government that has the responsibility of regulating Aeronautical Activities. It was established by an act of Congress on April 1, 1967.

Transient Pilot/Aircraft: Any aircraft utilizing the Airport for occasional or temporary purposes which is not stationed at the Airport.

Safety Management System (SMS): The formal, top-down business approach to managing safety risk, which includes a systemic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures (FAA Order VS 8000.367A).

Partnership Rubric: A tool to quantify the involvement of outside partners in a given project.

Attachment B. DRAFT Strategic Plan Timeline

Table 5. Timeline of Goals and Strategies

Goals and Strategies	Year 1: 2023	Year 2: 2024	Year 3: 2025	Future
I.A. Practice fiscally responsible, inclusive budgeting and financial management of District resources.				
Develop and approve an annual budget that aligns with the District Strategic Plan + Master Plan.	X	X	X	X
Plan for the long-term preservation of current Airport assets by conducting a Reserve Study and developing a Reserve Policy.	X			
Work to recover costs and maximize the efficiency of all aviation services and facilities.		X		X
Explore opportunities for revenue generation while prioritizing existing infrastructure.		X		
Manage current FAA grants and apply for additional grants and monitor and report annually on FAA Grant Assurance Obligations.	X	X	X	X
I.B. Prioritize investments in airport safety, infrastructure, and operations on both airside and landside.				
Get FAA/ADO feedback on proposed additional runway alternative #1 (16/34).	X			
Complete and approve the TTAD Master Plan and Airport Layout Plan.		X		
Create an Infrastructure Investment Plan and Development Fund strategy to define roadmap for future opportunities.	X			
I.C. Quantify, track, and share economic, community and environmental investments and results.				
Track community benefits in the budget and financial management systems.		X		
Quantify regional economic benefits and consider future study with regional partners.			X	
Quantify environmental investments and results towards greenhouse gas reductions.		X		
I.D. Update community investment strategies.				
Define budget allocation for community investments.	X			
Develop strategies and priorities with Board and partners	X			
2.B. Maintain airside infrastructure to safe standards.				
Implement the Reserve Plan. See Goal A, Focus Area I for details.		X	X	X
Implement the Infrastructure Investment Plan (Development Fund)			X	

Execute FAA Airport Improvement Projects to maintain infrastructure to safe standards.		X	X	X
Improve runway safety areas and reduce identified hazards to meet FAA requirements.		X	X	
Conduct a permanent control tower FAA siting study and pursue funding opportunities.			X	
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.	X	X	X	
Prioritize the replacement of the FBO ramp ground support equipment hangar.			X	
2.C. Improve operational efficiencies.				
Define and implement a plan to improve Airport maintenance.	X	X		
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.		X		
Upgrade the FBO Point of Sale system to provide mobile and reporting efficiencies.		X		
Implement an automated system for parking payments.			X	
Conduct an audit to surface other potential areas for improved efficiencies.		X		
2.D. Invest in talent and the teams.				
Invest in the Board—develop a training and board development plan.	X	X	X	X
Update Board Policy Instructions on a 5-year basis.	X			
Invest in staff—develop a training and professional development plan for each employee and increase support such as semi-annual staff performance evaluations.	X	X	X	X
Conduct salary surveys every three years, or as needed to maintain competitive wage structures.		X		
Update Strategic Plan Goals + Strategies every other year ahead of the budget process.		X		X
Clearly define board and general manager roles and responsibilities.	X			
Develop a Diversity Equity and Inclusion (D/E/I) Strategy with partners		X		
Define opportunities for staff and board team buildings (training, events, etc.)	X			
2.E. Update Incentive Programs Around Safety and Community Impacts.				
Update the Fly Quiet + Pilot Safety programs to increase compliance and engagement.		X		
Review opportunities for new flight procedures.		X		
2.F. Maintain and Update Operating Procedures and Policies.				
Review and update the primary management compliance documents.	X			
Update Staff Policy Instructions every two years.		X		X

Train staff, tenants, and pilots on updates.		X	X	X
3.A. Strive to be a good neighbor by listening and communicating effectively.				
Strengthen communications to local neighbors about Fly Quiet and Safety Programs.	X	X	X	X
Strengthen communications to the aviation community about Fly Quiet and Safety Programs.	X	X	X	
Integrate District goals and partnerships related to community, environmental and economic benefits into community outreach and communications.	X			
Strengthen the capacity of the District to deliver effective community engagement + communications strategies.		X		
Consider conducting a public opinion survey to solicit feedback on District priorities.			X	
3.B. Partner to deliver District and community benefits.				
Create a tool to define the relationship between partner and District goals and prioritize action based on the outcome of this assessment (<i>See Attachment D for example</i>).	X			
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 (CLUP).		X		
Partner with the Truckee - Tahoe Sanitary Agency to finalize the land exchange in order to increase opportunities for the District and community.	X			
Address regional housing issues through active participation in the Tahoe Truckee Workforce Housing Agency and provision of financial support.	X	X	X	
Decrease cyber security risks by collaborating with other public agencies around cyber security issues.	X			
Move DEI goals forward by collaborating with regional partners such as the Town and the Tahoe Truckee Belonging Collaborative		X		
Address regional net-zero 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. 	X	X	X	X
3.C. Build Pilot Compliance/Engagement in Fly Quiet + Safety Programs and Procedures.				
Expand current incentive program and measure results.		X		
Create new communication tools to reach pilots such as an FBO/Aviation focused Mobile friendly Micro website to communicate relevant information to local and transient aviation audiences.		X		
3.D. Align community investments with District goals.				
Quantify current community giving (in-kind, funding, etc.)		X		

Focus future community investment on two key pillars: 1) STEAM, 2) Provides significant regional benefits through a partnership approach.		X		
4.A. Eliminate all airport-related greenhouse emissions by 2028.				
Work with partner as part of Climate Transformation Alliance (CTA)	X	X	X	X
Create a 5-year plan to reduce or eliminate airport-related carbon emissions including, requirements or incentives for aviators and other airport users to contribute to net-zero goals, prioritize airfield and FBO operations to minimize climate impacts (i.e., full service fueling, and aircraft taxing), and implement a District sustainable procurement policy.		X		X
4.B. “Electrify” the Airport and maximize renewable energy use.				
Continued conversion of Airport vehicle fleet to all-EV.	X	X	X	X
Create an electrification plan for the Airport.			X	
Expand ground power unit capacity to support peak period operations while incentivizing use of ground power.			X	
4.C. Preserve and/or restore high-value natural areas within Airport District boundaries.				
Evaluate opportunities to contribute to protecting key areas/land within the District.		X		
Ensure land management plans address sustainable and biodiversity priorities.		X		
4.D. Contribute to wildfire mitigation, wildfire risk reduction and forest management.				
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>).		X		
Maintain District property with proactive forest management practices.	X	X	X	X
4.E. Prioritize Sustainable Aviation Fuels.				
Prioritize the transition to 100% Sustainable Aviation Fuel (SAF) Jet A by 2024.		X		
Research and prioritize the complete transition of 100LL Fuel to sustainable fuel as soon as supply chain allows.			X	

Attachment C. DRAFT Roles + Responsibilities

Table 6. Roles and Responsibilities

Goals and Strategies	Lead Role	Support Role
I.A. Practice fiscally responsible, inclusive budgeting and financial management of District resources.		
Develop and approve an annual budget that aligns with the District Strategic Plan + Master Plan.	Board	Staff
Plan for the long-term preservation of current Airport assets by conducting a Reserve Study and developing a Reserve Policy.	Staff/Consultant	Board
Work to recover costs and maximize the efficiency of all aviation services and facilities.	Staff	Board
Explore opportunities for revenue generation while prioritizing existing infrastructure.	Staff	N/A
Manage current FAA grants and apply for additional grants and monitor and report annually on FAA Grant Assurance Obligations.	Staff	N/A
I.B. Prioritize investments in airport safety, infrastructure, and operations on both airside and landside.		
Complete and approve the TTAD Master Plan and Airport Layout Plan.	Board/Consultant/Staff	
Get FAA feedback on proposed updates including a third runway option.	Staff	N/A
Create an Infrastructure Investment Plan and Development Fund strategy to define roadmap for future opportunities.	Staff	Board
I.C. Quantify, track, and share economic, community and environmental investments and results.		
Track community benefits in the budget and financial management systems.	Staff	N/A
Quantify regional economic benefits and consider future study with regional partners.	Staff/Partners	Board
Quantify environmental investments and results towards greenhouse gas reductions.	Staff/Consultant	N/A
I.D. Update community investment strategies.		
Define budget allocation for community investments.	Board	Staff
Develop strategies and priorities with Board and partners	Board	Staff/partners
2.B. Maintain airside infrastructure to safe standards.		
Implement the Reserve Plan. See Goal A, Focus Area I for details.	Staff	Board
Implement the Infrastructure Investment Plan (Development Fund)	Staff	Board

Execute FAA Airport Improvement Projects to maintain infrastructure to safe standards.	Staff	
Improve runway safety areas and reduce identified hazards to meet FAA requirements.	Staff	
Conduct a permanent control tower FAA siting study and pursue funding opportunities.	Staff/consultants	
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	
Prioritize the replacement of the FBO ramp ground support equipment hangar.	Board	
2.C. Improve operational efficiencies.		
Define and implement a plan to improve Airport maintenance.	Staff	
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	
Upgrade the FBO Point of Sale system to provide mobile and reporting efficiencies.	Staff	
Implement an automated system for parking payments.	Staff	
Conduct an audit to surface other potential areas for improved efficiencies.	Staff	
2.D. Invest in talent and the teams.		
Invest in the Board—develop a training and board development plan.	Board	
Update Board Policy Instructions on a 5-year basis.	Board	
Invest in staff—develop a training and professional development plan for each employee and increase support such as semi-annual staff performance evaluations.	Staff	
Conduct salary surveys every three years, or as needed to maintain competitive wage structures.	Consultant	
Update Strategic Plan Goals + Strategies every other year ahead of the budget process.	Board	
Clearly define board and general manager roles and responsibilities.	Board	
Develop a Diversity Equity and Inclusion (D/E/I) Strategy with partners	All	
Define opportunities for staff and board team buildings (training, events, etc.)	Board/Staff	
2.E. Update Incentive Programs Around Safety and Community Impacts.		
Update the Fly Quiet + Pilot Safety programs to increase compliance and engagement.	Staff	Board
Review opportunities for new flight procedures.	Board?	Staff
2.F. Maintain and Update Operating Procedures and Policies.		
Review and update the primary management compliance documents.	Staff	Board
Update Staff Policy Instructions every two years.	Staff	Board

Train staff, tenants, and pilots on updates.	Staff	N/A
3.A. Strive to be a good neighbor by listening and communicating effectively.		
Strengthen communications to local neighbors about Fly Quiet and Safety Programs.	Staff	
Strengthen communications to the aviation community about District Fly Quiet and Safety Programs.	Staff	
Integrate District goals and partnerships related to community, environmental and economic benefits into community outreach and communications.	Staff	
Strengthen the capacity of the District to deliver effective community engagement + communications strategies.	Staff	
Consider conducting a public opinion survey to solicit feedback on District priorities.	Consultant/Staff	
3.B. Partner to deliver District and community benefits.		
Create a tool to define the relationship between partner and District goals and prioritize action based on the outcome of this assessment (<i>See Attachment D for example</i>).	Staff	Board
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 (CLUP).	Staff	Board
Partner with the Truckee - Tahoe Sanitary Agency to finalize the land exchange in order to increase opportunities for the District and community.	Staff	Board
Address regional housing issues through active participation in the Tahoe Truckee Workforce Housing Agency and provision of financial support.	Staff	Board
Decrease cyber security risks by collaborating with other public agencies around cyber security issues.	Staff	N/A
Move DEI goals forward by collaborating with regional partners such as the Town and the Tahoe Truckee Belonging Collaborative	All	All
Address regional net-zero 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
3.C. Build Pilot Understanding of Fly Quiet + Safety Programs and Procedures.		
Expand current incentive program to increase participation	Staff	Board
Create new communication tools to reach pilots such as an FBO/Aviation focused Mobile friendly Micro website to communicate relevant information to local and transient aviation audiences.	Staff	Board
3.D. Align community investments with District goals.		

Quantify current community giving (in-kind, funding, etc.)	Staff	Board
Focus future community investment on two key pillars: 1) STEAM, 2) Provides significant regional benefits through a partnership approach.	Board	Staff
4.A. Eliminate all airport-related greenhouse emissions by 2028.		
Work with partner as part of Climate Transformation Alliance (CTA)	Staff	Board
Create a 5-year plan to reduce or eliminate airport-related carbon emissions including, requirements or incentives for aviators and other airport users to contribute to net-zero goals, prioritize airfield and FBO operations to minimize climate impacts (i.e., full service fueling, and aircraft taxing), and implement a District sustainable procurement policy.	Staff	Board
4.B. “Electrify” the Airport and maximize renewable energy use.		
Continued conversion of Airport vehicle fleet to all-EV.	Staff	
Create an electrification plan for the Airport.	Staff	
Expand ground power unit capacity to support peak period operations while incentivizing use of ground power.	Staff	
4.C. Preserve and/or restore high-value natural areas within Airport District boundaries.		
Evaluate opportunities to contribute to protecting key areas/land within the District.	Staff	Board
Ensure land management plans address sustainable and biodiversity priorities.	Staff	Board
4.D. Contribute to wildfire mitigation, wildfire risk reduction and forest management.		
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>).	Staff	Board
Maintain District property with proactive forest management practices.	Staff	Consultant
4.E. Prioritize Sustainable Aviation Fuels.		
Prioritize the transition to 100% Sustainable Aviation Fuel (SAF) Jet A by 2024.	Staff	N/A
Research and prioritize the complete transition of 100LL Fuel to sustainable fuel as soon as supply chain allows.	Staff	Board

Attachment D. Sample Partnership Rubric Tool

Name of Partner/Group	Community Goals	Climate Goals	Safety Goals	Workforce Housing Goals	TTAD Role
Nevada County			X CLUP		CLUP
Tahoe Truckee Workforce Housing Agency	X			X	Serve on the Board, Contribute Funds
Climate Transformation Alliance		X			Founding Member, Serve on Alliance
Town of Truckee	X	X		X	Partner on TTWHA projects, General Plan implementation opportunities (river)?
Others					

Attachment E. TTAD Org Chart

