

# TRUCKEE TAHOE AIRPORT DISTRICT POLICY INSTRUCTION

PI NUMBER 309

Effective: July 23, 1998  
October 26, 2006  
October 25, 2007  
September 25, 2008  
August 27, 2009  
September 23, 2010  
September 22, 2011  
January 26, 2012  
September 27, 2012  
September 26, 2013  
October 29, 2014  
November 5, 2015  
October 26, 2016  
(Due to Fiscal Year Change 2017 is included in 2016)  
March 28, 2018  
March 27, 2019  
June 24, 2020  
November 29, 2023

**SUBJECT:** Truckee Tahoe Airport District Reserve Policy

**PURPOSE:** To establish a District Reserve Policy

## General Provisions:

The Reserve Policy contained herein represents the District's commitment to financial prudence and careful stewardship of the District's assets. According to the California Special District Association "Reserves are the foundation of the sustainable delivery of core services." For Federal and State Guidelines on use of funds please reference FAA Policy 47107/47133 & Grant Assurance 25 as well as Article XVI, Section 6 of the CA Constitution and the California Airport Districts Act Public Utilities Code section 22001 and 22002.

## Federal and State Policy on Use of Funds:

~~▲ Federal FAA Policy 47107/47133 & Grant Assurance 25: "All revenues generated by the airport and any local taxes on aviation fuel established after December 30, 1987, will be expended by it for the capital or operating costs of the airport; the local airport system; or other facilities which are owned and operated by the owner or operator of the airport, and which are directly and substantially related to the actual air transportation of passengers or property. . . ."~~

~~▲ State Gift of Public Funds Doctrine: "Article XVI, Section 6 of the California Constitution prohibits public entities from providing aid, pledging credit, or making a gift of public funds or anything else of value to an individual or other corporation." "A valid public purpose is determined by the authority and jurisdiction of the agency. For special districts, the appropriation must specifically further the purpose for which the~~

special district was established. All partnerships and related expenditures must serve a purpose of TTAD. TTAD's purposes are set forth in the California Airport Districts Act (Public Utilities Code section 22001 et seq.). Under this law, the District's primary purpose is to "...to facilitate the formation of intercity and county airport districts having responsibility for the development of airports, spaceports, and air navigation facilities...." (Pub. Util. Code, § 22002.)

#### The Reserve Policy has three primary goals:

- To provide adequate funding to meet the District's short and long-term plans and commitments including six months of operating capital.
- To preserve the financial stability of the District against present and future uncertainties in an ever-changing environment.
- To maintain and invest in District infrastructure and fund future development plans.

The Reserve Policy informs the savings required to complete yearly and long-term infrastructure and facility improvements, along with maintain an operating reserve. The new process will follow the following methodology, guidelines, and calculations to fund the Reserve bank account. The Replacement Reserve Plan details the expenses by year with estimates for project costs and a 4% inflation factor on pricing, with a target fund balance of 5% of the total estimated 30-year Replacement Reserve requirements. There are four categories of reserves:

Formatted: No underline, Not Highlight

#### Cash/Operating Contingency Reserves

- **Purpose:** To ensure cash resources are available to fund administrative activities and to provide funding in case of short or long-term emergencies or unforeseen circumstances.
- **Target Balances:** Six (6) months of the current fiscal year's budgeted Admin & Operations & Maintenance (O&M) Expenditures.
- **Methodology:** Six-month period is based on providing the District with the ability to access sufficient cash resources to meet its day-to-day administrative functions, such as executive management, human resources, finance, regulatory and safety compliance, operations and maintenance, facilities maintenance, and to provide funding for emergency administrative expenditures during an emergency or disaster situation.
- **Use of Funds:** These funds will be used to pay for expenditures according to the current fiscal year's Administrative and O&M budget, and for any unexpected expenditures or emergencies as required.
- **Contributions:** Airport and Property Tax revenues in excess of expenditures in amounts sufficient to maintain the six-month target balance will provide for this reserve.

#### New Machinery and Equipment (Items not in the Replacement Reserve Study, part of the Capital Budget)

- **Purpose:** To ensure cash resources are available to address new operational activities that emphasize efficiencies, mitigate greenhouse emissions, or address new operational concepts which support the District's strategic plan.

- Target Balance: Identified annually as part of the budget process.
- Methodology: Annually review strategic plan priorities and operational efficiencies during the budget process.
- Use of Funds: These funds will be used to pay for new machinery or equipment expenditures in accordance with the current budgeted fiscal year.
- Contributions: Airport and Property Tax revenues in excess of expenditures in amounts sufficient to maintain yearly targeted balance.

#### **Replacement Reserves (Items in Replacement Reserve Study)**

- Purpose: To ensure cash resources are available to fund replacement of capital components to support operational activities.
- Target Balance: Current fiscal year budgeted Replacement Reserve components and a 10% balance of the 30-year Replacement Reserve Study total requirements.
- Methodology: Conduct a Reserve Study every 3-5 years, with an annual review of Replacement Reserve items as part of the annual budget process.
- Use of Funds: These funds will be used to pay for expenditures according to the current budgeted fiscal year Replacement Reserve Plan items.
- Contributions: Airport and Property Tax revenues in excess of expenditures in amounts sufficient to maintain yearly target balance and 5% overall Replacement Reserve Study balance.

#### **Development (Future Development Projects)**

- Purpose: To ensure cash resources are available to fund planned major projects that extend the District's capacity to execute its mission and are in alignment with the strategic plan.
- Target Balance: Engineer's or reasonable estimate of development, construction, or acquisition costs of Board approved projects.
- Methodology: Annually review strategic plan objectives with appropriate in-depth studies, and cost/benefit analysis to identify priority projects to reserve funds.
- Use of Funds: To complete design, engineering, pre-construction, and construction of Board approved Development projects.

- Contributions: Airport and Property Tax revenues in excess of expenditures in amounts sufficient to maintain the yearly targeted balance.

By this Policy Instruction, the District establishes a methodology to maintain adequate funds to maintain and improve the District's infrastructure. The funding of the Reserve(s) account will be done in accordance with the District's Investment Policy (PI) 308.

**SUBJECT:** ~~DESIGNATING UNRESTRICTED NET ASSETS (Updated annually each Spring)~~

**PURPOSE:** ~~To establish District policy for designating unrestricted net assets~~

**BACKGROUND:** ~~Net assets are the amount by which the District's assets exceed its liabilities. Net assets may consist of three components: Invested in capital assets, net of related debt, Restricted and Unrestricted. Net assets are restricted when constraints are placed upon them, such as by creditors, or when there exists enabling legislation which includes a legally enforceable requirement that those resources be used only for the specific purpose stipulated in the legislation. The District will restrict the appropriate portion of net assets, if either of those conditions is met. The majority of the District's net assets consist of the other two components: those that are invested in capital assets, and those that are unrestricted.~~

~~Accounting standards allow, and prudent fiscal policy demands, that the District evaluate the unrestricted reserves and make designations which reflect tentative plans for resource utilization in future periods. The designations are reflective of Board policy, potential capital improvement projects, forecasted financial results and the District's strategic plan. These designations are internal, and the Board can remove or modify them as required.~~

~~Designations of unrestricted net assets are not shown on the face of the financial statements. They are reported in the footnotes to the District's annual financial statements and as a supporting schedule in the Quarterly Financial Report to the Board. They are also exclusive of amounts actually budgeted for similar items in the current budget.~~

**POLICY:** ~~The Truckee Tahoe Airport District Board of Directors recognizes the need to designate Unrestricted Net Assets. The designations establish and confirm the intention of the Board of Directors to designate working capital for future uses:~~

- ~~Debt Retirement (when applicable)~~
- ~~Pavement Maintenance Capital Reserve~~
- ~~Facility Maintenance Capital Reserve~~
- ~~Utility Capital Reserve~~
- ~~General Fund Operating Contingency~~
- ~~Capital Project Reserve~~
- ~~Acquisition of Land and Forest Management Capital Reserve~~
- ~~Annoyance Reduction and Outreach Projects Reserve~~
- ~~Rolling Stock Reserve~~

By this Policy Instruction the Directors establish the target designations of Unrestricted Net Assets to accomplish the District's goals. The prioritization is considered on an annual basis. The District recognizes that prudent fiscal management of the funds which have been entrusted to the District calls for annual re-evaluation of the noted designations. The target designation amounts may be adjusted at each fiscal year end to coincide with the planning for the strategic future uses of working capital. At the time of the annual budget, the Board of Directors will review the net asset designations and discuss the effect any budgeted cash shortfall or surplus on them.

Total CY2021 unrestricted net assets is \$6,540,200. The unrestricted net asset designation categories are as follows:

#### **Debt Services and Retirement**

At the beginning of CY2021 the District has \$6,819,657.68 in debt due to the loan obligation for the Executive Hangar Project with an annual debt service payment of \$539,047 including principle and interest. The District annually budgets for the loan payment and additionally has one year of debt service payment reserved in Unrestricted Net Assets. The District also receives approximately \$325,000 in annual hangar rent proceeds from same Executive Hangar project that are applied to this debt service obligation.

#### **Pavement Maintenance Capital Reserve**

The single most vital asset to the Airport is the pavement. The District undertakes pavement capital improvement projects which frequently take place over more than one fiscal year per the Districts CIPs. Working capital funds need to be set aside to provide for completion of projects in progress and for future project funding. The District recognizes that grant funding is not always available to complete necessary pavement maintenance. There is the possibility of maintenance work being required to preserve the operating capabilities of the airfield within a timeframe that does not allow for the grant funding process or at an expense in excess of what was anticipated in the annual budget. The District will designate \$1,000,000 to be set aside for future CIP projects and FAA matching funds.

#### **Facility Maintenance Capital Reserve**

The District has a Facility Maintenance Plan that recommends expenditures over a ten year period. This plan will be updated in 2021. The District is required to make many capital improvements/purchases which are not eligible for FAA grants. Based on the District's maintenance plans, there must be a designation of net assets of an amount which will provide a solid basis for projects anticipated in future fiscal years. The budgeted expenditures are projected at \$400,000.

#### **Forest Management Capital Reserve**

The District has a 14 Year Forest Management Plan that project expenditures for management of lands the District currently owns. As a result, the District designates \$300,000 dollars for land, forest, and watershed rehabilitation and management projects, with that amount to be evaluated on an annual basis or as need presents itself.

-

### **General Fund Operating Contingency**

The District needs to have sufficient working capital available to pay bills and make payroll on a timely basis. The District's greatest exposure to having insufficient working capital would be in the event the Counties did not remit the property taxes on a timely basis. Currently sixty percent (60%), of the District's property taxes are credited to the District's account in January of each year. The designation for operating funds is calculated based on budgeted cash flow for the upcoming year. This designation should be equal to six month's cash flow, estimated at \$4.08 million. Although this operating reserve is unlikely to be needed to cover a cash flow shortfall, it is prudent to have operating funds set aside. The District is designating \$990,200 for CY2021.

### **Annoyance Reduction and Outreach Projects Reserve**

The District seeks to be a good neighbor to the surrounding community. Accordingly, the District is constantly searching for ways to reduce the annoyance caused by activity at the airport and to communicate with the public. The District realizes that there is a cost for each of the possible solutions to the noise situation and in no way wants the lack of funding to be an impediment to a possible program. As such, the District sets a target designation of \$500,000 for annoyance reduction and community outreach programs.

### **Designated for Capital Projects**

Staff recommends setting aside funds for Future Capital Projects. As these are large multi-year capital expenses, staff recommends designating \$1,500,000 to these projects. If the Board decides to move forward with any of these projects, construction likely will span 2 fiscal years.

### **Rolling Stock Reserve**

The District maintains a Fleet Management Plan which establishes a schedule for the periodic replacement of District rolling stock. This Plan is updated annually with the District Budget process and revised and updated based on the condition of the fleet and needs of the District including available funding. Some vehicles and equipment are eligible for FAA AIP Grant Funding. District Staff will apply for Federal funding prior to seeking District funds for said equipment. The District will maintain a \$250,000 Rolling Stock Reserve based on available funding.

### **Acquisition of Land**

The District recognizes that the acquisition of open space which is in the District's area of influence will benefit the constituents in the future by preserving currently undeveloped areas as green space, and by eliminating the possibility of development occurring in areas which may be affected by airport noise. Although some of these purchases may be FAA grant eligible, the timing of possible acquisitions would make the grant process difficult. The District will set aside \$1,000,000 for opportunities should they arise for the land acquisition partnerships or the purchase of open space.

### **Utility Capital Reserve**

The District has a Utility Maintenance Plan and recommends expenditures over a ten year period. The District has a goal to maintain utilities annually and on consistent bases to assure the proper working order of critical systems. The District maintains domestic drinking water, fire protection, sanitary sewer, storm drain systems, power distribution, and communication systems. The Board will allocate funding based on availability for projects as outlined in the Utility Maintenance Plan on an annual

bases and keep a capital reserve of \$100,000 based on availability to assure adequate funding should the need arise to address system failures or required and/or unforeseen system maintenance and upgrades. The District does foresee upcoming costs to repair, replace, and upgrade the domestic drinking water system within the next 3 years.

---

**Teresa O'Dette Kathryn Rohlf, President**