

Goals and Strategies	Comments	2026	2027	2028	Future
<b>STRATEGIC FOCUS AREA: ECONOMIC <del>VIABILITY</del>RESPONSIBILITY</b>					
<i>Operate a fiscally responsible Airport District and contribute measurable community, environmental, and economic benefits to the region.</i>					
<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 <del>and Master Plan</del> , <u>with a focus on high impact strategic initiatives while maintaining appropriate airport infrastructure reservesand is accessible for the community.</u>					
<del>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.</del>					
I.A. <del>3</del> 2. Work to recover <u>operating and infrastructure</u> costs <del>by and</del> <u>maximiz</u> <del>ing</del> e the efficiency of all aviation services and facilities <u>using market rates with recognition of equitable rates and user impact.</u>					
I.A. <del>4</del> 3. Explore opportunities for revenue generation <u>with</u> <del>while prioritizing</del> existing infrastructure <u>to further revenue growth ahead of expenses.</u>					
I.A. <del>5</del> 4. Manage current FAA grants, <u>explore</u> <del>apply for</del> additional grants, <u>while</u> <del>and</del> <u>monitoring</u> and reporting <u>as required for</u> <del>annually on</del> FAA Grant <del>Assurance</del> Obligations.					
<b>I.B. FUTURE: Prioritize investments in airport safety, infrastructure, and operations on both airside and landside.</b>					
<del>I.B.1. Plan for the long-term preservation of current Airport assets by conducting regular Reserve Study updates every 3-5 years.</del> <del>I.B.1. Get FAA feedback on proposed additional runway alternative #1 (16/34).</del>					
<del>I.B.2. Complete and approve the TTAD Master Plan and Airport Layout Plan based on feedback for runway alternative #1.</del> <del>I.B.2. Explore future opportunities to operate TTAD water system in accordance with state requirements.</del>					
<del>I.B.3. Create an Infrastructure Investment Plan and Development Fund strategy to define roadmap for future opportunities.</del> <del>-Explore opportunities to develop solar infrastructure on TTAD property to address both airport and community needs for solar power generation.</del>					
<b>I.C. QUANTIFY: Quantify, track, and share economic, community and environmental investments and results.</b>					
I.C.1. <u>Quantify and communicate impact of</u> <del>Track community benefits strategic initiatives (Fly Safe, Fly Quiet, Fly SAF, Aviation STEAM, Wildfire Mitigation) by tracking in the annual budget and financial management systems.</del> <u>and their estimated implementation cost (staff-time, marketing, insurance, etc.) to fully implement.</u>					
I.C.2. Quantify regional <u>TTAD</u> economic <del>benefits</del> <u>impacts</u> and consider future stud <del>ies</del> y with regional partners.					
I.C.3. Quantify <u>and communicate</u> 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 <u>annual</u> budget allocation for <del>community-high impact strategic initiative(s)</del> investments <del>.</del>					

I.D.2. <del>Review existing community investments to prioritize major projects that benefit the region and align with airport purpose and mission.</del> <u>Maintain high impact strategic initiatives alignment with airport purpose, mission.</u>					
I.D.3. Partner with other agencies.					

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<b>STRATEGIC FOCUS AREA: OPERATIONAL EFFICIENCY</b> <i>Effectively and safely operate the District.</i>					
<b>2.A. MAINTAIN: Maintain airside infrastructure to safe standards.</b>					
2.A.1. <del>Implement the Reserve Plan. (See Focus Area I, Goal A for details.)</del> <u>Maintain a safety program in accordance with FAA standards for General Aviation Airports.</u>					
2.A.2. Implement the <u>annual</u> <del>Reserve Plan-Infrastructure Investment Plan (Development Fund).</del> <i>(See Focus Area I, Goal B for details.)</i>					
2.A.3. Execute FAA Airport Improvement Projects to maintain infrastructure to safe standards.					
2.A.4. <u>Maintain</u> <del>Improve</del> runway safety areas and reduce identified hazards to meet FAA requirements.					
2.A.5. <del>Conduct an FAA siting study for a permanent control tower and pursue funding opportunities.</del> <u>Assess the past approach and cost/benefit of a one-day airshow vs. a year-round Aviation STEAM program for the community.</u>					
2.A.6. <u>Implement the Develop a Hangar Hangar</u> Revitalization Plan to address <del>long standing</del> deficiencies, <del>winter damage</del> <u>efficiency improvements</u> , safety zones, and procedures, including <u>remediation of</u> non-conforming or non-permitted internal hangar structures.					
<del>2.A.7. Prioritize the replacement of the ramp ground support equipment hangar.</del> <u>Develop a plan to bring all hangar rows into compliance with current snow load requirements.</u>					
<b>2.B. IMPROVE: Improve operational efficiencies.</b>					
2.B.1. Define and implement a plan to improve Airport <b>facility</b> maintenance.					
2.B.2. <del>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.</del> <u>Explore domestic sources of Sustainable Aviation Fuel (SAF).</u>					
<del>2.B.3. Upgrade the FBO Point of Sale system to provide mobile and reporting efficiencies.</del>					
2.B.4. <del>Implement an automated system for parking payments.</del> <u>Decommission airport beacons that are not required by FAA standards, and dispose of excess property as appropriate.</u>					
2.B.5. <del>Conduct an audit to surface other potential areas for improved efficiencies.</del> <u>Explore the long-term cost of maintaining the TTAD Warehouse to requirement standards vs. building a new purpose-built facility.</u>					
<b>2.C. INVEST: Invest in talent and the teams.</b>					
2.C.1. Invest in the Board— <del>develop a training and board development plan</del> <u>Facilitate a board team building program.</u>					
<del>2.C.2. Review Board Policy Instructions on a 5-year basis, and update as required.</del>					
2.C.3. Invest in staff— <del>implement</del> <u>develop</u> a training and professional development plan. <del>for each employee and increase support such as semi-annual staff performance evaluations.</del>					
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.					
<del>2.C.6. Clearly define Board and general manager roles and responsibilities on an annual basis.</del>					
<del>2.C.7. Develop a Diversity, Equity and Inclusion (DEI) Strategy with partners.</del>					

<del>2.C.8. Define opportunities for staff and board team building (training, events, etc.).</del>					
<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 <del>Fly Safe</del> <u>AFE Pilot Safety</u> programs to increase participation and engagement.					
2.D.2. <del>Review opportunities for new flight procedures.</del> <u>Review Board Policy Instructions on a 5-year basis, and update as required.</u>					
2.D.3. Review and update the primary management compliance documents (PMCD).					
2.D.4. Update Staff Policy Instructions every two years.					
<del>2.D.5. Train staff, tenants, and aircraft owners and operators on updates.</del> <u>2.D.5. Review opportunities for new flight procedures.</u>					

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<b>STRATEGIC FOCUS AREA: SOCIAL RESPONSIBILITY</b> <i>Strive to be a good neighbor and community partner for District and community outcomes.</i>					
<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 <del>Fly Safe</del> <u>AFE</u> Safety Programs.					
3.A.2. Strengthen communications with the aviation community about Fly Quiet and <del>Fly Safe</del> <u>AFE</u> Safety Programs.					
3.A.3. Include information about District goals and partnerships, as well as <u>strategic initiatives</u> <del>community</del> , 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 <del>and community benefits</del><u>Strategic Initiatives</u>.</b>					
<del>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. Engage community stakeholders to maximize the collaboration on TTAD investments in Strategic Initiatives with a focus on implementation.</del>					
<del>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. Engage community partners to evaluate the community-wide noise and annoyance impacts through a collaborative approach to monitoring and communication.</del>					
<del>3.B.3. Partner with the Tahoe-Truckee Sanitation Agency to finalize the land-exchange for safety and opportunities for the District and community. Explore opportunities to invest in infrastructure that furthers Fly Safe and Fly Quiet programs, in compliance with FAA requirements.</del>					
3.B.4. Address regional <u>housing</u> issues through active participation, <del>and funding, as identified annually by the TTAD Board. with the Truckee-Tahoe Workforce Housing Agency.</del>					
3.B.5. Decrease cyber security risks by collaborating with other public agencies around cyber security issues.					
<del>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</del>					
<del>3.B.7. Address regional net-zero greenhouse gas emission reduction goals by: • 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.</del>					
<b>* 3.C. RECOGNIZE: Increase Pilot <del>Compliance</del>Engagement in Fly Quiet and Safety Programs <del>and Procedures</del>.</b>					
3.C.1. Expand <u>upon</u> current <del>incentive</del> programs and measure results.					

3.C.2. <del>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.</del> <u>Recognize the use of the cross-wind runway and Fly Quiet procedures.</u>					
3.D. COORDINATE: Align <u>Strategic Initiatives</u> <del>community investments</del> with District goals.					
3.D.1. <del>Quantify current community giving (in-kind, funding, etc.).</del>					
3.D.2. Focus <del>future Strategic Initiatives on Social Responsibility and Resource Conservation</del> <u>community investment on five two key pillars, and coordinate with other community stakeholders: 1) <i>Aviation</i> Science, <del>€</del><u>T</u>echnology, <del>e</del><u>E</u>ngineering, <del>a</del><u>A</u>rts, and <del>m</del><u>M</u>athematics (STEAM), 2) <i>Wildfire Mitigation</i> Provides significant regional benefits through a partnership approach, and 3) <i>Support interest in the aviation community.</i> 3) Fly SAFE<u>e</u> 4) Fly Quiet 5) Fly SAF programs.</u>					
3.D.3. <u>Consider outreach &amp; collaboration with industry partners</u>					

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<b>STRATEGIC FOCUS AREA: RESOURCE CONSERVATION</b> <i>Invest in and implement strategies to reduce greenhouse gas emissions and preserve open space within the District.</i>					
<b>4.A. ACHIEVE: Achieve Airport carbon neutrality by 2045.</b>					
4.A.1. Work <del>in with</del> partner <del>ship</del> as part of Climate Transformation Alliance (CTA).					
4.A.2. Create a <del>long-term 5-year</del> plan <u>aligned with this Strategic Plan</u> to reduce or eliminate airport-related carbon emissions. <del>such as:</del> <ul style="list-style-type: none"><li><del>Requirements or incentives for aviators and other airport users to contribute to net-zero goals.</del></li><li><del>Prioritize airfield and FBO operations to minimize climate impacts.</del></li><li><del>Implement a District sustainable procurement policy.</del></li><li><del>Airport electrification to maximize renewable energy use.</del></li></ul> <del>Prioritize the sale and use of sustainable aviation fuels (SAF).</del>					
<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, <u>and in accordance with California Air Resource Board (CARB) / CA Legislative and Federal requirements.</u>					
4.B.2. <del>Create an electrification plan to support future aviation electrification opportunities. Explore airport solar opportunities for both District and community needs for green and backup power needs.</del>					
4.B.3. <del>Expand ground power unit capacity to support peak period operations while incentivizing use of ground power.</del>					
<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. <del>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).</del>					
4.D.2. Maintain District property with proactive forest management practices.					
<b>4.E. TRANSITION: Prioritize Sustainable Aviation Fuels.</b>					
4.E.1. <del>Prioritize the transition to</del> <b>Maintain 100%</b> Sustainable Aviation Fuel (SAF) Jet A <del>by 2024 Only.</del>					

4.E.2. Research and prioritize the complete transition of 100LL Fuel to <u>a FAA-approved unleaded alternative. <del>sustainable fuel as soon as supply chain allows.</del></u> However, 100LL must continue to be made available until December 31, 2030, or until an FAA-approved unleaded alternative becomes available.					
4.E.3. Implement best management practices to reduce airfield emissions in a responsible way to achieve carbon neutrality plans by <u>2045.</u>					