



MEETING DATE: December 3, 2014
TO: Board of Directors
FROM: Hardy Bullock, Director of Aviation and Community Services
SUBJECT: R.F.P. Professional Consulting Services, Demand Drivers for the Truckee Tahoe Airport

RECOMMENDATION:

Release the Request For Proposal For Professional Consulting Services, Demand Drivers for the Truckee Tahoe Airport.

DISCUSSION:

The Board of Directors have had numerous discussions regarding the impact or unintended consequence of decisions related to airfield and aviation specific amenities, service offerings, pricing, land-use, facilities, and hangars. The concept of “demand drivers” has been analyzed and discussed in great detail in the Truckee Tahoe Airport Master Plan dated June 2014, and also in the Multi-use Hangar 3 analysis. At the October regular Board meeting the Board discussed box/executive hangar construction outlined in the Master Plan. Again the question of demand drivers arose as it relates to the construction of hangars. For the purposes of proper airfield management, staff clarity, and Board productivity staff has created a request for proposal to help answer the “demand driver” question: Are there specific airfield enhancements, both air side and landside, which will drive additional demand? Core questions in this process include:

- What drives operational demand at the Truckee Tahoe Airport? Is it airfield and aviation specific amenities, service offerings, pricing, land-use, facilities, and hangars or is it simply a destination for those individuals who desire access to the Truckee Lake Tahoe region and who choose to travel by private or charter aircraft?
- Is a lack of large hangars or de-ice facilities driving additional repositioning operations when the District lacks facilities or services to properly handle the needs of home-based and itinerant aircraft?
- Is there a way to measure the potential unintended consequence from airfield improvements with an operationally or numerically significant metric?
- How does the regional lot inventory, resort development, high end residential development, Town and County expansion projects such as the Rail Yard, Squaw Valley and the Ritz Hotel affect or drive operations.

- What types of fixed base operator service and amenities are known to increase traffic?
- Do the existence of certain facilities encourage aircraft to come to the Truckee Tahoe Airport when they might otherwise choose to use services at Reno-Tahoe Airport or not come to Truckee at all?
- EXAMPLE: Would the Truckee Tahoe Airport have similar traffic with only a runway, ramp and park bench? These questions are the focus of our project and this RFP.

At the November 17th, 2014 strategic planning offsite meeting of the Airport Community Advisory Team, the team decided to pursue five new projects. One project is the study of growth and demand drivers at the Truckee Tahoe Airport. The Airport Community Advisory Team hopes to play an integral role in this project and integrate with the Board and Staff going forward. It is anticipated that an ad hoc Committee will be formed at a future Board meeting. Staff has prepared the attached request for proposal for Board review. Staff anticipates the creation of a Board subcommittee that includes community advisory team members, selected consultants, staff, the community at large, and aviation users.

FISCAL IMPACT:

Staff estimates consulting contract work will range from \$15,000-\$30,000. Should the Board accept direction from the consultant a wide ranging number of fiscal impacts are possible that will affect spending, allocation, and facility costs.

PUBLIC COMMUNICATIONS:

In an effort to produce maximum transparency staff recommends a multifaceted approach to public communications regarding this request for proposal. FreshTracks PR will help develop a public outreach strategy and will include print, website, e-blast, and radio advertising for public comment periods, public workshops, staff question-and-answer sessions, airport community advisory team meetings, Board meetings, and open houses.

ATTACHMENTS:

REQUEST FOR PROPOSAL, PROFESSIONAL CONSULTING SERVICES, DEMAND DRIVERS FOR THE TRUCKEE TAHOE AIRPORT

REQUEST FOR PROPOSAL
FOR
PROFESSIONAL CONSULTING SERVICES
Demand Drivers for the Truckee Tahoe Airport

Truckee Tahoe Airport District

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The Truckee Tahoe Airport District (District or TTAD) is interested in securing the services of a qualified professional consulting firm and/or team of consultants to complete a study and render a factually supported professional opinion regarding the demand drivers that cause aircraft utilization of the Truckee Tahoe Airport. Firms and/or teams responding to this Request for Proposal (RFP) are expected to have extensive experience in airport planning and aviation forecast areas. Firms may present project teams consisting of the responding Firms and appropriate Sub-Consultants to insure the teams have the necessary experience appropriate for the project. The anticipated Scope of Services for the proposed project is attached for your consideration. **Firms interested in being considered for the project are requested to submit two (2) copies of their response in an envelope marked “RFP for Professional Consulting Services – Demand Drivers” by 5:00 PM (Pacific), December 31, 2014.** Response must include the following information:

- A. Name, size, description, and history of firm.
- B. Location of main office and office where work will be accomplished.
- C. Executive Summary of one (1) page or less, which gives in brief concise terms, a summation of the submittal.
- D. Qualifications and previous experience, including a list of former airport clients on similar projects within the past five years; and on-time/within budget performance of the similar projects. Information regarding work performed in communities with population less than 30,000 and in resort destinations is welcomed.
- E. Provide a listing of all sub-consultants to be used, including responsibilities and qualifications for each sub-consultant.
- F. As part of experience, list participation levels of citizens, stakeholders, residents, pilot, aircraft operator etc. which you were able to successfully engage in various consulting projects?
- G. Provide any additional comments, which you may believe to be relevant.

The Truckee Tahoe Airport District reserves the right to waive any irregularities or formalities and award the contract in the best interest of the District; and to reject any or all proposals. If a firm is selected by the District, the selected firm shall execute an agreement with the District within thirty (30) days after notification of selection, unless the time for execution has been extended for good cause at the sole discretion of the District. Failure of the selected firm to meet agreement submission requirements (i.e. insurance) or failure to timely execute an agreement with the District may result, in the sole discretion of the District, in a decision to select from the remaining proposers or to advertise for a new Request for Proposal. The District reserves the right to approve all proposed Sub-Consultants, modify roles of proposed Sub-Consultants and/or require additional Sub-Consultants in the performance of this contract.

Submission of questions concerning this Request for Proposal should be directed to:

Hardy S. Bullock

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SCOPE OF SERVICES

The District needs to measure the impact its decisions have on airport demand with respect to airfield and aviation specific amenities, service offerings, pricing, land-use, facilities, and hangars. The Truckee Tahoe Airport District, (District) has recently completed an airport Master Plan. Traditional methods of aviation demand forecasting were employed. These methods center on based aircraft, operations, and peak conditions. The forecasts of aviation demand covered in the Master Plan will form the basis of both facility planning and land use policy at the Truckee Tahoe Airport. Succeeding chapters of the plan further refine the demand forecasts into specific facility requirements and assess potential impacts such as overflights/noise. Activity projections are often used by airport operators and dependent businesses for financial and business planning purposes. The District strives to refine its understanding of the unintended consequences related to operational and planning behavior outlined in the Master Plan and other decision making processes inherent to all airports. For this purpose the District is assessing demand from an opposite angle as described within the Master Plan. Assuming the Master Plan numerical forecast figures are accurate, are there specific airfield enhancements, both air side and landside, which will drive additional demand? Core questions in this process include:

- What drives operational demand at the Truckee Tahoe Airport? Is it airfield and aviation specific amenities, service offerings, pricing, land-use, facilities, and hangars or is it simply a destination for those individuals who desire access to the Truckee Lake Tahoe region and who choose to travel by private or charter aircraft?
- Is a lack of infrastructure driving additional operations when the District lacks facilities or services to properly handle the needs of home-based and itinerant aircraft?
- Is there a way to measure the potential unintended consequence from airfield improvements in and operationally or numerically significant metric?
- How does the regional lot inventory, resort development, high end residential development, town expansion such as the Rail Yard, Squaw Valley and the Ritz Hotel affect or drive operations.
- What types of fixed base operator service and amenities are known to increase traffic?
- Do the existence of certain facilities encourage aircraft to come to the Truckee Tahoe Airport when they might otherwise choose to use services at Reno-Tahoe Airport or not come to Truckee at all?
- As an example would the Truckee Tahoe Airport have similar traffic with only a runway, ramp and park bench? These questions are the focus of our project and this RFP.

SCOPE OF SERVICE REGARDING COMMUNITY OUTREACH, COORDINATION, AND DOCUMENTATION

Fair, open and transparent discussions with our aviation and non-aviation constituents is a District priority. Because the study specifically pertains to community impact from airport demand it is recognized that assumptions made within the approved airport Master Plan will address the community response to airport activity. The study of the **effect** of increased or enhanced demand

is not within the scope of this study, further this study does not attempt to correlate airport activity with community annoyance.

THE DELIVERABLE SHALL CONTAIN:

- A. Professional executive summary substantiated with industry accepted data including first hand interview results of operators, pilots, and aircraft owners.
- B. Tables illustrating numerical relationship between airfield improvements and aircraft operations.
- C. Numerical operational multiplier for given airfield improvements listed in Appendix A.
- D. Numerical analysis for potential repositioning activity as a result of a lack of aviation infrastructure such as hangar facilities or deice facilities if any.
- E. Expected marketplace reactions to additional or reduced amenities or airfield improvements.
- F. Relationship between operational drivers and economic impact upon the surrounding community.

BACKGROUND

Mission Statement

The Truckee Tahoe Airport is a community airport that provides high-quality aviation facilities and services to meet local needs. We strive for low impact on our neighbors while enhancing the benefit to the community-at-large.

The Truckee Tahoe Airport is owned by the Truckee Tahoe Airport District and serves as the primary airport for eastern Placer and Nevada Counties, Truckee, and North Lake Tahoe communities.

Truckee Tahoe Airport is rare among airports in California in that it is owned by a special district rather than by a county, city, or private enterprise. The Truckee Tahoe Airport District (TTAD or District) was created by vote of the District electorate in 1958 in accordance with the California Airport Districts Act. The District covers an area of approximately 485 square miles in eastern Nevada and Placer counties. It is governed by a five-member Board of Directors directly elected by residents of the District. Making recommendations to the Board is an Airport Community Advisory Team (ACAT) comprised of three pilots and three non-pilots from the community. The ACAT delves into a wide range of topics focused mainly on noise and annoyance. The responsibility for carrying out Board directions and administering day-to-day operations of the airport rests with the General Manager and other staff.

The Airport is located in the Martis Valley, an environmental and noise sensitive area, 7 miles north of Lake Tahoe's north shore. The airport is situated among residential neighborhoods on three sides. Currently the Airport has no scheduled air carrier services and no apparent community interest in pursuing commercial service and Part 139 Certification. The Airport District desires to maintain its General Aviation status and continue to serve and provide resources to the

General Aviation community. The current District efforts balance the District's mission of providing high quality aviation facilities and services while balancing community needs, quality of life, and safe guard the authenticity of Truckee and the north Lake Tahoe communities

Over the years, the District has adopted various policies to guide its operations and use of funds. Most fundamental among the internal guiding documents is the District's *Strategic Plan* completed in March 2011. The *Strategic Plan* "...is a blueprint for how the District will respond to future challenges and changing priorities and give direction on how to achieve future success." It addresses airport facilities and services, the airport's relationship to the community, finances, and governance.

The 2014 Master Plan is predicated on a robust public input process and analysis of the best available data on community and aviation needs in the region. The purpose of the Master Plan is to create a blueprint for facility and infrastructure planning over the next 10-15 years that reflects the community needs of all user groups. The plan further defines the general strategy as, "Airport growth or lack of growth consistent with the community at large".

The Master Plan outlines modest growth in operations from turbo prop and turbine aircraft with flat or contracting growth in small piston powered aircraft. The Master Plan also outlines the possible construction of executive/box hangars and a large multi-use hangar to house large aircraft and be used as a community meeting and gathering space. The plan also uses the Airport Layout Plan to identify potential infrastructure changes to the runways. Particular attention should be paid to the Airport Master Plan Chapter 2, "Aviation Forecast" as many of the concepts and analysis are directly relevant to this Request for Proposal. Further, the Master Plan Consultant worked directly with the Board of Directors and their staff/sub-committee designees to develop data in section 2-17, "Demand Influences". This section in particular may offer further relevance to an expanded study project such as this Request for Proposal.

GUIDANCE AND REFERENCE DOCUMENTS

- Current Airport Layout Plan and Exhibit A
- 2014 Airport Master Plan (<http://www.ttadmasterplan.org/>)
- 2013 Airport Forest Management Plan
- 2014 Pavement Management Plan
- TTAD Tentative Strategic Plan
- Nevada County Regional Transportation Plan
- Placer County Regional Transportation Plan
- Town of Truckee General Plan
- Martis Valley Community Plan
- Truckee Tahoe Airport Comprehensive Land Use Plan
- 2009 Godbe Research – Survey of Residents, Pilots and Businesses

DEFINITIONS

- A. Airfield Improvements: Action taken by the Airport District to enhance, improve, construct, alter, or materially change air side or landside infrastructure, in an effort to offer aviation customers additional benefits, reduce cost or generate additional airport revenue. Examples of this would be runway lengthening and widening, apron lengthening or widening, hangar construction, terminal expansions, lighting enhancement, towers, or de-ice facilities.
- B. Service offerings are any real or intangible action taken to support aviation customers. This may include lavatory service, ground power units, catering, cleaning, repair maintenance, availability of parts and supplies, other miscellaneous support activities including procedures or hours of operation.
- C. Pricing is a strategy to gain sales from fuel or other service offerings.
- D. Land-use policy may affect access to areas of the airfield used specifically for aviation purposes.

APPENDIX A

Potential Airport or Fixed Base Operator Service Offerings Based and Itinerant Aircraft

Tug Services	Ground Power
Lavatory Services	Run Up Enclosures
E-Mast	ARFF
Catering	Restrooms
Flight Planning	Crew Rest Quarters
Hangars	De-Ice
Tower Controller	Surveillance Radar or Equivalent
Ground Handling Services	Tie Down Ropes
Repair Maintenance Facility	Charts and Supply Sales
Rental Car	Crew Car
Reported Weather	Lighting
Satisfactory Pavement Surface Condition	Self-Serve Fuel
Full Serve Fuel	After Hours Fuel
Security Services	Security Gates
Recreational Trails	Lawns
Playgrounds	Campsites
Conference and Meeting Facility	Approach Procedures
Departure Procedures	Start Cart with Air
Flight Service Station	Clearance Delivery