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Sent via email

Mr. Kevin Smith, General Manager
Truckee Tahoe Airport District
10356 Truckee Tahoe Airport Road
Truckee, CA 96161

Subject: Master Plan Supplemental Questions

Dear Mr. Smith:

Thank you for the opportunity to respond to the additional questions that followed our June 28 presentation to the Truckee Tahoe Airport Board and transmitted to us in your email of July 3rd. For convenience, we have presented the questions below along with our team's response to each.

1. How do you see the difference between this locally funded Master Plan and an FAA funded Master Plan?

In our experience, airports are self-funding an increased share of the cost to complete a master plan beyond the 5–10% local match. This is because the FAA and airport owners have significantly different areas of emphasis. The FAA typically does not fund the items that are of key concern to airport operators that often are the stimulus for a new master plan in the first place. For example, many of the master plans Mead & Hunt is currently involved with tend to emphasize strategic-policy planning, business-financial planning, sustainable growth initiatives, land-use control, technology assessments and/or community relationship building. A relatively small percentage of this work is FAA-grant eligible. Meanwhile, the FAA objectives have held steadfastly to managing the Airport Improvement Program (AIP) pipeline, i.e., to identify capital improvement projects. The FAA master plan objectives therefore have limited practical value in responding to a much more diverse set of locally driven needs.

For TTAD, self-funding translates to maximum flexibility in terms of the master plan process itself, in the deliverables that are produced, in the ability to respond to potential new or emerging issues and in the goals and objectives to be addressed and satisfied. The FAA's influence can be as much or as little depending on the direction of the master planning process TTAD takes. You have more contractual flexibility as well since the work will not be tied to planning grant assurances.

2. How do you facilitate public opinion; e.g. do you use potential development options to get input or just general questions.

"Facilitate" is the operative word as a public participation program is not a simple PR campaign of "going through the motions". The first step has already been accomplished; our team includes Seana Doherty of Freshtracks Communications, a well-known and experienced facilitator with many successful projects in the Truckee Tahoe area, where she is also a long-time resident. Her knowledge of the individual communities making up the TTAD will be used to maximum advantage as we engage the different affected and non-affected areas of the district. Next, we will use a multi-pronged approach for outreach: direct mail, web page, social media, newsletters, individual, small group meetings, and large group meetings intended to be informative and interactive. We also will connect with existing meetings and functions to make the most of pre-planned events and use a "project" or "steering committee" to identify communication opportunities and ideas as the plan progresses.

It can be challenging to get interaction, particularly from non-affected areas. General open-ended questions are not typically effective; our team prefers to ask specific questions. The outreach efforts and message also vary depending on the community-type: affected or non-affected. Affected areas

tend to have very specific concerns such as noise, safety, overflights, the disposition of individual property interests, etc. Our approach is to highlight these as discussion items and combine them with basic goals of the airport master plan under a common theme such as “adapting to the future”, etc. The questions would be more specific and directive to these issues. Non-affected areas require a more educational approach: did you know that Truckee Tahoe provides regular assistance to the local schools, provides emergency response services, etc. that affect you directly in the following ways. Learn more about what TTAD is doing and offer input about the future. To the extent practical, these elements are incorporated with family activities to help make it worthwhile to participate and offer input.

In all cases, the value of social media cannot be ignored. We pose questions on Facebook and via RSS feeds, respond to comments, and identify opportunities to share ideas and highlight suggestions that are incorporated directly into the way the study is being conducted. We suggest posing the questions as they evolve to keep the project up-to-date and engaging and include a youth program that can help spread the word and make the process enjoyable for everyone. It also makes sense to update the Godbe survey while the master plan is in the early phase of development.

3. There are many special districts, Towns, and County governments with differing Master plans; how do you incorporate or use their work into our plan?

Current and approved plans provide the most accurate official representation of the goals and direction of the individual communities within the TTAD. There are many ways these concerns can be addressed and our recommended process includes flexibility for handling these. We envision that the guiding documents will be reviewed at the start of the master plan and augmented with the feedback that we receive during the first phase of the master plan process— community outreach. In fact, the existing plans will be essential as we strategize our community outreach for each individual area by helping us guide discussions and questions. Next, we add our expert opinions of the aviation needs that could evolve over the next 20 years at Truckee Tahoe Airport, much of that effort being supplied by current or recent initiatives and recommendations, and finally devise alternative and contingent strategies to deal with the full range of issues than can be anticipated over a 20-year period. Using a combination of community and stakeholder input, our team then assesses the range of options available to TTAD and makes recommendations for establishing the TTAD’s master plan vision based on the criteria established during the outset of the study. The overall goal remains that TTAD needs a plan that can foreseeably respond to changes for which there is limited control (i.e., technology shifts, population trends, etc.) and make timely progress toward specific objectives determined by the TTAD community during the initial phase. The latter of the two purposes can be incorporated as policy goals of the plan (e.g., shift noise patterns to another runway, invest in educational or to stimulate economic growth, preserve more open space, etc.). Ultimately, our team is designed specifically to provide TTAD with decision-making capabilities that balance technical/professional recommendations with community values and interest.

4. How do you address the question, what do we “not” want to become as an airport.

We have encountered this issue in our most recent mountain/resort airport master plans. The typical emphasis is always placed on what you do want or on what your expectation is because that is what drives a master plan. Our master plan work at Friedman Memorial Airport included a pre-ambule that has been carried over and modified slightly with each update. The preamble essentially limits the physical growth of the airport and is often referenced as a matter of policy in related planning documents and in decision-making discussions. A similar mechanism may work well at Truckee Tahoe Airport.

One of the primary purposes of the initial outreach efforts is to craft the goals that will be applied. Such a statement could be one of our first deliverables to be vetted by TTAD based on this community input. Our team will be diligent in our outreach and education efforts to assist TTAD in balancing the legal issues related to the operation of a public transportation facility, dealing with trends for which there is limited control, and for maintaining a financially sustainable business enterprise, economic

driver, and community resource. Our team's process would assist TTAD in crafting a realistically achievable vision to guide future decisions over a long period of time.

5. What kind of opportunities could you suggest that the non-user community would ask for from the District? (beyond things like an airshow).

Our expectation is that the non-user community would consist of "affected" and "non-affected" groupings. There is also likely a subset of business and residential group requirements. Affected residents would likely support restrictions on airport growth and activity, expansion of sound insulation efforts, and perhaps altering flight paths and altitudes. Non-affected residents and businesses would likely be surprised by the range of services and support provided by TTAD. This group might be interested in a range of non-airport investments such as educational and scholarship programs, the construction of community facilities on and off airport, preservation of open space or trail development, creation of public art displays, community recreational facilities, and in attracting businesses and visitors that would spend locally and create jobs. Local businesses would likely support activities and initiatives that bring customers or increase spending; they could be interested in external efforts to advertise the airport and attracting potential customers.

6. What is your approach to creating a steering or oversight committee? How does your firm or team propose to involve elected, appointed, staff and key stakeholders in project oversight and steering?

It is common practice for a steering committee to be formed as part of an airport master plan. Committee members function as a sounding board, support outreach efforts, brainstorm ideas, anticipate reactions by various groups and decision-making bodies, review and screen deliverables, etc. TTAD is somewhat uncommon in the number of active committees that exist and the extent of open communication that has already been achieved. While we advocate the use of such a committee, we are open to how it is formed and comprised and would rely on TTAD and airport staff in identifying the best makeup of such a committee. We also are open to using an existing committee, potentially enhanced to include broader makeup. Representation should likely include 1-2 types of users, at least one TTAD board member, airport management staff, local business, and community participants from major areas. If possible, the total number should be fewer than 12. Finally, our outreach efforts include working with multiple committees and small groups beyond the "steering committee". We would expect to work closely with airport staff and provide regular progress briefings to the TTAD Board. It is common for our team to meet with multiple groups and established committees sequentially on single meeting days to obtain balanced input and to keep the major participants informed and engaged.

7. With many important decisions on our immediate horizon, how might we mesh short-term decisions with the project timeline proposed? One example would be leasing land or current airport facilities. Some of these decisions may need to be decided before the master plan process is completed.

This is a very common issue as master plans often take between one and two years to complete. There should not be an expectation that decisions will or can be deferred during that time. To the extent these issues are known, we can adjust our approach accordingly at the outset of the study. Otherwise, at TTAD's discretion, our team can assume either a proactive or reactive stance, the main concern being not getting "caught off guard" post-decision. Communication between airport staff, TTAD, and the consultant team is essential. Typically, we would expect to have at least weekly contact with airport management that would keep our team apprised of the most pressing issues affecting the airport at a given moment. Our team will also remain active and apprised of all current airport initiatives through regular attendance in TTAD board meetings. When appropriate, we would expect to create opportunities to weigh in on short-term issues as they are being debated so as to facilitate decision-making and to add consistency between short and long-term pursuits. We also bring, to the short-term decision-making process, expert facilitation skills that help make deliberations less timely and more integrated with longer-term goals formulating as part of the master plan process.

8. Does your firm or consulting team employ professional land use planners? How can we use the Airport Master Plan to plan to assist decision making for leasing of aeronautical and non-aeronautical land uses?

Mead & Hunt is the nationwide leader in airport land use compatibility planning. We have prepared guidebooks for six of the seven states that have such guidance, including California. In California, we were the primary authors and lead consultant for the California Airport Land Use Planning Handbook (1993), second edition (2002), and had a major role in the current edition (2011) as well. The planners assigned to this project have over 80 airport land use compatibility plans to their credit including the currently adopted plan for Truckee Tahoe Airport. Your project manager, Tony Tezla, has an educational background in airport planning, management and operations and 17 years of airport planning experience. Ken Brody and David Dietz both hold Master's degrees in urban/city planning, each having 30 years or more airport-specific planning experience. Maranda Thompson has a Bachelor's degree in environmental planning and over 12 years airport land use compatibility planning experience. Combined, Mead & Hunt has over 50 professionals dedicated to airport planning with many unique specializations among them.

As indicated in our response to #7, aviation and non-aviation leasing is a major focus for airports, whether or not the issue is captured within the context of an airport master plan. In our presentation, we briefly outlined this topic using the work we did for the Yuba County Airport Master Plan. Master Plans often include a discussion of property needs. The tiers to be addressed generally include the following pattern: identify the area needed for airport safety protections, identify lands needed for existing and future aviation activity, and then identify potential surplus properties. The aviation activity areas must be reserved for aeronautical use (leased or otherwise). The surplus properties can potentially serve a non-aviation role, either temporary (such that it can be reclaimed for future aviation use) or permanent (property may be disposed). Depending on how the property was originally acquired, grant assurances often include reversion clauses that make it disadvantageous for outside investors to construct major facilities on airport property; airport incentives and investment participation may be necessary to overcome this obstacle. At this point, the assistance airports require varies significantly in a master plan. Our team is capable of proceeding with a full evaluation of properties based on grant assurance / purchase constraints, environmental limitations, utility assessments, etc. With the assistance of a local realtor, we can assist in parceling property, exploring uses that maximize return on investment or provide best use options. As TTAD explores these options, it may also become necessary to respond to local concerns where leased airport property competes with the private market for leased lands.

The Mead & Hunt team wishes to thank you for the opportunity to provide a detailed response to these key concerns within your community. TTAD has a unique set of circumstances that require a tailored approach, flexible skillsets, and community knowledge. It is this uniqueness that is driving our excitement to work for you and that will inspire our team with each new milestone.

Best Regards,

MEAD & HUNT, Inc.



Anthony Tezla
Project Manager