

The following is a condensed version of the TRUCKEE TAHOE AIRPORT DISTRICT BOARD OF DIRECTORS special meeting held Wednesday, April 18, 2012 at the Truckee Tahoe Airport District Community Room, 10356 Truckee Airport Road, Truckee, California at 9:00 am.

**CALL MEETING TO ORDER:** 9:00 a.m.

**DIRECTORS PRESENT:** President J. Thomas Van Berkem  
Vice President John B. Jones, Jr.  
Director Kathleen Eagan  
Director Mary Hetherington  
Director James W. Morrison

**STAFF PRESENT:** Mr. Kevin Smith, General Manager  
Ms. Jane Dykstra, Director of Finance and Administration  
Mr. Kevin Bumen, Director of Aviation and Business Services  
Mr. Brent Collinson, District Legal Counsel  
Mr. Hardy Bullock, Environment and Technology Specialist  
Ms. Maria Martinez, District Clerk

**ACAT PRESENT:** Mr. Andrew Terry, Chair  
Mr. Gerald Herrick, Vice-Chair  
Member Leeds Davis  
Member Jack Ellis  
Member Robert Leftwich

**ACAT MEMBER ABSENT:** Member John Aadland

**VISITORS PRESENT:** 2

**SPECIAL ORDERS OF BUSINESS:** None

**PUBLIC COMMENT:** None

#### **ACAT ACCOMPLISHMENTS**

Mr. Andrew Terry reviewed the history of ANAC. One of the main accomplishments of ANAC was the creation of the first Noise Abatement Procedure (NAP). Another was the Pilot Incentives program which included an on-line test completed by the pilots which would give them a gas discount upon completion. This test would give the pilots the information they needed on which routes they were encouraged to fly. The ANAC was disbanded in 2003.

ACAT was then formed in late 2005. One of the first things they accomplished was to consider conducting an FAA Part -161 study. The committee also made additional refinements to the NAP. Their participation in community and pilot outreach has been well received. ACAT sponsored the 4-bladed propeller on "the Pickle" which is one of Soar Truckee's tow planes as well as the flight simulator which has been a popular addition at the airport. More recently, ACAT has been working on a visual RNAV procedure.

Director Eagan requested clarification on how ACAT is monitoring some of their projects such as the training operations off of Runway 1/19, and the touch-and-goes. Member Terry stated that in regards to the training aircraft, ACAT has approached pilots to see if there is an opportunity to use Runway 1/19. The reality is that it is just moving noise. This is a subject that will need to be discussed further. The District currently has two data

sources that could potentially be used to do some analysis reactively to monitor what is going on. In regards to the curfew, it is not often when the pilots do not respect the curfew. The fact that the District has a written requested curfew adds emphasis for the pilots in their decision making about when they are going to fly. That is monitored proactively at least for locally based pilots through their lease agreements. The flight tracking and camera systems monitor operations. Mr. Bumen stated that the curfew is reported quarterly in the Operations Report. In regards to Runway 1/19, there is only one designated training aircraft at this airport. The flight instructors as well as Sierra Aero are aware of the District's interest in having the pilots utilize Runway 1/19. In the data that has been reviewed through flight tracking it is noted that Runway 10/28 is still the primary runway.

## **ANNOYANCE ABATEMENT POLICY OPTIONS**

Mr. Jack Ellis reviewed the workshop objectives with the Board. ACAT would like to discuss with the Board what their goals are as well as the options of measuring when the goals have been met. The issues ACAT should be working on need to be clearly outlined before possible solutions can be explored, recognizing that with all solutions there will be trade-offs, as there are no perfect solutions. Mr. Ellis stated that the creation of this policy was motivated by the continued complaints from residents who live in the path of the Runway 28 jet departures. ACAT and staff have been discussing possibilities for a Runway 28 RNAV departure. ACAT and staff came to the conclusion that this issue would need a much broader discussion than just RNAV departure to come up with workable options with guidance from the Board. Mr. Ellis stated that some of the constraints include a number of communities that now surround the airport that may not have been in existence when the airport was built. The topography surrounding the airport also limits the areas in which airplanes can fly safely. Solutions that may involve either laying or moving pavement are constrained by surface water near the existing runways. This would be an expensive or environmentally challenging option or not possible at all. Another area to note is the summer sailplane activity which creates some concern with the powered aircraft pilots about safety in the summer time operations. In addition, there is no local control tower to provide information to pilots on safety, noise abatement and noise dispersion to name a few.

Mr. Ellis stated that ACAT has come up with some policy options which would help the District deal with the issue of the residents who are affected by the Runway 28 departures. The options included (1) Dispersing operations more widely which would limit the impact on any one neighborhood but might affect some residents who have not been affected in the past; (2) Concentrating the operations which may reduce the number of affected residents but it will also increase the impact on the residents in the flight track path; (3) Increasing aircraft to ground separation which would get airplanes up higher in the air before they fly over affected residences. This would diminish the measured ground noise however it may require moving runways which could be a costly option; (4) Voluntary departure windows in which the District could prohibit operations or get voluntary cooperation from the pilots to reduce or eliminate operations during a certain period of time. This may give some residents unexpected relief from noise and annoyance however, it is very difficult to enforce; (5) Prohibiting jet operations would eliminate a major source of complaints however it is probably unenforceable and in conflict with the grant assurances. Mr. Ellis stated that these are not the full range of options however they outline the types of changes that can be made along with the advantages and disadvantages. This is not a problem with any clear or easy solutions.

Mr. Ellis stated that dispersing the noise is inexpensive, simple and does not convey the appearance of shifting the burden of noise from one affected neighborhood to another. Concentrating the noise will not have much impact on the noise footprint based on the simulations prepared by staff. This would likely move the noise from one neighborhood to another. Mr. Ellis noted that the minimum climb rates getting aircraft further above the ground before they fly over affected neighborhoods is dictated much more by the terrain around the airport and not by

noise. This would be expensive solution as it would involve laying pavement and has the potential public perception that the airport wants to expand. In addition, some of the voluntary departure windows as well as other limitations on jet operations may be problematic for some of the airport users and may not be acceptable to the FAA. President Van Berkem requested clarification on the minimum climb rates dictated by terrain. Mr. Ellis stated that the jets typically depart under IFR and the minimum climb rates are determined by being able to clear terrain. The terrain has a bigger impact on how fast they can climb and how fast they will climb. President Van Berkem stated that getting the airplanes to climb higher and faster poses a significant opportunity for reducing departure annoyance. Mr. Bumen stated that on a published procedure they are required to publish a feet per nautical mile required to safely execute the departure that the aircraft has to be able to maintain to provide that minimum terrain separation. That becomes a design factor that the requirements to build an instrument procedure are driven by. Mr. Bumen has had the opportunity to fly the TRK 3 at the minimum required gradient. In visual conditions, the required minimum clearances to terrain are uncomfortably low. It is a safety piece built into the procedure however everyone is going to climb at the maximum rate possible for the individual aircraft given the conditions.

ACAT has requested clarification from the Board on the following:

- What issue(s) is the Board trying to address?
- If the District had enough information to know definitively, is it appropriate to move the noise from over the home of a full-time resident to over the home of someone who is a renter or only up in this area seasonally?
- Is it acceptable to move the noise from one populated area to another?
- Is it better to concentrate the noise and limit the number of people affected or try to disperse it and limit the impact on individuals who are otherwise those mostly affected?
- How much money is the Board willing to spend to deal with this issue?

The Board and ACAT discussed RNAV as a potential solution to the noise and annoyance issues. ACAT is working on getting signage out to provide pilots with useful information when departing on Runway 1/19 to help with this issue as well.

**BREAK:** At 11:03 a.m. the Board recessed for a short break. At 11:15 a.m. President Van Berkem reconvened the meeting.

#### **PUBLIC COMMENT**

Mr. Rick Tavan stated that there is a lot of exchange of good information at this meeting. It is becoming clear both to ACAT and the Board that a labor hour spent on outreach to the community or on treating the neighbors the way they want to be treated is worth 10 times as much as an hour spent on technical issues. Not to denigrate the work that is being done on technical issues because we have made very good progress on reducing actual noise as much as technically possible. There is still some work to be done. The Board and ACAT seem to recognize that there are a lot of incremental improvements that can be made as well as some major ones. Some of them are going to be controversial. The District may improve one factor and depreciate another factor. Focusing on outreach, public relations and the way we treat each other is going to return a whole lot more on investment than any further technical improvements. Do the technical improvements and make sure the neighbors know that the technical improvements continue to be discussed. Attitude is everything. The attitude of the District toward the community has improved tremendously and that is a very valuable contribution. It is more valuable than some of the noise abatement that has been done. Keep up the good work.

Mr. Bob Fink stated that each side is looking past each other asking for guidance. He opts for continued dialogue like this and encouraged the Board and ACAT to meet in October when analysis has been obtained on the operations off of Runway 1/19 over the summer months. It would be more helpful to him if both ACAT and the Board were more specific about their expectations of the other and dialogue is what does that. He urged both sides to continue with the dialogue.

The Board and ACAT continued their discussion addressing noise and annoyance on Runway 10/28 for jet departures and the possibility of deferring some of the traffic over to Runway 1/19. Community outreach efforts within the individual neighborhoods were also suggested as long as there is a cost benefit associated with that. A summary of the results of the discussion to the questions posed by ACAT is as follows:

- What issues are the Board trying to address?
  - *The issues the Board is trying to address are Runway 28 departures and jet traffic.*
- If the District had enough information to know definitively, is it appropriate to move the noise from over the home of a full-time resident to over the home of someone who is a renter or only up in this area seasonally?
  - *Population density of any given neighborhood is an issue and the information should be utilized, however, it does not make a difference whether or not the resident is full-time or part-time and/or a renter or homeowner.*
- Is it acceptable to move the noise from one populated area to another?
  - *Yes, however, the idea is to adversely affect as few people as possible.*
- Is it better to concentrate the noise and limit the number of people affected or try to disperse it and limit the impact on individuals who are otherwise those mostly affected?
  - *ACAT will have to use their judgment on concentration over dispersion, there are multiple variables and this will need further evaluation. The presumed navigation aid will be RNAV or PBN.*
- How much money is the Board willing to spend to deal with this issue?
  - *There is a cost benefit of any solution and the solution itself will determine how much the Board is willing to spend.*

Director Hetherington suggested that ACAT and staff review the flight tracking data as there is a wealth of information in there. President Van Berkem stated that it may be helpful to know if there is a correlation between complaints and the pilots that are not complying with the NAP. Mr. Bullock asked ACAT and the Board to address the meaning of compliance with the NAP. President Van Berkem stated that there is not a single metric that is the answer but it would be helpful from a percentages point of view to know the percentage of flights that are flying the NAP and the reasons for flying or not flying it. Mr. Bumen stated that staff has a daily report that shows compliance by gate. The Bypass gate is the only gate in the system that staff is currently looking at which shows an average of 85% compliance or better on this gate. Staff is working on this data as it is made available and when there is some data with significance it will be brought to the Board's attention however it is also a question of resources as data is very time intensive to work with and the District has a lot of systems that generate data.

## **ACAT ADJOURN**

**ACAT MOTION #1 APR-18-12:** Member Ellis moved to adjourn. Member Davis seconded the motion. Chair Terry, Vice-Chair Herrick, Members Davis, Ellis and Leftwich voted in favor of the motion. The motion passed.

Break: At 12:18 p.m. the ACAT / Board Workshop ended and the Board recessed for a short break.

### **BOARD GOAL SETTING BUDGET WORKSHOP FOR FY 2013**

At 12:40 p.m. President Van Berkem reconvened the meeting. Director Morrison was not able to attend this segment of the meeting.

Mr. Smith reviewed the Budget Workshop process with the Board. The budget process has been revised to incorporate budgetary goals to the District's Strategic Plan. Mr. Smith reviewed the goals for each Strategy area as follows:

#### **Strategy Area 1 – Site and Facilities**

- Finish Capital Facility Plan for District Buildings and Structures.
- Create a Capital Facility Plan for Airport Utilities including water, power, sewer, electrical, storm water, etc.
- Complete Runway 10/28 Project and finalize posted Load Bearing Capacity.
- Seek FAA Funding for Apron Lighting and Segmented Circle. If FAA funding is not secured, consider proceeding with project with District funds.
- Utilize Master Plan process to assist in answering questions regarding future use of the facility.
- Continue funding for District GIS program including incorporating Flight Tracking data into GIS data layers.
- Continue program to replace bad aggregate on ramp and taxi ways through Mill and Fill and Reclamite treatments per Pavement Maintenance Plan.
- Continue to fund recommendations outlined in the Pavement Maintenance Plan FY2013 – funding recommendation is \$540,000.
- Develop and work towards publication of preferred RNAV Approach and Departure procedures.
- Emphasize GIS and Flight Tracking tools to assist in pilot and community education.
- Refocus pilot and transient user education projects by continuing peak staffing enhancements.
- Continue Quarterly Pilot Meetings to foster regular interaction with local airport users.
- Consider additional funding for support and maintenance of IT network, hardware and data assets. Add additional IT contractor support or possibly part time IT employee.
- Seek FAA funding or use District funding to replace OshKosh Plow Truck.

Director Eagan requested clarification on the normal useful life of the District's trucks and the business case for replacement. Mr. Smith will have Mr. Stoner respond to this at the next budget review meeting. Director Eagan also requested staff provide more information on the upgrades made to the IT network, hardware and data assets. Mr. Bumen stated that it is not just the software and hardware that has grown over the last two to three years but also the customers that are being serviced. When systems are down, it interrupts the daily workflow and becomes a big impediment on what staff needs to do on a daily basis. Mr. Smith stated that staff will provide analysis on the modifications that may need to be made to the District's IT system as well as the associated fiscal impact.

#### **Strategy Area 2 – Standards of Service**

- Consider long term strategy for Hangar 1 including heated hangar and community usage vs. lease tenant. Hangar currently generates approximately \$30,000 per year in lease revenue.

- Fully develop Lavatory Service and Ground Power Unit with emphasis on cost recovery and the Return on Investment.
- Fully implement and analyze effects of hours of operation changes. Look for more opportunities to increase efficiency.
- Fund a study to benchmark service delivery “best practices” with other similar airports.
- Implement Certified Employee Program including incentives for completion and maintenance of skills.
- Encourage staff and reward them for identifying cost saving measures.
- Identify methods to survey airport users to identify effective and efficient services.
- Utilize Master Plan project to define appropriate and necessary aviation services.
- Finalize Minimum Standards and complete division of PI 504, breaking out user fees from real estate leasing.
- Evaluate effectiveness and efficiency of newly instituted Unicom operation staffing changes.
- Review and consider employee specialization in some instances versus cross training for specific functional areas. Also, continue to review and evaluate outsourcing services versus in-house capability and efficiency.

Director Hetherington requested clarification on the rents or fees associated with the rental of Hangar 1 for events. Mr. Smith stated that the groups that have expressed an interest in using it are all non-profit so there will be no charge for using the space. The Board may want to explore options for Hangar 1 such as for aircraft dealership or community use over the course of a year. There will be some revenue generated from this hangar but probably not at \$30,000 per year.

### **Strategy Area 3 – Community Benefits**

- Finalize and begin to implement Open Space Acquisition Plan. Consider easements and/or acquisition of Alder Hill.
- Implement recommendations as appropriate in updated Forest Management Plan including consideration for water resources and archeological sites.
- Focused effort by Board, Staff and ACAT to identify non-traditional approaches to encourage observance of annoyance Mitigation programs.
- Continue to fund and provide resources to fully develop flight tracking and WASP systems. Increase funding for IT and NavAid Consulting.
- Fully leverage Master Plan process to communicate with community and implement effective and useful education and safety programs. Continue focus on ACAT outreach and Road Show and quarterly pilot safety meetings.
- Continue to support and be active in Community Block Parties.
- Fund and fully develop community park concept on east lawn next to Administration Building.
- Fund Truckee Tahoe Airport Exhibit at Kid Zone Museum. Complete exhibit cost is approximately \$20,000 to \$30,000 and exhibit would be in place for 12 to 18 months.
  - Mr. Smith stated that he is a non-salaried board member of the Kid Zone Museum which is a 501(c)3 non-profit corporation.
- Continue funding for Excellence in ED and Charter Schools for field trips to Discovery Academy and/or California Air and Space Museum.
- Construct emergency service helipad in Tahoe City. Approximate cost with permitting is \$190,000 to \$275,000. Final costs depend on site selection and TRPA permitting fees.

- Fund Godbe Survey to be conducted fall of 2012.
- Make Flight Tracking data available online with a user friendly interface.
- Provide funding to make GIS and flight tracking data compatible and usable to assist in decision analysis.
- Include budget for \$2500 loan forgiveness to annoyance mitigation expense.
- Fund Air Fair or Air Show for FY 2013.
- Track and regularly report service and benefits provided by the District to non-aviation as well as aviation community members, organizations, clubs, etc. Staff will track items such as use of community rooms, staff time for school tours and class presentations, use of flight simulator, time invested in community initiatives and participation at events, etc.

The Board agreed to have staff begin inquiring on the steps needed to complete another Godbe Survey prior to beginning the Master Plan process. Mr. Smith will budget it for this upcoming fiscal year. He will contact Godbe this week and update the Board at the next Board meeting scheduled for April 26, 2012. The Truckee Donner Chamber has begun using the Community Room for Good Morning Truckee and will continue to do so when possible. Mr. Smith stated that he is a non-salaried member of the Truckee Donner Chamber of Commerce Board which is a 501(c)3 non-profit corporation.

#### **Strategy Area 4 – Communication and Community Outreach**

- Fully leverage upcoming Master Plan Project to carry District message, engage, involve, and collaborate with local airport users, transient airport users, impacted residents, non-impacted residents, and internal stakeholders.
- Fund a program to support quarterly pilot safety meetings to foster interaction between Board, Airport staff and our local pilot community.
- Fund Board Meeting Broadcasting program.
- Continue to fund ACAT Road Show and continue focused transient user outreach and look for new ways to communicate with transient pilots.
- Fully implement Certified Employee Program including financial incentives to train and stay current.
- Look for new ways to communicate with impacted residents. Door to door programs in affected neighborhoods with new handouts or other media describing programs the District has implemented and restating our interest in hearing their concerns.
- Quality quarterly staff meetings with meaningful engagement of employees for idea generation and problem solving. Invite Board of Directors to late spring or early summer staff meeting for combined training on relevant and appropriate topics.
- Consider creative options to focus ACAT and look for ways to increase staff support either through shifting responsibilities or increased staffing.
- Provide funding for ACAT to continue useful and relevant programs within scope of their mission. ACAT will propose Budget and program to be included in first budget draft.

Director Hetherington requested staff provide a goal under this strategy in the budget regarding the modifications of the District's website. Mr. Smith made note and will make the addition to this section.

#### **Strategy Area 5 – District Finances**

- Continue implementation and monitoring of PI 504 rates and fee changes.

- Continue to seek FAA AIP Grant funding as appropriate and based on need identified in Capital Facility Plans.
- Consider repurposing modular building for revenue generation or to assist with operations.
- Consider prefunding of commitments to PERS. PERS payments can be prepaid for a year.
- Implement second tier to CalPERS to control future escalating benefit costs.
- Review percentages regarding use of public funds.
- Review Spending Priorities to assure relevancy.
- Clearly define the “operation capabilities” of the District.

President Van Berkem asked if staff had enough guidance from the Board to know whether they met their goal in making aviation affordable. Mr. Smith stated that the implementation of PI 504 will help staff understand that a lot better. Staff has good guidance right now with the improving aspect of the rates and fees changes and then comparing that with the operational comments and complaint data that the District captures.

**Strategy Area 6 – Board Governance**

- Plan for and fund annual Brown Act training for Board, ACAT and appropriate Staff.
- Plan and fund at least two annual Board Staff Workshops. One for Senior Staff and Board and the other for General Staff and Board.
- Foster more Board/Staff interaction opportunities both formal and informal.
- Continue to encourage and financially support, where appropriate, staff and Board member participation in local and regional service groups, planning forums, and other community groups.
- Fund and implement newsletter, website, user workshops, and broadcasting of Airport District Board Meetings.
- Review *Division of Responsibilities* chart for relevancy and currency.

**PUBLIC COMMENT:** None

Mr. Smith stated that staff will take the information from today’s discussion and start building the budget assumptions for Board review.

**BOARD MEMBER ANNOUNCEMENTS**

Director Hetherington inquired about Legislative Days in Sacramento and if it was worthwhile to attend. Vice President Jones stated that the probability to see a legislator is low. Mr. Smith stated that if a Director has not attended in the past, it is an interesting event to attend.

**BOARD ADJOURN**

**BOARD MOTION #1 APR-18-12:** Vice President Jones moved to adjourn. Director Hetherington seconded the motion. President Van Berkem, Vice President Jones and Directors Eagan and Hetherington voted in favor of the motion. The motion passed.

At 3:02 p.m. the April 18, 2012 special meeting of the Truckee Tahoe Airport Board of Directors adjourned.