



TRUCKEE TAHOE AIRPORT DISTRICT

Discussion Regarding the Operating and Capital Expenditure Budget Fiscal Year 2012-2013 (FY2013)

INTRODUCTION

The FY2013 budget was first discussed at the April 18, 2012 workshop. Budget goals were presented by staff based on the strategic plan. At today's meeting (May 24, 2012), the assumptions that will be used in the budget will be reviewed and preliminary cost estimates for some of the goals discussed at the April workshop will be discussed.

The "Historical Percentage of Annual Property Tax Revenues Used by Area/Program" table has been updated showing actual results through FY 2011 and estimated results for FY 2012. Guidance from the Board will be sought regarding the allocation of Property Tax Revenues in the FY 2013 budget. The Board elected not to give guidance as to specific percentages of property taxes to be used in each program area when the FY2012 budget was being completed; but they asked have the data presented to them.

Also included in this report are estimated staff hours for the budget goals that were presented in the April 18th workshop. The hours are only staff's rough estimation – but may come into play when the Board is deciding on priorities for the upcoming year.

The focus today will be on the assumptions to be used in developing the budget and presenting information gathered by staff regarding potential expenditures (both capital and operating) in the upcoming year.

ASSUMPTIONS

AIRSIDE REVENUES

The current budget (FY2012) estimated selling the same number of gallons of each type of fuel as were sold in the prior fiscal year – with an adjustment related to the anticipated closure of Runway 10/28 for reconstruction. As of the end of April 2012 (seven months into the fiscal year), the number of gallons of 100LL sold is 2% less than the number sold in the first seven months of the prior year. The number of gallons of JetA sold exceeds the gallons sold in the prior year by 6%. As the busier summer season begins, we may anticipate sales increasing; however, the effect of the pavement work scheduled for the summer is yet to be determined. At this time, staff recommends



budgeting FY2013 for the same number of gallons sold that are sold in FY2011 (as the current year data will be affected by the runway closure). Sales in the upcoming summer months will be monitored, and if they show a significant increase over the same period in the prior year this assumption may be adjusted.

The other significant Airside Revenue line items are Tiedowns and Transient Use Fees. Both of these categories will be subject to the same evaluation as fuel sales in determining the number of events to include in the budget. Staff is currently evaluating Airside rates and fees, any approved changes in the rate structure made by the July meeting of the Board of Directors will be included in the budget.

HANGARS

The Consumer Price Index (CPI) increase that is included in the hangar leases is based on the change in the West-B/C (less than 1.5 million in population) for the period from July – June each year. For the period from July of 2011 to April of 2012, the change is an increase of 1.4% - considering that there are two more months to include in the year, Staff is estimating a CPI increase of at least 1.5% for hangar rents – but that will be evaluated based on the change in the index as the budget is prepared. The vacancy factor over the past twelve months (June 2011 – May 2012) has been 3%, which exceeds the vacancy factor of 2% that was used in the FY2012 budget. For the FY2013 budget, staff proposes a vacancy factor of 3.5% be included in the budget.

OTHER BUSINESS LEASES (OBL) AND WAREHOUSE REVENUES

A CPI increase of 1.5% will be included in the real estate leases for all tenants (subject to actual change in the index). Additional assumptions include:

- Hangar #1 (Old Regent location) will remain vacant through the summer, and staff will evaluate the future uses of the location. No rent will be budgeted for the building in the FY 2013 budget, unless a tenant is put in place before the budget is adopted. Staff proposes that the hangar will be used for overnight parking and will use a \$5,000 revenue estimate for FY2013.
- The old Accounting Modular will be repurposed, but no decision has yet been made regarding the potential uses. Unless a tenant is put in place before the budget is adopted, no rent will be assumed related to this asset. The budget will include \$10,000 to site it in a new location.

PAYROLL AND EMPLOYEE BENEFITS

At the July board meeting, staff will bring a cost of living adjustment to the Board based on the change in the West B/C index for the 12 months ending June 2012 (which will be available in mid-July). If it is approved, the payscale will be adjusted and the revised rates will be used in the budget. The FY2012 budget was the first year that a vacancy factor was used in budgeting payroll costs. The vacancy factor used was one hourly position being open for one-half of the year (based on an average hourly rate). The



FY2013 budget will assume the same vacancy rate.

Staff is looking at options to address the additional staff support required by ACAT. One option being considered is the hiring of a part time employee to work with ACAT and serve as a Community Outreach Coordinator. The position is envisioned as spending ten hours per week supporting ACAT and ten hours per week on community outreach projects. The estimated personnel cost is \$46,800.

The employee medical insurance policy with Blue Shield has an August – July policy year. This is helpful in the budget process as we will have actual rates for all but the last two months of the fiscal year at the time the budget is prepared. The upcoming policy year has an increase in premiums of 4.03%. That will be included in the budget – for the first ten months and an estimated increase of 7% will be budgeted for the months of August and September of 2013. The dental policy renews in March, and the budget will include an increase of 7% for dental coverage for the next policy year. The budget will be based on current employee demographics for all insurance plans.

Many other employee benefits are calculated based on payroll dollars. The Workers' Comp premiums also include an experience factor. The District's factor is going from 88% to 103% effective July 1, 2012. That will be included in the calculation of the premium amount. The new PERS tier will be in effect for any eligible employees hired after July 1, 2012; as no benefited positions are anticipated to be hired, the employer contribution rate that goes into effect 7/1/12 will be used to calculate pension expense for the first 9 months of FY 2013. The District has been notified by PERS that the 2013-2014 rate will have an additional increase of 1-2% due to the lowering of the discount rate assumption; and that information will be used in determining the expense.

Additional funding of \$25,000 is anticipated in the Payroll and Benefits area to cover expenses related to efforts to refocus pilot and user education projects by implementing the enhancements outlined in the Peak Staffing standard procedure instruction. The incentive programs mentioned there will be covered by this, as well as the efforts to keep on-staff pilots current and get non-pilot staff up in the air so they can be more confident in discussions with pilots.

The training budget will include two annual board/staff workshops; one for senior staff and board and one for all staff and board. The anticipated expense is \$3,000.

*OPERATING, GENERAL AND ADMINISTRATIVE EXPENSES and
REPAIR AND MAINTENANCE EXPENSES*

Miscellaneous operating expense amounts will be annualized based on current year actual expenses, adjusted for unusual items. An effort will be made to tie expenditures to the strategic plan.



Description	Strategic Area / Objective	Budgetary Factors
ACAT	4.6 / Objective 1-4	ACAT will develop their budget. Staff and ACAT personnel will determine whether the costs ACAT anticipates are expenses or capitalizable, and whether they should appear in the ACAT line item, in the other District Noise Abatement Expenses, or as a capital project. Some projects staff anticipated ACAT including in their budget are: RNAV procedures, outreach and Road Show events, funding of non-traditional approaches to encourage observance of annoyance mitigation programs. Note that Staff is considering additional part-time personnel to increase staff support of ACAT.
Annoyance Reduction Programs	3.3 / Objective 1-3	The budget will assume the Fly QT program continues in its present form. This line item also includes support for ACAT projects and other Noise Abatement expenses.
Air Show	3.4 / Objective 2	Staff is recommending that the budget include \$75,000 for an Air Fair type event in 2013. Final determination will be made after July 7, 2012.
Conventions & Conferences	6.2 / Objective 1	Staff will review attendance at conferences and conventions during the current fiscal year and set a budget for the upcoming fiscal year. Inquiries will be made of Directors as to their intentions to attend any events.



Description	Strategic Area / Objective	Budgetary Factors
Directors' Fees and Board Meeting Expenses	6.1 / Objective 1-5 Area 4 – Outreach (related to broadcasting of meetings)	Budget will be based on 18 meetings in the upcoming fiscal year. Brown Act training will be included at \$1,000. The current rate for Directors' insurance premiums will be escalated by 10% (there is a great level of estimation as there are four seats up for election). The costs related to the broadcasting of the board meetings will be based on a turn-key system – an outside vendor will come in and perform the entire process – current estimate is \$20,000. This does not include any hardware/software necessary to get the system functional – that should be identified by August.
Election Expenses	6.1	Expenses related to the election will be estimated based on discussions with the counties and prior history.
Employee Relations Expense	4.5 / Objectives 1-3	Staff wants to ensure quality, quarterly staff meetings with meaningful engagement of employees to generate ideas and problem solve. Ideally the board will be invited in a late spring or early summer meeting which will be combined with training on a relevant and appropriate topic (as mentioned above under training); \$2,000 will be included in the budget to accomplish this. In addition, the budget will include \$2,500 in funding to encourage staff and reward them for identifying cost saving measures. Other employee relations expenses will be budgeted based on anticipated events.



Description	Strategic Area / Objective	Budgetary Factors
Geographic Information System (GIS) Expenses	1.3 / Objectives 1 & 3 3.1 / Objectives 1& 2	Separate line item will be set up to track GIS expenditures – with a current estimate of \$60,000. The GIS will be used to assist pilot and community education and in the development and implementation of an Open Space Acquisition Plan. GIS is also integral in the Flight Tracking System capabilities.
Homebase Incentive	5.1 and 5.2	The homebasing incentive program will be assumed to continue in its current form.
Insurance - Property - Liability - Elected Officials	5.2 / Objective 2	The current budget included a 5% escalation factor for the premiums. Insurance expense is 12% below budget for the first seven months of the year; however, the largest premium is related to property coverage, and that policy doesn't renew until July 1. The expense for FY2013 will be based on the policies in place at the time the budget is created and information obtained from insurance brokers.
Office Equipment		Budgeting for office equipment will be done based on analysis of the status of current equipment. PI 501 Technology Infrastructure governs the IT equipment – which is anticipated to be the largest portion of this line item in the upcoming year.
Operating Supplies		The operating supplies line will be budgeted based on experience, information gathered over the last few months of occupancy in the new building, and employee input. Considered items include non-sparking tools, a chipping hammer, a lock-out kit, and HVAC system maintenance costs.



Description	Strategic Area / Objective	Budgetary Factors
Operations Monitoring Expenses	3.3 / Objective 1 3.5 / Objective 1-3	This line item includes the cost related to the Wireless Airport Surveillance Platform (WASP) cameras and the Flight Tracking System. The WASP costs will be budgeted based on current rates. Staff is proposing the placement of asphalt pads around the cameras. The budget for flight tracking expenses will be broken down into operations (including site leases and subscriptions) and maintenance (including the maintenance fee and other repairs). Funding will be provided to make the data available online with a user friendly interface.
Outreach Program	Strategy Area 3.4 / Objective 1 and Strategy Area 4	Detail of the outreach program will be provided in a format similar to the prior year. It will include line items for educational grants, community sponsorships, participation in community block parties, obtaining feedback from airport users, and quarterly pilot safety meetings. The website needs to be re-designed; staff is anticipating the cost could be close to \$100,000 and is evaluating whether to budget it for FY2013. Additional funding to provide a temporary exhibit (12-18 months) at the Kid Zone Museum (\$30,000) is being requested. There may be further expenses related to the community park, depending on timing.
Professional Services	Accounting/Audit – Strategy Area 5.1	The audit and accounting fees will be budgeted based on the District’s contract with providers.



Description	Strategic Area / Objective	Budgetary Factors
Professional Services	Legal / Computer Support / Other	These professional services will be budgeted based on staff's estimate of consultant time. IT Support will be more than in past years as staff has determined that 200 hours of support is needed per year. This could be obtained through a variety of methods, but it is currently anticipated to be an outside consultant. Other professional service consultant projects will include: Godbe (estimate \$35,000), capital facility plan for airport utilities (\$65,000), a "best practices" benchmark study (\$10,000) and the master plan (\$220,000).
Utilities		Utilities will be budgeted based on our limited experience in the new building. Service providers will be asked about upcoming rate increases.
Equipment and Vehicle Expenses	1.1 / Objective 4 and 7	These lines includes not only Equipment/vehicle maintenance expenses, but also the fuel. Estimating diesel usage for plowing is very difficult – both the amount of snow and the price of the fuel are variables. Staff will estimate based on current prices and an average of diesel usage over the past 5 years.



Description	Strategic Area / Objective	Budgetary Factors
Repair and Maintenance - Airfield Equipment, Lights and Signs	1.1 / Objective 1 and 7	Amounts will be based on needs anticipated by the staff. The replacement of 2 wind cones on the field is anticipated at a cost of around \$5,000; work is required on the fuel tanks – cleaning and repair of one tank’s liner, and other containment measures.
Repair and Maintenance – Pavement Maintenance and Cracksealing	1.2 / Objectives 1,4 & 7	The pavement management program shows \$716,000 in projects for the summer of 2013. An additional 15% for project management will be included in the budget. The actual work to be performed will be re-evaluated based on the work completed in the summer of 2012.
Repair and Maintenance – Facilities	1.1 / Objective 1	Budget will reflect maintenance and repair to buildings based on staff evaluation. Current projects include painting of two hangar rows, and extensive roof repair to the maintenance building (\$13,620) and the following hangar rows: F (\$42,532), G (\$41,468), and M (\$81,344). Note that estimates are for budgeting purposes only. In addition, maintenance costs related to the new building will be evaluated including, system inspections, testing, and landscaping.
Land Management	3.2 / Objective 1	Implement recommendations as appropriate in updated Forest Management Plan. Estimate \$250,000 for work to be performed.

PROPERTY TAXES – Strategic Plan Element 5.2 – Objective 1

Property tax revenues will be estimated based upon the property valuations received from the counties in mid-July.

JOERGER RECEIVABLE – Staff should have information by August regarding the likelihood of receiving the Joerger funds as specified in the contract.



CAPITAL PROJECTS

The following capital projects are currently being considered by staff:

Description	Strategic Element/Objective	Preliminary Cost Estimate	AIP Eligible / Funding Likely
Plow Truck – See Note A	1.1 / Objective 7	\$430,000	Y/N
Helipad for Emergency Services (Tahoe City)	3.4 / Objective 4	\$300,000	N/N
Runway 10/28 project – See Note B	1.1 / Objective 2	\$300,000	Y/Y
Apron Lighting and Segmented Circle	1.1 / Objective 2	\$400,000	Y/N
AWOS	1.3 and 1.3	\$105,000	Y/N
Ground Power Unit	2.1 / Objective 1	\$60,000	N/N
2000 Flatbed Truck Replacement	1.1 / Objective 7	\$43,000	N/N
Jet Fuel Convault for Emergency Services	2.2 / Objective 1	\$30,000	
Two Snowmobiles/Trailer	1.1 / Objective 7	\$20,000	N/N
Dump Station	2.3 / Objective 1	\$15,000	N/N
Relocation of Modular Building	1.1 / Objective 1	\$10,000	N/N
Additional pavement on east and south sides of maintenance building	1.1 / Objective	\$6,500	N/N

Note A – Staff recommends that the district will pay the \$11,000 for design specifications and the bidding for the machine to bring it to “shovel ready” status and improve chances of FAA funding.

Note B – The finalization of the RWY 10/28 project will likely flow into the next fiscal year. The budget will reflect any costs anticipated to be outstanding at 9/30/12.

In addition, any projects currently in process, but not completed by the end of the fiscal year will be carried over into the FY2013 budget. That could include the Hangar Rows J/K pavement and RWY 10/28 reconstruction.



BUDGETING PARAMETERS

In the past, the Board established budgeting parameters, based on percentages of property tax revenues, which staff used as a guideline in creating the budget. Beginning with the formulation of the FY2012 budget, the Board decided that they wanted to be aware of the allocation percentages of property taxes, but did not want to set them up as target parameters. At the July 2011 meeting, various board members stated how they would change the “suggested” allocations, but the decision was made that the Board would prefer not to set target percentages. They did agree that pavement maintenance warranted its own category. The table on the following page shows the percentages for the years from FY2007 – FY2011 (including a 5 year average) and an estimate for FY2012. The pavement maintenance expense has been broken out in the early years to make the chart comparable. The FY2012 Operation percentage includes the expenses related to the relocation to the new building – which represents 7% of property tax revenues, if you would like to break them out from the Operations total.

For reference, the suggested allocation of property taxes presented at the July 2011 Board meeting was as follows:

Area/Program	% of Property Taxes (up to) Suggested
To Fund Operations	20
Pavement Maintenance	10
TTAD Portion of FAA Grant Projects	5
Annoyance Reduction Programs and Community Outreach Project	20
Other Capital Projects	25
Land Purchase / Management	20

The parameters have been “over-arching” over the past fiscal years. Significant transactions in a single year may cause an area or program to exceed its suggested parameter. When reviewing the following table, it must be remembered that budgeted property tax revenues in 2012 are down 10% from what they were in 2008-2009, which affect the resulting percentages of property tax revenues in a given year. Also, operating revenues (net of cost of sales) are down roughly 9% from their high in 2008 due to the downturn in the economy.



**Truckee Tahoe Airport District
Historical Usage of Property Tax Revenues
Percentage of Annual Property Tax Revenues Used by Area/Program**

Area/Program	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	Five Year Average	2011-2012 Budget	2011-2012 Estimate
(Gain) Loss from Operations – see note A	6	(4)	10	2	8	5	28 (includes relo exp of 7%)	29 (includes relo exp of 7%)
Related to Pavement Maintenance	0	1	0	1	10	2	13	16
TTAD Portion of FAA Grant Projects	0	0	0	1	.5	.5	5	32
Annoyance Reduction Programs and Community Outreach Project	10	11	10	8	12	10	21	20
Other Capital Projects	6	3	8	43	114	35	66	45
Land Purchase / Management	0	145	13	6	43	41	22	21
Other (Income)/Expense	(12)	(8)	(4)	(2)	(1.5)	(5.5)	(13)	(1) (anticipates no Joerger payment)
Increase (Decrease) to Unrestricted Net Assets	90	(48)	63	41	(86)	12	(42)	(62)
Total	100	100	100	100	100	100	100	100

Note A - The percentage of property taxes to fund operations has increased due to: a decrease in operating revenues (CY estimate is more than \$300K less than in FY2009), a decrease in tax revenues (CY estimate is \$300K less than 2009) and increased maintenance expenses (CY estimate is up \$278K over 2009).



KEY	
	Can be accomplished with existing resources
	May require additional staffing or consulting resources
	Staff recommends re-evaluating next fiscal year

Staff Time Requirements

When the budget goals were discussed at the April 18, 2012 meeting, the board asked staff to provide estimates of staff time required for the projects. The following detail summarizes the goals discussed in the meeting, by Strategy Area, and has an estimate of staff hours required. One FTE is estimated at 1,900 manhours in a year (26*80=2080 - 80(two weeks of vacation) - 88(eleven holidays) – 12(sick hours) = 1,900.

Strategy Area 1: Site and Facilities

Staff Time Hours/Year

Finish Capital Facility Plan for District Buildings and Structures (1.1 Obj. 1) – this project is budgeted in FY2012, staff time is related to wrap up and implementation.	50
Create a Capital Facility Plan for Airport Utilities (including water, power, sewer, electrical, storm water, etc.) (1.1 Obj. 1)	50
Complete Runway 10/28 Project and finalize posted Load Bearing Capacity (1.1 Obj. 2)	250
Seek FAA Funding for Apron Lighting and Segmented Circle. If FAA funding is not secured, consider proceeding with project with District funds. (1.1 Obj. 2)	150
Utilize Master Plan process to assist in answering question presented in - 1.1 Obj. 3 and Obj. 5	1,500 <small>Complete entire plan for FY2013</small>
Continue funding for District GIS program including incorporating Flight Tracking data into GIS data layers. (1.1 Obj. 6)	520
Continue program to replace bad aggregate on ramp and taxi ways through Mill and Fill and Reclamite treatments per Pavement Maintenance Plan. (1.1 Obj. 7)	150
Continue to fund recommendations outlined in the Pavement Maintenance Plan. FY2013 funding recommendation is \$540,000. (1.1 Obj. 8) (1.2)	150
Develop and work towards publication of preferred RNAV Approach and Departure procedures. (1.3 Obj. 1)	150
Emphasize GIS and Flight Tracking tools to assist in pilot and community education. (1.3 Obj. 1 & Obj. 3)	50
Refocus pilot and transient user education projects by implementing peak staffing enhancements. (1.1 Obj. 3)	200



	Implement Quarterly Pilot Meetings to foster regular interaction with local airport users. (1.1 Obj. 3)	60
	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. (1.1 Obj. 7&8)	600 additional staff hours needed/year
	Seek FAA funding or use District funding to replace OshKosh Plow Truck. (1.1 – Strategic Directive)	20

Strategy Area 2: Standards of Service

Staff Time Hours/Year

	Consider long term strategy for Hangar 1 including heated hangar and community usage vs. lease tenant. (2.1 Obj. 1 & 2.3 Obj. 1-2)	30
	Fully develop Lavatory Service and Ground Power Unit services with emphasis on cost recovery and ROI. (2.1 Obj. 1)	50
	Fully implement and analyze effects of hours of operation changes. Look for more opportunities to increase efficiency. (2.1 Obj. 1)	50
	Fund a study to benchmark service delivery “best practices” with other similar airports. (2.1 Obj. 2 & 2.2 Obj. 2)	150
	Implement Certified Employee Program including incentives for completion and maintenance of skills. (2.1 Obj. 3)	Included elsewhere
	Encourage staff and reward them for identifying cost saving measures. (2.1 Obj. 3)	30
	Identify methods to survey airport users to identify effective and efficient services. (2.2 Obj. 3)	50
	Utilize Master Plan project to define appropriate and necessary aviation services. (2.3 Obj. 1)	Included elsewhere
	Finalize Minimum Standards and complete division of PI 504, breaking out user fees from real estate leasing. (2.3 Obj. 2)	250
	Evaluate effectiveness and efficiency of newly instituted Unicom operation staffing changes. (2.1 Obj. 1)	35
	Review and consider employee specialization in some instances verses cross training for specific functional areas. Also continue to review and evaluate outsourcing services verses in-house capability and efficiency. (2.1 Obj. 3)	20

**Strategy Area 3: Community Benefit****Staff Time
Hours/Year**

Finalize and begin to implement Open Space Acquisition Plan. Consider easements and/or acquisition of Alder Hill. (3.1 Obj. 1-2)	75
Implement recommendations as appropriate in updated Forest Management Plan including consideration for water resources and archeological sites. (3.1 Obj. 3 & 3.2 Obj. 3)	200
Focused effort by Board, Staff and ACAT to identify non-traditional approaches to encourage observance of annoyance mitigation programs. (3.3 Obj. 1)	500 Estimate time requirement to support ACAT at 10 hrs/week
Continue to fund and provide resources to fully develop flight tracking and WASP systems. Increase funding for IT and NavAid Consulting. (3.3 Obj. 1-3)	Included in additional 600 hour IT estimate above
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. (3.3 Obj. 3)	Included elsewhere
Continue to support and be active in Community Block Parties. (3.4 Obj. 1)	25 hours from existing staff + additional hours from "outreach coordinator/ACAT support" hire
Fund and fully develop community park concept on east lawn next to Administration Building. (3.4 Obj. 2)	20
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. (3.4 Obj. 2&4)	25
Continue funding for Excellence in ED and Charter Schools for field trips to Discovery Academy and/or California Air and Space Museum. (3.4 Obj. 4)	15
Construct emergency service helipad in Tahoe City. Approximate cost with permitting is \$215,000 to \$300,000. Final costs depend on site selection and TRPA permitting fees. (3.4 Obj. 4)	200
Fund Godbe Survey to be conducted fall of 2012. (3.4 Obj. 5)	150
Make Flight Tracking data available online with a user friendly interface (3.5 Obj. 1)	40



Provide funding to make GIS and flight tracking data compatible and usable to assist in decision analysis. (3.5 Obj. 3)	100
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Strategy Area 4: Communication and Community Outreach

Staff Time Hours/Year

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. (Strategy Area 4)	Included elsewhere
Fund a program to support quarterly pilot safety meetings to foster interaction between Board, Airport staff and our local pilot community. (4.1 Obj. 1-3)	Included elsewhere
Fund Board Meeting Broadcasting program. (Strategy Area 4)	60
Continue to fund ACAT Road Show and continue focused transient user outreach and look for new ways to communicate with transient pilots. (4.2 Obj. 1-2)	Included in ACAT support hire
Fully implement Certified Employee Program including financial incentives to train and stay current. (4.1 Obj. 1-3 & 4.2 Obj. 1-3)	Included elsewhere
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. (4.3 Obj. 1-2)	50 – areas targeted Olympic Heights and MV Estates
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. (4.5 Obj. 1-3)	20
Consider creative options to focus ACAT and look for ways to increase staff support either through shifting responsibilities or increased staffing. (4.6)	Included in ACAT support hire
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 (4.6)	0
Redesign of District website. The current website is Flash based; it needs to be rewritten in HTML5	700



Strategy Area 5: District Finances

Staff Time
Hours/Year

	Continue implementation and monitoring of PI 504 rates and fee changes. (5.1 – Obj. 1)	180
	Continue to seek FAA AIP Grant funding as appropriate and based on need identified in Capital Facility Plans. (5.1 Obj. 1)	15
	Consider repurposing modular building for revenue generation or to assist with operations. (5.1)	15
	Review percentages regarding use of public funds. (5.2 Obj. 2)	10
	Review Spending Priorities to assure relevancy. (5.2 Obj. 2)	10
	Clearly define the “operation capabilities” of the District. (5.2 Obj. 2)	Master Plan Topic

Strategy Area 6: Board Governance

	Plan for and fund annual Brown Act training for Board, ACAT and appropriate Staff. (6.1 Obj. 1)	15
	Plan and fund at least two annual Board Staff Workshops. One for Senior Staff and Board and the other for General Staff and Board. (6.2 – Strategic Directive)	15
	Foster more Board/Staff interaction opportunities both formal and informal (6.2 – Strategic Directive)	25
	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. (6.1 Obj. 4)	500
	Fund and implement newsletter, website, user workshops, and broadcasting of Airport District Board Meetings. (6.1 Obj. 5)	250
	Review <i>Division of Responsibilities</i> chart for relevancy and currency. (6.2)	10