



**Strategic Plan (Tentative)**  
Truckee Tahoe Airport District  
July 2011

## Introduction

### The Strategic Plan

Welcome to the Truckee Tahoe Airport District's Strategic Plan. This document 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 is the culmination of two years of collaboration and strategic thinking in various Board of Director strategic planning workshops. The results of this plan outline strategies and objectives that will assist us in accomplishing our goals and carrying out our mission. The Strategic Plan's focus is to improve overall performance and ensure we are delivering results and value to the residents of the District and our airport users.

We appreciate your interest and seek your input. This is a living document and is periodically updated to reflect the mission and goals of the Airport District. Please do not hesitate to communicate with your elected airport representatives or airport staff. Your insights and opinions are important to us.



## Introduction



## Historic Highlights

In the mid 1950s, a small Chamber of Commerce representing Truckee's business owners was eager to have a modern airport that would bring tourists to the area. By 1958, the Truckee Tahoe Airport District (TTAD) was formed. The first elected TTAD Board, a group of local businessmen, spent their own money and time to obtain federal and state funding to build a runway and terminal building and buy property surrounding the Airport. They had a vision that air travel would become vital to a thriving community. Nearly 50 years later, not only is Truckee Tahoe Airport a community center, but it serves as a base for law enforcement aircraft, firefighting, Civil Air Patrol, air access for Angel Flight, air ambulance service, and is a weather observation station for the National Oceanic and Atmospheric Administration.

Just as the founders of Truckee Tahoe Airport District had dreamed, our local Airport is a vital transportation link for residents, visitors, and businesses, and provides critical air access for emergency and government services. Truckee Tahoe Airport is a measure of our community's prosperity and wellbeing, and continues to be an integral part of its bright future.



## Introduction



### **Service Area, Services, and Customers**

The Truckee Tahoe Airport is the primary airport serving the entire north Lake Tahoe region, the Truckee area, and the Donner Lake and summit area. The Airport District is located in a prime year-round recreational area which encompasses the eastern half of Placer and Nevada Counties. The Airport District's primary customers are the residents of the District and the various local and transient users of the facility.

### **Operations**

Approximately 35,000 operations occur each year at the Airport. An operation is counted as either one takeoff or one landing. The 2009 Annual Operations Report shows that 28% of operations were turbine or jet aircraft, 71% were piston aircraft, and 1% were helicopter. Additionally, about a 6% of all operations are performed by gliders and their tow planes between May and October. Recent operations and business analysis indicates that about 60% of all activity and business occurs between late June and late September. Though smaller, another peak due to the ski season is noticeable between Christmas and the end of March. We request that our customers not fly between the hours of 11 p.m. and 6 a.m. to minimize operational impact on our neighbors. In the past, the Truckee Tahoe Airport has had as many as 70,000 operations in one year.

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## **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 District will achieve its mission by being  
***“CONNECTED WITH OUR STAKEHOLDERS BY MORE THAN A RUNWAY.”***

## Core Values

**Community-oriented** in our focus; always striving to be a good neighbor

**Outreach to aviators and community** to understand and balance needs and priorities

**New ways of evaluating opportunities and challenges** by creating innovative solutions

**Nurture and guide employee** growth and well being

**Environmental stewardship** to minimize negative impacts

**Conscious of safety and security** in our operations

**Transparent environment** based on integrity, trust and respect

**Excellence in service** with fair, responsive and courteous treatment of all

**District financial responsibility** to utilize public funds fairly and equitably, maintain affordability for local pilots, scrutinize costs, and evaluate rates and charges



## Strategy Area 1: Site and Facilities





## **FY 2013 Goals: Strategy Area 1 - Site and Facilities**

- Finish Capital Facility Plan for District Buildings and Structures. (1.1 Obj. 1)
- Create a Capital Facility Plan for Airport Utilities including water, power, sewer, electrical, storm water, etc. (1.1 Obj. 1)
- Complete Runway 10/28 Project and finalize posted Load Bearing Capacity. (1.1 Obj. 2)
- 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)
- Utilize Master Plan process to assist in answering question presented in - 1.1 Obj. 3 and Obj. 5)
- Continue funding for District GIS program including incorporating Flight Tracking data into GIS data layers. (1.1 Obj. 6)
- 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)
- Continue to fund recommendations outlined in the Pavement Maintenance Plan. FY2013 funding recommendation is \$540,000. (1.1 Obj. 8) (1.2)

## Strategy Area 1 - Continued

- Develop and work towards publication of preferred RNAV Approach and Departure procedures. (1.3 Obj. 1)
- Emphasize GIS and Flight Tracking tools to assist in pilot and community education. (1.3 Obj. 1 & Obj. 3)
- Refocus pilot and transient user education projects by implementing peak staffing enhancements. (1.1 Obj. 3)
- Implement Quarterly Pilot Meetings to foster regular interaction with local airport users. (1.1 Obj. 3)
- 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)
- Seek FAA funding or use District funding to replace OshKosh Plow Truck. (1.1 – Strategic Directive)

## 1.1

# District Facilities and Infrastructure Investment

### Strategic Directive:

Maintain and improve (where appropriate) facilities and infrastructure in a cost effective manner to address future needs as well as potential threats, challenges and opportunities. Ensure sustainable delivery of reliable, high-quality service now and in the future.

### Objective 1

Annually evaluate the condition of major facilities, considering the usage each facility receives. Carefully consider safety and what improvements can be made to support District's Mission.

### Objective 2

Seek and utilize State and Federal funding to facilitate appropriate airport improvements. Improvements will be based on capital project programming and District needs rather than solely on FAA or other public funding availability.

### Objective 3

Constituent airport users and community members shall create the demand for new facility and airfield improvements within the capacities and mission of the District.





## 1.1

# District Facilities and Infrastructure Investment (Continued)

### Objective 4

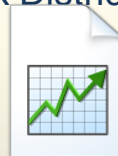
Develop standardized capital facility plans (CFP) for facilities using a common format. Coordinate CFP and capital projects to optimize investments and staff resources. Staff will routinely inspect and evaluate facilities to support capital and maintenance planning.

### Objective 5

The District will consider and anticipate community and stakeholder concerns, workforce and technology trends, and current trends in general aviation as part of the planning and improvement programming process.

### Objective 6

The District will utilize and deploy the latest technology in GIS and infrastructure mapping and tracking where financially feasible . These tools will be used to plan and track District asset and property



## 1.1

# District Facilities and Infrastructure Investment (Continued)

### Objective 7

Meet operational needs and reliability goals by implementing effective maintenance practices. This will be accomplished by:

1. Defining and documenting operational needs and reliability goals for each major facility and function of the Airport District.
2. Expanding and refining the use of cost-effective quality control and testing methods to determine the need for maintenance or replacement.
3. Implementing preventive, predictive, and corrective maintenance programs that are efficient and are based on sound engineering principles and meet industry standards.
4. Ensuring maintenance management information is timely, accurate, and accessible.



## 1.1

# District Facilities and Infrastructure Investment (Continued)

### Objective 8

Implement Capital Facility Plans and set priorities in the operating, staffing, and capital budget process to reflect the needs identified in those plans. Reflect a balance of costs and risks in the operating, maintenance, and capital budgets that account for short term needs as well as long-term cost sustainability. Complete capital projects on schedule and within budget, complying with grant assurances where applicable.





## 1.2

# Pavement Management

### Strategic Directive:

Pavement is the District's most significant capital investment. Armed with current and reliable information on pavement condition and operational needs, the District will update and implement a Pavement Management Program driven by:

- Conducting sufficient maintenance to avoid the need for premature reconstruction or rehabilitation.
- Using FAA funds, as much as possible, to stay on capital improvement program timing.
- Backing off maintenance timing for areas likely to be reconstructed soon.
- Spending based on need rather than FAA funding availability.

### Objective 1

Keep all pavement in appropriate condition for the specific use of each pavement section. This will be accomplished by minimizing the long term cost of rehabilitation and reconstruction through pavement maintenance. The District will strive to enhance safety without risk of damage to aircraft; meeting FAA standards and recommendations to the extent that is practical.

### Objective 2

The District will work hard to stay on the schedule provided in the plan. However, consideration will be given to recommendations from the District Engineer, FAA Standards, and best practices in establishing pavement programming for any given year.

### Objective 3

Periodically review and update the Pavement Management Program, including projections of longer term lifecycle costs and prioritization schedule of pavement. While updates will be completed each year, complete and comprehensive revisions and update should be completed every 5 years.

### Objective 4

Fund a minimum yearly budget allocation for pavement maintenance, independent of AIP funding

## 1.3

# Safe Operations

### Strategic Directive:

Promote education and safe aircraft operations for all users of the Truckee Tahoe Airport. This will be considered a serious responsibility, especially because of unique mountain flying conditions and the high frequency of operations by transient aircraft whose pilots may be less familiar with Sierra terrain, wildlife, aircraft fleet mix, density altitude, and weather issues.

### Objective 1

Education and technology shall be areas of dual focus. The District is open to exploring and considering the latest technology from the FAA and aircraft instrumentation vendors to broaden the set of technologies which can assist pilots with safe takeoffs and landings at the airport. We will educate pilots on these technologies, as well as local flying conditions.

### Objective 2

While safety improvements are encouraged and welcomed, the District will be sensitive to the effects of new aviation enhancement technologies and their impact on the community. The District will carefully consider potential positive and negative effects these new technologies have on communities and neighborhoods surrounding the airport before enhancements and new technologies are deployed.

### Objective 3

Promote education and safety through continued outreach and website improvements, specifically for pilots making their first trip to Truckee. Provide quarterly airport safety education series for local pilots and TRK users, and extend our education to pilots at the primary “feeder” airports (Airport Mountain Flying Road Show).



## Strategy Area 2: Standards of Service





## **FY2013 Goals: Strategy Area 2 -Service Standards**

- 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. ( 2.1 Obj. 1 & 2.3 Obj. 1-2)
- Fully develop Lavatory Service and Ground Power Unit with emphasis on cost recovery and ROI. (2.1 Obj. 1)
- Fully implement and analyze effects of hours of operation changes. Look for more opportunities to increase efficiency. (2.1 Obj. 1)
- Fund a study to benchmark service delivery “best practices” with other similar airports. (2.1 Obj. 2 & 2.2 Obj. 2)
- Implement Certified Employee Program including incentives for completion and maintenance of skills. (2.1 Obj. 3)
- Encourage staff and reward them for identifying cost saving measures. (2.1 Obj. 3)
- Identify methods to survey airport users to identify effective and efficient services. (2.2 Obj. 3)

## Strategy Area 2 – Continued

- Utilize Master Plan project to define appropriate and necessary aviation services. (2.3 Obj. 1)
- Finalize Minimum Standards and complete division of PI 504, breaking out user fees from real estate leasing. (2.3 Obj. 2)
- Evaluate effectiveness and efficiency of newly instituted Unicom operation staffing changes. (2.1 Obj. 1)
- 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)

## 2.1

### Service Standards, Staffing and Service Delivery

#### Strategic Directive:

Provide high-quality aviation services while balancing community needs, sound business practices, safety, and fiscal responsibility. We will endeavor to make services available, dependable, useful, responsive, flexible, and sustainable.



#### Objective 1

Review and consider the scope of services provided to pilots, tenants and passengers annually, in conjunction with the budget process. The District will consider services offered, by whom, hours of operation, services to be added or deleted, implications for staffing and community impact.

#### Objective 2

Establish standards for service delivery that balance cost effectiveness and responsiveness. Benchmark with other airports to research and implement service delivery “best practices.”

#### Objective 3

Encourage and support cross-training of employees as a cost saving measure and consider multifaceted functions of all District positions in hiring. Acknowledge employee performance efficiencies and encourage staff-instituted cost saving measures.



## 2.2

# Pilot, Tenant, and Passenger Services

### Strategic Directive:

The District will partner with airport users to provide a safe and efficient community airport that balances user and community needs. The District will focus on keeping flying affordable while considering the public funding of the airport.

### Objective 1

District management and employees will provide realistic expectations regarding service levels and response times to customers and the community. District employees will strive for the highest level of customer service within the “focus boundaries” and mission of the Airport District.

### Objective 2

The District will periodically review services provided at similar airports. This information will be used for comparison purposes and to gain a better understanding of aviation market conditions and customer expectations.

### Objective 3

The District recognizes the need to engage users and solicit feedback. User assessments and review will be considered essential to design and deliver effective and efficient services.

## 2.3

### **Partner Services - Specialized Aviation Service Organizations (SASOs)**

#### **Strategic Directive:**

Partner with aviation service providers to provide balanced and necessary products and services to airport users. District will provide opportunities for SASOs to provide appropriate and necessary aviation services not provided by the Airport District.

#### **Objective 1**

Board of Directors, staff, and airport users will work together to define appropriate and necessary aviation services.

#### **Objective 2**

Establish and maintain *Minimum Standards* to provide guidance to SASO operators on appropriate service levels and expectations. Work with SASOs to establish standards for providing maintenance, pilot services, training, and other coverage necessary to operate a safe and efficient airfield through contractual agreements.

## Strategy Area 3: Community Benefits





## **FY2013 Goals: Strategy Area 3 – Community Benefits**

- Finalize and begin to implement Open Space Acquisition Plan. Consider easements and/or acquisition of Alder Hill. (3.1 Obj. 1-2)
- 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)
- Focused effort by Board, Staff and ACAT to identify non-traditional approaches to encourage observance of annoyance Mitigation programs. (3.3 Obj. 1)
- 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)
- 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)
- Continue to support and be active in Community Block Parties. (3.4 Obj. 1)

## Strategy Area 3 - Continued

- Fund and fully develop community park concept on east lawn next to Administration Building. (3.4 Obj. 2)
- 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)
- 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)
- 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. (3.4 Obj. 4)
- Fund Godbe Survey to be conducted fall of 2012. (3.4 Obj. 5)
- Make Flight Tracking data available online with a user friendly interface (3.5 Obj. 1)
- Provide funding to make GIS and flight tracking data compatible and usable to assist in decision analysis. (3.5 Obj. 3)

## Strategy Area 3 - Continued

- Include budget for \$2500 loan forgiveness to annoyance mitigation expense. (3.3 Obj. 2)
- Fund Air Fair or Air Show for FY 2013. (3.4 Obj. 2)
- 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. (3.4 Obj. 2&4)



## 3.1

# Open Space Preservation

### Strategic Directive:

Enhance the Airport District's benefit to community residents and taxpayers by participating in opportunities to acquire and maintain open space lands which have some nexus with the airport, as they become available and as funding allows.

### Objective 1

If not required for maintenance of District assets, a portion of tax revenue will be budgeted each year for possible open space acquisition participation. Budgeted but unused open space funds will be accrued.

### Objective 2

The District will select open space lands which have a direct benefit:

- To airport operations safety,
- By preventing or reducing noise and annoyance from aircraft using the airport for those living in proximity to our approach and departure flight paths.

While other community benefits may exist from potential open space opportunities, those listed above will be our primary decision criteria.

### Objective 3

The District will budget annually for land maintenance commitments for property owned by the District and use best management practices to preserve and maintain open space assets. Typically the District does not participate in management or maintenance costs for property not directly owned by the District.

## 3.2

# Forest Management

### Strategic Directive:

District owned forest lands will be managed with a goal of establishing a variety of age-classes and replicating a more natural variety of stand densities. Restoration and enhancement are the primary tools to mitigate the impact of past activity. The District will work toward restoration of the forest ecosystem to a level of health, and stand density so that prescribed burning and other less-intrusive forest management tools will preclude the need to use heavy equipment for future maintenance, to the extent that it is financially feasible.

### Objective 1

For District-owned forest lands, the primary objective is to improve forest health and reduce the risk of catastrophic fires while preserving and/or enhancing wildlife habitat, protecting cultural resources and maintaining water quality. The District forest management plans and practices will honor the terms of any conservation easements agreed to, and will be in compliance with relevant governmental regulations (primarily California Forest Practices Act / Cal-Fire, Lahontan Regional Water Quality Control Board and the governing Air Quality Management District).

### Objective 2

Use forest resources whenever possible to mitigate costs through competitive utilization on the open market when it supports the mission of good stewardship.

### Objective 3

The District's Forest Management strategy will be to identify areas which require special treatment to mitigate previous water quality impacts, and areas which are sensitive archeological sites.

## 3.3

# Annoyance Mitigation

### Strategic Directive:

Work proactively to minimize annoyance from aircraft and airport operations including considering non-traditional solutions and the latest technology in aircraft annoyance mitigation. We will also mitigate annoyance through property acquisition and conservation easements. Safety will be a primary goal in consideration of any mitigation efforts.

### Objective 1

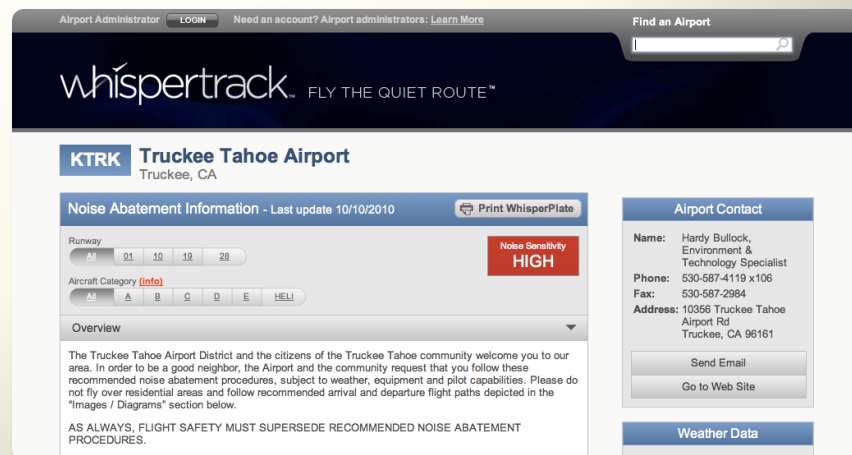
Work closely with the airport users, pilot community, and the residents of the District to improve on Fly Quiet program. Use specified programs and non-traditional approaches to encourage observance of annoyance mitigation programs.

### Objective 2

The District will research and implement, where feasible and practical, the latest technology in aircraft noise and annoyance mitigation.

### Objective 3

The District will work with pilots and community to implement effective and useful education and safety programs.





## 3.4

# Community Enhancement

### Strategic Directive:

Through partnerships with community organizations and airport user groups, the District will enhance the community by providing unique and appropriate benefits and value to constituents.



### Objective 1

The District will sponsor and/or participate in community and neighborhood outreach activities. When possible the District will partner with other local agencies on events and/or outreach efforts.

### Objective 2

New and innovative methods will be identified to attract community members to the Airport that may not previously had aviation experiences or interaction with the Airport District.

### Objective 3

Property acquisitions will consider community enhancement benefits and value to District constituents as opportunities are reviewed.

### Objective 4

District wide benefits and community enhancements will be identified and pursued. The District will look for opportunities to provide aviation resources, sponsorships, and community enhancement to all areas of the District, not just areas in close proximity to the airport.

### Objective 5

The District will conduct periodic professional surveys (typically every 3 years) in an effort to understand and comprehend desires of airport users and District constituents and to measure District performance in relation to Mission and Core Values.

## 3.5

# Flight Tracking

### Strategic Directive:

Utilize the Flight Tracking system to communicate with District residents, visitors and airport users about real time and historical flight path data. The District will strive for a shared operational view of the airport to foster cooperation and understanding.



### Objective 1

Provide online interface for pilots and community members to review and understand aviation operations over the District.

### Objective 2

Develop policies, as needed, related to the appropriate level of reporting, response, retention and release of flight tracking data.

### Objective 3

Use the flight tracking system to utilize and collect real time flight operations data to assist with education, outreach, safety, and decision analysis where practical.

## Strategy Area 4: Communication and Community Outreach



## **FY 2013 Goals: Strategy Area 4 – Communications 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. (Strategy Area 4)
- 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)
- Fund Board Meeting Broadcasting program. (Strategy Area 4)
- 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)
- Fully implement Certified Employee Program including financial incentives to train and stay current. (4.1 Obj. 1-3 & 4.2 Obj. 1-3)
- 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)



## Strategy Area 4 - Continued

- 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)
- Consider creative options to focus ACAT and look for ways to increase staff support either through shifting responsibilities or increased staffing. (4.6)
- 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)

**“C O N N E C T E D , by more than a runway.”**

An aerial photograph of the Truckee Tahoe Airport. The runway is a long, straight, dark strip of asphalt, extending from the bottom left towards the center. To the right of the runway is a large, rectangular terminal building with a green roof. The airport is surrounded by a vast, green, forested landscape. In the background, there are rolling hills and mountains under a clear blue sky.

### **Overall Communication and Outreach Strategy:**

- Accurately and effectively communicate with our customers and constituents.
- Provide convenient access to information regarding the District.
- Be innovative in methods for conveying information.
- Establish [www.TruckeeTahoeAirport.com](http://www.TruckeeTahoeAirport.com) as repository for all info related to the District.

## 4.1

### Local Airport Users

**Local Airport User Defined:** Hangar tenants, SASOs, tie-downs, local non-tenants

**Strategic Directive:**

Build trust and confidence between District Board, Staff, and airport users.



#### Objective 1

Enhance collaboration and engage users on airport issues, guiding principles, and values.

- We respect your knowledge and expertise.
- We value your input
- We encourage and welcome your participation.
- We want to work with you.

#### Objective 2

Inform users on airport issues to improve understanding of issues and decisions. We provide information that is:

- Accessible, valuable and comprehensive (process, background, analysis, decision, impact)

#### Objective 3

Solicit input on user wants and needs, airport issues, and District guiding principles and values.

- We provide continuous opportunity for input.
- We need your input in order to make informed and reasoned decisions.
- We welcome new ideas.



## 4.2

# Transient Airport Users

**Transient User Defined:** Non-home based general aviation pilots and passengers, charter/Fractional Operators and their Pilots and Customers

### Strategic Directive:

Seek cooperation from transient users in order to achieve adherence to Fly Quiet procedures.



### Objective 1

Provide easily accessible information to transient users on Fly Quiet procedures, airport issues, services, and rates.

- We have information to help you Fly Quiet and we expect you to be informed.
- We provide accessible information on our expectations, services, rates, etc.
- We want you to respect our community and mountain environment.
- We are serious about our expectations and are committed to our Fly Quiet programs.

### Objective 2

Develop relationships with transient users and their local service providers in order to increase adherence to Fly Quiet procedures.

- We want your cooperation.
- We will meet with you anytime/anywhere.
- We value your expertise.
- We want you to help us maintain accessibility.
- We want you to support the community that supports our airport.



## 4.3

### Impacted Residents

**Impacted Resident Defined:** Residents, typically non-pilots, which are affected by and interested in airport operations.

**Strategic Directive:**

Build trust and confidence between District Board and Staff and impacted residents.



#### Objective 1

Engage impacted residents by developing relationships, and encouraging participation, communication, and involvement.

- We respect and value your diverse knowledge, experience, and skills.
- We welcome and encourage contact/interaction with the community.
- We want to hear your ideas, recommendations, and solutions.
- We want to work with you.

#### Objective 2

Inform impacted residents in order to improve understanding of airport issues, District guiding principles and values, and noise mitigation programs.

- We provide information that is:
  - Accessible
  - Factual
  - Comprehensive (process, background, analysis, decision, impact)
- We are proactive in communicating noteworthy events and aviation related issues.

## 4.3

### Impacted Residents (Continued)

#### Objective 3

Enhance understanding of noise levels and over-flight frequency.

- We recognize and accept your concerns.
- We will realistically and factually discuss limitations and opportunities for noise mitigation programs.
- We are innovative in developing noise mitigation strategies.

#### Objective 4

Solicit input on impacted residents' wants and needs, airport issues, and District guiding principles and values.

- We provide continuous opportunity for input.
- We need your input in order to make informed and reasoned decisions.
- We welcome new ideas.



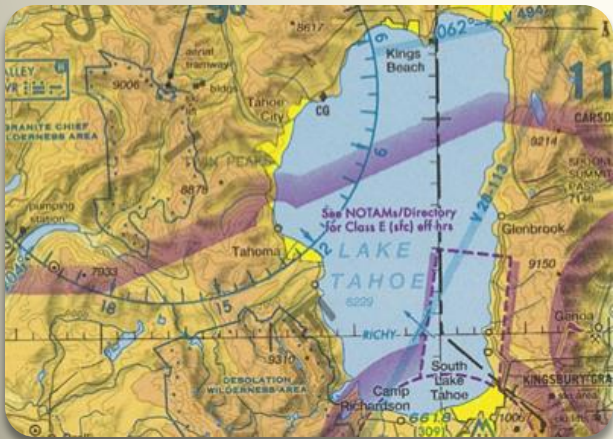
## 4.4

### Non-Impacted Residents

**Non Impacted Defined:** Unaffected /uninterested residents.

#### **Strategic Directive:**

Engage with non-impacted residents in order to advise them on District activities and encourage use of District services, facilities, and resources.



#### **Objective 1**

Inform non-impacted residents of District activities, services, facilities, and resources.

- We want you to know more about your community airport.
- We offer amenities and resources in addition to aviation services.

#### **Objective 2**

Solicit input on impacted residents' wants and needs, airport issues, and District guiding principles and values.

- We provide continuous opportunity for input.
- We need your input in order to make informed and reasoned decisions.
- We welcome new ideas.
- We want you to visit us or contact us.

## 4.5

# Internal Stakeholder Groups

**Internal Stakeholders Defined:** District Staff, ACAT & Board Members; The TTAD Team

### Strategic Directive:

To achieve the District's Mission, while promoting a common understanding and involvement between all Team Members in TTAD's overall direction, guiding principles and policy direction.



### Objective 1

Enhance communication and effective working relationships between all levels.

- We want to work as a team.
- We respect your knowledge and expertise.
- We welcome participation from all team members.

### Objective 2

Inform Internal Stakeholders of District direction, guiding principles and current events.

- We value internal transparency.
- We strive to professionally represent the District in our respective roles.
- We proactively provide information that is
  - Accessible
  - Factual
  - Comprehensive

### Objective 3

Involve all levels of staff in idea generation and problem solving to build employee engagement and customer focus.

- We need your input in order to make informed and reasoned decisions.
- We strive for continuous improvement as an organization.



## 4.6

### Airport Community Advisory Team (ACAT)

#### Strategic Directive:

ACATs flexible mission is to make recommendations to the TTAD Board of Directors for the purpose of reducing the impact of the airport operations on neighbors and enhancing benefits to airport users and the community-at-large.



#### Objective 1

Engage and inform stakeholders.

#### Objective 2

Track and evaluate applicable technology. Make innovative and appropriate recommendations to the Board of Directors.

#### Objective 3

Investigate, develop, and where appropriate, implement annoyance mitigation and community enhancement benefits and programs.

#### Objective 4

In collaboration with Board of Directors and Airport Staff, represent the District at industry and community forums.

## Strategy Area 5: District Finances



## **FY 2013 Goals: Strategy Area 5 – District Finances**

- Continue implementation and monitoring of PI 504 rates and fee changes. (5.1 – Obj. 1)
- Continue to seek FAA AIP Grant funding as appropriate and based on need identified in Capital Facility Plans. (5.1 Obj. 1)
- Consider repurposing modular building for revenue generation or to assist with operations. (5.1)
- Consider prefunding of commitments to PERS. PERS payments can be prepaid for a year. (5.2 Obj. 2)
- Implement second tier to CalPERS to control future escalating benefit costs. (5.2 Obj. 1)
- Review percentages regarding use of public funds. (5.2 Obj. 2)
- Review Spending Priorities to assure relevancy. (5.2 Obj. 2)
- Clearly define the “operation capabilities” of the District. (5.2 Obj. 2)

## 5.1

# Financial Stability

### Strategic Directive:

The District will make the preservation of the integrity of the financial system a primary goal. It will work to maintain a strong financial position to meet short-term and long-term needs.



### Objective

Manage the District's finances to support the District Mission while maintaining reasonable rates and fees for service. This will be accomplished through:

- Identification and evaluation of new revenue sources
- Active pursuit of grant funding opportunities
- Consistent monitoring and evaluation of existing revenue sources
- Evaluation of user fees to ensure they are fair and equitable and that the rate structure takes into consideration the capital and operating costs of providing goods and services
- Consideration of the impacts to the District's financial position and the rate structure of all financial decisions
- Annual evaluation and updating of the District's investment policy
- Development and maintenance of accurate, timely, and meaningful financial and operational data
- Annual audit of financial statements by an independent auditor
- Maintenance and evaluation of internal financial controls
- Establishment of a consistent long-term financial plan with contingencies for impacts from State, County and other outside variables



## 5.2

# Use of Public Funds

### Strategic Directive:

Make the best use of every dollar spent. Carefully manage, in an open and transparent approach, the public tax funding received by the District.

### Objective 1

Manage the use of the District's property tax revenues through the use of budgeting parameters. In conjunction with the annual budget process, the Board of Directors shall set target parameters for the allocation of property tax revenues. The parameters will be stated as maximum percentages, but will be applied with the understanding that they are "over-arching" in nature and significant transactions in any one year may cause an area or program to exceed its suggested parameter in a specific year. The areas identified and the corresponding percentages in place as of 2010 are shown in the table below.

Area or Program	Maximum % of Property Tax Revenues
Operations – Recognizing that the District is charged to operate the airport, and that the fees received from users may not cover all operating costs, a portion of property tax revenues will be allocated to fund operations.	20%
TTAD Portion of Grants – Most grant projects require matching funds from the grant recipient; a portion of property tax revenues are allocated to cover that requirement to ensure the District is able to take advantage of appropriate grant funding opportunities.	10%
Annoyance Reduction and Community Outreach Projects – The District recognizes that the Airport has an effect on the surrounding community; funds are allocated to ensure the impact on our neighbors is kept to a minimum and our relationship with the community is first-rate.	25%
Other Capital Projects – Many capital projects are not grant eligible; funds are allocated to allow the District to make the required capital investment to accomplish its mission.	15%
Land Purchase and Management – Preservation of open space within the Airport's sphere of influence (in accordance with Strategic Directive: 3.1) and management of that property.	30%

## 5.2

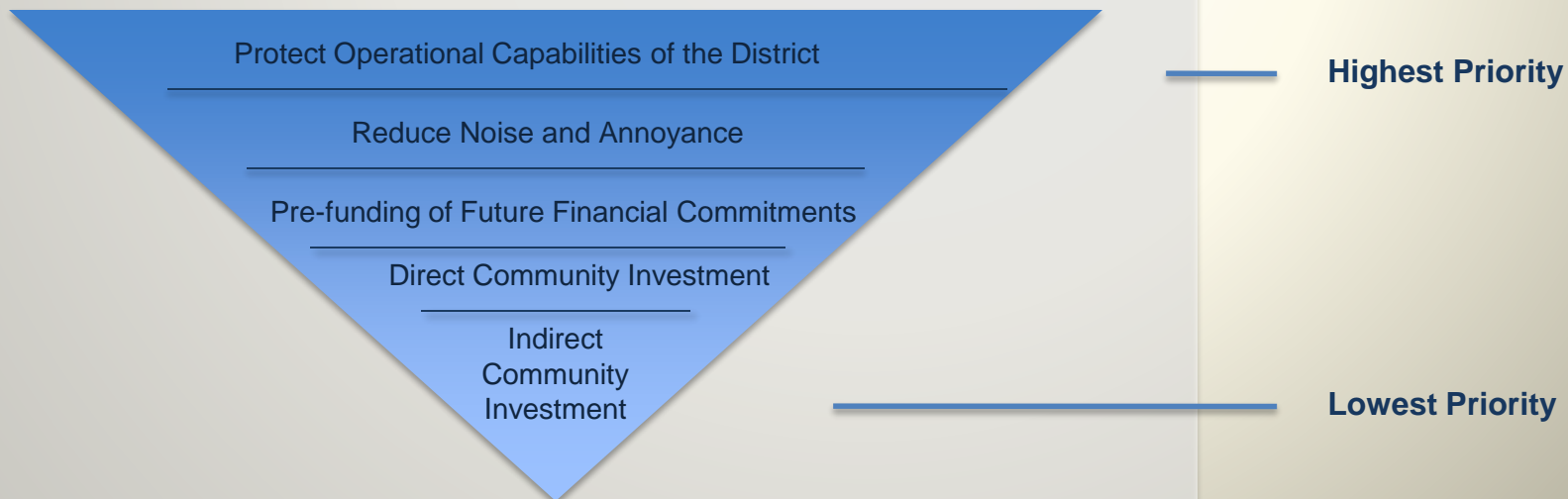
### Use of Public Funds (Continued)

#### Objective 2

The District will apply the following hierarchy of spending priorities when making financial decisions:

- Protect the operational capabilities of the District
- Institute and maintain programs to reduce noise and annoyance
- Pre-fund future expense commitments when those commitments are certain, and it is financially feasible to do so
- Direct community investment will take priority over expenditures that would have an indirect community benefit.

#### Spending Priorities



## Strategy Area 6: Board Governance



## **FY2013 Goals: Strategy Area 6 - Board Governance**

- Plan for and fund annual Brown Act training for Board, ACAT and appropriate Staff. (6.1 Obj. 1)
- 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)
- Foster more Board/Staff interaction opportunities both formal and informal (6.2 – Strategic Directive)
- 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)
- Fund and implement newsletter, website, user workshops, and broadcasting of Airport District Board Meetings. (6.1 Obj. 5)
- Review *Division of Responsibilities* chart for relevancy and currency. (6.2)



## 6.1

# Public Governance

### Strategic Directive:

We are committed to exploring, developing and promoting the principles, standards, and practices which underlie good public governance. We will honor the public trust by governing openly, managing our Airport efficiently, and working collaboratively with our constituents, airport users, and associate public agencies to create and maintain value. We will stay focused on being an airport and providing quality aviation services while balancing community needs.

### Objective 1

Emphasize transparency in governing and processes and assure compliance with Brown Act requirements.

### Objective 2

Identify and implement effective ways to continually engage our users and constituents. Endeavor to provide high-quality public governance to ensure District aviation needs are served efficiently, effectively, and fairly. This will be accomplished by providing clear processes and structures for all aspects of District operations, staffing, and decision-making.

### Objective 3

Incorporate technological advances to increase efficiencies and enhance communication.

### Objective 4

Improve participation in local and regional coordination and planning efforts.

### Objective 5

Enhance efforts to communicate effectively with District residents and airport users through website, newsletters, workshops, sub committees, ACAT and other methods.

## 6.2

### Board/Staff Relations

#### **Strategic Directive:**

The Board of Directors and Airport Staff shall strive to achieve an amicable and productive relationship with both parties committed to working for the good of the organization. Board and Staff will work together to present a clear vision and sense of purpose for the District.

#### **Objective 1**

The Board of Directors' purpose shall be District governance while the Airport Staff's purpose shall be operations and management. While these functions are separate and different they must work in partnership with each other. The primary role of each shall be as follows:

- **Board of Directors:** The Board shall provide purpose, leadership and overall strategy. The Board of Directors is charged with assuring the public that the organization is achieving its mission, providing public benefit, value, and responsible fiscal management of public funding. With the goal to develop and nurture staff, the Board of Directors is committed to a productive partnership, founded on communication, which will provide a smooth path to clear and solidly grounded decisions that everyone can support. The Board recognizes that day to day management has to be done by the General Manager and Staff, and no Board member is likely to have the time, or the day-to-day knowledge or ability to out perform airport staff.
- **Airport Staff:** Led by the General Manager, staff's core role is the day to day operations and management of the airport, its facilities, and programs. As staff is closest to the needs and opinions of the airport users, tenants, and pilot community they are charged with the safe, efficient, and timely delivery of goods and services. Staff recognizes that the Board of Directors are elected officials and represent the will of the residents of the District and provides the right mix and expertise to provide "hands off" guidance. Staff further recognizes at times they (staff) may be too close to the organization to provide the objectivity required to perform a governance role.

## 6.2

### **Board/Staff Relations** *(Continued)*

#### **Objective 2**

Maintain the Board meeting cycle: At the beginning of a project or issue, set expectations for how much and what type of information is needed and expected.

#### **Objective 3**

If micromanagement becomes an issue, the GM approaches the Board Member involved.

#### **Objective 4**

On Board-related topics, Board members expect to be listened to seriously, even if it's a non-traditional approach.

## 6.2

# Board/Staff Relations (Continued)

## Division of Responsibilities

Board of Director Responsibilities	Staff Responsibilities	Joint Responsibilities
<ul style="list-style-type: none"><li>➤ Setting long-term goals</li><li>➤ Setting and determining yearly goals and objectives</li><li>➤ Ensuring the Mission of the District is adhered to</li><li>➤ Finalizing budgets and allocating funds</li><li>➤ Approving any changes or additions outside the budget</li><li>➤ Taking responsibility for the final financial records</li><li>➤ Review evaluations of programs, services, and products</li><li>➤ Employing the General Manager, setting his/her compensation package and evaluating his/her performance</li><li>➤ Evaluate the Board's performance</li><li>➤ Taking ultimate responsibility for all legal matters</li><li>➤ Taking ultimate responsibility for compliance with regulatory requirements</li><li>➤ Appointing auditors and approving the audit of the financial records</li><li>➤ Create and define scope of committees</li></ul>	<ul style="list-style-type: none"><li>➤ Monitoring and managing daily operations</li><li>➤ Provide information to the Board, including recommendations for action</li><li>➤ Supporting the Board's planning function</li><li>➤ Determining and responding to District needs</li><li>➤ Operating programs and reporting on their successes and shortcomings</li><li>➤ Manage and support Board committees</li><li>➤ Evaluating employee performance</li><li>➤ Organizing the District's events and outreach programs</li><li>➤ Managing staff and volunteer committees</li><li>➤ Implementing Board decisions</li></ul>	<ul style="list-style-type: none"><li>➤ Discussing ideas and forming long-term goals</li><li>➤ Planning organizational strategies</li><li>➤ Designing programs to achieve the District's mission</li><li>➤ Ensuring safety and risk management programs are implemented</li><li>➤ Ensuring that achievements are recognized and documented</li><li>➤ Producing effective results through sub committees</li><li>➤ Promoting the District</li><li>➤ Maintaining and building the organization's public profile</li></ul>