

**Truckee Tahoe Airport District
General Manager Performance Evaluation
by Individual Board Director
Review Period
October 1, 2011 – September 30, 2012**

A. BOARD/GENERAL MANAGER RELATIONSHIP

Provides sufficient staff reports and related agenda materials to allow for effective Board discussion/decision-making. Provides information and makes recommendations as appropriate to Board members in a timely manner. Obtains and evaluates relevant information and implements or recommends appropriate solutions to problems. Displays a professional attitude/image that assures public confidence in management staff. Makes effort to be accessible and provides consistent and equal treatment to Board members.

2011-2012 Goals:

- Continue to improve the Board Meeting process along with accuracy and quality of Board materials. Provide complete information to Directors in a timely manner allowing more concise and well-timed Board Meetings.

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight	=	Total
			8		

B. COMMUNITY/PILOT RELATIONS

Represents the Airport District well in presentations to civic groups, media and the public and provides a positive, professional image. Develops cooperative working relationships with outside governmental agencies and other outside groups. Promotes community involvement within the Airport District. Enhances community understanding of Airport District's goals and objectives. Deals openly with conflict and Airport District problems. Handles individual citizens' complaints well; creates a "satisfied customer."

2011-2012 Goals:

- Secure FAA funding and begin Master Plan process.
- Implement the Quarterly Pilot and Airport User Meeting in new Administration Building. Meeting will be focused on aviation safety with additional emphasis on airport user and tenant outreach.
- Look for opportunities for communication and interaction between airport users and Board of Directors.

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight	=	Total
			8		

C. LEADERSHIP

Oversees Airport District staff and consultants to ensure timely quality work product. Assumes leadership in establishing the immediate and long-range objectives for the Airport District with the Board. Makes use of sound administrative practices, understanding the distinction between leading and directing. Demonstrates original thinking, ingenuity and creativity by introducing new strategies or courses of action. Coordinates activities between departments. Plans effectively and delegates responsibility and decision making appropriately. Supports innovative problem-solving by involving others in identifying and implementing better methods and procedures.

2011-2012 Goals:

- Considering that trust and confidence in General Manager is the single most reliable predictor of Board of Director and employee satisfaction, I will gain additional organizational trust and confidence by:
 1. Helping employees understand the District's overall strategic vision and business plan.
 2. Help employees understand how they contribute to achieving key strategic plan goals and business objectives.
 3. Share information with employees on both how the District is doing and how an employee's own efforts fare relative to the District's Strategic Plan.

- Develop staff by getting direct reports and supervisors in front of the Board on a more regular basis.

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight	=	Total 42
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D. COMMUNICATION SKILLS

Promotes and engages in two-way communication. Plans and conducts meetings which are efficient, effective and of appropriate frequency and duration. Is accessible to Board members, staff and citizens. Is open and accepting of new ideas, suggestions and concerns. Writes clear and concise memos, letters and reports which convey all relevant information using words and phrases appropriate to the audience. Clearly and concisely communicates ideas, information, problems and questions using language appropriate to the listener.

2011-2012 Goals:

- Improve my ability to “command a room” and communicate in an authentic way that inspires confidence and trust.
- With many of the operational and staffing changes proposed and taking place, I need to effectively communicate my vision to employees for what we are trying to accomplish with regards to operational efficiencies, peak staffing, and hours of operation.

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight 6	=	Total
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E. MANAGING FINANCIAL AND MATERIAL RESOURCES

Identifies revenue enhancements and cost saving to ensure the Airport District accomplishes important short-term and long-term goals. Demonstrates original thinking, ingenuity and creativity by introducing strategies or courses of action. Prepares, implements and directs a comprehensive financial and budget program in alignment with Airport District’s strategic and annual plans.

2011-2012 Goals:

- Successfully implement rate and fee changes per *Temporary PI 504* per objectives stated in policy.
- Enhance budget process with more preplanning and utilization of Strategic Plan
- Successfully implement new peak staffing efficiency changes and airport hours of operation.
- Increase effectiveness of ACAT with improved staff support.

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight 10	=	Total
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F. HUMAN RELATIONS SKILLS

Consistently strives to be fair and consistent in working relationships, and exhibits respect for others. Shows appreciation for contributions of staff. Is straight-forward in communications, and is capable of being firm when circumstances warrant. Uses criticism constructively and objectively, while demonstrating sensitivity to the feelings of others. Follows-up on recommendations, concerns or complaints as promptly as possible.

2011-2012 Goals:

- Foster opportunities for general staff and Board of Director interaction and joint training.

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight 8	=	Total
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G. MANAGEMENT OBJECTIVES

Maintain quality aviation facilities and services.

2011-2012 Goals:

- Complete Hangar Rows J&K Ramp Rehabilitation Project
- Secure funding and complete Runway 10/28 Rehabilitation Project and other identified runway improvement projects
- Complete “Facilities and Structures” Capital Facilities Plan
- Successfully complete and implement the new Pavement Management Plan with goal of spring project bidding and early summer construction.
- Develop Minimum Standards Policy to guide utilization of TTAD assets and define services to be provided.
- Re-examine issue of development of North 40 into warehousing and business park to pull industrial uses off the river. (Good Master Plan discussion item)
- Develop a proposal for a multi-purpose facility that will offer de-icing/plane storage along with community event and activity space. (Good Master Plan discussion item)

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight 12	=	Total
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Strive for low impact on neighbors.

2011-2012 Goals:

- Work with staff and ACAT to use flight tracking data to implement innovative annoyance mitigation measures and to fully leverage utility of system.
- Put Airport on path to long term solution to securing ability to interrogate aircraft.
- Conduct a quality assessment of alternatives to reduce annoyance on departures.
- Assess whether new departure/arrival opportunities exist in the airspace utilized by soaring operations.

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight 12	=	Total
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Enhance benefit to community at large.

2011-2012 Goals:

- Identify Open Space preservation opportunities that are linked to annoyance prevention and safety.
- Develop Open Space Acquisition Plan and Property Watch List/continued contribution to our Open Space Goals.
- Develop a framework to “think outside the box” when determining how to directly and positively serve non-direct users. Take a critical look at how non-users derive direct user benefits?
- Continue to develop identified projects and potentially new initiatives that benefit lakeside District residents.

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight 11	=	Total
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Improve outreach and interactions with community.

2011-2012 Goals:

- Deploy mobile outreach tools to areas outside of Truckee.
- Insure effective community involvement in Master Plan process.
- Make Flight Tracking information and data available on the web.
- Assess effectiveness of experimental ramp lighting by contacting property owner most affected.
- Conduct door to door outreach in affected neighborhoods. Focus neighborhoods in 2012 will be Olympic Heights and Martis Valley Estates.

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight	=	Total
			9		

Professional Development

2011-2012 Goals:

- Achieve Certified Manager (CM) status with AAAE
- Seek additional aviation and flight training experience in order to develop skill and expertise to effectively communicate with airport users regarding navigation, safety, and noise abatement procedures. Training will focus on IFR procedures and mountain flying/unusual attitude course work.

Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations	Rating	X	Weight	=	Total
			4		

Board Guidance and Management Counseling from Board of Directors

The following comments as identified by Directors will be considered advice and counsel, assisting the General Manager in day to day management as well as long range planning for the District.

- Continue work with our stakeholders/taxpayers in getting our message and mission statement to all.
- Increase efforts and communications with Lakeside District residents.
- Understand TTAD's and the FBO's revenue and cost structure in depth.
- Strive to "put yourself in the shoes" of an annoyed neighbor to better understand their concerns.
- Consider potential adverse impacts of new rates and fees programs on affected neighborhoods.
- Stop all complaints.
- Find new ways to make people love the airport/Find something great the airport can do for the community.
- Work harder to hear the voice of the community in regard to the airport.
- Don't forget to keep your wife and kids at the top of the list...they are important constituents too.

Overall Evaluation

Comments:

Goals for next evaluation period:

Overall Rating of Expectations	Summation of Totals	÷	500	=	Overall Rating
Ratings: 5 – Significantly Exceeded Expectations 4 – Exceeded Expectations 3 – Met Expectations 2 – Partially Met Expectations 1 – Did Not Meet Expectations					

Board President _____

General Manager _____

Date _____