

**TRUCKEE TAHOE AIRPORT DISTRICT
FIVE YEAR FORECAST**

6-Sep-13

Year ending September 30,

	2012 Actual	2013 Estimate	2014 Budget	2015	2016	2017	2018
Operating Revenues							
Aviation operating revenues (net of COS)	728,794	953,119	957,416	971,777	986,354	1,001,149	1,016,166
Hangar rentals	1,287,097	1,316,710	1,271,000	1,290,065	1,309,416	1,329,057	1,348,993
Other rentals (incl. warehouse)	461,007	478,875	474,030	481,140	488,358	495,683	503,118
Total Operating Revenue	2,476,899	2,748,704	2,702,446	2,742,983	2,784,127	2,825,889	2,868,278

Operating Expenses

Salaries and Wages - Net of Community Outreach Dept	(1,054,209)	(1,081,446)	(1,175,983)	(1,205,383)	(1,235,517)	(1,266,405)	(1,298,065)
Employee Benefits - Net of Community Outreach Dept	(632,640)	(566,777)	(676,380)	(693,290)	(710,622)	(728,387)	(746,597)
General and Administrative - Net of Community Outreach Dept	(1,176,864)	(1,508,990)	(1,479,577)	(1,268,321)	(1,287,345)	(1,306,656)	(1,326,255)
Repairs and Maintenance - net of pavement, facilities maintenance plan projects and forest management	(367,169)	(233,764)	(306,600)	(285,824)	(290,111)	(294,463)	(298,880)
Total Operating Expenses (excl. Depr'n)	(3,230,883)	(3,390,977)	(3,638,540)	(3,452,817)	(3,523,596)	(3,595,911)	(3,669,798)

Earnings (Loss) from Operations	(753,984)	(642,273)	(936,094)	(709,834)	(739,468)	(770,022)	(801,520)
Percent of Property Taxes - Operations	-17%	-14%	-21%	-16%	-16%	-17%	-17%

Airport Asset Maintenance/Management Programs

Pavement Maintenance Expense (net of grants)	(722,625)	(833,277)	(710,750)	(300,150)	(269,100)	(281,460)	(247,650)
Facilities Maintenance Plan Projects			(464,430)	(421,330)	(311,879)	(391,300)	(359,847)
Forest Management Plan Expenditures	(44,924)	(50,000)	(266,800)	(169,600)	(158,700)	(331,300)	(237,000)
Total of Airport Asset Maintenance Projects	(767,548)	(883,277)	(1,441,980)	(891,080)	(739,679)	(1,004,060)	(844,497)
Percent of Property Taxes - Airport Asset Maintenance Projects	-18%	-20%	-33%	-20%	-16%	-22%	-18%

Community Outreach/Annoyance Reduction Expenses

Operations Monitoring Expenses	(89,181)	(195,000)	(216,488)	(153,003)	(154,533)	(156,078)	(157,639)
ACAT	(37,609)	(95,000)	(148,000)	(125,000)	(125,000)	(125,000)	(125,000)
Air Show	(72,248)	(106,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
Public Relations / Newsletter etc.	(60,677)	(94,810)	(131,800)	(123,018)	(124,248)	(125,491)	(126,746)
Admin Building Allocation	(8,778)	(10,000)	(11,000)	(12,000)	(13,000)	(14,000)	(15,000)
Signatory Incentives - Fly QT Program	(128,155)	(127,466)	(124,000)	(124,000)	(124,000)	(124,000)	(124,000)
Noise Abatement Projects	(3,063)	(17,237)	(4,000)	(5,000)	(5,000)	(5,000)	(5,000)
Miscellaneous	(58,673)	(36,236)	(60,300)	(60,903)	(60,000)	(60,000)	(60,000)
Professional Services	(3,633)	(85,000)	(102,500)	(65,650)	(66,307)	(66,970)	(67,639)
Survey		(35,000)				(35,000)	
Payroll and Benefits	(257,494)	(262,283)	(327,228)	(335,409)	(343,794)	(352,389)	(361,198)
Total Expenses of Community Outreach Department	(719,510)	(1,064,032)	(1,255,316)	(1,133,983)	(1,145,882)	(1,193,927)	(1,172,222)
Percent of Property Taxes	-17%	-24%	-29%	-26%	-26%	-26%	-25%

Non-operating Revenues

Property taxes	4,312,620	4,524,421	4,360,000	4,425,400	4,491,781	4,559,158	4,627,545
Interest income - Based on PY net asset balance	56,009	36,000	30,000	31,665	34,295	26,367	24,440
Other non-operating revenues - Receipt of Joerger Funds 2016	49,703	28,622			500,000		
FAA Grants (Capital Portion)	2,943,879	433,745	387,360	1,112,625	627,615	1,433,250	983,250
Earnings before Depreciation (EBD)	5,121,169	2,433,206	1,143,970	2,834,793	3,028,662	3,050,766	2,816,996
Depreciation	(1,595,551)						
Gain(Loss) on disposal of assets	(234,912)						
Increase in Net Assets - for "Actual" Columns - agrees to Audited Financial Statements	3,290,706						

Notes

- A Revenues are assumed to increase at 1.5% per year in years 2015 and beyond.
- B Years 2015 and beyond show increases of 2.5% to cover COLA and merit increases. This line is shown net of Personnel costs related to Community Outreach, which are included elsewhere in the schedule.
- C Fiscal year 2013 shows the effect of the new health program coverage for employees; 2014 reflects the increased training budget related to the AKCP (\$15k), increased WC Insurance costs (\$6k), and a 12% increase related to fluctuating status of medical insurance. Years 2015 and beyond have increases of 2.5% shown in each year to cover effect of salary related benefits (i.e. pension, medicare), employee medical insurance and training.
- D The G & A expense budgeted in 2014 includes \$150k related to the Airport Master Plan, \$30k for the Utilities Plan and \$50k for website/app development. Those amounts are backed out and then the net amount is calculated to increase by 1.5% per year in 2015 and beyond. The adjustment was also made in the Professional Services line in the Community Outreach Section
- E The R & M expenses are shown net of the outlay related to the Pavement Maintenance Plan, the Facilities Maintenance Program and the Forest Management Plan. However, all District labor related to work those projects is included in this line. The increase in the expense in 2014 relates to maintenance work on rolling stock (\$25k) and anticipated higher snow removal expenses. The rolling stock repair work was backed out for FY2015 and then expenses are assumed to increase by 1.5% per year in 2015 and beyond.
- F The pavement maintenance projects are included as proposed by Kevin Smith in his update to the Pavement Management Program (PMP). The Engineer's update will be completed later this year and the amounts shown can be revised. FAA Operating Grants are assumed to be received to offset the expense at a rate of 40%. The Reconstruction of Pavement at Taxilanes C, D, G and H scheduled for 2015 and the Reconstruction of the Blast-pad in 2016 are included as a capital project in the AIP funded section below. Design, Engineering and Project management fees of 15% are added to the construction costs shown in the current PMP.
- G The Facilities Maintenance Plan Projects are shown in the year proposed. Design and Construction Administration amounts are included in Professional Fees - Engineering under General and Administrative Expenses.
- H Forest Management Plan Expenditures are in accordance with the approved Plan. Note that this does not include any District labor or other costs related to land management.
- I The Flight tracking system operating expenses budgeted in 2014 include \$25,000 for the Air Traffic Control Testing and \$40,000 for FAA Facility Transmitting Authorization, these items have been backed out of 2015 expenses, and a 1% increase factored in from that year onward. This line also includes the expenses related to the WASP system.
- J ACAT funding is assumed to decrease to \$125k per year after the current projects are completed. Airshow remains constant.
- K The budgeted 2014 amount includes \$60,000 for the redesign of the website and development of an Airport App, (\$10k allocated to Community Outreach). That amount is backed out of 2015, and a 1% increase is forecasted for 2015 and beyond.
- L Admin Building Allocation is an estimate to allocate some of the operational expenses related to the administrative building to Community Outreach, as constructing a building that provided benefit to more than just the aviation community was integral to the design and purpose of the project. The amount shown is an estimate of the utility amounts charged.
- M Signatory Incentives program - Fly QT Discounts. The amount is assumed to be constant at the budgeted FY2014 amount.
- N Property tax revenues are assumed to increase by 1.5% increase in 2015 and beyond.
- O These amounts are from the AIP Eligible Capital Project section on the next page.

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FIVE YEAR FORECAST**

6-Sep-13

Year ending September 30,

2012 Actual	2013 Estimate	2014 Budget	2015	2016	2017	2018	Notes
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CAPITAL PROJECTS

AIP ELIGIBLE

Pavement Reconstruction - Rows C, D, G and H				(776,250)				P
J and K Row Pavement - eligible portion	(680,587)							
RWY 11-29 Blast Pads					(73,600)			
RWY 02-20 Blast Pads					(143,750)			
Reconstruct RWY 11-29	(2,548,364)							
Apron Lighting & Segmented Circle Project	(3,882)	(446,172)						
Snow Removal Equip - Plow Truck			(430,400)					
Snow Removal Equip - Loader (950B)				(460,000)				Q
Snow Removal Equip - Blower / Grader					(480,000)	(500,000)		Q
Reconstruct Taxiways A, E, F, H, U & J						(1,092,500)	(1,092,500)	R
TOTAL OF AIP ELIGIBLE PROJECTS	(3,232,833)	(446,172)	(430,400)	(1,236,250)	(697,350)	(1,592,500)	(1,092,500)	
GRANT FUNDING	2,943,879	433,745	387,360	1,112,625	627,615	1,433,250	983,250	
CASH REQUIRED FOR AIP PROJECTS	(288,954)	(12,427)	(43,040)	(123,625)	(69,735)	(159,250)	(109,250)	
Percent of Property Taxes	-6.70%	-0.27%	-0.99%	-2.79%	-1.55%	-3.49%	-2.36%	

- P** This is the reconstruction of Taxilanes C, D (the side not completed in 2012), G and H - the project is included in the Pavement Management Program and the ACIP.
- Q** The pieces of snow removal equipment appear on the ACIP in the year shown - except for the Grader (model year 1996), which is not on the ACIP, but scheduled for replacement in 2017 on the Equipment Replacement Schedule.
- R** This has the cost shown on the ACIP for the project in 2018, divided by two, as it may be split between FY2017 and FY2018.
- S** Assume construction of a hangar large enough to hold a Global Express. The analysis performed in FY2014 may prove that a smaller size hangar is more feasible - in that case, this amount would be decreased.
- T** The Master Plan has put forth various alternatives. This document assumes that one of the alternatives that effect RWY 02-29 would be pursued. Estimated amount is \$7M - expenditure is shown to cross a span of years.
- U** Items are shown based on the Equipment Replacement Schedule. The vehicles being replaced are: 2007 GMC Sierra Pickup (2014), 2003 Chevy Flatbed (2015), 2009 Chevy Flatbed (2016), and 2010 Ford F150 (2017).

OTHER CAPITAL PROJECTS

Pavement Work (J & K rows) / ARFF Truck	(112,576)		(450,000)					
Design and Permitting for Multipurpose Hangar			(375,000)					
Replace Bald Mountain Beacon			(100,000)					
Reconstruct Chandelle Way / Construction of Multipurpose Hangar	(109,593)			(2,500,000)				S
Emergency Services Crew Facilities	(35,876)							
GIS System / RWY 02-20 Master Plan Project	(43,968)				(1,000,000)	(2,000,000)	(4,000,000)	T
Replace Operations Vehicles		(43,623)	(65,000)	(50,000)	(50,000)	(45,000)		U
Lav Cart	(8,255)							
Community Park & Playground Structure/ Forklift	(98,580)			(35,000)				U
Design & Construction of New Terminal Bldg	(1,671,467)							
Zero-Turn Radius Mower / Lighted Xs	(5,482)			(80,000)				U
Replace 2000 Man-lift (purchase used)			(50,000)					U
AWOS		(50,063)	(80,000)					
Ramp Lighting - not AIP funded	(17,546)							
Vacuum Excavator	(13,714)							
Helipad in Tahoe City	(10,080)	(11,400)	(270,000)					
Replace Pavement at Hangar Rows D/E/F	(512,828)	(4,922)						
Density Altitude Signs / Lease Management Software	(50,408)		(25,000)					
Jet Refueler / Replace Backhoe					(150,000)	(115,000)		U
100LL Refueler / Replace Tug					(155,000)		(64,000)	U
Replace Maintenance Bay Vehicle Lift			(25,000)					
Ground Power Unit / Replace Paint Striper		(34,645)		(17,000)				U
Convault for Emergency Services			(30,000)					
Replace Crack Sealer				(50,000)				U
Other Items						(150,000)	(150,000)	V
TOTAL OF OTHER PROJECTS	(2,690,373)	(144,653)	(1,470,000)	(2,732,000)	(1,355,000)	(2,310,000)	(4,214,000)	
Percent of Property Taxes	-62%	-3%	-34%	-62%	-30%	-51%	-91%	

- V** These are placeholders in the out years for capital projects.
- W** There are currently \$2.75M of Unrestricted Net Assets that have been designated for land acquisitions. The funds may be used for a single parcel or for various parcels. This schedule assumes that the funds on hand would be used for a single purchase, such as land related to the Alder Hill Beacon.
- X** This represents the transfer of the Net Assets that have been designated for the recognition of the District's net pension liability. The appropriate amount will be transferred from Net Assets to a Liability account in FY2015 - this is an estimate based on the latest PERS valuation.

Land Purchases / Development	(829,635)			(1,500,000)				W
Percent of Property Taxes	-19%	0%	0%	-34%	0%	0%	0%	
Proceeds from sale of equipment		5,000						
Increase (Decrease) in Unrestricted Net Assets	(1,631,672)	1,847,381	(756,430)	(2,633,457)	976,312	(851,734)	(2,489,504)	X
Transfer of Unfunded Pension Liability to Balance Sheet				(1,500,000)				
Unrestricted Net Assets - estimated balance	8,707,560	10,554,942	9,798,512	7,165,055	6,641,367	5,789,633	3,300,129	