

1 The following is a condensed version of the TRUCKEE TAHOE AIRPORT DISTRICT BOARD OF DIRECTORS special
2 meeting held Friday, September 4, 2015 at the Truckee Tahoe Airport District Community Room, 10356 Truckee
3 Airport Road, Truckee, California at 10:00 a.m.

4 **CALL MEETING TO ORDER:** 10:02 am

5 **DIRECTORS PRESENT:** President John B. Jones Jr.
6 Vice President Lisa Wallace
7 Director Mary Hetherington
8 Director Tom Van Berkem (via Teleconference at 10:05 am)

9 **DIRECTORS ABSENT:** Director Jim Morrison

10 **STAFF PRESENT:** Mr. Kevin Smith, General Manager
11 Mr. Phred Stoner, Director of Operations & Maintenance
12 Mr. Hardy Bullock, Director of Aviation and Community Services
13 Ms. Sally Lyon, Director of Finance and Administration
14 Mr. Mike Cooke, Manager of Aviation and Community Services
15 Mr. Brent Collinson, District Legal Counsel
16 Ms. Lauren Tapia, District Clerk

17 **VISITORS PRESENT:** 1

18 **SPECIAL ORDERS OF BUSINESS:** Mr. Bullock stated that the Board will be receiving an email later today regarding
19 ACAT selection process (it will include the submissions, name and contact information, as well as notes of each
20 submission). Mr. Smith stated that the Managed Growth Discussion will be taking place November 12th from 8:00
21 am – 12:00 pm.

22 **PUBLIC COMMENT:** None.

23 **AIRPORT SPONSOR ASSURANCES**

24 Mr. Bullock stated that he and Director Hetherington both attended a conference on the subject of Primary Control
25 Documents and Minimum Standards. Mr. Bullock stated that almost 130 airports have gone through this process
26 and this morning's goal is to take a 60,000 foot view of the process itself. Mr. Bullock expressed that there will not
27 be enough time to get too deep with questions. Mr. Smith stated that the Board needs to manage its expectations
28 of today's meeting, policies will not be discussed, but the Board will have a chance to ask questions and gather
29 comments.

30 Mr. Jeff Kohlman, Principal of Aviation Management Consulting Group (AMCG), expressed his appreciation of the
31 opportunity and thanked the Board for picking his firm to work with the District on this project. These documents
32 will help the Board manage the airport as well as maintain compliance with the FAA Airport Sponsor Assurances.
33 Mr. Kohlman stated that there are three parts of today's discussion, the sponsor assurances (which are the
34 foundation of the project), the four primary documents (leasing rents and fees policy, minimum standards, rules
35 and regulations, and development standards), and finally the development process that will be utilized for this
36 project. Mr. Kohlman stated that they welcome interaction and discussion today, but that they are not trying to get
37 into the weeds of the project. President Jones inquired about the deliverables at the end of the project. Mr.
38 Kohlman stated the airport will adopt the four primary documents: Leasing Rents and Fees Policy, Minimum
39 Standards, Rules and Regulations and Development Standards. Mr. Smith stated that it will replace much of the
40 District's policy instructions.

41 Mr. Kohlman gave a background on what the FAA Sponsor Assurances are and stated that today they will focus on
42 3 sponsor assurances out of the 39 sponsor assurances (Sponsor Assurances 22-24). Sponsor Assurance 22 is the

43 Economic Non-Discrimination Assurance, Assurance 23 is Exclusive Rights, and Assurance 24 is Fee and Rental
44 Structure. Mr. Kohlman stated that 9 times out of 10 these three assurances are almost always identified in a Part
45 13 or 16 complaint made to the FAA. Mr. Kohlman went on to explain and give a background on Sponsor
46 Assurances 22-24; for additional information please refer to the attached presentation.

47 **PUBLIC COMMENT:** None.

48 **PRIMARY MANAGEMENT AND COMPLIANCE DOCUMENTS**

49 Mr. Bob Trimborn, AMCG Consultant and previous GM of Santa Monica Airport, stated that he will be giving a
50 general view of the Primary Management and Compliance Documents and how they function and how they
51 interact amongst themselves. They are documents that govern the operation, management and development of an
52 airport. The four documents that the Airport will be adopting at the end of the project are the Leasing Rents and
53 Fees Policy, Minimum Standards, Rules and Regulations and Development Standards.

54 Mr. Trimborn stated that the purpose (in combination) of these documents will help contribute to the financial
55 health of the airport, facilitate orderly development, promote the provision of quality products, protect the health,
56 safety interest and general welfare of the public, and to reduce the potential for conflict with lessees, consumers
57 and users (which will reduce the potential Part 13 or 16 complaints with the FAA). The roll of the documents set the
58 stage for the way an airport does business, plan an important role in the operation and management of an airport.
59 Mr. Trimborn stated that while these documents are interrelated, they can also function independently of each
60 other.

61 Mr. Trimborn explained the definition of Leasing/Rents and Fees Policy (sets forth the parameters for leasing
62 airport land and improvements, and outlines the process for establishing and adjusting rents and fees) and its
63 role/purpose on the airport (conveys the airports leasing policies/practices of entities who want to occupy/use
64 airport property). Mr. Trimborn also explained the definition of Minimum Standards sets the requirements that
65 need to be met to engage in commercial aeronautical activities at an airport. The role of Minimum Standards
66 establishes a consistent threshold of requirements, which levels the playing field and promotes fair competition
67 among operators. Mr. Trimborn gave an example of mobile mechanics and their relationship with Minimum
68 Standards set by an Airport. Mr. Trimborn stated that an Airport would want to make sure the mobile mechanic is
69 insured, has proper licensing, and doing their work at a facility that is appropriate for their use, which would all be
70 outlined in the Minimum Standards. Director Hetherington inquired about Mr. Trimborn's experience with Mobile
71 mechanics at Santa Monica Airport and staff time involved. Mr. Trimborn stated that security staff was always on
72 site (24 hour a day operations) and they had all of the Primary Management Control Documents in hand. If they
73 approached a mobile mechanic and they did not have a permit to be on the field, the mechanic was then escorted
74 off site. Mr. Trimborn also stated that Santa Monica Airport had a badge system, so in order to get on and off the
75 field you had to have a badge. Mr. Trimborn stated that it took a fair amount of time to get everyone up to speed,
76 it's all about education and awareness. Mr. Kohlman stated that if the Board is not prepared to enforce the items
77 they are adopting it's better to not adopt. Mr. Kohlman expressed that the Board and Staff should be cautious and
78 thoughtful as they go through the process of developing the documents/policies for this project.

79 Mr. Trimborn stated that the Rules and Regulations provides for the safe, orderly and efficient use of an airport.
80 The role and purpose of the Rules and Regulations is to protect the public health, safety, interest and welfare on
81 the airport (applies to all persons using the airport – at all times – for any purpose). Mr. Trimborn stated that Rules
82 and Regulation should emphasize those areas that are unique to the airport (i.e.: operations or activities),
83 complement (not duplicate) other Primary Management and Compliance Documents or any “applicable”
84 regulatory measures, and must be a separate (stand-alone) document. Mr. Kohlman stated that the Rules and
85 Regulations document will only apply to activities on the field, it cannot apply to activities in the airspace; as
86 airspace is governed by the FAA. Director Hetherington inquired how new rules and regulations would affect
87 current hangar leases. District Counsel Collinson stated that the leases currently state that the leasees have to
88 comply with all rules and regulations and federal/state regulations that now or may periodically be adopted or
89 promulgated. Mr. Smith stated that they are signing onto a lease with an understanding that rules and regulations

90 might be updated or changed. Mr. Kohlman stated that this process is not designed to drastically change (huge
91 directional shifts) the operation of the Airport. It is designed to incorporate/bring together a cohesive document(s)
92 to run an Airport.

93 Mr. Trimborn stated that the definition of Development Standards set forth the parameters governing the design,
94 development, and/or modification of general aviation improvements at an airport. The role/purpose is to promote
95 consistent, attractive and compatible high quality general aviation development at an airport (applies to any entity
96 who wants to develop and/or modify improvements at the airport). Mr. Trimborn stated that making up rules as
97 you go, or managing by lease are both highly problematic, as it increases the potential for conflict, complaints
98 and/or disputes.

99 **PUBLIC COMMENT:** None.

100 **PRIMARY MANAGMENT & CONTROL DOCUMENTS (PMCD) DEVELOPMENT REVIEW PROCESS**

101 Mr. Trimborn stated that the basic overview of the Development Review Process (of PMCD Documents) is to
102 identify and understand influencing factors (internal and external), solicit stakeholder input (an outreach program),
103 consult resources and references, utilize a structured development/review process and to conduct a
104 comprehensive assessment (land and improvements, operators). Mr. Trimborn indicated that there are several
105 internal influencing factors, such as managerial, existing guiding documents, the airport profile, planning and
106 development (Master Plan [ALP]/Land Use Plan), and financial and economic factors (rents, fees, and other
107 charges). There are also external factors of the review process, which are political, community, national, regional
108 and local marketplace. Vice President Wallace inquired how the CLUP factors into the “external factors” of the
109 development review process. Mr. Smith stated, most likely, not a lot. Mr. Smith stated the Master Plan is more of a
110 key component of these documents; as they affect what is happening on the Airport, not necessarily around the
111 airport. Mr. Kohlman stated that the important **perspective** to take on this project is ownership of the process.

112 Director Hetherington inquired if Rates and Fees will be developed by the consulting group. Mr. Trimborn stated
113 that the policy for rates and fees will be developed, but the specific rates will be handled at staff level. Mr.
114 Trimborn went on to give an overview of the review process, from an internal level and an external level. Mr.
115 Trimborn stated that the final work products will be self-contained, easy to read and follow, and complement one
116 another (not duplicated). He also noted that once the documents are developed, they should be reviewed on a
117 periodic basis and updated as needed.

118 Concluding thoughts are that the process can be more important (and more beneficial) than the final work product
119 (final documents). And if they are consistent with the Airport Sponsor Assurances and other compliance related
120 directives issued by the FAA, the PMCD’s will reduce the potential for conflicts, complaints and disputes. Mr.
121 Kohlman stated that they want to prepare the Airport (and Board) of what is next to come, i.e.: Where the industry
122 is going, what are other GA Airports are doing. Mr. Kohlman stated that Surf Air is an example, you will see more of
123 that type of operation happening in the future.

124 **PUBLIC COMMENT:** None.

125 **ADJOURN**

126 **MOTION #1 SEPTEMBER-4-2015:** Vice President Wallace motioned to adjourn. Director Hetherington seconded
127 the motion. President Jones, Vice President Wallace, Directors Hetherington and Van Berkem voted in favor of the
128 motion. The motion passed.

129 At 11:48 a.m. the September 4, 2015 special meeting of the Truckee Tahoe Airport Board of Directors adjourned.