



TRUCKEE  
TAHOE  
AIRPORT

SUSTAINABLE AVIATION FUEL

## TRUCKEE TAHOE AIRPORT DISTRICT 2026-2028 STRATEGIC PLAN

### *Flight Path for Alignment*

Approved July 23, 2025







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# LETTER FROM THE BOARD OF DIRECTORS

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David Diamond



Mary Hetherington



Teresa O'Dette



Kathryn Rohlf



Greg Horvath

It is exciting to unveil the 2026 Truckee Tahoe Airport District Strategic Plan (Plan)—*Flight Path for Alignment*. The overarching goal and purpose of this roadmap, or in our case, flight path, is to create alignment. Alignment between our board and staff; between community values and our priorities; between neighborhoods and pilots.

Outlined in the Plan are goals and strategies that our board and staff built upon the previous 2023-2026 plan to chart a path forward focused on four strategic focus areas: Economic Responsibility, Operational Efficiency, Natural Resource Conservation and Social Responsibility. Over the past year, our board and staff looked critically and thoughtfully at the current conditions at the airport as well as future trends to determine strategic priorities. A few key themes emerged including prioritizing investments in airport infrastructure—taking

care of what we have, improving operational efficiencies, partnering for community and environmental benefits and supporting staff and board development.

As we take-off into the future, we are grateful for the Board leadership that shaped the 2026 Strategic Plan. We are committed to finding opportunities for alignment with our partners, the community, and pilots that result in increased safety, better airport operations, reduced greenhouse gas emissions and positive community benefits.

Our flightpath will not be easy. With the growing popularity of our region comes greater visitation which translates to more people, increased flights in and out of the airport and pressure to expand to meet needs. Now more than ever, it will be critical for our board and staff to follow the course established in

this Plan. At our core, we are a small general aviation airport striving to provide excellent aviation services as well as give back to the community and environment. Our vision is to create a community-focused, sustainable, safe, and well-run airport district, respected locally and nationwide.

We stay committed and focused on implementing our collective flight path knowing it will be bumpy; we will need to adjust but we pledge to work together to get to our destination.

Upward and onward,

Truckee Tahoe Airport District Board of Directors 2025

David Diamond, Mary Hetherington, Teresa O'Dette, Kathryn Rohlf, Greg Horvath

# GRATITUDE

The 2026 Truckee Tahoe Airport District (TTAD) Strategic Plan was developed in 2025 by the Board of Directors, and staff. The final plan was adopted in July 2025. The entire Truckee Tahoe Airport District Team appreciates the input from community members and stakeholders during this extended public process.

## Board of Directors

David Diamond, President  
Mary Hetherington, Vice President  
Teresa O'Dette  
Kathryn Rohlf  
Greg Horvath

## TTAD Staff

Heather Baraga	Jeff Menasco
Tim Bourque	Samuel Padilla
Mike Cooke	Jason Sanavage
Derek Coons	Steve Selander
Adam Duncan	Lauren Tapia
Evan Englesby	Scott Tetzlaff
Robb Etnyre	David Van Quest
Alan Feik	Ryan Widen
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Laura Mader	Vince Wawzynski
Jill McClendon	Yale Williamson





# TRUCKEE TAHOE AIRPORT DISTRICT SNAPSHOT

## Brief History

TTAD has operated for 65 years. Aviation in the region started in 1933 when an airstrip was cleared near the current agricultural inspection station on I-80, east of Truckee to create an emergency landing runway for the Trans-Sierra airmail route between San Francisco and Salt Lake City. TTAD was created by a vote of the District electorate in 1958 in accordance with the California Airport Districts Act. A new terminal building was built in 2012 including a pilot lounge, a pilot kitchen, a flight planning room, public meeting rooms, a customer service desk and café. The District added a contract control tower in 2017 and Automatic Dependent Surveillance–Broadcast (ADS–B) system in 2020. ADS-B is an advanced surveillance technology that combines an aircraft's positioning source, aircraft avionics, and a ground infrastructure to create an accurate surveillance interface between aircraft and Air Traffic Control.



## Location and Operational Structure

The Truckee Tahoe Airport, located in the Sierra Nevada mountains, is a California Special Airport District and a Federal Aviation Administration (FAA) designated General Aviation public airport. The airport is managed by the Truckee Tahoe Airport District (TTAD or District) staff, and a publicly elected five-member Board of Directors provides oversight and governance.

## Safety and Services

The elevation of the airport is 5,900 feet and is surrounded by mountainous terrain. Safety is the top priority! The District plays a vital role in providing weather information, navigation assistance, emergency landing facilities, as well as support facilities for emergency medical, fire, and search-and-rescue services. The airport FAA identifier code is “TRK” or “KTRK.”

## Aviation Infrastructure

Aviation infrastructure at the airport includes two asphalt runways – 11/29 which is 7,000 by 100 feet and 2/20 which is 4,650 by 75 feet – a Non-Federal Contract Air Traffic Control Tower, and an ADS-B ground station network. TTAD manages just over 200 hangars for a range of airplanes.

## Good Neighbor Programs

Along with the commitment to safety, the airport works with the community to be a good neighbor, implementing strategies that minimize impacts of flight operations with “Fly Quiet” and Sustainable Aviation Fuel programs.

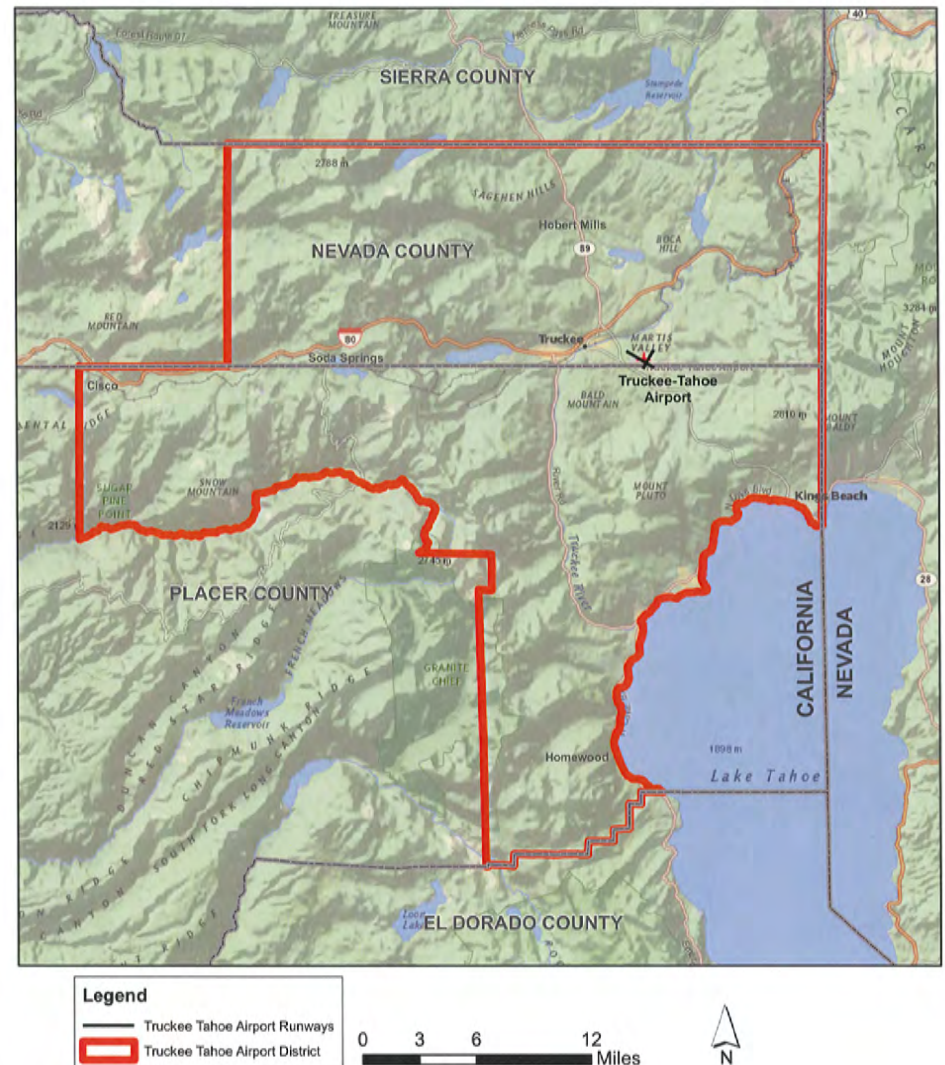
## TTAD Terminal

Our LEED Silver designed facility was built to maximize enjoyment while minimizing energy, water, and waste. The terminal includes the locally renowned Red Truck Café, a popular playground, and free community rooms.

## Geographic Area

The airport is situated in Martis Valley approximately two miles southeast of Truckee, California and seven miles north of Lake Tahoe, as indicated in the map in Figure 1. The District is a bi-county District which stretches across portions of both Nevada and Placer Counties.

Figure 1. TTAD Boundary



## Governance

TTAD is a bi-county Independent Special District (one of nine Special Airport Districts in California). The District is operated by a professional staff of approximately 25 with oversight by a Board of five publicly elected members from Nevada and Placer Counties.

Under the auspices of the California Airport District Act, the District is bound by the provisions of the Brown Act. The Ralph M. Brown Act is a California law that guarantees the public's right to attend and participate in meetings of local legislative bodies. TTAD's Board of Directors typically holds public meetings in the Airport Terminal building, Board Room-A on the 4th Wednesday of each month at 4:30 p.m.

## Funding

As a Special District, the District receives revenues from three distinct sources:

**1) Fees:** The District operates as an 'enterprise district,' meaning that it provides services and has the ability to charge fees for those services. Operating revenues received by the District include receipts for fuel sales, landing fees, hangar rentals, concessions, and revenues from other business leases.

**2) Property Taxes:** The District receives a portion of the property taxes collected from parcels within the District's boundaries, which includes portions of both Nevada and Placer Counties.

**3) Grants:** The District applies for grant funding from the FAA for airport related capital projects and pavement maintenance expenses. To a lesser degree, grant funding is also available from the California Department of Transportation's Division of Aeronautics.

## Financial Management and Grant Assurance Requirements

The District Board of Directors typically approves the annual budget before the end of the calendar year. The District's fiscal year runs from January 1 through December 31.

Each year the District's financial records are subject to an audit by an independent auditor. In addition to the financial statements for each year, the reports contain the auditor's opinion letter and a "management's discussion and analysis" section that contains financial highlights, operational highlights, financial analysis and a discussion of economic factors and budgeting.

As a FAA designated General Aviation public airport, the District has routinely applied for and accepted airport infrastructure program (AIP) funding grants from the FAA, which also creates obligations for the District. There are approximately 2,800 federally obligated airports in the United States. The "obligations" or Grant Assurances include such obligations as: (1) preserving rights and powers to control and operate the airport; (2) requirements relating to operation and maintenance of the airport; (3) hazard removal and mitigation; (4) provision of facilities for air traffic control and weather; (5) maintaining an Airport Layout Plan approved by the FAA; (6) requirements that the airport be available on reasonable terms without unjust discrimination; (7) prohibition against exclusive rights; (8) maintaining a fee and rental structure that makes the airport as self-sustaining as possible; and (9) restrictions on the use of airport revenue.

## Community Giving

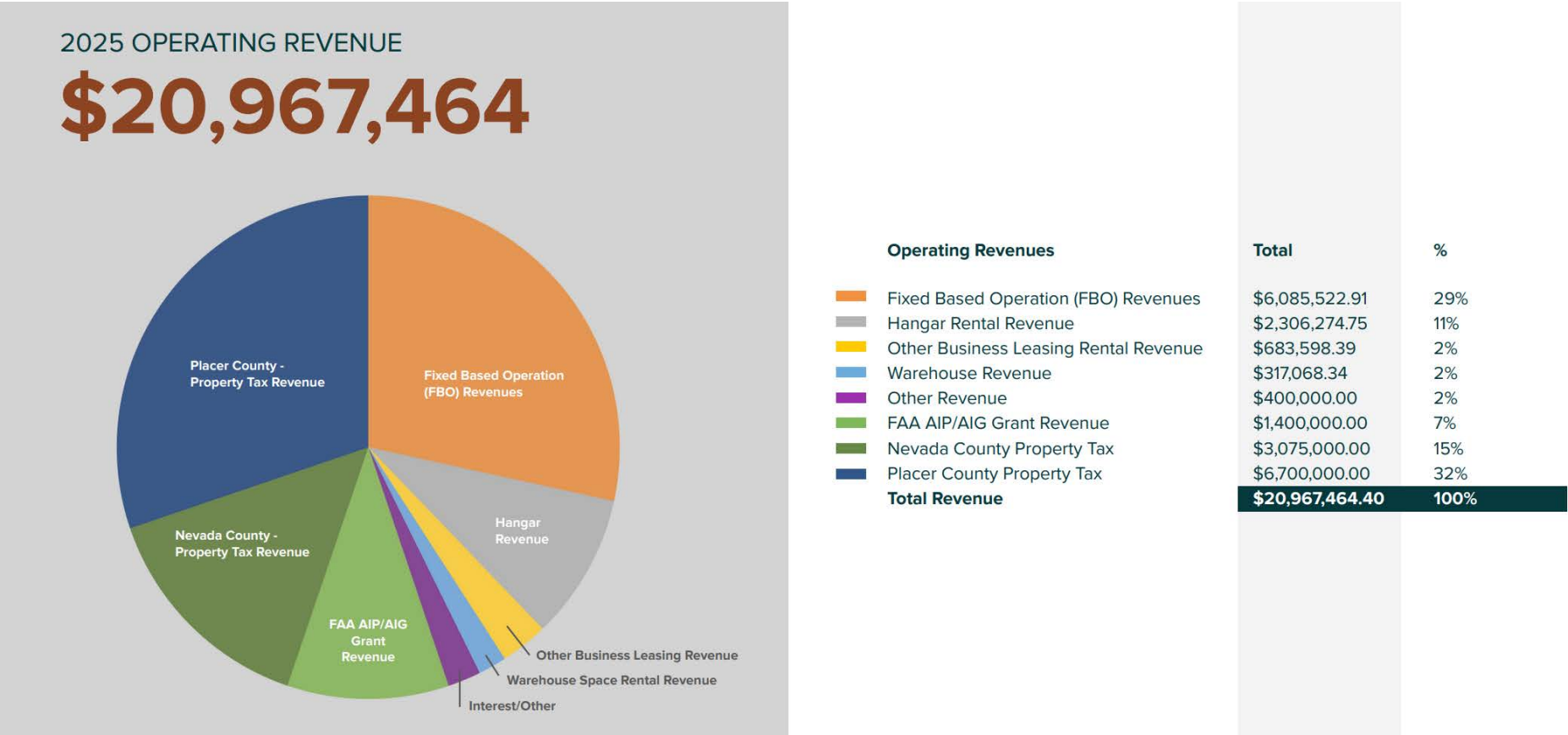
The District is unique in many ways. One of which is the continuous commitment to providing community benefits. Serving the community has taken many forms over the years, such as:

- Focused Strategic
- Initiatives, like Wildfire Mitigation.
- Provide an on-site playground.
- Offering meeting rooms to non-profit organizations.
- Implementing a robust open space and forest health program.
- Providing Science, Technology, Engineering, Art, and Mathematics (STEAM) resources for local non-profit organizations and schools.
- Supporting Young Eagles and Civil Air Patrol programs.
- Allocating funds for regional workforce housing programs.

# Budget

The annual budget for the District in 2025 is reflected below. Revenue is generated from three main sources, on airport commercial enterprises (aviation fuel sales, aircraft services and fees, building/hangar leases), local property taxes and grant funding through both the California State and Federal governments. Property taxes for 2025 are estimated to be \$9.7M (\$3M from Nevada County and \$6.7M from Placer County) as seen in Figure 2.

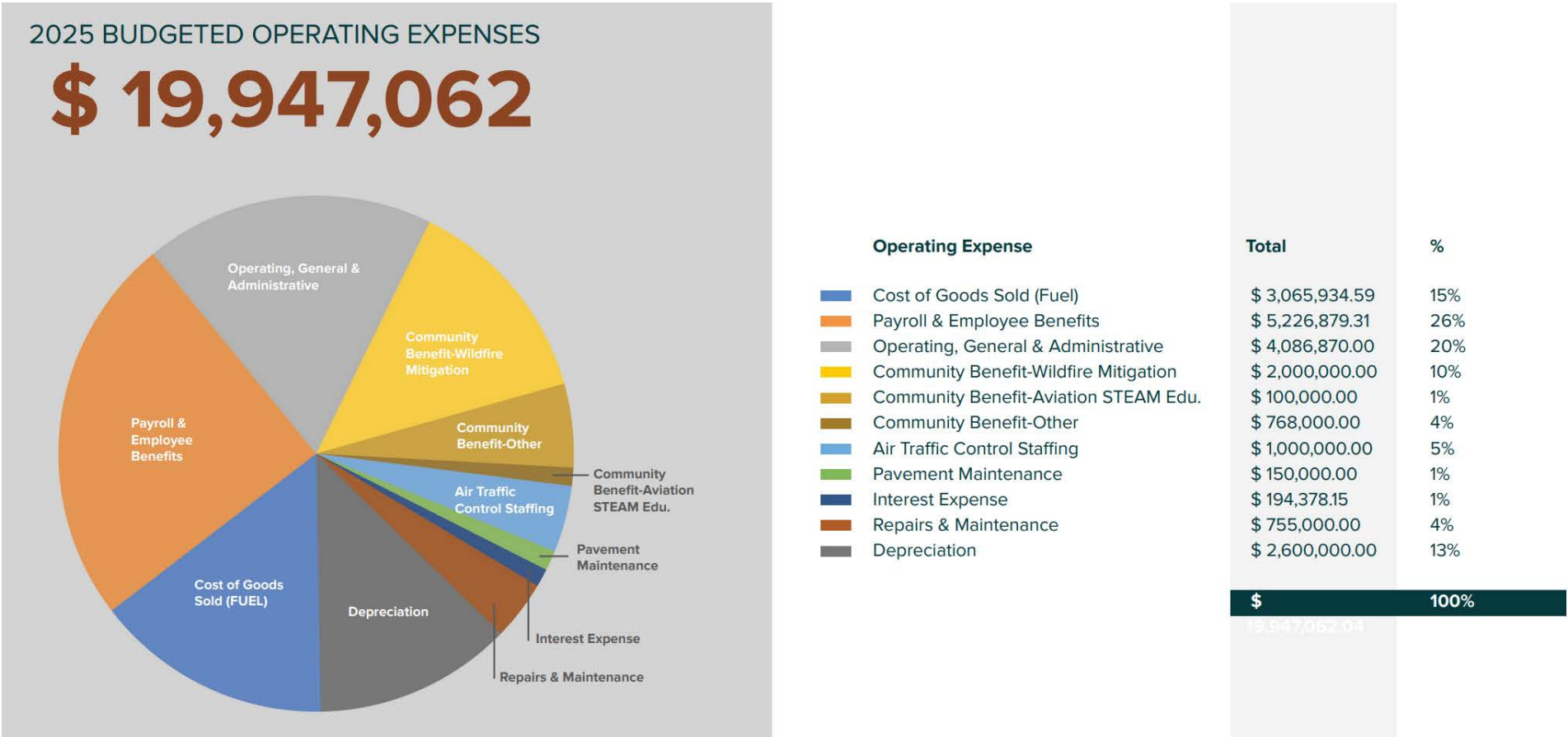
Figure 2: TTAD’s 2025 Operating Revenue





The Operating expenses for the 2025 budget are 19.9M of which 94% is allocated to airport operations and 15% to strategic initiatives related to the public purpose of an airport (see figure 3).

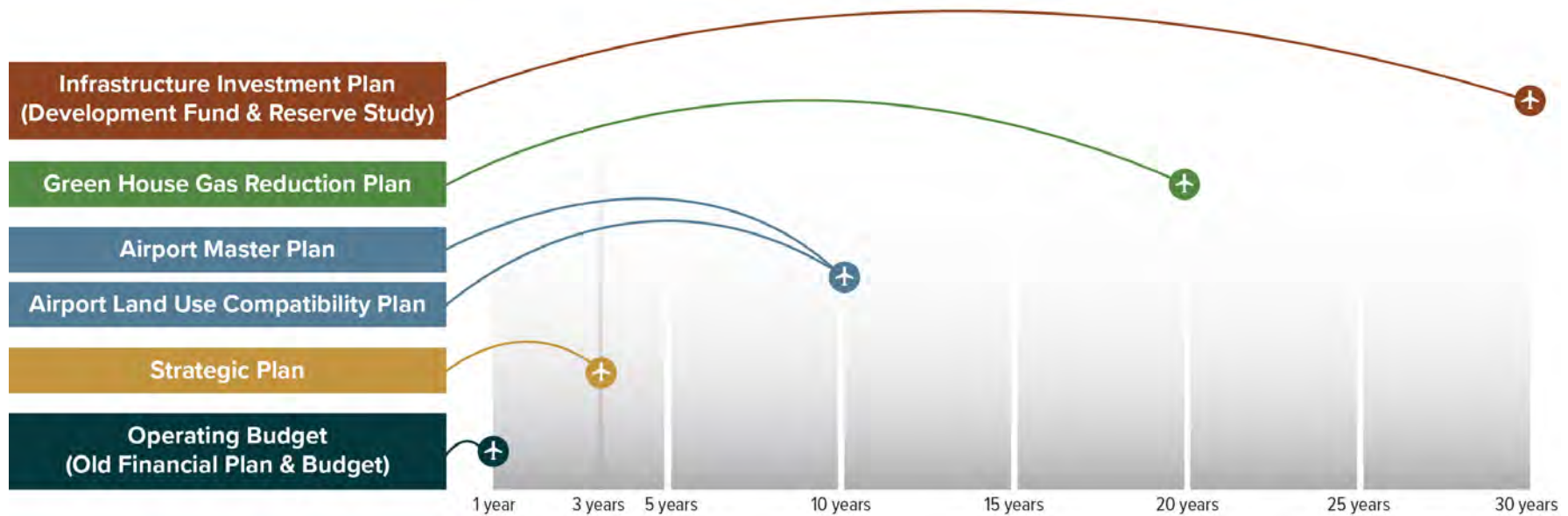
Figure 3: TTAD’s 2025 Budgeted Operating Expenses



## Plans

There are many short and long-range plans that inform priorities, decision-making and policy for the District. The goal for the District leadership is to ensure that all of the various plans align, coordinate, and support each other. Figure 4 demonstrates some of the critical plans informing priorities at the District over the next 30 years. While each of the time frames indicated represents a planning horizon, each plan is reviewed and updated on a regular basis as goals are achieved, planning factors change, or strategic guidance is updated.

Figure 4: Strategic Plan and Others





# STRATEGIC PLAN STRUCTURE

The 2026 Strategic Plan was built on the same framework used to structure the [2025 TTAD Budget](#). The structure for both the 2025 Budget and 2026 Strategic Plan include four strategic focus areas:

- **Economic Responsibility**
- **Operational Efficiency**
- **Natural Resource Conservation**
- **Social Responsibility**

The structure, known as the EONS model, was created by the [Airport's Council International](#), as a holistic approach to managing an airport so as to ensure the integrity of the Economic viability, Operational efficiency, Natural resource conservation and Social responsibility (EONS) of the organization. The TTAD Board of Directors, early in the strategic planning process decided to use the EONS framework to align with the approved budget structure.

For each of the four strategic focus areas a set of goals and strategies have been developed. These goals and strategies will be tracked by staff in a Work Plan tool shown in Attachment A which outlines the schedule and responsibilities for each goal and strategy. The Board will be regularly updated on progress being made in each of the goal areas.

Figure 5: Strategic Plan Focus Areas

## ECONOMIC RESPONSIBILITY

Operate a fiscally responsible District and contribute measurable community investments to the region.

## NATURAL RESOURCE CONSERVATION

Commit to climate-resilient practices and act to preserve and enhance the natural environment.



## OPERATIONAL EFFICIENCY

Effectively and safely operate the District.

## SOCIAL RESPONSIBILITY

Work to be a good neighbor and community partner for District and community outcomes.

# FOUNDATIONAL ELEMENTS

The following vision, mission, core values, and guiding principles are a set of agreed upon statements, developed collaboratively by the Board of Directors and staff, that serve as a foundation for how the organization makes decisions, builds culture, and communicates with the public. These foundational elements serve as benchmark tools and guideposts for the board and staff as they move forward with both implementation of the Plan as well as day-to-day operations of the District.

*Alignment is built when both board and staff operate from the same base of agreements.*

## Vision

Defines where we want to be in the future—our horizon line.

A community-focused, sustainable, safe, and well-run airport district, respected locally and nationwide.

## Mission

Defines what we do, where we serve and who we serve.

TTAD aims to provide safe, high-quality aviation services and facilities, reduce impact on our neighbors and the environment, invest in opportunities that increase community safety and provide sustained benefit to the entire Truckee Tahoe region.

## Core Values

Defines and drives the culture of our organization and what we focus on daily.

- Safety for all
- Regionally focused
- Responsible
- Innovative

## Guiding Principles

Expands on core values and describes a set of principles that guide priorities and decision-making for the District.

- We adhere to high standards of safety, accountability, equitability, and transparency.
- We care for and invest in our land, facilities, team, and community.
- We maintain rights of airport land and facilities in perpetuity.
- We strive to make fair and equitable decisions with property taxes and user fees.
- We listen to and learn from all our partners, neighbors, and constituencies.
- We are an industry leader in sustainable aviation innovation.





## STRATEGIC FOCUS AREAS, GOALS AND STRATEGIES

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Table 1. Goals and Strategies for Focus Area 1: Economic Responsibility



<div>  <b>FOCUS AREA 1: ECONOMIC RESPONSIBILITY</b>  <i>Operate a fiscally responsible Airport District and contribute measurable community, environmental, and economic benefits to the region.</i> </div>	
Goals	Strategies
<b>1.A. OPERATE:</b> Practice fiscally responsible and inclusive budgeting, as well as sound financial management of District resources.	<p>1.A.1. Develop and approve an annual budget that aligns with the District Strategic Plan, with a focus on high impact strategic initiatives while maintaining appropriate airport infrastructure reserves.</p> <p>1.A.2. Work to recover operating and infrastructure costs by maximizing the efficiency of all aviation services and facilities using market rates with recognition of equitable rates and user impact.</p> <p>1.A.3. Explore opportunities for revenue generation with existing infrastructure to further revenue growth ahead of expenses.</p> <p>1.A.4. Manage current FAA grants, explore additional grants, while monitoring and reporting as required for FAA Grant Obligations.</p>
<b>1.B. FUTURE:</b> Invest in airport safety, infrastructure, and operations on both airside and landside.	<p>1.B.1. Plan for the long-term preservation of current Airport assets by conducting regular Reserve Study updates every 3-5 years.</p> <p>1.B.2. Explore future opportunities to operate the TTAD water system in accordance with state requirements.</p> <p>1.B.3. Explore opportunities to develop solar infrastructure on TTAD property to address both airport and community needs for solar power generation.</p>
<b>1.C. QUANTIFY:</b> Quantify, track, and share economic, community and environmental investments and results.	<p>1.C.1. Quantify and communicate impact of strategic initiatives (Fly Safe, Fly Quiet, Fly SAF, Aviation STEAM, Wildfire Mitigation) by tracking in the annual budget and their estimated implementation cost (staff-time, marketing, insurance, etc.) to fully implement.</p> <p>1.C.2. Quantify regional TTAD economic impacts and consider future studies with regional partners.</p> <p>1.B.3. Explore opportunities to develop solar infrastructure on TTAD property to address both airport and community needs for solar power generation.</p>
<b>1.D. GIVE BACK:</b> Develop a community investment strategy that aligns directly to airport vision, mission, values, and public purpose.	<p>1.D.1. Define annual budget allocation for high impact strategic initiative investments.</p> <p>1.D.2. Maintain high impact strategic initiatives alignment with airport purpose, mission.</p> <p>1.D.3. Partner with other agencies.</p>



Table 2. Goals and Strategies for Focus Area 2: Operational Efficiency

 <b>FOCUS AREA 2: OPERATIONAL EFFICIENCY</b> <i>Effectively and safely operate the District.</i>	
Goals	Strategies
<b>2.A. MAINTAIN: Maintain airside infrastructure to safe standards.</b>	<p>2.A.1. Maintain a safety program in accordance with FAA standards for General Aviation Airports.</p> <p>2.A.2. Implement the annual Reserve Plan.</p> <p>2.A.3. Execute FAA Airport Improvement Projects to maintain infrastructure to safe standards.</p> <p>2.A.4. Maintain runway safety areas and reduce identified hazards to meet FAA requirements.</p> <p>2.A.5. Assess the past approach and cost/benefit of an airshow vs. a year-round Aviation STEAM program for the community.</p> <p>2.A.6. Implement the Hangar Revitalization Plan to address deficiencies, efficiency improvements, safety zones, and procedures, including remediation of non-conforming or non-permitted internal hangar structures.</p> <p>2.A.7. Develop a plan to address all hangar rows to current snow load requirements.</p>
<b>2.B. IMPROVE: Improve operational efficiencies.</b>	<p>2.B.1. Define and implement a plan to improve Airport facility maintenance.</p> <p>2.B.2. Explore domestic sources of Sustainable Aviation Fuel (SAF).</p> <p>2.B.3. Decommission airport beacons that are not required by FAA standards and dispose of excess property as appropriate.</p> <p>2.B.4. Explore the long-term cost of maintaining the TTAD Warehouse to requirement standards vs. building a new purpose-built facility.</p>




## FOCUS AREA 2: OPERATIONAL EFFICIENCY

*Effectively and safely operate the District.*

Goals	Strategies
<b>2.C. INVEST: Invest in talent and the teams.</b>	<p>2.C.1. Invest in the Board - Facilitate a board team building program.</p> <p>2.C.2. Invest in staff—implement a training and professional development plan.</p> <p>Conduct a Classification and Compensation Study every three years, or as needed to maintain competitive wage structures and ensure compliance with the Fair Labor Standards Act (FLSA).</p>
<b>2.D. UPDATE: Update policies and incentive programs around airport operations, safety, and community impacts.</b>	<p>2.D.1. Update the Fly Quiet and Fly Safe programs to increase participation and engagement.</p> <p>2.D.2. Review Board Policy Instructions on a 5-year basis and update as required.</p> <p>2.D.3. Review and update the primary management compliance documents (PMCD).</p> <p>2.D.4. Update Staff Policy Instructions &amp; Strategic Plan Goals every two years.</p> <p>2.D.5. Review opportunities for new flight procedures and contract tower renewal.</p>



Table 3 . Goals and Strategies for Focus Area 3: Social Responsibility

<div>  <b>FOCUS AREA 3: SOCIAL RESPONSIBILITY</b>  <i>Strive to be a good neighbor and community partner for District and community outcomes.</i> </div>	
Goals	Strategies
<b>3.A. COMMUNICATE:</b> Strive to be a good neighbor by listening and communicating effectively.	3.A.1. Strengthen communications with local neighbors about Fly Quiet and Fly Safe Programs. 3.A.2. Strengthen communications with the aviation community about Fly Quiet and Safety Programs. 3.A.3. Include information about District goals and partnerships, as well as community, environmental and economic benefits in outreach and communications. 3.A.4. Strengthen the capacity of the District to deliver effective community engagement + communications strategies.
<b>3.B. COLLABORATE:</b> Partner to deliver District Strategic Initiatives.	3.B.1. Engage community stakeholders to maximize the collaboration on TTAD investments in Strategic Initiatives with a focus on implementation. 3.B.2. Engage community partners to evaluate the community-wide noise and annoyance impacts through a collaborative approach to monitoring and communication. 3.B.3. Explore opportunities to invest in infrastructure that furthers Fly Safe and Fly Quiet programs, in compliance with FAA requirements. 3.B.4. Address regional issues through active participation in committees and organizations, as prioritized annually by the TTAD Board. 3.B.5. Decrease cyber security risks by collaborating with other public agencies around cyber security issues.




### FOCUS AREA 3: SOCIAL RESPONSIBILITY

*Strive to be a good neighbor and community partner for District and community outcomes.*

Goals	Strategies
<b>3.C. RECOGNIZE:</b> Increase Pilot Engagement in Fly Quiet and Safe Programs.	3.C.1. Expand upon current programs and measure results. 3.C.2. Recognize the use of the crosswind runway and Fly Quiet procedures.
<b>3.D. COORDINATE:</b> Align Strategic Initiatives with District goals.	3.D.1. Focus Strategic Initiatives on Social Responsibility and Resource Conservation and coordinate with other community stakeholders on 1) Aviation STEAM [Science, Technology, Engineering, Arts, and Mathematics], 2) Wildfire Mitigation. 3) Fly Safe 4) Fly Quiet 5) Fly SAF programs. 3.D.2. Consider outreach & collaboration with industry partners.



Table 4 . Goals and Strategies for Focus Area 4: Natural Resource Conservation

 <b>FOCUS AREA 4: NATURAL RESOURCE CONSERVATION</b> <i>Invest in and implement strategies to reduce greenhouse gas (GHG) emissions and preserve open space within the District.</i>	
Goals	Strategies
<b>4.A. ACHIEVE:</b> Strive for Airport carbon neutrality.	<p>4.A.1. Work in partnership as part of Climate Transformation Alliance (CTA).</p> <p>4.A.2. Create a long-term plan aligned with this Strategic Plan to reduce or eliminate airport-related carbon emissions.</p>
<b>4.B. RENEW:</b> “Electrify” the Airport and maximize renewable energy use.	<p>4.B.1. Continued conversion of airport vehicle fleet away from fossil fuel-based power, and in accordance with California Air Resource Board (CARB) / CA Legislative and Federal requirements.</p> <p>4.B.2. Explore airport solar opportunities for both District and community needs for green and backup power needs.</p>
<b>4.C. RESTORE:</b> Continue to preserve and restore high-value natural areas within Airport District boundaries.	<p>4.C.1. Evaluate opportunities to contribute to protecting key areas/land within the District.</p> <p>4.C.2. Ensure land management plans address sustainable, fire safety and biodiversity priorities.</p>
<b>4.D. MITIGATE:</b> Contribute to wildfire mitigation, wildfire risk reduction and forest management.	<p>4.D.1. Maintain District property with proactive forest management practices.</p>
<b>4.E. TRANSITION:</b> Prioritize Sustainable Aviation Fuels.	<p>4.E.1. Maintain Sustainable Aviation Fuel (SAF) Jet A Only.</p> <p>4.E.2. Research and prioritize the complete transition of 100LL Fuel to a FAA-approved unleaded alternative. However, 100LL must continue to be made available until December 31, 2030, or until an FAA-approved unleaded alternative becomes available.</p>

