

365-Day Action Plan

Carson City Airport Manager

Day 1-60

Jump Start Key Relationships; all meetings to focus on Carson City Airport objectives and goals, resources and how they relate to Carson City Airport Authority's mission and vision.

- **Number 1 Objective - Airport safety and security**
- **Number 2 Objective – Manage airport day-to-day activities and tenant relationships**
- **Number 3 Objective - Airport economic development**

Understand Local Conditions: Political

- **Carson City Airport Authority Chairman - Linda Law and Vice Chairman Brian Vowell**
- **Carson City Airport Authority Members - Michael Golden (FBO), Bradley Harris (At Large), Larry Harvey and Jon Rogers (Manufacturer's Representatives), John Barrette (Government)**
- **Carson City Airport Authority Legal Counsel - Steve Tackes**
- **Carson City Airport Board Engineer - Brian Fitzgerald**
- **Acting Airport Manager - Dirk Zahtilla**
- **Airport Staff - Gary Province**
- **Carson City Mayor - Robert Crowell**
- **Chief Deputy District Attorney Civil Division - Adriana G. Fralick**
- **Carson City Board of Supervisors - Karen Abowd, Brad Bonkowski, Lori Bagwell, John Barrette**
- **Nevada Department of Transportation State Aviation Manager- Kurt Haukohl**
- **Carson City Public Works Director - Darren Schulz**
- **Carson City Sheriff Kenneth T. Furlong**
- **Carson City Fire Chief Sean Slamon**

Understand Local Conditions: Airport Tenants/Stakeholders:

- **Mountain West Aviation/El Aero**
- **Carson Air Adventures**
- **Sterling Air Ltd**
- **Sport Aviation Center**
- **Weaver Aircraft**
- **Cactus Air Force, LLC**
- **Shade Tree Aviation**
- **NDOT**
- **Goni Aviation, LLC**
- **Carson Air Group Association**
- **Carson Executive Hangar Condominium Association**
- **Comstock Aviation**
- **Jet Ranch**
- **Sierra Mountain Airpark**
- **Silver Flite, Inc. & Yesterday's Flyers**
- **Sierra Skyway, Inc.**

- Cinderlite
- Experimental Aircraft Association Chapter 403 (Jim Nunnelee)
- Carson City Sheriff's Aero Squadron
- Carson City Airport User's Group

Understand Industry Regulatory Conditions:

- Federal Aviation Administration District Office Ken Williams
- Federal Aviation Administration Flight Standards District Office
- FSDO Larry Cheek FAA Team Coordinator
- TSA AFSD, Chris Stack
- FAA RNO ATM, Karl Scribner and FAA Tech Ops Manager, Eric Stern
- Regional Airport Managers - Mark Gibbs TVL, Bobbi Thompson MEV, Kevin Smith TRK, Mike Scott RTS, Kay Bennett SPZ, Marily Mora RNO

Understand Local Economic Conditions:

- Carson City Chamber of Commerce Executive Director - Ronni Hannaman
- Northern Nevada Economic Development Authority - Rob Hooper
- Governor's Office of Economic Development (GOED) – Paul Henderson

Conduct Carson City Airport SWOT Analysis. Determine immediate needs, short term objectives and long terms goals. Facilitate Carson City Airport Authority strategic planning session and determine priorities in relation to Master Plan, Airport Mission and Vision.

Day 60-100 - Historical Context and Recent Results

- Review budgets, leases and contracts
- Participate in budget process for FY 2018/19 and submit budget for CCAA approval
- Continue to meet with Airport stakeholders
- Determine Strategic Imperative -- facilitate Airport stakeholder workshop for implementation in next 90-day period
- Review Operations Manual (update as necessary)
- Review CXP Security Plan (update as necessary)
- Review CXP Emergency Plan (update as necessary)
- Review CXP Snow and Ice Control Plan (update as necessary)
- Review Airport Rules and Regulations CCMC Title 19
- Review Airport Economic Development Strategies

Day 101-180 - Best current thinking on the way forward

- Implement Strategic Plan
- Review workshop findings with CCAA, prioritize and take action as appropriate
- Develop and implement CXP objectives, goals, priorities and strategic initiatives
- Forecast needs for additional funds for staff, equipment, materials and supplies
- Undertake projects and programs for different areas of responsibility. Ensure efforts support CXP Strategic and Master Plan
- Establish bench marks and target areas

- **Review Airport Grant Preparation and application process for federal and state grants for safety equipment and related projects**
- **Measure business development leads and follow up steps**

Day 181-240 - Implement Strategies Identified and Developed in First 120 Days

- **Invest in relationships developed in first 60 days**
- **Leverage relationships to open new doors of opportunity for the Airport**
- **Complete integration of workshop findings**
- **Convert business development leads into new business**

Day 240-365 – Work with CCAA to implement Strategic Plan for Carson City Airport

- **Set ground work for the future of Carson City Airport**
- **Develop budget for FY20/21**
- **Submit ACIP Priorities and Grant Applications to FAA**
- **Set priorities for FY20/21**
- **Measure progress of first 365 days**

Industry Conferences and Relationships:

- **NvAA Annual Meeting March 27-30, 2018 Minden, NV**
- **AAAE Annual Conference April 15-18, 2018 San Diego, CA**
- **Business Aviation Convention & Exhibition (NBAA-BACE) October. 16-18, 2018, Orlando, FL**

My understanding of the CXP's Mission and Master/Strategic plan:

- The airport is currently the 5th overall busiest airport and the 3rd busiest General Aviation (GA) airport in Nevada. The 'Capital City' airport is a public use, 24 hour airport with a 6,100 ft. long x 75 ft. wide runway; Instrument Approaches and an IFR Departure Procedure; AWSOS III P/T with Terminal Area Forecasts provided by the National Weather Service; full service FBO's with small to large aircraft maintenance capabilities.
- Carson City Airport is used regularly by private and air taxi operators and is an important hub for business, pleasure, and those doing business with the state government. The airport is used as an emergency response base by firefighting operations, medical flights, and law enforcement operations. The airport also offers support for flight schools, air charter services, aircraft sales, Jet A and 100LL fuel and maintenance services.
- CXP, the primary role is to accommodate general aviation demand in the region. CXP is classified as a reliever airport within the NPIAS, meaning that one of its main purposes is to relieve general and corporate aviation activity from the regional commercial service airport, Reno-Tahoe International Airport (RNO).

Long term objectives and goals as they relate to the master/strategic plan:

The Carson City Airport (CXP) Master Plan Study is being undertaken to evaluate the airport's capabilities and role, to forecast future aviation demand, and to plan for the timely development of new or expanded facilities that may be required to meet that demand. The ultimate goal of the Master Plan is to provide systematic guidelines for the airport's overall maintenance, development, and operation.

The Master Plan is intended to be a proactive document which identifies and then plans for future facility needs well in advance of the actual need for the facilities. This is done to ensure that Airport management can coordinate project approvals, design, financing, and construction to avoid experiencing detrimental effects due to inadequate facilities.

- Extend Runway 9/27 to 7,100'
- Widen Runway to 100'
- Increase Runway Safety Areas
- Add Parallel Taxiway North of Runway 9/27
- Add Helicopter Parking Positions

3-5 priority required to deliver those objectives and goals:

- Complete 2018 Master Plan and Determine Identified Future Facility Needs
- Propose and complete a 5-year Strategic Plan
- Raise community awareness of the importance of strong airport
- Implement strategies to manage and develop airport

Things that would need to be accomplished the first 12 months in line with those priorities:

- Initiate strategic Plan Workshop
- Follow through on community listening tour

Prioritize Business Development:

- **Grow aeronautical business on the airport**
- **Grow Base Aircraft**
- **Grow Fuel Flowage Volume**
- **Develop New Revenues Sources**

WHY DO BUSINESS AT THE CAPITAL CITY AIRPORT?

NPIAS GA RELIEVER AIRPORT

AVIATION SERVICES

- **Low Cost Fuel**
- **Available Hangar Space for Rent or Sale**
- **Heavy Maintenance, Restoration and Avionics Services**
- **UAS Maintenance training Center**
- **Part 61 and 141 Flight School**
- **Part 107 (UAS) Instruction**
- **Charter Fixed and Rotary Wing Service**
- **Aircraft Rental**
- **Through-the-Fence Operations Available**
- **Ground Lease Opportunity**

TAXES

- **No Personal State Income Tax**
- **No Unitary Tax**
- **No Corporate Income Tax**
- **No Estate or Gift Tax**
- **No Franchise Tax**
- **No Inheritance Tax**
- **No Special Intangible Tax**
- **No Inventory Tax**

LABOR AND BUSINESS CLIMATE

- **Right to Work State**
- **Affordable Housing**
- **Affordable Lease Rates**
- **Low Cost- Inexpensive to incorporate**
- **Business Climate- Ranked in Top Ten as Best States to do Business**
- **Accessible Regulatory Environment**
- **Ranked #2 as Small Business and Entrepreneurship Friendly States**
- **University of Nevada, Reno Ranked Among Top 5 Business Programs in The Country**
- **Free Trade Zone No. 126 Sparks, NV**

ACCESS

- **Nevada State Capital**
- **Proximity To Major Markets -Next Door to 60 Million Customers**
- **Logistic Advantage - Reach 11 Western States within Two Day Transport**
- **3 miles I-580/US 395**

- **29 miles to Stateline/Lake Tahoe or Incline Village, NV**
- **30 miles to Reno, NV/RNO Airport**
- **31 miles Highway 439/TRIC**
- **North/South and East/West Rail Access**

INCENTIVES

- **Private/Public Opportunities**
- **Silver State Works Employee Hiring Incentive**
- **Sales And Use Tax Abatement**
- **Modified Business Tax Abatement**
- **Personal Property Tax Abatement**
- **Real Property Tax Abatement For Recycling**
- **Data Center Abatement**
- **Aviation Parts Abatement**

Challenger Consulting

985 Damonte Ranch Pkwy #310

Reno, NV 89521

775-359-3000

December 15, 2017

To whom it may concern:

Ken Moen currently oversees my lease for a hangar at the Reno-Tahoe Airport Authority from which we operate our two aircrafts, a Challenger 350 and our Learjet 40XR. Ken is my landlord as well as the face and voice of the Reno-Tahoe Airport Authority when it comes to issues affecting our tenancy. For over three years, Ken has managed our facility, GA operations and has been our primary point of contact at the airport. In this role, Ken has assisted me in resolving issues relating to the hangar, my lease agreement, as well as helping resolve safety and security concerns on our corner of the airport.

Ken's insight, empathy and integrity make working with him a pleasure. Ken has represented the Airport Authority in a professional manner and has worked with me to resolve concerns and solve problems. Ken's prior aviation experience as an FAA air traffic controller at RNO has given him in a unique perspective as an airport representative to the tenant base, allowing him to be an effective communicator when relating to tenant pilots.

Ken is an intelligent and motivated individual. He is more than capable of managing a general aviation airport, operations and administration.

Sincerely,



Perry Di Loreto
Perry@diloretoreno.com



DASSAULT
AIRCRAFT SERVICES

A DASSAULT FALCON JET COMPANY

Tracy Kalbfleisch
Vice President and General Manager
Dassault Aircraft Services Corp.

RE: Kenneth Moen

To whom it may concern,

I have had the pleasure of working with Kenneth Moen for the last 3 years while he was the GA Property Specialist with the Reno Tahoe Airport Authority. I have found Ken to be an honest hard working and reliable person. He's the kind of person that I would want on my team through thick and thin.

It is my pleasure to give Ken my highest recommendation for whatever role that you may consider him for.

Please feel free to contact me any time should you want to discuss my experience with him further.

Best Regards,

Tracy Kalbfleisch
Vice President / General Manager
Dassault Aircraft Services
Little Rock, AR & Reno, NV

Tracy.kalbfleisch@falconjet.com

(775) 737-3481



PATHWAYS TO AVIATION

22 January 2018

Eric Henry
Chairman of Pathways to Aviation
P.O. Box 21433
Reno, NV 89515

To whom it may concern,

I have known Ken Moen for over five years in various capacities.

As a member of the CEO Advisory Group on General Aviation Minimum Standards for the Reno-Tahoe Airport Authority, I witnessed first hand Ken's leadership in moderating our group of aviation experts during the winter and spring of 2015. He not only provided the needed leadership for the group but he reached out to the general aviation community, sought their input, and worked with us to restructure and simplify the General Aviation Minimum Standards. These revised standards were submitted by Ken to the president and board of the Reno-Tahoe Airport Authority which unanimously passed.

As the Squadron Commander for the Reno Civil Air Patrol I interacted with Ken regularly. He was instrumental in coordinating and ensuring the success of activities and events throughout the year. This included the quarterly Marine movements, the Civil Air Patrol activities, and the multiple Pathways to Aviation counseling and mentoring events. Ken was always approachable, respectful and provided the necessary direction and resources.

With Ken's background in airport communications and operations he has also been a trusted advisor in providing suggestions and guidance in furthering the mission of economic and workforce development for Pathways to Aviation.

Ken is not only a proven leader but is also willing to serve. I would highly recommend Ken in any leadership or managerial role. He is an encourager, knows how to work and interact with all levels of management and personnel, and focuses on the needs and goals of the organization.

Sincerely,

Eric F. Henry

January 22, 2018

To Whom It May Concern:

I am honored to provide this letter of recommendation on behalf of Mr. Kenneth "Ken" Moen. During my many years of management in the aviation profession, I have had the opportunity to work with many talented individuals. Rarely have I had the pleasure to work with someone with such passion, drive, aptitude and interpersonal skills as Ken.

As the Manger of Planning and Environmental Services for the Reno-Tahoe Airport Authority, I have had the opportunity to work with Ken on numerous occasions while he assumed roles in both the Airport Operations and Airport Economic Development arenas. Ken secured a reputation among both his co-workers and airport tenants as a personable, dependable and knowledgeable individual who was always willing to provide assistance when and where needed. On numerous occasions, Ken is known to have made himself available, at a moment's notice, on his personal time, to assist a tenant in need or step in to assume an critical staff vacancy. As a member of the Authority's Employee Recognition Committee, I have had the privilege to read a number of hand-written accolades that have been submitted, describing his exemplary attitude and/or service.

As a former Air Traffic Controller, Operations Supervisor, and Property Specialist Ken possesses a unique, comprehensive, set of qualifications in the aviation industry. In addition, Ken is an Airport Certified Employee (A.C.E.) in Operations and a fully Accredited Airport Executive (A.A.E.), the highest accreditation available within the airport industry. His acquisition of these professional credentials did not evolve through an employment requirement or expectations of career advancement, but out of his continuing desire to enhance his professional knowledge base in the industry.

In addition to his numerous accomplishments, Ken possesses many inherent traits that make him an ideal team member. Ken is kind but firm, displays a true passion for everything in his life, is driven but not at the expense of others, demonstrates comradery on numerous occasions and has a great sense of humor.

I am resolute in my recommendation of Ken for any position he seeks and firmly believe that he should be provided thorough consideration. He would not only excel in the position but would be a great asset to your organization.

Please do not hesitate to contact me at 775-636-1733 if you would like to discuss Ken's qualifications and experience further.

Sincerely,



Daniel P. Bartholomew, AICP, A.C.E., A.A.E.
Manager of Planning and Environmental Services
Reno-Tahoe Airport Authority

Letter of Recommendation for Ken Moen – December 2017

To who it may concern;

I would like to express my personal knowledge of the character and professional capabilities of Mr. Ken Moen. I have known Ken for over 20 years during his professional career with the Reno-Stead Airport. I have found ken to not only be a very technically qualified individual at his job, but he was also very professional, honest, fair and easy to work with. Ken has a great deal of common sense and understanding of how to accomplish any job task, which is not always true with many technically qualified employees. In all my dealing with Ken, he was very prompt in response and completing the task. I would highly recommend Ken for any challenging employment or consulting position that you may be considering of him. Should you have any questions or further insight of my experiences with Ken, please feel free to contact me per the below.

ENCORE DEC

Sincerely,

A handwritten signature in black ink, appearing to read "Randy Soule". The signature is written in a cursive, flowing style.

Randy Soule, P.E.

Randy@encorenv.com

775-762-2797



Reno-Tahoe Airport Authority

P.O. Box 12490 • Reno, NV 89510-2490 • (775)328-6400 • (775)328-6510

Tina Iftiger
Vice President of Airport Economic Development
Reno-Tahoe Airport Authority
2001 E. Plumb Lane
Reno, NV 89510

December 1, 2017

To whom it may concern:

Ken Moen currently oversees general aviation under my direction in the Airport Economic Development at the Reno-Tahoe Airport Authority. For over three years he has managed the general aviation property, operations and tenant relations at both the Reno-Tahoe International Airport (RNO) and the Reno-Stead Airport.

In this role, Ken is responsible for tenant compliance, property maintenance and hundreds of contracts, from ground leases and hangar leases to operating agreements. While managing his day-to-day responsibilities, Ken achieved his airport executive accreditation through the airport executive accreditation program sponsored by the American Association of Airport Executives, world's largest professional organization for airport executives.

Ken's prior aviation experiences as an FAA air traffic controller at RNO and airport communications and operations positions are an ideal combination for managing general aviation.

Ken is an intelligent and motivated individual. He is more than capable of managing general aviation airspace, operations and property. Ken has received countless tenant compliments over the years and has effectively managed multiple budgets supporting general aviation facilities, from hangars to pavement.

Beyond these responsibilities, Ken has been actively engaged in shaping the organization's culture. Ken is always the first to serve and encourage others.

Sincerely,



Tina Iftiger

Reno-Tahoe Airport Authority
Reno-Tahoe International Airport • Reno-Stead Airport