



## TRUCKEE TAHOE AIRPORT DISTRICT - INTEROFFICE MEMORANDUM

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**TO:** BOARD OF DIRECTORS  
**FROM:** KEVIN SMITH, AAE – GENERAL MANAGER  
**SUBJECT:** GOALS/FOCUS AREAS FOR 2021  
**DATE:** FEBRUARY 11, 2021

**OBJECTIVE:** Review the attached Draft Goals for 2021 Prepared by Staff. This is a discussion item only. Final adoption will be considered at either the February 24, 2021 or March 24, 2021 Board Meetings.

**BACKGROUND:** Each year the Board adopts a set of Goals to guide and emphasize focus areas for the District. Staff uses these goals and focus areas to, in turn, set goals for the General Manager and Airport Staff. These goals are posted in District buildings, the Board Room, and referenced throughout the year. They are also used in performance evaluations of the General Manager and District Staff. The Board also reviews the Goals at the end of each Board meeting. Typically, the Board selects 9 to 11 Goals to work on each year. This year Director Hetherington suggested Staff and the Board consider an article from CSDA Magazine which provides good guidance on goals and goal setting for Special Districts. In their Nov/Dec 2020 edition there is an article titled “Goal Setting for Traction” which provides great counsel that can assist us in goal setting for 2021. See attached.

District Goals are usually derived from the current year Budget but also from current and upcoming discussion items, workshops, and topics of interest from the Board and Staff. This year staff has prepared 5 suggested goals with some other goal ideas that the Board could consider. Per the recommendation in the CSDA article, staff is proposing fewer goals than in previous years. With our Mission Statement as part of our Goals every year, we may not need to continue including additional specific goals centered around operations, outreach, low impact, community benefit, etc., as that is essentially already included in the Mission Statement.

As we set Goals, a few questions we could ask or discuss are as follows:

- Define or describe what success looks like? Does it look the same or different to each of us?
- What ultimately are we trying to advance or achieve?
- What is the desired outcome from the Goal?

Attached is the first draft of potential goals. We look forward to discussion and dialogue as we consider adoption of goals for 2021.

Attachments

- Draft of 2021 District Goals
- CSDA Magazine Article “Goals Setting for Traction”