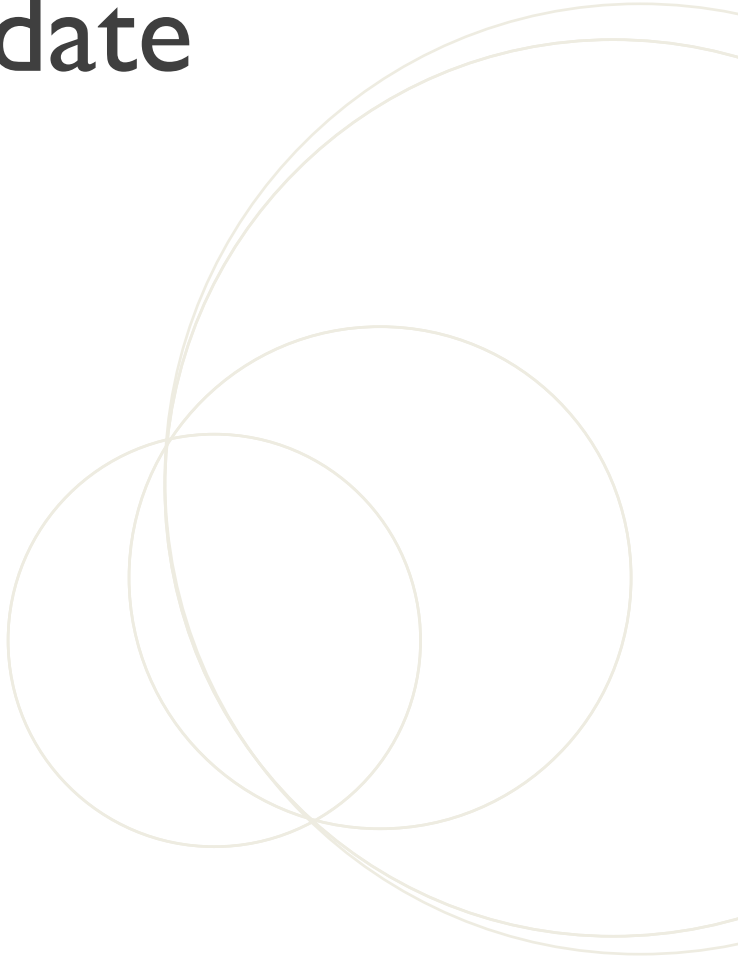


Strategic Planning Update



**TRUCKEE
TAHOE
AIRPORT**



Seana Doherty
Senior Manager
Jan 25, 2023

Overview



Goals

6- Month collaborative process to create:

- A roadmap of priorities for next 3-5 years
- A collective direction internally + externally
- A tool for board and staff (today + future)
- A plan that defines what we want to do and what we don't want to do
- Better board + staff alignment
- A Team
- Other TBD at future workshops/input

Timeline

Listen + Learn

- Kick-Off
- Interviews
- Review docs
- Research best practices

JAN-MAR

Workshops (3)

- Fundamental agreements
- Vision, mission, goals
- Objectives

FEB | MAR | APR

Plan Drafting

- Short
- High level
- Informs staff work plans
- Public facing

APR-JUN

Future
Outreach



Framework



Roles

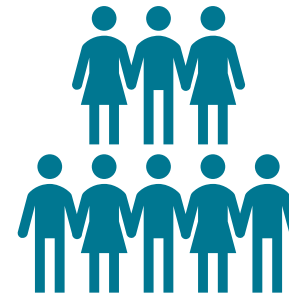
Board



Define Strategic Plan *(high level)*

- Be informed and aligned
- Set overall strategic direction
- Some implementation
(within Board powers and responsibilities)

Staff



Inform + Execute/Operationalize Plan *(detailed level)*

- Provide information and recommendations
- Ask for specific, needed input
- Add operational details to the Plan
- Most of plan implementation

Final Plan

What will be included

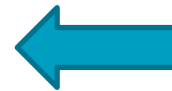
- Vision, mission
- Guiding principles
- Strategic framework
 - Goals
 - Objectives
 - Some strategies or priority areas

What will not be included

- Detailed tactics
- Operational tactics
- Performance measures
- Lots of specific details

Keep in mind the four elements of a functional organization:

1. Programs, Facilities, and Services
2. Outreach and Communications
3. Organization and Team
4. Budget



Our job as facilitators is to make sure we include these topics in our conversations and the plan.

End Product



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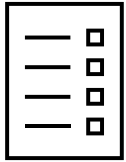
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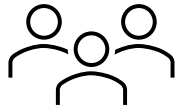


Any other examples you'd like us to look at?

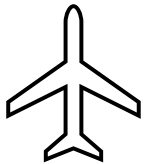
Inputs



Guiding Documents, Studies, Policies, etc.



Past Input: Board + Staff



Examples from other airports + special districts, other relevant examples

Workshop Series

#1

- Agreements and Guiding Principles
- Vision, mission, core values
- Preliminary strategic focus areas

FEB

#2

- Review preliminary framework
- Draft goals
- Staff presentations
- Strategies, objectives

MAR

#3

- Review updated framework
- Discuss priorities
- Any final wrap-up
- What's next

APR

Close/Next Steps

- Board Workshop #1—Feb 8
- Staff interviews (*aim to complete by Mar. 15*)

