

Truckee Tahoe Airport District STRATEGIC PLANNING

Board Work Session #1



TRUCKEE
TAHOE
AIRPORT

Wednesday, Feb 8, 2023

Engage Plan Implement  AGNEW
:: BECK

Flight Check and Filling the Tank

Welcome




Land Acknowledgement

I acknowledge the ancestral, cultural, traditional, and unceded territory of the Washoe people on which I live and work.



A Land Acknowledgement is a formal statement that recognizes and respects Indigenous Peoples as traditional stewards of this land and the enduring relationship that exists between Indigenous Peoples and their traditional territories.

<http://convention.myacpa.org/nashville2020/inclusion/land-acknowledgement/>

A graphic consisting of three overlapping circles in a light teal color, arranged in a triangular pattern. The circles are thin and white, set against a solid teal background.

For more information:
<https://nativegov.org/a-guide-to-indigenous-land-acknowledgment/>

Workshop Series

#1

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

FEB

#2

- Review preliminary framework
- Draft goals
- Staff presentations
- Potential objections, strategies

MAR

#3

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

APR

Today

9:00am	Welcome <i>Opening Remarks, Public Comment, Agenda Review, Roles & Responsibilities, Commitments & Agreements</i>
9:45am	Fundamentals <i>Foundational Topics, Practicing Discourse</i>
10:45am	Break
11:00am	Visioning <i>Future Vision, Initial Strategic Priority Areas</i>
12:15pm	Grab Lunch
12:30pm	Wrap Up <i>Final Reflection, Session Feedback and Evaluation</i>
1:00pm	Adjourn

All times are approximate except for start and end times.

What's Next?

*Keep the end in mind
(at the beginning...)*

Set the tone for the day

Affirm commitments

Reflect on functioning together

Strategic Plan Structure + Components

Plan Contents

- 1. Guiding Principles or Fundamental Agreements**
 - Who we are and why we exist. “We believe...”
- 2. Strategic Framework**
 - Vision, mission, values, focus areas, goals statements
- 3. Priority Areas and Objectives**

Plan Characteristics

- Short + graphic
- Easy to read + understand (sharable with the public)

What will not be included

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

Already building the framework!



Example Strategic Plans



FOCUS AREAS

- 1 MOBILITY and MEMBERS**
Environment change
 Create a viable, attractive, integrated, easy-to-use member-supported mobility system.
 Strategy: Integrate and add mobility services (such as establishing City Go Wallet)
 Strategy: Develop structures for City Go membership and acquire members
- 2 PARTNERSHIP for PERFORMANCE**
Policy and systems change
 Establish and sustain a transportation management association for Downtown Boise that integrates transportation demand services.
 Strategy: Develop effective, ongoing, partner-based organizational structure
 Strategy: Build a sustainable financial model
 Strategy: Sustain and grow City Go program resources to meet demand
 Strategy: Collect and share data to track performance and system response
- 3 COMMUNITY ACTION**
Behavioral change
 Raise awareness of available services and increase public support for and use of mobility options and alternatives to SOV trips.
 Strategy: City Go brand and marketing activities (such as City Go website)
 Strategy: City Go educational and outreach opportunities (such as City Go Conversations)

AGNEW HUBBECK

We work to achieve equitable, thriving communities.

Equity, Trust, Adaptability, Solution-focused, Collaboration, Guiding Values

We support initiatives that grow fair representation. We are a multidisciplinary team of planners, economists, analysts, researchers, writers, illustrators, visual designers, and content experts working alongside people, organizations, partnerships and governments.

Key Impacts

- Soft Power: Increase representation and equity in decision-making and leadership.
- Trust in Data and Analysis: Foster learning at all levels of knowledge through qualitative and quantitative study.
- Substantive Economic Outcomes: Increase the health and well-being of people and the natural world; support strong, regenerative and collaborative built trust in data and analysis, and value in our shared humanity.
- Healthy Communities: Develop plans where all people thrive, consulting with local, state and so.
- Accessible Economic Outcomes: Increase the wellness of our business and our team.

How We Work

Engage stakeholders | Facilitate meaningful conversations | Use clear language | Make data visible | Blend big picture and detailed thinking | Research and share what works | Sustain a thriving business | Support action and implementation | Connect people to needed resources | Manage for efficiency and effectiveness



TRUCKEE TAHOE Workforce Housing Agency

6 Targets in 5 Years

The TTWHA five-year Strategic Plan will track to the six key targets outlined below.

- 1. Create** **\$10 million**
 Create \$10 million in new funding to accelerate workforce housing solutions.
- 2. Facilitate** **75 units**
 Facilitate development of at least 75 workforce housing units on publicly-owned land.
- 3. Incentivize** **50 units**
 Incentivize the development and/or acquisition of workforce housing on privately-owned land.
- 4. Acquire** **24 units**
 Acquire 24 existing housing units and preserve for long-term workforce housing.
- 5. Expand** **1,000 employees**
 Expand housing programs to serve 200 employees per year, including member employees and other public agencies employees.
- 6. Increase** **Increase state funding for workforce housing**
 Participate in state advocacy efforts to increase funding for middle-income workforce housing needs.

Request: Commitments for a Productive Day Together

Our Commitment to You

- Focus on our role + job
- Be respectful
- Be neutral
- Be open
- Stay on track and on time
- Help you move forward

Our Requests

Please stay engaged and present.

Cell phones

Bring a mindset of “possibility.”

Be open to the ideas shared and imaginative about the future.

Respect

Maintain calm, constructive conversation. Direct comments and questions to facilitators.

Roles with Strategic Planning

Facilitator Role

- Facilitate a productive process.
- Set up opportunity for Board to make informed decisions about priorities and strategic direction.
- Produce a high-level, professional strategic plan document that authentically reflects board direction.

Board

Define Strategic Plan (high level)

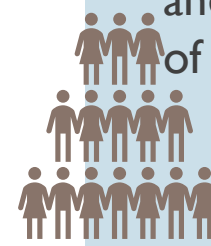


- Be informed and aligned
- Set overall strategic direction

- Some implementation ideas to our strategic planning process (within Board powers and responsibilities)
- Bring your best self and best ideas to our strategic planning process.

Staff

Inform + Execute to Operationalize Plan (detailed level)



- Work to create a strategic plan that is useful for FIAD and supported by the Board of Directors.
- Provide information and recommendations
- Ask for specific, needed input
- Add operational details to the Plan
- Most of plan implementation

“Guess Who?” (Re-)Introductions

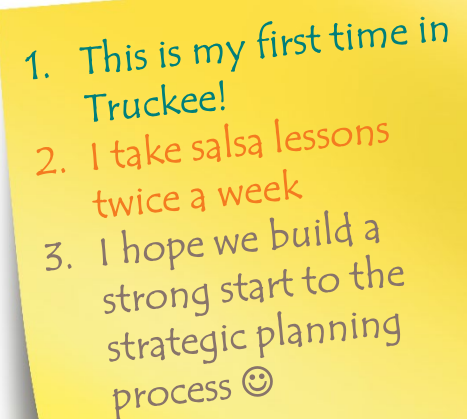
Use a sticky note to write 3 facts about yourself.

1. One intriguing fact about yourself
2. Something you do for fun
3. One thing you hope to accomplish today

Pass your sticky note to
Abigail, Seana, or Ellen.

Then, we'll read out each sticky note & match it with the person who wrote it.

EXAMPLE →

- 
1. This is my first time in Truckee!
 2. I take salsa lessons twice a week
 3. I hope we build a strong start to the strategic planning process 😊

In the Room (Out of the Room)

Quick exercise

Everyone has 4 extra large sticky notes and markers

Please write a word or short phrase on each one describing an attitude, mindset, behavior or act.

- → Use 2 for what you would like to “be in the room” today.
- → Use 2 for what you would like to “stay out of the room” today.

We will ask you to share and explain your thoughts with the group.

openness

honesty

personal fears

cold air!

Temperature Check

High-level observations from Board interviews

- **Agreement to move forward with strategic plan process**, that the board will benefit from work at this level, and the organization will benefit from setting clear goals.
- **Agreement that the framework is a good starting place** to structure the strategic planning conversation.
- **Agreement the Board is not functioning as well as it could**, as you want it to, and a desire to be able to move past grievances and establish better board dynamics.
- Interest in practicing how to move forward more productively.
- *Facilitator observation*: an absence of insight and communications about each others' motivations and thought processes is creating opportunity for misunderstanding and frustration.

Summary of Board Voting Record (2022)

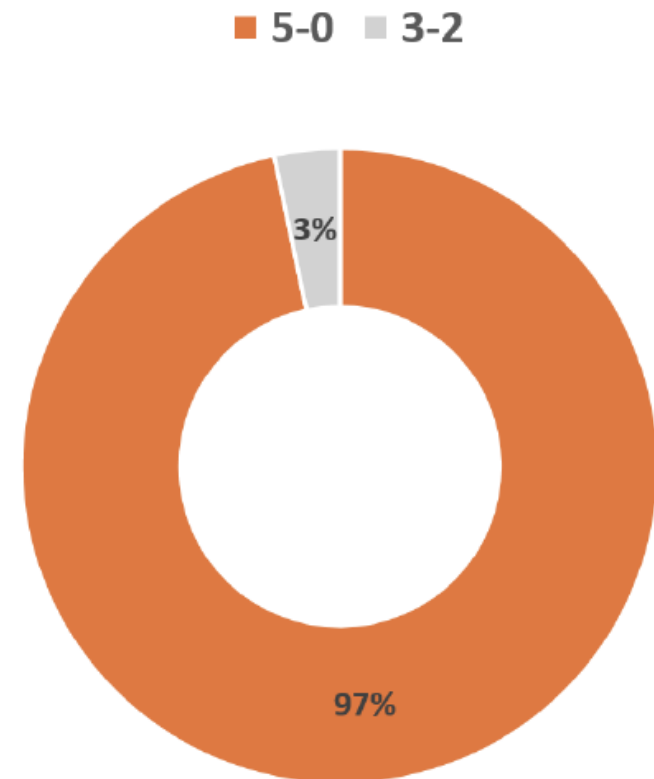
Number of meetings analyzed: 9

- Two meetings were excluded from the data due to an absent board member
- January 26th & April 27th

Number of motions analyzed: 30

- In 2022, the voting outcome 5-0 occurred 29 times, accounting for 97% of the board voting decisions
- In 2022, the voting outcome 3-2 occurred 1 time, accounting for 3% of the board voting decisions

Voting Outcome Summary



Taxiing for Take Off

Fundamentals



What's Next?

Introduce foundational topics

Understand preliminary viewpoints

Practice productive discourse

Get direction for future conversation

We will use: small sticky notes, pens or markers, dots, 10 green dots, wall post-its

Foundational Topics



Constituencies

Who are the constituencies you represent, serve?

Whose perspectives, needs do you consider when making decisions?



Airport Growth

What is the growth trajectory for the Airport? Should the Airport maintain the same level of operations? Same footprint? Should it aim to grow? Shrink?



Organizational Effectiveness

How well do you think the airport operates? Do you have confidence in the organization and your ability to function effectively?



Financial Investment Priorities

Thinking about the 4 strategic framework areas, how would you “divide the dollar?” Do you prioritize or emphasize investment in all areas equally or some more than others?

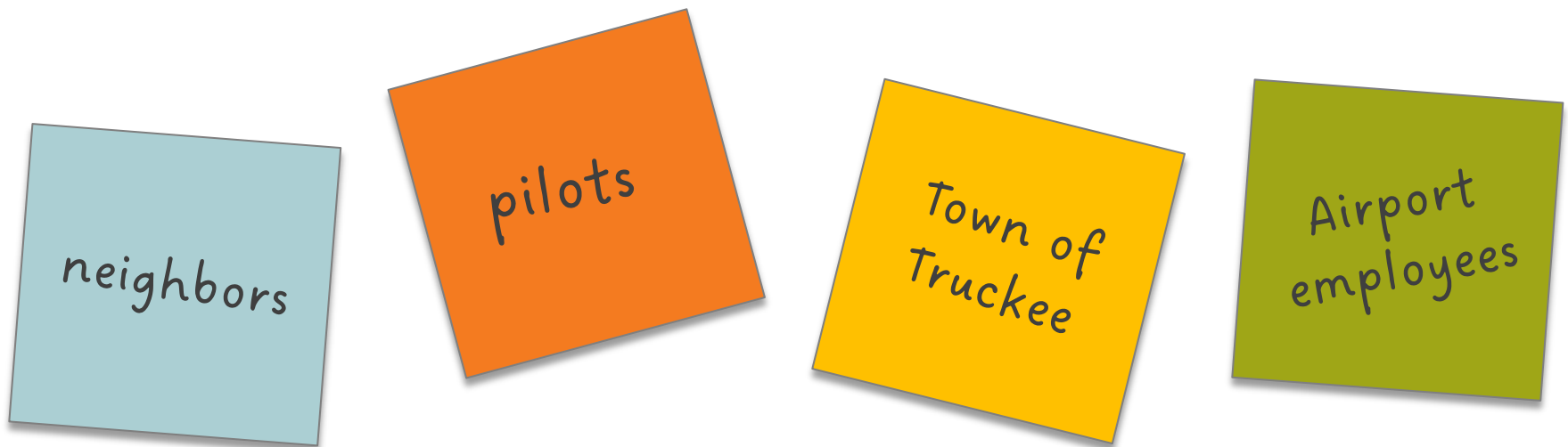
Other?

NOTE: This is preliminary and informational discussion that helps staff, facilitators and each other shape the strategic plan process. We will not be making any decisions today. We do not need to come to a consensus on these today. Listening, learning, observing is our role in these conversations.

Constituencies “Sticky Storm”



- **Consider:** *Who are the constituencies you represent, serve? Whose perspectives, needs do you consider when making decisions?*
- **Please identify constituency groups on sticky notes.**
- **One group per sticky.**
- **We will place on the wall and discuss together.**

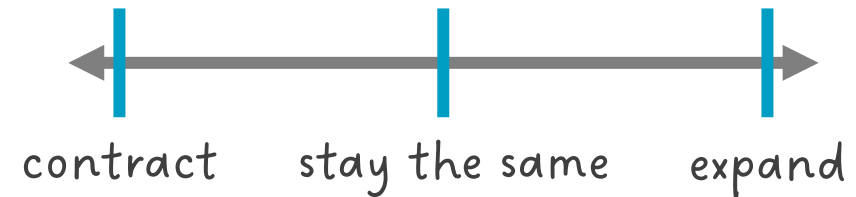


Where on the Continuum?



- **Airport Growth**

What is the growth trajectory for the Airport? Should the Airport maintain the same level of operations? Same footprint? Should it aim to grow? Shrink?



- **Organizational Effectiveness**

How well do you think the airport operates, today? What is your confidence level in the organization and its ability to function effectively?



Financial Investment Priorities



What's Next?

Break!

Look to the future

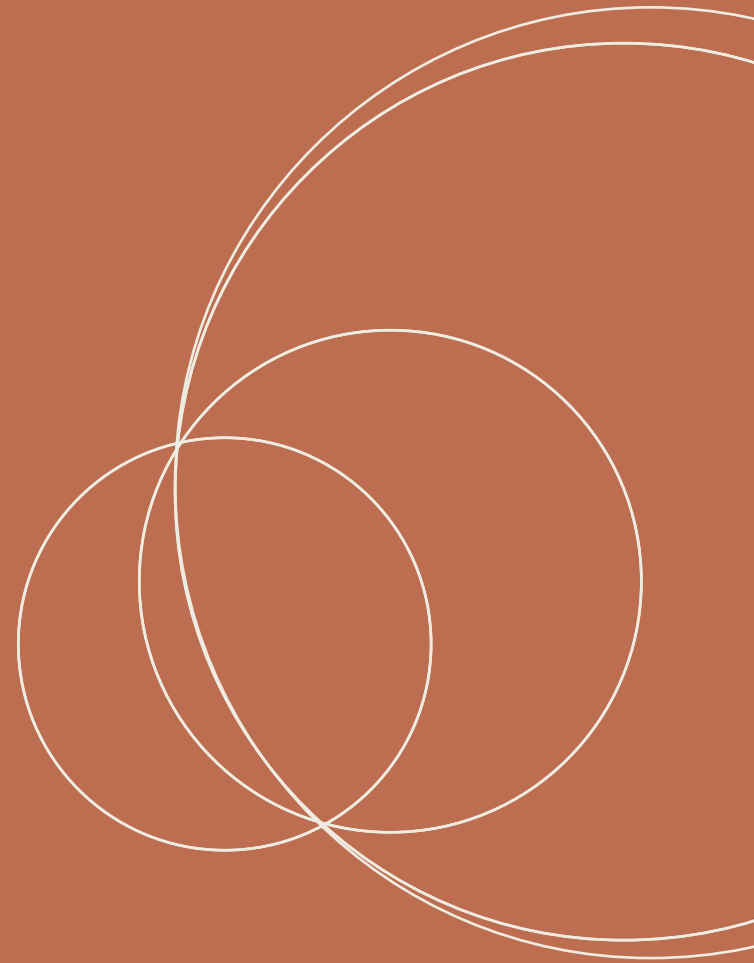
Draft vision statements, core values

Examine map of airport and environs

Build aspirational (goals) framework

Clear your mind!

Break



Above the Clouds

Visioning



What's Next?

Look to the future

Draft vision statements, core values

Examine map of airport and environs

Build aspirational (goals) framework

We will use: maps, wall posters, paper and pens, sticky notes, markers

Vision, Mission, Values – What's the difference?

Vision: What we work to create (horizon line); desired end result.

Mission: Describes the purpose and goals of an organization, who it serves and where.

Values: Guides how an organization works; what unites us; describes organizational culture

Sample Vision Statements

Desired end state as a result of your work



The Nature Conservancy: To leave a sustainable world for future generations.



Make-A-Wish: That people everywhere will share the power of a wish.



Habitat for Humanity: A world where everyone has a decent place to live.



San Diego Zoo: To become a world leader at connecting people to wildlife and conservation.



San Francisco International Airport

San Francisco Airport: Is committed to caring for and protecting the communities we serve and maximizing the social and economic impact and benefits to them. Achieving our mission depends on building meaningful community relationships that connect our values with our social responsibility.

Examples of Core Values

CANVA

Make complex things simple

Always aiming for the most simple, pragmatic and effective solution to any problem. Think of the user.

Set crazy big goals and make them happen

Set ambitious goals, prioritize, hustle to execute and celebrate success!

Be a force for good

Making the world a better place through positive actions, inclusion and diversity.

Empower others

Empowering others to achieve their goals, both globally and within Canva.

SFO

Safety and Security, Teamwork, Excellence, and Care

Patagonia

Build the best product

Cause no unnecessary harm

Use business to protect nature

Not bound by convention

Netflix

Integrity, excellence, respect, inclusion, and collaboration

Individual Work: Vision and Values

Vision Drafting, Write One

*Prompts to help think about
.....In 10, 20 years.....what will
the District look like?*

- What will Board and staff look like?
- What will operations and facilities look like?
- What will the community be saying about us? Neighbors? Pilots?
- Funding and financial picture?

Values Work

- Jot down 3-5 core values
- Meaningful to you
- Will work to drive culture and day to day decisions ---how we operate, how we treat customers and our constituencies, each other.



Group Up!

We will collect your vision and value booklets.

A::B staff will record notes and any shared vision and values from your group.

Group Mountain

David, Teresa, Rick
(Robb, Ellen)



Group Sky

Mary, Kat
(Jeff, Seana, Abigail)



Mapping and Focus Area Instructions

Still in groups, please answer these questions

MAP: What does the map look like in 10-20 years?

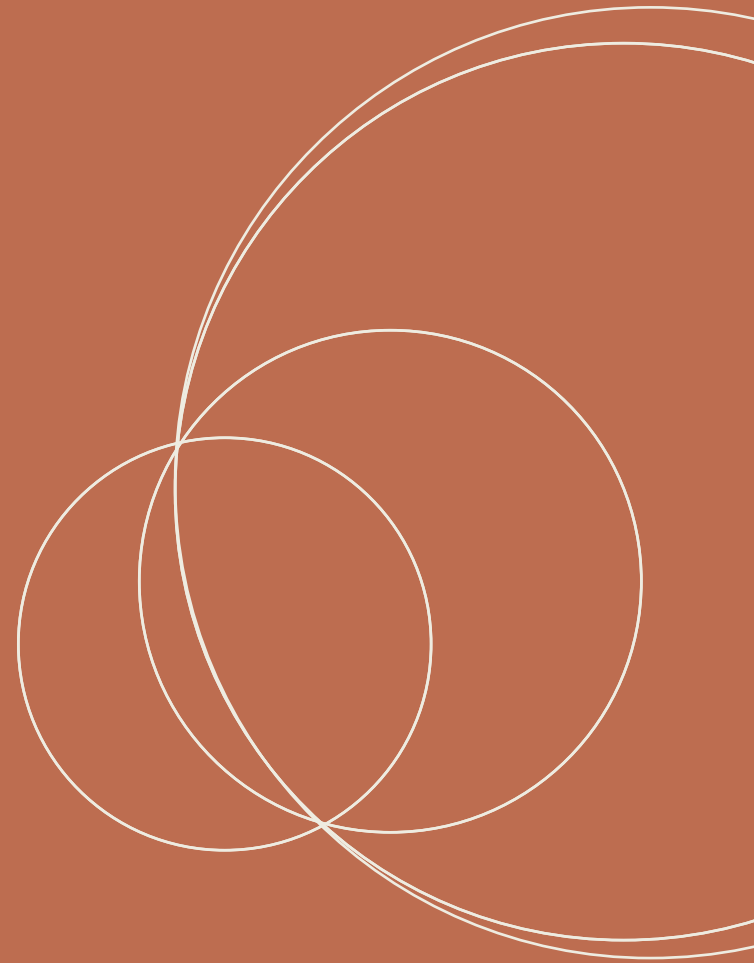
- At the Airport?
- For the region?
- What is there? What isn't there?



FRAMEWORK: What aspirations should we strive for in each of these areas?

Enjoy the taco bar!

Lunch



Touch Down

Wrap Up



What's Next?

- Complete feedback form (check your email!)
- Individual Board debriefs with A::B
- *Optional:* Board coffees and informal conversations
- Staff interviews and work session
- Workshop #2:
March 22, 9am-1pm @
Airport



Reflection

1. What did you observe today?
2. How do you feel as you leave the room?
3. What is one thing you plan to do?

Thank you!



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Engage Plan Implement  **AGNEW
::BECK**

