

# Truckee Tahoe Airport District STRATEGIC PLANNING

## Board Workshop #2



TRUCKEE  
TAHOE  
AIRPORT

Wednesday, March 22, 2023

Engage Plan Implement

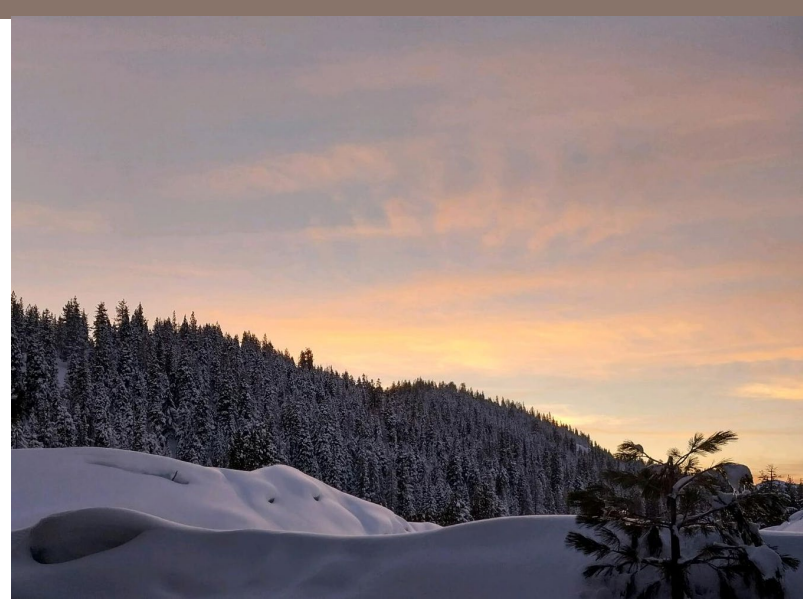


Welcome



# 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/>

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

# Today

9:15am	<b>Welcome &amp; Overview</b>
9:30am	<b>Input to Date</b>
10:00am	<b>Strategic Framework Review &amp; Discussion</b>
12:15pm	<b>Grab Lunch</b>
12:30pm	<b>Next Steps</b>
1:00pm	<b>Adjourn</b>

*All times are approximate except for start and end times.*

# Objectives for Today

- **Work Together!** Keep working on building blocks for the strategic plan
- **Recap** – progress to date.
- **New inputs** – Hear + discuss input from staff interviews.
- **Framework Feedback** – Board feedback on the DRAFT Strategic Framework
  - *Vision, Values, Guiding Principles, Goals*
- **Prep Priorities** – Board input on *strategies* and *priority projects list* and *prioritization criteria*.



# Board Workshop Series

## Workshop #1

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



**FEB**

## Workshop #2

- Staff team interview feedback
- Review DRAFT strategic framework
- Potential projects, strategies, prioritization



**MAR**

## Workshop #3

- Review (final) updated framework
- Consensus on priorities
- Any final wrap-up
- What's next



**MAY**

# Spring > Summer Schedule Details

## Workshop #1 (February)

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

## Workshop #2 (March)

- Staff team interview feedback
- Review DRAFT strategic framework
- Potential projects, strategies, prioritization

## Workshop #3 (May)

- Review (final) updated framework
- Consensus on priorities
- Any final wrap-up
- What's next



## Leadership Team Project Recommendations (April)

- Build from staff interview input, Board list and Board prioritization criteria
- Individual meetings with Board members

# Strategic Plan Structure







Input to Date



# Common Themes from Board Interviews

## 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 and function.
- 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.

# Foundational Ideas



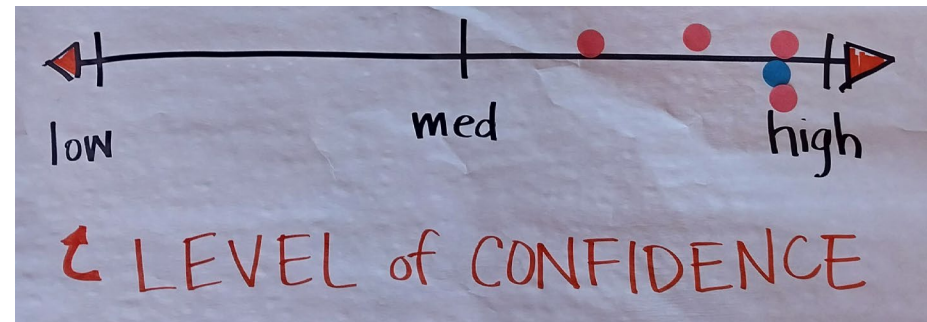
- **Airport Growth**

*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?*



# Foundational Ideas



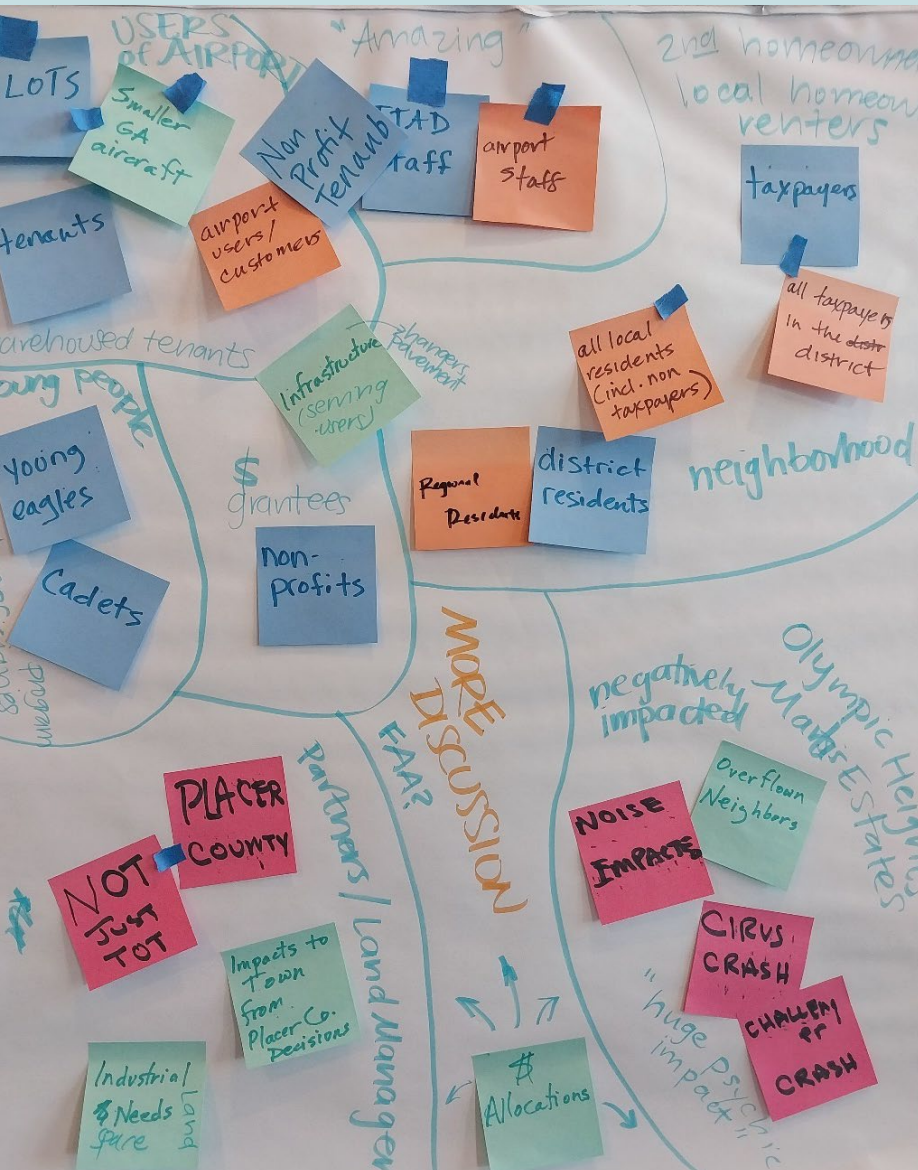
## Constituencies

- *Who are the constituencies you represent, serve?*
- *Whose perspectives, needs do you consider when making decisions?*





# Constituencies



- Board is tasked with making decisions that consider all constituencies.
- Some decisions will affect some more than others.
- Named constituencies:
  - Airport District residents and taxpayers
  - Airport users (tenants, pilots, etc.)
  - TTAD staff team
  - Partners (ToT, counties, other districts)
  - Nearby/impacted neighbors
  - FAA and regulators
  - Grantees
  - Others?

# SAMPLE Constituencies Priorities Matrix

		WHAT do they prioritize/care most about?				
		Safety	Well-managed/run	Local noise and air traffic impacts*	Use of funds, grants, land, community services	Shared community-wide goals
WHO are our constituencies?	Airport District residents and taxpayers	✓	✓	?	✓	?
	Airport users (tenants, pilots, etc.)	✓	✓	?		
	TTAD staff team	✓	✓	✓	✓	✓
	Partners (ToT, other districts)	✓	?		✓	✓
	Nearby/impacted neighbors	✓		✓		
	FAA and regulators	✓	✓	✓		
	Grantees				✓	
	Others?					

NEW INPUTS

# Staff Interview Summary



# Staff Interviews Overview

- Met with 22 staff one-on-one (out of 24 total)
- Full-time, permanent staff
- When asked “Do you watch the TTAD Board meetings”, 22 out of 23 said **yes**.
- Reminders:
  - Perceptions
  - Individual opinions
  - Listen, stay open, discussion



# Strengths of TTAD: *What do we do really well?*

- Running an airport—airfield operations, fueling, snow removal, equipment
- Safety
- Take care of staff
- Management Team, new GM
- Staff culture: Teamwork, happy, competent, culture is positive, love their jobs
- Strong reputation with users (pilots, tenants)
- Strong financial position

# What are our weaknesses/challenges?

1	2	3
Internal Systems & HR	Board Relations	Long-Range Planning Commitment
<p><b>A. Standardization:</b> operating systems, procedural for consistency + new staff (getting there)</p> <p><b>B. Internal communications:</b> especially for field staff</p> <p><b>C. Professional Dev:</b> succession, retention, training plans</p>	<p><b>A. Disconnect:</b> Between staff and board priorities.</p> <ul style="list-style-type: none"><li>A. Board priority: noise, community giving</li><li>B. Staff: running + caring for the airport</li><li>C. Impacts everything (i.e. customer service)</li></ul> <p><b>B. Board Meetings:</b> conflict between members, staff/board, #1 makes it hard to move projects forward (lots of studies)</p>	<p><b>A. Commitment to the Long-Game</b></p> <ul style="list-style-type: none"><li>1. We study a lot but implement less</li><li>2. Hangar maintenance or replacement plan?</li><li>3. Runway plan?</li><li>4. Funding to pay for this?</li><li>5. Airport land use?</li><li>6. Tenant plan?</li><li>7. What is our plan-- today-- to take care of what we have in 10-20 years?</li></ul>

# Other Challenges Working at the District

## Community perceptions:

- “tons of funding to give away”
- We have control over flights and increased traffic
- Lack of understanding of what we do, or even that we exist



Photo: Evan Peers

# Quotes

"What they [the Board] do and how they behave [at Board meetings] impacts the pride and the staff's feelings about working here at the airport."

"Board focuses on noise and staff is focused on safety – this creates a disconnect and lack of priority alignment. Customers are those that spend money at the airport (pilots, hangar tenants, facility users/community, business at the airport). Why would we not want to serve our customers well?"

"The drama that comes from the Board is demoralizing and it's hard to work with them."

"The direction that they [the Board] would like to see us go is not running an airport necessarily."

"Do they [the Board] know we [the staff] are on the same team?"

"Board attitude is that staff is unnecessary, that our integrity is questionable," this is heartbreaking to hear and trickles down to staff and impacts them. Could be impacting long-term retention."

"Ultimately when you look at a \$15 million budget, it's only a million and a half dollars that they're [the Board] really talking about giving away you know, but they spend an inordinate amount of time discussing it."

"Board disagreements trickle down and affect staff morale. There are accusations that staff aren't doing enough and this can impact productivity, turnover, and other components of staff culture."

# What priorities should the District focus on?

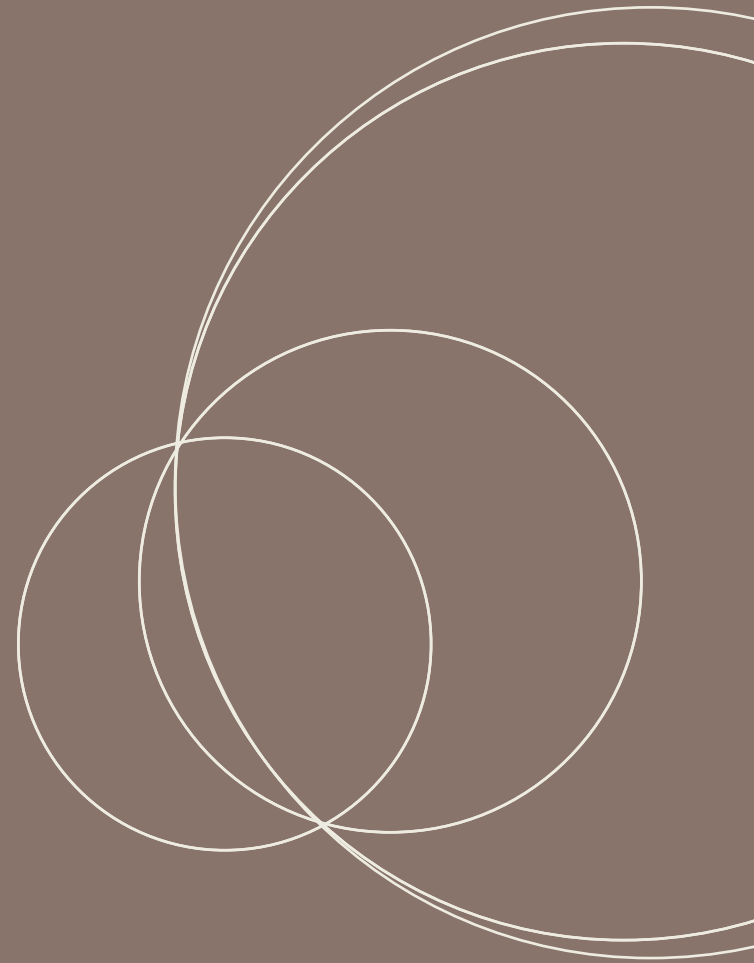
1	2	3
Prioritize Investments in <u>current</u> airport infrastructure	Strengthen Operations (Staff Retention + System Investments)	Create One Team (staff + board)
<p><b>#1: Invest in current airport:</b> Replace and maintain aged infrastructure (create reserve fund to do this)</p> <p><b>#2: Community giving:</b> Invest in aviation-linked projects only (on airport, aviation-related)</p> <p>Future investments after #1 + #2: Tower, runway, parking</p>	<ol style="list-style-type: none"><li><b>1. Invest in existing staff:</b> retention strategy, professional development</li><li><b>2. Invest in new staff:</b> to meet capacity demands</li><li><b>3. Invest in systems</b> to improve efficiencies: software, automation, IT, business systems</li></ol>	<ol style="list-style-type: none"><li><b>1. Heal Board &amp; staff</b> relationship</li><li><b>2. Align priorities</b> (strategic plan)</li></ol>

# What threats do you see at the District?

1	2
Safety	Funding
<ol style="list-style-type: none"><li>1. Aging hangars could become dangerous<ul style="list-style-type: none"><li>• Neglecting this will become more expensive</li></ul></li><li>2. Not enough staff to run the airport</li></ol>	<ol style="list-style-type: none"><li>1. Spending funds on community grants over investments to take care of what we have</li><li>2. Big investments don't yield expected results</li></ol>

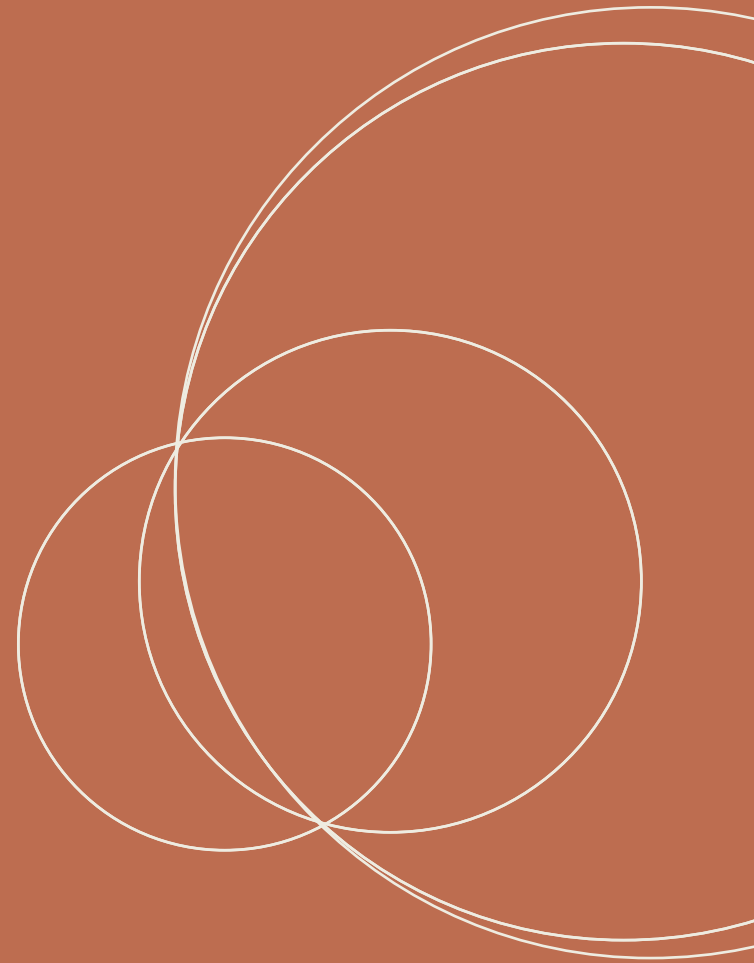
## **Pause - Board Reactions**

*What are your key takeaways?*



*Clear your mind!*

# Break





*BRINGING IT ALL TOGETHER: A UNIFIED VISION*

# DRAFT Strategic Framework



# Vision, Mission, Values, Guiding Principles

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

**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

**Guiding Principles:** foundational agreements that we adhere to in our decisions, practices and behaviors

## The **DRAFT** strategic framework contains:

- Existing mission
- Potential vision statements
- List of core values
- Guiding principles
- Goal statements
- Strategies by goal area
- Example potential projects

(refer to handout)

# Additional Strategies and Priorities Inputs

## ROLES

**Board >>**

**STRATEGIC PLAN  
FRAMEWORK**  
("durable" for 5+ years)

**STRATEGIC PRIORITY  
PROJECTS**  
(can be shorter horizon  
and updated annually)

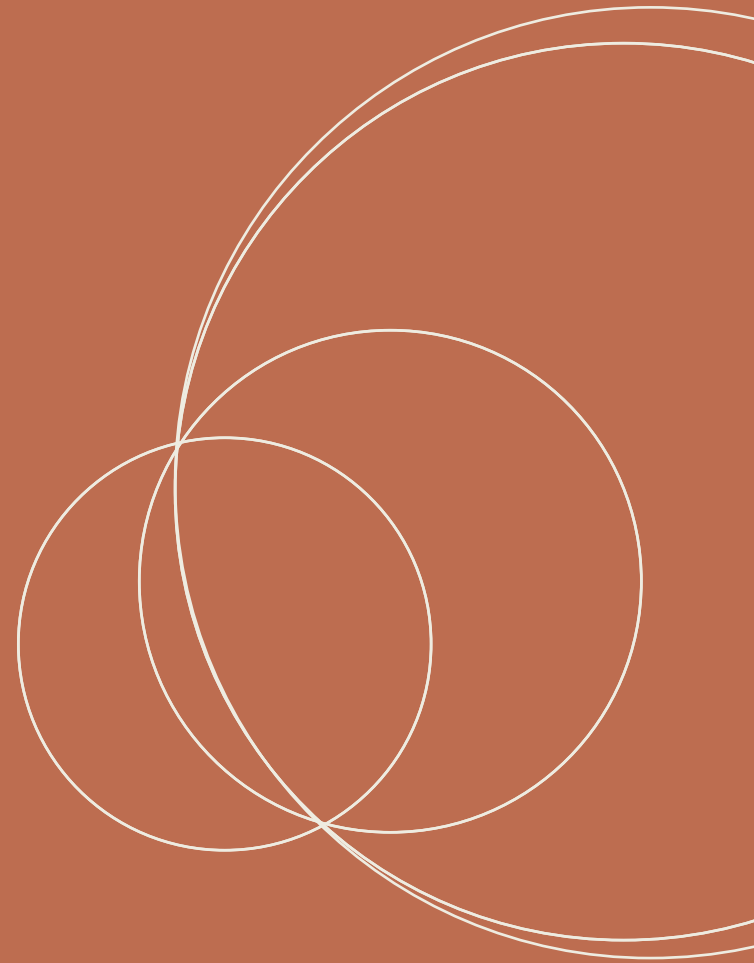
**<< Staff Team**

**ANNUAL WORK  
PLANS + BUDGETING**  
(created and approved  
yearly)

## PROCESS

Key Strategies	Board-Suggested Priority Projects	Staff Team Recommendations	FINAL PRIORITIES
DRAFTED for review today with Board	DRAFTED for review today with Board	STILL TO DO in April and review with Board in one-on-one meetings and at Workshop #3	STILL TO DO with final input at Workshop #3

# Lunch



# Next Steps



# What's Next?

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- Workshop #3:  
Date TBD

## Leadership Team Project Recommendations (April)

- Build from staff interview input, Board list and Board prioritization criteria
- Individual meetings with Board members to vet and revise

# Reflection



## **Something remaining...**

Anything you still want to know?  
What questions remain or were  
sparked by today's work?



## **Something realized...**

What struck you about the information  
shared today? Any “a-ha” moments or  
points of particular interest?





# Thank you!



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Engage Plan Implement

