

March 10, 2025



# Strategic Plan Tune-up

BOARD WORKSHOP #1

Seana Doherty | Ellen Campfield Nelson



# I:Welcome

DAVID DIAMOND, BOARD PRESIDENT



*Today's facilitation team*

## *Our role*

- Structure our work
- Ensure everyone has opportunity to listen and to give input
- Make a record
- Be responsive to group needs
- Keep to time

## *Everyone's role*

- Listen and learn
- Contribute and engage
- Get to know each other
- Productive dialogue
- Take breaks when you need them



AGNEW  
::BECK

**Working alongside our clients to  
grow healthy, equitable, thriving  
communities.**

Anchorage | Kenai | Boise | Truckee

# 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/>


# Strategic “Tune-Up” Overview



↓  
TODAY'S OBJECTIVES

- Opportunity to build Board cohesion, relationships
- Discuss methods for increasing Board efficiency and effectiveness
- Refresh and provide initial feedback on Strategic Plan updates

# Part of Your Plan

 <b>FOCUS AREA 2: OPERATIONAL EFFICIENCY</b> <i>Effectively and safely operate the District.</i>	
Goals	Strategies
<b>2.C. INVEST: Invest in talent and the teams.</b>	<p><i>Board of Directors</i></p> <p><b>2.C.1. Invest in the Board—develop a training and board development plan.</b></p> <p>2.C.2. Review Board Policy Instructions on a 5-year basis, and update as required.</p> <p><i>Staff Team</i></p> <p>2.C.3. Invest in staff—develop a training and professional development plan for each employee and implement supporting programs, such as semi-annual staff performance evaluation.</p> <p>2.C.4. Conduct salary surveys every three years, or as needed to maintain competitive wage structures.</p> <p><i>Staff and Board</i></p> <p><b>2.C.5. Update Strategic Plan Goals and Strategies every other year ahead of the budget process.</b></p> <p><b>2.C.6. Clearly define Board and general manager roles and responsibilities on an annual basis.</b></p> <p>2.C.7. Develop a Diversity, Equity and Inclusion (DEI) Strategy with partners (see Focus Area 3, Goal B for details).</p> <p>2.C.8. Define opportunities for staff and board team building (training, events, etc.).</p>
<b>2.D. UPDATE: Update policies and incentive programs around airport operations, safety, and community impacts.</b>	<p>2.D.1. Update the Fly Quiet and Pilot Safety programs to increase participation and engagement.</p> <p>2.D.2. Review opportunities for new flight procedures.</p> <p>2.D.3. Review and update the primary management compliance documents (PMCD).</p> <p>2.D.4. Update Staff Policy Instructions every two years.</p> <p>2.D.5. Train staff, tenants, and aircraft owners and operators on updates.</p>

# Board Interviews | Themes

- In general, things are going really well at TTAD
- Strategic Plan is used often by GM.
  - Strategic Plan provides strong guidance tool for GM.
- With new board member, whole new board and opportunity to reset our team.
- Decisions around how to budget, allocate and invest funds still need further discussion to reach alignment.
- Good time to do this work with the Board.



# What we heard

We have a very solid Board today.

The Board is good at making the same decision over and over again, for example, policy 311.

Like to see more community outreach in our future plans, more efforts to be forward facing.

Board meeting agendas are really short now—sign that things are really efficient or Robb's style?

“There are areas of the strategic plan that I don't agree with and hope we can revisit”

Anticipate challenging conversations in the future about noise

“Board has had two sticky moments in the last year—budget and nominations, otherwise, pretty smooth”

Find the decision-making process very interesting on a board

“This is a rock star team, I think it seems like everything is going well”

“Excited to be part of coming up with solutions to challenging issues”

“What does the sum of what this board wants to do independent of staff recommendations?”

How do we create a plan that directs staff but allows for flexibility and reassessment?



# Agenda

TIME	TOPIC
1:00-1:15	1: Welcome
1:15-2:30	2: Board Development
2:30	BREAK
2:45-4:45	3: Strategic Planning Tune-Up
4:45-5:00	4: Close and Next Steps

# 2: Board Development

## GETTING TO KNOW YOUR TEAM

- Board Introductions
- StrengthsFinder
- Effective Boards

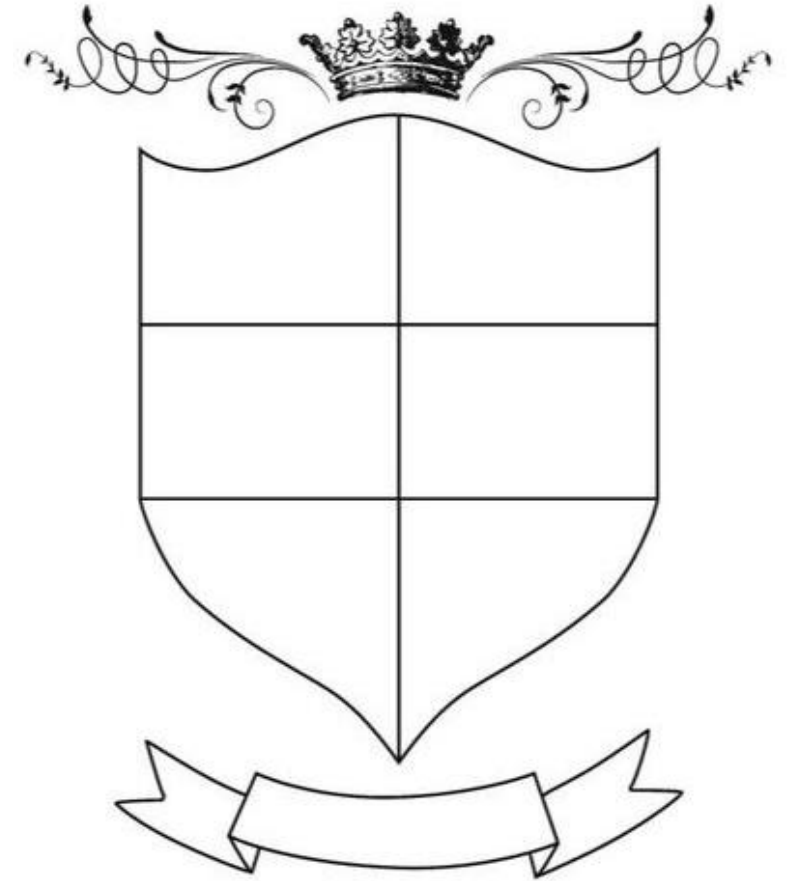


## Board Introductions

### *Design and Share Your “Herald”*

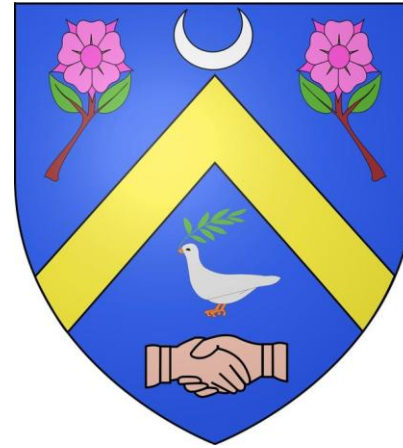
*Use shape, symbols, words/phrases  
to depict:*

- Connections
- Motto or values
- Professions or affiliations
- Personal story or symbols



Depict personal attributes to create a unique “heraldic design” that we will share to learn more about each other.

# symbolize and share what's important about you



# StrengthsFinder Four Domains of Leadership

## EXECUTING

- | Achiever
- | Arranger
- | Belief
- | Consistency
- | Deliberative
- | Discipline
- | Focus
- | Responsibility
- | Restorative

## INFLUENCING

- | Activator
- | Command
- | Communication
- | Competition
- | Maximizer
- | Self-Assurance
- | Significance
- | Woo

## RELATIONSHIP BUILDING

- | Adaptability
- | Connectedness
- | Developer
- | Empathy
- | Harmony
- | Includer
- | Individualization
- | Positivity
- | Relator

## STRATEGIC THINKING

- | Analytical
- | Context
- | Futuristic
- | Ideation
- | Input
- | Intellection
- | Learner
- | Strategic

**Tool Framework:** At their core, teamwork and collaboration are all about *partnerships*.

**Build Understanding:** *What are they great at? What am I great at? Where do we both struggle? -- and know how to best work with them.*

# StrengthsFinder 34 Themes

## EXECUTING

- | Achiever
- | Arranger
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## STRATEGIC THINKING

- | Analytical
- | Context
- | Futuristic
- | Ideation
- | Input
- | Intellection
- | Learner
- | Strategic

- Give you a way to describe what you naturally do best.
- Give you ideas for what you might need help from others.

# StrengthsFinder Share





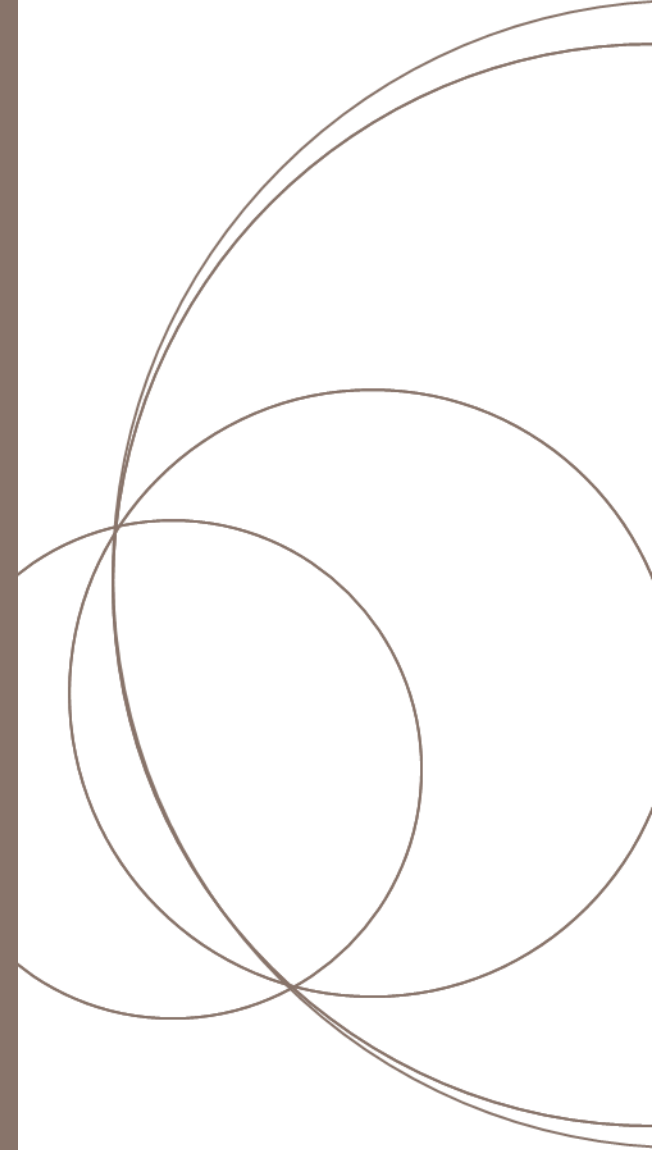
# TTAD Board and GM

	Executing									Influencing							Relationship Building								Strategic Thinking							TOTALS						
	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	Activator	Command	Communication	Competition	Maximizer	Self-assurance	Significance	Relator	Adaptability	Developer	Connectedness	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic	Executing	Influencing	Relationship Building	Strategic Thinking
TOTALS	2	1	1					1		1		1			1		1		1	1		1	1	1	3	2	1	1	1			3	5	1	5	4	9	12
David										2															3						5	4	1		1	1	3	
Greg	1														2									3							4	5		1	1	1	2	
Kat																		2			1	3		4						5						4	1	
Mary	1		3									5					4															2		2	2		1	
Teresa								1																	3	4	2					5		1		1	3	
Robb		4																						3	5				2			1		1		2	2	

# StrengthsFinder: Team Totals

TEAM TOTALS				
	Executing	Influencing	Relationship Building	Strategic Thinking
	5	4	9	12
David		1	1	3
Greg	1	1	1	2
Kat			4	1
Mary	2	2		1
Teresa	1		1	3
Robb	1		2	2

# Discussion



# Effective Boards



# “Four Pillars” of Board Effectiveness

**People** – what we inherently bring to the table and how we **transmit fundamental understanding** of our organization and duties

**Information architecture** – how we **learn information** that is relevant to our organization and decisions

**Processes** – how we **co-create, supervise and support** good, clear processes that allow us to execute operations and functions

**Group dynamics** – how we define, develop and maintain a **highly effective culture**

## *What it looks like...*

- Diverse backgrounds and opinions, outstanding in their fields
- Have clear performance and knowledge standards
- Evaluations for individual directors
- Regularly convey essential activities undertaken and issues facing the organization
- Active internal and external, and formal and informal communication channels
- Run the board
- Assess strategic risks and opportunities
- Evaluate organization performance
- Ensure leadership succession
- Compliance with regulations and rules
- Allow differences in opinions and constructive dissent
- Address disruptive, dominating or dysfunctional behaviors
- Adhere to transparency, openness and trust-building practices

# Temperature Check

- Review the 4 pillars
- Rank each pillar on a 1-to-5 scale  
*1 = low | 5 = high*
- We will take a short break and then review scores and discuss rankings

## “Four Pillars” of Board Effectiveness

Pillar	Description	What it looks like...
<b>People</b>	what we inherently bring to the table and how we <b>transmit fundamental understanding</b> of our organization and duties	<ul style="list-style-type: none"><li>• Diverse backgrounds and opinions, outstanding in their fields</li><li>• Have clear performance and knowledge standards</li><li>• Evaluations for individual directors</li></ul>
<b>Information architecture</b>	how we <b>learn information</b> that is relevant to our organization and decisions	<ul style="list-style-type: none"><li>• Regularly convey essential activities undertaken and issues facing the organization</li><li>• Active internal and external, and formal and informal communication channels</li></ul>
<b>Processes</b>	how we <b>co-create, supervise and support</b> good, clear processes that allow us to execute operations and functions	<ul style="list-style-type: none"><li>• Run the board</li><li>• Assess strategic risks and opportunities</li><li>• Evaluate organization performance</li><li>• Ensure leadership succession</li><li>• Compliance with regulations and rules</li></ul>
<b>Group dynamics</b>	how we define, develop and maintain a <b>highly effective culture</b>	<ul style="list-style-type: none"><li>• Allow differences in opinions and constructive dissent</li><li>• Address disruptive, dominating or dysfunctional behaviors</li><li>• Adhere to transparency, openness and trust-building practices</li></ul>

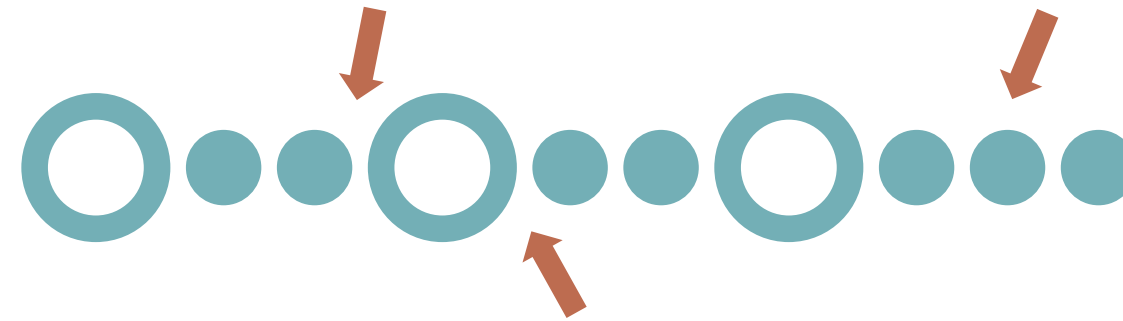
Adapted from Oxford HR: <https://oxfordhr.com/>, by Myushka Naidu

20

# Board Responsibilities Mapping

## Change Management Process

- STEP 1: Identify and define role  
*What are your areas of responsibility?*
- STEP 2: Diagram process  
*What are the process milestones?*
- STEP 3: Identify pinch points  
*Where could the process be better optimized?*
- STEP 4: Brainstorm solutions  
*How could we address priority issues?*
- STEP 5: Test practices and discuss feedback





# Board Direction Today

## TRUCKEE TAHOE AIRPORT DISTRICT POLICY INSTRUCTION

**PI NUMBER 202**

Formerly PI 202, 203, and 206

Effective: May 24, 1994  
Revised: February 16, 2005  
Approved: August 25, 2011  
Revised: September 26, 2013  
Revised: September 28, 2022

**SUBJECT:** BOARD OF DIRECTORS BASIS OF AUTHORITY, CODE OF ETHICS, AND MEETING  
MANAGEMENT

**PURPOSE:** To define the authority of the Board of Directors, reinforces commitment to excellence  
in legislative leadership and meeting management

4. The primary responsibility of the Board of Directors is the formulation and evaluation of Policy. Routine matters concerning the procedures or operational aspects of the District are to be delegated to the professional staff members of the District.
13. The Board is responsible for establishing a strategic plan with appropriate goals and objectives for the District, with the General Manager routinely keeping the Board aware of progress towards established goals.

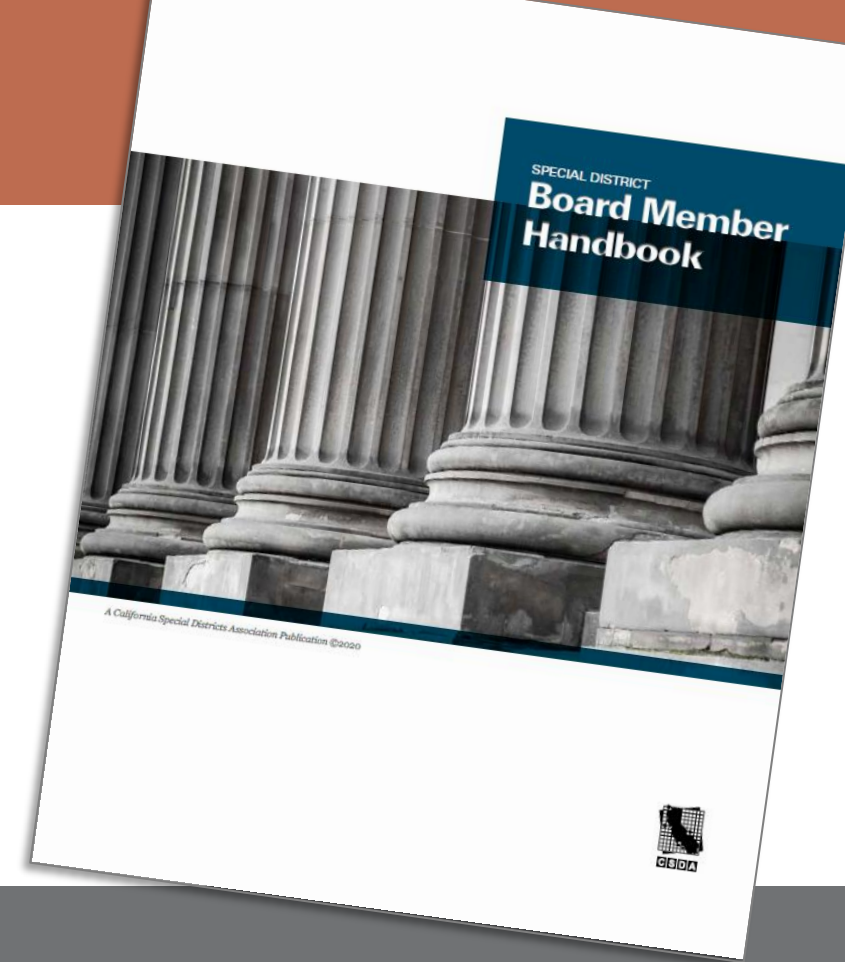
# Role of the Special District Board

## California Special Districts Association

The specific responsibilities of the board are clustered into five areas:

1. Setting the direction for the district;
2. Establishing and supporting the policies and structure of the district;
3. Overseeing the financial resources necessary to fund the district;
4. Guiding employee relations policy, including the hiring and supervising of the general manager who, in turn, operates the district and hires/manages its staff; and
5. Serving as community leaders who communicate effectively on behalf of the district.

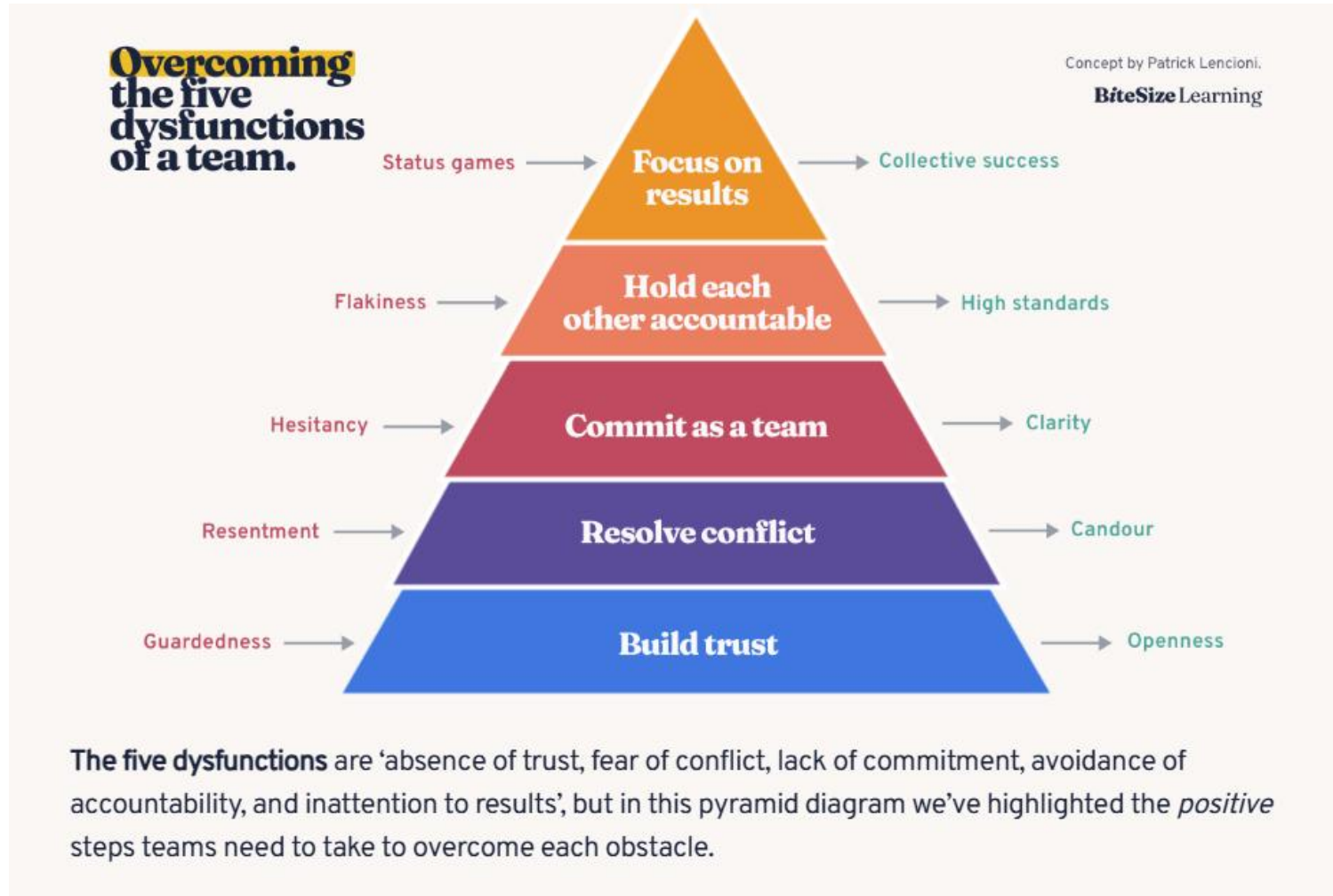
<https://www.csda.net/learn/resource-pages/board-member-resources>



### Best practices that make the best board members:

- Do your homework: Read all board packets and materials in advance of meetings.
- Don't play "gotcha": Share questions with the general manager in advance of the board meeting.
- Listen first, speak second: Prioritize understanding the perspectives of others.
- Build an expertise: Find an important issue that other board members are not already invested in and become a leader, such as on LAFCO, environmental sustainability, etc.
- Stick to principles, not positions: Develop strong and well-considered principles, rather than digging heels into one position of a false dichotomy.
- Oppose the action, not the implementation: When necessary, vote "No" on a board agenda item, but don't undermine or obstruct the successful implementation of board-approved decisions. Support and respect the actions of the board as a whole.

# Habits of Highly Effective Teams



# BREAK



# 3: Strategic Plan Tune-Up

## PROCESS KICK-OFF

- State of the State
- How We Got Here and Foundational Elements
- Board Topline Priorities
- Gallery Walk and Tune-Up Audit







FLY SAFE



FLY QUIET



Weather Trends

Economy

Travel Trends

Advance Air Mobility

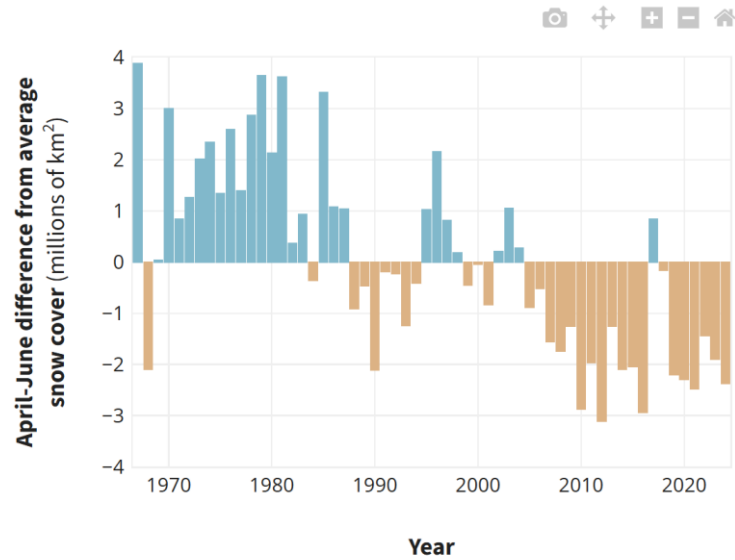
Environmental Impact

Infrastructure

***Aviation Forecast Factors – Near Term***

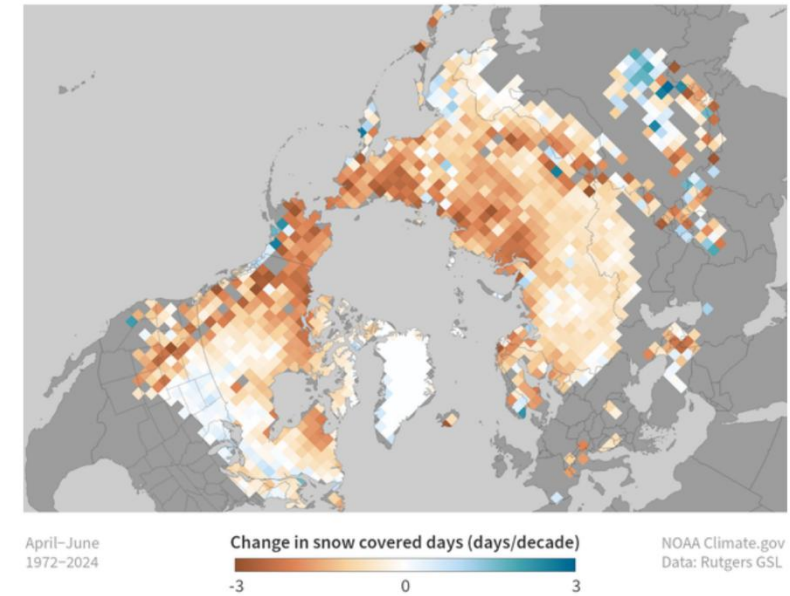
2025-2027

## SPRING SNOW COVER



Area of snow-covered ground in the Northern Hemisphere each April-June compared to the 1981-2010 average. Snow-covered area has been below average throughout most of the past two decades. Data from Rutgers Snow Lab.

## SNOW COVER TRENDS (1972-2024)

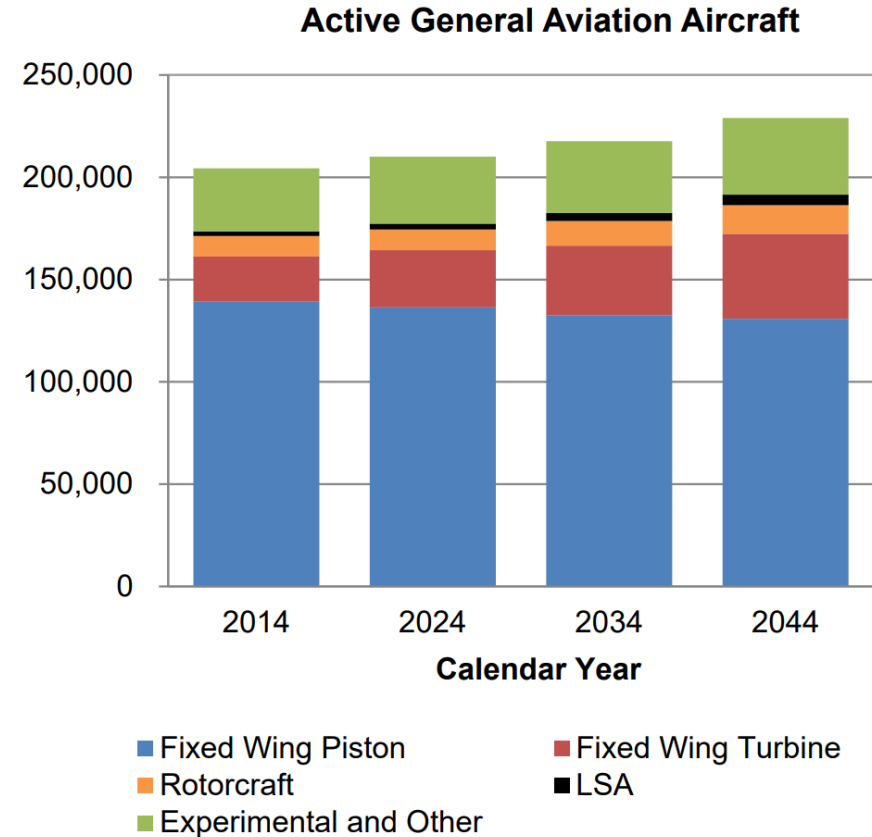


Change in the number of snow-covered days per decade in late spring (April-June) across the Northern Hemisphere. At most locations, late spring snow days are declining (brown). Data from Rutgers Snow Lab.

<https://www.climate.gov/news-features/understanding-climate/climate-change-spring-snow-cover-northern-hemisphere>



# FAA Aerospace Forecasts Fiscal Years 2024-2044



## Business and corporate travel in 2025

Business travel is back, and it's evolving. After years of disruption, corporate travel spending is projected to hit \$1.48 trillion globally in 2024, finally surpassing pre-pandemic levels. In the U.S., companies are sending employees on the road again, with business travel spending expected to grow by 4% in 2025, reaching \$316 billion.

However, this recovery looks different from the past—companies are prioritizing ROI-driven trips, sustainability, and employee well-being, while flexible work arrangements are reshaping travel needs.

### Business travel spending is rebounding

- Global spending is on track to exceed \$1.48 trillion in 2024, with projections of \$2 trillion annually by 2028.
- The U.S. leads the market, with business travel spending already 7% above 2019 levels in 2023.
- Real growth remains slow—while nominal spending is rising, inflation-adjusted business travel won't fully recover until after 2028.
- Despite this steady recovery, companies remain cautious. 73% of corporate travel managers expect budgets to grow in 2024, but many are prioritizing cost-effective trips and alternative meeting solutions like virtual conferences.

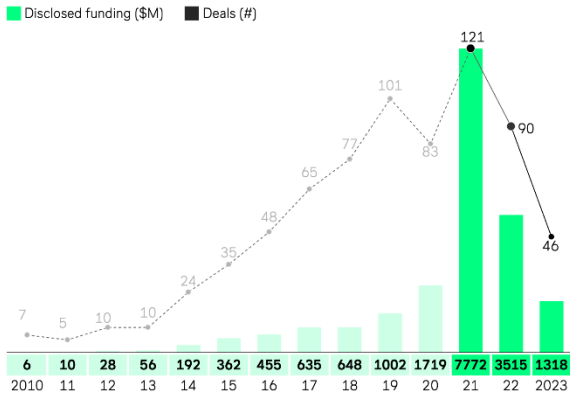
<https://blog.savvynomad.io/us-travel-statistics>





VC investments into AAM startups have been on a steep decline lately

VC investment activity in Advanced Air Mobility



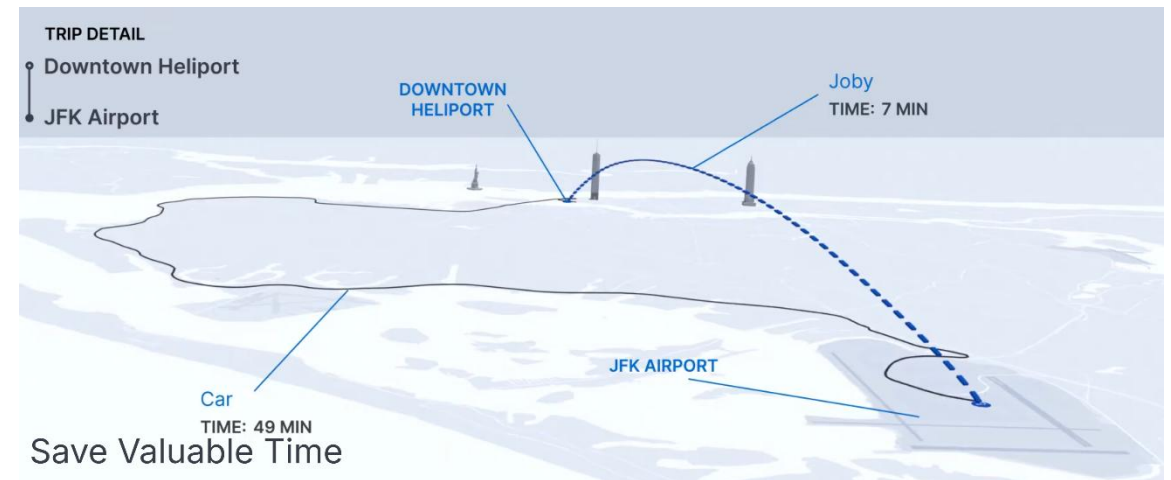
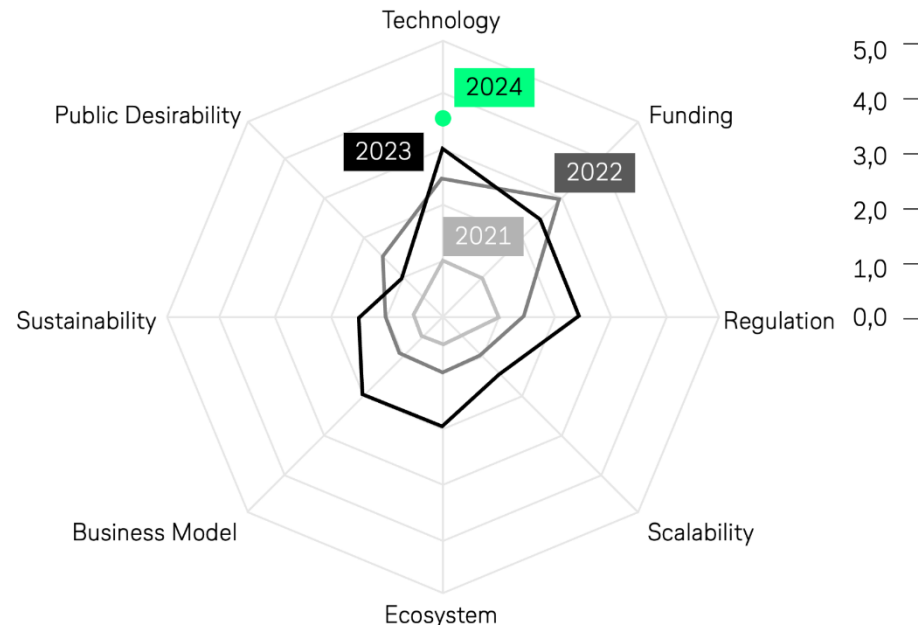
Source: Lufthansa Innovation Hub, TNMT.com, PitchBook Data Inc.

# Advanced Air Mobility (AAM)

TNMT

## Update: The Advanced Air Mobility (AAM) Market Readiness Radar

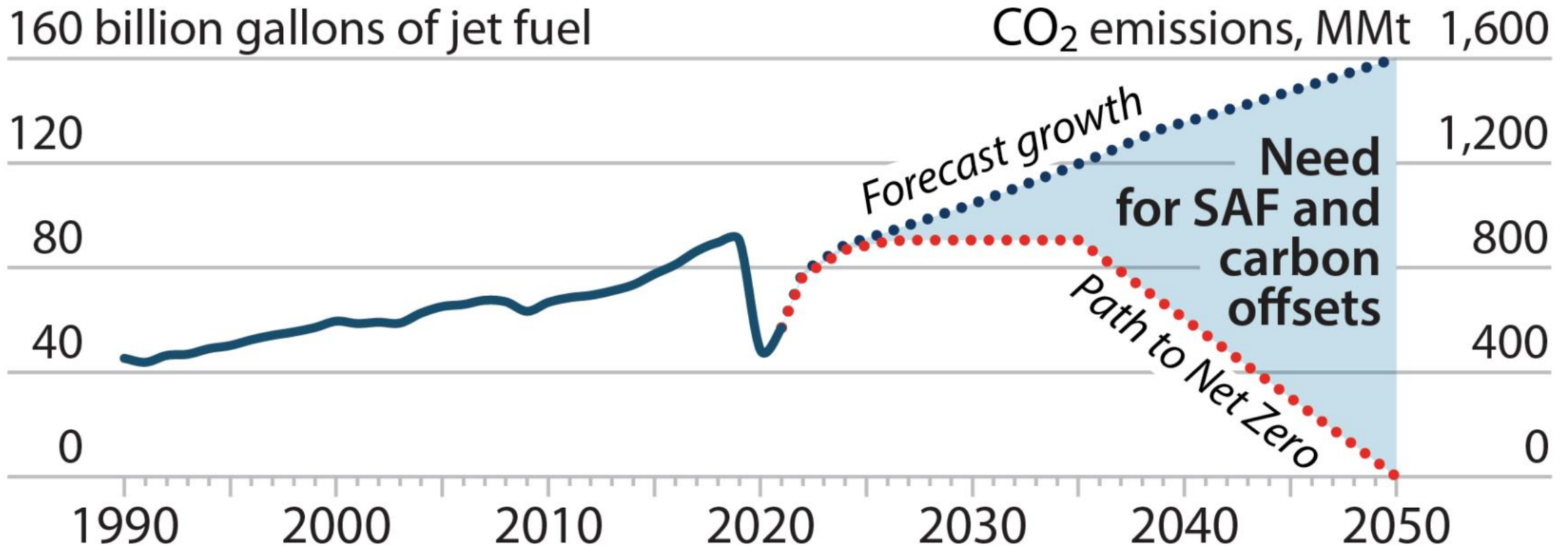
Market readiness score, 0-5 points



# The Potential Role for Sustainable Aviation Fuel

Used as an alternative to fossil fuels, SAF could cut CO<sub>2</sub> emissions

160 billion gallons of jet fuel



Sources: IATA, Air Transport Action Group and Barclays Research (2022)

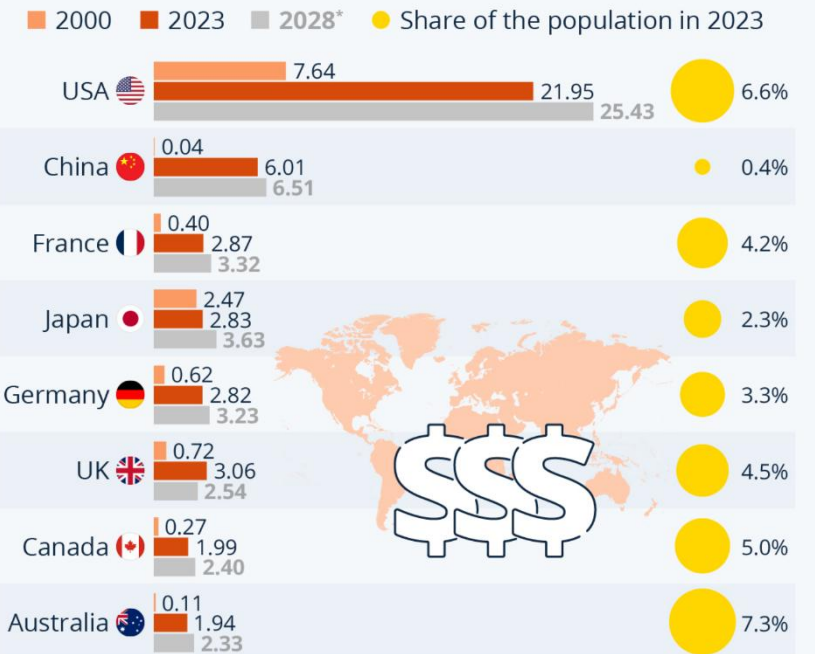
IEEFA





## Number of Millionaires Keeps Rising

Number of dollar millionaires (in millions) in selected countries in 2000, 2023 and forecast for 2028



\* forecast

Sources: UBS - Global Wealth Reports 2023 and 2024, World Bank

# 2023 TTAD Strategic Plan



TRUCKEE  
TAHOE  
AIRPORT

## TRUCKEE TAHOE AIRPORT DISTRICT 2023-2026 STRATEGIC PLAN

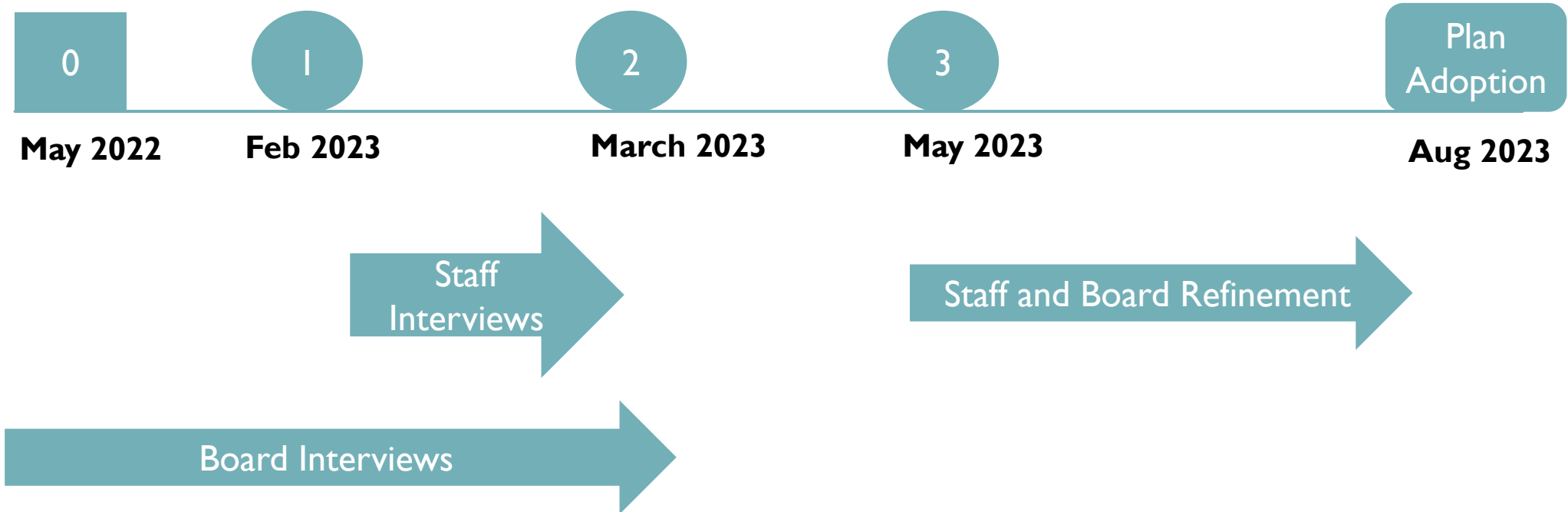
### *Flight Path for Alignment*

Approved August 23, 2023

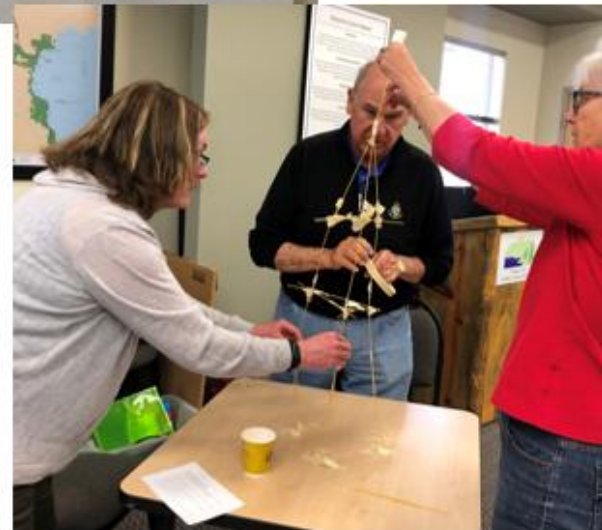
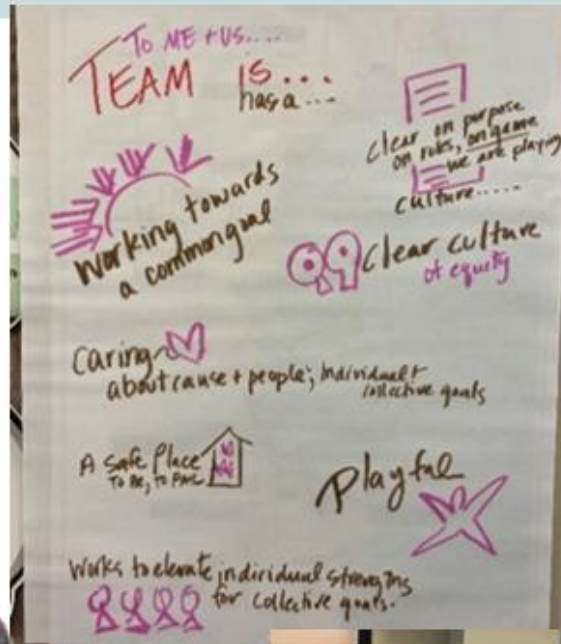




# Our Journey...



# May 2022 Workshop Highlights





# VALUES

SAFE\*



## GUIDING PRINCIPLES

- Edits:  
are dedicated to being a  
We ~~aspire to act as a dedicated,~~  
competent, professional team.  
(taxpayer dollars?)
- We use ~~public~~ funds fairly and equitably for the benefit of ~~the~~ our constituents.
  - We strive to make ~~decisions~~ <sup>fair and equitable</sup> ~~decisions~~ with District funds.
  - ~~are~~ fiscally responsible we <sup>being</sup> value responsible for ~~using~~ fairly & equitably using taxpayer funding.
  - We acknowledge...

## VISION

emphasizes what we do

- ★ A community-oriented, <sup>sustainable,</sup> safe, efficient and well-run Airport. <sup>responsive,</sup>
- ★ Respected locally and nationwide as a leader in aviation safety, sustainability and noise abatement.
- ★ Partnering to protect and enhance aviation and community life. <sup>emphasizes our bold statement</sup> <sup>could be interpreted too broadly</sup> <sup>too ambiguous?</sup>
- needs to say "aviation" "Small airport | big ideas" (marketing?)







# LETTER FROM THE BOARD OF DIRECTORS



David Diamond



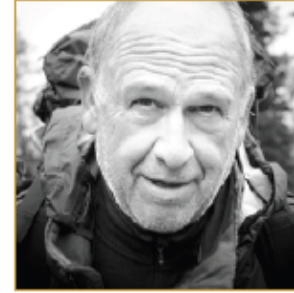
Mary Hetherington



Teresa O'Dette



Kathryn Rohlf



Rick Stephens

It is exciting to unveil the 2023 Truckee Tahoe Airport District Strategic Plan (Plan)—*Flight Path for Alignment*. The overarching goal and purpose of this roadmap, or in our case, flight path, is to create alignment. Alignment between our board and staff; between community values and our priorities; between neighborhoods and pilots.

Outlined in the Plan are goals and strategies that our board and staff crafted in 2022/2023 to chart a path forward focused on four strategic focus areas: Economic Viability, Operational Efficiency, Natural Resource Conservation and Social Responsibility. Over the past year, our board and staff looked critically and thoughtfully at the current conditions at the airport as well as future trends to determine strategic priorities. A few key themes emerged including prioritizing investments in airport infrastructure—taking

care of what we have, improving operational efficiencies, partnering for community and environmental benefits and supporting staff and board development.

As we take-off into the future, we are grateful for the Board leadership that shaped the 2023 Strategic Plan. We are committed to finding opportunities for alignment with our partners, the community, and pilots that result in increased safety, better airport operations, reduced greenhouse gas emissions and positive community benefits.

Our flightpath will not be easy. With the growing popularity of our region comes greater visitation which translates to more people, increased flights in and out of the airport and pressure to expand to meet needs. Now more than ever, it will be critical for our board and staff to follow the course established in

this Plan. At our core, we are a small general aviation airport striving to provide excellent aviation services as well as give back to the community and environment. Our vision is to create a community-focused, sustainable, safe, and well-run airport district, respected locally and nationwide.

We stay committed and focused on implementing our collective flight path knowing it will be bumpy; we will need to adjust but we pledge to work together to get to our destination.

Upward and onward,

Truckee Tahoe Airport District Board of Directors 2023

David Diamond, Mary Hetherington, Teresa O'Dette, Kathryn Rohlf, Rick Stephens

# Foundational Elements

## Vision

**Defines where we want to be in the future—our horizon line.**

A community-focused, sustainable, safe, and well-run airport district, respected locally and nationwide.

## Mission

**Defines what we do, where we serve and who we serve.**

TTAD aims to provide safe, high-quality aviation services and facilities, reduce impact on our neighbors and the environment, invest in opportunities that increase community safety and provide sustained benefit to the entire Truckee Tahoe region.

## Core Values

**Defines and drives the culture of our organization and what we focus on daily.**

- Safety for all
- Regionally focused
- Responsible
- Innovative

## Guiding Principles

**Expands on core values and describes a set of principles that guide priorities and decision-making for the District.**

- We adhere to high standards of safety, accountability, equitability, and transparency.
- We care for and invest in our land, facilities, team, and community.
- We maintain exclusive rights of airport land and facilities in perpetuity.
- We strive to make fair and equitable decisions with property taxes and user fees.
- We listen to and learn from all our partners, neighbors, and constituencies.
- We are an industry leader in sustainable aviation innovation.



# Strategic Plan Focus Areas

## **ECONOMIC VIABILITY**

Operate a fiscally responsible District and contribute measurable community investments to the region.

## **NATURAL RESOURCE CONSERVATION**

Commit to climate-resilient practices and act to preserve and enhance the natural environment.



## **OPERATIONAL EFFICIENCY**

Effectively and safely operate the District.

## **SOCIAL RESPONSIBILITY**

Work to be a good neighbor and community partner for District and community outcomes.

Strategic Plan  
Priority Actions

**4** **Focus Areas**

**12** **Goals**

**53** **Strategies**

# Board Topline Priorities

What are your main priorities over the next 3 years?

Write down what  
you want the Board  
to consider or  
address in the  
“Tune Up”

Please write one  
idea per sticky

We will share back  
the results

# Strategic Plan Tune-Up Kick Off!

## ***Exercise:***

1. Gallery Walk: 4 Stations
2. ~20 min per station
3. Staff overview of results
4. Board feedback: comments, questions, new ideas
5. 1 hour and 20 min total
6. Ellen/Seana will help capture input

## ***Consider...***

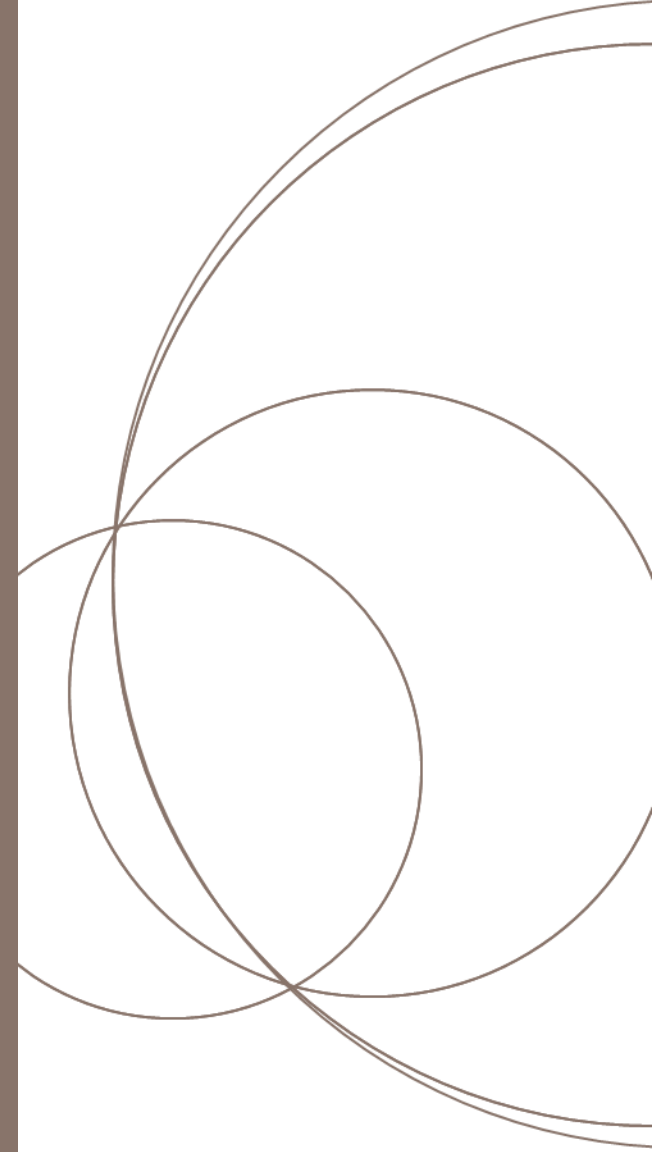
- **OVERALL ASSESSMENT:**  
How are we doing in each of the 4 focus areas? What's working? Not?
- **INFORMATION:**  
What questions do we have?
- **CHANGE AREAS:**  
What do we suggest to add, subtract, adjust?

# Regroup

QUICK OBSERVATIONS?



# Close and Next Steps





# Strategic “Tune-Up” Overview



↓

## TODAY'S OBJECTIVES

- Opportunity to build Board cohesion, relationships
- Discuss methods for increasing Board efficiency and effectiveness
- Refresh and provide initial feedback on Strategic Plan updates

March 10, 2025



# Thank you!

BOARD WORKSHOP #1

Seana Doherty | Ellen Campfield Nelson

