



Internal Strategic Plan Workshop

May 6, 2025

Internal Workshop Agenda

Closed Session

- **11:30 AM - 1:00 PM**
 - GENERAL MANAGER PERFORMANCE REVIEW
 - Government Code 54957
 - Annual Performance Review
 - CONFERENCE WITH LABOR NEGOTIATORS
 - Agency designated representatives: President David Diamond
 - Unrepresented employee: General Manager Robb Etnyre

Open Session

- **1:00 PM - 5:00 PM**
 - Board Director Statements of Priorities
 - Review Overlaps & Gaps between Director Priorities and Current Strategic Plan
 - Break
 - Strategic Plan Focus Areas and Near-Term Opportunities
 - Economic Viability
 - Operational Efficiency
 - Natural Resource Conservation
 - Social Responsibility
 - Break
 - Board Meeting Information Requirements

Closed Session

Open Session

- ▶ Board Director Statements of Priorities
 - ▶ Review Overlaps & Gaps between Director Priorities and Current Strategic Plan

David Diamond

- **Primary Focus:** Provide strong *regional* benefit without expanding airport infrastructure
- **Top Priorities:**
 - Wildfire Mitigation: Allocating significant funds toward regional wildfire mitigation efforts.
 - * Pilot Education: Reducing aircraft noise and improving pilot and resident safety by encouraging pilots to avoid overflying residential areas.
 - Agency Partnerships: Partnering with other agencies to recognize and do more for our shared constituents.

Mary Hetherington

- **Primary Focus:** Maintain infrastructure, Safety for neighborhoods as well as pilots, Collaboration with local agencies.
- **Top Priorities:**
 - Minimize growth
 - Control airport's future environment
 - Minimize liability

Greg Horvath

- **Primary Focus:** Maintaining the airport's current scale to preserve community character.
- **Top Priorities:**
 - Charging private jets their fair share to ensure equitable use of resources.
 - Supporting local pilots and ensuring property tax dollars benefit the entire community.
 - Advocating for early adoption of non-leaded fuels and broader environmental impact reductions.
 - Continue to improve upon existing noise abatement and noise monitoring systems while thinking broadly about how to reduce aircraft generated noise impact on the region.

Kat Rohlf

Primary Focus Areas

1. **Community-Centric Airport Operations**
Advocates for viewing the airport as a community asset that benefits all residents, not just aviation users. Supports initiatives that utilize airport facilities for public events, STEM education, and partnerships with local nonprofits.
2. **Environmental and Noise Impact Mitigation**
Prioritized reducing the airport's environmental footprint, including the adoption of Sustainable Aviation Fuel (SAF).
3. **Strategic Community Investments**

Top Priorities

- **Enhancing Community Engagement:** Fostering partnerships with local organizations to ensure the airport serves as a hub for community development and enrichment.
- **Promoting Environmental Responsibility:** Continuing efforts to reduce noise pollution and greenhouse gas emissions associated with airport operations.
- **Investing in Regional Safety and Infrastructure:** Allocating funds to projects that bolster wildfire mitigation, emergency response capabilities, and essential community services.
- **Prioritize the health of the airport.**

Teresa O'Dette

- **Primary Focus:** Operate a safe, thriving, and fiscally responsible airport to support regional general aviation needs.
- **Top Priorities:**
 - Safety first, always.
 - Reduce the operating expenses and/or increase operating revenues to become self-sustaining on the operational side of the airport.
 - Invest tax dollars 1) back into the airport; 2) into all communities in the district in a fair and impactful way.
 - Be the best neighbor we can possibly be with regard to noise/annoyance, and tax revenue reinvestment.



Review Overlaps & Gaps between Director Priorities and Current Strategic Plan

BREAK

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.



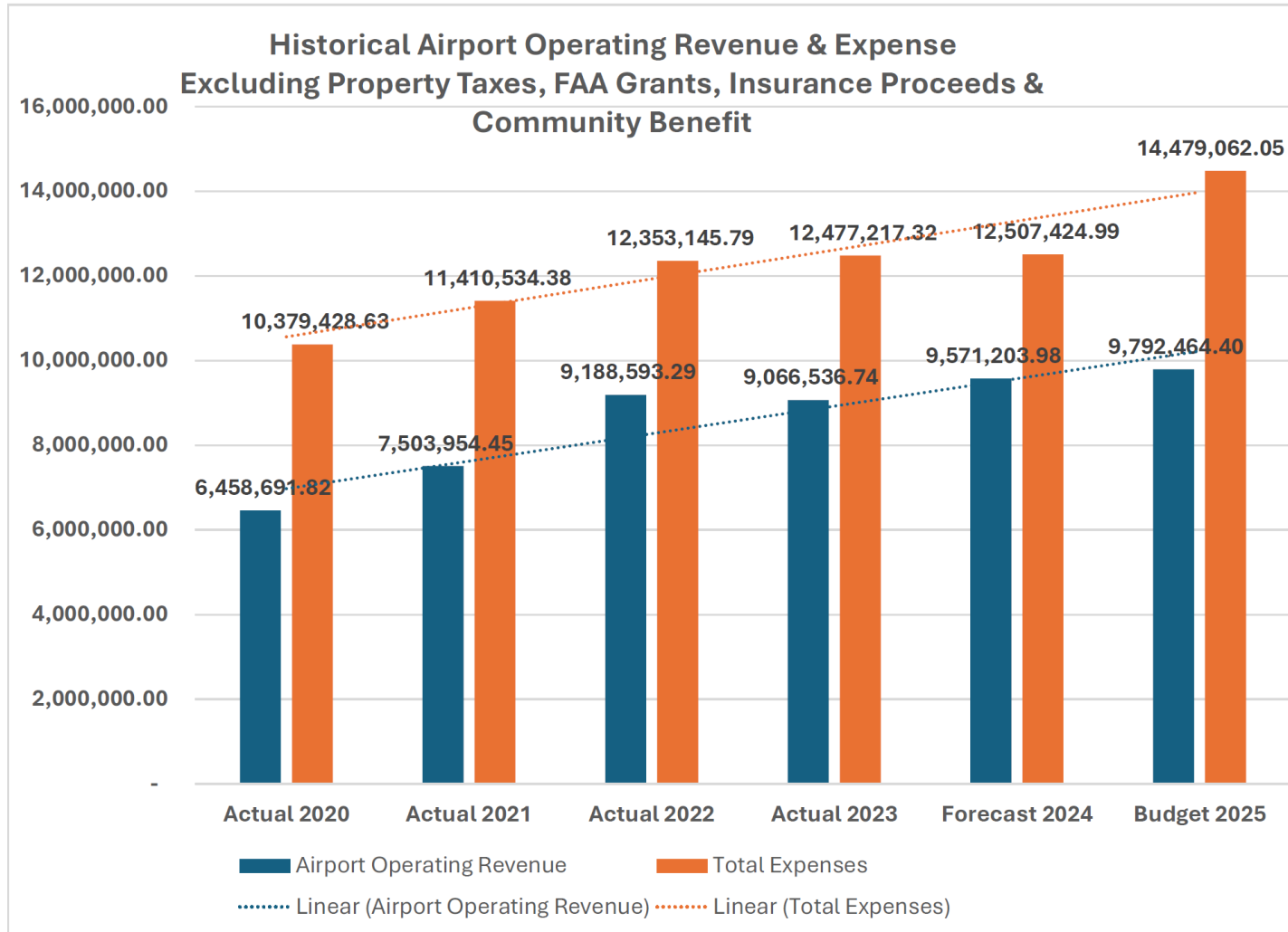
Strategic Initiatives

ECONOMIC VIABILITY

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



- ▶ Near Term Revenue & Expense Projections
 - ▶ Revenue Growth Expectations?
 - ▶ Maintaining Infrastructure Priority
- ▶ Use of Tax Revenue
 - ▶ Strategic Initiatives
- ▶ 2025 Rent Study Update
 - ▶ 2026 Implementation
- ▶ Vacant Land Development
 - ▶ Non-Aeronautical



Trendline % Analysis	
Airport Operating Revenue	34.0%
Total Expenses	28.3%

TTAD Historical Expenses





OPERATIONAL EFFICIENCY

Effectively and safely
operate the District.

- ▶ **Airshow Future?**
 - ▶ Frequency, Annual, Triennial, Other
 - ▶ Fully-loaded cost
 - ▶ Aviation STEAM year-around approach?
- ▶ **Non-Aeronautical Lease Spaces**
 - ▶ Warehouse Office Building, 7/31/2026
 - ▶ Warehouse Mixed Use
 - ▶ Update vs. New Facility
- ▶ **TTAD Water System**
 - ▶ Review status of TTAD or TDPUD water system at airport
- ▶ **Airport Beacons**
 - ▶ Dry Lake, Bald Mountain, Alder Hill

NATURAL RESOURCE CONSERVATION

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



- ▶ **Fly SAF**
 - ▶ Maintain SAF Only Sales position
 - ▶ Reinvest Attribute Sales into CTA
- ▶ **Wildfire Mitigation**
 - ▶ Future Years
- ▶ **Community Solar at TTAD**
 - ▶ Explore 1 megawatt type complex over 5-7 acres, working with TDPUD?



SOCIAL RESPONSIBILITY

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

- ▶ **Fly Quiet**
 - ▶ Explore innovation in proactive community engagement based on past 2025 meeting guidelines.
- ▶ **Fly SAFE**
- ▶ **Aviation STEAM**
 - ▶ Explore gaps in existing programs to help facilitate expanded or more developed programs for the community.

Break





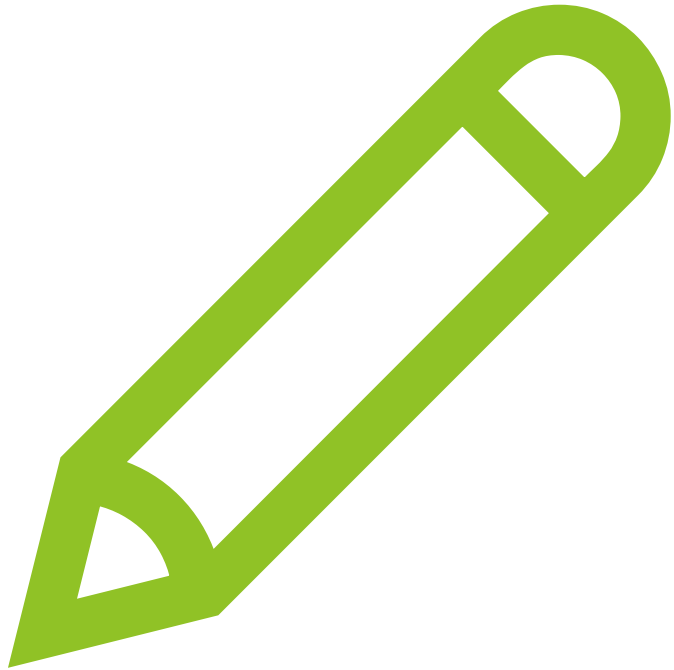
Board Meeting Information Requirements

Meeting Management

- ▶ Strategic Plan, Policy Instructions, Brown Act
- ▶ Rolling Ageda
 - ▶ Planned & Recurring Items
 - ▶ Policy Instruction Updates
 - ▶ Annual Budget
- ▶ Meeting Agenda
 - ▶ Agenda finalized by Board President ~ 2 weeks before meeting
 - ▶ Staff preparation of materials, provided to Directors & Public Thursday/Friday before Wednesday meetings
 - ▶ Individual Directors meet with GM before meeting
- ▶ Meeting Flow
 - ▶ Read ahead materials
 - ▶ Staff briefing on topic
 - ▶ Director clarifying questions
 - ▶ Public comments
 - ▶ Director discussion
 - ▶ Draft motion moved / Director voting

Oversight

- ▶ What information does the board need to review for meetings?
 - ▶ Monthly
 - ▶ Quarterly
 - ▶ Semi-annually
 - ▶ Annually



Internal Workshop Review