

July 11, 2025



Strategic Plan Tune-up

BOARD WORKSHOP #2

Seana Doherty



I: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/>

Agenda

TODAY'S OBJECTIVES

- Board Development Training
- Continue Strategic Plan “Tune-Up” Process

TIME	TOPIC
1:00-1:15	1: Welcome
1:15-2:15	2: Board Development
2:15	BREAK
2:45-4:45	3: Strategic Plan “Tune-Up” Continued
4:45-5:00	4: Close and Next Steps

Strategic “Tune-Up” Feedback Process

Work Session 1

March 10

ROUND 1

Initial Feedback---Board
Priorities in Next SP Draft
Gallery Walk—Review Staff
Recommendations/Board
Comments

Work Session 2

July 11

ROUND 2

3 Strategy-Related
Discussion

Work Session

Fall

ROUND 3

-Review Tracked
Updates
-Additional Strategy
Discussion (as needed)

Finalize/Adopt

Winter 2025

***(align with
budget)***

Getting to Know Each Other

	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

- YOU CAN COUNT ON ME TO...
- Listen. To make sure everyone is heard, even when we don't all disagree. KAT
 - Bring up the hard conversations. GREG
 - Focus on the horizon. DAVID
 - ~~Think big~~ Orchestrate the results. BOBB
 - Be prepared. Crunch data and trends. Be a voice for affected neighborhoods.



FOCUS AREA 4: NATURAL RESOURCE C

Invest in and implement strategies to reduce greenhouse gas emissions and open space with

Goals

4.A. ACHIEVE:
Achieve airport carbon neutrality by 2045.



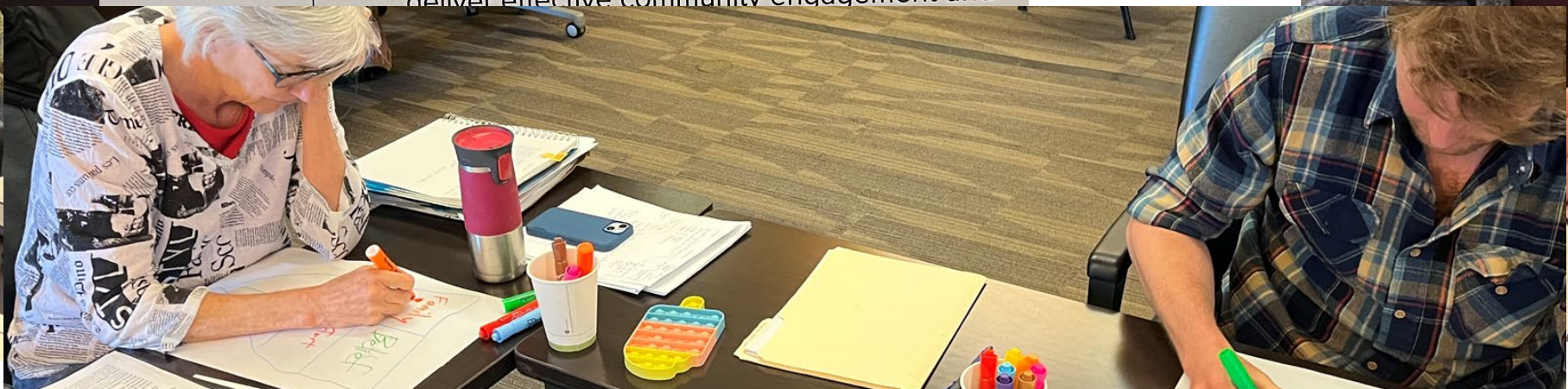
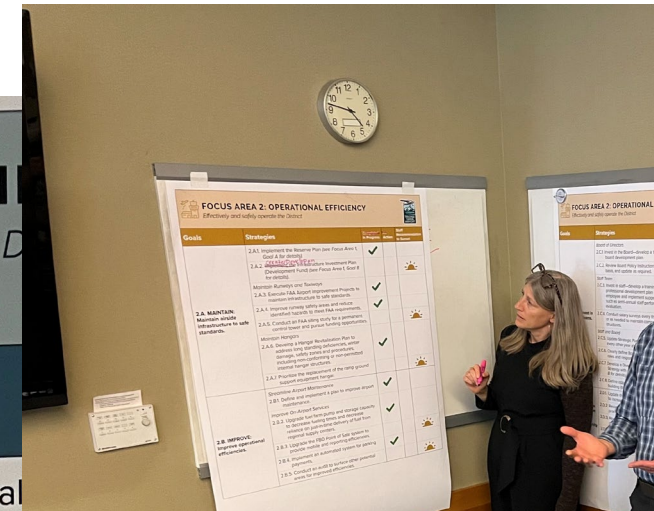
FOCUS AREA 3: SOCIAL RESPONSIBILITY

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

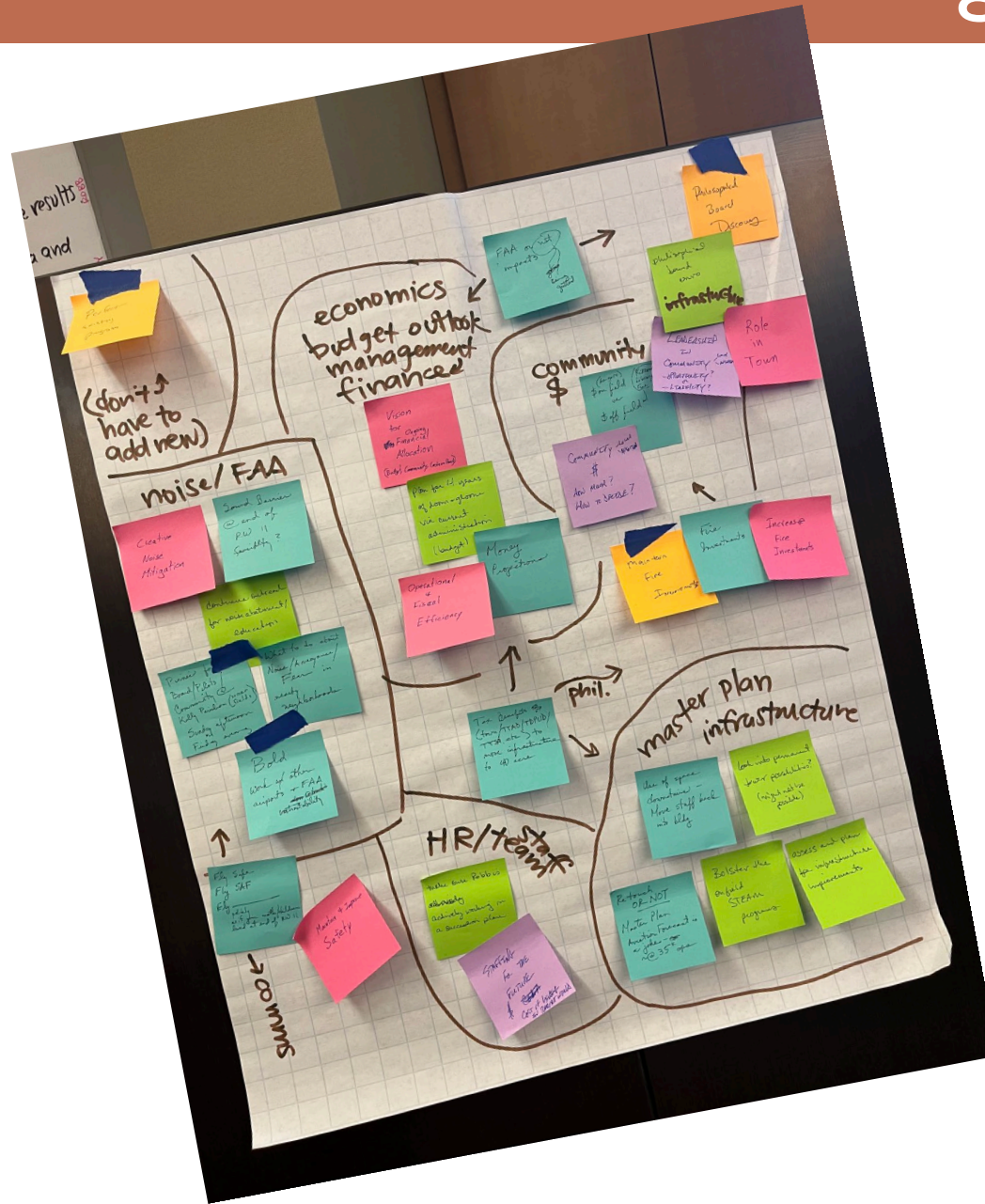
Goals

Strategies

- 3.A.1. Strengthen communications with local neighbors about Fly Quiet and Safety Programs.
- 3.A.2. Strengthen communications with the community about Fly Quiet and Safety Programs.
- 3.A.3. Include information about District goals and partnerships, as well as community, environmental and economic benefits in outreach and communications.
- 3.A.4. Strengthen the capacity of the District to deliver effective community engagement and



Board Priorities for Future Strategic Plan Updates



Board Feedback: Future Priorities

Economics (budget outlook management finance)

- Vision for ongoing financial allocation (budget, community, cash or hand)
- Plan for 4 years of doom + gloom via current administration (budget)
- Money projections
- Operational and fiscal efficiency
- Tax benefits (town/TTUSD/TDPUD/TTSA, etc) to more infrastructure to 40 acre
- FAA, or not, impacts, being gutted

Community Money

- Philosophized board discovery
- Philosophized board conversation infrastructure
- Role in town
- Leadership in community, opportunity or liability?
- Money on field (hangars) or money off field (e.g. library, fuels reduction)
- Community money local, how much? How to decrease?
- Maintain fire investments, increase fire investments
- Bolster on field STEAM programs

Continued--Board Feedback: Future Priorities

Noise

- Creative noise mitigation/What to do about noise/annoyance/fear in nearby neighborhoods
- Sound barrier at end of RW II facility
- Continue outreach for noise abatement/education, Picnic for board/pilots/community at Kelly Pavilion (soccer fields), Sunday afternoon and Friday evening
- Perfect existing programs

Master Plan/Infrastructure

- Use of space downstairs, more staff back into building
- Look into permanent tower possibilities (might not be possible)
- Retouch (OR NOT) Master Plan, Aviation Forecast is a joke, n at 35K operations
- Assess and plan for infrastructure improvements

Communication

- Fly safe, politely, as if your mother/children lived at end of RW II
- Maintain and improve safety

HR/staff team

- Make sure Robb is actively working on a succession plan
- Staffing for future money, cost of living in resort worlds

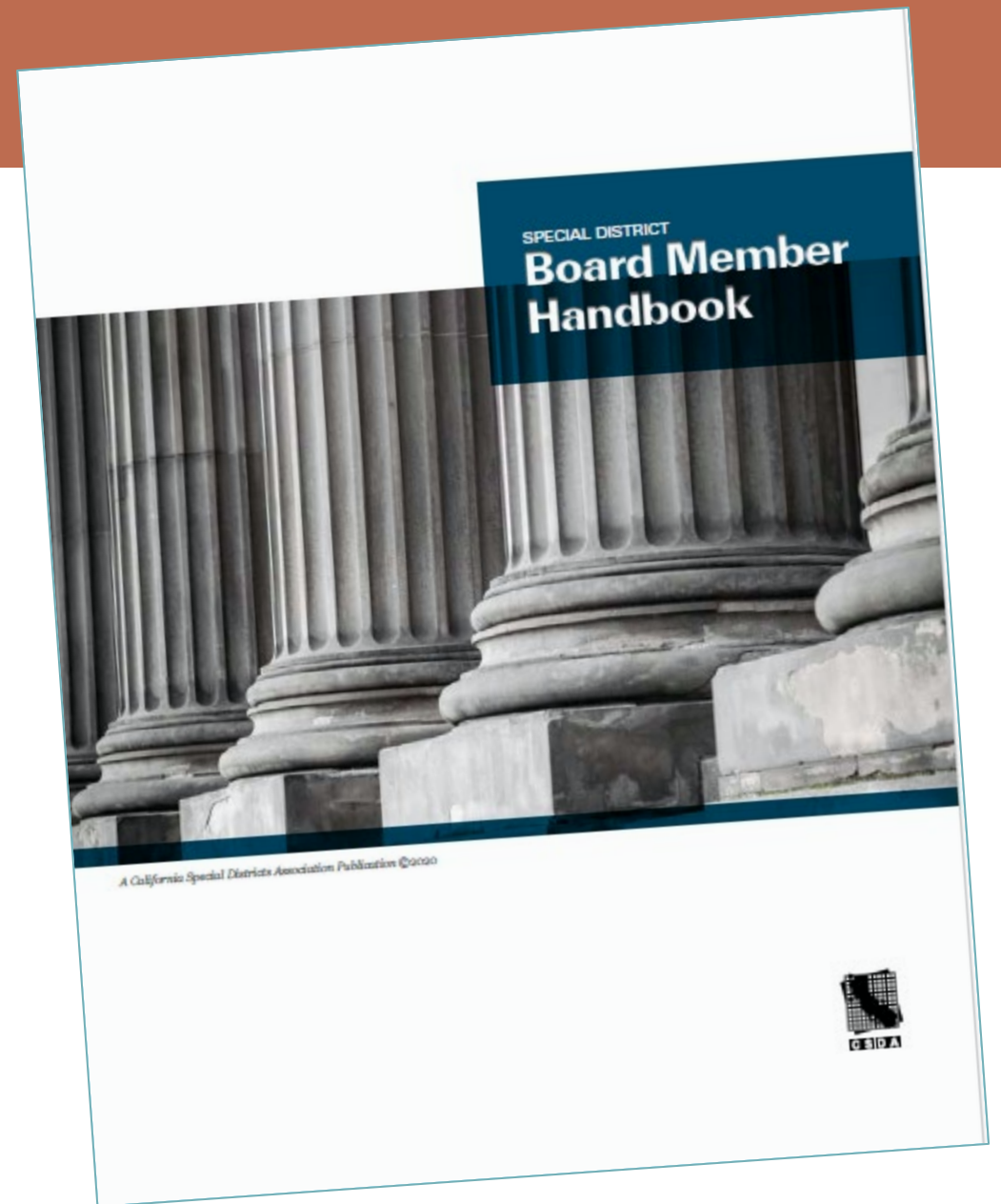
2. Board Development

EFFECTIVE GOVERNANCE



Effective Governance

1. Scan (focus on pages 6-12)
2. Highlight Interesting Points
3. Share out 3-5 points that resonated for you and why



Board Self-Assessment



Overview

PURPOSE

- How are we doing?
- Where are we doing well?
- What are some areas of future improvement?
- What other issues or topics are surfacing from this process?
- Inform discussion about where we want to go in the future

SURVEY DEVELOPMENT



7 Self-Assessment Areas

1. Policy and Governance
2. Strategic Direction
3. General Manager Oversight
4. Fiscal Oversight and Budgeting
5. Governance and Board Meetings
6. Community Accountability and Transparency
7. Continuous Improvement

Overall Key Takeaways

Total Average: 3.6
Wide range on
each question

High Score Areas

- Policy & Governance
- Public access to the Board
- Public input

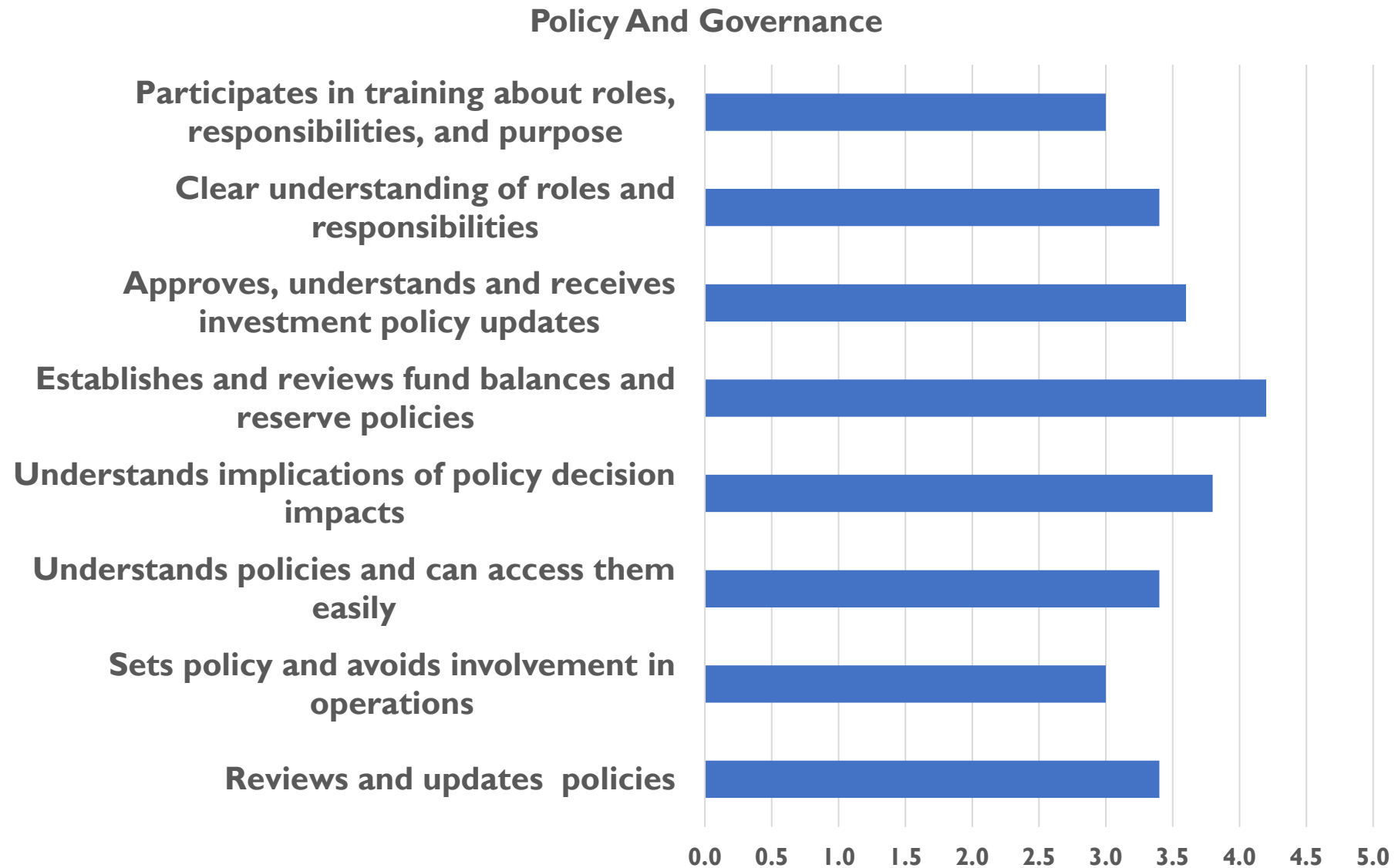
Low Score Areas

- Board Financial Training
- Conflict Resolution
- Collaborative Decision-making
- Staff/Community/partner relationship
- Continuous Improvement

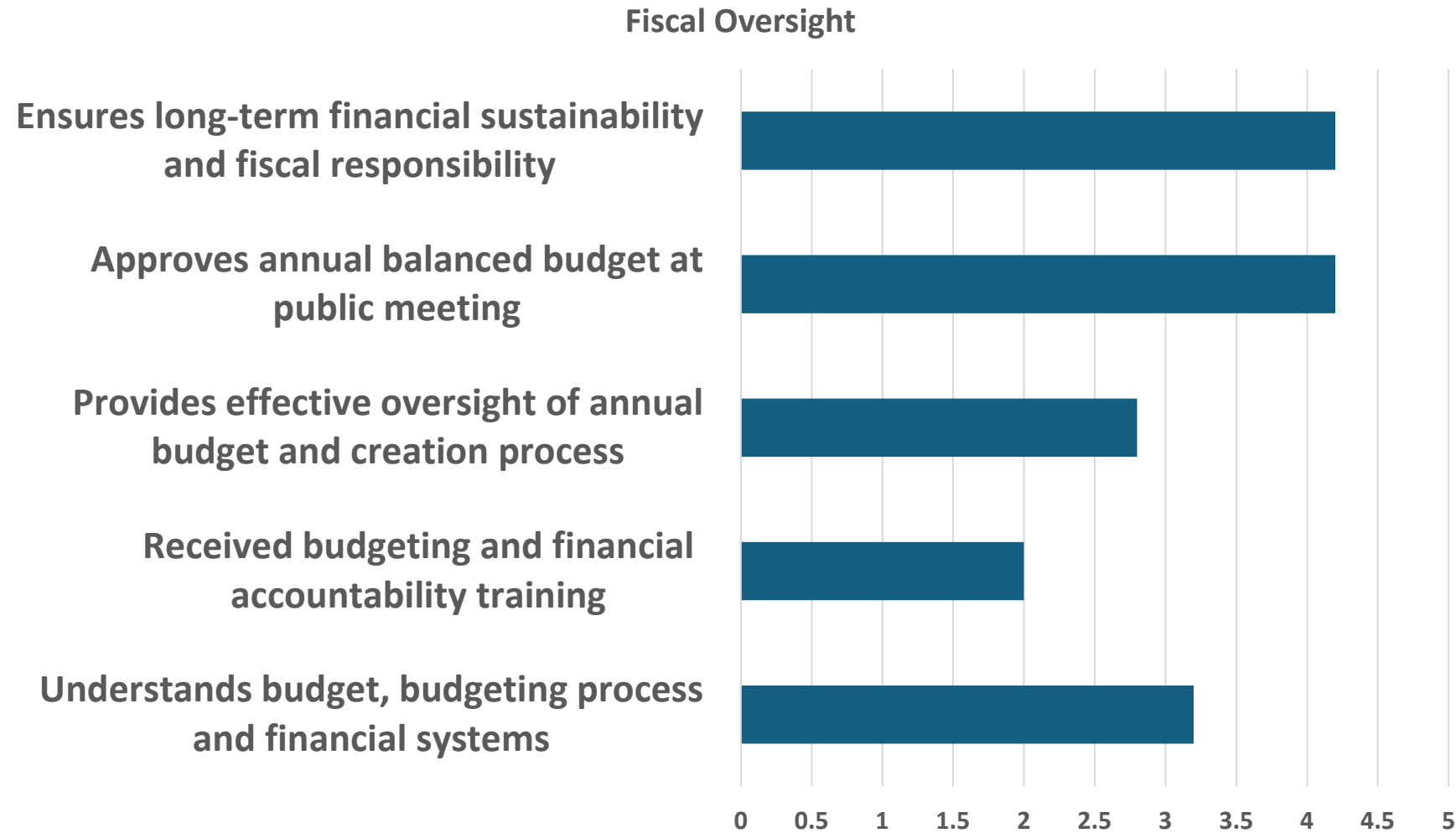
Average Scores By Assessment Area (Scale 1-5)

Assessment Area	Average Score
Policy and Governance	3.5
Strategic Direction	4
General Manager Oversight	3.5
Fiscal Oversight and Budgeting	3.3
Governance and Board Meetings	3.1
Community Accountability and Transparency	3.7
Continuous Improvement	2.7

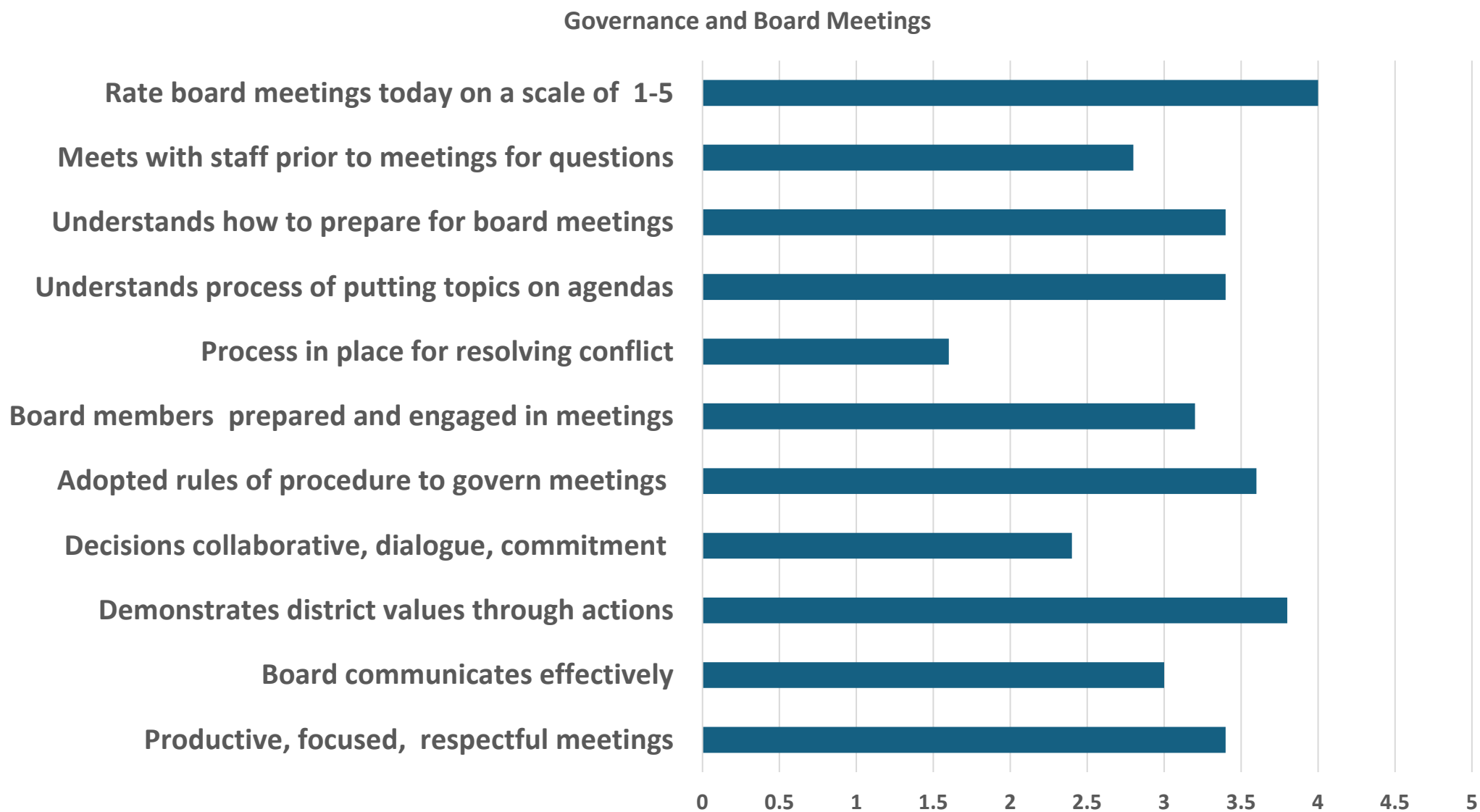
Policy and Governance



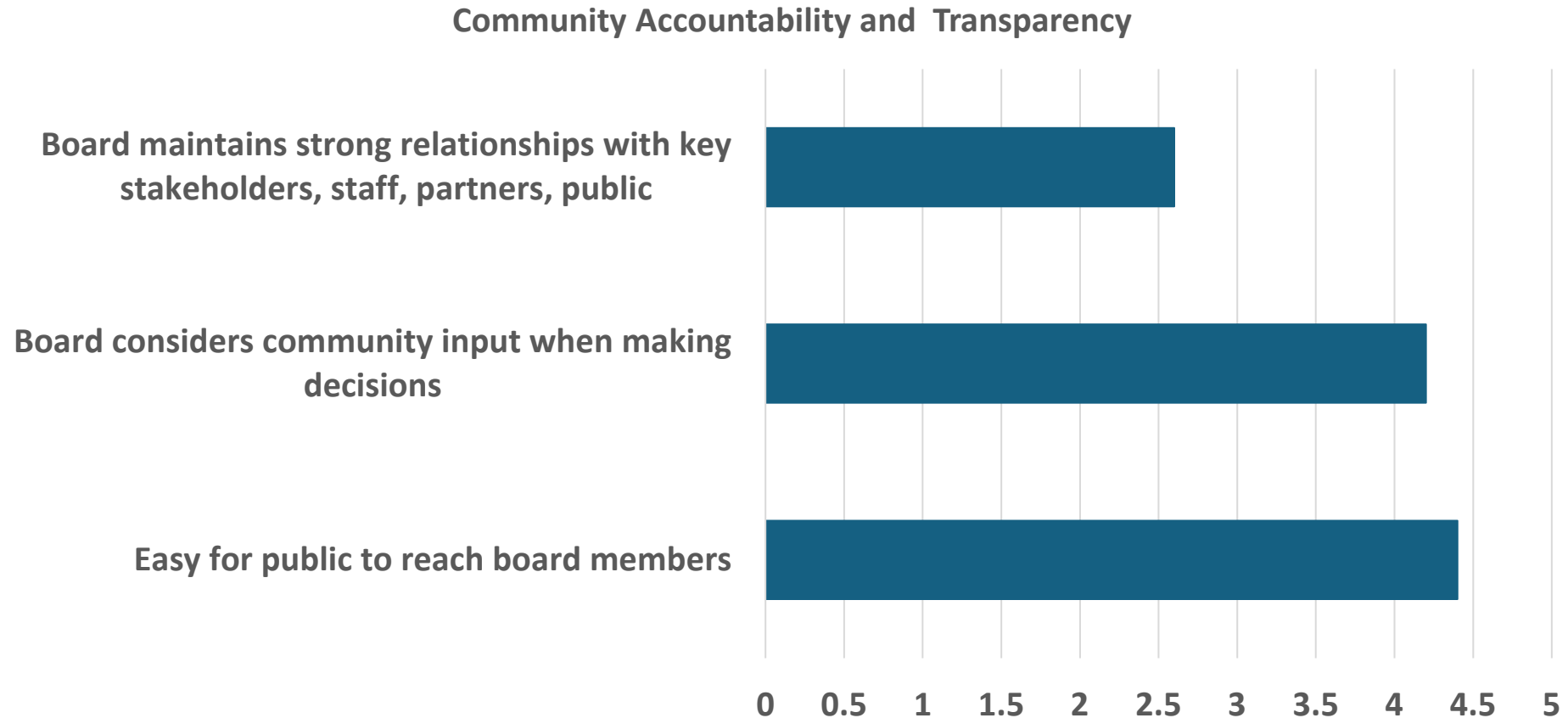
Fiscal Oversight



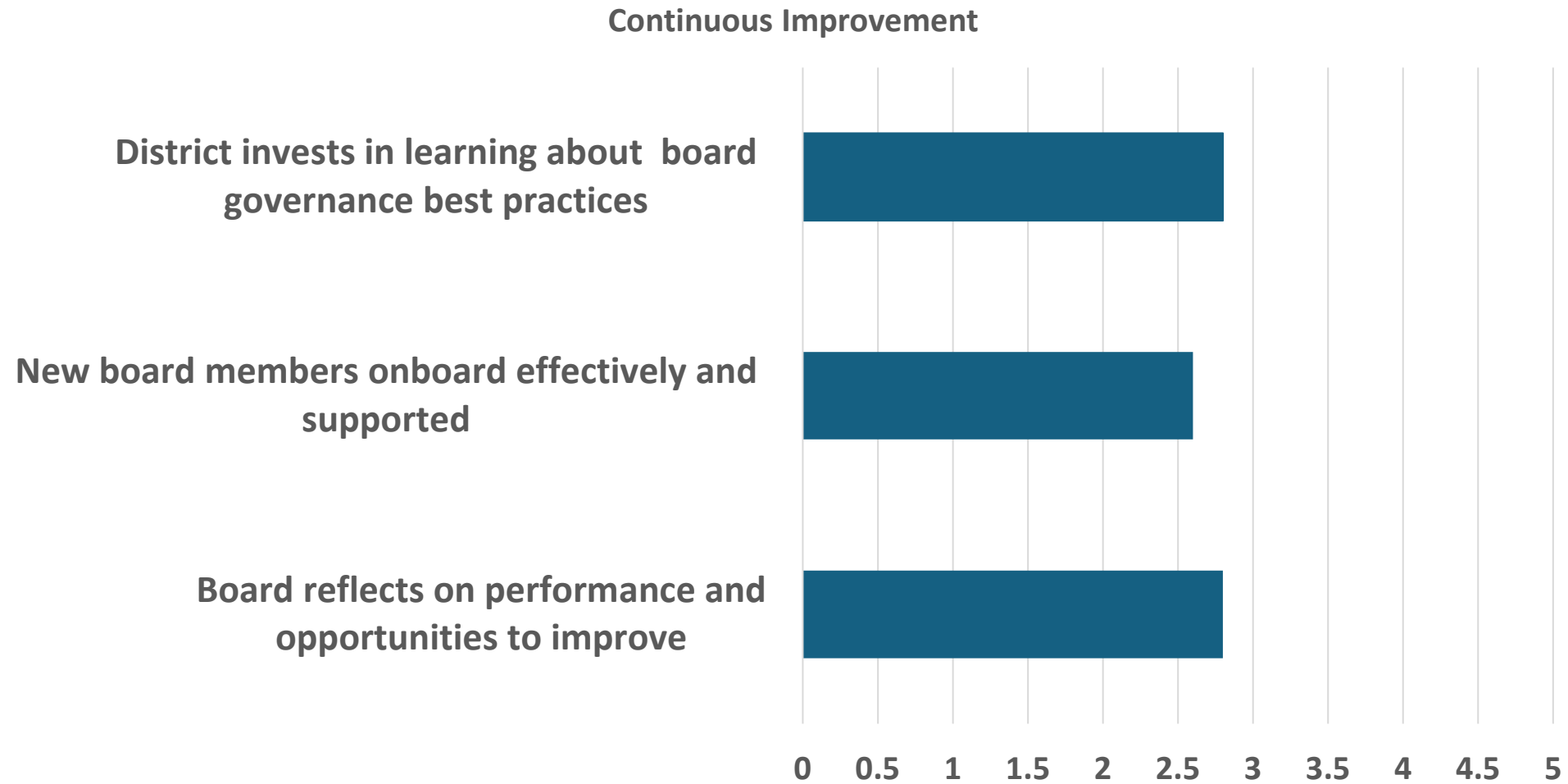
Governance and Board Meetings



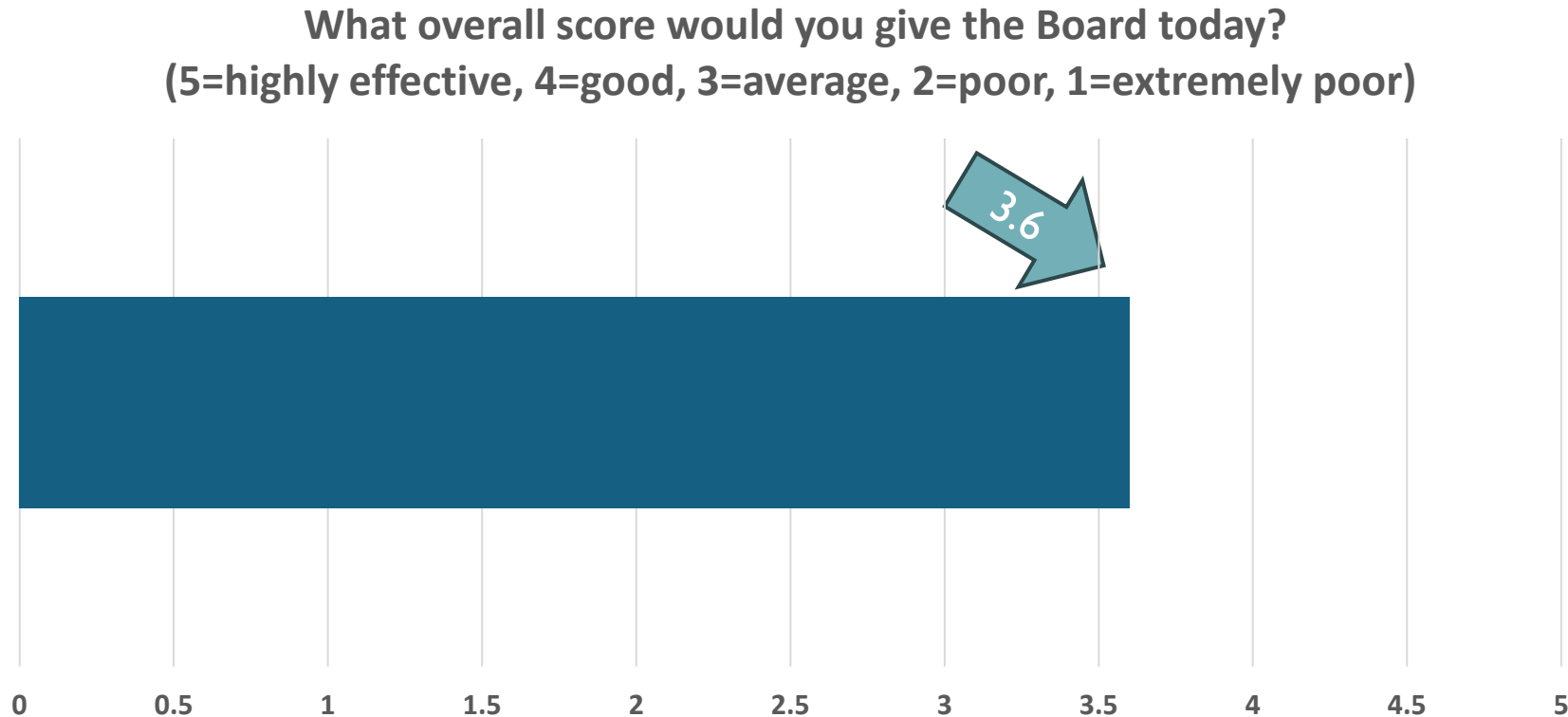
Community Accountability and Transparency



Continuous Improvement



What overall score would you give the Board today?



Narrative Comments Highlights (15 comments)

- **Additional Board Training:** Communications, California Local Government Training, Financial literacy (e.g. investment policies, etc.), High Functioning Boards
- **Strategic Plan:** An effective tool for the GM, less so for the Board.
- **Role Clarity (Staff/Board):** Mixed opinions, some think there is need to strengthen boundaries between staff and board and others frustrated with the boundaries.
- **Agenda Setting** (Board Meetings/Closed Session)

Discussion



Board Self-Assessment Findings

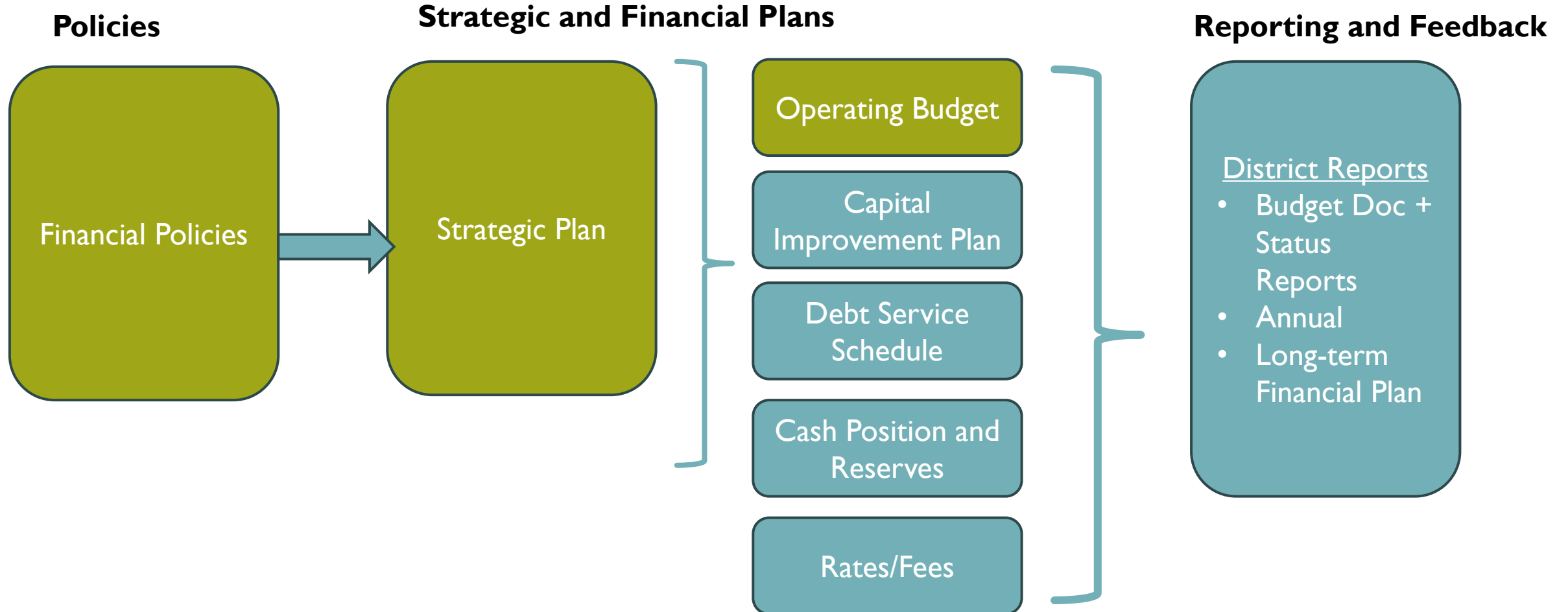
- What stands out to you? What does this information highlight for us? For me personally?
- What does good governance mean to you?
- What, if anything, do we want to do with it moving forward? For example, if we did this same survey in year, what would we hope would be different as result of our actions?

3. Moving Forward

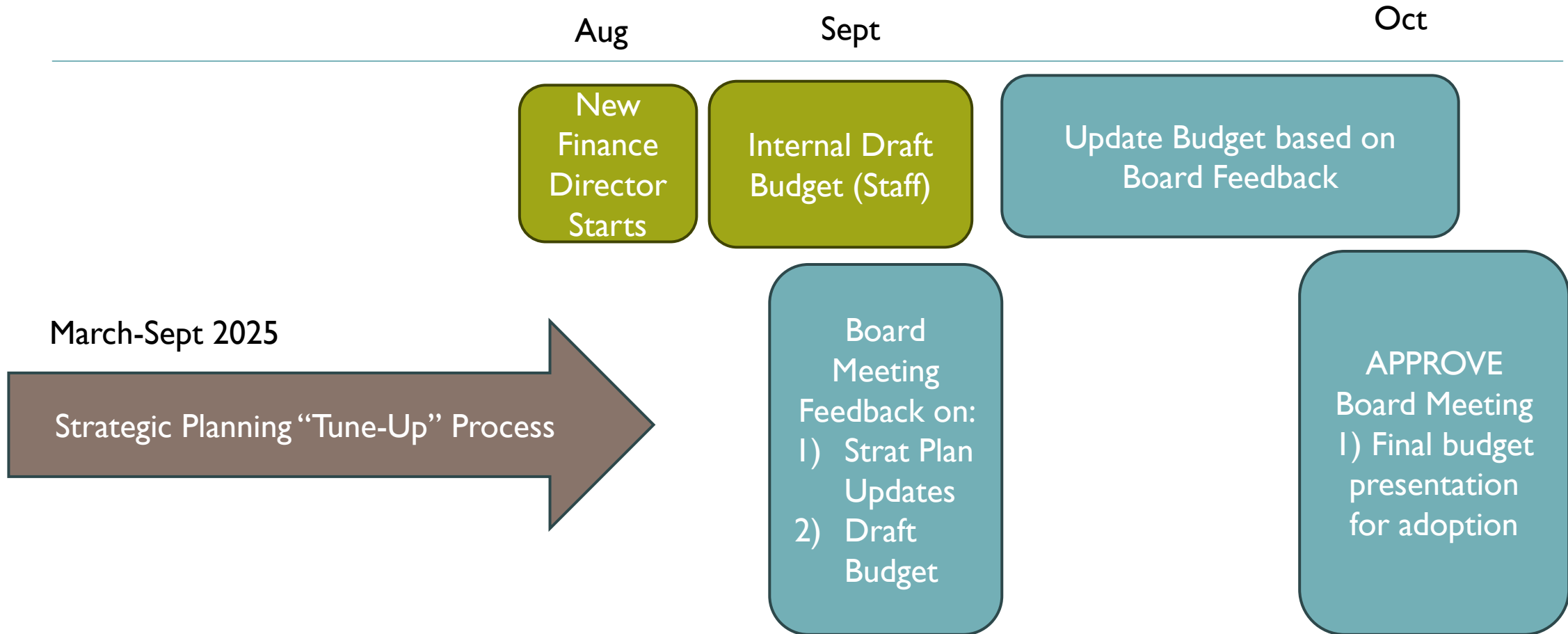
-Strategic Plan Tune-Up + Budget Process



TTAD Fiduciary System + Tools



Proposed Budget Process



Current TTAD Policies

AIRPORT POLICIES & FEES

Guiding Documents and Goals

- [2023-2026 Strategic Plan, Flight Path for Alignment](#)

Master Fee Schedule

- [Master Fee Schedule](#)

Policy Instructions

- [PI 311 Community Sponsorship, Partnerships and Aviation Incentives](#)
- [Current Policy Instructions for KTRK](#)

Primary Management Compliance Documents (PMCD)

- [General Aviation Minimum Standards \(April 2022\)](#)
- [GA Leasing Rents and Fees Policy \(December 2024\)](#)
- [Development Standards](#)
- [Rules and Regulations](#)

Financial Policies

- Investment Policy
- Reserve Policy
- Debt Issuance + Management

What does success look like for the TTAD Budget process?

- What does success look like?
- What training is needed?
- What information do you need?
- Time?
- Public input?
- Other ideas

2023 Strategic Plan “Tune-Up” Process

-Continued



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3 Strategy Discussions Today

1. Community
Investment

2. GHG Planning

3. Warehouse
Investment

Purpose: Informs Strategic Plan
Update and Budgeting

- 45 min each topic
- Review handout
- Discussion
- Direction

Discussion--Future Strategy Topics?



March 10, 2025



Thank you!

Seana Doherty

