



TRUCKEE TAHOE AIRPORT DISTRICT - INTEROFFICE MEMORANDUM

TO: TOM VANBERKEM
FROM: KEVIN SMITH - GENERAL MANAGER
SUBJECT: MEETING NOTES FROM JANUARY 31, 2012 BOARD WORKSHOP
DATE: 5/3/2012

Just as a refresher, here are some of the questions the Board and staff considered prior to our January 31st meeting. We began discussion on a few of these items but it was clearly decided that an additional meeting would be beneficial to fully discuss these topics and to assure understanding of other. The questions were:

- What do we want the airport to be and not be.
- Should the District build a de-icing/community use hangar
- Should the Board hold their meeting in the evening to facilitate more community participation.
- How can we work together to have shorter Board Meetings

From my notes:

Type Table Results:

INTJ: Tom and Brent

ISTP: John

ISFP: Phred

ENTP: Jim

ESTJ: Jane

ESFJ: Kevin S.

ENFJ: Mary

ENTJ: Kathleen and Kevin B.

For review purposes regarding the various MBTI types, there is a lot of information in the “Do Unto Others the Way They Would Be Done Unto...” handout. That may be a good tool to distribute again. Most of my notes on the Type Results are summarized in this handout.

Going back through my notes, which included a lot of the information on the flip cards, I have provided information and comments on the topics we discussed:

1. Staff is passionate about the airport; they enjoy working at an airport, and are motivated by the atmosphere and the aviation industry in general.
2. The Board is eager to hear more from staff. Both Senior Staff and Operations Supervisors. Staff needs to be more vocal in meetings and express their opinions. The Board welcomes and is very interested in staff opinions and experience.
3. At times Staff may need to force the Board into making a decision on items where there may not be Board alignment. In such cases, staff should set the item up for success by peeling the layers of the onion and look at different ways to come to a conclusion. Staff should make a specific recommendation and allow the Board to, at times, “wrestle” with the issue and make a decision.
4. Agenda items may need to be structured differently when we’re dealing with operational issues vs. strategic or long term direction discussions.
5. The District, both Staff and Board, need to continue to focus on safety as our priority issue. Safety should be the first consideration in any decision process we begin.
6. There is a strong desire to listen to each other, both Staff and Board. All in attendance agreed to the value in hearing each other’s position on individual issues. Consensus and agreement at the onset is not necessary to actively listen and try and understand each other.
7. The question was raised as to what the airport should be in 15 years. How are we going to communicate this question to our constituents? It was agreed that the upcoming Master Plan process will be a valuable tool to communicate with our District.
8. We may want to have a specific discussion or an agenda item regarding communication with our constituents and airport users.
9. The Question came up as to “What is our Brand.” What are we trying to be? It was discussed that this question could occupy a full meeting and needs to be discussed.
10. Near the end of the meeting, after our Breakout sessions, an important comment was voiced that we need to have more time for inter-Board communication and interaction. The point was made that staff is constantly interacting on a daily basis where the Board only has that opportunity a few times a month. Finding time for Board interaction is important but needs to be Brown Act compliant.
11. A major question for discussion is “what the airport should and shouldn’t be or become.”
12. As we discussed communications, the Board and Staff focused on whether or not our meeting time should be changed to the evening. The pros and cons of this idea were discussed and staff was asked to bring back a proposal at a future date. Staff indicated that this would occur after we had Broadcasting capabilities and to see the effect of this service.

13. We discussed the importance of Staff Reports to be clear on their objectives. What are we asking the Board to do? If an item is not scheduled for action, be clear on the objective for the discussion.
14. At the end of the meeting we summarized our discussions and agreed that additional meetings would be beneficial. The question at the top of everyone's mind was to have a focused discussion regarding "what we want the airport to be and not be."

Notes from the "From Us to You" section of the meeting.

1. Do the following things more or better.
 - Cohesive and clear Board Direction to Staff. In response to this question we discussed item 3 and 4 above.
2. Do the following things less or stop doing them.
 - At times Staff is confused or has trouble fulfilling Board expectations because the Board isn't always in alignment. It was acknowledged this occurs at times and that the Board needs to work on speaking with one voice. Staff can assist by speaking up and being more vocal when there is confusion. Staff may need to force the issue or bring an item back properly framed. We discussed issues such as cost allocation as an example where maybe we're still out of alignment. We also talked about our December 2011 peak staffing definition discussion as a good example of defining an issue and bring clarity to the issue we're trying to resolve.
3. Continue doing these things that we value and appreciate.
 - Allow staff to implement policies. Staff feels there is less micromanagement and more freedom to carry out assignments.
 - The Board is very respectful of staff and never postures or calls out staff in public meetings. The Board acts very professionally.
 - Our discourse is always professional and respectful.
4. Start doing these things.
 - We need to meet more often. These are budget goals for FY2013. Staff is working on this.
 - Process Management. Staff needs to tell the board what they are capable off. What can you do and what can't you do with available resources. We need to clearly define timelines for complicated items on the rolling agenda.
 - Enjoy our relationship with each other. It's not as if this isn't happening, but we should be more conscious of the good times and the great work we are doing for the community. Celebrate our similarities and differences.