

**SPECIAL MEETING OF THE
MONTEREY PENINSULA AIRPORT DISTRICT
BOARD OF DIRECTORS**

October 30, 2026 – 8:15 AM

**Monterey Salinas Transit Administration Office
19 Upper Ragsdale, Ste. 100
Monterey, CA 93940**

The Monterey Peninsula Airport District holds regular meetings at the Airport Board Room, with in-person attendance. Members of the public may attend the Board Meeting in person and request to speak to the Board when the Chair calls for public comment. In general, in person or emailed comments are preferred. Remote comments are allowed for Board meetings which take place in the Board Room.

This Special meeting is being held at an off-site location and will not have a Zoom option available.

Members of the public are encouraged to provide written public comment by sending an email to info@montereyairport.com and include the following subject line: "Public Comment Item # (insert the agenda item number relevant to your comment)." Written comments should be received by 7:00 AM on the day of the meeting. All submitted comments will be provided to the Board for consideration and will be compiled as part of the record.

A. CALL TO ORDER/ROLL CALL

B. PLEDGE OF ALLEGIANCE

C. BOARD VISIONING WORKSHOP

D. CLOSED SESSION

1. **REAL PROPERTY NEGOTIATIONS.** Pursuant to Government Code section 54956.8, the Board will meet with Real Property Negotiators, Executive Director and District Counsel, regarding a portion of the property commonly known as APN Number 013-221-020-000. Negotiating Parties: MPAD – Executive Director and District Counsel; Third Parties – Unknown at this time."

E. RECONVENE TO OPEN SESSION

F. ADJOURNMENT

AGENDA DEADLINE

This is the final Agenda that has been posted on the bulletin board outside of the District Offices in the Terminal Building at the Monterey Regional Airport no less than 24 hours prior to the special meeting.

Monterey Peninsula Airport Board Retreat Agenda

Friday, October 30, 2026, from 8:00 am-4:30 pm

Facilitator: Christy Clay with CPS HR Consulting

Agenda	Time
1. Arrival & Getting Settled Please note we will start promptly at 8:15	8:00 -8:15
2. Welcome & Setting Context for the Day Board Chair Comments Facilitator Comments	8:15
3. Review of the Mission & Vision	8:45-10:15
Break	10-15 Minutes
4. What Does Success in 24 Months Look Like?	10:30-10:45
5. Review & Discuss Key Themes from the Survey	10:45-12:00
Lunch	12:00-12:30
6. Refine ED's Goals for Fiscal Year 2027 Add specificity and success measures	12:30 – 2:00
7. Address any Key Issues to Resolve	2:00 -3:00
Break	3:00 - 3:15
8. Closed Session	3:15-Close

Board of Directors Survey

Monterey Peninsula Airport District | October 2026

Section 1: Board Governance

1. What do you see as your primary role or roles as a Board Member?

POLICY. To help develop policy that advances the mission (although we are limited in our options to set policy due to the dictates of Federal law).

STRATEGY. To set the direction for the airport.

FIDUCIARY OVERSIGHT. To fulfill an oversight role, also fiscal oversight and general fiscal health of MPAD.

CONDUIT TO THE PUBLIC. Conduit to the public and District constituents to inform and receive information pertinent to airport operations.

COMMUNITY REPRESENTATIVE. To represent the community and to act as a responsible steward of our public airport, to ensure that the interests of the residential and business community are heard and acting upon when responsible and possible.

A high-priority opportunity that was stated in the surveys was to clearly define roles, to work collaboratively with other board members to reach consensus, and for the Board to better support leadership, and for leadership to better support the Board.

2. How would you describe the value – or highest and best use – that the Board of Directors can bring to the airport leadership?

Fiduciary Oversight. Protect the airport's finances to ensure we will have the funds available to complete our goals.

Strategy. Oversee long-term planning and major projects, set priorities and approve major contracts.

Strategy & Policy. Provide clear policy direction through annual goal setting with ED and resource the ED to implement the policies. Provide effective governance, accountability, and ensure transparent public decision-making.

Community Representative. Represent the residents and business interests and weigh impacts against benefits.

Source Leadership. Hire, direct and evaluate the Executive Director.

Ensure airport safety and regulatory compliance through policies and effective management.

Improve Air Service to and from MRY that has an overall positive economic and community impact.

Section 2: Future Vision & Strategic Elements

Mission Statement

3. In general, a mission statement will state why the airport exists. It may also describe what you do and who you serve. Please review the current mission statement below.

Current Mission Statement

The mission of the Monterey Peninsula Airport District is to connect the community with convenient commercial and general aviation access to the air transportation system, operate the airport in a safe, efficient, sustainable and fiscally responsible manner, and evolve the airport toward meeting future needs, opportunities and challenges.

If you would make changes, what changes would you suggest?

I believe the Board and leadership can best use this time to clarify roles and to build trust and understanding (versus working on mission and vision)

Suggestion: "Monterey Peninsula Airport District — Mission

To connect the Monterey Peninsula and Central Coast to the world through safe, reliable, and convenient air transportation; to serve as a welcoming gateway to our region; and to manage our airport with fiscal discipline, environmental responsibility, operational excellence, and respect for the communities we serve."

I would favor this version because it explains not only what the airport does, but also who it serves, what standards it should meet, and what responsibilities accompany operating a public airport.

Suggestion: Connect the community to the air transportation system in a safe, efficient, sustainable and fiscally responsible manner.

Vision Statement

4. In general, a vision statement will state the desired future, or where you are going. Please review the current vision statement below.

Current Vision Statement

Enhance safety and maintain our priority of sustainability and convenience as we evolve to connect the global aviation needs of our thriving community.

If you would make changes, what changes would you suggest?

I would like to see that as a 10-20 year forward-looking statement for the District as a whole, not just for the new terminal project or a rehash of our Mission Statement. Some considerations:

1. Make the desired future more tangible; inspirational vs. operational.
2. Define the airport's regional identity.
3. Put the traveler experience into the vision; accessibility, clear information, efficient passenger movement, and a welcoming atmosphere.

4. Connect sustainability with long-term financial strength.
5. Explicitly acknowledge community trust.

Suggestion: A Vision for Monterey Regional Airport

"To be the Monterey region's trusted gateway to the world—recognized for exceptional safety, a welcoming and seamless traveler experience, responsible environmental stewardship, financial resilience, and lasting value to our communities".

Suggestion: Where pristine nature meets advanced aviation: Bridging Monterey with the cleanest, quietest, and most innovative flight ecosystem on earth.

Opportunities and Challenges

5. What do you see as the top 2–3 opportunities in the next 24 months for the Monterey Airport?

Deliver and seamlessly transition to the replacement terminal and move Taxiway A. Work towards a seamless transition into the new terminal, parking lot, car rental and food services at 2 locations.

Leverage the new terminal to attract additional customers and airline service.
Grow air service (routes, gage, carriers) to provide more convenience for the community.
Improving and maintain existing air service, including ORD, SLC, maybe PDX, et al. (I think this is going to be easier with the new terminal.)

Position the airport to meet the opportunities of changing modalities of air travel.

Develop stronger relationships with our neighbors and impacted members of the community.
Work with FAA/ATC to make improvements to our ILS and their needs for a new ATC Tower

Creatively repurpose the legacy terminal.

Start a Customs and Border Protection presence to allow international travel from Monterey starting with General Aviation.

6. What do you see as the top 2–3 challenges in the next 24 months to the future of the Monterey Airport?

If you can, focus on challenges unique to our airport, rather than industry-wide challenges that are often outside our control.

Increasing revenue to be able to meet our debt service obligations.
Protect our financial resilience as capital costs increased to \$200+ Million for everything related to the terminal project.
Public safety costs associated with our Police and Fire contracts.

Deliver and seamlessly transition to the replacement terminal and move Taxiway A; successful completion of the terminal and the taxiway safety program, to deliver on time and within budget.

Right sizing the staff to support the new terminal.

Upgrading the Air Traffic Control tower.

Navigating changes to air traffic coordination and the implementations of artificial intelligence.

Balance airline growth with community trust and environmental impacts.

Be actively thinking about succession planning and start our next ED search.

Goals and Measuring Success

7. What, if anything, do you anticipate could derail the implementation of the Executive Director's FY 27 goals (see attached)?

Unanticipated construction challenges.

Super el nino significantly delaying the new terminal project.

The increasing cost of living and challenges of recruiting staff; workforce shortages due to factors like housing, cost of living, etc.

Unanticipated financial difficulties.

Systemic economic downturn that could impact national air travel volume.

A poorly implemented transition plan of operations from the existing terminal to the new terminal.

Lack of clear communication and direction from the board of directors, *we need to continue to speak as one voice.*

8. What outcomes or results should we measure to know if the airport is successful?

Ongoing dashboard metrics:

Revenue vs. operating costs ratio

The volume of enplanements

The size of our staff (would this include the number of open positions?)

More quarterly or annually:

Airline interests in coming to/staying at MRY.

Customer feedback

Community (residential, business, visitor) opinions.

One-time project:

The successful (timely and within budget) activation of the new terminal. A smooth transition of operations with minimal impact to travelers.

Board Member Duties & Responsibilities

A quick reference to board duties, fiduciary responsibilities and how we govern together

1. Master List: 10 Duties of the Board

1. Determine mission, purpose (including the “why”) and general strategy
2. Select, support and evaluate the Executive Director
3. Hold management accountable for performance and culture
4. Ensure legal compliance and avoid legal risk, including reviewing governing documents at least every 3 years
5. Create and approve board policies
6. Ensure adequate financial resources and financial controls
7. Oversee financial reporting and the audit process
8. Build a competent board; protect the culture and the brand
9. Assist with outside community and political relationships, serving as an ambassador who builds goodwill
10. Evaluate the board’s performance, as a group and individually

In short: The board sets policy and strategy, acts competently with due diligence as a whole, and keeps a close eye on the finances.

2. Fiduciary Duty of Care

- **Stay informed** on matters that come before the board.
Read your materials before each meeting.
- **Participate actively** in board decisions.
- **Act honestly, carefully and at arm’s length** in all dealings with the organization and fellow directors.
Put the organization’s interests first, with no personal favors or hidden interests.
- **Act as an ordinarily prudent person.**
Stay informed, ask questions and use common sense.

3. Fiduciary Duty of Loyalty

- **Conflicts of interest** arise when you have a material personal interest in a contract, transaction or activity involving the organization.
Disclose it and recuse yourself when necessary.
- **Corporate opportunity:** If a deal with a third party may interest the Org, now or later, bring it to the board first.
- **Confidentiality:** Don’t publicly disclose the organization’s private business.
- **Good faith:** Base every decision on honesty and the organization’s best interests.

4. Noses In, Paws Out



Noses IN

The board leans in on:

- Strategy
- Oversight
- Compliance
- ED performance

Paws OUT

The board stays out of:

- Day-to-day operations
- Specific tactics

With a limited number of meetings each year, keeping noses in and paws out helps stay focused on governance, not operations.

Executive Director Goals – FY 26-27

The Executive Director's performance goals for FY 26-27 are centered on successfully delivering the Airport's most significant capital investment—the replacement terminal—while strategically positioning the organization for long-term operational excellence, workforce sustainability, and continued growth in air service and economic impact.

Combined, these goals reflect a balanced approach—successfully delivering a transformational capital project while strengthening the organization, enhancing service to the community, and positioning the Airport for long-term sustainability and growth.

1. A primary priority is the successful completion and activation of the replacement terminal, ensuring the project is delivered on schedule, within budget, and fully prepared for operational use. This includes closing the final loan options (TIFIA/GARB) maintaining strong oversight of construction progress, proactively mitigating risks, and coordinating closely with stakeholders to support a seamless transition into the new facility with minimal operational disruption.
2. In parallel, review and evaluate the organizational structure and staffing needs, recognizing the shift from a construction-intensive environment to one focused on sustaining and managing modernized airport infrastructure. This effort will align resources with long-term operational and asset management priorities while identifying opportunities for efficiency, role clarity, and organizational resilience. A proposed organizational structure to be presented to the Board of Directors with the Fiscal Year 2027 budget.
3. Invest in the growth and development of staff is a key component of this transition. Emphasize strengthening technical and leadership capabilities across the organization, fostering cross-functional collaboration, and building a strong internal pipeline of future leaders. This focus supports a high-performing workforce equipped to manage an increasingly complex airport environment.
4. Expand and enhance air service offerings and achieve an annual fiscal year growth of at least 5% in enplanements, or secure additional or expanded air service options by working closely with airline partners and regional stakeholders to strengthen connectivity, increase service levels, and support the economic vitality of the Monterey region. This includes both retaining existing routes and pursuing new opportunities aligned with market demand.

5. Develop proposals for the repurposing of the existing terminal facility and present said proposals to the Board of Directors by April of 2027, advancing a strategic vision for adaptive reuse that supports new aviation, commercial, or community-based opportunities. This work will focus on maximizing the long-term value of the asset while aligning with broader airport and regional development goals.
6. Strengthen community relations with local cities, nonprofit organizations, and neighboring residents by continuing to meet with key stakeholders and participate in public meetings while representing the airport.
7. Plan and execute an in-person public retreat with the Executive Director and the Board of Directors prior to the end of 2026 to discuss plans for the future of airport operations and ensure priorities are aligned.