

BOARD OF TRUSTEES

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AGENDA
Special Meeting of the Board of Trustees
Thursday, April 30, 2026 | 1:30 PM
-- Virtual Only --

Notice of Public Meeting

Meetings are open to the public and notice is given pursuant to [NRS 241.020](#).

This meeting will be livestreamed and may be viewed by the public at the following link:

Watch on Zoom: <https://us02web.zoom.us/j/86059107268>

Listen by Phone: Dial 1-669-900-6833

Webinar ID: 860 5910 7268

Public Comment

Anyone wishing to make public comment may do by the one of the following methods:

- 1) By emailing comments to lcorkery@renoairport.com by **4:00 p.m. on the day before the meeting**. Comments submitted will be given to the Board for review and included with the minutes of this meeting.
- 2) Virtually by Zoom. You must have a computer or device with a working microphone. Use the information above to log into the Zoom meeting and use the "Chat" feature to submit a request to speak. When the Chair calls for public comment, your microphone will be turned on and you will be addressed to speak.

Public comment is **limited to three (3) minutes** per person. No action may be taken on a matter raised under general public comment.

Posting

This agenda has been posted at the following locations:

1. RTAA Admin Offices, 2001 E. Plumb
2. www.renoairport.com
3. <https://notice.nv.gov/>

Supporting Materials

Supporting documentation for this agenda is available at www.renoairport.com. Please contact the Board Clerk at lcorkery@renoairport.com, or (775) 328-6402 for further information.

1. CALL TO ORDER

2. ROLL CALL

3. PUBLIC COMMENT

4. GENERAL BUSINESS

4.1 Board Memo No. 04/2026-16 *(for possible action)* Approval of Governance & Team Development Services

Presenter: *Cris Jensen, Interim President & CEO*

4.2 Board Memo No. 04/2026-17 *(for possible action)* Update and discussion on the RTAA President/CEO search with possible action to provide updated direction to the search firm regarding the search process and/or search timeline *(for information only)*

Presenters: *Emily Ellison, Chief People & Culture Officer, RTAA*

Rod Dinger, A.A.E., Senior Project Manager, ADK Consulting, Inc.

5. PUBLIC COMMENT

6. ADJOURNMENT

Board Memorandum

04/2026-16

Date: April 30, 2026

Subject: Approval of Governance & Team Development Services

Presenter: Cris Jensen, Interim President & CEO

BACKGROUND

The RTAA Board of Trustees is an appointed body currently navigating a period of significant organizational transition. Simultaneously, the RTAA is actively executing the MoreRNO capital program (the largest infrastructure investment in the airport's history, representing nearly \$1 billion in facility improvements) while at the same time managing leadership continuity and Board dynamics.

The RTAA FY 2024-2028 Strategic Plan identifies "People" as a core strategic priority, emphasizing the importance of building a strong organizational culture, investing in leadership development, and fostering collaborative and supportive working relationships across all levels of the organization. Staff believes delivering on that commitment begins at the top; the Board of Trustees sets the tone for organizational culture, and a cohesive, high-functioning Board is essential to the RTAA's ability to attract and retain strong leadership, execute the MoreRNO capital program with confidence, and fulfill the Board's strategic vision.

In January 2026, RTAA began evaluating the need to engage well-respected and effective consultants due to the unprecedented changes RTAA has been experiencing. In recognition of these organizational needs, staff identified two complementary professional service providers to support the Board during this critical period. This research was conducted so that the Board may consider directly engaging these providers as one option, or alternatively, direct staff to issue a Request for Proposals (RFP). The consultants' backgrounds and the services they would provide are presented below for the Board's consideration. The consultants are also available to provide a briefing at this Special Meeting should the Board wish to receive one.

- **TECHNICAL BOARD GOVERNANCE CONSULTING SERVICES:**

Peter Kirsch of Kaplan Kirsch LLP (Kaplan) would provide expert guidance on Board governance structures, roles, responsibilities, and best practices to strengthen the effectiveness of the appointed Board of Trustees. Mr. Kirsch is a partner at the firm and a nationally recognized advisor on public-sector governance, with deep expertise in the statutory, regulatory, and operational frameworks that shape airport authorities. He has more than 35 years of experience helping Boards strengthen governance structures, clarify roles and responsibilities, modernize bylaws and policies, improve meeting effectiveness.

Neither the firm, nor Mr. Kirsch are local to northern Nevada – and that is intentional. Their national practice serving airport authorities across the country ensures the guidance provided is informed by a broad pool of peer organizations and proven best practices. His work includes conducting governance assessments, facilitating sensitive Board-staff discussions, supporting leadership transitions, benchmarking against peer airport authorities, and developing structured onboarding and education for new Trustees.

In addition to his governance practice, Peter is one of the country’s leading airport-law attorneys, having advised on the development or expansion of many major U.S. commercial airports. He counsels airport sponsors on regulatory compliance, environmental review, land-use issues, financial matters, and public-private partnerships. Known for translating complex legal and governance issues into clear, actionable guidance, Peter brings both technical expertise and practical Board-level insight to authorities seeking to strengthen performance and navigate major capital programs.

Although Kaplan has previously provided services to the RTAA, Mr. Kirsch has not personally worked for the RTAA, and he would engage in this assignment with full objectivity, independence, and adherence to all applicable ethical standards.

- **TEAM DEVELOPMENT CONSULTING SERVICES:**

Guardian Quest, Inc., led by President and CEO Angie Taylor, Ph.D., would deliver high energy, experiential training tailored to the RTAA Board of Trustees. The work would strengthen leadership, elevate organizational culture, and build a high performance governing team; focusing on how Trustees lead together, relate to one another, and function as a cohesive body.

Dr. Taylor holds a Doctorate of Philosophy in Educational Leadership, a Master's in Public Administration, and a Bachelor's in Business Administration, all from the University of Nevada, Reno. She brings 20 years of experience working with businesses, government agencies, and nonprofits, and has deep knowledge of both current and historic region-specific political dynamics. She is a dynamic, highly sought-after facilitator, excelling in the areas of organizational effectiveness, leadership, navigating change, managing turbulent times, and team development. Dr. Taylor has also served as Trustee for the Washoe County School Board and is an active state legislator, making her well-qualified to complete this work.

Staff believes concurrently engaging with complementary services provides the greatest benefit: governance and best practices expertise paired with team development support. The governance work includes reviewing Board structure, bylaws, committees, and processes; clarifying roles and responsibilities among the Board, CEO, staff, and committees; and updating key governance policies such as operating protocols, codes of conduct, conflict of interest standards, communication protocols, and Board–staff interaction guidelines. It also encompasses a Board performance assessment through interviews and surveys (with anonymized results to promote transparent feedback); structured onboarding for new Trustees; suggested improvements to meeting effectiveness and decision making processes; benchmarking against peer airport authorities; guidance on Board oversight during major capital projects; facilitation of sensitive

governance conversations; support with policy drafting and defining Trustee roles and duties; and insight and guidance to staff on the consultant’s findings to strengthen alignment between governance practices and organizational operations.

Paired with team-development support, this combined approach is intended to build trust among Trustees, strengthen relationships between Trustees and staff, and stabilize organizational dynamics as the RTAA navigates the extraordinary amount of change it is currently experiencing.

DISCUSSION

The Board is asked to consider and select one option from the following two paths forward regarding the engagement of Technical Board Governance Consulting Services and/or Team Development Consulting Services:

OPTIONS

Procurement Options Summary

Option	Summary
1	Award both Guardian Quest and Kaplan Kirsch directly (can begin work immediately)
2	RFP for both (can begin work in a 4-5 month time frame)
<i>*Funding Source: General Revenue Fund</i>	

Staff Recommendation

Staff recommends that the Board authorize both the Technical Board Governance Consulting Services (Kaplan) and the Team Development Consulting Services (Guardian Quest, Inc.) to proceed directly, as reflected in **Option one (1)**.

This approach is strategically aligned with the RTAA's "People" strategic priority, which emphasizes investment in leadership development and the cultivation of collaborative, supportive working relationships across all organizational levels, including the Board of Trustees. The concurrent engagement of both services creates a synergistic framework: governance expertise establishes structural clarity and best practices for Board effectiveness, while team development services build the interpersonal trust and cohesion necessary to operationalize those governance improvements. This integrated approach directly supports the organizational stability and symbiotic Trustee-staff relationship required to successfully execute the MoreRNO capital program, navigate the current period of organizational transition, and provide long-term guidance on overall airport operations.

Board Discretion

The Board retains full discretion to provide direction on the path forward.

Both Mr. Kirsch of Kaplan Kirsch and Dr. Taylor of Guardian Quest, Inc., will be on standby and available to join the Zoom meeting to present to the Board prior to deliberation, should the Board wish to hear directly from the consultants or ask them questions before making a decision.

Staff is prepared to provide additional information, analysis, or clarification regarding any option should the Board request it prior to or during deliberation.

FISCAL IMPACT

The fiscal impact of this item is dependent upon the Option selected by the Board.

OPTION 1

KAPLAN KIRSCH: PETER KIRSCH

DESCRIPTION	FUNDING SOURCE
<p>Survey Development and Distribution: Design and administer a concise survey for Trustees and senior staff to support the project’s initial assessment phase. The survey will identify key governance challenges, clarify priority issues, and capture perceptions of the Board’s current and desired operating practices. Counsel will distribute the survey, collect responses, and prepare the results for analysis and discussion.</p>	<p>GENERAL FUND</p>
<p>Pre-Read Governance Materials: Prepare and circulate pre-read materials introducing core governance terminology and foundational concepts to the Board and senior staff. These materials will establish a shared baseline understanding of effective governance practices in advance of the first facilitated meeting.</p>	
<p>Summary of Survey Findings: Develop a written summary of the survey results, prepared in consultation with designated staff, to inform the Board’s initial governance discussions. This summary will synthesize key themes, areas of alignment, and areas requiring further exploration. The summary will be presented at Meeting #1 and will not be circulated in advance.</p>	
<p>Meeting #1: Governance Foundations and Definition of Deliverables: Facilitate Meeting #1 to introduce core governance principles, present survey findings, and help the Board define the governance deliverables for the project. The session will cover key governance topics, Nevada public-body requirements, Board responsibilities, and the policy-board/management relationship, with content aligned to Board orientation needs.</p>	
<p>Development of Discussion Questions and Policy Outlines: Develop targeted discussion questions and preliminary policy outlines after Meeting #1, in collaboration with designated staff. These materials will form the basis for the structured discussion at Meeting #2.</p>	
<p>Meeting #2: Policy Content Review and Best Practices Discussion: Facilitate Meeting #2 to review the substantive content of proposed governance policies and present best-practice recommendations based on survey results and feedback from Meeting #1. The session will focus on policy content rather than final wording.</p>	
<p>Draft Governance Policies: Draft governance policies between Meetings #2 and #3, incorporating Board input and best-practice guidance. Drafts will be</p>	

circulated as pre-reads for Meeting #3, with coordination on confidentiality requirements under applicable public-records laws.	
Meeting #3: Review and Adoption of Governance Policies: Facilitate Meeting #3 to review, refine, and, where possible, adopt the draft governance policies. Board members will bring any proposed edits, and any policies needing additional work will be flagged for further refinement or an optional fourth meeting.	
Finalization of Governance Policies: Following Meeting #3: Finalize all governance policies after Meeting #3 (or Meeting #4, if necessary), incorporating Board direction and preparing the policies for formal adoption. Final deliverables will reflect all revisions made throughout the review process	
TOTAL ESTIMATED COST FOR KAPLAN KIRSCH	\$65K - \$80K

GUARDIAN QUEST: ANGIE TAYLOR

DESCRIPTION	FUNDING SOURCE
Pre-Engagement Assessment: Conduct a confidential assessment to understand Board member perspectives, priorities, and opportunities for growth.	GENERAL FUND
Facilitated Board Development Sessions (Up to 4): Interactive sessions focused on: <ul style="list-style-type: none"> • Building trust and leading effectively in a dynamic and evolving environment • Strengthening communication and collaboration between fellow Board members and with staff • Defining the characteristics and behaviors of a high-performing, high functioning Board • Clarifying the Board’s influence on organizational culture and achievement of strategic objectives 	
Ongoing Evaluation and Adaptation: Following each session, Guardian Quest will assess outcomes and refine subsequent sessions to ensure responsiveness to Board needs and emerging priorities.	
Post-Engagement Assessment: Administer a follow-up assessment to measure progress, identify shifts in Board effectiveness, and provide recommendations for continued development.	
Collaboration and Alignment: This engagement may be conducted in coordination with governance work led by Kaplan Kirsch to ensure alignment with broader Board governance priorities. Guardian Quest will collaborate as appropriate to reinforce consistency and maximize overall impact.	
Outcomes: By the conclusion of this engagement, the Board will be better positioned to: <ul style="list-style-type: none"> • Operate with greater trust, cohesion, and clarity of roles • Communicate more effectively across Board and staff relationships 	

<ul style="list-style-type: none"> • Align governance practices with strategic priorities • Strengthen its collective impact on organizational performance and culture 	
TOTAL ESTIMATED COST FOR GUARDIAN QUEST	\$19.5K
TOTAL ESTIMATED COST FOR BOTH PROFESSIONAL SERVICES CONTRACTS:	\$84.5K - \$99.5K

OPTION 2

The total cost of **Option 2** will not exceed **\$99,500.00**, and all work performed under this option will remain within this established cap.

Pursuant to Resolution No. 557, the Interim President/CEO, or authorized representative, is authorized to approve Professional Services Agreements equal to or less than \$250,000. The estimated contract amounts for both the Technical Board Governance Consulting Services and the Team Development Consulting Services fall within that delegated authority threshold; accordingly, no separate Board approval of the contract execution(s) is required. All expenditures will be consistent with RTAA's financial stewardship principles and subject to Board-approved budget authority.

RECOMMENDED MOTIONS (CHOOSE ONLY ONE)

Motion 1: "Move to authorize the Interim President/CEO, or authorized representative, to execute Professional Services Agreements with Kaplan Kirsch LLP for Technical Board Governance consulting services **and** with Guardian Quest, Inc. for Team Development consulting services, in an amount **not to exceed \$99,500.00**, with funding from the General Revenue Fund."

-- OR --

Motion 2: "Move to direct staff to issue Requests for Proposals for both Technical Board Governance consulting services and Team Development consulting services, and to return to the Board with recommendations upon completion of the RFP process."

Board Memorandum

04/2026-17

Date: April 30, 2026

Subject: Update and discussion on the RTAA President/CEO search with possible action to provide updated direction to the search firm regarding the search process and/or search timeline

Presenter: Emily Ellison, Chief People & Culture Officer, RTAA
Rod Dinger, A.A.E., Senior Project Manager, ADK Consulting, Inc.

BACKGROUND

The Board of Trustees awarded the contract for executive search services to recruit a new President/CEO for the Reno-Tahoe Airport Authority to ADK Consulting, Inc. at the February 12, 2026, meeting. The Professional Services Agreement (PSA) and Statement of Work (SOW) were executed in accordance with that action on February 24, 2026.

During the March 12, 2026, regular meeting, Trustees provided directions to the search firm for each element of the search process that is customizable. Specific direction provided through board action included the following.

Position Description

Modify draft position description to enhance need for understanding and experience working with signatory airlines; emphasize economic development, commercial development and financial acumen; highlight community relations and relationships with local government leaders/agencies; emphasize flexibility and adaptability to respond to external changes; include a desire to hire someone who is a culture builder, has capital program experience, and desires to establish roots in this community.

Minimum Qualifications

Add further emphasis on aviation experience; economic development; capital programs.

Compensation Range

Advertise the position with a range for flexibility and include discretionary bonus potential language; use median and 75th percentile for the range (\$392,098 – \$450,913).

Marketing Material

Revise draft marketing materials to ensure tax advantages are reflected; add photo of Lake Tahoe on the cover; remove the picture of the parking garage; include more pictures that showcase the beauty of the area (lifestyle focus); include new MoreRNO imagery; don't focus just on Southwest

Airlines because we have other signatory airlines; incorporate information on major industries and/or companies in this area.

Search Process Steps

Trustees want to do social engagement like was done during the 2020 search; there is a desire to have stakeholders engaged early and often.

Identified Stakeholders

Don't limit construction to one specific company since we work with so many – go to BANN, NAOP, and AGC; add Lake Tahoe Visitors Authority Chair and former Chair Carol Chaplin to both components of stakeholder involvement; add major industry representation such as Tesla, Chris Reilly; add one former airport director to the advisory stakeholder panel.

Candidate Screenings

No change to ADK's existing screening protocols.

Timeline

Adjustments to the timeline were made based on Trustee availability. Generally, the firm is targeting presentation of finalist candidates in early June with the goal of finalizing an employment contract in July 2026.

DISCUSSION

Immediately following the March 2026 meeting, action to implement the direction provided and commence the search was taken by staff and Mr. Dinger from ADK. The recruitment process and gathering of stakeholder feedback has been ongoing and applications from interested candidates will be accepted through April 26, 2026.

As the search has progressed, it has become evident that providing an update to and seeking additional or updated direction from Trustees is necessary. There are steps in the process that were not discussed in detail during the search kickoff in March and there are steps in the process that require clarification given changes in search conditions, specifically, the Interim President/CEO's interest in being considered for the permanent role.

Mr. Dinger from ADK will provide an update on the recruitment process and candidate interest in the role and will share themes identified as a part of stakeholder feedback gathering. The schedule for the remainder of the search process will also be reviewed and finalized.

As it relates to the composition of the Advisory Stakeholder Panel intended to provide input to the firm as they select finalist candidates, earlier direction from Trustees indicated that the panel should include the current Interim President/CEO and a former airport director, in addition to the Chair of the AAAC and Carol Chaplin, Former RTAA Chair/Trustee and current Executive Director of the Lake Tahoe Visitors Authority.

Given the Interim President/CEO's interest in now being considered for the permanent appointment, it is no longer appropriate for him to be included and new direction is warranted. And, while Trustees agreed and took action that a former airport director should be included in the

panel, it has become unclear whether the Trustees intended for a specific person to be included, for the person to have been a former director at RTAA, and/or if the final selection of the specific participant was deferred to the search firm. In the interest of keeping the process on schedule, until clarifying guidance could be obtained from the Board, the firm has coordinated with and will recommend that Rosemary Vassiliadis, recently retired airport director from Las Vegas, be considered for inclusion on the panel and interviews have been scheduled for May 11-12. As Trustees reconsider this step in the process, options for consideration may include moving forward with the two remaining participants or identifying additional participants, which may have implications for the search timeline. Alternatively, Trustees may prefer to adopt the firm's recommendation (or a modified version thereof) for addition of a stakeholder panel as a part of the in-person finalist activities (discussed below) which could occur in addition to or in lieu of the currently identified stakeholder panel. As other ideas regarding candidate screening and/or stakeholder engagement emerge during Trustee discussion, priorities for considerations include preventing the public disclosure of names of candidates who are not finalists for the role and specifically engaging airline partners through the AAAC.

Trustees previously directed that in-person finalist activities should include a one-hour interview and one-hour presentation to Trustees, a tour, and a social engagement activity, consistent with the structure of the 2020 President/CEO search. The way in which interview questions will be developed ahead of in-person finalist activities, the topic of the presentation to be provided by finalist candidates, and any parameters on candidate travel for in-person activities was not previously discussed. As such, taking into consideration the candidate pool ADK has developed and their previous search experience, the search firm will recommend a modified approach to in-person candidate activities that includes a one-hour interview with Trustees, a one-hour interview with a second advisory stakeholder panel, a tour, and a social engagement.

ADK provides support for interview question development based on gathered stakeholder feedback and is available to work with individual Trustees to identify the specific questions to be asked during the in-person interviews.

Finally, in preparation for planning the social engagement, Trustee direction will be sought regarding scheduling, attendees, formatting, etc. Trustees will also be asked to consider whether finalist candidate spouses should be included in in-person activities.

FISCAL IMPACT

There is no fiscal impact associated with the items being discussed.

STRATEGIC PRIORITIES

Safety and Security

People

Facilities for the Future

Air Service and Cargo

Financial Stewardship

Customer Experience

General Aviation

Sustainability

COMMITTEE COORDINATION

None

STAFF RECOMMENDATION

Staff recommends that the Board adopt the motion stated below.

PROPOSED MOTION

Trustees will be asked to consider and provide direction through action regarding:

- Composition of the previously identified Advisory Stakeholder Panel.
- In-person search activities including interview question development, consideration of a firm recommended stakeholder interview panel, and social engagement logistics.
- The schedule for the remainder of the search process.

Staff and the firm will facilitate discussion among the Trustees on these items and the search process overall. Trustee sentiment will be captured by staff and summarized at the end of the discussion for confirmation or revision through motion and action by the Board.