

**ANNUAL UPDATE NO. 1 FOR THE STRATEGIC PLAN FOR  
THE NEVADA AIR SERVICE DEVELOPMENT COMMISSION  
FOR 2025 THROUGH 2030**



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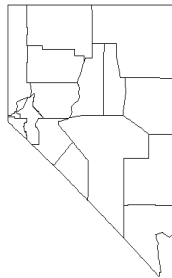
Nathan G. Strong

Nathan G. Strong is a Strategic Planning and Economic Development Program Coordinator with the University Center for Economic Development, College of Business at the University of Nevada, Reno.

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Frederick A. Steinmann, DPPD  
University Center for Economic Development  
University of Nevada, Reno  
The College of Business  
Mail Stop 0024  
Reno, Nevada 89557  
Phone: 775.784.1655



UCED  
University of Nevada, Reno  
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# ACKNOWLEDGEMENTS

Approved by the Nevada Air Service Development Commissioners on February 25, 2026.

Reece Keener, Chair

Kenneth Moen, Vice-Chair

Mark Berg, Secretary

Christopher Abraham

Curtis Hortan

Scott Kichline

Jane Moon

Thomas Burns, GOED Executive Director

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# **Nevada Air Service Development Commission Strategic Plan for 2025 through 2030**

## **Core Values**

*Collaboration and Partnership, Economic and Community Impact, Innovation and Sustainability, Accountability and Transparency, Excellence in Service, and Accessibility*

## **Mission**

*To enhance Nevada's connectivity, economic vitality, and global competitiveness by fostering sustainable air service development, supporting community and industry needs, and driving innovation in aviation across the state.*

## **Vision**

*Over the next five years, the Nevada Air Service Development Commission will pursue and work to secure sustainable funding sources for the Nevada Air Service Development Fund and demonstrate success through expanded Nevada air service leveraging grant funded initiatives.*

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# Nevada Air Service Development Commission Strategic Plan for 2025 through 2030

## Organizational Goals

**Goal No. 1:** The Nevada Air Service Development Commission will work to secure appropriations during legislative sessions and/or alternative funding sources for the Nevada Air Service Development Fund to increase Nevada’s competitive position relative to all other states and enable the Commission to evaluate grant opportunities.

**Goal No. 2:** By 2026, the Nevada Air Service Development Commission will establish criteria for grants awarded using the Nevada Air Service Development Fund. Criteria will include but not be limited to applicants providing market demand data to determine viability and sustainability in underserved areas. (Note: This goal remains contingent on the Fund being capitalized in future sessions or through alternative funding sources.)

**Goal No. 3:** The Nevada Air Service Development Commission will establish criteria and the cadence for reporting to the Nevada Legislature beginning in 2026 and continuing through the next five years.

**Goal No. 4:** Over the next five years, members of the Nevada Air Service Development Commission will support the Governor’s Office of Economic Development to develop systems and processes to ensure the Commission’s proper operation and administration.

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# 1.0 Introduction

## Overview

Beginning January 2025, working with faculty from the University Center for Economic Development, part of the College of Business at the University of Nevada, representatives from the Nevada Air Service Development Commission developed an initial five-year organizational strategic plan for the Commission to guide the organization's efforts from 2025 through 2030. The resulting comprehensive organizational strategic plan contained a set of core values, a strategic mission statement and strategic vision statement, and four organizational strategic goals. The resulting Nevada Air Service Development Commission organizational strategic plan for 2025 through 2030 was published as a University Center for Economic Development technical report, *A Strategic Plan for the Nevada Air Service Development Commission for 2025 through 2030* UCED Technical Report 2024/25-10.

As part of the effort to support the implementation and successful completion of the Nevada Air Service Development Commission's new five-year organizational strategic plan, the University Center for Economic Development agreed to conduct four separate annual assessments and evaluations of the Commission's strategic plan for 2025 through 2030. As part of the first annual assessment and evaluation of the Commission's current organizational strategic plan, the Nevada Air Service Development Commissioners provided specific comments reflecting the Commission's desired updates and revisions for the current organizational strategic plan. These comments were summarized and presented to the Nevada Air Service Development Commission on January 23, 2026, and led to revisions of the current organizational strategic plan's critical elements including the strategic vision statement, strategic goals, and priority issues to be addressed by the Nevada Air Service Development Commission over the second year of implementation of the current five-year organizational strategic plan.

Section 2.0 of this University Center for Economic Development technical report presents a revised strengths, weaknesses, opportunities, and threats analysis incorporating the changes requested by the Nevada Air Service Development Commissioners. Section 3.0 of this University Center for Economic Development technical report contains the completed evaluation of the Nevada Air Service Development Commission's core values, mission and vision statements, the current set of strategic goals, and priority issues for the second year of implementation of the current five-year organizational strategic plan.

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## 2.0 Organizational Strengths, Weaknesses, Opportunities, and Threats Analysis

As part of the first annual evaluation and update of the Nevada Air Service Development Commission’s current five-year organizational strategic plan, comments received from sitting Commissioners reflected little change from the specific organizational strengths and weaknesses and specific opportunities and threats originally identified by participants during the virtual organizational strategic planning workshop held on January 31, 2025. As such the results of the original analysis completed by representatives from the Nevada Air Service Development Commission participating in the virtual organizational strategic planning workshop held on January 31, 2025, are re-presented with minor additions as requested in comments received from the Nevada Air Service Development Commissioners.

*Strengths* are defined as existing characteristics of the Nevada Air Service Development Commission that give it a competitive advantage and allows it to produce value while *weaknesses* are defined as existing characteristics of the Nevada Air Service Development Commission that place the organization at a disadvantage or prohibits the organization from producing value. While organizational strengths and weaknesses are existing and internal characteristics of the Nevada Air Service Development Commission, opportunities and threats are external conditions that may or may not occur but could be either advantageous or disastrous. *Opportunities* are defined as external environmental conditions that the Nevada Air Service Development Commission could potentially take advantage of while *threats* are defined as external environmental conditions that could derail the efforts of the Nevada Air Service Development Commission to manage the Nevada Air Service Development Fund and address Nevada’s aviation sector needs over the course of the current five-year organizational strategic plan.

### 2.1 Strengths of the Nevada Air Service Development Commission

Figure 2.1 presents a word cloud summarizing the existing organizational strengths of the Nevada Air Service Development Commission as identified by workshop participants representing the Nevada Air Service Development Commission as part of the virtual organizational strategic planning workshop held January 31, 2025. Single words mentioned more frequently appear in a larger size.

Workshop participants highlighted the support the Nevada Air Service Development Commission enjoys within the aviation industry sector, including among other established aviation groups, and numerous other interconnected organizations and government agencies across the state, within the regional, and nationwide. Specifically, participants highlighted that the Commission’s placement within the Governor’s Office of Economic Development reflects the governor and legislature’s recognition of air service development and expansion as a key

driver of statewide economic growth. Workshop participants saw the Commission’s membership as a strength, emphasizing that they and the commissioners are knowledgeable industry leaders who represent diverse stakeholders and bring valuable expertise from across Nevada’s vast geography. This diversity among Commissioners creates a solid foundation, representing various sectors and organizations across the state—both directly and indirectly linked to the air service industry—while fostering connections that open avenues of support from regional stakeholders. Finally, workshop participants agreed that the economic impact the Commission could provide through its management and administration of the Nevada Air Service Development Fund would be felt across other sectors, enabling awardees to leverage potential matches available to their organizations and support a critical driver in Nevada’s economy for tourism, business travel, and regional connectivity.

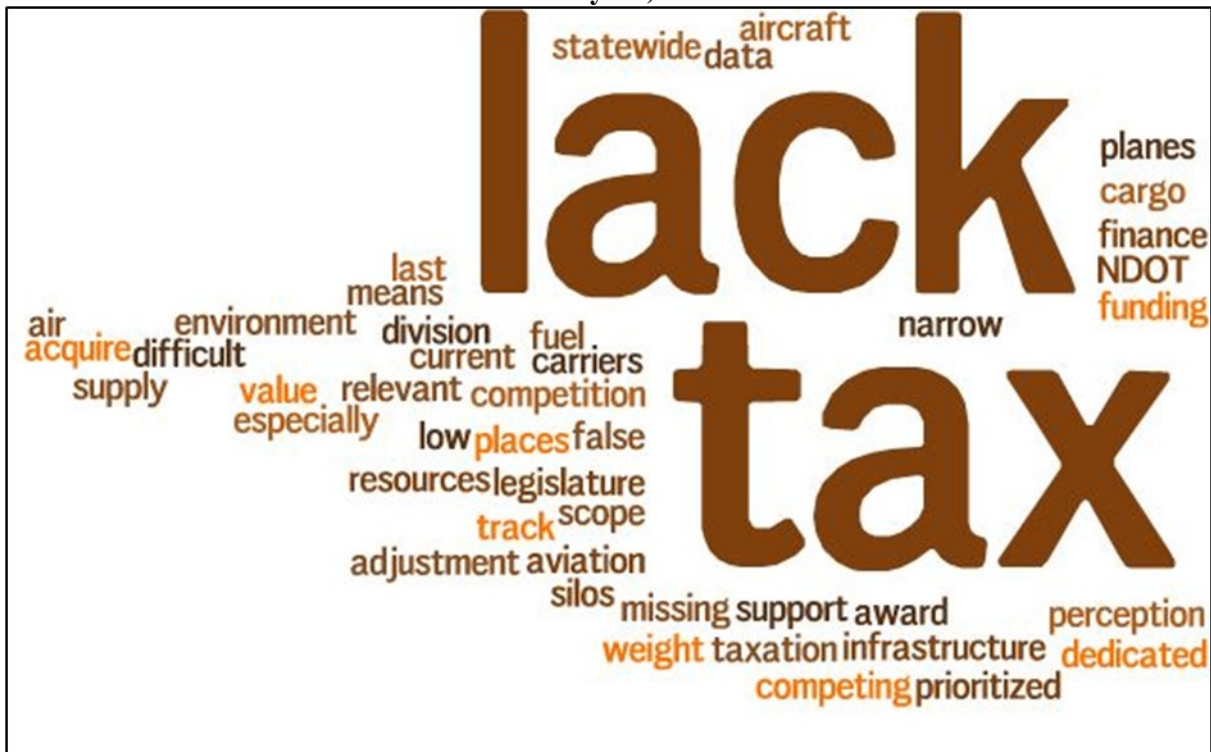
**Figure 2.1 – Organizational Strengths of the Nevada Air Service Development Commission**  
Nevada Air Service Development Commission Virtual Strategic Planning Workshop  
January 31, 2025



## 2.2 Weaknesses of the Nevada Air Service Development Commission

Figure 2.2 presents a word cloud summarizing the existing organizational weaknesses of the Nevada Air Service Development Commission as identified by workshop participants representing the Nevada Air Service Development Commission as part of the virtual organizational strategic planning workshop held January 31, 2025. Single words mentioned more frequently appear in a larger size.

**Figure 2.2 – Organizational Weaknesses of the Nevada Air Service Development Commission**  
**Nevada Air Service Development Commission Virtual Strategic Planning Workshop**  
**January 31, 2025**



Workshop participants identified the inability to fulfill its statutory purpose—managing and administering the Nevada Air Service Development Fund—as the major weakness of the Nevada Air Service Development Commission as the Nevada Air Service Development Fund currently lacked funding. Without dedicated financial support, from the legislature or other sources, the Commission will remain limited in implementing any strategic air service initiatives across Nevada. Workshop participants also noted an existing false perception of financial support from the legislature services only to compound this primary weakness. The narrowly defined statutory scope of the Commission was also identified by workshop participants as a weakness because it limits executive branch support to secure necessary resources and policy backing. The participants cited the lack of a dedicated aviation division within the Nevada Department of Transportation as structural evidence of this weakness within Nevada’s executive branch. Workshop participants also identified systemic and structural weaknesses within the aviation sector that included existing gaps in aviation infrastructure, lack of competition among air service carriers, and a constrained aircraft supply leading to industry-wide competition for available planes. Workshop participants identified numerous funding weaknesses that they also considered potential threats in this analysis. The low tax environment enjoyed by Nevada businesses and residents has created competition in the prioritization of existing, extremely limited state fiscal resources. This weakness was specifically highlighted by participants who noted the last statewide aviation fuel tax adjustment occurred following the 1991 Nevada legislative session. Workshop participants identified difficulties in acquiring relevant data to justify funding requests as additional weaknesses. Industry siloing within aviation—spanning



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aviation fuel tax adjustments, as potential funding measures for the Nevada Air Service Development Fund. Additionally, county governments have the statutory authority to implement aviation fuel tax increases, which could provide both restricted and unrestricted funding for the Nevada Air Service Development Fund.

Beyond organizational opportunities centered around funding workshop participants noted the opportunity for its members to raise the Commission's profile and become a focal point for aviation in the state of Nevada. Doing so provides opportunity for the Commission to increase its credibility and attract additional forms of financial support, and any increase in the Commission's impact upon the aviation sector would present an opportunity to broaden the organization's narrow scope. Geographically, workshop participants highlighted the opportunity to increase connectivity within Nevada through expansion of intrastate routes connecting rural and urban areas of different sizes. Workshop participants referred to Lake Tahoe specifically as it is located between Nevada and California and currently enjoyed support from both states. Workshop participants also identified the expansion of rooftop-to-rooftop air services within local geographies as an opportunity. Beyond opportunities presented by infrastructure expansion and improvements to existing infrastructure, workshop participants were keen to the Commission's ability to be active within the electrification infrastructure as the aviation sector further adopts measures leading to expanded use of fuel cells or batteries. In addition to the Nevada Governor's Office of Economic Development being a key consortium member of the "Nevada Lithium Batteries and Other Electric Vehicle Materials Loop" Regional Technology and Innovation Hub led by the University Center for Economic Development in the College of Business at the University of Nevada, Reno, according to its current statewide five-year Comprehensive Economic Development Strategy, *Realizing Nevada's Electric, Innovative, and Connected Future*, "Nevada will be ground zero for the energy transition." As an organization housed under the office, the Nevada Air Service Development Commission is positioned perfectly with the opportunity to represent state aviation interests in those activities. Workshop participants highlighted indirect economic impact opportunities, including utilizing in-state labor and resources for projects funded by the Nevada Air Service Development Fund, keeping capital within Nevada. Participants also noted that air service development improvements could distribute shared costs across the sector, lowering operating expenses improving cost efficiencies and enhancing financial viability potentially enabling smaller firms to reach the break-even point. In summary, workshop participants emphasized that the opportunity for Commission success directly contributes to the opportunity for overall success within the entire air service industry.

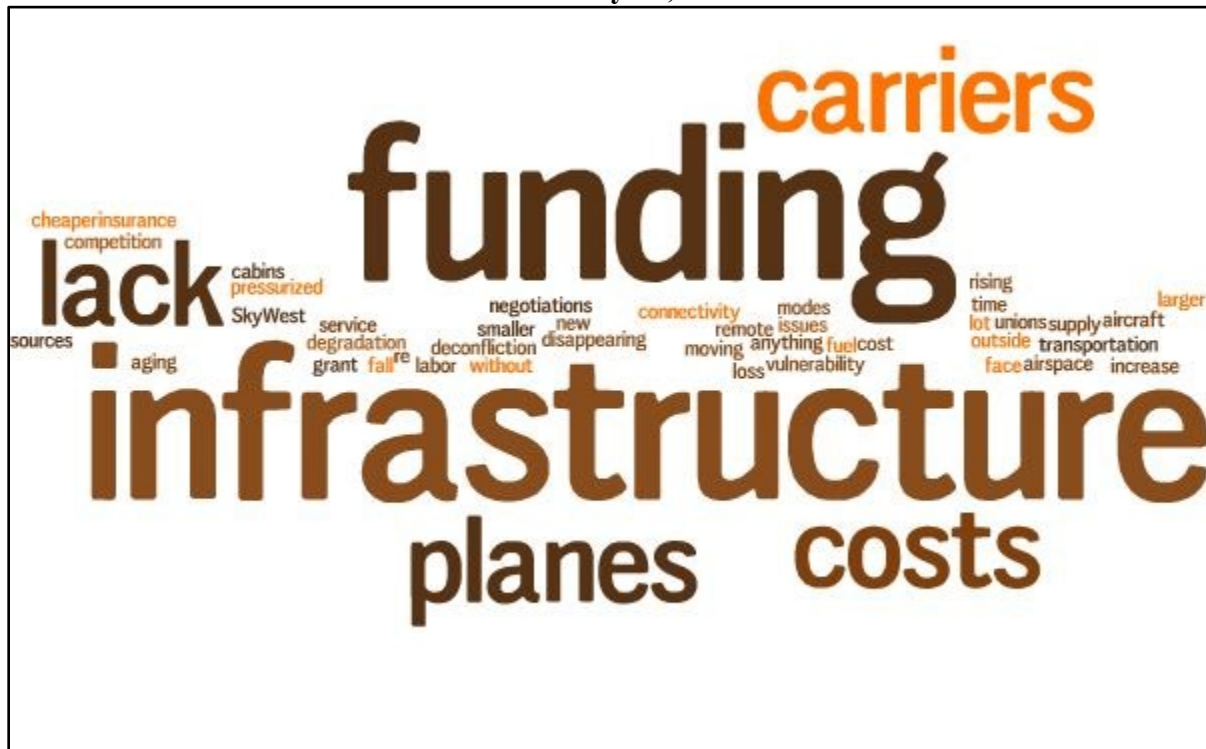
The recently published University Center for Economic Development technical report, *An Assessment of State Aviation Departments in the Western and Intermountain Western United States and an Assessment of the Economic Impact of Nevada's Aviation Industry Sector* UCED Technical Report 2023/24-16, highlighted several key opportunities for the Nevada Air Service Development Commission to contribute towards ensuring the long-term sustainability and competitiveness in Nevada's aviation industry. That University Center for Economic Development technical report identifies several areas where the Commission has opportunity to make a positive impact, including maximizing funding opportunities, infrastructure improvements and expansion, expanding cargo operations, supporting public safety, and strengthening workforce development. Through its management of the Nevada Air Service

Development Fund, the Commission can assist in the establishment of dedicated funding structures within Nevada to match federal funding sources, ensuring the state fully leverages available resources. Targeted infrastructure investments, including those support by the Nevada Air Service Development Fund, will enhance air service viability and sustainability in underserved areas. Expanding cargo operations will help diversify and strengthen the industry, while improvements in public safety and weather monitoring services can support overall operational efficiency. As representatives from key industry stakeholders, Commission members can contribute valuable insights into staffing needs within the public aviation sector, support pilot training programs, and collaborate with other stakeholders on aviation industry outreach and marketing initiatives.

## 2.4 Threats Facing the Nevada Air Service Development Commission

Figure 2.4 presents a word cloud summarizing the potential threats that the Nevada Air Service Development Commission may have to address of as identified by workshop participants representing the Nevada Air Service Development Commission as part of the virtual organizational strategic planning workshop held January 31, 2025. Single words mentioned more frequently appear in a larger size.

**Figure 2.4 – Potential Threats Facing the Nevada Air Service Development Commission Nevada Air Service Development Commission Virtual Strategic Planning Workshop January 31, 2025**



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The greatest threat identified by workshop participants facing the Nevada Air Service Development Commission is the lack of funding for the Nevada Air Service Development Fund and the potential failure to grow it biennially in line with increasing demand for air service development improvements. The lack of funding from the legislature for the Nevada Air Service Development Fund, continues to represent the greatest threat to the Commission's statutory purpose. Additionally, participants noted any loss of funding in external grant sources used for matching funds would further diminish the Fund's impact. These funding vulnerabilities are critical, as the Commission's statutory purpose is tied to awarding grants through the Fund—without funding, it cannot fulfill its mandate. Should this be the case, workshop participants concluded that external threats would continue to grow. Workshop participants identified several of those threats to the aviation community, included the decline, aging, and lack of new infrastructure resulting in further air service degradation. Participants noted any reduced sector capacity could also create airspace challenges such as deconfliction issues. Remote connectivity poses a threat identified by workshop participants noting that it diminishes travel demand while alternative transportation modes offering lower costs at the expense of longer travel times pose additional competition. Rising costs—including fuel, insurance, and labor (subject to union renegotiations)—threaten further strain upon the industry as noted by participants, and a limited aircraft supply and lack of carrier competition, with SkyWest identified as the primary rural provider, exacerbate sector challenges. Plus, participants stated an industry shift toward larger aircraft is eliminating the supply of smaller, non-pressurized planes which typically serve shorter commercial routes. The greatest risk communicated, however, is the Commission's potential failure to deliver meaningful outcomes. Workshop participants emphasized that developing and adhering to a clear mission and vision is a critical first step in addressing these threats, ensuring advocates have a strong, unified voice.

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## 3.0 Assessment and Evaluation of the Current Nevada Air Service Development Strategic Plan

The first annual assessment and evaluation of the Nevada Air Service Development Commission's current five-year organizational strategic plan included an assessment of the progress that the Commission has made in implementing elements of the current strategic plan over the past year and the development of priority focus areas for the next and second year of implementation. Comments provided by Nevada Air Service Development Commissioners highlighted revisions, as necessary, to the existing core values, existing mission statement and vision statement, and an evaluation with revisions for the existing strategic goals and objectives. This section presents a general overview of the assessment and evaluation of the critical elements of the Nevada Air Service Development Commission's current five-year organizational strategic plan, incorporating specific revisions as identified and as requested in comments received from the Nevada Air Service Development Commissioners.

### 3.1 Review of the Current Core Values

The Nevada State Air Service Commission's current set of core values, developed and adopted as part of the Commission's current five-year organizational strategic plan, consists of the following six core values:

- ***Collaboration and Partnership:*** We believe in fostering strong relationships with stakeholders, including airports, airlines, government agencies, legislators, businesses, and communities. By working together, we create innovative solutions that benefit Nevada's air service infrastructure and drive shared success.
- ***Economic and Community Impact:*** We are dedicated to enhancing Nevada's economy and improving quality of life for its residents by expanding air service access, creating opportunities for growth, and supporting local businesses and industries retaining economic impact in the state of Nevada.
- ***Innovation and Sustainability:*** We embrace forward-thinking strategies and technologies to advance air service development while prioritizing environmental sustainability and long-term resilience in the aviation sector.
- ***Accountability and Transparency:*** In compliance with Nevada Open Meeting Law, we are committed to operating with integrity, transparency, and fiscal responsibility, ensuring that our actions align with the best interests of Nevada's communities and stakeholders.

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- ***Excellence in Service:*** We strive for excellence in everything we do, from strategic planning to stakeholder engagement, ensuring high standards in air service development that meet Nevada’s evolving needs through smart and strategic investments.
  - ***Accessibility:*** We value access to air travel ensuring Nevada benefits from enhanced connectivity between rural, underserved, and metropolitan communities.

Each of the existing six core values underscores the level of dedication that the Nevada Air Service Development Commission, including Commissioners and anyone who represents the Commission in an official capacity, has toward Nevada’s aviation sector. As part of the first annual assessment and evaluation of the current strategic plan, from comments provided by Nevada Air Service Development Commissioners, the following two questions were used to evaluate each of the existing six core values and guiding principles: (1) do the core values still represent the fundamental expectations, beliefs, and norms that the Nevada Air Service Development Commission as an organization expects of its representatives?, and (2) is there anything ‘missing’ from the current core values that should be added and are there any changes, additions, subtractions, or new definitions that should be included in the core values and guiding principles?

Comments received from the Nevada Air Service Development Commissioners reflected a singular focus centered around the nature of the Commission’s statutory existence as stipulated in NRS 231.600 to 231.730. In response to the first question, *Do the core values still represent the fundamental expectations, beliefs, and norms that the Nevada Air Service Development Commission as an organization expects of its representatives?*, Commissioner comments reflected an clear self-awareness as members of a publicly accountable entity tasked with directly improving the state’s air service sector. As such, in response to the second question, *Is there anything ‘missing’ from the current core values that should be added and are there any changes, additions, subtractions, or new definitions that should be included in the core values and guiding principles?*, Commissioner comments indicated that all six of the existing core values, as currently listed and defined, are sufficiently detailed and do not require any revision at this time. With no revisions applied, the existing six core values remain intact for the second year of the current five-year organizational strategic plan for the Nevada Air Service Development Commission.

### **3.2 Review of the Current Strategic Mission Statement**

Adopted as part of the Nevada Air Service Development Commission’s current strategic plan for 2025 through 2030, the current strategic mission statement is:

***To enhance Nevada’s connectivity, economic vitality, and global competitiveness by fostering sustainable air service development, supporting community and industry needs, and driving innovation in aviation across the state.***

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As part of the first annual assessment and evaluation of the current strategic plan, comments received from Nevada Air Service Development Commissioners indicated this current mission statement accurately described the organization’s existing identity and accurately reflected the expectations outlined over the first year of the current strategic plan and governed organizational behavior in that time. For the second year of the current five-year organizational strategic plan no changes to the existing strategic mission statement as written were suggested in comments received from the Commissioners.

### **3.3 Review of the Current Strategic Vision Statement**

Adopted as part of the Nevada Air Service Development Commission’s current strategic plan for 2025 through 2030, the current strategic vision statement is:

***Over the next five years, the Nevada Air Service Development Commission will have secured sustainable funding sources for the Nevada Air Service Development Fund and demonstrated success through expanded Nevada air service leveraging grant funded initiatives.***

As part of the first annual assessment and evaluation of the current strategic plan, comments received from Nevada Air Service Development Commissioners indicated limited measurable progress had been made over the past year in advancing and moving forward to achievement of the long-term expectations outlined in the strategic vision statement. During 2025, the Nevada Air Service Development Fund remained unfunded, as Commissioners were unable to secure funding through direct appropriation during the 2025 Nevada legislative session or through the pursuit of appropriate, statutorily compliant, outside funding sources. Consequently, no funding was available to award through grants to fund any improvements beneficial to air service development across Nevada. However, minor revisions applied to the existing strategic vision statement using comments provided by Nevada Air Service Development Commissioners indicated their organizational readiness and commitment to act immediately upon the availability of funding.

***Over the next five years, the Nevada Air Service Development Commission will pursue and work to secure sustainable funding sources for the Nevada Air Service Development Fund and demonstrate success through expanded Nevada air service leveraging grant funded initiatives.***

This revised draft vision statement, as agreed upon Nevada Air Service Development Commissioners, signifies an organizational direction and strategic destination actively being pursued in the second year of the current five-year organizational strategic plan, by the Nevada Air Service Development Commission as an organization and with strategic outside stakeholders.

### **3.4 Review of the Current Strategic Goals**

As part of the Nevada Air Service Development Commission’s current strategic plan for 2025 through 2030, four organizational strategic goals were originally developed, including:

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- **Goal No. 1:** During the 2025 Nevada legislative session the Nevada Air Service Development Commission will work to secure appropriations of \$10 million in funding for the Nevada Air Service Development Fund to increase Nevada’s competitive position relative to all other states and enable the Commission to evaluate grant opportunities.
  - **Goal No. 2:** By 2026, the Nevada Air Service Development Commission will establish criteria for grants awarded using the Nevada Air Service Development Fund. Criteria will include but not be limited to applicants providing market demand data to determine viability and sustainability in underserved areas.
  - **Goal No. 3:** Working collaboratively during the 2025 Nevada legislative session, the Nevada Air Service Development Commission will establish criteria and the cadence for reporting to the Nevada Legislature for the next five-years.
  - **Goal No. 4:** Over the next five years, members of the Nevada Air Service Development Commission will support the Governor’s Office of Economic Development to develop systems and processes to ensure the Commission’s proper operation and administration.

These initial goals were focused upon the 2025 Nevada legislative session with an understanding that securing funding for the Nevada Air Service Development Fund was directly correlated to the relevance of Nevada Air Service Development Commission. As part of the first annual assessment and evaluation of the current five-year organizational strategic plan, Nevada Air Service Development Commissioners provided comments assessing any measurable progress which had been made over the prior year achieving each individual organizational strategic goal. The comments provided by sitting Commissioners also evaluated the relevance of individual strategic goals and led to revisions of two strategic goals based upon their analysis. Based on the first annual assessment and evaluation of the current strategic plan’s strategic goals, the revised set of organizational strategic goals for the second year of implementation of the current five-year organizational strategic plan are:

- **Goal No. 1:** The Nevada Air Service Development Commission will work to secure appropriations during legislative sessions and/or alternative funding sources for the Nevada Air Service Development Fund to increase Nevada’s competitive position relative to all other states and enable the Commission to evaluate grant opportunities.
- **Goal No. 2:** By 2026, the Nevada Air Service Development Commission will establish criteria for grants awarded using the Nevada Air Service Development Fund. Criteria will include but not be limited to applicants providing market demand data to determine viability and sustainability in underserved areas. (Note: This goal remains contingent on the Fund being capitalized in future sessions or through alternative funding sources.)
- **Goal No. 3:** The Nevada Air Service Development Commission will establish criteria and the cadence for reporting to the Nevada Legislature beginning in 2026 and continuing through the next five years.

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- **Goal No. 4:** Over the next five years, members of the Nevada Air Service Development Commission will support the Governor’s Office of Economic Development to develop systems and processes to ensure the Commission’s proper operation and administration.

The minor revisions to the existing organizational strategic goals as requested in comments received from Nevada Air Service Development Commissioners were minor leaving the substance of each modified goal virtually intact and updated to be focused upon the Commission’s statutory obligations. Revisions to Goal No. 1 reflect Commissioner attitudes and awareness that in addition to pursuing appropriations during Nevada legislative sessions, the next occurring in 2027 in the third year of this current five-year organizational strategic plan, Nevada Air Service Development Commission members and representatives will be vigilant in pursuit of alternative funding sources compliant with requirement for the Nevada Air Service Development Fund. Likewise, revisions to Goal No. 3 reflect Nevada Air Service Development Commission’s organizational behavior governed by organizational Core Values outlined in this section, specifically accountability and transparency, in fulfilling all requirements as stipulated in NRS 231.600 to 231.730. The focused revisions made to these specific goals will ensure that the members and other representatives of the Nevada Air Service Development Commission continue to commit themselves to fulfilling the Commission’s statutory purpose centered around administering the Nevada Air Service Development Fund, and they will strive to serve over the next year of implementation and over the remainder of the current five-year strategic planning horizon.

### **3.5 Identifying Priority Issues for the Second Year of Implementation**

As part of the first annual evaluation and update of the Nevada Air Service Development Commission’s current five-year organizational strategic plan, comments received from sitting Commissioners reflected little change from the specific organizational series of priority issues originally identified by participants during the virtual organizational strategic planning workshop held on January 31, 2025. As such the results of the original seven specific priority issues agreed upon by representatives from the Nevada Air Service Development Commission participating in the virtual organizational strategic planning workshop held on January 31, 2025, are re-presented with minor additions as requested in comments received from the current Nevada Air Service Development Commissioners. These seven specific priority issues, ranked in general order of importance, are:

- ***Priority Issue No. 1, 2025 through 2030:*** Funding

As highlighted in the organizational Strengths, Weaknesses, Opportunities, and Threats analysis as summarized in Section 2.0 of this University Center for Economic Development technical report, the Nevada State Air Development Commission was statutorily established to oversee and administer the Nevada State Air Development Fund which initially had no balance of funding. Pursuing biennial allocations in successive sessions remains essential. The Commission must also pursue funding sources beyond legislative pathways by engaging industry firms and similarly aligned associations. Grants awarded from the Nevada Air Service Development Fund will drive industry

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expansion, potentially generating additional revenue streams and further strengthening the impact of the Nevada Air Service Development Commission’s activities. Sustaining and growing the Nevada Air Service Development Fund will allow the Commission to continue fulfilling its statutory mission and respond effectively to evolving air service needs across Nevada.

- ***Priority Issues No. 2, 2025 through 2030: Air Service Growth***

Through its actions administering the Nevada Air Service Development Fund, the Nevada Air Service Development Commission will strategically award the necessary funding for numerous projects benefiting air service development throughout the state of Nevada. Without supplemental public investment, the air service industry remains subject to market forces and external economic pressures that can limit service expansion and long-term stability. Grant awards from the Nevada Air Service Development Fund can be used to promote sustained air service improvements, offset air carrier start-up costs, and support the establishment or enhancement of air service routes serving public use airports. These investments allow other funding opportunities to be leveraged while fostering stable growth in Nevada’s air service industry. As firms and users benefit from industry expansion, they will in turn bolster support for Nevada Air Service Development Commission activities and sustained support for its mission in the community.

- ***Priority Issues No. 3, 2025 through 2030: Economic Development***

Targeted public investments in the air service industry can generate widespread economic benefits. Enhanced air service strengthens providers by increasing passenger and cargo capacity, improving operational efficiency, and expanding market reach. Stability among air service providers strengthens linkages with other sectors and fosters business growth among suppliers, including fuel providers, parts manufacturers, and maintenance services. This economic expansion bolsters public sector resources and drives broader regional development. Through its administration of the Nevada Air Service Development Fund, wherever the Nevada Air Service Development Commission can ensure air service development success, the local, state, regional and industry-wide economy will thrive.

- ***Priority Issues No. 4, 2025 through 2030: Community and Stakeholder Engagement***

Over the next five years, community and stakeholder engagement efforts should focus on understanding the evolving needs of both the air service industry and the communities it serves. Beyond industry stakeholders, the Nevada Air Service Development Commission must communicate how its activities benefit individuals and businesses across the state. A clear, well-articulated message about the Commission’s mission and vision will help build public support for its statutory role and long-term sustainability.

Improved air service can provide tangible benefits, such as shorter flights connecting Nevada’s vast geography—like establishing a route between Elko and Reno to complement the existing Elko-Salt Lake City flight. Expanding air service across

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industries such as medical transport and mining will further increase its impact and attract support for multi-user projects. Improvements to intrastate, domestic, and international air service supported by the Nevada Air Service Development Fund ensure that the Commission's impact extends beyond Nevada's borders and strengthens connections to key markets and destinations. The Nevada Air Service Development Commission, by statute, includes key stakeholder representation from the Nevada Commission on Tourism, the Nevada Aviation Association, the Reno-Tahoe Airport Authority, the Nevada Resort Association, the Nevada Association of Counties, and the Nevada League of Cities. These entities ensure air service expansion aligns with broader economic and regional development goals. Additionally, Commission membership must include representation from both a county with fewer than 100,000 residents and a county with over 700,000, ensuring rural communities have a voice alongside Nevada's metropolitan areas.

Beyond its membership the Nevada Air Service Development Commission can strengthen engagement by working with cities, counties, media outlets, and service organizations. Sharing information with the public through presentations, public meetings, and other outreach efforts can encourage community members and stakeholders to engage legislators in support of improved air service and sustained funding. By fostering these connections, the Commission can drive meaningful progress in Nevada's air service development and strengthen the state's position in the larger aerospace sector.

- ***Priority Issues No. 5, 2025 through 2030: Workforce Development***

Targeted public investments in the air service industry will also create workforce development opportunities by expanding jobs in aviation, maintenance, logistics, and related sectors. As air service providers grow, so do the demands for skilled workers, strengthening linkages with training programs, apprenticeship pipelines, and technical education initiatives. Increased economic activity supports expansion of workforce development resources, and in a thriving economy, people are the most valuable resource. Continued investment will ensure businesses have access to a qualified workforce, fueling long-term industry success. Through its administration of the Nevada Air Service Development Fund, wherever the Nevada Air Service Development Commission fosters industry growth, workforce opportunities expand and strengthen the local, state, regional and industry-wide economies.

- ***Priority Issues No. 6, 2025 through 2030: Infrastructure***

Addressing aging air service infrastructure while developing modern facilities is key to meeting Nevada's future air service demands. As a member organization of the Nevada Air Service Development Commission, the Nevada Aviation Association outlined in its 2020 strategic plan a goal to sustain and improve airport infrastructure, with specific tasks that include the pursuit of permanent state funding for Federal Aviation Administration matching grants and the exploration of additional funding sources. The Nevada Air Service Development Commission can support the implementation of these

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priorities by awarding funds from the Nevada Air Service Development Fund, which can supplement or leverage other funding opportunities to enable air service entities implement prioritized projects. These enhancements benefit not only travelers but also businesses, public safety operations, and economic development, ensuring both immediate gains and long-term sustainability.

- ***Priority Issues No. 7, 2025 through 2030: Prioritized Legislative Support***

In each biennial Nevada legislative session, the Nevada Air Service Development Commission must actively pursue all available pathways to secure legislative support for air service development in Nevada. Without continued legislative backing, the Commission's ability to fulfill its statutory role would be significantly constrained. To ensure maintained support, the Commission must strategically align with key political champions within the Nevada State Legislature, working collaboratively to guarantee attention to air service industry needs continues. While securing short-term legislature funding remains critical, the Commission also serves an important advisory role by informing legislative champions and other policymakers on policy changes that can strengthen Nevada's position within the broader aerospace sector. By fostering strong legislative partnerships and advocating for policies that align with Nevada's evolving needs, the Nevada Air Service Development Commission can secure the resources and momentum necessary to advance its mission.

The fact that each of the seven primary issues that will help guide and inform the various efforts of the Nevada Air Service Development Commission over the next year of implementation of the current five-year organizational strategic plan remain intact, with minor modification, and unchanged in order, again reflect the Commission's understanding and committed focus upon its statutory requirements as stipulated in NRS 231.600 to 231.730.

### **3.6 Overall Evaluation of the Current Strategic Plan**

Following review and revision of the existing critical elements, and to evaluate the current five-year organizational strategic plan in its entirety, comments received from sitting Nevada Air Service Development Commissioners were used in evaluation of five specific questions:

*Does the current strategy still give overall direction for the organization?*

*Does the current strategy still fit resources and opportunities?*

*Does the current strategy still minimize resistance and barriers?*

*Does the current strategy still reach those affected?*

*Does the current strategy still advance the mission?*

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In general, as reflected in the comments and request revisions from sitting Commissioners, the current five-year strategic plan and the plan's existing and somewhat revised critical elements for the Nevada Air Service Development Commission for 2025 through 2030 is still relevant and that the organization should continue to pursue completion of each individual element as outlined in the current strategic plan for the next year and for the remainder of the current five-year strategic planning horizon. Members and representatives of the Nevada Air Service Development Commission maintain a clear understanding of the organization's statutory nature, continue to adhere to behaviors governed by organizational core values, and remain dedicated to further advance the Commission's existing strategic mission and to successfully achieve the stated long-term objective of the existing strategic vision.