



**SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY
STAFF REPORT**

Item No.
12

Meeting Date: **JULY 1, 2010**

Subject:

Provide Direction to Staff on Structure, Composition and Work Plan for Authority Advisory Committee

Recommendation:

Provide direction to staff.

Background/Justification:

The Authority's Advisory Committee ("Committee") was created pursuant to §170054 of the Public Utilities Code. This section requires the formation of an advisory committee to assist the Authority in "performing its responsibilities related to the planning and development of all airport facilities for the County of San Diego." The code specifies inclusion of members with knowledge of five areas of expertise (airport management; passenger and freight air transportation operations and economics; general aviation; the natural environment; regional economic development/business), as well as, to the extent feasible, representatives from five other organizations/groups (the Department of Transportation and local public transit authorities; local governments; the campuses of the University of California and the California State University in the region; the United States Department of Defense; other groups and residents of San Diego County). In July 2007, the Board added four additional categories for representation on the Committee (bi-national business; San Diego Unified Port District; San Diego International Airport neighboring communities; tourism). Authority Policy 1.21 states that the Committee shall have representatives from each of the categories listed above, but that the Committee may have additional members, up to a maximum of 60, at the discretion of the Board. There are currently 51 Committee members.

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At its February 2010 retreat, the Board discussed possible changes to the Committee ("Committee") in order to maximize the usefulness of the Committee to the Board and the Authority. Board members expressed a desire for earlier and more structured inclusion of the Committee in its decision-making process on certain topics. However, the general consensus during the discussion was that the Committee's size often prevented it from 1) making recommendations due to its unwieldy size and difficulty in achieving a quorum; and, 2) scheduling meetings with sufficient frequency to consider topics and provide feedback to ensure Board decisions are made in a timely manner. Therefore, the Board asked Board Members Berman and Panknin to work with the leadership of the Committee to suggest alternatives to the current Committee structure and/or composition. It was also suggested that specific topics/issues be assigned to the Committee by the Board for consideration to ensure that the Committee provides maximum assistance to the Board and the Authority.

At the April 20, 2010, Board Executive Committee meeting, Board members heard initial recommendations from staff relating to possible Advisory Committee changes. It was requested that the Advisory Committee consider these options and provide further recommendations to the Board at the July 1, 2010, meeting.

On May 20, 2010, the Committee met to review and discuss the possible structural changes to the Committee. At that meeting, the Committee appointed an ad hoc subcommittee to discuss the matter further and return to the Committee with final recommendations. The ad hoc subcommittee met twice and presented its findings to the Committee on June 18, 2010. The Committee's final recommendations are summarized in a Memorandum from the Committee's officers, which is attached to this staff report (Attachment A) and will be presented by the Committee's Chair at the July 1, 2010, Board meeting. Also attached (Attachment B) is a document titled "Principles of Participation," which the Committee suggests that all Committee members be required to sign prior to serving on the Committee.

After consultation with the leadership of the Committee, staff recommends that the Board consider the suggested changes to the structure and composition of the Committee and provide direction to staff to return with any required revisions to Authority Policy 1.21 at the Board's October 7, 2010, meeting. This timetable allows for consultation with Committee leadership and review of the proposed policy by the Committee at a special meeting to be held in mid-September.

Fiscal Impact:

Funds for Advisory Committee meetings are included in the budget for FY2011.

Environmental Review:

- A. This Board action, as an administrative action, is not a project that would have a significant effect on the environment as defined by the California Environmental Quality Act ("CEQA"), as amended. 14 Cal. Code Regs. §15378. This Board action is not a "project" subject to CEQA. Pub. Res. Code §21065.
- B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coastal Act Pub. Res. Code §30106.

Equal Opportunity Program:

Not applicable.

Prepared by:

MATT HARRIS
SENIOR DIRECTOR, EXECUTIVE OFFICE

MEMORANDUM

Date: June 23, 2010

Subject: Structure, Composition and Work Plan for Advisory Committee

To: San Diego County Regional Airport Authority Board Members

From: Bella Heule, Chair, SDCRAA Advisory Committee; Rick Beach, First Vice Chair; John Hawkins, Second Vice Chair

Structure, Composition and Work Plan for Advisory Committee

The Authority Advisory Committee recommends that the Board of SDCRAA direct staff to prepare revisions to SDCRAA policy 1.21 using the changes recommended in this memo.

The Advisory Committee received direction from the Board at the May 6, 2010, meeting to address issues of timing, relevancy, size, attendance and quorum. Members of the Board spoke extensively about the effectiveness of the Advisory Committee, addressing the fiscal impacts and encouraging a range of thinking from the Advisory Committee. In the interim, the Advisory Committee met on May 20, 2010, formed an ad hoc working group that met twice on June 2 and June 7, briefed Chair Gleason on June 8, reviewed their recommendations at a special meeting of the Advisory Committee on June 18, and briefed CEO Bowens on June 22.

The Advisory Committee recommends the following revisions to SDCRAA policy 1.21:

- **Review period:** establish these changes with the intention of reviewing their effectiveness after one year
- **Frequency:** meet monthly, in synch with Board meetings
- **Work plan:** establish topics for review by the Advisory Committee from the SDCRAA work plan
- **Size:** maintain the size of the Advisory Committee at this time while making these other recommended changes, in order to keep a diverse representation from the community
- **Fiscal impact:** changes previously made to meeting locations will reduce costs, although there may be a need for meeting facilitation
- **Alternates:** allow designation of an alternate representative who can attend, be heard and vote when a member is unavailable
- **Principles of Participation:** require written commitments from individuals who are members or alternates
- **Quorum:** retain a quorum but count the categories represented rather than individuals
- **Categories:** revise the categories of representation by breaking up large categories and keeping the categories in the legislation and existing policy

Importantly, the Advisory Committee treated these recommendations as an inter-related set of changes and came to consensus on most of the recommendations as a whole.

Review Period

The Advisory Committee agrees with Chair Gleason that these changes should be reviewed after sufficient time to determine their effectiveness, perhaps 12 months.

Frequency

The Advisory Committee unanimously recommends shifting from quarterly meetings to monthly meetings.

Work Plan

The Advisory Committee unanimously recommends that the Chair and Vice-Chairs work with staff to select topics for review by the Advisory Committee using the Airport Authority work plan. These topics are intended to cover the next 12 to 24 months.

Size

The Advisory Committee presents a consensus recommendation that the size of the committee not be radically reduced during this review period, while the maximum size limit be retained.

The committee raised two concerns, first that the Board retain the diverse representation of small and volunteer stakeholder groups, and second that the extensive changes being recommended will address issues of effectiveness without risking new and unproven processes for representation. The latter concern arose from the realization that no natural mechanisms were available to hear from a constituency of diverse members if there were just one representative for that constituency. This may be most critical in representation from volunteer groups, such as neighborhood and community groups, but it also applies to business groups or multiple trade associations.

Again, the Advisory Committee appreciates the benefit of establishing a review period to examine the effectiveness of these changes without radically reducing the size at this time.

Alternate Representation

The Advisory Committee reached a consensus recommendation that each member designate an alternate who can participate when the member is unavailable.

We recommend that the alternate be counted towards a quorum, be heard and vote on issues before the committee. Alternate representatives would be designated by the primary member and must agree in writing to the same Principles of Participation, including the commitment to be briefed by the member and not impede the progress of the Advisory Committee. The primary member may change the designation of an alternate by informing staff and supplying the signed Principles of Participation.

The Advisory Committee expressed a range of thinking on the mechanisms for designating the alternate in an attempt to lessen the workload on staff.

Principles of Participation

The Advisory Committee unanimously recommends that members and their alternates commit in writing to several principles of participation that ensures effective representation. The committee prepared draft documents for consideration by staff.

The principles under consideration include the following commitments:

- Participate for the term of the appointment by the Board
- Attend monthly meetings
- Use constructive consensus building as the deliberative process
- Expect a range of thinking to be presented when consensus cannot be reached
- Designate an alternate representative
- Prepare the alternate before and follow-up after any work of the committee
- Expect the Board to be notified if a member is absent for three consecutive meetings, and acknowledge that the Board has the right to rescind their appointment

Note that the last point on three consecutive absences conforms to the current policy, which applied to quarterly meetings. The committee had a range of thinking of applying the count to any three meetings in a 12-month period, as well as choosing to count absences of the primary member when an alternate attended, or absences of the organization when both the primary and alternate member were absent.

Quorum

The Advisory Committee presents a consensus recommendation that the quorum become a majority of the categories with appointed representatives.

Historically, the Advisory Committee failed to achieve a quorum for several recent meetings when the quorum was a majority of appointed representatives. Some categories had large numbers of individuals, up to 15 people in the Economic Development category. When a few of those members failed to attend, the committee lacked a quorum. After reviewing the attendance by stakeholder categories, each of the meetings did have a majority of the current categories represented, ensuring a good debate among diverse points of view.

The committee considered and rejected the possibility of lowering the percentage for a quorum, preferring to shift the count from individuals to categories and retaining a diverse set of community stakeholders.

The committee considered and rejected the possibility of eliminating the quorum requirement, preferring to validate the actions of the committee by having a majority of the points of view from the categories.

The committee acknowledges that some categories may go vacant if participation drops, which can be dealt with by counting only categories with appointed representatives.

The consensus on quorum depended on enacting the revised categories for representation.

Representation Categories

The Advisory Committee presents a consensus recommendation to restructure the categories of representation into 18 categories. The committee kept the six categories from the PUC legislation, kept the additional categories in policy 1.21, broke the categories with large numbers of representatives into topical categories, and provided an at-large category if the Board desires flexibility in appointments.

The Advisory Committee discussed a range of thinking about the designation as a knowledgeable individual versus a representative of a stakeholder category. Past appointments did not require representation of a category and these changes may shift the expectations of some representatives towards better presenting the views of a group of stakeholders. On the other hand, the Board may value the expertise and knowledge of an individual, without respect to a constituency and hence appoint someone in the at-large category. This categorization should be revisited at the end of a review period.

The committee reassigned the existing membership into categories as follows: Economic Development (15) became Business, Chambers of Commerce, EDCs and Trade Associations; Military combined DOD, Miramar TAC and Veteran's Groups; Other Groups/Residents (12) became Neighborhood Groups and Non-Governmental Organizations (NGO); Tourism (5) split into Tourism Agencies and Transportation.

In the table below, bold categories came from the PUC legislation, underlined categories came from policy 1.21, and italic categories were designated from the revisions outlined above.

Airport Management (3)	<u>Local Governments (1)</u>
Passenger & Freight Operations And Economics (3)	<u>Campuses of UC And CSU (2)</u>
General Aviation (5)	<u>Military (3)</u>
Natural Environment (2)	<u>Neighborhoods (2)</u>
Regional Economic Development (5 EDC)	<u>Ngo (3)</u>
Business, Including Technology Sector (3)	<u>Tourism (4)</u>
<i>Chambers of Commerce (5)</i>	<u>Transportation (2)</u>
<i>Trade Associations (4)</i>	<u>Port District (1)</u>
<u>Department of Transportation + Public Transit Authorities (5)</u>	<u>At Large (if board chooses)</u>

Request for Direction

The Advisory Committee respectfully requests that the Board direct staff to prepare a revised policy 1.21, Authority Advisory Committee, based on these recommendations.

**DRAFT – Revision #1
(from 6-18-10 meeting)**

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
ADVISORY COMMITTEE**

**Principles of Participation
Letter of Agreement**

Name of Member: _____

As a member in good standing of the San Diego County Regional Airport Authority (SDCRAA) Advisory Committee, appointed by the SDCRAA Board, I agree to the following Principles of Participation for the Advisory Committee:

- I agree to make a dedicated commitment to the Advisory Committee during my next three-year re-appointment.
- I agree to the voting process established by the Advisory Committee that strives for consensus on the issues. I further agree to fully support the consensus opinion of the membership, even if it may not concur with my dissenting opinion. In the event consensus is not reached, a range of thinking will then be presented to the Authority Board.
- With meeting frequency increasing from quarterly to monthly, I commit to preparing my personal calendar to accommodate regular participation at the scheduled meetings.
- I will appoint an alternate to attend Advisory Committee meetings in my absence. I further agree to familiarize that person about the issues to be discussed during the meeting, reaffirming their ability to vote as my substitute. The individual selected as alternate will be qualified to express my points of view and those of the organization we represent.
- In the event I am unable to attend a meeting, I will notify the airport staff in advance that my alternate will be attending in my place and will then notify my alternate. It will be my responsibility to contact my alternate to follow up on what took place during the meeting and any votes that were cast.
- Should I or my alternate be absent from three (3) consecutive meetings, the Airport Advisory Committee leadership will take appropriate action, including contacting the organization I represent.

Signed: _____

Organization: _____

Date: _____