

Council Meeting of
July 25, 2006

Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the Council:

**SUBJECT: Recommendation of Approval of Proposed Airport Commission
Work Plan**

RECOMMENDATION

The General Services Director recommends that City Council review and approve the proposed Airport Commission workplan for fiscal years 2006-07.

Funding

Not Applicable

BACKGROUND

In July of 2000, your Honorable Body approved a work plan developed by the Airport Commission to more fully define their role and how they could best offer assistance to the City Council, as well as the Airport and Residential Communities. Over the course of several workshops conducted by Len Wood, a consultant used by the City to offer training to various Commissions, a work plan was developed.

As certain goals were achieved and new Commissioners were appointed, it became apparent that there was a need to update this work plan. Staff again contracted the services of Mr. Wood to conduct workshops on the Commission/City Council structure, as well as a goal setting workshop. These sessions were held on February 9th, and March 9th, 2006 respectively.

ANALYSIS

At the goal setting workshop of March 9, 2006, Mr. Wood worked with the Commissioners to develop the new work plan. Using the original plan of 2000 as a base, Mr. Wood identified topics which would help formulate the goals of the new work plan. The workshop included the topics:

- What makes the Torrance Airport special?
- Identification of Torrance Airport Stakeholders
- SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
- Identification of goals

During this session, the Commissioners were asked to list goals about which they felt the strongest. The Commissioners then voted on the goals in order of highest to lowest priority. The top five goals for the work plan were:

1. Update the Airport Master Plan
2. Promotion of Airport Value to the Community
3. Make recommendations regarding Airport and neighborhood development compatibility
4. Evaluate State and Federal Funding Opportunities
5. Recommend Policy Changes to Capitalize on General Aviation's Growing Segment

At the May 11, 2006 meeting, the Airport Commission voted unanimously to implement this work plan. It is before the Council this evening for review and approval.

Respectfully submitted,

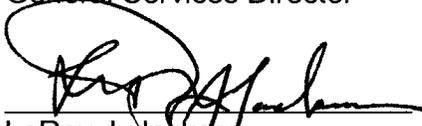
SHERYL BALLEW
General Services Director

By


Shant Megerdichian
Facility Operations Manager

CONCUR:


Sheryl Ballew
General Services Director


LeRoy J. Jackson
City Manager

City Manager's Note:

Updating the Airport Master Plan will require budget approval should there be a need to hire consultants and to produce an Environmental Impact Report (EIR). If this develops, the matter will be returned to Council for funding considerations.

Attachments:

A – Final Workplan

B – Airport Commission Item 6A from May 11, 2006

C – Excerpt of Minutes from May 11, 2006 Airport Commission Meeting.

Airport Commission Workplan
FY 2006-07

1. Update the Airport Master Plan
 - Current plan is over 20 years old
 - New plan would incorporate new development on the Airport as well as evaluating current policies.
2. Promotion of Airport Value to the Community
 - Commission will take a more active role in promoting the resources of the Airport to the surrounding business and residential community.
3. Make Recommendations Regarding Airport and Neighborhood Development Compatibility.
 - Commission will review and recommend land use compatibility within their purview.
4. Evaluate State and Federal Funding Opportunities
 - Includes funding for Airport Improvements.
5. Recommend Policy Changes to Capitalize on General Aviation's Growing Segment.
 - Commission will recommend Airport policy changes in areas they feel are not sufficient in comparison to the growth in the Aviation Industry.

Airport Commission Meeting of
May 11, 2006

Honorable Chair and Members
of the Airport Commission
City Hall
Torrance, California

Members of the Commission:

**SUBJECT: Review and Recommendation of Airport Commission Work
Plan**

RECOMMENDATION

The Facility Operations Manager recommends that the Airport Commission:

1. Review the follow up report from the goal setting workshop held on March 9, 2006, and,
2. Recommend a Work Plan be forwarded to the City Council based on the top five goals outlined in the follow up report.

FUNDING

Funding is not applicable.

BACKGROUND/ANALYSIS

During the months of February and March 2006, a training workshop and a goal setting workshop were held with the Commission to more fully define their role and revise a Work Plan that had been in place since July 2000. Mr. Len Wood, a consultant used by the City to offer training to Commissions, facilitated both workshops.

At the training workshop held on February 9, 2006, Mr. Wood laid the framework for developing the Work Plan. He reviewed the basic Commissioner/City Council structure and working relationship. He also reviewed the basic Commission/City support staff structure and working relationship. The materials presented by Mr. Wood are presented in Attachment A.

ITEM 6A

The goal setting workshop was held on March 9, 2006. Mr. Wood worked with the Commissioners to develop a new Work Plan, which would replace the existing Work Plan of 2000. This workshop included the topics:

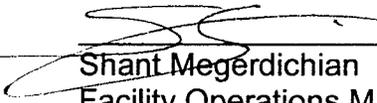
- What makes the Torrance Airport Special?
- Identification of Torrance Airport Stakeholders
- SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
- Identification of Goals

During the goal setting portion of the workshop, the Commissioners were asked to list those goals in which they felt most strongly about. The goals were displayed amongst the room, where each Commissioner had to vote on the goals from highest to lowest priority. The top five goals were:

1. Update the Airport Master Plan
2. Promotion of Airport Value to the Community
3. Recommend that Airport and Neighborhood Developments are Compatible
4. Evaluate State and Federal Funding Opportunities
5. Recommend Policy Changes to Capitalize on General Aviation's Growing Segment

A follow up report, which includes all goals listed, is included as Attachment B.

Respectfully Submitted,


Shant Megerdichian
Facility Operations Manager

Concur:


Sheryl Ballew
General Services Director

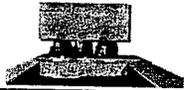
Attachments:

- A – Workshop Materials from February 9, 2006 Meeting
- B – Follow up Report from March 9, 2006 Meeting

City of Torrance Airport Commission

Local Government Officials

- Public Governing Boards - 86,000
- Number of Elected Officials - 500,000
- Public Advisory Boards - 225,000
- Advisory Board Members - 1,200,000



1

The Transition

Community Activist

- Independent
- Competitive
- Outsider
- Attack
- Focused Agenda

Commission Member

- Work within Framework
- Collaborative
- Insider
- Defend
- Broad Agenda

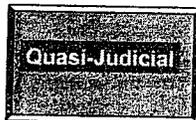
2

Commission Functions

All Commissions advise the Elected Body on policies and programs.



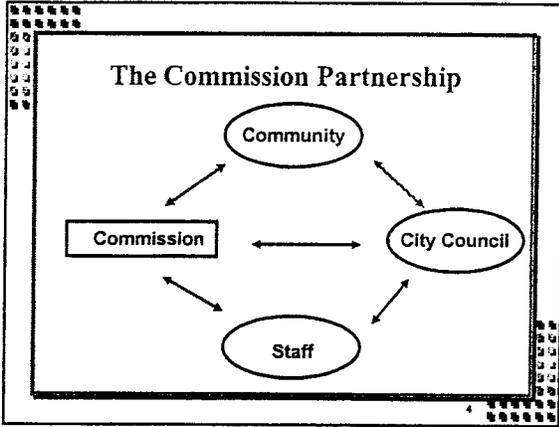
Advises Elected Body on Policies and Programs

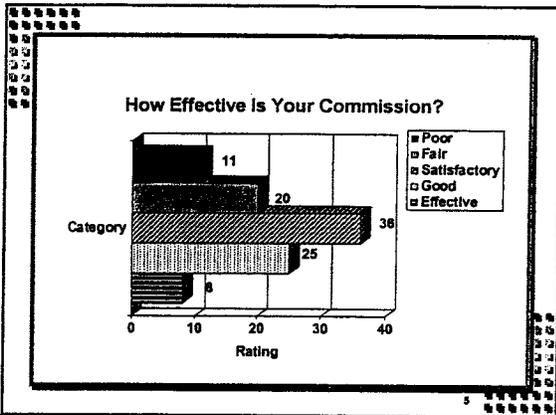


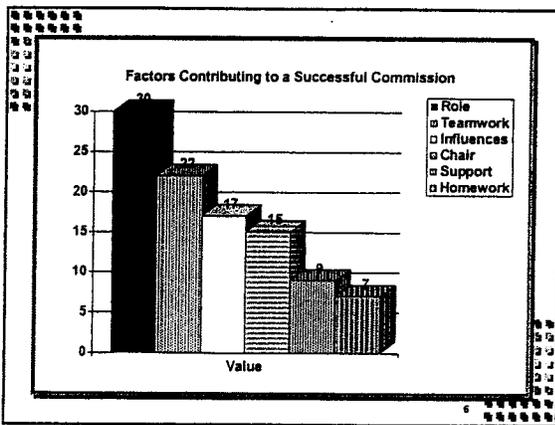
Some Make Binding Decisions

3

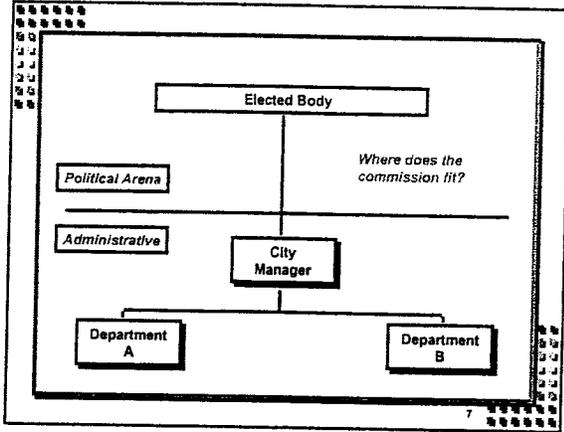
City of Torrance Airport Commission

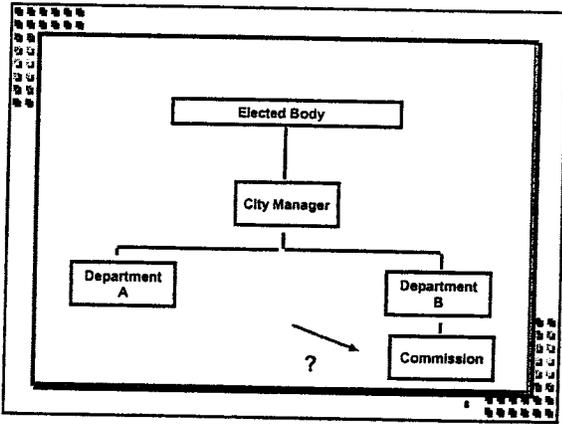


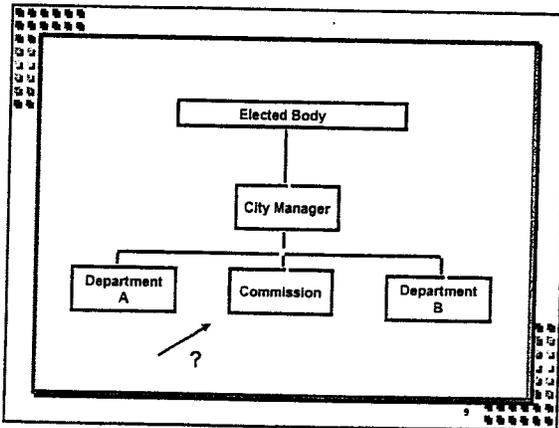




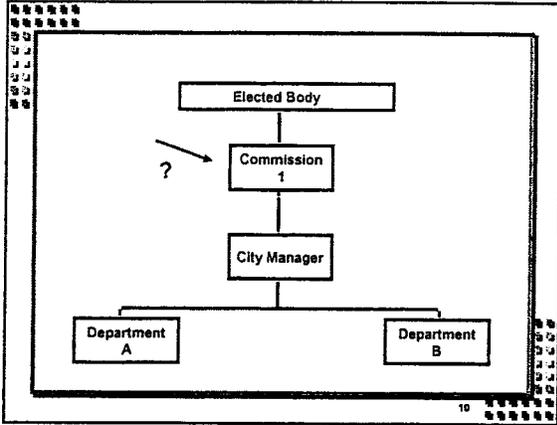
City of Torrance Airport Commission

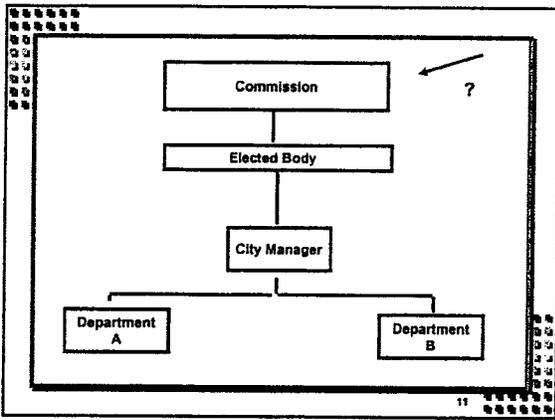


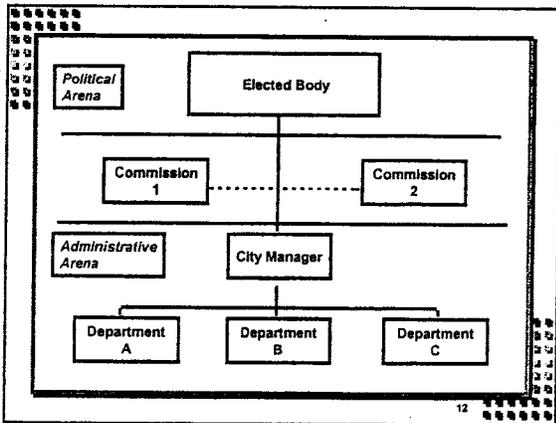




City of Torrance Airport Commission







City of Torrance Airport Commission

The Commission

- Acts in Advisory Capacity to Elected Body
- Formulates Recommendations
- Community Eyes and Ears
- Functions as a Group
- Does not Implement or Administer



13

The Advisory Role Includes

- Expressing views on programs and policies within their authorized scope of interest.
- Focusing issues for the Elected Body by identifying pros, cons and possible actions.
- Holding forums for members of the public.
- Educating the public on the democratic process.

14

The Commissioner's Commitments to the City Council

- Becoming familiar with the laws, governing the faithful performance of duties.
- Listening, evaluating, advising, suggesting and recommending to the City Council.
- Examining alternative courses of action, evaluating each alternative, reaching a conclusion and presenting a final recommendation for City Council consideration.

City of Torrance
Orientation Manual

15

City of Torrance Airport Commission

The Commissioner's Role

- The responsibility for allocating public resources rests with the duly-elected representatives of the City. This responsibility may not be delegated to others.

City of Torrance
Orientation Manual

16

The Commissioner's Role

- Information received in the performance of commission duties should not be used as a means for making private profit or advancing the financial interests of others.
- Official actions should be disassociated from personal affiliations.

City of Torrance
Orientation Manual

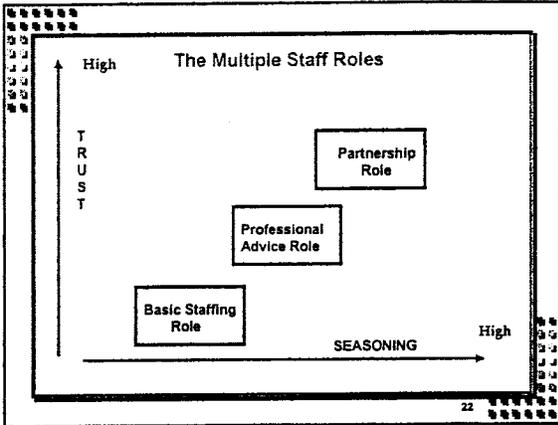
17

The Role Does Not Include

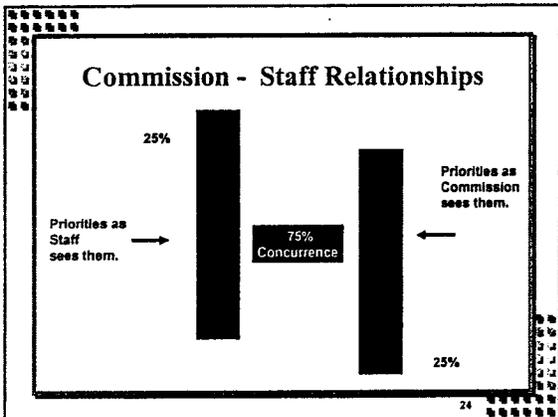
- Directing staff to initiate programs.
- Determining departmental work programs or staff priorities.
- Taking unilateral action as an official representative.
- Serving as advocates for departmental budgets, programs or policies.

18

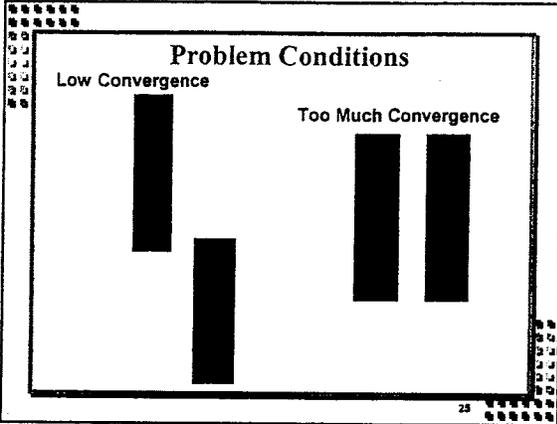
City of Torrance Airport Commission

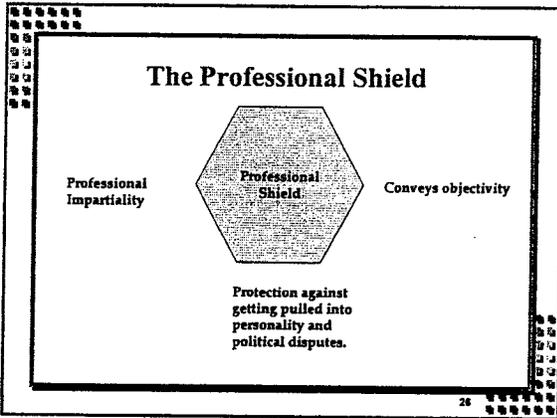


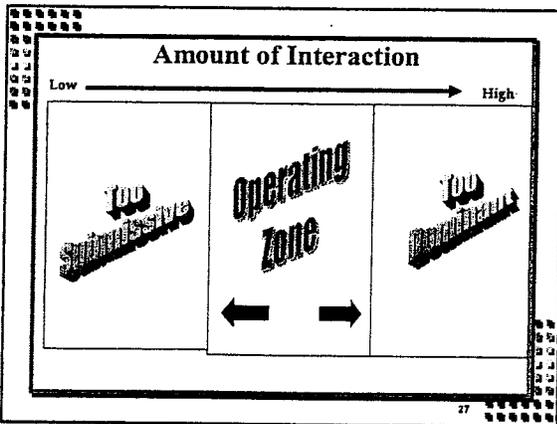
- ### Staff Responsibilities
- Being informed.
 - Providing information on all viable options.
 - Keeping the advisory board on track.
 - Interpreting elected official policies.
 - Making their best professional recommendation.
 - Sticking to their position when warranted despite political pressure.
- 23



City of Torrance Airport Commission



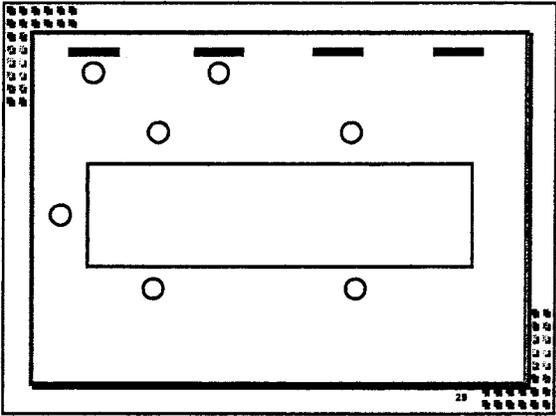


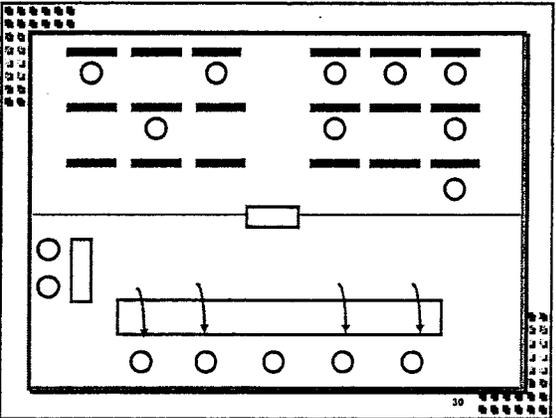


City of Torrance Airport Commission

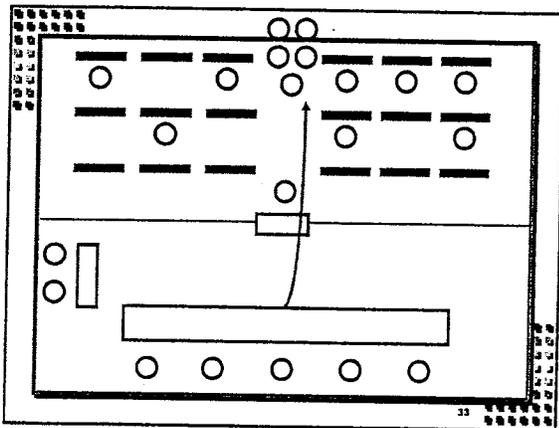
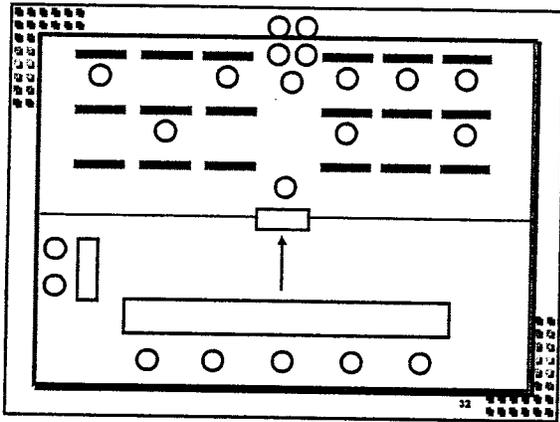
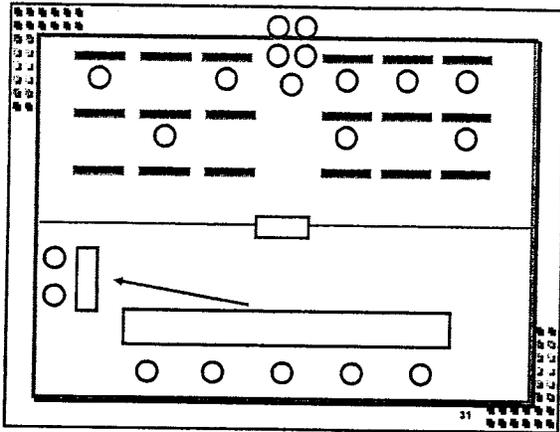
Chairperson Role

- The Chairperson focuses on the dynamics of the meeting. This includes:
 - The people involved.
 - The process.
 - Agenda items.

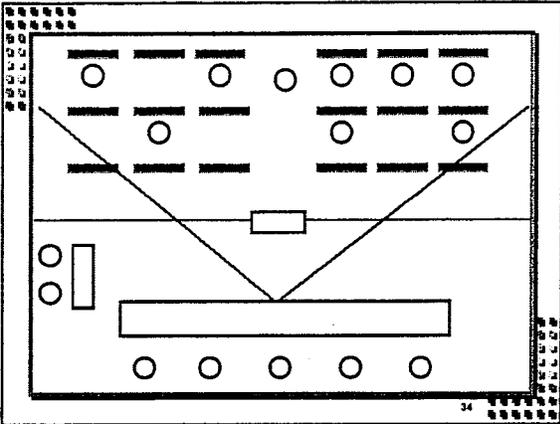


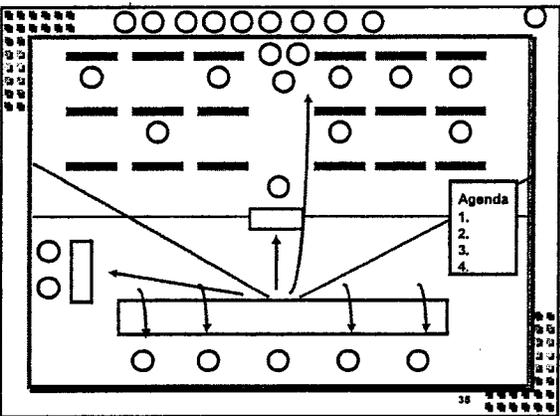


City of Torrance Airport Commission



City of Torrance Airport Commission





Chairperson Responsibilities

- Keep the audience informed.
- Keep the discussion focused.
- Move the meeting along.
- Keep track of the process.
- Protect all the participants.
- Encourage equal participation.
- Seek consensus among members.
- Remain impartial while exercising chair role.

The diagram is labeled with the number 36 in the bottom right corner.

City of Torrance Airport Commission

Member Responsibilities

- Help the chair.
- Obtain recognition before speaking.
- Limit remarks to the issue.
- Ask clarification questions.
- Respect colleagues rights.
- Explain your reasoning.
- Raise concerns and objections at the meeting.

37

Homework

- Reviewing agenda and packet before meeting.
- Calling staff before the meeting to ask a clarifying question.
- Visiting sites before the meeting.
- Participating at meetings.
- Following up with assignments.

38

Quality of Recommendations to the City Council

Reasoned

Considers all viewpoints

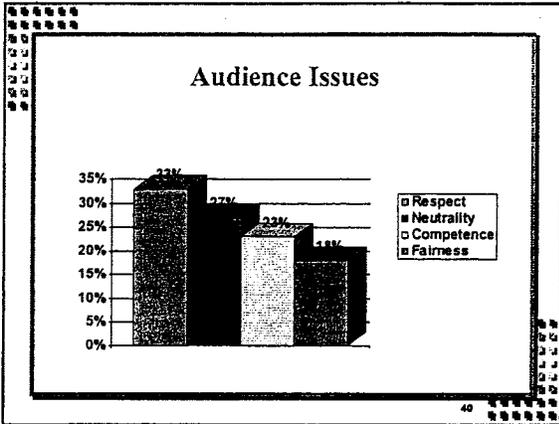
Complete

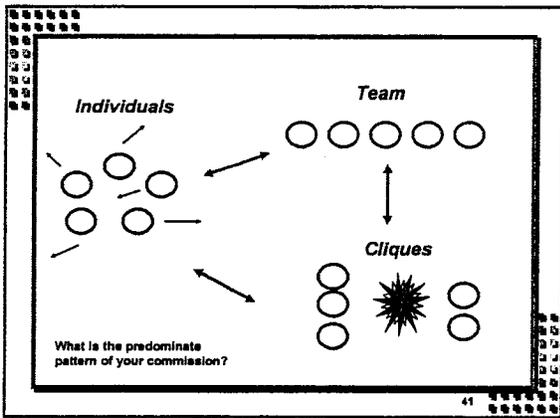
Enables Elected Body to act



39

City of Torrance Airport Commission





- ### Poor Team Work
- Repetitive Contributions
 - Long - Winded Presentations
 - Side Conversations
 - Ideas Lost
 - Can't Wait to Speak
 - Several
- 42

City of Torrance Airport Commission

Breaking Through Hidden Agendas

Things do not seem right?

Is it inhibiting progress?

Antidote:
Trust

I don't know if we have said everything about this issue. Let's go around the table and ask for comments.

43

Group Norms

- Informal Standards
- Evaluate and Control Members
- Positive or Negative
- Vary in Importance
- Exist for a Reason
- Resistant to Change

44

Positive Norms

- We compliment colleagues
- We are brief and succinct
- We call staff before the meeting to avoid surprises.
- We avoid personalizing, attacking or labeling others.

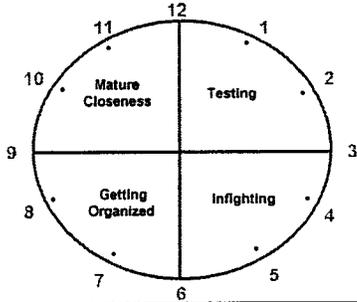
45

City of Torrance Airport Commission

Negative Norms

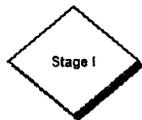
- Always vote with friends regardless of the merits of the issue.
- There is no reason to consider other views if you have the votes.
- We get together before the meeting and decide what we are going to do.
- It's OK to berate staff in public.

Stages of Team Development



Testing Stage

- Anxious
- Polite
- Impersonal
- Watchful
- Guarded
- Inquisitive



City of Torrance Airport Commission

Infighting Stage

- Power Issues
- Subgroups may form
- Conflicts
- Opting out
- Feeling stuck



48

Getting Organized Stage

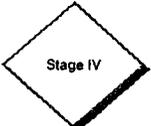
- Developing group skills
- Establishing procedures
- Improved listening
- Giving feedback
- Confronting issues



50

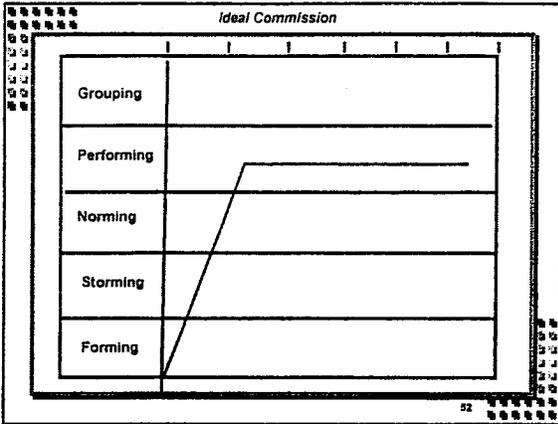
Mature Closeness Stage

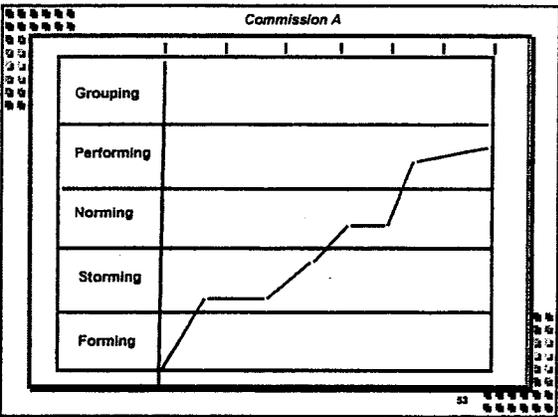
- Rapport established
- Members extend themselves
- Flexibility
- Openness
- Supportive
- Trust

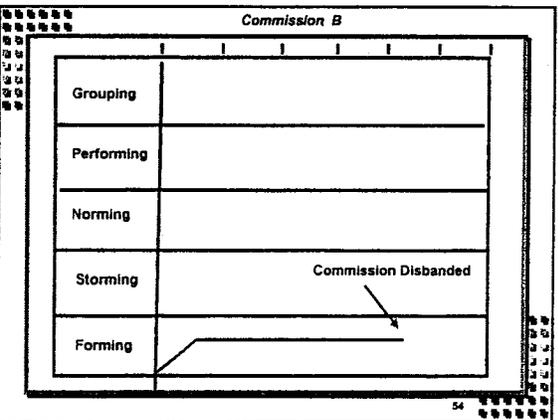


51

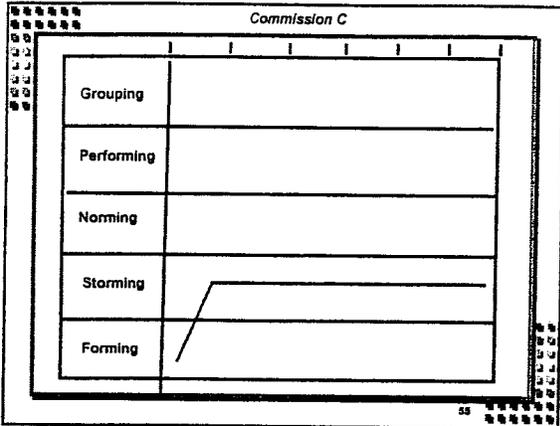
City of Torrance Airport Commission

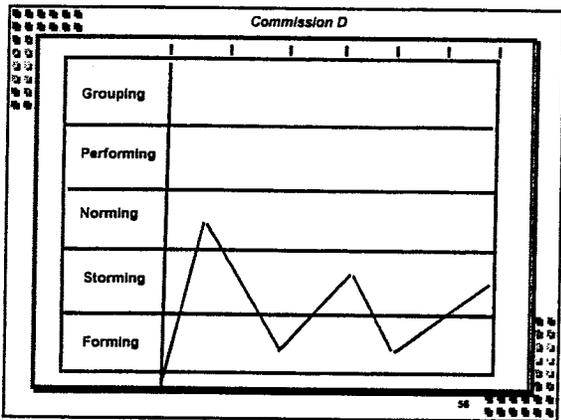


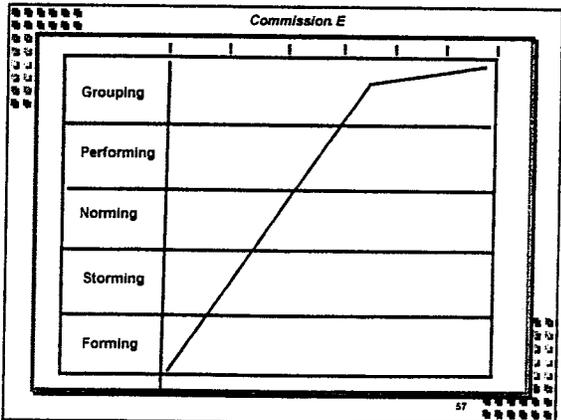




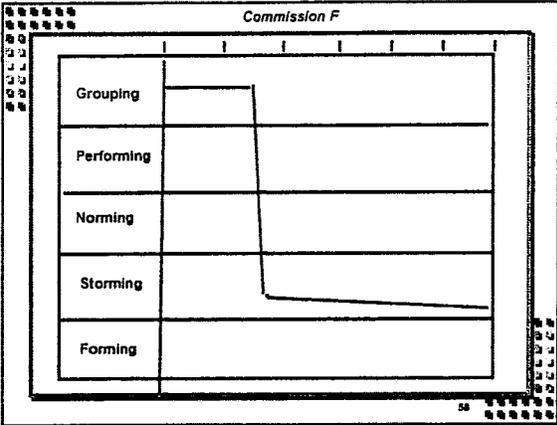
City of Torrance Airport Commission

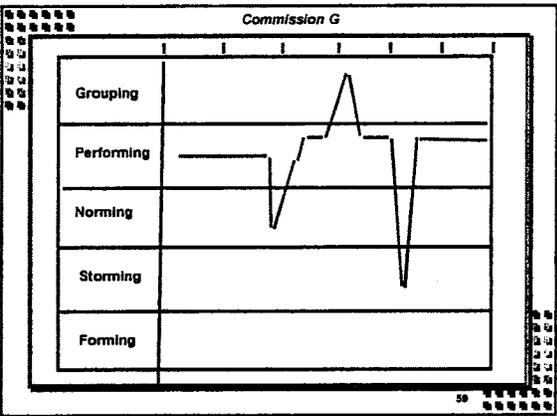






City of Torrance Airport Commission





- Successful Commissions**
- Operate within the overall philosophy of the elected body.
 - Provide their best collective judgment.
 - Remain independent and non-political.
 - Form partnerships with themselves and staff.
 - Develop work programs and goals.
 - Stay out of operations and administration.
 - Act as the eyes and ears of the community.
 - Treat the public the way a new business treats its customers.

City of Torrance Airport Commission Follow-up Report

What makes the Torrance Airport Special?

Commission members began the session by identifying those characteristics that make the Torrance Airport special. Here are the items identified.

- Location
- Valuable asset to City and surrounding area for business and recreation
- Facilities and staff
- Pilots
- Historical features
- Because of its historical background and that it is owned and operated by the City of Torrance
- Central location to many other cities
- It is a source of revenue for the City of Torrance as one of two enterprise funds
- Surrounding industrial uses
- Mixed use of airport property
- Allows business and personal transportation from near home without the hassles and time lost at LAX
- Has significant potential to draw high-tech business, which relies on rapid, available air services
- Is home to most prolific helicopter manufacturer in the world
- Serves large south bay business and recreational community
- Opportunity for those who fly to engage in their hobby/passion
- Unique to the area and civic pride
- Important to the community in the event of an earthquake or some other disaster that cuts off our roadway from outside
- Open land around runway and flat terrain in approach and departure path allow for relatively safe operations
- Is a cog in a network of nationwide small airports allowing efficient point-to-point transportation not possible on highways.
- Few remaining general aviation airports in the area

- Significant contribution to area's finances-employment, taxes, businesses, etc.
- Large residential community surrounds the airport-diversified stakeholders
- City resources-police, fire, staff, etc.

Identification of Torrance Airport Stakeholders

The list of stakeholders was reviewed and updated by the Commission members. The following list of stakeholders is not in priority order.

- City Council/staff
- Torrance Residents
- Airport Tenants
- Pilots
- Homeowners
- External Users (Outside Community)
- CAP
- Airport Employees
- Feds
- Assets
- City Budget
- Local Businesses
- Airport Businesses
- Surrounding Communities

SWOT Analysis

An abbreviated SWOT analysis (identification of airport strengths, weaknesses, opportunities and threats) was conducted by Commission members.

Strengths

- Has oversight airport commission
- Financial enterprise fund
- Location
- High demand for rental spots
- Valid airport Master Plan

Weaknesses

- Pilot community in relation to City government
- Speed of processes
- Outdated Master Plan
- Inappropriate uses

Opportunities

- To better utilize airport assets/leases
- Make sure airport/outside compatible (surrounding areas)
- Promote strengths
- Environmentally pleasing
- Airport development
- Improving facilities/maintenance
- Part of 21st century aviation
- Compatibility Plan (Master)
- Local use/ appreciation of airport
- Promote aviation business
- State federal funds for improvements

Threats

- Incompatible development
- Airport unfriendly policies
- Not listening to users or just to minority
- Increased restrictions on airport operations
- Use of funds for non-airport use
- Failure to maintain and modernize infrastructure
- Use of airport land for non-airport use.
- Failure to promote airport
- Noise abatement procedures that are unsafe or unreasonable
- Not catering to the growing aviation community

Identification of City Goals

- Commission members developed and prioritized goals for the work program. Here are the top 5 goals.

Ranking	Top Five Work Program Goals
1	Update Airport Master Plan
2	Promotion of airport value to community
3	Recommend that airport and neighborhood developments are compatible
4	Evaluate State and Federal funding opportunities
4	Recommend policy changes to capitalize on general aviations growing segments

There were six members of the Airport Commission present for this goal setting session.

All Goals

Here are all the goal statements that the Commission members identified and ranked.

All Goals and Ranking	Votes	Points
Update Master Plan	5	19
Promotion of airport value to community	5	16
Recommend that airport and neighborhood developments are compatible	3	14
Recommend policy changes to capitalize on general aviations growing segments	3	10
Evaluate State and Federal funding opportunities	4	10

Recommend system for monitoring tenant leases and inappropriate airport land use	2	6
Closer communication with elected City officials	2	4
Recommend budget and capital items to staff	3	3
Examine safety issues related to noise abatement	1	3
Study appointment of airport manager	1	2
Make recommendations on how to finish Zamperini Way and Airport sign-City funds	-	-

EXCERPT OF MINUTES**√ Minutes Approved****May 11, 2006****MINUTES OF A REGULAR MEETING OF THE AIRPORT COMMISSION****1. CALL TO ORDER**

The Torrance Airport Commission convened in a regular session on Thursday, May 11, 2006 at 7:00 p.m. in the West Annex meeting room at Torrance City Hall.

2. ROLL CALL

Present: Commissioners Dingman, Donnellan, Gates, Haddon, Ouwerkerk, Tymczyszyn, and Chairperson Pyles

Absent: None.

Also Present: Facility Operations Manager Megerdichian, Assistant City Manager Giordano, Project Manager Wisz, Airport Business Manager Zucker, and Torrance Police Department Captain Kreager.

4. AFFIDAVIT OF AGENDA POSTING

MOTION: Commissioner Ouwerkerk, seconded by Commissioner Donnellan, moved to accept and file the report of the City Clerk on the posting of the agenda for this meeting; a voice vote reflected unanimous approval.

6. ACTION ITEMS**6A. REVIEW AND RECOMMENDATION OF AIRPORT COMMISSION WORK PLAN**

Facility Operations Manager Megerdichian introduced the item and recommended that the Commission review the follow-up report from the workshop held on March 9, 2006 and to recommend that the work plan be forwarded to City Council.

Responding to Commissioner Donnellan's inquiry regarding the possibility of adding the security project, Facility Operations Manager Megerdichian recommended that the top five goals outlined in that report be forwarded to City Council. He stated that, following approval by City Council, the work plan would come back to the Commission for an implementation plan.

Commissioner Gates suggested changing the wording of goal #3 to: "Make recommendations regarding Airport and neighborhood development compatibility."

Responding to Commissioner Haddon's inquiry regarding goal #2, Facility Operations Manager Megerdichian explained that it meant overall value of the Airport to the community and to promote it as an asset and valuable resource.

MOTION: Commissioner Donnellan moved to recommend forwarding the Airport Commission Work Plan as amended to City Council. Commissioner Gates seconded the motion; a roll call vote reflected unanimous approval.

Commissioner Ouwerkerk volunteered to attend the City Council meeting to answer any questions, with Commissioner Donnellan offering to serve as second seat.

###