

**APPENDIX A:
PAC CHARTER AND
COLLABORATION PRINCIPLES**

PLANNING ADVISORY COMMITTEE
FINAL REPORT

JUNE 2016

Appendix A
PAC Charter and Collaboration Principles

TROUTDALE AIRPORT: SHAPING OUR FUTURE
PROJECT ADVISORY COMMITTEE
Charter and Collaboration Principles
July 28, 2014

For any ongoing collaborative process, the participants should establish procedures to govern the advisory committee and its members. Such agreement increases success and decreases meeting time by assuring a good faith process that explores competing needs and leads to balanced recommendations. This document contains the agreements of the members of the Troutdale Airport (TTD): Shaping Our Future Project Advisory Committee. It was approved on **Sept. 25, 2014**.

I. Background

In spring 2014, the Port of Portland (Port) initiated an update to the Troutdale Airport Master Plan called, "Troutdale Airport: Shaping Our Future." The Master Plan will provide a roadmap for the development, operation, and investment at TTD over the next 20 years. This study will assist the Port in determining what role the 284-acre Troutdale Airport will play in meeting the Port's mission to enhance the region's economy and quality of life by providing efficient cargo and air passenger access to national and global markets. In order to determine the future role of the TTD airport, Port management requires a deeper understanding of the complex relationship between aviation uses at TTD and other nearby airports (especially PDX) and the surrounding land uses, both current and projected.

The centerpiece of the project's public involvement process is the TTD Project Advisory Committee (PAC or TTD PAC), the members of which represent a broad range of community, government, and commercial interests. The Port is looking to the 23-member PAC to help the Port assess the future and recommend an optimal role for the airport over the next 20 years. The PAC will meet approximately eight to ten times with meetings added or deleted based on the final work plan. A detailed framework for this committee is included as Attachment A. In addition to the PAC, additional public input will be sought at key milestones in the project.

II. Charter

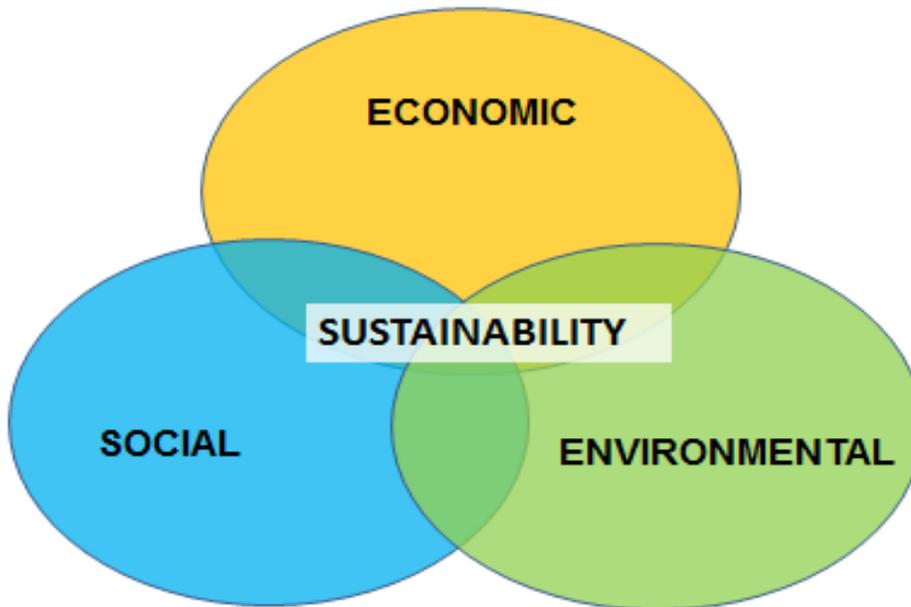
The TTD PAC is an ad-hoc advisory body to the staff of the Port. The mission of this advisory committee is to:

- Support meaningful and collaborative public dialogue and engagement on TTD-related planning and development;
- Provide an opportunity for the community to inform the decision-making of the Port; and
- Increase public knowledge about TTD and impacted communities.

A key focus of the committee will be to build understanding of the long-term, critical interconnection of economic development, environmental stewardship, and social responsibility.

III. Vision and Values

The TTD PAC will transparently explore and make recommendations that **fairly, realistically, and optimally balance** the following **Vision and Values**:



In doing so, the TTD PAC recommendations will:

- 1) Balance and sustain economic, environmental, and social interests;
- 2) Integrate other local and regional planning efforts; and
- 3) Provide a system to share information with the public.

IV. Membership and Support

A. The Port

The Port will work with the PAC to define the TTD PAC's parameters, make all committee appointments, provide committee resources, coordinate public outreach, provide regular reports on consultant work, evaluate performance, and make revisions to process based on TTD PAC feedback. The Port will collaborate with the PAC to identify community issues related to the future of Troutdale Airport, share technical information, and get input in advance of decisions. The Port will also provide staff support and technical analysis/expertise and work with the committee to resolve issues and navigate barriers.

B. Members

The TTD PAC is comprised of 21 voting members and 2 ex-officio members as outlined in Attachment A. All committee members will sit at the table and participate in discussions to help inform committee recommendations. Ex-officio members will not vote.

C. Appointments, Confirmation, Terms, and Replacement

TTD PAC member's initial appointments will be for the duration of the project, which is anticipated to be complete within two years.

TTD PAC replacement appointments will be made by the Port to ensure the diversity of interests in East Multnomah County are represented on TTD PAC.

D. Chair

The Chair was appointed by the Port based on staff recommendations using the following criteria: Profile and credibility in the community, balanced interests, ability to facilitate committee discussion, and ability to represent the committee.

E. PAC Coordinating Committee

A Coordinating Committee - comprised of the Facilitator, TTD PAC Chair, technical consultant, and Port staff - may be convened to develop TTD PAC agendas and identify the time needed to address areas of special interest identified by the PAC or community. The Coordinating Committee will also refine the TTD PAC work plan, and determine how to address issues that arise between meetings. The Chair will report to the full PAC at its next meeting on any Coordinating Committee actions that occur between meetings.

F. Subcommittees

TTD PAC and the Port will evaluate the need for subcommittees, factoring in resource considerations.

G. Staff and Resources

The Port will provide support and guidance to the Coordinating Committee and TTD PAC.

All PAC materials will be provided electronically as a sustainability measure, but hard copies will be made available to committee members upon request and at PAC meetings. The Port staff will endeavor to provide notification of and meeting materials approximately one week in advance of meetings.

Meeting notices, agendas, and notes will be posted on the Port of Portland webpage for the TTD PAC (www.portofportland.com). A link to the TTD PAC process may be posted on the webpages of local cities.

Technical advice from agencies, organizations, or individuals with specialized expertise will be available to the TTD PAC as issues arise.

H. Facilitator

An independent facilitator has been provided by the Port to assist the TTD PAC and PAC Chair in preparing for and facilitating TTD PAC meetings and providing advice on public involvement. The Institute for Conflict Management, Inc. (ICM or the Facilitator) has been hired for this process. ICM's Executive Director, Sam Imperati, will act as the facilitator.

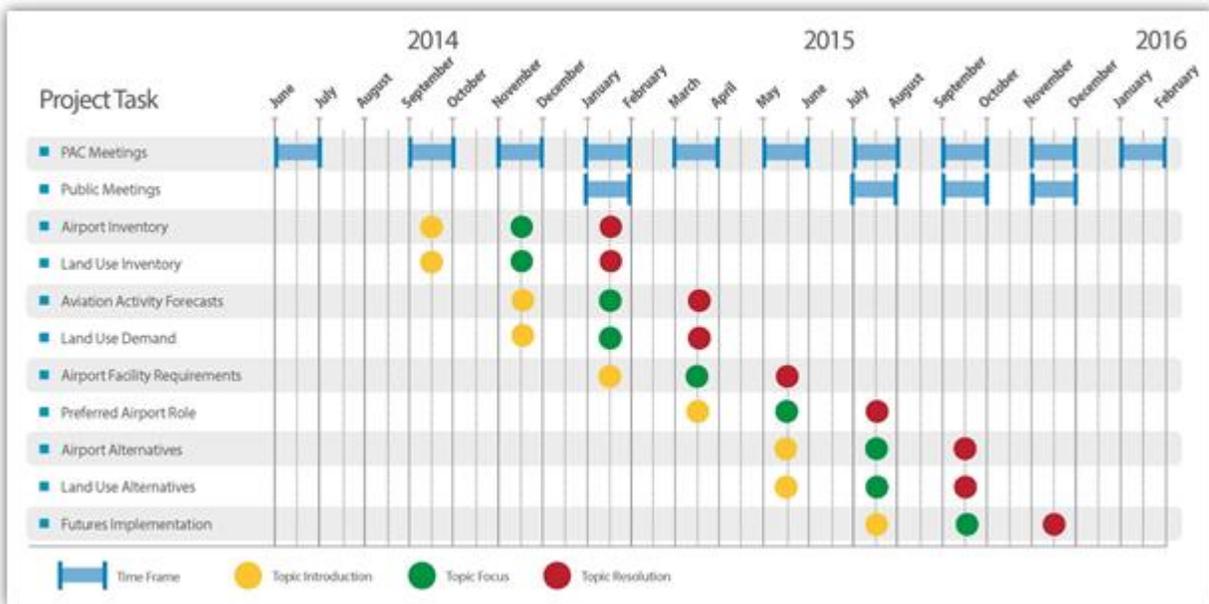
The Facilitator's "client" is the TTD PAC process. The Facilitator will be responsible for working with the Port, TTD PAC, Coordinating Committee, and Chair to ensure a fair, open, honest, and balanced discussion of issues. As a neutral collaborative process provider, the Facilitator will not act as an advocate for anyone on any substantive issue. However, the Facilitator may propose substantive suggestions for PAC consideration, but will not make decisions on substantive issues. The Facilitator will be also available as a resource for conflict resolution and process improvement suggestions, as requested by the Port.

ICM, Sam Imperati, and any subcontractors are not employees of any participant. ICM's written contract is available for review. The Facilitator will not be influenced by payment source. The Port agrees that the status of the Facilitator will not be changed without first consulting with the TTD PAC.

The Facilitator may have non-confidential, informal communications and perform facilitation activities with staff, TTD PAC members, and others between and during meetings. The Facilitator will address situations where it appears a participant is not acting according to the agreed upon Charter and Collaboration Principles document.

V. Work Plan, Meeting Design, and Public Involvement

The TTD PAC framework (Attachment A) includes a draft work plan for the project and a sample meeting agenda designed to encourage a free, bilateral exchange of information and communication. Meetings will focus on an airport and land use inventory, aviation activity forecasts, land use demand, airport facility requirements, airport role, airport and land use alternatives, and future implementation. TTD PAC meetings will offer periodic opportunities for recommendations related to proposed airport developments. The initial project schedule is below.



All TTD PAC meetings will provide an opportunity for public input and information sharing from and between committee members and the Port. The Port will work with the Coordinating Committee to ensure that meetings:

- 1) Clearly define opportunities where the public can provide timely input so that there is an opportunity to effect change.
- 2) Be accessible, inclusive, meaningful, regular, and timely in addition to open, fair and honest.
- 3) Ensure a collaborative involvement process between the Port and stakeholders.
- 4) Provide an ongoing record of TTD PAC and citizen input, questions and responses, as well as a mechanism to make this information available to the public.
- 5) Wherever possible, be interactive to ensure a balanced and fair discussion of issues, which ensures all perspectives are heard.

- 6) Provide the TTD PAC with the relevant, objective information, in a timely fashion, that is necessary to make informed decisions. Presentations will provide the facts – pro and con – surrounding the issues in a readily understandable format.
- 7) Provide the big picture context and interconnections surrounding all issues, before asking the TTD PAC to make a recommendation.
- 8) Be responsive to TTD PAC requests for information and process support, be clear and transparent about staff positions, and be open to carefully considering TTD PAC recommendations.

VI. Meeting Frequency

TTD PAC will meet as defined in the project schedule, with meetings deleted and added as needed (the actual meeting schedule will be determined based on the final Work Plan). If time sensitive issues arise and scheduling a meeting is not possible, TTD PAC may discuss urgent topics electronically. The Chair will report to the full committee at its next meeting on any Coordinating Committee actions that occur between meetings.

VII. Mid-Project Evaluation

The TTD PAC will have a mid-project evaluation to review TTD PAC accomplishments and consider TTD PAC's Work Plan, and other outstanding issues. This evaluation will include a summary of TTD PAC recommendations and results of their deliberations to date.

VIII. Collaboration Protocols for Committee Recommendations

A. Quorum

A quorum is a simple majority of voting TTD PAC members. If there is no quorum, the Chair can cancel/reschedule or conduct the TTD PAC meeting. If a meeting is held without a quorum, the Port will send all meeting notes and materials to the members for formal voting at the next meeting.

B. Open Meetings

Meetings of the TTD PAC and its subcommittees are open to the public and will include an opportunity for public comment. Notice of TTD PAC meetings and a description of the principal topics to be discussed will be posted approximately one week in advance of meetings on the project website. A media release will be sent to local newspapers announcing all TTD PAC meetings. TTD PAC and TTD PAC subcommittee meeting summaries will be posted on the website approximately two weeks following each meeting.

C. Public Comment

The Chair or the Facilitator will provide periodic public comment opportunities during meetings before TTD PAC makes a substantive decision. Comments from the public will be limited in time to allow sufficient opportunity to conduct the other portions of the TTD PAC agenda. Typically, comments will be limited to a maximum of three minutes per person. Citizens are encouraged to submit written comments to project staff for circulation to the full TTD PAC.

D. Meeting Agendas and Meeting Materials

The Coordinating Committee will develop Working Agendas for TTD PAC meetings. TTD PAC meetings will begin and end as scheduled.

E. Commitments for Community

The TTD PAC participants will act in good faith, which means:

- 1) Prepare for and set aside time for the meetings and the whole process,
- 2) Participate fully, honestly and fairly, commenting constructively and specifically,
- 3) Speak respectfully, briefly and non-repetitively; not speaking again on a subject until all other members desiring to speak have had the opportunity to speak,
- 4) Allow people to say what is true for them without fear of reprisal from TTD PAC members and the Port,
- 5) Avoid side conversations during meetings,
- 6) Provide information as much in advance as possible of the meeting in which such information is to be used and share all relevant information to the maximum extent possible,
- 7) Generate and explore all options on the merits with an open mind, listening to different points of view with a goal of understanding the underlying interests of other TTD PAC members,
- 8) Consult regularly with the stakeholders they represent and provide their input in a clear and concise manner,
- 9) Each member agrees to work toward fair, practical, and durable recommendations that reflect the diverse interests of the entire TTD PAC and the public,
- 10) When communicating with others, accurately summarize the TTD PAC process, discussion and meetings, presenting a full, fair and balanced view of the issues and arguments out of respect for the process and other members,
- 11) Not attempt to effect a different outcome outside of the TTD PAC process once the TTD PAC has reached a consensus recommendation,
- 12) Strive vigorously for consensus and closure on issues, and
- 13) Self-regulate and help other members abide by these commitments.

IX. Decision-Making Process

A. Developing Recommendations

In cases where substantive recommendations are made by the TTD PAC, the Chair and the Facilitator will assist the TTD PAC in identifying objectives, addressing the diversity of perspectives, and developing substantive, practical recommendations to implement its Charter and its Vision and Values. The TTD PAC will use a consensus polling/voting decision-making model to assist in any recommendations as described below.

B. Representative Voting

Each TTD PAC member will have one vote except those non-voting members (i.e. ex-officio members). A vote represents that the member will recommend to his or her government, organization, or group that they should support or oppose the voted-upon proposal consistent with the member's vote. The names of those voting in favor and those voting against a proposal will be noted and included in the TTD PAC's recommendations and any recommendations to decision-makers.

C. Consensus

Consensus decision-making is a process that allows TTD PAC members to distinguish underlying values, interests, and concerns with a goal of developing widely accepted solutions. Consensus does not mean 100% agreement on each part of every issue, but rather support for a decision, "*taken as a whole.*" This means that a member may vote to support a consensus proposal even though they would prefer to have it modified in some manner in order to give it their full support. Consensus is a process of "*give*

and take,” of finding common ground and developing creative solutions in a way that all interests can support. Consensus is reached if all members at the table support an idea or can say, “I can live with that.”

C.1. “1-2-3” Consensus Polling/Voting

The Chair and Facilitator will assist the TTD PAC in articulating points of agreement, as well as articulating concerns that require further exploration. They will use a “Consensus Polling/Voting” procedure for testing the group’s opinion and adjusting proposals. In “Consensus Poling/Voting,” the Chair or the Facilitator will articulate the proposal. Each TTD PAC member will then vote “one,” “two,” or “three,” reflecting the following:

- “One” indicates full support for the proposal as stated.
- “Two” indicates that the participant agrees with the proposal as stated, but would prefer to have it modified in some manner in order to give it full support. Nevertheless, the member will support the consensus even if his/her suggested modifications are not supported by the rest of the group because the proposal is worthy of general support, as written.
- “Three” indicates refusal to support the proposal as stated.

The Chair or Facilitator will repeat the consensus polling/voting process, as reasonably necessary, to assist the group in achieving consensus regarding a particular recommendation, so that all members are voting “one” or “two.”

C.2. No Consensus – Majority and Minority View

If a consensus on an issue is still not reasonably likely, as determined by the Chair or Facilitator, the votes of those present at the meeting will be taken and recorded as a Majority - Minority vote. Majority is defined as at least 51% of the TTD PAC voting membership present. The proposed language and reasoning supported by the majority will be noted along with their names in the TTD PAC’s recommendations. Members voting in the minority will have their names, proposed language, and reasoning noted in a Minority Report accompanying any recommendation.

X. Additional Understandings

A. Regular Communication with Stakeholder Interests Represented

There is an expectation of regular, two-way communication between TTD PAC members and the stakeholder interest they represent. This is intended to ensure meaningful representation of those interests. Time will be set aside on the TTD PAC agenda for reports from this outreach.

B. Meeting Summaries

The Facilitator will prepare TTD PAC meeting summaries. They will be provided electronically in draft form to the TTD PAC for proposed correction and comment at the next TTD PAC meeting. The final meeting summaries will be posted on the TTD PAC webpage on www.portofportland.com.

C. Public Records and Confidentiality

TTD PAC records, such as formal documents and meeting summaries are public records. As a result, TTD PAC communications (oral, written, electronic, etc.) are not confidential and may be disclosed. However, documents prepared by individual TTD PAC members and the Facilitator related to TTD PAC

issues that are not shared with governmental entities are not considered public records and are not subject to disclosure under public records laws.

D. Final Report and Recommendations

TTD PAC will provide final report and recommendations to the Port Executive Director regarding the future role of the TTD Airport. The Facilitator, technical consultant, and Port staff will assist TTD PAC in developing this report.

E. Communications Outside of TTD PAC

Whenever reasonable, TTD PAC members will refer press, citizen and other inquiries to the Port or PAC Chair.

XI. Amendment and Interpretation

Amendments to this document can be made by the TTD PAC using the above polling/voting process. The Chair or Facilitator will lead a TTD PAC discussion designed to reach a consensus on any process dispute or proposed amendment to this document.

XII. Signatures

| VOTING MEMBERS (21) |
|---|
| 1. Travis Stovall, Stovall Group – PAC Chair |
| 2. Mark Brown, NW Aero (TTD Hangar Tenant) |
| 3. John Hay, Hillsboro Aviation (TTD Tenant) |
| 4. Marvin Woidyla, Gorge Winds Aviation, Inc. (TTD Tenant – Fixed Base Operator) |
| 5. Matt Wand, East Metro Economic Alliance |
| 6. Claude Cruz, West Columbia Gorge Chamber of Commerce |
| 7. Brian Lessler, Gresham Chamber Board Member |
| 8. Jim Rodrigues, Prologis (industrial developer) |
| 9. Bob Fowler, Toyo Tanso (adjacent industrial business) |
| 10. Joe Smith, Oregon Pilots Association |
| 11. City Councilor Mark Clark, Wood Village |
| 12. Erika Palmer, City of Fairview – Economic Development |

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| 13. Steve Gaschler, City of Troutdale - Public Works |
| 14. Erika Fitzgerald, City of Gresham - Economic Development |
| 15. Sunny Simpkins, Multnomah County Drainage District - Natural Resources |
| 16. Barb Jones, Fairview neighborhood |
| 17. Bobby Lee, Governor's Regional Solutions Center |
| 18. Rian Windsheimer, Oregon Department of Transportation – Region 1 |
| 19. Heather Peck, Oregon Aviation Board |
| 20. Steve Wise, Sandy River Basin Watershed Council |
| 21. Jose Villalpando, At-large Community Member |
| EX-OFFICIO MEMBERS (2) |
| 22. Steve Nagy, Port of Portland – General Aviation |
| 23. Bruce Fisher, Federal Aviation Administration – Airport Planning for Oregon and Idaho |

Attachments:

A – TTD Project Advisory Committee Work Plan and Sample Meeting Agenda

B – TTD PAC Roster