

**PROPOSAL
To
VENTURA COUNTY
DEPARTMENT OF AIRPORTS**

FOR

**FACILITATION SERVICES
RELATED TO
LEASE UPDATE PROCESS**

SEPTEMBER 1, 2017

CommuniQuest

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CommuniQuest

CommuniQuest Overview

CommuniQuest is a woman-owned business specializing in facilitation, mediation and stakeholder liaison for airports and the aviation industry. The firm's owner, Christine Eberhard, brings significant management experience to airports and aviation interests with a proven track record of successful facilitations and mediations.

Since 1982, CommuniQuest has developed extensive experience and expertise in facilitating and resolving issues associated with many aspects of aviation and airport projects including FAR Part 150 Studies, Part 161 Studies, EIS/EIRs, airspace studies, system plans, master plans and aviation forecasts.

For thirty-five years, CommuniQuest has been involved in aviation projects around the country. In addition, CommuniQuest has facilitated public hearings, meetings and workshops as well as user group forums, tenant meetings and citizen advisory committees for city, regional and state agencies.



More than 40 airports have hired CommuniQuest to facilitate, mediate and conduct community outreach efforts or develop programs to enhance airport and community compatibility. In addition CommuniQuest has been a contractor to the Federal Aviation Administration (FAA) to teach community involvement courses to FAA management personnel. CommuniQuest was also a contractor to the FAA prior to and during the 1996 Olympic Games in Atlanta to provide community outreach and noise response services.

CommuniQuest specializes in working with airports and their stakeholders and is focused solely on issues related to aviation and conflict management of airport-related issues. Based on 35 years of experience, CommuniQuest recognizes the many facets of stakeholder issues and understands the sensitivities and needs when working with pilots, operators, neighbors, public officials, businesses and public agencies such as CalTrans and the FAA. We understand the constraints that airports operate under as well as the many community, environmental and quality of life issues. CommuniQuest knows how to manage the conflict inherent in an airport environment.

Expertise in Facilitation

CommuniQuest has been in business 35 years working with more than 40 airports in public outreach and conflict resolution, facilitating and mediating difficult airport issues. We have facilitated working groups regarding airport noise, aviation safety, lease agreements, user letters of agreement, runway geometry, tenant-to-tenant disputes, airspace issues, systems plans, military re-use issues and land-use compatibility issues. We specialize in managing and



resolving sensitive issues with the public, users, tenants and other key stakeholders.

The firm's principle, Christine Eberhard, is uniquely qualified based not only on her extensive airport and aviation experience, but also on her continuing educational endeavors including receiving her Masters in Dispute Resolution degree from Pepperdine School of Law. Ms. Eberhard has dedicated her professional life to finding ways for airports, tenants, users and their neighbors to co-exist and better resolve the issues and conflicts that confront them.

CommuniQuest has developed and facilitated public participation programs, focus groups, public meetings, workshops and public hearings. CommuniQuest has provided facilitation and public outreach to more than 13 Part 150 Studies and 11 airport master plans. In addition we have conducted stakeholder workshops for CalTrans Division of Aeronautics and Southern California Association of Governments (SCAG). We have designed numerous public workshops, public meetings and facilitated more than 200 public meetings with as many as 300 people attending an individual meeting.

CommuniQuest has also served as facilitator and coordinator for a long-term working group, the Southern California Airspace Users Working Group that was formed in 1989 by then FAA Administrator T. Allen McArtor. CommuniQuest coordinated the formation of the group, which was funded and sponsored by SCAG's Aviation Technical Advisory Committee and provided administrative support as well as facilitation services for the group. Through the group's efforts a number of airspace modifications were made that enhanced the safety and efficiency of the airspace in the Los Angeles area.

Recognized as a leader in aviation conflict resolution, CommuniQuest was hired as a consultant to the FAA for a special helicopter project during the 1996 Atlanta Olympics. CommuniQuest was responsible for the community outreach including the formation and facilitation of a Steering Committee comprised of local airports and users in the Atlanta area.

In addition, CommuniQuest has written a number of manuals including a helicopter mitigation handbook for Southern California Association of Governments (SCAG), a Community Involvement Handbook for SCAG, a Community Relations Toolkit for the National Air Transportation Association (NATA) and a guide entitled "Mediating and Resolving Airport Disputes."

Approach to Project

Christine Eberhard will be the project manager for CommuniQuest (CQ), providing process development, coordination and facilitator services for the Ventura County Department of Airports and the hangar tenants in the lease update process. In addition, CommuniQuest will work with the participants to keep other stakeholders up to date as well as assisting in an outcome summary to the Board of Supervisors.



Task 1: Ad-Hoc Lease Update Committee Introductory Meeting

The project will be initiated with the formation of an Ad-Hoc Lease Update Committee (committee). CQ will assist in this process initiation with research and information gathering to establish a one-day introductory meeting of the committee. This may require telephonic meetings between key individuals and CommuniQuest to create the process, as well as during the process to effectively provide communication and facilitation of the lease update process.

In addition, CQ will provide meeting logistics services as well as staffing for the meetings, as needed and requested. CommuniQuest will assist the parties in developing ground rules and procedures for the process, including contact with the media.

Task 2: One-day Facilitated Meeting

CommuniQuest will coordinate with the committee based on the information from the introductory meeting to establish a one-day meeting of the parties to discuss and resolve the lease issues regarding the storage hangars at Camarillo and Oxnard airports. Ms. Eberhard will facilitate this one-day meeting to assist in successful resolution. The focus will be on interest-based discussion with exploration of options that will provide productive results.

Ms. Eberhard will work with the committee to help them find options and solutions to resolve the lease issues. As needed, CQ will assist the parties in resolving issues within their respective groups and assist in getting buy-in from members of their groups.

Task 3: Coordination and Follow-up

Following the one-day meeting, CommuniQuest will assist the members of the committee to report back to their respective groups and provide support with any open items that came out of the one-day meeting. CommuniQuest will assist in soliciting input from tenants on the draft lease and compile comments for consideration by the committee in follow-up meeting.

Task 4: Town Hall Meeting

CommuniQuest will assist the parties in coordinating and holding a Town Hall meeting at the Airport. The parties will present the results of the meetings and take questions from the attendees. Ms. Eberhard will facilitate the meeting and discussion, as needed.

Task 5: Participate in Formal Public Process

CommuniQuest will coordinate with members of the committee to assist them in preparation for the formal public process. CQ will also assist with any follow-up needed after the Town Hall meeting. Ms. Eberhard will attend the Aviation Advisory Commission meeting, Airport Authorities meeting, and Board of Supervisors meeting and participate as needed and requested.

ESTIMATE

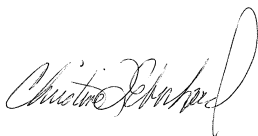
To: County of Ventura, Department of Airports
Date: September 14, 2017

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Description of Scope of Services

Coordinate a Process for Updating Storage Hangar Leases and Provide Facilitation Services for the Ventura County Department of Airports and Storage Hangar Representatives

- Coordinate and facilitate an Ad-Hoc Lease Update Committee introductory meeting of the parties, establish agenda, ground rules and necessary protocols, and discuss issues of concern, desired outcome and possible options for resolution.
- Coordinate and facilitate a full-day session of the committee to discuss major issues related to storage hangar leases.
- Assist in soliciting input from tenants on draft lease and compile comments for consideration by the committee in a follow-up meeting.
- Attend and facilitate a Town Hall meeting to provide feedback to Airport tenants, users and other interested stakeholders and solicit input from tenants regarding the results of the committee.
- Coordinate with various members of the committee, as needed between meetings, and facilitate issue resolution.
- Participate in Formal Public Process; attend three meetings to assist the committee and provide a summary on the Lease update process and Lease adoption.



Christine Eberhard, President

Resume

Christine L. Eberhard

Professional Credentials & Memberships

- Master of Dispute Resolution, Pepperdine University, School of Law
- Bachelor of Arts, International Studies, Ohio State University
- Graduate, U.S. Army Command & General Staff College
- Mediator, Ventura County Superior Court
- Southwest Chapter, American Association of Airport Executives

Special Qualifications

- Received SWAAAE's President Award for Outstanding Service
- Received SWAAAE's Corporate Award of Excellence (twice)
- Received Helicopter Association International Distinguished Achievement Award for public relations contributions
- Panel member, ACRP 02-44 Helicopter Noise Modeling Guidance,

Christine L. Eberhard formed CommuniQuest in May 1982. CommuniQuest specializes in dispute resolution, community outreach and stakeholder liaison services. Cities such as Los Angeles, Reno, Fresno, Santa Barbara, Santa Monica, and Long Beach as well as Kern County, Humboldt County, Los Angeles County, and Napa County have hired CommuniQuest for a variety of projects and services including facilitation, mediation and public outreach programs. In addition to her expertise in managing community and stakeholder issues for airports, she has mediated hundreds of cases and a variety of disputes including real estate and tenant issues, personal injury and workplace cases as well as public policy mediations involving multi-parties and multi-jurisdictions. Ms. Eberhard is a mediator for Ventura County Superior Court and Ventura County Dispute Settlement panel.

CommuniQuest has provided public outreach and facilitation services related to aviation projects to Fortune 500 companies including Toyota USA, Sikorsky Aircraft, Delta Airlines, Southwest Airlines and Castle & Cooke. She has been active in tenant associations, representing Van Nuys Airport Association (VNAA) as well as serving on the Helicopter Association International Board of Directors. She has also worked extensively with NATA and NBAA. CommuniQuest has worked with the FAA on a number of committees to enhance communication between pilots and residents.

Ms. Eberhard was a key consultant to the Federal Aviation Administration (FAA) as part of the 1996 Olympics in Atlanta. In addition, CommuniQuest has been a contractor to the Federal Aviation Administration to teach community involvement and conflict management to agency management and staff.

Ms. Eberhard's active duty included being the Officer in Charge of the airfreight and military air passenger operations into and out of Korea for the Army and Navy. Ms. Eberhard is a graduate of the US Army Command and General Staff College.

EXAMPLES OF FACILITATION SERVICES EXPERIENCE

MONTEREY REGIONAL AIRPORT

CommuniQuest facilitated three strategic planning workshops for the Airport staff and their Board. These full day sessions included breakout groups and extensive interaction between staff and the District Board. Brainstorming sessions were a large part of the first session while negotiations and decision-making strategies were employed in later sessions to obtain key priorities for the Airport to use in their planning efforts.

Reference: Chris Morello Senior Manager Planning & Development, Monterey Regional Airport
(831) 648-7000 ext.212

VAN NUYS AIRPORT HELICOPTER ROUNDTABLE

CommuniQuest facilitated a roundtable meeting, including pre-meetings, with local residents, helicopter operators, the ATCT staff and airport staff. The meeting objective was to enhance relationships between pilots and the neighbors and increase awareness of the impact of helicopter activity on the neighbors.

Reference: Flora Margheritis, Airport Manager
(818) 908-5950

LONG BEACH AIRPORT

CommuniQuest facilitated a Runway Geometry Working Group at Long Beach Airport. The group was comprised of tenants, the FAA and airport staff. The group developed recommendations to mitigate runway safety issues while protecting general aviation activity at the Airport.

Reference: Christine Edwards, Assistant Airport Manager (retired)
(949) 548-7605

HARTSFIELD JACKSON ATLANTA INTERNATIONAL AIRPORT

CommuniQuest facilitated a full day pre-negotiation session between the airport and their airlines to start the negotiations for a new lease. This included coordinating logistics, agendas, workshop materials, charrettes as well as facilitating the workshop and providing summary notes. In addition, CQ held pre-meetings with airline representatives and ATL staff. CommuniQuest also provided training in interest-based negotiations for ATL and Delta Airlines.

Reference: Mario Diaz, Deputy General Manager, ATL
(now Director of Aviation, Houston Airport System)
(281) 233-3000

MONTEREY REGIONAL AIRPORT

CommuniQuest mediated a settlement between the Airport District and Highway 68 Coalition who sued the Airport District over the EIR associated with the Runway Safety Area (RSA) Project.

Reference: Chris Morello Senior Manager Planning & Development, Monterey Regional Airport
(831) 648-7000 ext.212

ADDITIONAL EXAMPLES OF EXPERIENCE AND EXPERTISE

- ❖ Consultant to City of Redlands, California. CommuniQuest facilitated a meeting between pilots and City staff regarding helicopter procedures at the Airport. CommuniQuest flew the approach and departure paths with one of the helicopter operators to determine safety issues with existing procedures and provided a summary report to the City regarding safety implications in changing any existing routes or altitudes.
- ❖ CommuniQuest provided staff support to the Van Nuys Airport Association (VNAA) representing them at various meetings and assisting them to address community concerns and community attempts to change operations at the Airport. CQ was influential in bringing the Mayor of Los Angeles to the Airport to meet with tenants, developing an observation area for the public, developing community days at the Airport and continuing the air show after the military left the Airport.
- ❖ Consultant and executive director for the Airspace Users Working Group formed through Southern California Association of Governments' (SCAG) Aviation Technical Advisory Committee. Members include ALPA, AOPA, ATA, NBAA, NATA and the FAA. The purpose of this task force was to study airspace and air safety in Southern California and provide recommendations to the FAA. The group's primary charter was to develop a "strawman" concept to re-design airspace in the Los Angeles Basin. This proposal was developed in conjunction with the FAA through consensus of virtually all user groups in the region as well as Washington D.C.
- ❖ Consultant to Los Angeles Department of Airports to develop a Quiet Jet Departure Program for Van Nuys Airport. As part of the program, CQ worked closely with tenants, particularly Clay Lacy Aviation as well as NBAA and held luncheon meetings with airport jet operators and obtained 100% participation from the based operators for the program. Obtained "Letters of Commitment" from 94 other jet operators across the country to fly quietly. Worked with the FAA to change the IFR departure procedures out of Van Nuys to reduce noise in local communities.
- ❖ CommuniQuest developed a Community Involvement Manual for NATA, attended regional meetings and spoke at a national convention regarding how to work with local communities.
- ❖ Contractor to the Federal Aviation Administration (FAA) to teach FAA management personnel about communicating with their stakeholders. This three-day course provides training in the public involvement process as well as communication and conflict resolution skills.

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- ❖ Contractor to the Federal Aviation Administration as the Community Involvement Consultant to the Heli-STAR project as part of the 1996 Olympics in Atlanta, Georgia. This was an innovative use of helicopters using GPS prior to and during the Olympics. CommuniQuest developed and implemented the community involvement plan, formed and facilitated a Steering Committee, comprised of local airports, users and public agencies, and developed a state-of-the-art community response system used during the 1996 Olympics.
- ❖ Consultant to the Japan Heli-Network Study Committee (JHN) regarding their Highway-Heliport 600 project. The primary focus was to develop a community compatibility programs, and assist the Japanese in enhancing communication with local communities.
- ❖ Consultant to the RAND Corporation for the New York Port Authority Vertiport Study, providing community relations and marketing expertise to include focus groups, surveys and citizen participation to determine community vertiport needs and concerns.
- ❖ Conducted a comprehensive helicopter environmental study at Van Nuys Airport for Los Angeles Department of Airports. The study included analyzing present helicopter activity, projected helicopter activity and recommendations for mitigation measures.
- ❖ Conducted Phase II of the Van Nuys Helicopter Study for Los Angeles Department of Airports which involved a public participation process and facilitation of a working group to gain consensus from operators and residents to implement the Phase I recommendations.
- ❖ Consultant to Williams Gateway Airport in Mesa Arizona for dispute resolution services. The contract included extensive neighborhood outreach meetings and focus group sessions. As a result of the input sessions, CommuniQuest developed a comprehensive community outreach plan for the Airport.
- ❖ Consultant to Toyota, USA to develop a corporate heliport in the City of Torrance, California. Coordinated the public outreach and preparation for presentation to City Council which culminated in approval of the private use heliport.
- ❖ Consultant to Castle & Cooke, Inc. in their efforts to extend a runway at the Lanai Airport in Hawaii. CommuniQuest was advisor on community compatibility issues as management considered the impacts of a possible runway extension.