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To: Airport Futures Planning Advisory Group

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SUBJECT: Airport Futures Mid-Term Review and Recommendations for Project Completion

Large scale planning projects such as Airport Futures benefit from a mid-term review. We have completed a significant volume of work, to date, represented by the Vision and Values, Project Assumptions, Inventory of Existing Conditions, Forecast, and Facility Requirements. This is a valuable opportunity to assess what we have learned and where we should go from here. This memo provides a recap of the planning to date and outlines a process for moving forward to the conclusion of the Airport Futures Project.

This memo is divided into three parts:

- Part One - Airport Master Plan;
- Part Two - City of Portland Land Use Plan;
- Part Three - Ten Step Process.

Each of the three parts summarizes the significant planning that has been done, the conclusions derived from the existing body of work, and outlines recommendations and or a process for moving forward. All three parts were designed to address the comments received at the last two PAG meetings. The early drafts of the three parts (as separate memos) were shared with the combined Sustainability and Alternatives subcommittee meeting on November 18 and the Land Use/Transportation Subcommittee on December 10. Both PAG Subcommittees reviewed earlier drafts of this material and were comfortable with forwarding the content to the full PAG with a recommendation to move forward.

PART ONE: AIRPORT MASTER PLAN

INITIAL PROJECT WORK PLAN FOR THE MASTER PLAN

When the Airport Futures project began in September 2007, the Master Plan component of the work plan included decisions surrounding: A) two airport terminal alternatives and B) a 3rd parallel runway.

A. Terminal Alternatives:

The expectation was that the PAG would analyze the Centralized and Decentralized terminal alternatives with a goal of recommending the one that would meet the Region's air transportation needs without compromising the livability and quality of life for future generations.

The main features of those two alternatives were:

- The “Bow Tie” satellite concourse west of the existing terminal facilities in the Centralized Alternative
- The full terminal and concourse located south of the existing terminal (where the current military base is) in the Decentralized
- The 11,925’ long x 200’ wide 3rd parallel runway located south of the current south runway is common to both of the above alternatives.

B. 3rd Parallel Runway

The Centralized and Decentralized Terminal Alternatives developed in the 2000 Master Plan included a 3rd Parallel Runway located south of the existing south runway.

The Port began this process with an understanding that the need for a 3rd parallel runway was likely outside the current (Airport Futures) 25-year planning period. Although the Port believed the need was outside the planning period, it also believed, based on the 2000 forecast, that by 2035 we would need to make interim operational and capital improvements to the airfield and that demand would be approaching the operational threshold (500,000) for a 3rd parallel runway.

The Port agreed that they would not seek City Council approval to build a 3rd parallel runway in the City Land Use Plan being developed through Airport Futures.

The City and Port agreed on the need to complete a planning-level review of the impacts of a potential 3rd runway, including noise, height, and natural resources and that the City Land Use Plan would detail a land use review process for a potential 3rd parallel runway.

HOW WORK PLAN ASSUMPTIONS HAVE EVOLVED BASED ON COMPLETED WORK

A. Forecast

Early in the project, the Jacobs Consultancy Team and City of Portland Peer Review contractor Geoff Gosling, working very closely with the full PAG and the Forecast Subcommittee, developed a probabilistic forecast of aviation activity which was subsequently adopted for use in the ongoing work by a unanimous vote of 26 members of the PAG. The 50th percentile forecast for passengers and operations is 27 million annual passengers and 378,000 annual operations in the year 2035. While the 27 million passenger number represents a number similar to the 2020 out year in the 2000 Master Plan, the operations forecast number is substantially lower.

B. Facility and Runway Requirements

As reflected in the aviation demand forecast, the aviation industry has changed considerably since the 2000 Master Plan was completed. Converting the 50th percentile forecasts for passengers and operations into facilities needed to accommodate those levels of activity generated requirements for this Master Plan that are significantly less than the 2000 Plan.

When calculating the total runway capacity needed for 2035 for the 50th percentile forecast of 378,000 annual take offs and landings, it has been concluded that they can be easily accommodated with the existing complex of runways and taxiways. This is in contrast to the 2000 Master Plan, which had forecast of 485,000 take offs and landings in 2020. A decision to build the 3rd Parallel Runway is not needed for the 2010-2035 Master Plan.

In light of the 50th percentile forecast and resulting facility requirements, we do not need to select either terminal development concept to meet the forecast demand. The existing terminal complex – with some strategic investments, operational, and or technological enhancements, will likely serve the 50th percentile 2035 passenger volumes without the need to build outside the existing passenger terminal complex.

At the October 21, 2008 meeting, all but one member present voted to move forward using the anticipated facilities requirements and associated assumptions if there was a chance to reevaluate them within our sustainability framework before a final decision is made to recommend, modify, or reject them. The proposed process provides for that opportunity.

APPROACH FOR MOVING FORWARD FOR THE MASTER PLAN

A. New Perspectives

In addition to the above findings, two significant points emerged from the combined Sustainability and Alternatives subcommittee meeting on November 18. They were:

- 1) Even though we will not need a fully built out terminal alternative within the 2035 planning horizon, staff and consultants should begin the Alternatives Analysis with the Centralized Alternative, and
- 2) From a sustainability perspective, it makes sense to consider levels of activity that exceed or are less than the 50th percentile forecast levels when developing the 2010 - 2035 plan. This is particularly important for the City's long term land use planning for land adjacent to the airport.

Although the majority of the planning work will be based on the 50th percentile or “most likely” forecast, we will also complete a higher level of analysis to represent the broader range of probability expressed in the forecast. The purpose of the higher level analysis is to ensure we keep our options open so that we have the flexibility to respond to an ever changing region, economy, and aviation industry.

One concern is that any potential adoption of height and noise standards in the City's land use plan related to a possible 3rd parallel runway could imply tacit approval of that runway. The process proposed addresses this issue head-on. At the end of Airport Futures, the PAG will be asked:

Should the PAG's recommendation to the Port and City include policies and decisions that preserve the options for a 3rd runway and both terminal options for future generations to decide? If yes, what are those recommendations? (Any such recommendation will not imply even tacit approval of a 3rd parallel runway or terminal concept.)

Port and City staff believes the PAG should make recommendations that preserve the options for future generations to decide based on principles of sustainability. They also believe we should start the remainder of this planning process by using the Centralized terminal and No 3rd runway assumptions, as explained below.

B. Planning For A Sustainable Future

In moving forward, we need to constantly determine if there are decisions we might make differently in order to maintain flexibility for the future. An important part of sustainability is not making decisions that will leave future planners with no choices or only very expensive/impractical choices. We need to be mindful that conditions change. This will not be the last Master Plan update undertaken by the Port and the City's Land Use Plan will evolve over time.

Port and City staff believes the PAG should make recommendations that preserve the options for future generations to decide based on principles of sustainability. This is particularly important for the City's long term land use planning for land adjacent to the airport.

C. Needed Investments Within the 2010 – 2035 Planning Period

Continued airport development will be required; however, the existing terminal complex – with strategic investments, operational, and/or technological enhancements–will likely serve the anticipated passenger volumes without the need to build terminal and access improvements outside the existing terminal area. (Sources: “Stop Light” Capacity Assessment of Selected Airport Facilities, Forecast Timeline Showing When Facilities May Be Needed.) However, examples of important Master Plan decisions that will likely need to be made before the completion of the next Master Plan include:

- 1) Intersection improvements at 82nd Ave and Airport Way
- 2) The location of future rental car facilities
- 3) The location of General Aviation

These types of decisions have long-term implications related to the phasing and cost of other airport improvements and the ability to consider future development alternatives.

The Airport and region have numerous examples of projects that have benefited greatly from forward thinking planning including:

- Pedestrian tunnels accessing the existing parking garage were built with vaults for future installation of a moving sidewalk that would connect the existing and future parking structures to provide easy access from both structures and long-term parking into the terminal building.
- High capacity transit right-of-way was provided in I-205 to make it possible to construct the Airport Light Rail before light rail even existed in Portland.

D. 2010-2035 Work - Centralized Terminal Assumption

The Joint Master Plan Alternatives and Sustainability Subcommittee, the Land Use/Transportation Subcommittee, Staff, and the consulting team recommend that the Centralized alternative be used as the starting point for studying the 2010-2035 planning period. As noted above, we will complete a high level analysis of the 90th percentile and 10th percentile forecasts to ensure the Centralized alternative can efficiently expand or contract to meet higher or lower levels of demand. Through this process, we will continue to evaluate how sustainability is being addressed in the planning process.

The recommendation to start the planning analysis with the Centralized Alternative is based on the following considerations:

- It is estimated that the cost differential between the two terminal alternatives has widened since completion of the 2000 Master Plan. The Decentralized Alternative was estimated to cost \$1 billion more than the Centralized Alternative in 1999. Of that amount, \$400 million was the estimated cost to move the military. Both of these numbers have increased since 1999 although we have not recalculated a cost for either alternative. (Source: 2000 Master Plan Initial Costs Estimate, Technical Memo 5.)
- Phasing of the Decentralized alternative is a significant impediment as it would require relocation of the military to build access roadways, parking, and the terminal building. This contributes to the high cost, and a long lead time development that would be difficult to finance. (Source: 2000 Master Plan Initial Costs Estimate, Technical Memo 5.)
- The Centralized Alternative has less measured impervious surface, air emissions and acres of impacts to natural resources. (Source: Strategic Environmental Evaluation)
- The Centralized Alternative can be operated more efficiently with the existing two parallel runway configuration than can the Decentralized Alternative (Source: Airport Capacity Enhancement Plan)
- While the Decentralized Alternative is acknowledged to offer some very long term capacity advantages over the Centralized Alternative, Port staff believes they are not great enough of an advantage to warrant the significant extra cost, long lead time for construction, or greater environmental impacts associated with it.

E. 2010 – 2035 Work - 3rd Parallel Runway Assumption

We will begin with an assumption that there will not be a 3rd parallel runway in the 2010 – 2035 planning period. We will test that assumption throughout this process. The planning exercise will explore the advantages and disadvantages of doing nothing, either on or off airport, to either obligate or preclude the future consideration of a 3rd parallel runway. There will not be a decision to permit or build the 3rd parallel runway at the end of this process.

However, the proposed process will explore how a future decision on the 3rd runway might be made within the context of the City of Portland's land use approval process, even though it may not be implemented for a very long time. Among other things, this would include a discussion of noise, natural resources, and height impacts, on and off the airport, and a discussion of strategies as to how they might be avoided, minimized, or mitigated. There will also be a discussion of the National Environmental Policy Act (NEPA) process that would be undertaken by the FAA for a 3rd parallel runway, and how that would be coordinated with the City of Portland land use approval process.

F. 2010 – 2035 Work - Military Status Quo Assumption

The space occupied by the military is not needed for development in the 2010 – 2035 planning period. Currently, a lot of money would need to be spent to relocate them. If things change such as they make a decision to leave PDX, they get approval to substantially update or expand their facility, or they bring in the F22, the Port should undertake a new master plan or reconsider the then-existing plan. Any new lease should include provisions that would allow the parties (Port/ORANG) to reopen negotiations to address any major changes. In the meantime, given the uncertainty and lack of current need for their space, it is reasonable to conclude they should remain at their present location.

PART TWO: CITY OF PORTLAND LAND USE PLAN

The City's legislative land use process will result in a land use plan comprised of policies, objectives, and implementation strategies. The plan will include:

- development code language;
- a development review process;
- a plan amendment process to respond to significant revisions in future Port master plan updates; and,
- an ongoing public involvement strategy.

The plan will recognize the special role PDX plays in the regional economy and the unique features of the airport environs. The legislative process will allow a broad policy examination of land use activities at PDX, including transportation, community and environmental impacts and strategies to, feasibly avoid, reduce and mitigate impacts, modifications of City overlay zones, and special development standards. One of the major themes of the planning process will be sustainability.

Specifically, the land use plan will replace the current conditional use process with a land use designation that recognizes the airport as an allowed use in an industrial zone. The full spectrum of alternatives is outlined in an August 2001 Bureau of Planning report to City Council titled *Alternatives to the Conditional Use Approval Process for Portland International Airport (PDX)*. On July 15, 2008, the Planning Advisory Group (PAG) recommended replacement of the conditional use process with a Plan District. The intent with the Plan District is to create a land use structure that accomplishes the following:

1. allows the **City** to conduct a legislative process that examines the increasingly complex issues associated with PDX;
2. provides the **community** with greater opportunity to influence airport planning and development; and
3. provides the **Port** with flexibility to respond to changing circumstances in airport development.

The City Land Use Plan has numerous elements in addition to the Plan District that are listed below. The numbers correspond to the diagram at the end of this section titled: *Hierarchy, Structure, and Components of the City Land Use Plan*.

1. Comprehensive Plan Amendments

The City's Comprehensive Plan polices will be amended to reflect the work of the Planning Advisory Group (e.g. Vision & Values) and the specific outcomes of the Land Use Plan (e.g. sustainability policy language). Specific policy amendments will be informed by the Transportation Impact Analysis and the Economic Development Inventory – depending on the outcomes. The Comprehensive Plan also provides the policy basis for implementing the other elements of the Land Use Plan and may be revised accordingly.

- 1) *What specific amendments are needed to the City's Comprehensive Plan polices to reflect the work of the PAG (e.g. Vision & Values) and the specific outcomes of the Land Use Plan? (e.g. sustainability policy language)*

- 2) *How will these amendments be informed by the Transportation Impact Analysis and the Economic Development Inventory?*
- 3) *What other amendments are needed to implement the other elements of the Land Use Plan?*

2. Transportation System Plan Amendments

The City Transportation System Plan (TSP) provides the broad policy direction for transportation as the City continues to grow. The plan encourages transportation choices within the City by providing polices for all modes of transportation and by encouraging non single occupant modes of transportation. While no specific policy amendments to the TSP are known at this time, depending on the results of the transportation impact analysis, the areas that have potential for amendments include sections on policies, the modal area maps, projects, and modal plans. Examples of such amendments could include, amending the bicycle and pedestrian modal maps to be consistent with the PDX Bicycle and Pedestrian Plan or amending the “air” element of the modal plans to be consistent with the state Airport Planning Rule requirements.

- 1) *What specific amendments are needed to the City’s Transportation System Plan polices and maps to reflect the work of the PAG (e.g. Vision & Values), the specific outcomes of the Transportation Impact Analysis, and Land Use Plan? (e.g. sustainability policy language)*

3. Plan District

The Plan District is intended to replace the current Conditional Use permit as the regulatory structure for PDX. The Plan District will likely allow a certain level of airport growth (within a building envelope or growth threshold) provided it does not exceed certain triggers. Examples which could trigger a City review process include increases in number of auto trips or annual passengers beyond certain thresholds. If these triggers are exceeded, the City will require a review process that includes approval criteria and mitigation requirements.

The Ongoing Public Involvement Strategy (OPIS) is closely related to the Plan District’s review process. The PAG will help decide which planning and development decisions are reviewed by the OPIS, the City, or both. The OPIS has the potential to provide more effective community input than a City review (see **Section 6. Community Agreements**).

Also included in the Plan District are site development standards (e.g., landscaping, street trees, floor area ratio, setbacks, etc.) The Plan District will specify which uses are allowed, limited, conditioned, or prohibited. Finally, the Plan District will specify review procedures and possible approval criteria for airport development projects.

- 1) *What is an appropriate building envelope or growth threshold?*
- 2) *What triggers should be in place?*
- 3) *What threshold of project would benefit from input from the community and/or review by the City?” (e.g. Stumptown Coffee lease in a concourse, reconfiguring an international arrivals gate to provide more efficient passenger throughput, new short term parking structure, 3rd parallel runway)*
- 4) *What are the appropriate Plan District site development standards? (e.g., landscaping, street trees, floor area ratio, setbacks, etc.)*

- 5) *What uses are allowed, limited, conditioned, or prohibited in the Plan District?*
- 6) *What are the Plan District review procedures, mitigation requirements, and possible approval criteria for airport development projects? (a List of Possible Airport Development Projects is at the end of this section of the memo)*

4. Noise and Height Overlays

The City's height overlay is an imaginary surface that limits the height of structures and vegetation around the airport to provide safe operating conditions. In some areas this surface is below ground level and in some instances the height limit is not sufficient to meet evolving FAA requirements. Staff is working on minor amendments to address these issues and ensure better coordination between the City, Port, and FAA.

- 1) *What adjustments are needed to the current height overlays for better safety and coordination purposes?*
- 2) *Should the City expand the height overlay to include a potential 3rd parallel runway?*
 - a. *If yes, what is the opportunity cost in terms of how much development potential and what type of development may be lost with additional height restrictions associated with a possible 3rd parallel runway?*

The City limits residential development within the noise overlay, which is based on 1990 data. Recent improvements in technology, among other reasons, mean that the current noise contours are significantly smaller. The PAG will spend time discussing the Port's current noise program and previous noise studies. Staff will present maps showing these changes over the time, as well as estimates of future noise contours for a potential future 3rd parallel runway and dual stream operations. The Land Use Plan will also address minor procedural issues and several major policy issues.

- 1) *Should the City apply density or use restrictions to areas beyond the 65 DNL?*
- 2) *Should the City and Port consider noise metrics other than DNL?*
- 3) *Should the City constrict the size of the noise overlay to today's noise contour?*
- 4) *Should the City expand the noise overlay to include future dual stream operations and/or a potential 3rd parallel runway?*
 - a. *If yes, what is the opportunity cost in terms of: 1.) how many potential housing units are lost, 2.) number of existing homes impacted using various noise metrics, etc.?*

5. Natural Resources

The Land Use Plan will update the City's natural resources inventory for the area around the airport. Updates to the inventory are needed because the Columbia Slough was one of the first areas where the City applied resource protections. Current protection standards for the area around the Slough are inconsistent with natural resource protection compared to other areas of the City. Updating the inventory will allow the City to bring the area into compliance with State Goal 5 and Metro Title 13 requirements.

The City and Port are also working on a set of possible landscaping standards for the airport that balance City stormwater management and habitat protection interests and wildlife hazard issues associated with operating PDX in an area with abundant wildlife.

Finally, the City and Port will work to identify natural resource restoration priority areas with the goal of improving the overall health of the Columbia Slough Watershed. This strategy will be combined with any mitigation requirements identified in the master plan and land use plan.

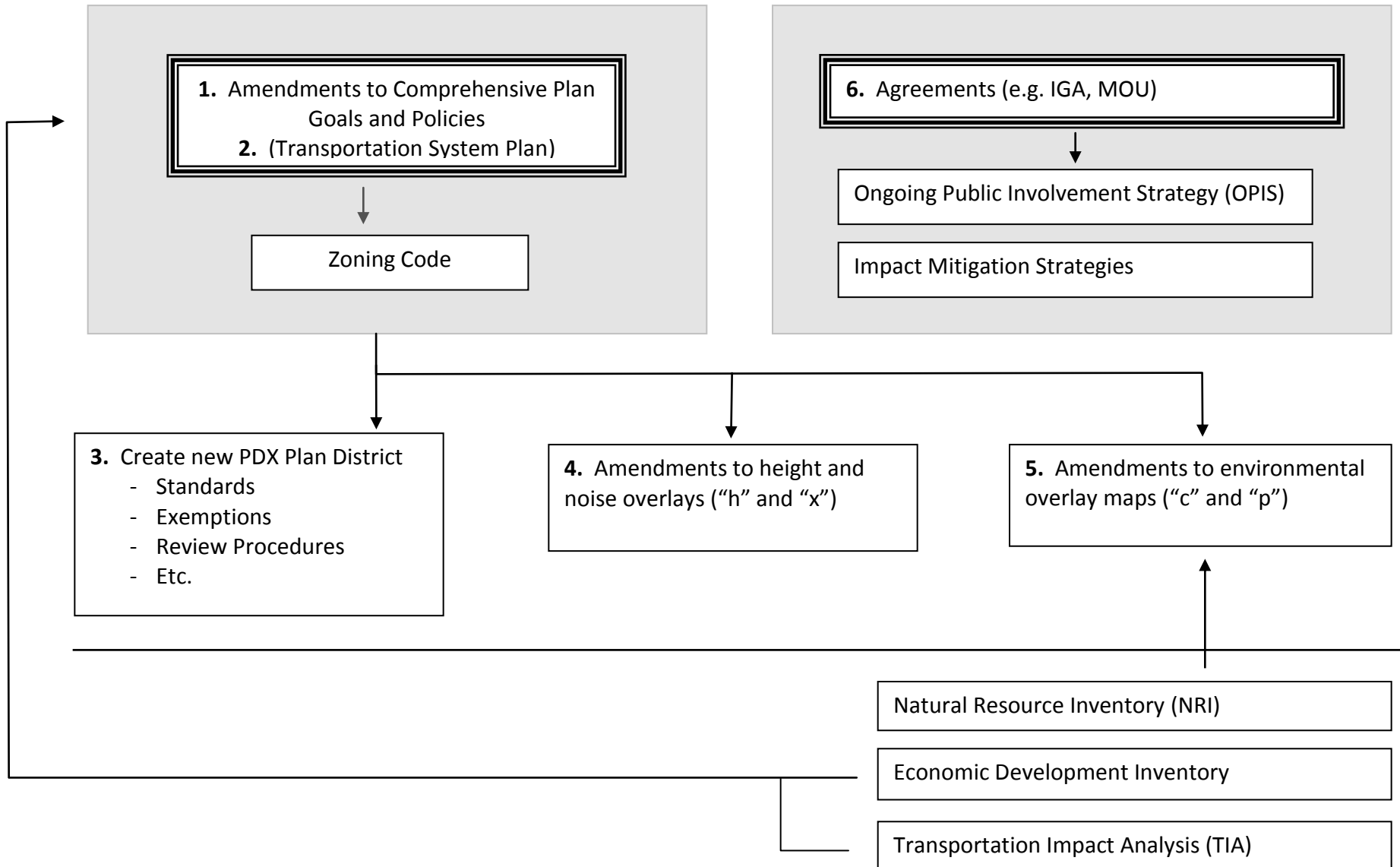
- 1) *What airport landscape standards are needed to balance stormwater management, habitat protection and wildlife hazard issues?*
- 2) *What are the priority restoration/mitigation sites in the watershed for projects at PDX and around the airport?*
- 3) *What are the natural resources restoration priority areas that will improve the overall health of the Slough?*

6. Community Agreements

An Agreement between the Port and City is intended to memorialize commitments made during the planning process. The Airport Futures planning process will determine which elements of the Land Use Plan are appropriate for development code and which are appropriate for formal agreements. Two elements of the agreement are a periodic reporting of progress and an ongoing public involvement strategy (OPIS). The OPIS may include a formal group of regional stakeholders similar to airport round tables developed at other airports in the country.

- 1) *How do we memorialize the agreements made during the Airport Futures process?*
- 2) *Which elements of the Land Use Plan are appropriate for development code and which are appropriate for formal agreements?*
- 3) *What are the specific elements of the previously agreed to periodic progress reporting process?*
- 4) *What are the specifics of the ongoing public involvement strategy (OPIS)?*
 - *Goal/Scope/Purview*
 - *Sponsorship*
 - *Membership*
 - *Resources*
 - *Authority*

Attachment A: Hierarchy, structure and components of the City Land Use Plan



Attachment B: List of Possible Airport Development Projects

- Add Land into Plan District
- Add Land within Plan District into Port-owned/airport-related sub-district
- Airfield Fence Adjustments
- Airfield Projects (except as otherwise specified)
- Auxiliary Structure /Use – NEW
- Auxiliary Structure Expansions
- Aviation Tenant Development - < or > XX0,000 SF
- Centralized Terminal
- Compressed Natural Gas Fueling Station
- Decentralized Terminal
- Equipment Storage
- Existing Terminal/Concourse Expansions
- Environmental Zone review (as required)
- Federal Facilities Related to Airport Operations (FAA, TSA, CBP)
- Federally Mandated Security & Safety Projects
- Fundamental Shift From New Master Plan
- Grading/Stockpiling
- Interior Remodels
- Landscaping Projects (with special standards)
- Light Rail Improvements/realignments
- Multnomah County Drainage District Projects
- Non-Aviation Development
- NW Quadrant Redevelopment
- Operation and Maintenance Projects
- Parking Expansions (within traffic analysis caps)
- People Mover Systems
- Phased Traffic Analysis
- Port of Portland Office Expansions
- Port Roadway Projects
- Property Acquisitions
- Rental Car Expansions (within traffic analysis caps)
- SW Quadrant Development - Fill and Infrastructure
- Technology Projects
- Terminal Expansion East
- Third Parallel Runway
- Transportation System Management Projects
- Tree Removal/Topping
- Utility Facility

PART THREE - PROPOSED 10 STEP PLAN

In light of the planning that has been done to date and the conclusions and recommendations outlined above in Part One – Airport Master Plan and Part Two – City Land Use Plan, what follows is a 10 Step Plan process that will lead the Airport Futures project to a conclusion.

Step One: Begin Analysis

- A) Start with Centralized Terminal and no 3rd Parallel Runway working assumption.
- B) Conduct fatal flaw assessment of the core passenger terminal complex area using the 90th percentile forecast for testing purposes only. In the event that some element of the Centralized alternative will not meet the 90th percentile needs at a level of service comparable to the existing level of service (LOS), then modifications could be considered to the Centralized layout or the Decentralized alternative could then be tested.
- C) Begin developing the airport development concepts using the 50th percentile forecast with a detailed look at the facilities, impacts, terminal, general aviation, cargo, access, parking, airfield, intersections, noise, natural resources, cross-field taxi way, and remain overnight parking (RON) parking.
- D) Start analyzing elements of sustainability and environmental issues. (Continue throughout the process.) For example, we will consider the following issues: maximizing the utility of existing facilities, efficiency gains, impacts to natural resources, common use facilities, meeting future needs in the most sustainable way, consider ways to reduce growth in ground access vehicle trips relative to growth in air passenger trips, parking policies, airport building standards, airport vehicle fleet mix, incorporate new technology, support PDX's current sustainability efforts, congestion pricing, and exploration of new ones.
- E) Simultaneously analyze impacts of traffic, noise, and natural resources using the forecast 90th and 10th percentiles at a high level to inform the City's Land Use Plan on issues like: near-term actions, long term planning process elements, noise, transportation, height restrictions, natural resources, and the 3rd parallel runway.
- F) Begin development of Land Use Plan and the Ongoing Public Involvement Strategy (OPIS) in Step Four.
- G) Consider the appropriate follow-on studies during each of the following steps.
- H) Result: 25% Plan Detail Completion with possible staff and subcommittee charrettes, open house, subcommittee, and PAG input.

Step Two: Check Emerging Concepts against Prior Work

- A) Ask, to what extent, if any, should we change the emerging development concepts (At 25% Plan Detail Completion) after reevaluating the facilities assumptions, the facilities requirements, project sideboards, and continuing our sustainability work?

Step Three: Test High (90th percentile) and Low (10th percentile) Growth "What If" Scenarios

- A) Ask, to what extent, if any, could changes be made (At 50% Plan Detail Completion, which includes the work on traffic, land acquisition needs, etc.) in order to preserve options for the long-term future accommodation of:
 - 1) Third Runway
 - 2) Decentralized Terminal
- B) Based upon results post staff and subcommittee charrettes, public meetings, subcommittees and PAG, explore placement of: cargo, GA, military, airlines support, and airport support.

- C) Should the PAG's final report to the Port and City include policies and recommendations that preserve the options for a 3rd parallel runway and both terminal options for future generations to decide (i.e., height overlay, noise overlay, road right-of-way, etc.) If yes, what are those recommendations? (i.e. what actions and when would they take effect) This will involve an exploration of the associated opportunities and risks. If yes, any such recommendation would not need to imply even tacit approval of a 3rd parallel runway or terminal concept. If yes, should we recommend actions now or defer those actions for later consideration as part of the Ongoing Public Involvement Strategy?

Step Four: Fine Tune Land Use Plan and Ongoing Public Involvement Elements

- A) Staff and the PAG will be close to final drafts of the City's Land Use Plan and a Post-PAG, Ongoing Public Involvement Strategy (OPIS.) Topics include:
- 1) Natural Resources
 - 2) Height Overlay
 - 3) Noise Overlay
 - 4) Plan District
 - 5) Comprehensive Plan Amendments
 - 6) Transportation
 - 7) Mitigation Strategies
 - 8) Negotiated Agreements to memorialize good ideas
 - 9) Ongoing Public Involvement Strategy (OPIS)
 - *Goal/Scope/Purview*
 - *Sponsorship*
 - *Membership*
 - *Resources*
 - *Authority*

Step Five: Final Check: Sustainability and Forecast

Ask, to what extent, if any, should we change anything (At 75% Plan Detail Completion, which will include the balance of the facilities requirements needed.) based upon a final "sustainability" check and final review of the forecast.

Step Six: Final Refinement, Development Phasing Work, and Cost Analysis at 90% Plan Detail Completion

Step Seven: Financial Analysis

Step Eight: Final Recommendations on Port's Master Plan and City's Land Use Plan

Step Nine: Plan Documentation including Airport Layout Plan (ALP) set, Master Plan Technical Report, and Executive Summary Report.

Step Ten: Final Approvals – Get T'shirt and stop coming to PAG Meetings