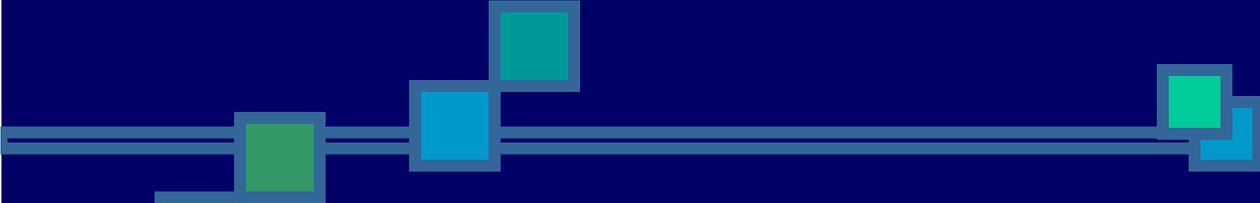


Getting to Yes!
A Case Study at San Luis Obispo
County Regional Airport

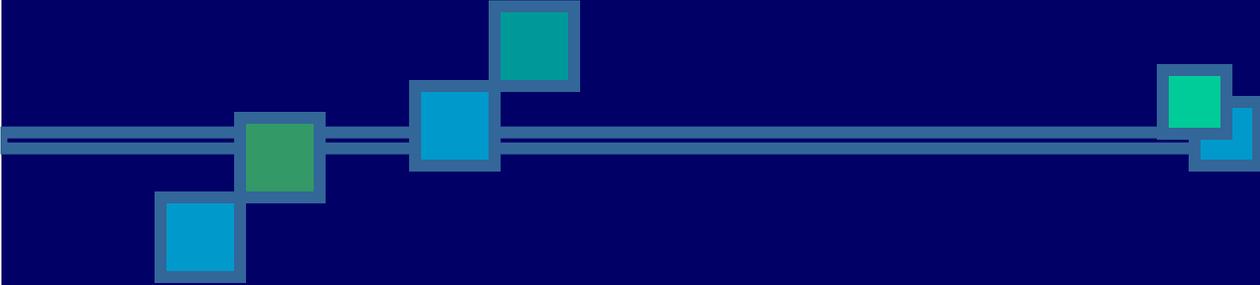
Overcoming Planning, Environmental and
Funding Challenges for Complex Capital
Improvement Projects



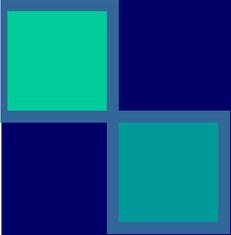
Getting to Yes: Negotiating Agreement Without Giving In

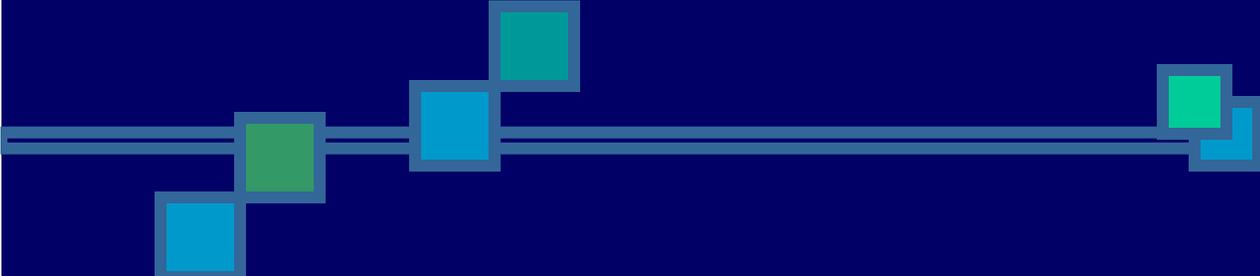
by Roger Fisher and William Ury, published in 1983

- Four Principles for an effective negotiation
 - Separate People from Issues
 - Focus on Interests
 - Generate Options
 - Identify Objectives
- 



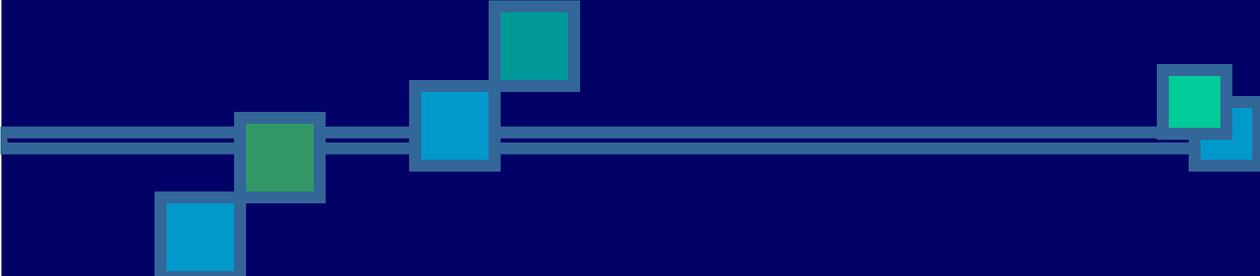
The Situation

- 
- February – 2003 – SLOCOG Actions
 - Consideration of Paso Robles Municipal Airport
 - Initiates study to evaluate operational and economic considerations of RJs at SBP
 - Recommends staff pursue an extension of the runway without delay
- 



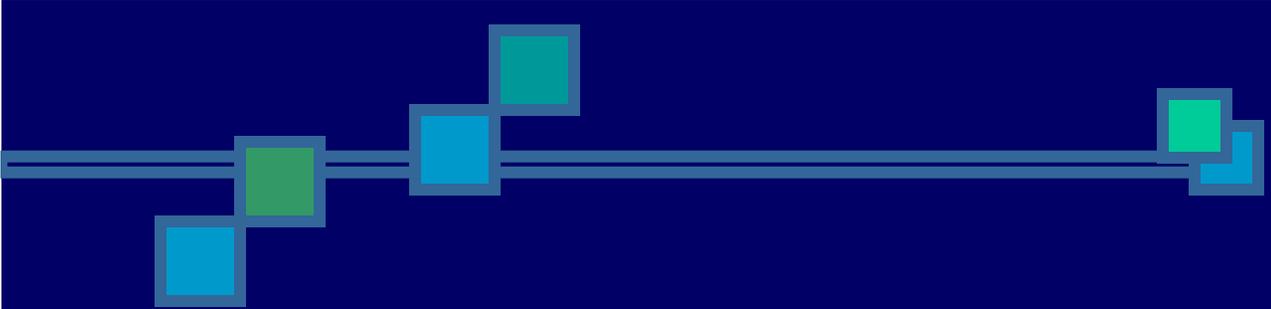
The Situation

- Met with FAA on March 3, 2003
 - Moving the project forward would require:
 - Updated forecasts
 - Definition of purpose, need and justification
 - Benefit/Cost Analysis
 - Alternatives development
 - Updated ALP to reflect proposed action
 - EA/EIR on runway extension
 - Consultations
 - NAVAID relocation
 - Land Acquisition
 - Funding
- 

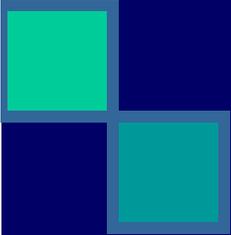
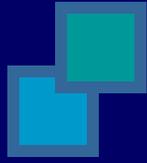


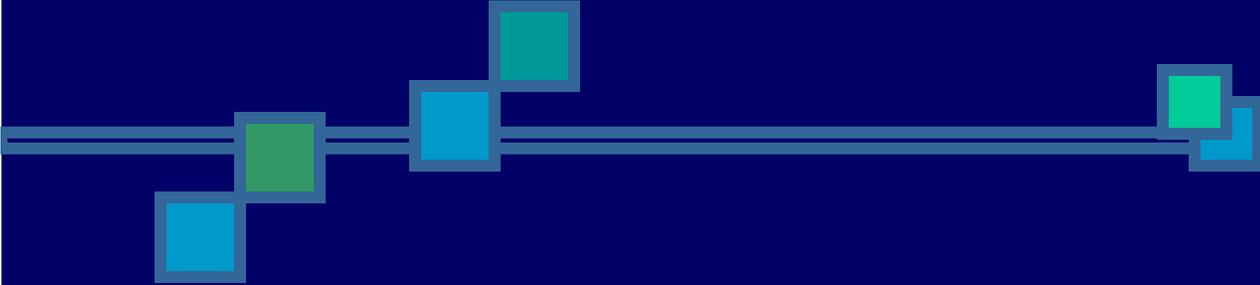
Sounds Easy – So What Happened?

- June 15, 2004 – Getting to NO-where!
 - A Master Plan Grant or Single Project?
 - Modifications to Standards – New process
 - Disagreement on the process
 - Land acquisition – contaminated land
 - Illegal use of land under acquisition
 - Environmental document format
- 

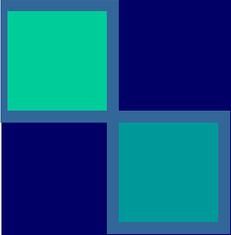


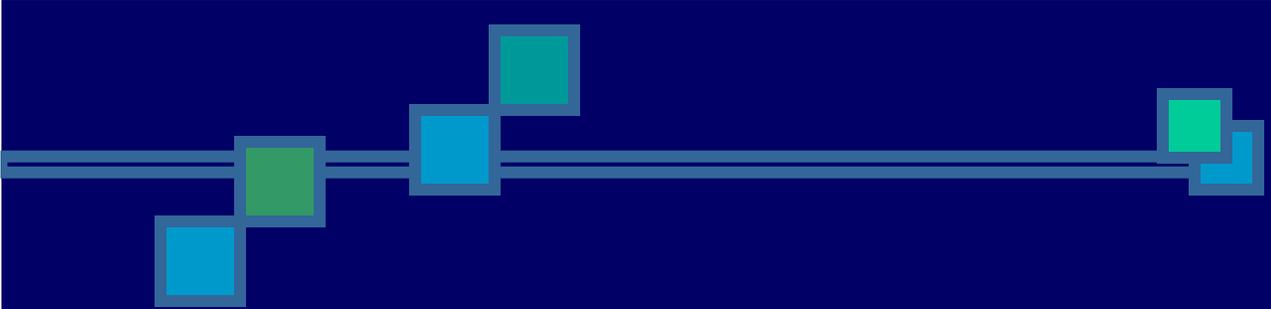
People and the Issues

- 
- Personalities – The Players
 - Interpretation of next steps and facts
 - “Walk a mile in my shoes”
 - Emotions, frustrations, apologies, sympathy
 - Communication
 - Building the relationship
- 

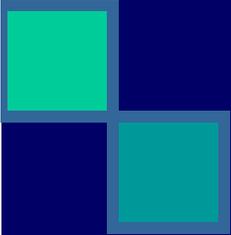
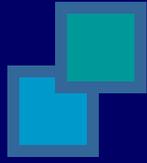


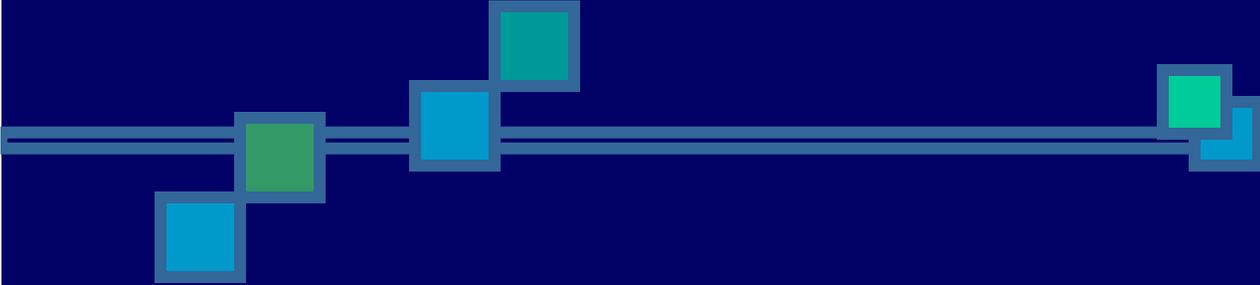
People and the Issues

- 
- When the other party is deemed to have more power
 - Negotiating out of fear
 - Threats
 - The “elephant in the room”
- 



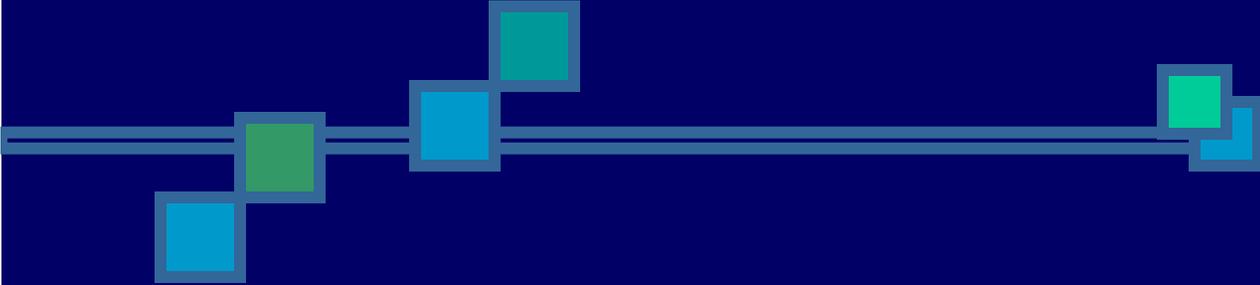
Focusing on Interests

- 
- Identifying the issue at hand
 - Understanding the position of the stakeholders
 - Differences
 - Shared interests
 - Avoid focusing on past events
 - Solutions
- 

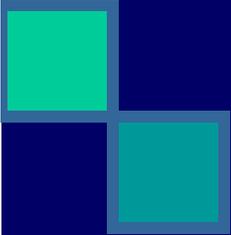


Generate Options

- Creative alternatives
 - No one answer is the best answer
 - Developing the project vs. evaluating
 - Brainstorming
- 



Reaching Consensus - YES!

- 
- March 17, 2005 – Getting to YES!

All partners agreed on a strategy to move forward on the San Luis Obispo County Airport Projects:



- ✓ The Master Plan
- ✓ #1 Project Element –Extend RWY 11/29 with EMAS



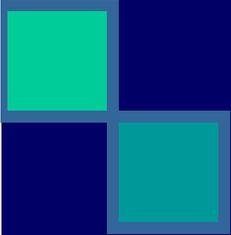
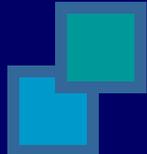
Project Agreement-Next Steps

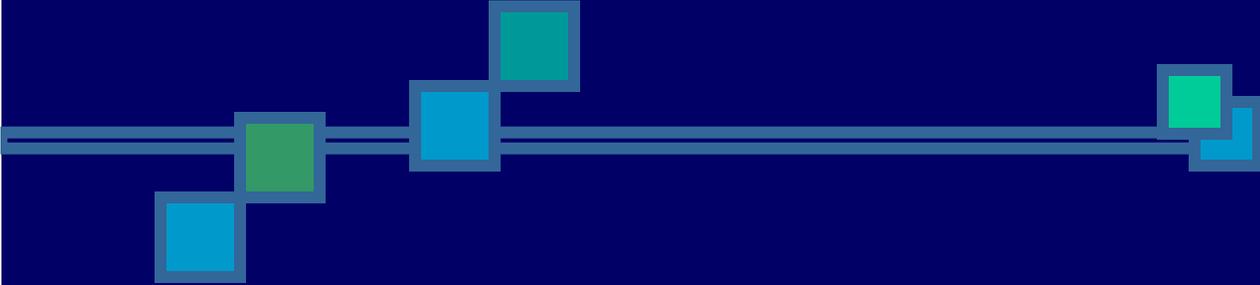
Identify action items

- Continue the Master Plan process and include the Runway Extension with EMAS in the Plan
 - Meet with other FAA “lines of business”
 - Environmental Review Process Considerations
 - Cat Ex
 - FONSI
 - Environmental Assessment
 - Environmental Impact Statement
 - Revalidation of Environmental or Supplemental
- 

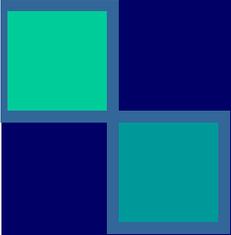
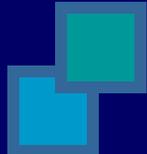


Project Agreement Next Steps

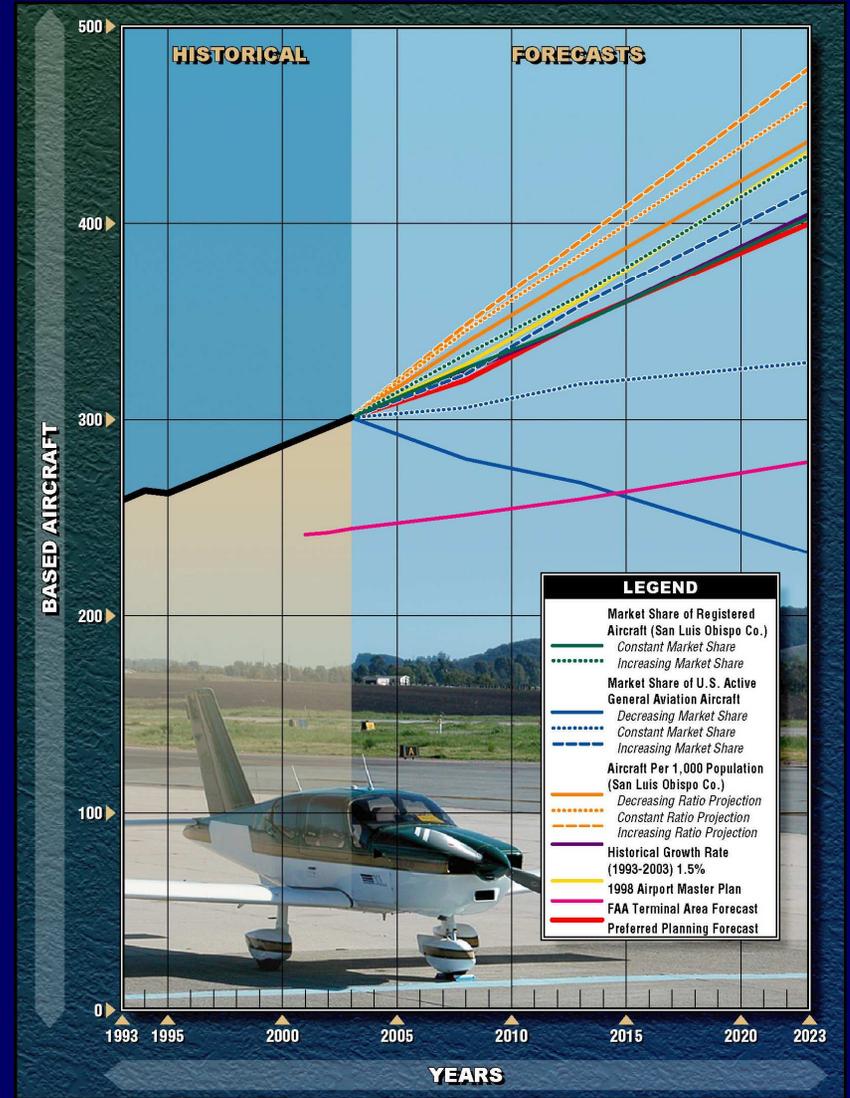
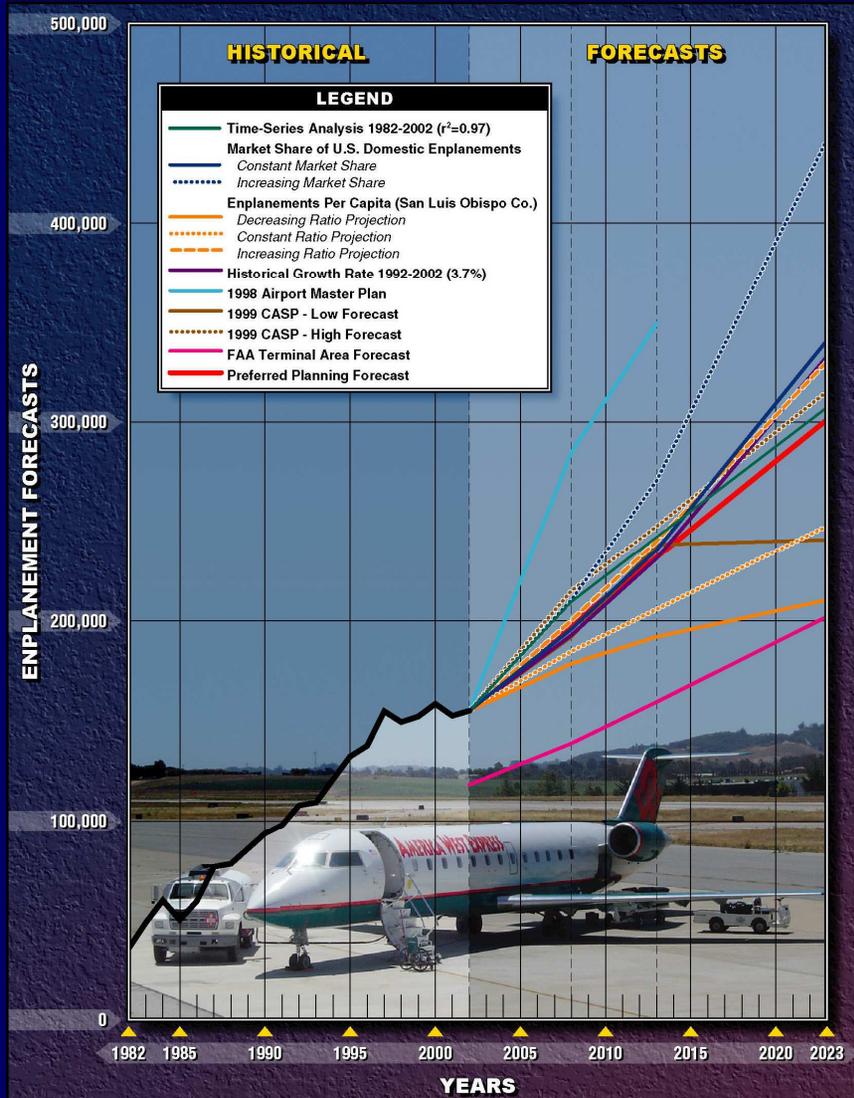
- 
- Use elements of the environmental as a precursor to design
 - Develop a timeline
 - Develop a funding plan
 - Legal and Regulatory requirements
 - Eligibility
 - Status of ALP
 - Mod to Standards
- 



Overcoming the Challenges

- 
- Roadway realignment
 - Runway length requirements vs. the Corps of Engineers – creek issues
 - 100 year flood plain
 - Property – to buy or not to buy!
 - Design standards
- 

✓ Forecast Approval



Airport Reference Code (ARC)

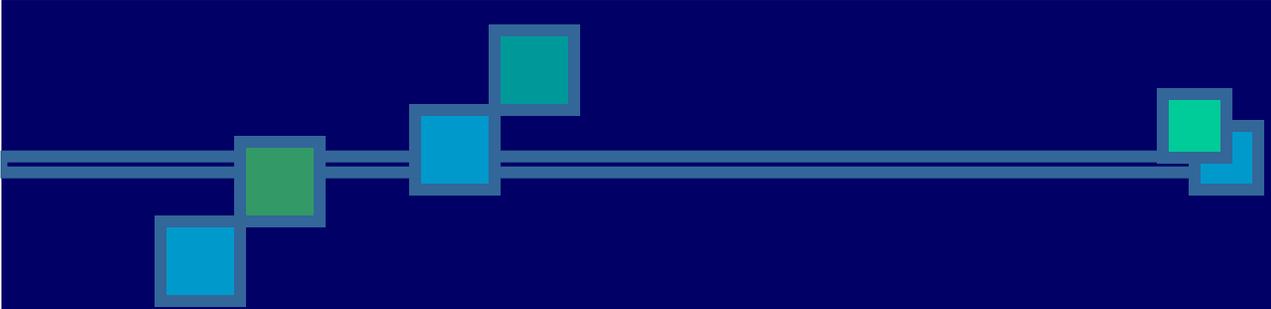
Turboprop: B-II
Regional Jet (RJ): C-II

With more than 2900 current annual operations at SBP, RJ's exceed the FAA's 500 annual operations threshold for determination of ARC.

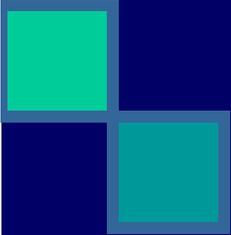
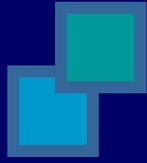
<p>A-I</p>  <ul style="list-style-type: none"> • Beech Baron 55 • Beech Bonanza • Cessna 150 • Cessna 172 • Piper Archer • Piper Seneca 	<p>C-I, D-I</p>  <ul style="list-style-type: none"> • Lear 25, 35, 55 • Israeli Westwind • HS 125
<p>B-I less than 12,500 lbs.</p>  <ul style="list-style-type: none"> • Beech Baron 58 • Beech King Air 100 • Cessna 402 • Cessna 421 • Piper Navajo • Piper Cheyenne • Swearingen Metroliner • Cessna Citation I 	<p>C-II, D-II</p>  <ul style="list-style-type: none"> • Gulfstream II, III, IV • Canadair 600 • Canadair Regional Jet • Lockheed JetStar • Super King Air 350
<p>B-II less than 12,500 lbs.</p>  <ul style="list-style-type: none"> • Super King Air 200 • Cessna 441 • DHC Twin Otter 	<p>C-III, D-III</p>  <ul style="list-style-type: none"> • Boeing Business Jet • B 727-200 • B 737-300 Series • MD-80, DC-9 • Fokker 70, 100 • A319, A320 • Gulfstream V • Global Express
<p>B-I, II over 12,500 lbs.</p>  <ul style="list-style-type: none"> • Super King Air 300 • Beech 1900 • Jetstream 31 • Falcon 10, 20, 50 • Falcon 200, 900 • Citation II, III, IV, V • Saab 340 • Embraer Brasilia 120 	<p>C-IV, D-IV</p>  <ul style="list-style-type: none"> • B-757 • B-767 • DC-8-70 • DC-10 • MD-11 • L1011
<p>A-III, B-III</p>  <ul style="list-style-type: none"> • DHC Dash 7 • DHC Dash 8 • DC-3 • Convair 580 • Fairchild F-27 • ATR 72 • ATP 	<p>D-V</p>  <ul style="list-style-type: none"> • B-747 Series • B-777

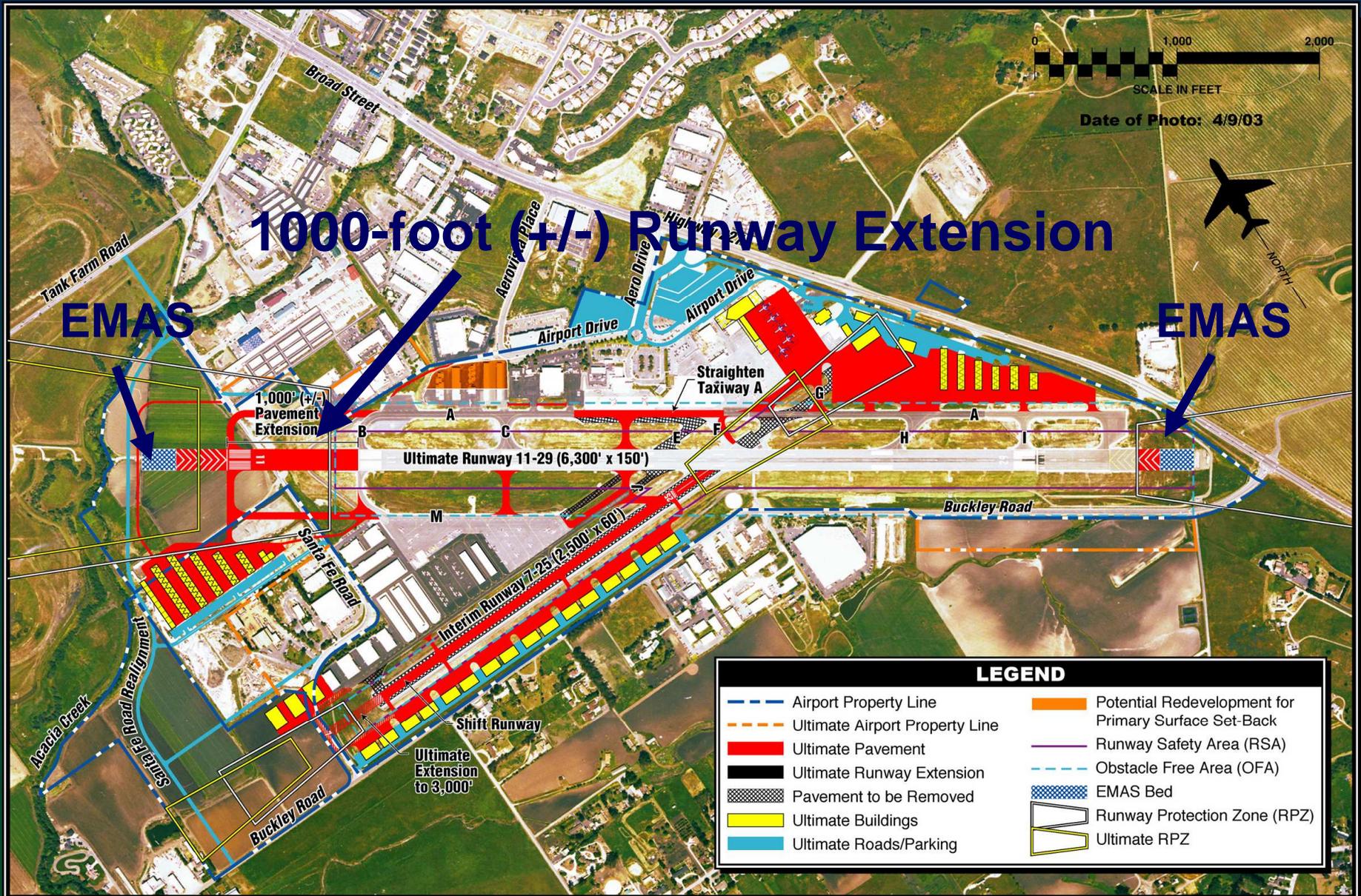
The Master Plan supports the findings of the SLOCOG Regional Jet Study (2003)

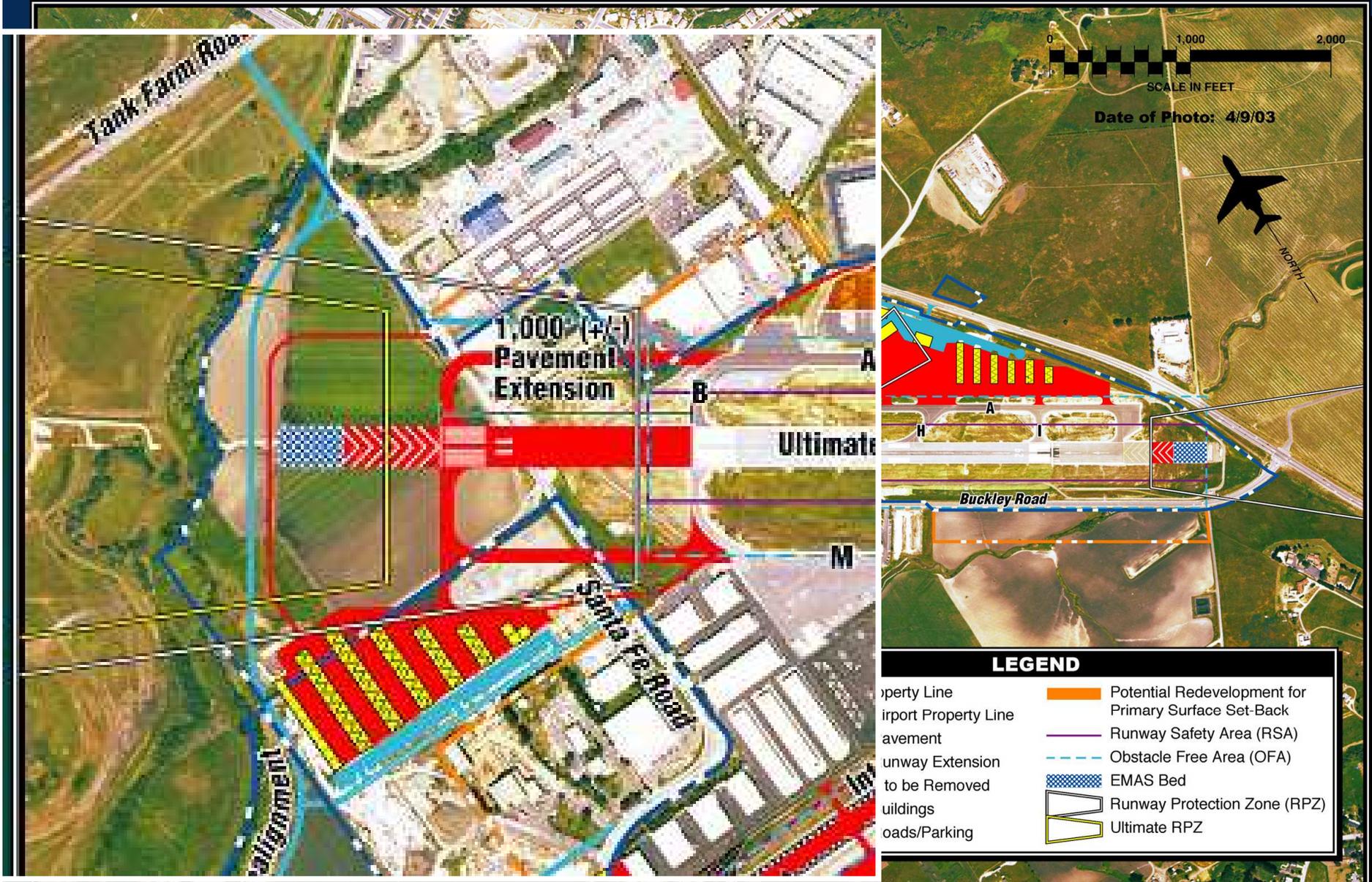
	CRJ 200 (to Phoenix)	CRJ 200 (to Denver)	CRJ 200 (to Los Angeles)
<i>RUNWAY 11 (Uphill Gradient)</i>			
Takeoff distance required for max. LF (80° F)	6,200'	7,570'	8,050'
Landing distance required for max. LF (low vis.)	5,570'	5,550'	5,320'
LF limitation with 5,800' of takeoff run	88.4%	67.7%	70.5%
LF limitation with 6,000' of takeoff run	95.0%	74.5%	73.1%
<i>RUNWAY 29 (Downhill Gradient)</i>			
Takeoff distance required for 100% LF (80° F)	5,630'	6,330'	6,100'
Landing distance required for 100% LF (low vis.)	5,570'	5,550'	5,320'
LF limitation with 5,800' of takeoff run	100.0%	85.7%	89.2%
LF limitation with 6,000' of takeoff run	100.0%	93.2%	93.2%
Source: Runway Length Analysis prepared by Aero Data, Inc.			
* Load factor (LF) represents the ratio of number of seats filled versus total number of available seats.			

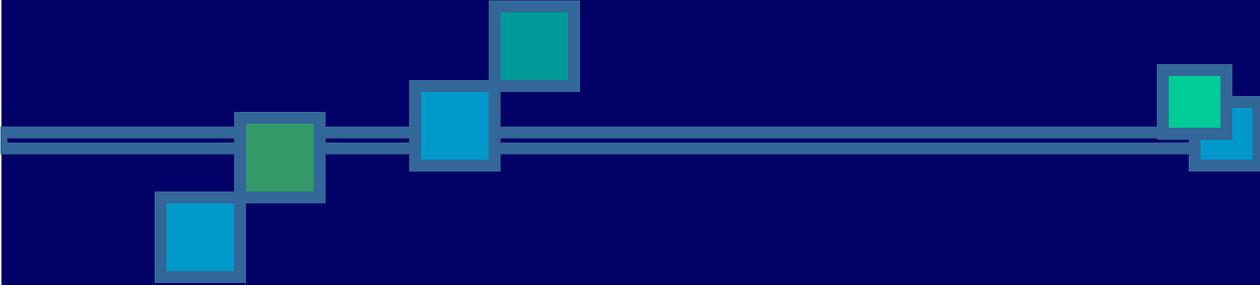


Actions by San Luis Obispo County

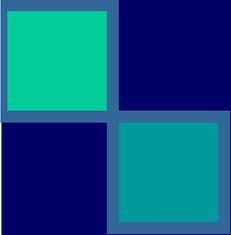
- 
- Board of Supervisors accepts the Master Plan on January 25, 2005
 - Directs staff to pursue with “vigor” the environmental review process
- 





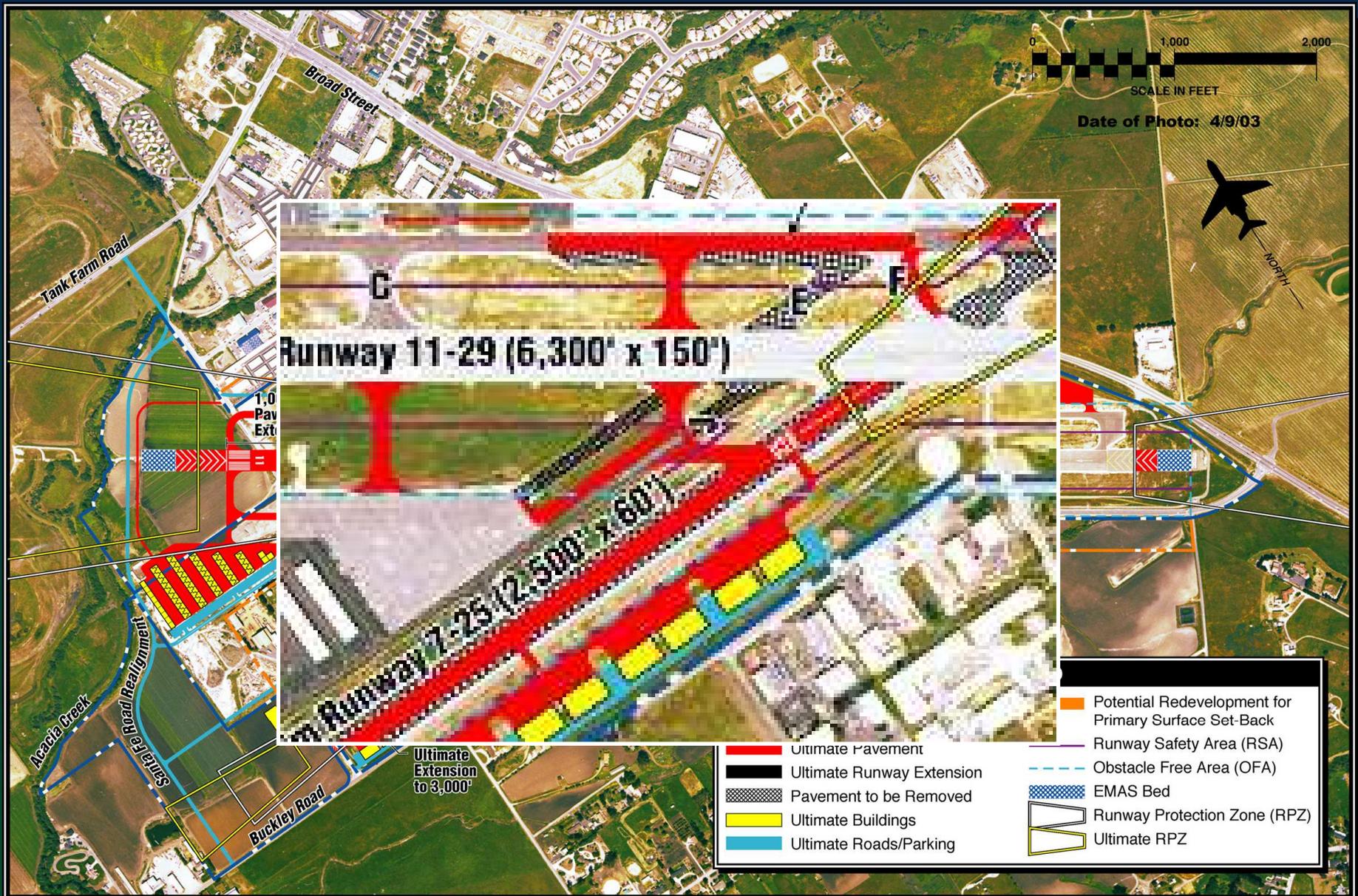


Issues

- 
- Roadway and the RPZ
 - 1,000 feet or something less?
 - Taxiway separation
 - Corps of Engineers
 - Land acquisition
- 

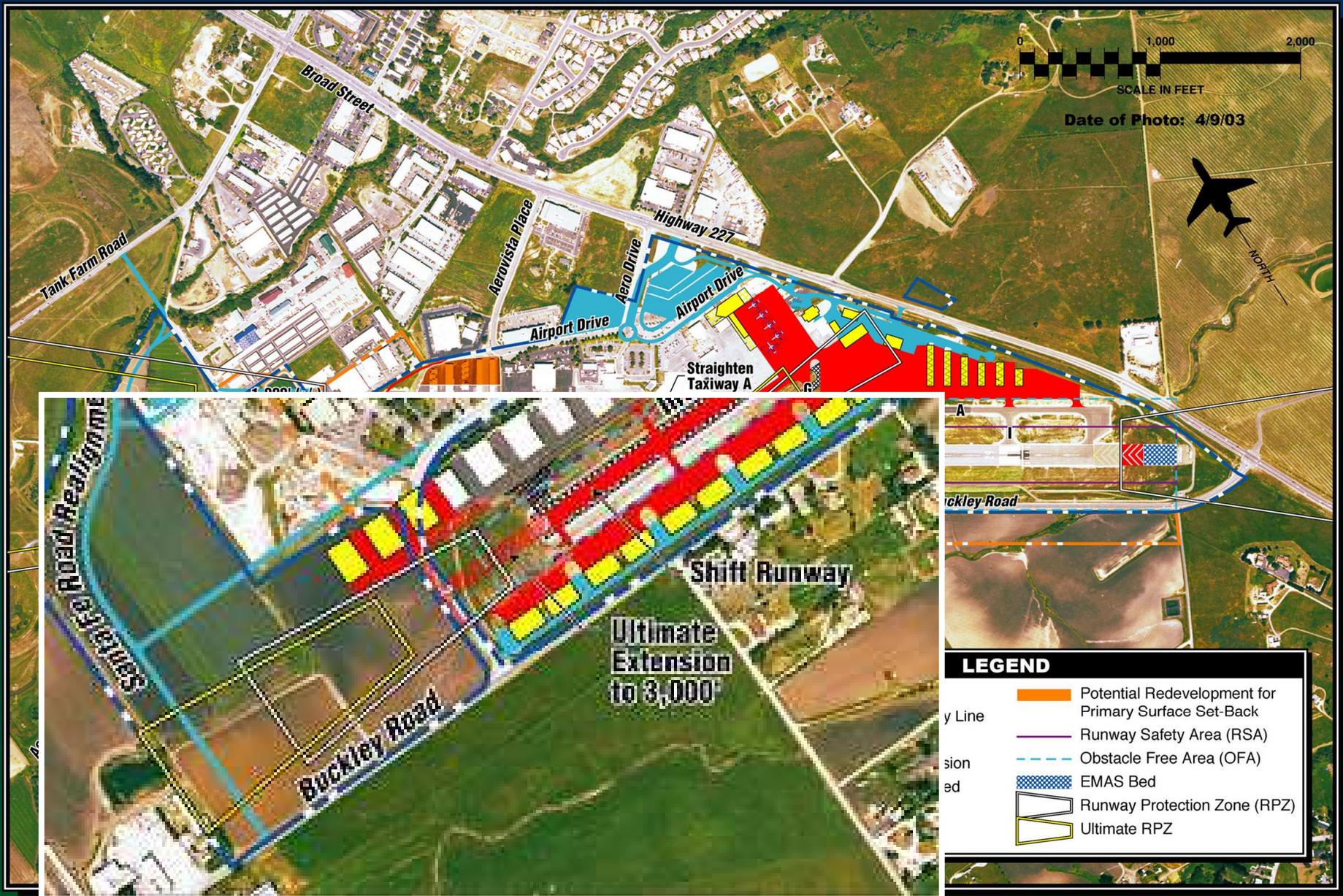
SAN LUIS OBISPO COUNTY REGIONAL AIRPORT

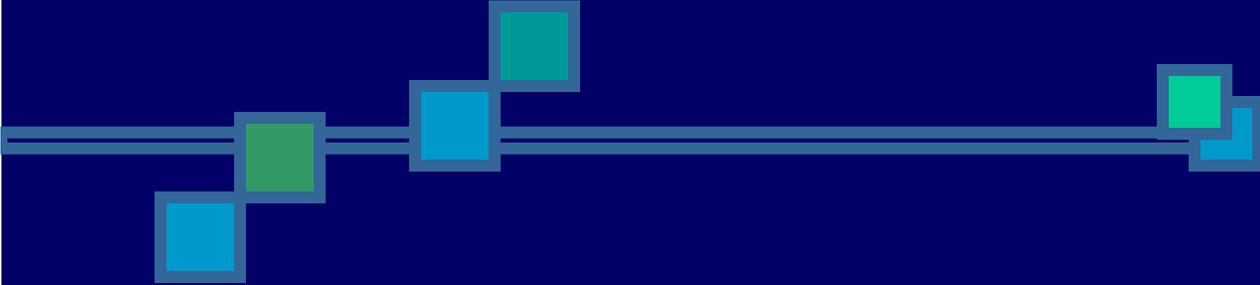
MASTER PLAN CONCEPT



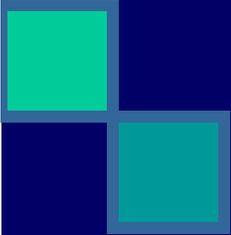
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MASTER PLAN CONCEPT

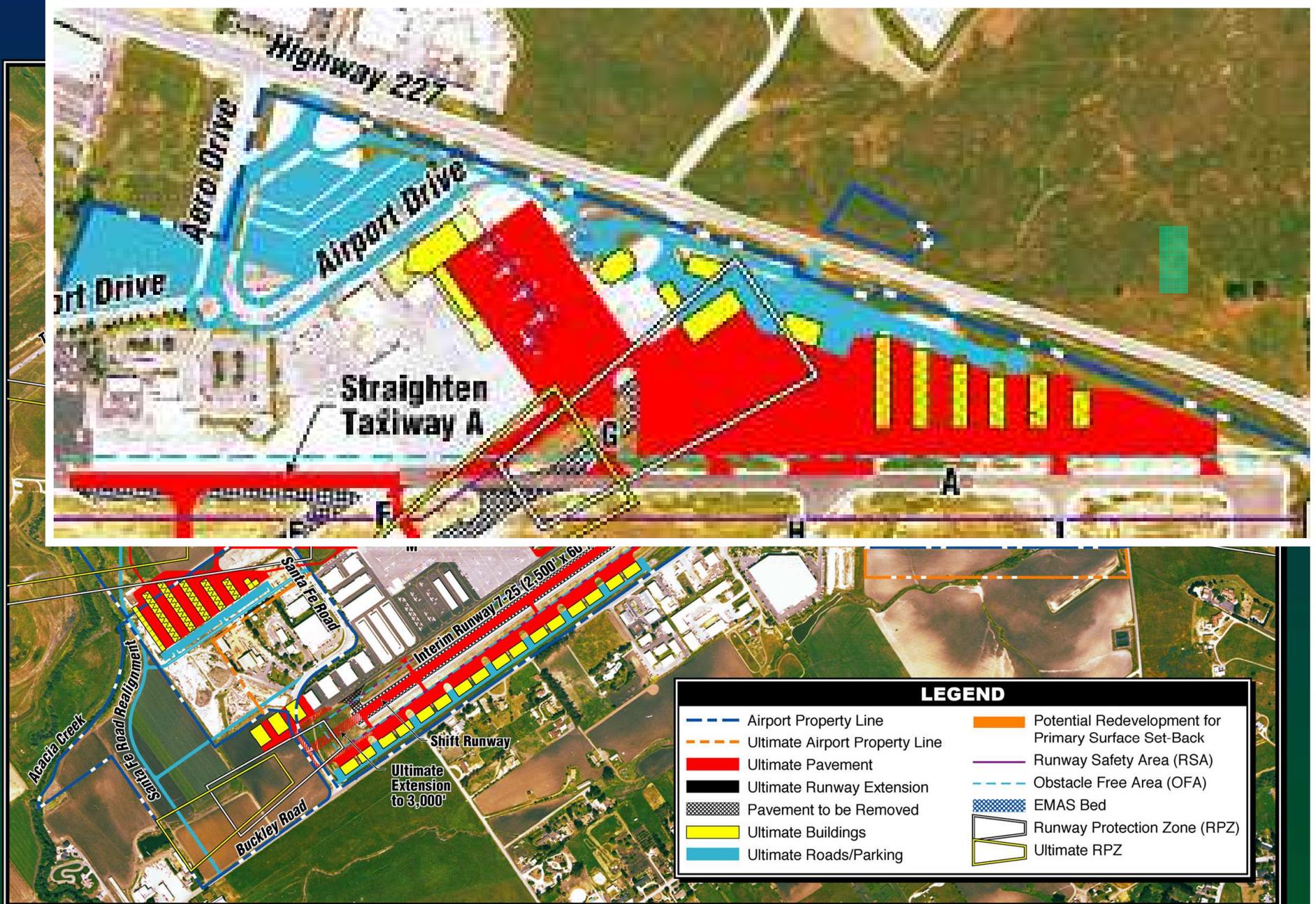


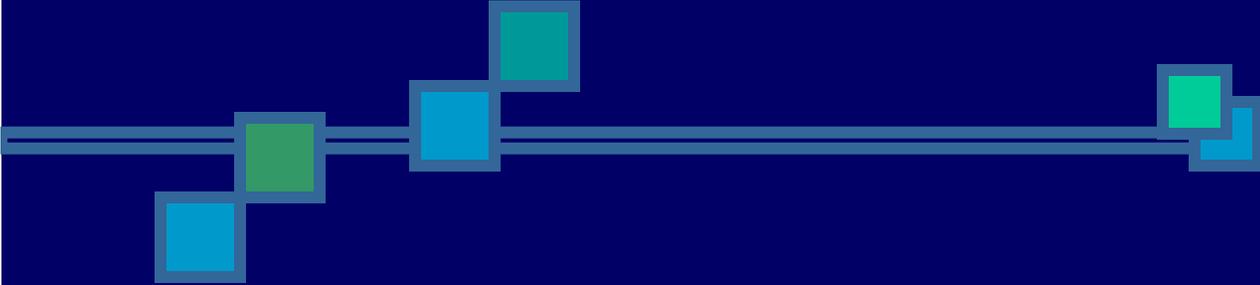


Issues

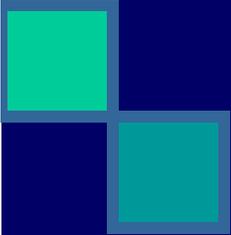
- 
- Reducing length of crosswind Rwy 7/25
 - Include extension of Rwy 7/25 in Plan
 - Reduction of possible incursions
 - Increased capacity on Rwy 11/29
 - “Dragging” the RPZ
- 

SAN LUIS OBISPO COUNTY





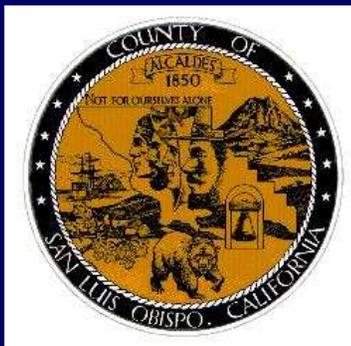
Issues

- 
- Revalidation of existing environmental
 - Supplemental environmental documentation for the Terminal
 - Categorical exclusions – development with independent utility, such as hangars, ARFF and FBO facilities
- 

San Luis Obispo County Board of Supervisors

May 23, 2006

San Luis Obispo County Regional Airport
Airport Master Plan Update
**Environmental Assessment/
Environmental Impact Report**





Five Principle Objectives:

1. To continue to provide aviation services at the San Luis Obispo County Regional Airport that meet the present and future air transportation needs of the local residents and the business community;



Five Principle Objectives:

2. To support and contribute to the economic well-being of San Luis Obispo County by facilitating tourism, business travel, and air cargo movement;



Five Principle Objectives:

3. To develop a land use and facility plan that designates the most efficient and productive aviation-related use of all Airport property in conformance with applicable FAA standards;



Five Principle Objectives:

4. To identify a phased program or specific airfield and landside facility improvements to accommodate, to the extent reasonable and feasible, current and future demand for commercial services; and



Five Principle Objectives:

5. To balance future development of the Airport with the protection of the environment.

San Luis Obispo County Regional Airport
Airport Master Plan Update
Environmental Assessment/Environmental Impact Report



PHASE 1 (2005-2010)

Airfield Facilities

- ✓ **Construct Runway 11 EMAS**
- ✓ **Construct Runway 29 EMAS**
- ✓ **Extend Runway 11 by 800 feet for total of 6,100 feet**
- ✓ **Extend (and connect) parallel Taxiway A by 800 feet**
- ✓ **Develop perimeter service road around extended end of Runway 11**
- ✓ **Repaint runway markings and install and improve runway lighting systems**

San Luis Obispo County Regional Airport
Airport Master Plan Update
Environmental Assessment/Environmental Impact Report



PHASE 1 (2005-2010)

Aviation Support Facilities

- ✓ **Property Acquisition**
- ✓ **Runway Safety Area Grading**
- ✓ **Grade of Fill Material for Runway Extension**
- ✓ **Construction of Drainage Improvements**
- ✓ **Other improvements in support of Runway 11 extension**



PHASE 2 (2011-2023)

Airfield Facilities

- ✓ **Relocate navigation aids (glide slope indicator / VASI)**
- ✓ **Extend (and connect) parallel Taxiway M by 800 feet**
- ✓ **Relocate perimeter service road adjacent to Taxiway M**
- ✓ **Extend Runway 7 by 500 feet for a total of 3,000 feet**
- ✓ **Extend Taxiway J by 500 feet**
- ✓ **Extend approach lighting system (ALS) and construct access road to ALS**

San Luis Obispo County Regional Airport
Airport Master Plan Update
Environmental Assessment/Environmental Impact Report



PHASE 2 (2011-2023)

Aviation Support Facilities

- ✓ **Grade for relocated glide slope indicator**
- ✓ **Demolish existing improvements/structures in preparation for new airport related development**
- ✓ **Grade for hangar development**
- ✓ **Construct West Side Hangar Development**
- ✓ **Conduct sighting study for Air Traffic Control Tower relocation**
- ✓ **Relocate Air Traffic Control Tower**



Environmental Impacts

All Impacts were determined to be “Less than significant” or “Not Applicable” with the following exceptions:



Environmental Impacts

- Socioeconomic Impacts – Transportation
- Air Quality
- Water Quality
- Cultural Resources
- Endangered and Threatened Species
- Wetlands
- Hazardous Material and Solid Waste
- Cumulative Impacts - to Air Quality (Phase I) and to Endangered and Threatened Species.



Environmental Impacts

Of the eight listed all were determined to be significant but mitigable to a level of insignificance.



Environmental Impacts

Two issues identified as significant and unavoidable impacts:

1. Air Quality - Operational Related Emissions (Phase II)
2. Cumulative Impacts - Transportation and Air Quality (Phase II)

As required by CEQA, a Statement of Overriding Considerations has been prepared.

San Luis Obispo County Regional Airport
Airport Master Plan Update
Environmental Assessment/Environmental Impact Report



OVERRIDING CONSIDERATIONS for SIGNIFICANT IMPACTS

Social and Economic Benefits

Master Plan in General

Would allow the San Luis Obispo County Regional Airport, the only air carrier airport in the County, to meet existing and future air transportation needs of the community.



OVERRIDING CONSIDERATIONS for SIGNIFICANT IMPACTS
Social and Economic Benefits

Extension of Runway 11/29

- **Improve passenger convenience and reliability of the regularly scheduled air carrier service at SBP.**
- **Reduce the likelihood air carrier operations would operate with weight limitations**
- **Reduce the number of instances when passengers are denied boarding to comply with weight restrictions**
- **Allow for new air carrier destinations currently not offered due to weight restrictions.**



OVERRIDING CONSIDERATIONS for SIGNIFICANT IMPACTS

Social and Economic Benefits

Daily Economic Benefit

- **\$389,000 in revenues**
- **1,541 local jobs supported with \$105,000 in earnings**
- **588 air visitors and \$54,000 in visitor spending**



OVERRIDING CONSIDERATIONS for SIGNIFICANT IMPACTS

Social and Economic Benefits

Annual Economic Benefit

- **\$142 million in revenues**
- **\$38.3 million in payroll earned**
- **Based on the short term forecast period (projected for 2008) associated with 117,550 annual aircraft operations**
 - ✓ **Revenues of \$148 million**
 - ✓ **Earnings of \$40.5 million and 1,630 jobs supported**



OVERRIDING CONSIDERATIONS for SIGNIFICANT IMPACTS

Social and Economic Benefits

Alternatives

As documented in the EIR, the significant unavoidable adverse impacts of the proposed project **also occur under the No Action Alternative**. Therefore, whether or not the Master Plan is approved and implement, the significant air quality and traffic impacts would occur.

San Luis Obispo County Regional Airport
Airport Master Plan Update
Environmental Assessment/Environmental Impact Report



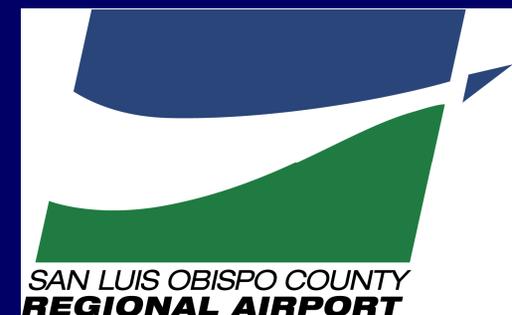
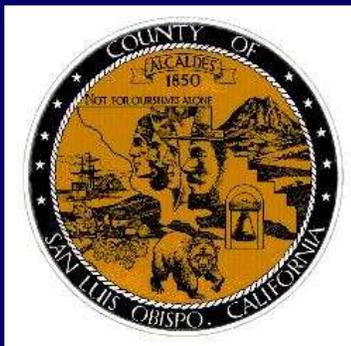
It is recommended that the Board of Supervisors:

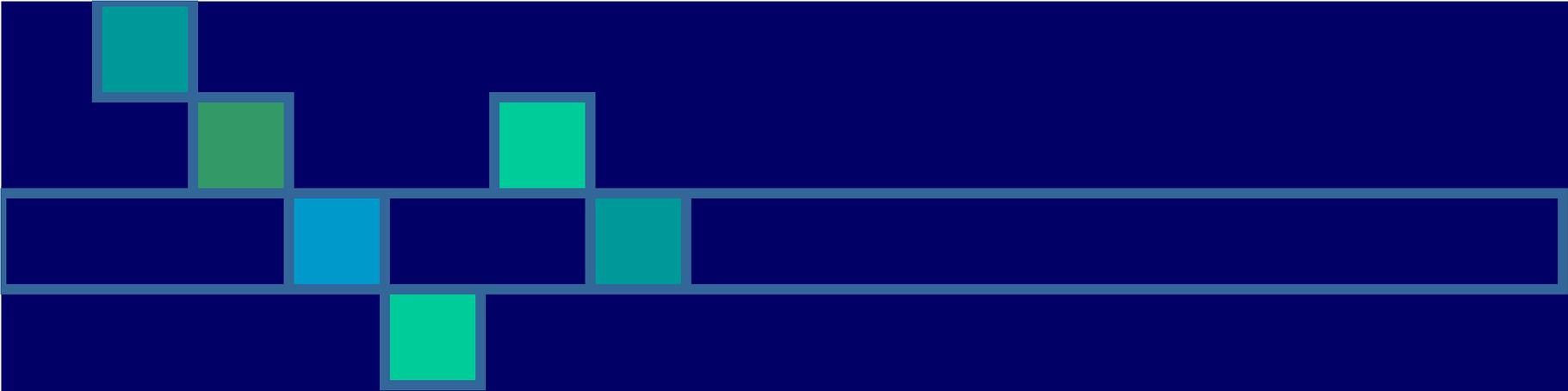
- 1. Adopt the CEQA Required Findings, Adopt the Statement of Overriding Considerations and Certify the Environmental Impact Report for the San Luis Obispo County Regional Airport Master Plan,**
- 2. Adopt the Final Master Plan for the San Luis Obispo County Regional Airport.**

San Luis Obispo County Board of Supervisors

May 23, 2006

San Luis Obispo County Regional Airport
Airport Master Plan Update
**Environmental Assessment/
Environmental Impact Report**

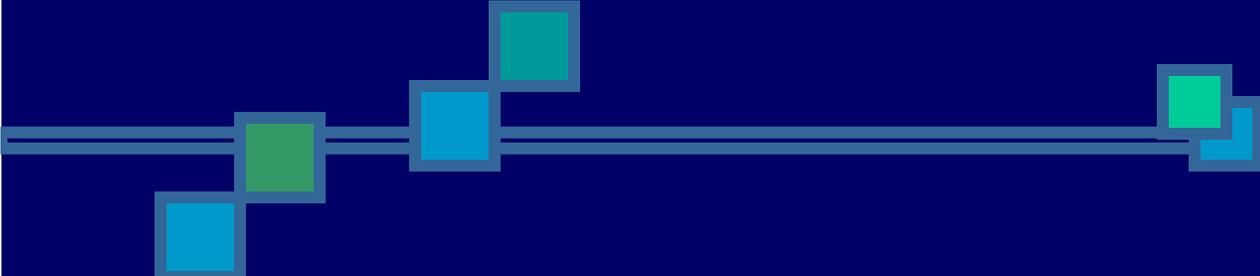




San Luis Obispo County Regional Airport



The Results!



San Luis Obispo County Regional Airport

- The FAA issues a Finding of No Significant Impact (FONSI) on July 21, 2006
- 

Airport Capital Program – 2003 to 2007

■ New ARFF Station (AIP 26, 29/PFC)	\$ 1.5 million
■ Environmental (AIP 28/PFC)	.9
■ Land Acquisition (AIP 27/PFC/Airport)	5.0
■ East Hangar Area Infrastructure (AIP 30/PFC) (Drainage, Taxi-lanes, Apron Construction)	1.9
■ Midfield Taxiway/Threshold 25 (AIP 31/PFC)	1.4
■ Hangars (State Aeronautics)	3.7
■ Runway Extension (AIP 32/PFC)	15.8
■ Runway – EMAS (AIP 33/PFC)	<u>12.5</u>
TOTAL	\$ 42.7 million



**SAN LUIS OBISPO COUNTY
REGIONAL AIRPORT**

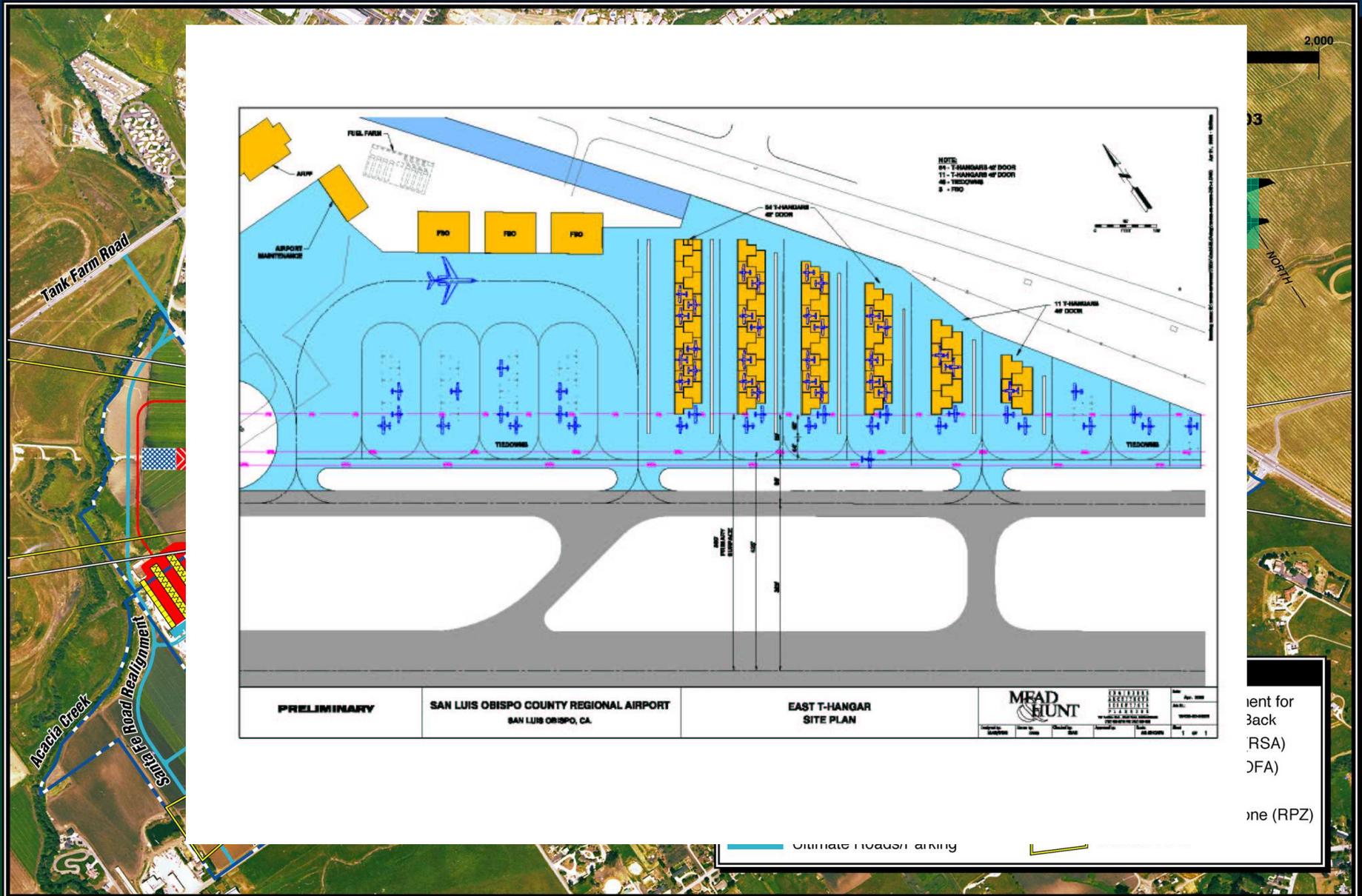


MASTER PLAN CONCEPT

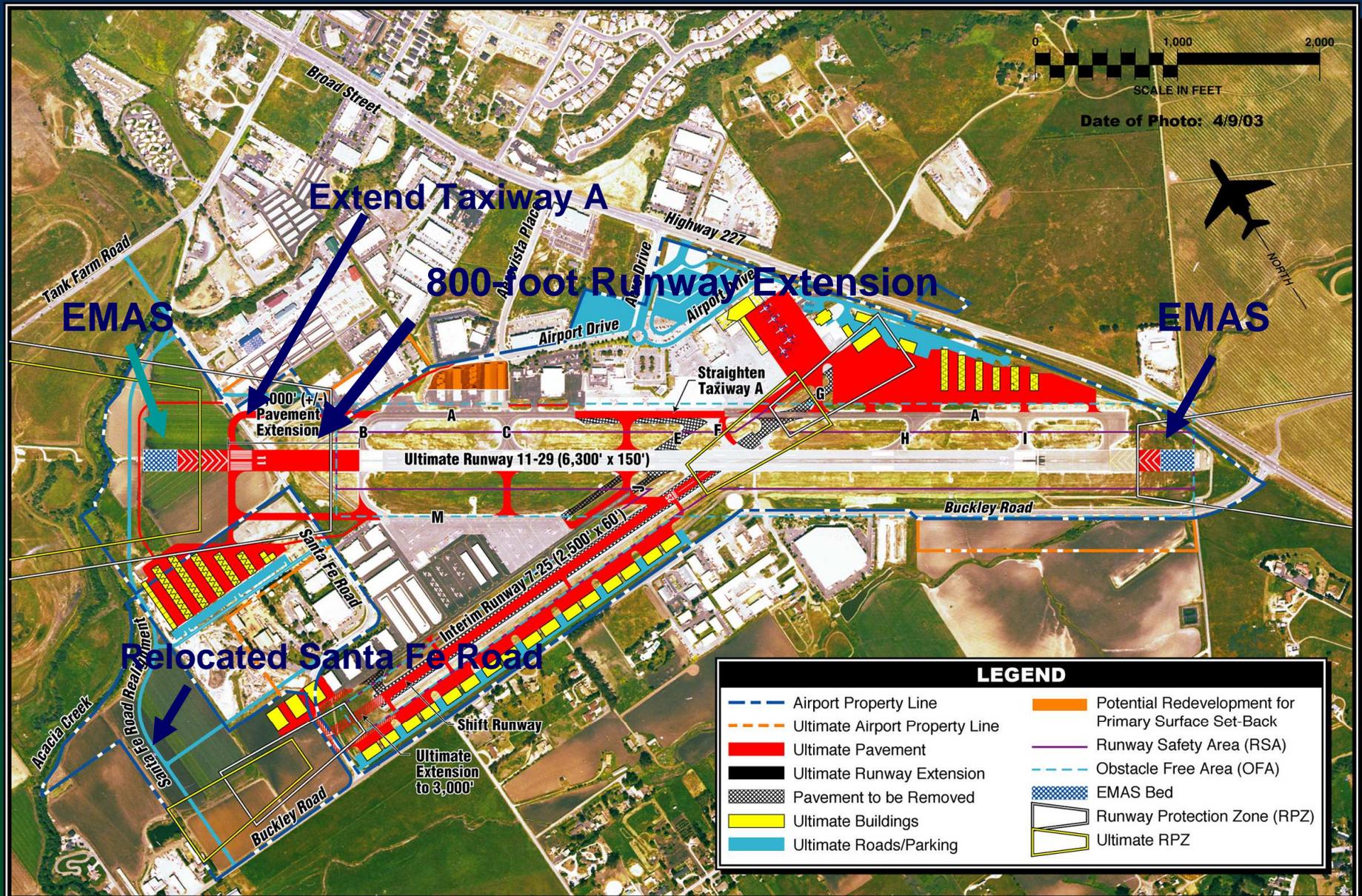


SAN LUIS OBISPO COUNTY REGIONAL AIRPORT

MASTER PLAN CONCEPT



ment for
 Back
 (RSA)
 (JFA)
 one (RPZ)

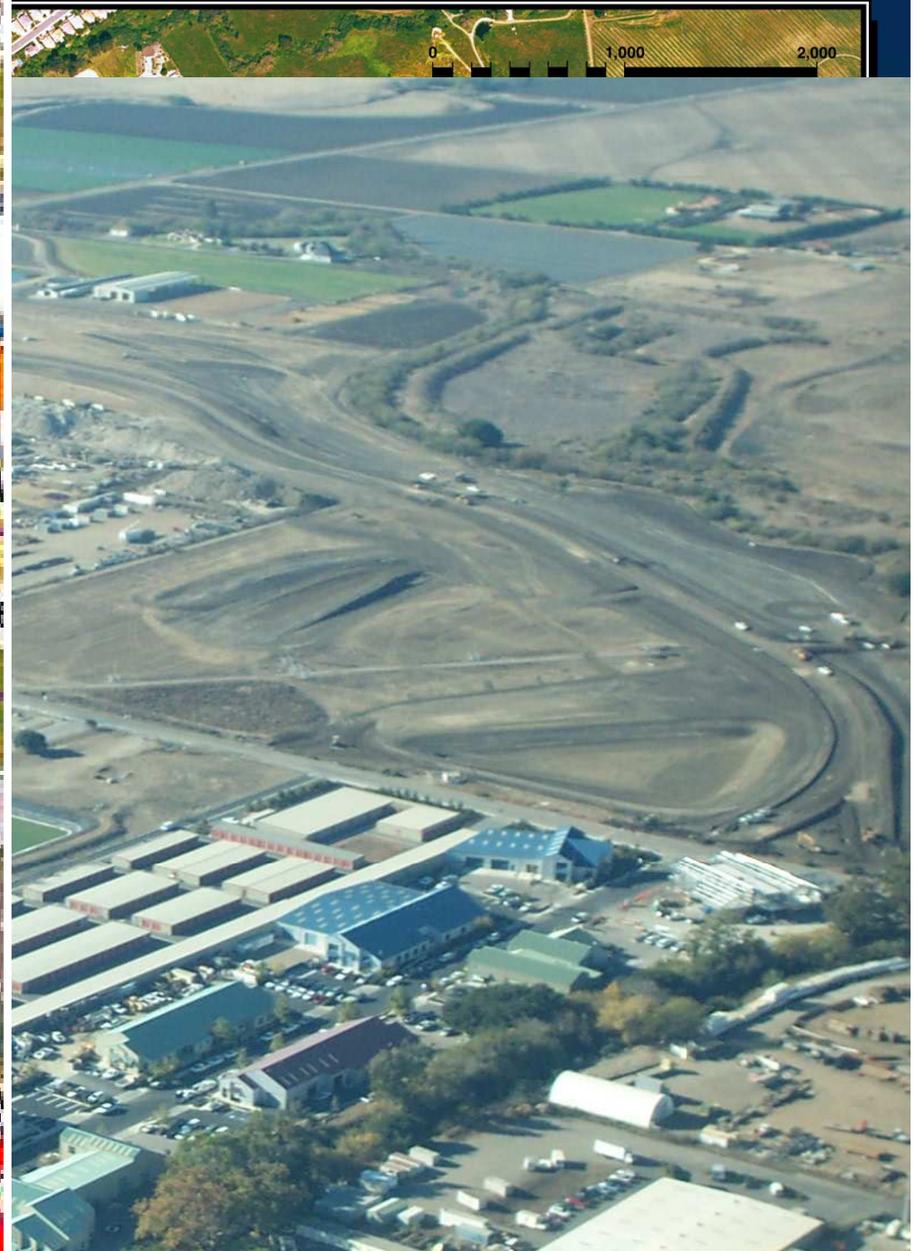
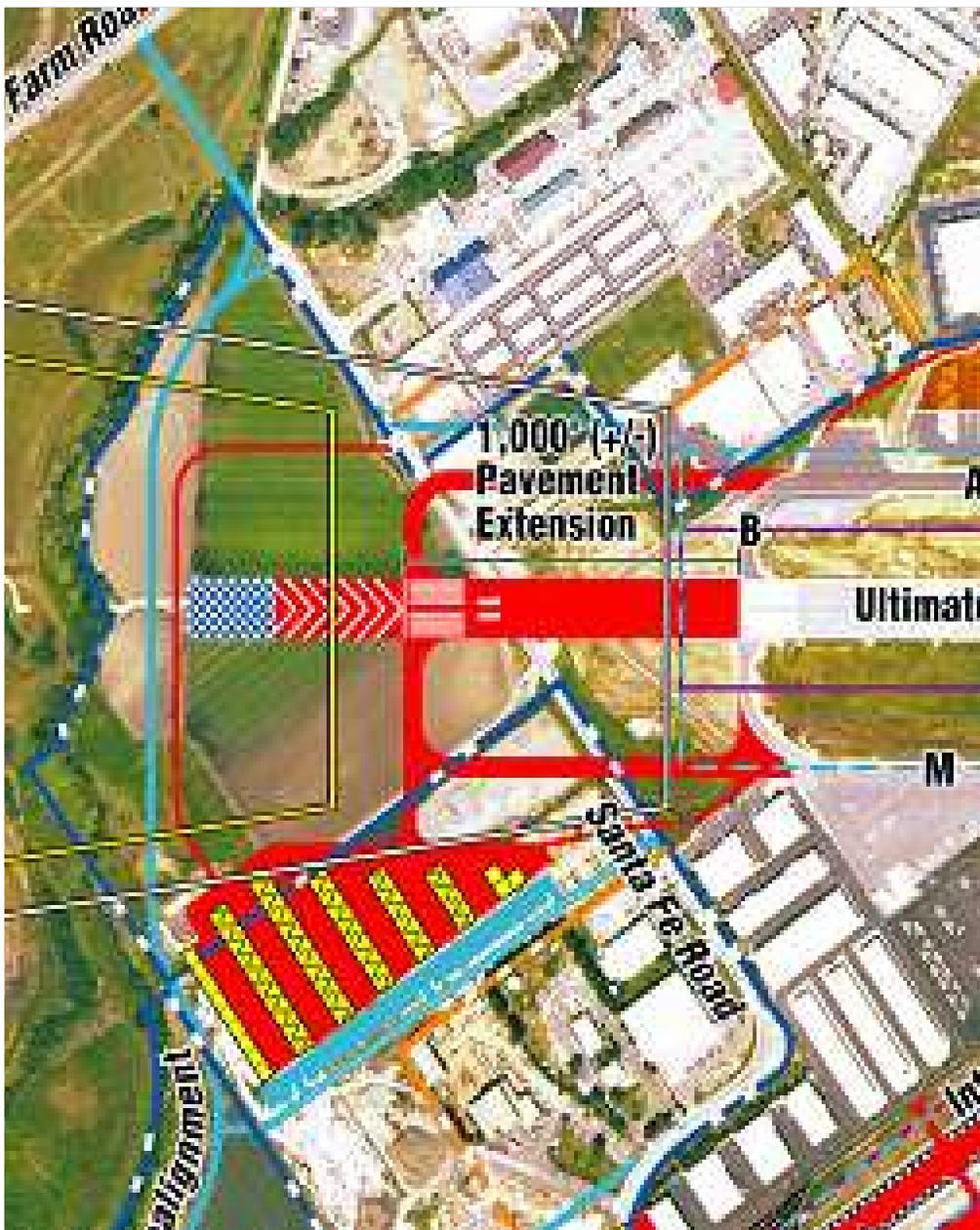




SAN LUIS OBISPO COUNTY REGIONAL AIRPORT



MASTER PLAN CONCEPT



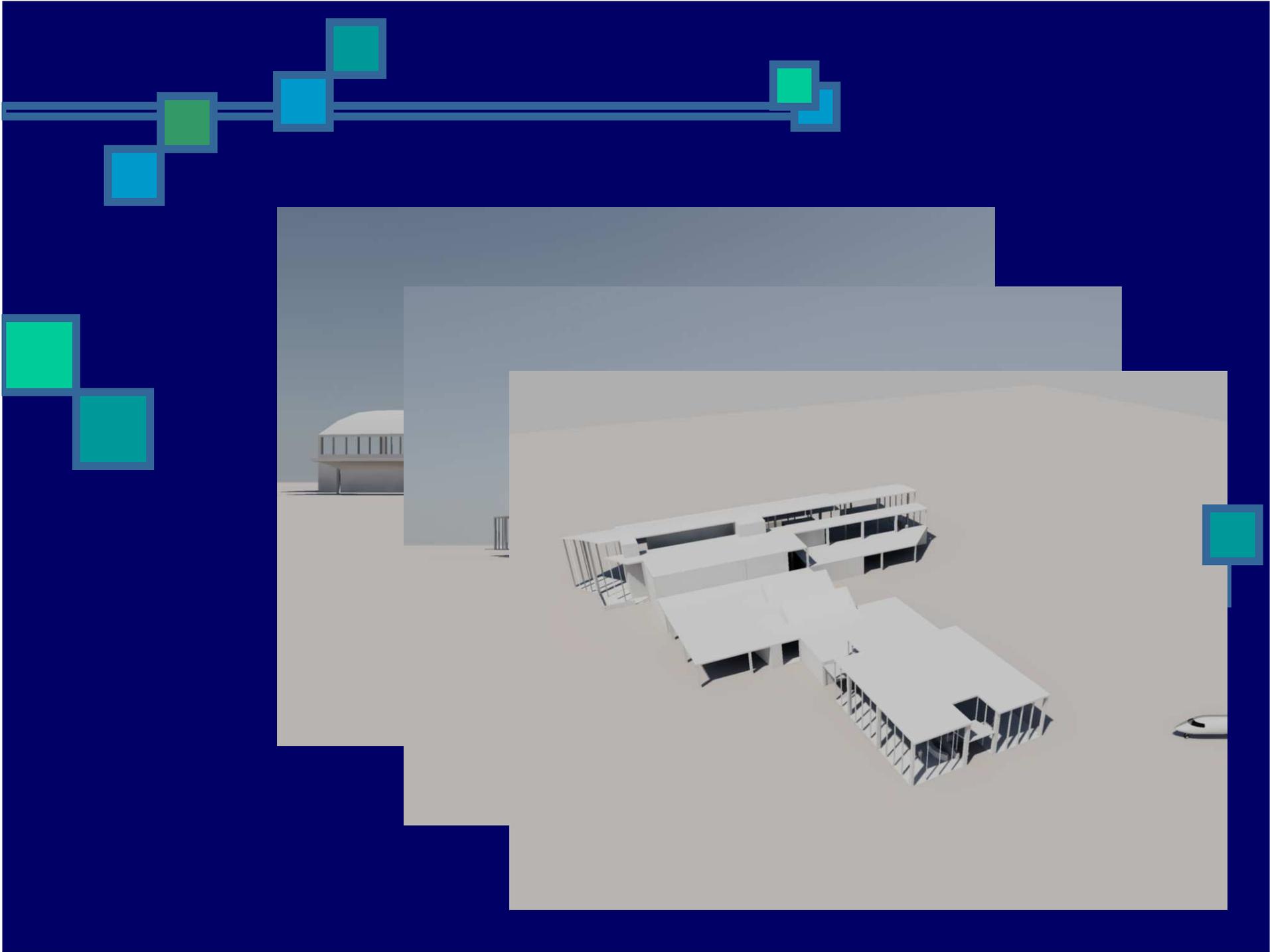


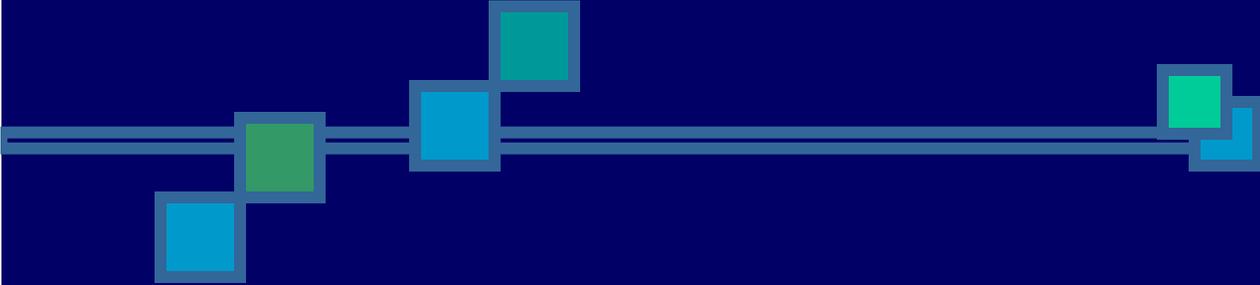






The Future.....





In Conclusion...

- Getting to Yes really means
 - Grit
 - Determination
 - Continuous communication
 - Negotiation
 - Ensuring everyone is a winner!
- 