

APPENDIX C: FOLLOW-UP AIRPORT INTERVIEW GUIDES

ACRP PROJECT 11-03

NOVEMBER 2018

AIRPORT COOPERATIVE RESEARCH PROGRAM

**TRANSPORTATION RESEARCH BOARD
NATIONAL RESEARCH COUNCIL**

<p>Airport: Punta Gorda Airport (PGD)</p> <p>City: Punta Gorda, Florida</p> <p>Date: 12/11/2017</p>	<p>Names and titles of Interviewees:</p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p>
<p>General Overview [to be confirmed during interview]:</p> <ul style="list-style-type: none"> a. New terminal built in 2007 to accommodate traffic growth b. Successful service from Allegiant Air, after the bankruptcy of Direct Air in 2012 c. Change of airport mission from General Aviation to Commercial Service d. Aircraft upgauging from MD80 to A320, and significant increase of flight destinations and frequencies 	

Interview Guide Questions:

1. Allegiant Service started operations in 2012:
 - a. If possible, please discuss the program/incentives implemented by the airport and/or the community to promote the airport.
 - b. Please describe coordination/relationship with the state, and the FAA to support the air service development effort.
2. Other drivers, such as socio-economic factors at the local level. Please discuss any other local aspects (e.g. demographic, business growth, new industries...) that may have played a role in generating an increase of demand for air service.
3. Increased routes and frequency of existing routes from the airlines:
 - a. Please discuss the early coordination process with the airlines.
 - b. Timeline between announcement to the airport and start of new flights.
 - c. Immediate impacts/challenges that the airport needs to accommodate.
 - d. Lessons learned and recommendations to other airports potentially in the same situation.
4. Critical challenges (based on responses from survey): please discuss the specific challenges associated with Future Activity Assessment / Traffic Demand Uncertainty, and how the airport has overcome them.
5. Facility Needs: please discuss the following challenges and how the airport has overcome them. Lessons learned and recommendations to other airports potentially facing the same issues:

- a. AIRSIDE:
 - i. Need for new lighting system and additional Navigational Equipment
 - b. APRON/GATES:
 - i. Apron area expansion, gate upgauging, need for new loading bridge
 - ii. Issues related to fueling operations and GSE utilization/storage
 - c. TERMINAL:
 - i. New terminal construction in 2007
 - ii. Any additional Terminal expansions and space allocation projects
 - iii. Elements affected:
 - 1. Corridor space and hold areas for passengers
 - 2. Concession space and check-in area
 - 3. Check-in area and Security Screening Checkpoints - coordination with TSA
 - 4. Baggage handling system
 - d. LANDSIDE:
 - i. Additional auto-parking
 - ii. Reconfiguration of the airport access roadway / terminal curbside
 - iii. Needs to improve taxi and TNC facilities
 - e. TEMPORARY FACILITY
 - i. Temporary hold rooms
6. Capital Investment and Agreements with Airlines:
- a. If possible, please discuss the type of agreement reached upon with the airlines (“turn fees were indexed to decrease with increased frequency”)
 - b. Benefits from investment: “significant increase in non-airline revenue ie parking and RAC”.
7. Airport Mid- and Long-term Plans:
- a. Please discuss the status of the planning efforts (Noise / Master Plan / NEPA Process)
 - b. Please discuss the “next steps and future plans” for the airport in terms of traffic growth and facility development.
8. Open Discussion - Lessons Learned and Recommendations

<p>Airport: Phoenix-Mesa Gateway Airport (IWA)</p> <p>City: Mesa, Arizona</p> <p>Date: 12/6/2017</p>	<p>Names and titles of Interviewees:</p> <p>5. _____</p> <p>6. _____</p> <p>7. _____</p> <p>8. _____</p>
<p>General Overview [to be confirmed during interview]:</p> <ul style="list-style-type: none"> e. Reliever airport for PHX International Airport. f. Successful service from Allegiant Air, Westjet, and other airlines g. Recent traffic increase from 59,231 in 2007 to 1.4M in 2012. h. 2012-2016: slight dip due to Frontier and Spirit stopping service. i. Change of Allegiant fleet type from 166-seat MD83 to 150-seat A319. j. 2017: seasonal flights from Westjet, from/to Edmonton and Calgary (international, preclearance cities). k. Major terminal expansions and space allocation projects 	

Interview Guide Questions:

9. Successful Air Service Development effort:
 - a. If possible, please discuss the program/incentives implemented by the airport and/or the community to promote the airport.
 - b. Please describe coordination/relationship with the state, the FAA, and PHX Sky Harbor International Airport (if any).

10. Other drivers, such as socio-economic factors at the local level. Please discuss any local aspects (e.g. demographic, business growth, new industries...) that may have played a role in generating an increase of demand for air service.

11. Increased routes and frequency of existing routes from the airlines:
 - a. Please discuss the early coordination process with the airlines.
 - b. Timeline between announcement to the airport and start of new flights.
 - c. Immediate impacts/challenges that the airport needs to accommodate.
 - d. Lessons learned and recommendations to other airports potentially in the same situation.

12. Loss of Service: Frontier and Spirit ceasing operations: please discuss impacts and challenges for the airport and the local community (loss of connectivity). Did it cause a change of operations from the remaining airlines?

13. Critical challenges (based on responses from survey): please discuss the specific challenges associated to Future Activity Assessment / Traffic Demand Uncertainty, and how the airport has overcome them.
14. Facility Needs: please discuss the following challenges and how the airport has overcome them. Lessons learned and recommendations to other airports potentially facing the same issues:
 - a. AIRSIDE:
 - i. Coordination process with the FAA to increase ATCT hours.
 - b. APRON/GATES:
 - i. Apron area expansion, gate upgauging, need for new loading bridge
 - ii. Additional remote parking positions and RON needs
 - iii. Issues related to fueling operations
 - c. TERMINAL:
 - i. Terminal expansions and space allocation projects [would the authority be able to share plans/layouts showing the modifications for our discussion on December 6th?]
 - ii. Elements affected:
 1. Corridor space and hold areas for passengers
 2. Concession space and check-in area
 3. Security Screening Checkpoints - coordination with TSA
 4. Baggage handling system
 - d. LANDSIDE:
 - i. Additional auto-parking
 - ii. Reconfiguration of the airport access roadway / terminal curbside
 - iii. Needs to improve public transit
 - e. TEMPORARY FACILITY
 - i. Temporary modular building (4-6 gates expansion), built 10 years ago and still in use
15. Capital Investment and Agreements with Airlines:
 - a. If possible, please discuss the type of agreement reached upon with the airlines (“airline funded capital need and airport repaid in a defined time period”)
 - b. Benefits from investment: “non-aeronautical revenue growth”.
16. Next steps for the Airport / Mid- and Long-term Plans:
 - a. Despite the major improvements mentioned above, the responses from the survey questionnaire indicated that no particular Environmental/Community Involvement process has been initiated (e.g. Master Plan, NEPA process). Please explain coordination process with the FAA on these different projects.

<p>Airport: MidAmerica St. Louis Airport (BLV)</p> <p>City: Belleville, Illinois</p> <p>Date: 12/19/2017</p>	<p>Names and titles of Interviewees:</p> <p>9. _____</p> <p>10. _____</p> <p>11. _____</p> <p>12. _____</p>
<p>General Overview [to be confirmed during interview]:</p> <ul style="list-style-type: none"> l. Military/Commercial Joint-Use Airport m. Passenger terminal with new runway opened in 1997, originally built to relieve Lambert-St. Louis International Airport. Construction cost: \$313 million. Two-thirds funded by the federal government, \$63 million by the state, and \$25 million by the county. n. Due to the 2008/2009 economic recession, no more commercial service between 2009 (last flight from Allegiant) and 2012. o. Allegiant re-started service in 2012 (currently serves nine destinations). Allegiant operates MD80, A319 and A320. p. Enplanements recently increased from 16,328 in 2014 to 79,888 in 2016. Expected to surpass 120,000 in 2017. 	

Interview Guide Questions:

- 17. Successful Air Service Development effort:
 - a. If possible, please discuss the program/incentives implemented by the airport and/or the community to promote the airport.
 - b. Please describe coordination/relationship with the state, the FAA.

- 18. Other drivers, such as socio-economic factors at the local level. Please discuss any local aspects (e.g. demographic, business growth, new industries...) that may have played a role in generating an increase of demand for air service.

- 19. Increased routes and frequency of existing routes from the airlines (Allegiant):
 - a. Please discuss the early coordination process with the airlines.
 - b. Timeline between announcement to the airport and start of new flights.
 - c. Immediate impacts/challenges that the airport needs to accommodate.
 - d. Lessons learned and recommendations to other airports potentially in the same situation.

- 20. Critical challenges (based on responses from survey): please discuss the specific challenges, associated to Future Activity Assessment / Traffic Demand Uncertainty, and how the airport has overcome them.

21. Facility Needs: please discuss the following challenges and how the airport has overcome them. Lessons learned and recommendations to other airports potentially facing the same issues:
 - a. APRON/GATES:
 - i. Passenger loading issues, need for new loading bridge
 - ii. Issues related to fueling operations
 - iii. Remarketing of additional apron position
 - b. TERMINAL:
 - i. Security Screening Checkpoints - coordination with TSA
 - ii. Baggage handling system
 - iii. Additional seating purchase
 - c. LANDSIDE:
 - i. Additional auto-parking and rental car parking
22. Expected benefits from investments:
 - a. Response from the survey: "Investments made to support the activity growth will provide additional capacity and capability to handle additional growth and modernize existing facilities to provide a better passenger experience."
 - b. Please discuss the airport's strategy to mitigate potential risks associated with investments to increase capacity. For instance, regarding the sustainability of traffic demand, and the future plans from the airlines.
23. Next steps for the Airport / Mid- and Long-term Plans:
 - a. Please discuss the ongoing planning efforts/initiatives that were mentioned in your response to our survey:
 - i. Master Plan Update
 - ii. Terminal Expansion Project

<p>Airport: Pittsburgh International Airport (PIT)</p> <p>City: Pittsburgh, Pennsylvania</p> <p>Date: 12/19/2017</p>	<p>Names and titles of Interviewees:</p> <p>13. _____</p> <p>14. _____</p> <p>15. _____</p> <p>16. _____</p>
<p>General Overview [to be confirmed during interview]:</p> <ul style="list-style-type: none"> q. Major Terminal Construction undertaken by the Authority in 1987 in order to support US Airways activity (nearly \$1billion). Opened in 1992. r. 2004: US Airways reduces service at PIT, and moves its hub operations to PHL and CLT. By end of 2005, loss of 7,000 jobs and 200 daily flights. s. Since 2005, the airport has attempted to attract new service, particularly from LCCs, such as: AirTran, SouthWest, JetBlue, Allegiant, Frontier... t. New Terminal Modernization Program (\$1.1billion, planned construction start: 2019, planned opening: 2023) 	

Interview Guide Questions:

24. 2004-2013: Loss of Service - Downgrade of Hub Category:

- a. If possible, please discuss the main causes of US Airways' decision to significantly reduce its operations at PIT back in 2004.
- b. Immediate impacts/challenges that the airport needed to accommodate due to the loss of service:
 - i. AIRSIDE:
 1. Please discuss if any downsizing of airside infrastructure (e.g. reduction of pavement, taxiway closure, runway downgrading...) was implemented following the reduction of activity.
 2. If yes, what are the key factors and considerations for an airport to take into account as part of the decision-making process?
 3. Any lessons learned and recommendations?
 - ii. APRON / TERMINAL:
 1. Please discuss the issues and challenges associated with the need for closing unused/under-utilized apron and terminal spaces in order to reduce overhead expenses associated to it (e.g. O&M cost)
 2. Key factors and considerations when taking the decision to permanently close terminal sections, versus preserving existing space and/or retrofitting those spaces?
 3. Any lessons learned and recommendations?

25. 2013-2017: recovery period and traffic growth:

- a. Please explain the key decisions and drivers that have allowed the airport to be attractive again to airlines during that period.
- b. Air Service Development (ASD): If possible, please discuss the ASD program/incentives implemented by the airport and/or the community to promote the airport. Any coordination/relationship with the FAA and/or State agencies to support the ASD effort.
- c. Other drivers, such as socio-economic factors at the local level. Please discuss any other local aspects (e.g. demographic, business growth, new industries...) that may have played a role in generating an increase of demand for air service.
- d. Awards and recognition:
 - i. Please discuss the main successful initiatives from the Authority that have led to the most recent awards and recognition from our industry (e.g. "Air Transport World 2017 Airport of the Year"), in terms of passenger experience and technology innovation
 - ii. Other important developments at the airport during that period that helped the airport grow and become financially sustainable?

26. 2014 Master Plan Update and 2017 Terminal Modernization Program:

- a. Please discuss the Authority's main goals and objectives as part of the 2014 MP Update
- b. Please discuss the main issues and challenges during the MP process, and the coordination process with the FAA and other agencies (e.g. state)
- c. The Terminal Modernization Program was recently announced by the Authority (Sept. 2017). Please discuss the key factors and considerations in order to develop a flexible plan that will meet the Authority's objectives:
 - i. Reduce long-term costs, keep airline costs stable,
 - ii. Benefit the traveling public,
 - iii. And, align the facility with the needs of a modern passenger experience
- d. Lessons learned from the construction of the original terminal in 1992, and implementation of good practice for the new terminal?

Airport: Rickenbacker International Airport (LCK) City: Columbus, Ohio Date: 12/11/2017	Names and titles of Interviewees: 17. _____ 18. _____ 19. _____ 20. _____
General Overview [to be confirmed during interview]: <ul style="list-style-type: none"> u. Military/Commercial Joint-Use Airport, primarily a Cargo Airport for the city of Columbus v. Opening in 2008 of an Intermodal Terminal adjacent to the airport. w. 2014-2017: several new airlines have started flying cargo international x. Current passenger terminal was completed in 2003. LCK increase passenger traffic by 200% between 2013 and 2017 	

Interview Guide Questions:

- 27. Successful Air Service Development effort, and significant investments from the airport authority:
 - a. If possible, please discuss the program/incentives implemented by the airport and/or the community to promote the airport.
 - b. Please describe coordination/relationship with the state, the FAA.

- 28. Airport approached by airlines to start or expand service:
 - a. Please discuss the early coordination process with the airlines.
 - b. Timeline between announcement to the airport and start of new flights.
 - c. Immediate impacts/challenges that the airport needs to accommodate.
 - d. Lessons learned and recommendations to other airports potentially in the same situation.

- 29. Other drivers, such as socio-economic factors at the local level. Please discuss any local aspects (e.g. demographic, business growth, new industries...) that may have played a role in generating an increase of demand for air service.

- 30. ADG-VI Modification of Standard:
 - a. Please discuss status of the MOS process, coordination with the FAA, required airfield improvements, implementation/construction, expected completion of upgrading program
 - b. Lessons learned and recommendations to other airports potentially in the same situation.

31. Please discuss the specific challenges associated to Future Activity Assessment / Traffic Demand Uncertainty, and how the airport has overcome them.
32. Facility Needs: please discuss the following challenges and how the airport has overcome them. Lessons learned and recommendations to other airports potentially facing similar issues:
 - a. APRON/GATES:
 - i. Major ramp rehabilitation
 - ii. Addition of overnight parking locations / RON needs
 - b. CARGO TERMINAL:
 - i. New cargo terminal and plans to expand
 - ii. New equipment purchased by LCK to support cargo activity
 - iii. Any specific requirements due to the start of international cargo activity
33. Coordination with Airlines and Regulatory Agencies:
 - a. Your survey responses indicate that the Authority is organized with different teams, in charge of coordination with Airlines, FAA and TSA.
 - b. It seems to be a very successful structure. Would you be able to share any additional information on the authority's structure, and any recommendations to smaller-size airports/authorities that might not have the resources to build similar individual teams?
34. Agreement with Airlines, Capital Investment, PPP:
 - a. If possible, please discuss the public-private partnerships that were created to offset costs of major construction projects with regards to cargo operations
 - b. Lessons learned and recommendations to other airports potentially in the same situation.
35. Benefits from investments:
 - a. Response from the survey: "Economic impact study shows the airports as major contributors to the number of jobs to the area. The airport is looked highly upon from members of the community."
 - b. The latest Economic Impact Study was completed in 2012. Is there a plan to update the study based on the recent changes occurring at the airports?
 - c. If any, please discuss other benefits for the local community and the region.
36. Next Steps for the Airport / Mid- and Long-term plans:
 - a. Please discuss the status of the ongoing planning efforts (Master Plan / NEPA Process / PIP), as well as the expectations from the Authority