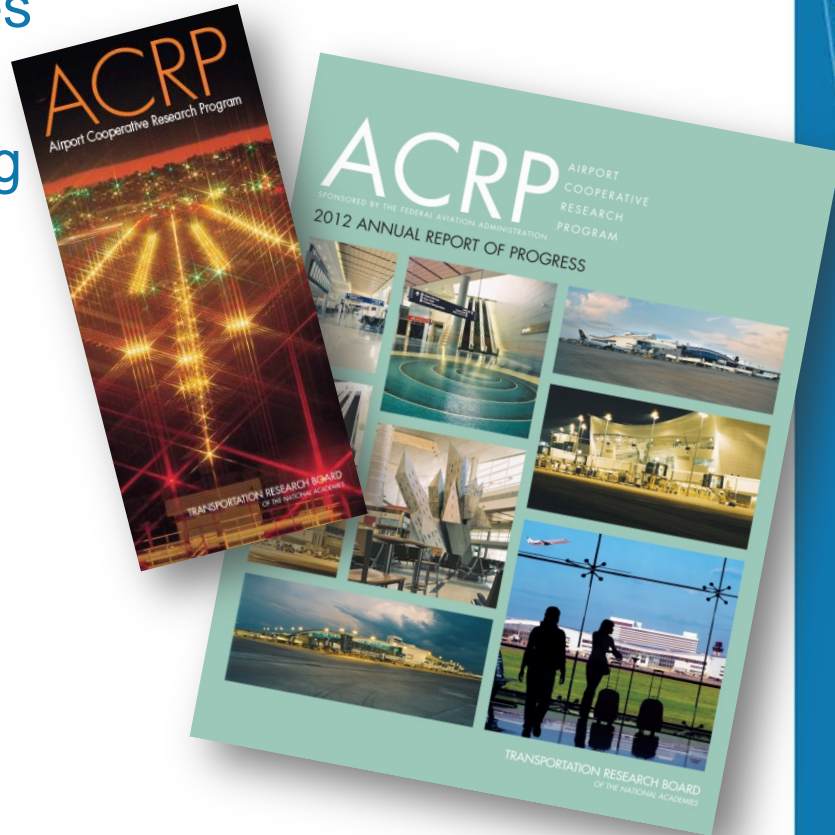


# Information on ACRP

- [www.TRB.org/ACRP](http://www.TRB.org/ACRP)
- Regular news and updates on:
  - Upcoming and ongoing research projects
  - New publications
  - Success stories
  - Announcements
  - Webinars
- Find ACRP on Facebook and LinkedIn



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## Join us for the Symposium on ACRP Research in Progress

...at the **TRB Annual Meeting!**  
January 8–12, 2017

Learn more at:

<http://www.trb.org/AnnualMeeting/AnnualMeeting.aspx>

Connect with us!



# Opportunities to Get Involved!

- ACRP's Champion program is designed to help early- to mid-career, young professionals grow and excel within the airport industry.
- Airport industry executives sponsor promising young professionals within their organizations to become ACRP Champions.
- Visit ACRP's website to learn more.



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# Upcoming ACRP Webinars

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**STAY TUNED**

**for more information about the  
2017 ACRP webinar series**

*Visit:*

<http://www.trb.org/ACRP/ACRPwebinars.aspx>



# Additional ACRP Publications Available on this Topic

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- **ACRP Report 73:** Airport-to-Airport Mutual Aid Programs
- **ACRP Report 95:** Integrating Community Emergency Response Teams at Airports
- **ACRP Report 153:** Guidebook for IROPS Stakeholder Communication & Coordination
- **ACRP Synthesis 45:** Model Mutual Aid Agreements for Airports
- **ACRP Synthesis 73:** Emergency Communications Planning for Airports

*You can learn more about these publications by  
visiting [www.trb.org/publications](http://www.trb.org/publications)*

# Today's Speakers

Moderated by Debbie Alke  
Montana Department of Transportation

- 1) Synthesis Report 65: Practices in Developing Effective Stakeholder Relationships at Smaller Airports
  - Bryan Elliott, Ricondo & Associates, Inc., and Rusty Chapman, Delta Airport Consultants, Inc.
- 2) ACRP Project 03-31: Aligning Community Expectations with Airport Roles
  - Stephanie Ward and Lynn Wilson, Mead & Hunt, Inc.

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# ACRP Synthesis Report 65: Practices to Develop Effective Stakeholder Relationships at Smaller Airports

Bryan O. Elliott, A.A.E.  
Ricondo & Associates, Inc.

Robert B. “Rusty” Chapman, P.E., C.M.  
Delta Airport Consultants, Inc.

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# Bryan O. Elliott, Principal Investigator

- Director, Ricondo & Associates, Inc.
- 10 years airport consultant
- 23 years airport management experience
- 6 years senior leadership, county government

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# Robert B. “Rusty” Chapman, Investigator

- Program Manager, Delta Airport Consultants, Inc.
- 30 years FAA airport program manager and senior manager
- 5 years Department of Army/Europe program management
- 8 years airport consultant

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# ACRP Synthesis Report 65

## Topic Panel

- Debbie K. Alke, Montana DOT
- Mark Bautista, Monterey Peninsula Airport District
- Jeffrey Bilyeu, Texas Gulf Port Regional Airport
- Heather Garten, Embry-Riddle Aeronautical University
- Ryan Hall, Southern California Association of Governments
- Stephen M. Quilty, SMQ Airport Services
- Mihir Shah, Arora Engineers, Inc.
- Melissa B. Smart, The Smart Associates-Environmental Consultants, Inc.
- Aaron Braswell, Federal Aviation Administration

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# Project Background

## Focus is on small airports

- General aviation (GA)
- Reliever
- Non-primary commercial service
- Non-hub primary airports

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# Project Background

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## Underlying Assumptions

- Small airports have limited staff/competing interests which preclude proactive stakeholder working relationships
- An airport's mission and goals drive airport stakeholder issues; these help airport managers identify stakeholders
- Mission and goals form the basis for stakeholder engagement, and the ability of these techniques to yield positive outcomes for the community served by the airport.



# Stakeholder Definition

**Stakeholder:** Any group or individual who can affect or is affected by the achievement of an organization's objectives.

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# Stakeholder Groups

**The following stakeholder groups are the focus of this study**

- Airport users
- Airport tenants
- Airport community
- Economic stakeholders
- Government regulators
- Service providers

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# Project Approach

- Literature review
- Web-based survey
- Telephone interviews
- Case studies
- Conclusions
- Guide

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# Literature Review

- Theory
- Identification and analysis
- Governmental/non-profit techniques
- Airport techniques and tools
- Application

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# Web-Based Survey

- 32 airports participated – 91% return
- 17 GA and 12 non-hub responses
- Geographically diverse

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# Survey Results

- Users/tenants have highest importance (proactive engagement)
- General public/neighbors lesser in importance (reactive engagement)
- Wide variety of techniques
- Airport director personal involvement is critical

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# Interviews

## Personal Skills

- Listen/empathy
- Be consistent:
  - Key messages
  - Visible in community
- Public speaking skills
- Make it part of your “DNA”

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# Research Results

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## Conclusions

- Essential to be proactive and transparent
- Presence in community is key
- Type/complexity of issue drives extent of involvement





# Case Studies

## Topic Areas

- Community engagement
- Decision making through public engagement
- Building economic vitality
- Seamless customer service
- Enhancing safety
- Social media, newsletters, and websites

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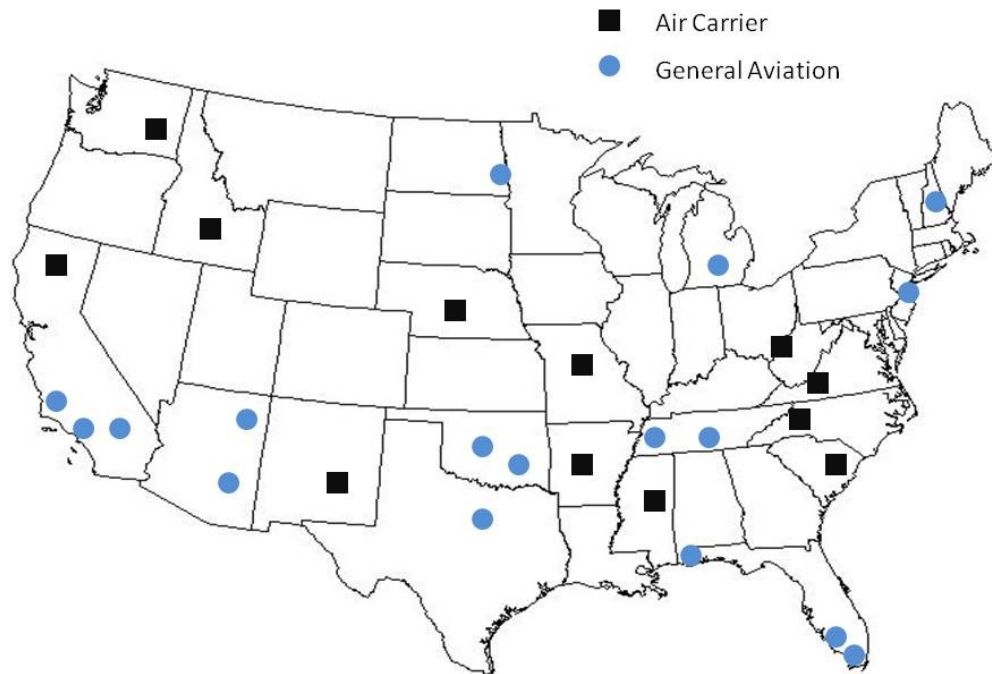
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# Case Studies - Subject Airports

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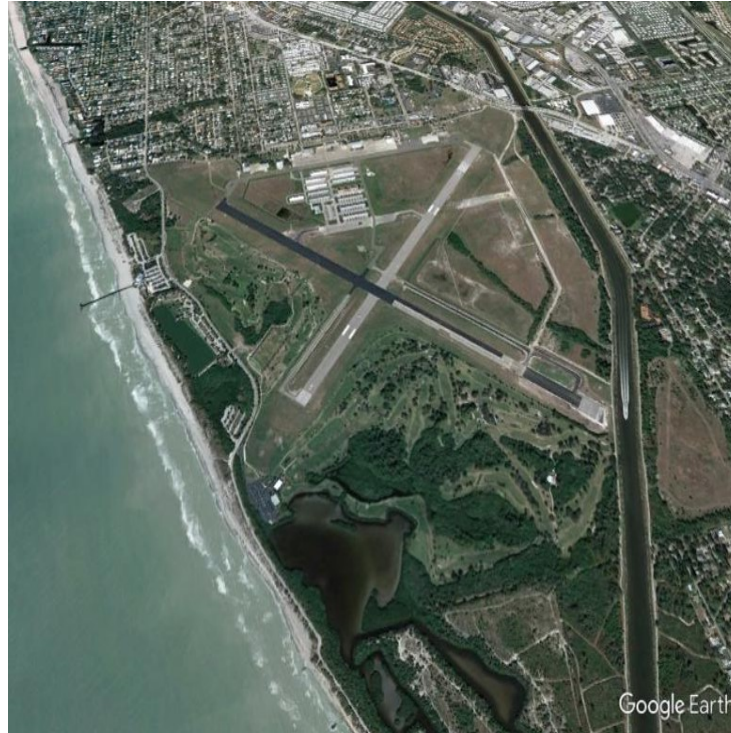
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# Case Study

## Venice Municipal Airport

- GA airport in retirement community
- Wide public opposition – turned around
- Education was critical
- New airport director involvement – door to door
- Airport user group involvement was critical



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# Case Study

## Asheville Regional Airport

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- 2011 strategic assessment of its marketing and public relations plan
  - Key linkages to community at-large were needed
  - Airport ambassadors
  - Engage GA community
  - Links to community at-large
- Results
  - Runway 5K run
  - Community connections wall
  - Non-profit involvement



Source: Greater Asheville Regional Airport Authority 2015 Highlights, [http://flyavl.com/wp-content/uploads/2015\\_Highlights.pdf](http://flyavl.com/wp-content/uploads/2015_Highlights.pdf) (accessed November 2016).

# Summary of Stakeholder Engagement Attributes

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Stakeholder engagement attributes should :

- Include a group of policymakers, users, tenants as well as other community and government representatives
- Determine/define stakeholders level of involvement
- Identify what tools would be utilized such as websites, social media, programs, or events to name a few.

**Note:** For a detailed information regarding Stakeholder Engagement Attributes, see Table 3.





# Checklist for Building Effective Relations

- Considerations for building effective stakeholder relations should include ideas that:
  - Assess organizational readiness
  - Formulate strategies
  - Implement initiative and programs
  - Evaluate outcomes

Checklist for Building Effective Stakeholder Relations	
<b>ASSESS</b>	
As a Leader, am I ready to undertake a Stakeholder Relations Program?	
Do I possess the necessary skills?	
Public speaking	
Marketing	
Public relations	
Social media	
Do I need outside assistance or discuss with other leaders their approaches and techniques?	
Why do I need a Stakeholder Relations Program?	
Resolve conflict?	
Address a specific issue?	
Involve stakeholders in determining the future of our airport?	
Provide effective communications and public relations during an airport planning, environmental, or construction project?	
Obtain stakeholder feedback on a critical issue?	
Inform stakeholders about a specific issue or the airport in general?	
Promote the airport or educate others on the value of the airport?	
Build/foster improved working relationships with stakeholders?	
Address/resolve misconceptions and perceptions about the airport?	
Become more linked to our broader community?	
Have airport more engaged in economic development activities and initiatives?	
Who are the key Airport Stakeholders?	
Airport policymakers and elected officials	
Airport users	
Airport community	
Economic stakeholders	
Government regulators	
Service providers	
Do I understand the attributes of key stakeholder groups?	
What is the stakeholder's interest in our organization?	
What is the stakeholder's expectation from its relationship with our organization?	
What is the stakeholder's influence on our organization?	
What is the stakeholder's current opinion of our organization?	
Do I have support for building and implementing a Stakeholder Relations Program?	
Government body?	
Staff?	
What are my goals?	
What does success look like? Visualize end-result	
How will airport and community benefit from such a program?	
What can go wrong and how would I address these issues?	

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# Assess

- As a leader am I ready?
- Why do we need a Stakeholder Relations Program?
- Who are our stakeholders?
- What are our Goals?

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# Strategize

- Issues to be Addressed
- Organizational Readiness
- Tools
  - Inform
  - Consult
  - Involve
  - Collaborate

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# Implement

- Inform: public hearings, speaking to groups, website, social media
- Consult: focus groups, tenant meetings, surveys
- Involve: Chamber of Commerce, tourism, non-profit involvement
- Collaborate: Citizen Advisory Councils, Town Hall Meetings, Tenant Appreciation Day

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# Evaluate

- What worked well?
- What could be improved?
- Where stated goals achieved?
- What might be done differently next time?

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# Study Outcomes

- Airport stakeholders – diverse and extensive
- Issues are varied – customer service, strategic planning, land use, budgets, construction
- Determine technique – inform, consult, involve, or collaborate
- Leadership style is key
- Governing body support is crucial

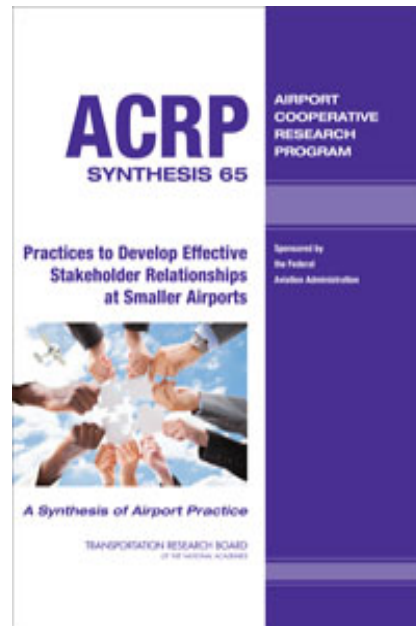
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# Stakeholder Engagement

## ACRP Synthesis 65: Practices to Develop Effective Stakeholder Relationships at Smaller Airports

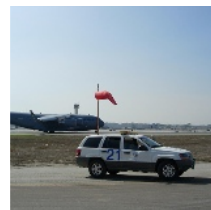
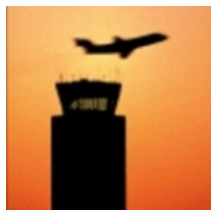


[http://onlinepubs.trb.org/Onlinepubs/acrp/acrp\\_syn\\_065.pdf](http://onlinepubs.trb.org/Onlinepubs/acrp/acrp_syn_065.pdf)

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## ACRP 03-31 / Report 155

### *Aligning Community Expectations with Airport Roles*

Effective Stakeholder Relationships at Airports

Stephanie Ward, AICP & Lynn Wilson, AICP

December 14, 2016

Mead  
& Hunt

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## Project Panel

- ✓ Laurie Cullen, AAE
- ✓ Roddy L. Boggus
- ✓ Eric Glick
- ✓ Shelley Lamar
- ✓ Michael J. Minerva
- ✓ Luther H. Roberts, Jr., A.A.E.
- ✓ Kyler Erhard (FAA Liaison)
- ✓ Lawrence D. Goldstein (SPO)

## Project Team

- ✓ Mead & Hunt, Inc.
- ✓ Woolpert, Inc.
- ✓ Economic Development Research Group
- ✓ Marr Arnold Planning, LLC

## Community Expectations

### Project Title:

*Aligning Community Expectations with Airport Roles*

### Research Question:

How can airports “right-size” expectations about an airport’s role in the community?

## Some Common Questions/Disconnects

- Why does the airport allow planes to land in the middle of the night?
- Why can't we have a direct flight to \_\_\_\_\_?
- The airport lost my luggage.
- The airport is only for rich people.
- The airport costs too much.
- We have an airport?

## The Research Element

Phone calls with small groups from professional organizations representing:

- Aviation (9)
- Community/Economic Development (6)
- Planning (5)
- Average group size: 10
- Number of participants: +/- 200

## The Research Outcome

### Role of the Airport

Traditional Aviation  
Perspective

---

Community  
Member

### Aviation Toolkit

Air Cargo

---

Air Service

---

Economic

---

Environ.

---

Land Use

---

Noise

### Media Toolkit

Basic Media Kit

---

Telling the Story

---

Connecting with the  
Community



## Toolkit Organization

- ✓ **Understand:** A basic primer on the topic
- ✓ **Explore:** How to assess the situation at your airport
- ✓ **Take Action:** Ways to make change or actions to improve the current situation



## Project Approach (KISS)

- Don't reinvent the wheel
- Provide a starting point
- Wide audience



## Two-Part Strategy

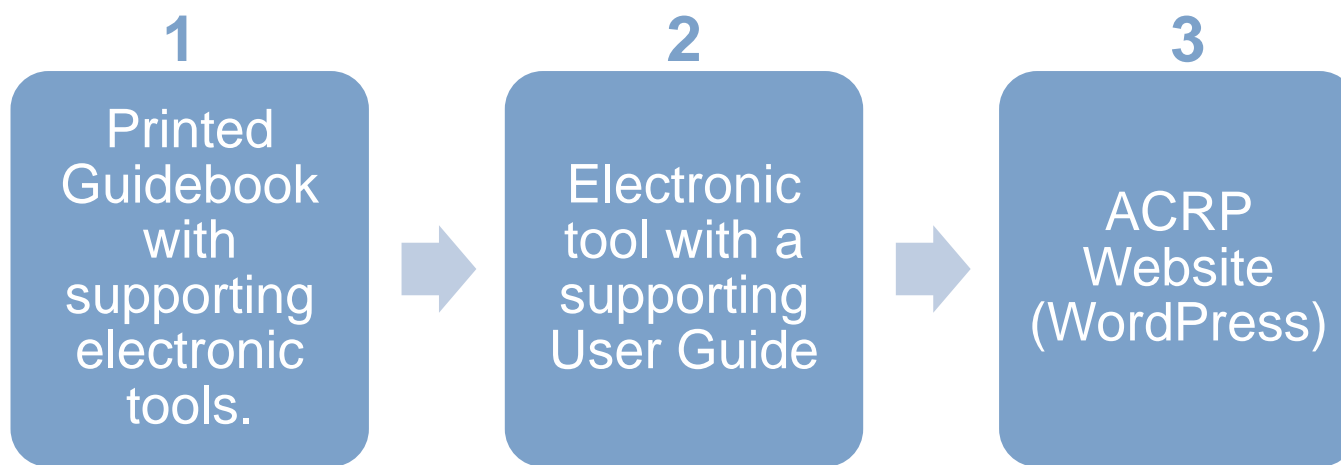
### **Before there is a problem:**

- Build relationships
- Offer information

### **If there is a problem:**

- Understand the issue
- Explain the airport's role

## Evolution of the Deliverable

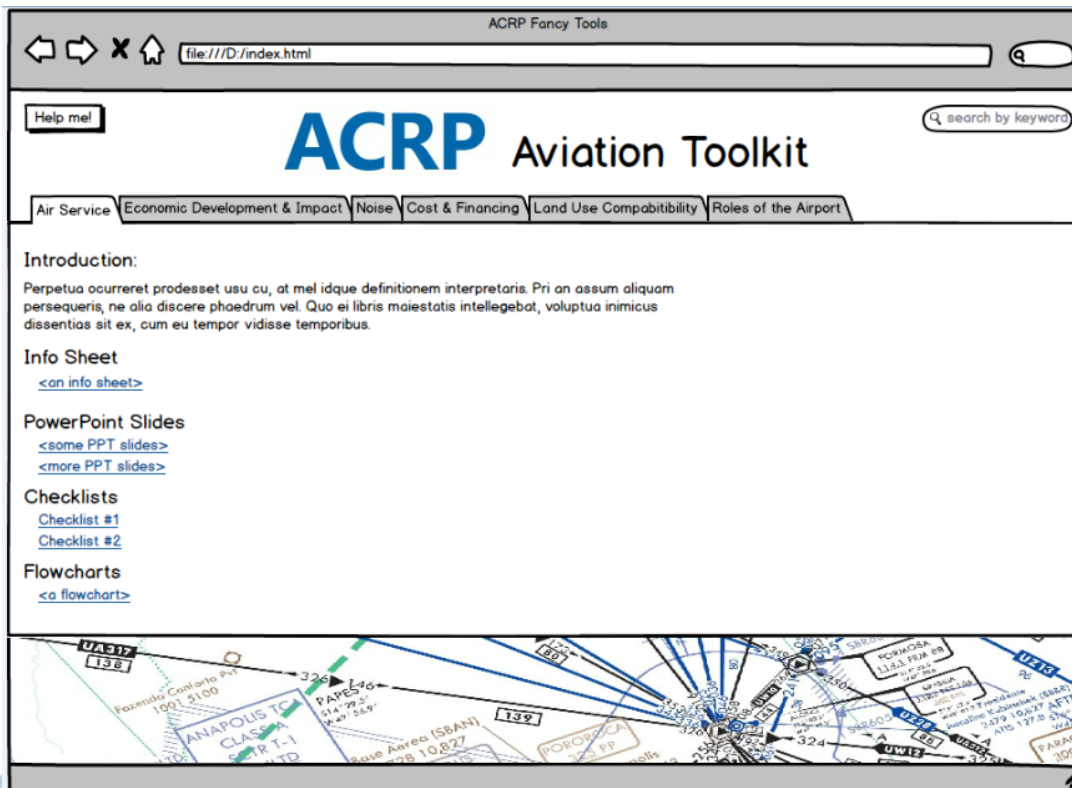


Printed  
Guidebook  
with  
supporting  
electronic  
tools.

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## Evolution of the Deliverable (1)



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Electronic  
tool with a  
supporting  
User Guide

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## AIRPORT COOPERATIVE RESEARCH PROGRAM

## Evolution of the Deliverable (2)



ACRP Report 155: Aligning Community Expectations with Airport Roles – The Electronic Toolkit. This interactive guidebook was developed to help airports communicate with the community and its leaders on issues where there are frequent disconnects. In some cases this means “right sizing” expectations about an airport’s role. (*Why don’t we have commercial air service?*). In other cases, it means building support for the airport by explaining its many community benefits. (*I didn’t know there was a firefighting unit at the airport.*) The toolkit functions like a website but it’s hosted on your own computer – no internet access needed. Note, however, that most resource links point to the World Wide Web and an internet connection is needed to reach them.

### Role of the Airport

This section of the toolkit assists the reader in determining what roles an airport plays in the larger context of the national air space, the transportation system and the community at large.

### Aviation Toolkit

The Aviation Toolkit section includes info sheets, PowerPoint slides, checklists and flowcharts related to common airport issues.

### Media Toolkit

Intentional communication and outreach actions by airport leadership or partner advocates can help to create connections and build an understanding of and support for the airport.

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## Evolution of the Deliverable (3)




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### Aligning Community Expectations with Airport Roles

HOME USER GUIDE TOOL RESOURCES ACRP REPORTS SITE MAP Search the Website

Welcome to the website for [ACRP Report 155: Aligning Community Expectations with Airport Roles](#). This website was developed to help airports communicate with the community and its leaders on issues where there are frequent disconnects. In some cases this means “right sizing” expectations about an airport’s role. In other cases, it means building support for the airport by explaining its many community benefits.

In order to communicate about your specific airport, it’s important to recognize the significant differences in the roles and responsibilities of these facilities. Communication and outreach to local communities can work to adjust expectations to reflect these differences. This website is organized into three parts called “Toolkits” to support each of these efforts. Click on the links below to get started.

-  **[ROLE OF THE AIRPORT](#)** This section of the website assists the reader in determining what roles an airport plays in the larger context of the national air space, the transportation system and the community at large.
-  **[AVIATION TOOLKIT](#)** The Aviation Toolkit section addresses seven different topics that often cause disconnects between airports and the community including noise, land use and air service.
-  **[MEDIA TOOLKIT](#)** Intentional communication and outreach actions by airport leadership or partner advocates can help to create connections and build an understanding of and support for the airport.




## Exploring the Website

- ✓ **Key Features**
- ✓ **Organization**
- ✓ **Scenarios**



## The Draft Website Landing Page

TRB's COOPERATIVE RESEARCH PROGRAMS


 ACRP WebResources

# Aligning Community Expectations with Airport Roles


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## Key Features – Home



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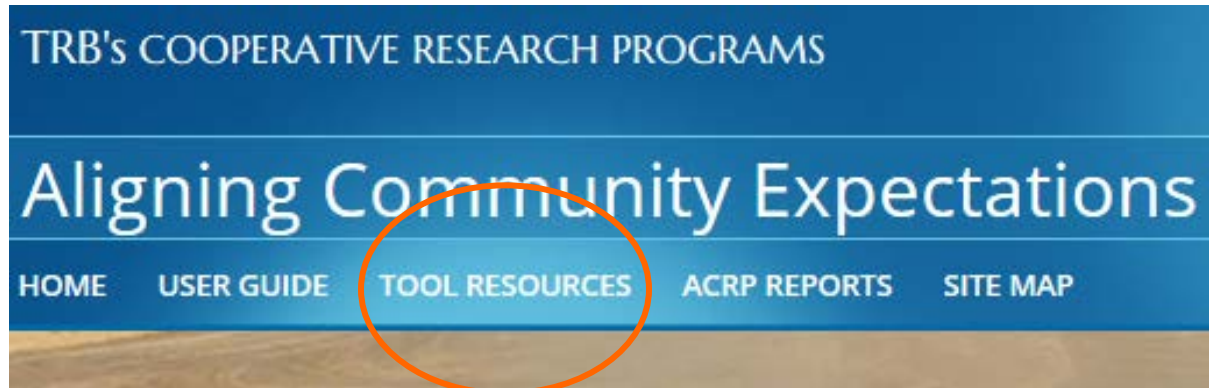
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## Key Features – User Guide



## Key Features – Tool Resources



## Key Features – Tool Resources

<a href="#">IATA Cargo Tracker Newsletter</a> (website, provides link to latest newsletter edition)
<a href="#">IATA Fact Sheet: Fuel</a> (document, 2015)
<a href="#">IATA Quarterly Cargo Analysis</a> (webpage, provides archives from 2008-present)
<a href="#">Importing to the U.S.: A Guide for Commercial Importers</a> (document, CBP website, 2006)
<a href="#">JFK Air Cargo Study</a> (report, New York City Economic Development Corporation, 2013)
<a href="#">Airport Outlook</a> (A 2014 report on Port, Airport and Global Infrastructure by JLL)
<a href="#">Marketing Action Plan for St. George Airport 2011-2012</a> (report)
<a href="#">Medium Hub Airports- Air Cargo Growth</a> (ACI-NA presentation for St. Louis Int'l Airport)

## Key Features – ACRP Reports





## Key Features – ACRP Reports

### *Table of Contents (Publications in Chronological Order)*

<b>2007 .....</b>	<b>1</b>
ACRP Research Results Digest 1 – Synthesis of Information Related to Airport Practices .....	1
ACRP Synthesis Report 1 – Innovative Finance and Alternative Sources of Revenue for Airports .....	1
ACRP Synthesis Report 2 – Airport Aviation Activity Forecasting .....	1
ACRP Synthesis Report 3 – General Aviation Safety and Security Practices .....	1
ACRP Synthesis Report 4 – Counting Aircraft Operations at Non-Towered Airports .....	2
ACRP Report 1 – Safety Management Systems for Airports, Volume 1: Overview .....	2
<b>2008 .....</b>	<b>2</b>
ACRP Research Results Digest 2 – Model for Improving Energy Use in U.S. Airport Facilities .....	2
ACRP Research Results Digest 3 – Synthesis of Information Related to Airport Practices .....	3
ACRP Legal Research Digest 1 – Compilation of Airport Law Resources .....	3

## Key Features – Site Map





## Key Features – Site Map

### *Environmental*

- *Understand*
  - ✓ Understanding NEPA and Environmental Planning
  - ✓ Air Quality
  - ✓ Emergency Planning and Response
  - ✓ Waste Management
  - ✓ Water Resources
  - ✓ Proactive Environmental Stewardship and Sustainability

## Key Features – Home Page Links

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Aligning Community Expectations with Airport Roles


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# Organization – Role of the Airport

TRB's COOPERATIVE RESEARCH PROGRAMS

ACRP WebResources

An electronic product line of TRB's Cooperative Research Programs

Aligning Community Expectations with Airport Roles

HOME USER GUIDE TOOL RESOURCES ACRP REPORTS SITE MAP

Search the Website

[Home](#) / [Role of the Airport](#)



## Role of the Airport

[Introduction](#)[Understand](#)[Explore](#)[Take Action](#)

### Introduction

There are usually two very different perspectives that can be identified when describing the role of an airport. The first is from a traditional aviation

- **Understand:** *Understand the role of airports in the national air transportation system and the local community.* This section provides an overview of how airport roles are determined and classified in planning studies, the common roles of an airport and the specific roles an airport can provide to a community through aviation and non-aviation services.
- **Explore:** *Explore the classification your airport has been given at the federal level and determine the aviation and non-aviation roles of your airport that may be associated with that classification.* This section explores how to determine the aviation and non-aviation roles at your airport in the context of the community and the region it serves.
- **Take Action:** *Change or add new roles to your airport, find supporters and allies in the community, and tell the story of the airport to the public.* Take Action to truly engage a local community with the airport, align the role of the airport with the community, and help bridge the gaps that often

## Organization – Media Toolkit

TRB's COOPERATIVE RESEARCH PROGRAMS

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An electronic product line of TRB's Cooperative Research Programs

### Aligning Community Expectations with Airport Roles

[HOME](#) [USER GUIDE](#) [TOOL RESOURCES](#) [ACRP REPORTS](#) [SITE MAP](#)

[Home](#) / [Media Toolkit](#)

## Media Toolkit

[Introduction](#) [Understand](#) [Explore](#) [Take Action](#)

### Introduction

Airports of all sizes support a variety of services and activities in addition to commercial, business, and private air travel. Sharing information about those

---

- **Understand:** *Basic Media Kit*

Information about media tools and links to many existing media resources.

- **Explore:** *Telling the Story*

Focuses on the benefits of public speaking opportunities as a way to create relationships and provides information by identifying audiences and strategies.

- **Take Action:** *Connecting with the Community*

Suggests ways to get the public out to the airport with the goal of establishing a sense of connection and understanding.

## Organization – Aviation Toolkit

TRB's COOPERATIVE RESEARCH PROGRAMS

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Aligning Community Expectations with Airport Roles 

HOME USER GUIDE TOOL RESOURCES ACRP REPORTS SITE MAP

Search the Website



Home / Aviation Toolkit



### Aviation Toolkit

Air Cargo

Air Service

Economic

Environmental

Finance

Land Use

Noise

*Air cargo represents the movement of freight and mail by air. Air cargo activity at an airport depends to some degree on the airport itself and the air reliant businesses in the area but it can also be initiated or expanded as part of an overall airport marketing plan.*

#### Introduction

- **Understand:** *The regulatory framework and associated airport responsibilities.*

This section will provide a description of how air cargo works and what drives air cargo, an overview of the current air cargo environment, and the federal programs and regulations driving air cargo in the U.S.

- **Explore:** *The existing conditions at your airport.*

This section will provide information, tools, and resources to understanding the air cargo situation and how to personalize your educational materials for the community and identify where opportunities for improvement lie.

- **Take Action:** *To improve existing conditions at your airport and prepare for future airport projects and programs.*

Equipped with an understanding of the industry and your existing air cargo situation, this section will provide tools and resources for airports and communities to work together in educational efforts and help identify ways to improve or maintain air cargo.



# Organization – Aviation Toolkit/Noise

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## Aviation Toolkit

[Air Cargo](#)[Air Service](#)[Economic](#)[Environmental](#)[Finance](#)[Land Use](#)[Noise](#)

*This part of the toolkit explores the [FAA's](#) regulation of noise, the evaluation of noise impacts in planning and environmental studies and through [CFR Part 150](#) studies, and the role airports can play to coordinate voluntary noise reduction efforts and otherwise reduce off-airport noise impacts.*

### Introduction

Activity at an airport – including aircraft activity and construction – has the potential to create unwanted negative sound impacts on surrounding land uses, neighborhoods, and communities. Noise is defined as unwanted sound. Sound generated in an airport setting tends to have special characteristics and noise can be a major source of concern on the part of the public. Airports that have a proactive approach to noise issues tend to benefit from strengthened partnerships with the communities they serve.

- **Understand:** *The regulatory framework and associated airport responsibilities.*

Understand how aircraft noise is defined, regulated and controlled within the aviation system.

- **Explore:** *The existing conditions at your airport.*

Explore your airport's role in controlling and communicating about aircraft noise.

- **Take Action:** *To improve existing conditions at your airport and prepare for future airport projects and programs.*

Take Action to minimize noise impacts with programs that involve the community, studies that document noise impacts and projects that make physical or operational changes at the airport.

# Organization – Noise/Explore

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## Noise

Understand Explore Take Action

**Explore:** *Explore your airport's role in controlling and communicating about aircraft noise.*

Generally, aircraft noise concerns are associated with noise sensitive land uses and the people that populate those land uses. Specifically, each airport has its own runway alignment, aircraft activity and adjacent land uses as well as local political and economic climates that combine to create a unique condition. Communicating with both the public and also the policy makers is essential to address the issue in a holistic manner. However, communication should be done strategically based on an understanding of the conditions that generate noise complaints.

### Topics

- **Determine the Noise Concerns at Your Airport:**  
Explore existing noise concerns at your airport and identify the conditions or activities that create them. [\[Details\]](#)
- **Aircraft Noise and How It Relates to Land Use Compatibility Near Your Airport:** Make a land use connection to noise. [\[Details\]](#)

### Resources

- **Airport Noise and Compatible Land Uses**  
This guide, developed by the [AOPA](#), discusses the relationship between your local airport community and the surrounding airport noise, safety issues, and land use.



# Organization – Noise/Explore

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[Home](#) / [Aviation Toolkit](#) / [Noise](#) / [Explore](#) / Determine the Noise Concerns at Your Airport

## Determine the Noise Concerns at Your Airport

Noise concerns are generated in response to a variety of conditions and activities and the airport can respond using a variety of different tools. It stands to reason that an understanding of the cause of complaints will help guide the selection of the most effective response actions.

To this end, ACRP [Report 15 Aircraft Noise: A Toolkit for Managing Community Expectations](#) includes a self-assessment tool titled: *Self-Assessment Form for Airports Not Having a Noise Mitigation Program, but Considering Implementation of One*. As part of the tool, the user is guided through a section to evaluate whether or not a noise assessment is needed. This is done by asking questions about what noise issues are present at the airport and what steps might be taken to define the conditions of noise exposure. In addition to the questions, a series of prompts for possible answers are included. Here is one example:

Are specific aircraft types identified as the sources of public concern about noise?

- Large commercial jet aircraft
- Business jet aircraft
- Turboprop aircraft
- Propeller aircraft
- Helicopters

### Resources

- ACRP [Report 15 Aircraft Noise: A Toolkit for Managing Community Expectations](#)  
Chapter 6, *Noise Management and Public Response* includes a discussion of the legislative control of aviation including a list of congressional and federal regulatory actions.

### Tools

- ACRP [Report 15 Aircraft Noise: A Toolkit for Managing Community Expectations](#)  
Tool 6-9, *Self Assessment Form for Airport Not Having a Noise Mitigation Program, but Considering Implementation of One* demonstrates an example checklist of what airport managers can utilize to see if there needs to be any added or future changes to

## Scenarios



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## Scenario 1: Before there is a problem

“Proactively building and maintaining positive ongoing stakeholder relationships that are characterized by open communication, transparency, and trust is a key to being able to resolve issues and/or meet mutual goals.”

(ACRP Synthesis 65 *Practices to Develop Effective Stakeholder Relationships at Smaller Airports Report P 33*).

## Scenario 1: Before there is a problem

TRB's COOPERATIVE RESEARCH PROGRAMS

ACRP WebResources An electronic product line of TRB's Cooperative Research Programs

### Aligning Community Expectations with Airport Roles

HOME USER GUIDE TOOL RESOURCES **ACRP REPORTS** SITE MAP

Search the Website

Home / Media Toolkit

#### Media Toolkit

Introduction Understand Explore Take Action

#### Introduction

Airports of all sizes support a variety of services and activities in addition to commercial, business, and private air travel. Sharing information about those

---

- **Understand:** *Basic Media Kit*

Information about media tools and links to many existing media resources.

- **Explore:** *Telling the Story*

Focuses on the benefits of public speaking opportunities as a way to create relationships and provides information by identifying audiences and strategies.

- **Take Action:** *Connecting with the Community*

Suggests ways to get the public out to the airport with the goal of establishing a sense of connection and understanding.

## Scenario 1: Before there is a problem

- *Explore:* Telling the Story
  - ✓ Identifying the Story
  - ✓ Finding your Audience and Telling the Story
  - ✓ Telling the Story Again
  - ✓ Telling the Story in Different Ways



## Scenario 1: Before there is a problem

TRB's COOPERATIVE RESEARCH PROGRAMS

ACRP WebResources An electronic product line of TRB's Cooperative Research Programs

### Aligning Community Expectations with Airport Roles

HOME USER GUIDE TOOL RESOURCES ACRP REPORTS SITE MAP Search the Website

#### Media Toolkit

Introduction Understand Explore Take Action

Explore: *The airport – and specifically the airport manager – can proactively tell the airport's story in the community to educate and build positive relationships.*

The story of the airport is a multi-layered message about the many roles and benefits that the airport brings to the community. Some of the message is

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#### Topics

- **Identifying the Story:** It is up to the airport to "tell the story" about the airport. The story will be a combination of the general benefits of aviation combined with the unique features of the individual airport. [\[Details\]](#)
- **Finding Your Audience and Telling the Story:** Your audience is made up of a variety of external stakeholders including airport users, airport tenants, policymakers, the general public and economic stakeholders. [\[Details\]](#)

## Scenario 1: Before there is a problem

### Aligning Community Expectations with Airport Roles

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#### Finding Your Audience and Telling the Story

There's no question from a variety of research efforts that public speaking to community groups is an inexpensive and effective way to tell the airport's story and build personal relationships. This quote from [ACRP Report 28 Marketing Guidebook for Small Airports](#) is a good example of messages found in a variety of research and industry resources:

*"Public speaking engagements are one of the most effective and inexpensive ways that you can influence opinion and communicate a positive image of the airport to your stakeholders and the community at large. Public speaking is also a concrete way for airport managers to develop and maintain good relationships across many different organizations and groups. These relationships in turn can help the airport achieve its development goals, its air service objectives, and its revenue and funding objectives" (p 78).*

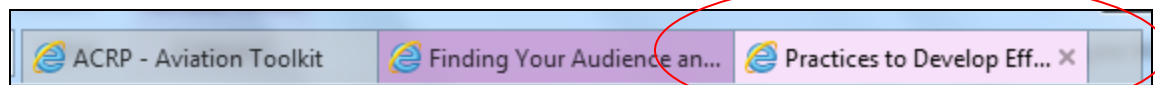
In addition to [developing the presentation](#), public speaking initiatives require both a skillful presenter and an interested audience.

#### Resources

- [ACRP Synthesis 65 Practices to Develop Effective Stakeholder Relationships at Smaller Airports](#)  
Appendix C, [Checklist for Building Effective Stakeholder Relations](#) contains a list of considerations and suggestions for building effective stakeholder relations.
- [ACRP Report 85 Developing and Maintaining Support for Your Airport Capacity Project](#)  
Chapter 2, *Typical Project Lifecycle and Activities* and Chapter 3, *Organizational Activities Critical for Success* include discussions of identifying and connecting with stakeholders.



### Scenario 1: Before there is a problem



**ACRP**  
SYNTHESIS 65

**Practices to Develop Effective Stakeholder Relationships at Smaller Airports**

A Synthesis of Airport Practice

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**Practices to Develop Effective Stakeholder Relationships at Smaller Airports**

TRB's Airport Cooperative Research Program (ACRP) Synthesis 65: Practices to Develop Effective Stakeholder Relationships examples that highlight how leaders at smaller airports proactively manage stakeholder relationships.

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### Scenario 1: Before there is a problem

Checklist for Building Effective Stakeholder Relations	
	Notes
<b>ASSESS</b>	
As a Leader, am I ready to undertake a Stakeholder Relations Program?	
Do I possess the necessary skills?	
Public speaking	
Marketing	
Public relations	
Social media	
Do I need outside assistance or discuss with other leaders their approaches and techniques?	
Why do I need a Stakeholder Relations Program?	
Resolve conflict?	
Address a specific issue?	
Involve stakeholders in determining the future of our airport?	
Provide effective communications and public relations during an airport planning, environmental, or construction project?	
Obtain stakeholder feedback on a critical issue?	
Inform stakeholders about a specific issue or the airport in general?	
Promote the airport or educate others on the value of the airport?	
Build/foster improved working relationships with stakeholders?	
Address/resolve misconceptions and perceptions about the airport?	
Become more linked to our broader community?	

Appendix C: Practices to Develop Effective  
Stakeholder Relationships at Smaller Airports

## Scenario 2: Before there is a problem

An invitation to make a presentation to the Planning Commission on compatible land uses.

## Scenario 2: Compatible Land Use

The screenshot shows the ACRP Aviation Toolkit website. The top navigation bar includes links for HOME, USER GUIDE, TOOL RESOURCES, ACRP REPORTS, and SITE MAP, along with a search bar. The main content area is titled 'Aviation Toolkit' and features a horizontal menu with tabs for Air Cargo, Air Service, Economic, Environmental, Finance, Land Use (selected), and Noise. Below the menu, a paragraph states: 'Land use near airports can be a contentious issue between an airport and its surrounding community. This part of the toolkit provides the background, strategies, resources and tools needed to address the issue successfully.' A dashed line separates this from a list of three main sections: 'Understand', 'Explore', and 'Take Action'. The 'Understand' section is circled in red and describes the importance of land use compatibility. The 'Explore' section discusses current status and resources. The 'Take Action' section discusses improving conditions and preparing for future projects.

Home / Aviation Toolkit

### Aviation Toolkit

Air Cargo Air Service Economic Environmental Finance Land Use Noise

Land use near airports can be a contentious issue between an airport and its surrounding community. This part of the toolkit provides the background, strategies, resources and tools needed to address the issue successfully.

- **Understand:** *Discover what land use compatibility is, how it can affect the land surrounding your airport, and why it is important.*

The types of land uses that are allowed near your airport can impact the quantity of accidents and risk of severity of accidents, as well as create opportunities for community annoyance. Characteristics of land uses such as the population density, height, visual obstructions, attractiveness to wildlife, and noise sensitivity affect the level of compatibility that a land use has with airport operations. This "understand" section of the toolkit reviews these five main characteristics and their importance in compatibility planning.
- **Explore:** *Explore the current status of compatible land uses near your airport and what resources can help you in your airport's current land use situation.*

Having established the basics of compatibility planning, this section of the toolkit explores the land use tools that may or may not already be in place at your airport, along with the responsibilities of various entities in planning for uses that are compatible near airports.
- **Take Action:** *To improve existing conditions at your airport and prepare for future airport projects and programs.*

There are several ways in which you can support compatible land use planning efforts for your airport facilities. The goals of compatibility planning differ, based upon whether or not incompatible uses already exist around your airport. Tools and resources are provided in this section of the toolkit for both scenarios.

# Scenario 2: Compatible Land Use

[Home](#) / [Aviation Toolkit](#) / [Land Use](#) / Land Use

## Land Use

Understand

Explore

Take Action

**Understand:** *Understand what land use compatibility is and why it's important.*

Establishing compatible land uses near your airport can benefit both the airport and the surrounding community alike. Compatible uses can reduce annoyance issues associated with aircraft noise and minimize accident risk for people living near your airport. Additionally, it protects the environment around your airport from things that can impact pilots and aircraft/passengers in flight, including visual obstructions (such as glare that can temporarily blind a pilot) and tall structures that must be navigated around, among others.

### Topics

- **Land Use Concerns:** Learn about the five common concerns associated with incompatible land uses. [\[Details\]](#)
- **Planning and Legal Tools:** Understand the planning and legal tools that are employed to establish and maintain compatibility, such as real estate disclosures and zoning ordinances. [\[Details\]](#)
- **Land Use Outreach Tools:** Review the education and communication tools and techniques that are used to promote compatible uses near airports. [\[Details\]](#)

## Scenario 2: Compatible Land Use

[Home](#) / [Aviation Toolkit](#) / [Land Use](#) / [Understand](#) / [Land Use Outreach Tools](#)

### Land Use Outreach Tools

In addition to the planning and legal tools which are used to establish and protect compatible land uses, other planning tools and techniques can be used at your airport that are focused on the education and outreach to the local community. Successful public education and outreach programs are important elements to prevent the encroachment of incompatible land uses upon your airport environs. Information should be provided to and shared with your community to enhance credibility and promote success in your airport planning efforts. Some of the tools that you can use for outreach are:

- [Airport Land Use Brochure Wizard](#)  
This tool is a “wizard” that allows the user to enter airport-specific information to create a customized airport land use brochure. Preview the brochure [here](#).

- [Airport Land Use Presentation Template](#)  
(create from existing presentations)  
(PowerPoint file)

This PowerPoint presentation was created as a general tool to explain the five basic categories of land use compatibility concerns and the legal basis for airport land use compatibility. It can be customized by the user.

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## Scenario 2: Compatible Land Use

Airport Land Use Planning



Screen shot of PPT tool that can be customized for use.

Meeting Date/Time Here

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## Scenario 2: Compatible Land Use

### Agenda

- Welcome and Introductions
- Basics of Compatible Land Use
  - What is it?
  - 5 Areas of Concern
  - Typical Land Use Classifications
- Basis for Airport Zoning

Screen shot of PPT  
tool that can be  
customized for use.

## Scenario 2: Compatible Land Use

### Noise Sensitivity

- Concern regarding the disruption of activities
- Critical uses include:
  - Schools
  - Religious Institutions
  - Residential development
  - Other



School



Residential subdivision

Screen shot of PPT  
tool that can be  
customized for use.

## Other Scenarios: If there is a problem

- Why does the city provide so much money to the airport from the general fund?
- Why doesn't the airport have commercial service?
- **Why is the airport generating nighttime noise complaints?**

## Scenario 3: Noise Concerns

[Home](#) / [Aviation Toolkit](#)



### Aviation Toolkit

[Air Cargo](#)[Air Service](#)[Economic](#)[Environmental](#)[Finance](#)[Land Use](#)[Noise](#)

*This part of the toolkit explores the FAA's regulation of noise, the evaluation of noise impacts in planning and environmental studies and through CFR Part 150 studies, and the role airports can play to coordinate voluntary noise reduction efforts and otherwise reduce off-airport noise impacts.*

#### Introduction

Activity at an airport – including aircraft activity and construction - has the potential to create unwanted negative sound impacts on surrounding land uses, neighborhoods, and communities. Noise is defined as unwanted sound. Sound generated in an airport setting tends to have special characteristics and noise can be a major source of concern on the part of the public. Airports that have a proactive approach to noise issues tend to benefit from strengthened partnerships with the communities they serve.

- **Understand:** *The regulatory framework and associated airport responsibilities.*

Understand how aircraft noise is defined, regulated and controlled within the aviation system.

- **Explore:** *The existing conditions at your airport.*

Explore your airport's role in controlling and communicating about aircraft noise.

- **Take Action:** *To improve existing conditions at your airport and prepare for future airport projects and programs.*

Take Action to minimize noise impacts with programs that involve the community, studies that document noise impacts and projects that make physical or operational changes at the airport.

## Scenario 3: Noise Concerns

[Home](#) / [Aviation Toolkit](#) / [Noise](#)

### Noise

Understand

Explore

Take Action

**Understand:** *Understand how aircraft noise is defined, regulated and controlled within the aviation system.*

The airport's ability to control and minimize aircraft noise is quite limited by federal statutes. Generally speaking, Congress, through the Federal Aviation Administration (FAA), has preempted much of the authority for addressing and regulating aircraft-generated noise. At the same time, airports that receive federal funding are also obligated to actively engage in minimizing noise conflicts through compatible land uses. In some cases, NextGen technology will have an influence on noise impacts. And although the airport's control over noise is limited, there are some voluntary programs that can help to reduce noise impacts on the surrounding community.

#### Topics

- **Determine Who Controls Aircraft Noise:** Understand who has the regulatory authority to control noise and the legislation that assigns it. [\[Details\]](#)
- **State and Local Influence Over Aircraft Noise:** While the FAA controls noise at the source and the implementation of noise or access restrictions, state statutes and local considerations can also influence airport actions. [\[Details\]](#)
- **Identify How Aircraft Noise Is Described and What It**



## Scenario 3: Noise Concerns

[Home](#) / [Aviation Toolkit](#) / [Noise](#) / [Understand](#) / Determine Who Controls Aircraft Noise

### Determine Who Controls Aircraft Noise

The federal government has preempted much of the authority for addressing and regulating aircraft-generated noise. The [FAA](#) controls aircraft once it departs the runway. In addition, the [FAA](#) has the responsibility and authority for determining acceptable noise levels of aircraft "at the source." The Airport has no authority over how much noise an individual aircraft can generate and public use airports cannot control the type, number, or time of day that aircraft fly. The [FAA](#) also determines eligibility for Airport Improvement Program ([AIP](#)) noise abatement or mitigation funds, and their associated thresholds.

Congress has delegated to [FAA](#) the responsibility to address aircraft noise. The Airport Noise and Capacity Act of 1990 imposes requirements on local operation of Stage 2 and Stage 3 aircraft (49 USC Section 47524(b) and Section

#### Resources

- [ACRP Report 15 Aircraft Noise: A Toolkit for Managing Community Expectations](#)  
Chapter 6, *Noise Management and Public Response* includes a discussion of the legislative control of aviation including a list of congressional and federal regulatory actions.

#### Tools

- [ACRP Report 15 Aircraft Noise: A Toolkit for Managing Community Expectations](#)  
Table 6-1, *Authorities and Responsibilities of Parties* provides a number of noise abatement actions taken by a number of authorities such as the United States Congress and the [FAA](#).

[16 Compilation of Noise Statistics Outside DNL 65](#)  
*Actions, Policies, and Court*

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### Scenario 3: Noise Concerns

Authorities and Responsibilities of Parties				
Airport Owner or Operator	Aircraft Operators	Aircraft Manufacturers	Local Government Jurisdictions	Airport Neighbors
May request change of FAA Air Traffic management procedures, through Part 150 or other action. May control noise of aircraft not in flight or on runway	Operate aircraft safely and in accordance with federal flight standards.	Must manufacture aircraft to meet established guidelines for weight and number of engines	Communities may establish controls on ground activity, but are preempted from jurisdiction over aircraft in flight or during landing or takeoff	None
None	Maintain aircraft to continue to meet standards	Design and construct aircraft to achieve certification standards set by federal regulation	None	None
May advise and request modifications to routes for noise abatement	IFR – fly routes assigned by ATC. VFR – fly where desired assuring separation from other traffic	None	None	None
May advise and request modifications to routes for noise abatement. May add number of routes through improved instrumentation for landing	IFR – fly routes assigned by ATC. VFR – fly where desired assuring separation from other traffic	None	None	None

## Scenario 3: Noise Concerns

Home / Aviation Toolkit / Noise

### Noise

Understand

Explore

Take Action

**Take Action:** *Take Action to minimize noise impacts with programs that involve the community, studies that document noise impacts and projects that make physical or operational changes at the airport.*

While the airport does not control noise, there are opportunities to reduce impacts through education and outreach. Airport noise abatement programs can consist of committees to evaluate certain operational practices on the airfield, community outreach programs, reviewing future land use plans, web based public outreach programs and the preparation of noise abatement plans.

#### Topics

- **Provide a Noise Page on the Airport's Website:** Develop a noise section of the airport website and populate it with FAQs and information about noise abatement programs and resources. [\[Details\]](#)
- **Consider a Part 150 Study:** Noise studies can document existing noise impacts at the airport. [\[Details\]](#)
- **Voluntary Noise Abatement Programs:** Can be developed through the work of a Noise Abatement Council. [\[Details\]](#)
- **Changes to Airport Operations:** Can be effective but often require the support of the FAA for implementation and funding. [\[Details\]](#)

# Scenario 3: Noise Concerns Tool Example

## General Noise Overview



Airports face many challenging issues. Among those issues is the effect that aircraft noise can have on the communities surrounding an airport. Over the past several decades, as communities around airports have grown and air travel has expanded, aircraft noise continues to be a major community concern. Through smart land use planning, coordination, and operational awareness, airports can work towards reducing the impact of aircraft operations on the community.

### Legislation and Regulations Associated with Aircraft Noise and Land Use Compatibility

With the introduction of larger aircraft, ever-increasing operations, and changes in operational procedures, aircraft noise is perceived to have a greater ability to negatively affect land uses adjacent to and nearby airports. To address the issues of aircraft noise and land use compatibility, legislation and regulation over the past three decades has focused on the following issues:

- Assistance with noise compatibility programs and mitigation
- Funding for noise compatibility and mitigation programs
- Maintenance of compatible land uses surrounding airports
- Establishment of national noise policy regarding the phasing out of noisier aircraft
- Inclusion of noise as a resource when evaluating potential environmental impacts of projects
- Development of specific mitigation measures addressing aircraft noise

### Aircraft Noise Compatibility Planning

#### Local Land Use Planning

Local land use planning, as a method of determining appropriate (and inappropriate) use of properties around airports, should be an integral part of the land use policy and regulatory tools recommended by airports and land use planners, and implemented by local jurisdictions. Coordination with local governmental jurisdictions and use of compatible land use tools can help to ensure land use compatibility. Examples of local land use compatibility tools include comprehensive plans, zoning regulations, and building and housing codes, among others.

#### Coordination Regarding Airport Planning and Land Use Compatibility

Whether updating an Airport Master Plan, addressing existing noise issues or conducting noise/land use studies, coordination and communication between the airport and local planning agencies and the community can help provide opportunities for gathering input from different perspectives in the planning process. Communication with local, state, and federal agencies can help to guide land use compatibility planning and implementation, while regular and positive coordination with surrounding communities, affected neighbors, and stakeholders regarding potential noise issues can help to maintain good relations in the community. Overall, establishing and maintaining coordination could minimize or prohibit the development or continuation of non-compatible land uses.

#### Part 150 Noise Compatibility Study

From a land use perspective, airport noise compatibility planning focuses on reducing existing non-compatible land uses around airports and preventing the introduction of new non-compatible land uses. A Federal Aviation Regulation (FAR) Part 150 Noise Compatibility Study (14 CFR Part 150) is a voluntary noise exposure and land use compatibility study prepared by an airport to identify existing noise exposure, identify potential future noise exposure, to evaluate various alternatives, and to make recommendations as to viable noise abatement/mitigation measures. Typically recommended noise abatement measures fall into three categories:

1. Operational measures such as changes in runway use or changes in flight track location.
2. Preventive measures (i.e., compatible land use zoning or noise overlay zoning)
3. Mitigation or remedial measures (i.e., purchase of property or sound insulation of affected residential properties)

ACRP Report 155

# ACRP

## AIRPORT COOPERATIVE RESEARCH PROGRAM

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