

TRANSPORTATION RESEARCH BOARD

# A Two-Way Ticket - Collaborative Planning Among Airports & Public Agencies

February 18, 2021

**@NASEMTRB**  
**#TRBWebinar**



# Learning Objectives

- Discuss the current practices, legislation, and regulations concerning collaborative airport/surface transportation planning
- Apply the self-assessment tool



# American Association of Airport Executives (AAAE)

1.0 Continuing Education Units (CEUs) are available to Accredited Airport Executives (A.A.E.)

Report your CEUs: [www.aaae.org/ceu](http://www.aaae.org/ceu)



# A Two-Way Ticket – Collaborative Planning Among Airports and Public Agencies

February 18, 2021





# Kofi Wakhisi

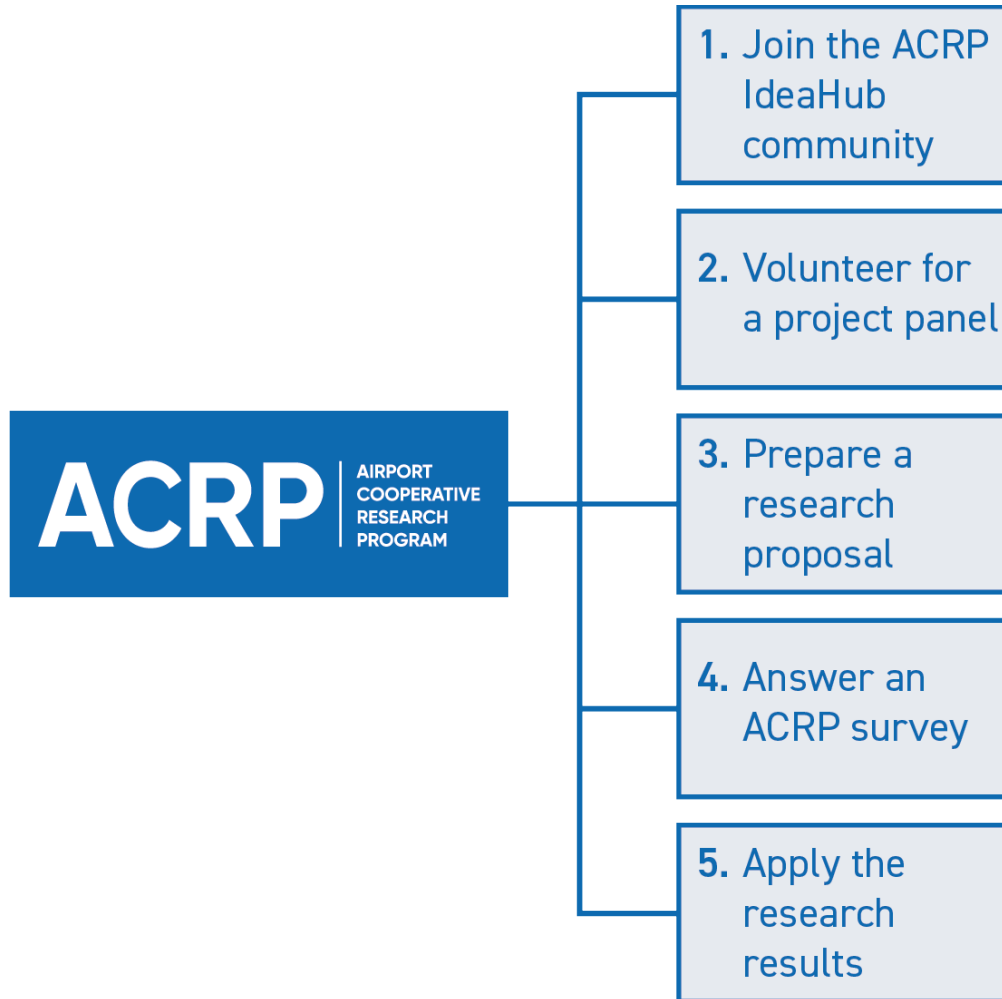
## Atlanta Regional Commission & 03-43 Panelist

- ➔ Atlanta MSA: 2<sup>nd</sup> largest in land area and 9<sup>th</sup> most populated urbanized area (2010 Census)
- ➔ Hartsfield-Jackson Atlanta International Airport (H-JAIA): Owned/governed by the City of Atlanta, and world's busiest airport since 1998\*
- ➔ H-JAIA (ATL): MARTA heavy rail public transit, parking, & taxi/TNC access. Planning studies to directly connect to multi-use path/trail system
- ➔ H-JAIA: Implementing \$6 billion capital improvement plan



\* Airports Council International (in passengers)

# Five Ways to Get Involved!



**Visit us online:**  
**[www.trb.org/ACRP](http://www.trb.org/ACRP)**

# Today's Speakers



**Louis Wolinetz**

Assistant Vice President

- Innovative finance, strategic business planning, financial modeling, public-private partnerships



**Dr. Michael Meyer**

Senior Advisor

- Transportation planning/policy
- Principal Investigator



**Dr. Simon Mosbah**

Director

- Transportation planning, finance, and governance

**Each with WSP US Advisory Services**

# Motivation for the Research

*“Collaboration and coordination between airports and surface transportation planning agencies often is lacking, with each entity focusing on its side of the airport property line.”*

- Important consequences for the success and cost of ground access projects
- Could affect the sustainable growth and operations of airports
- Many opportunities for collaboration in the planning processes of both airports and planning agencies



# Some Reasons for Disconnect

- Resource constraints
- Differing priorities
- Misunderstanding of responsibilities
- Process Issues

# Today's Webinar

## Overview of Research

- Survey
- Case Studies

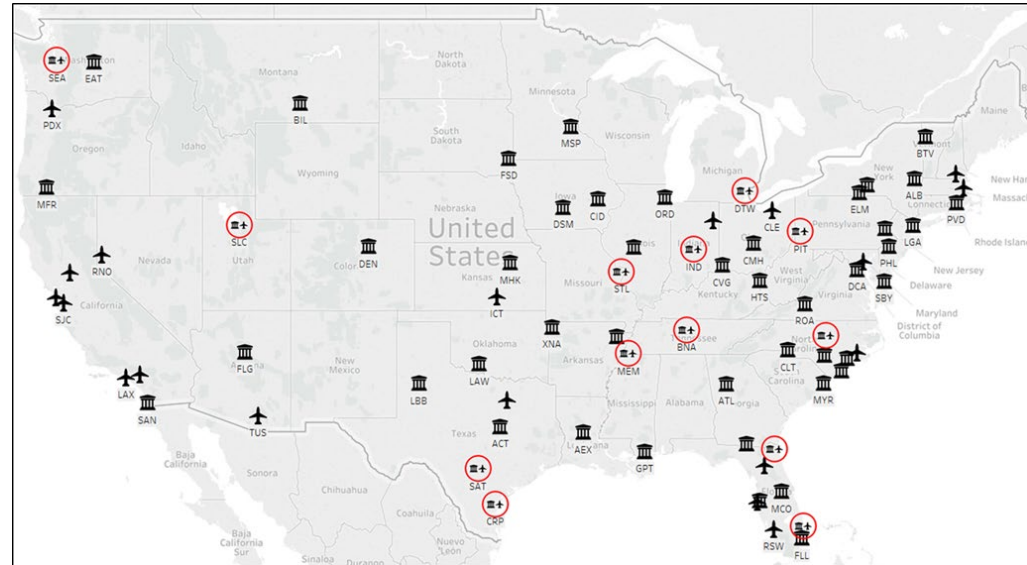
## Guidebook

## Key Takeaways

# Survey

## Almost half of airports identified as a serious concern:

- Highway/road access
- Transit access
- Transportation Network Companies (TNC) access
- Drop-off/pick-up access



13 Airports

59 MPOs

# Case Studies

Atlanta

Indianapolis

Los Angeles

Minneapolis

San Diego

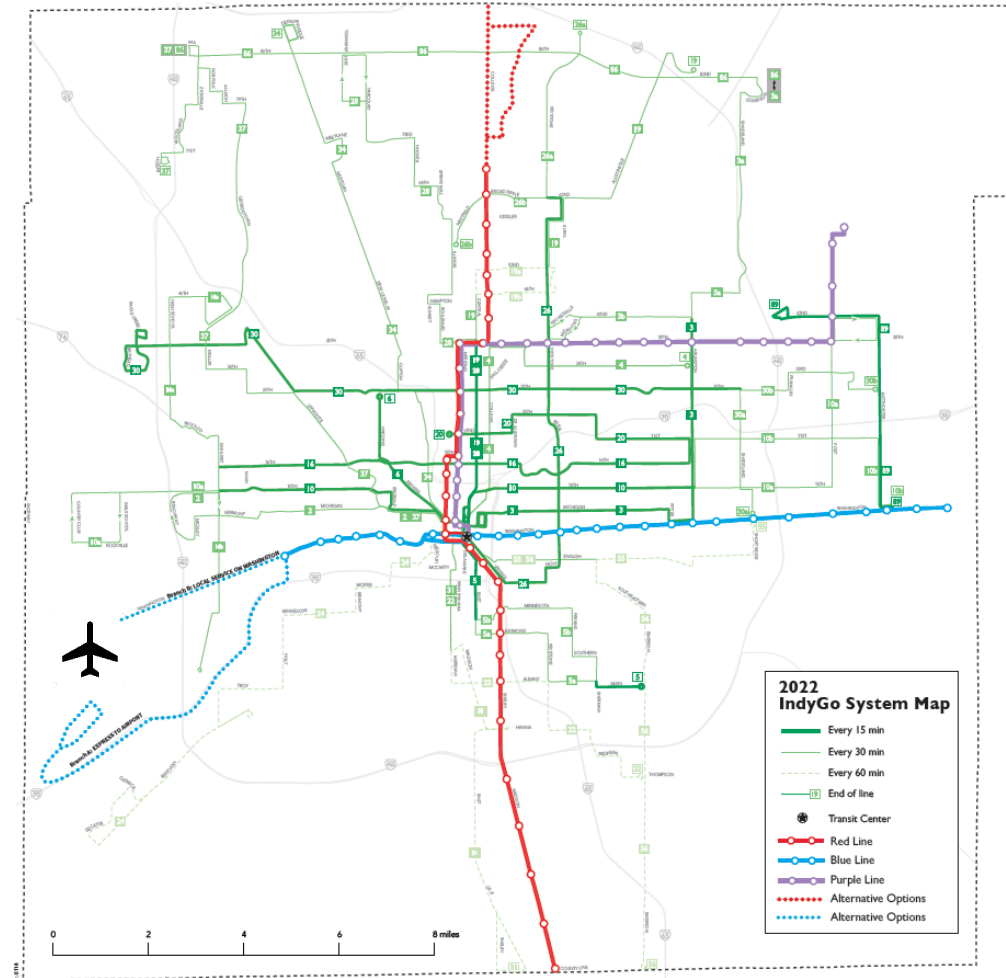
Washington, DC

# Indianapolis

Full use of existing collaboration structures

Leadership involvement

Engagement with neighboring communities



# Los Angeles



Master cooperative agreement  
Establishing trust  
Robust collaboration structure



# Guidebook: Target Audiences

## Technical staff

### Agency leaders, who determine:

- ➔ Scope of planning studies
- ➔ Structures for collaborative planning
- ➔ Stakeholders who should participate, and
- ➔ Decision-making processes

# Guidebook

- **Factors Influencing Airports and Public Planning Agencies as Part of Surface Transportation Planning**
  - Enabling Mandates and Purpose
  - Structure & Governance
  - Federal & State Regulations
  - Funding & Financing
  - Planning Processes
  - Challenges & Issues
- **Collaboration in Transportation Planning: The Benefits**
- **Self-Assessment Tool**

# Guidebook Assessment Tool

## Self Assessment Based on Questions for:

- Agency Culture
- Collaboration History
- Institutional Structure



## Determine Maturity Level:

- 0 to 30: Maturity Level 1
- 31 to 50: Maturity Level 2
- 51 to 65: Maturity Level 3
- 66 to 75: Maturity Level 4



## Based on Maturity Level, Identify Strategies

- Level 1 to Level 2 or Higher
- Level 2 to Level 3 or Higher
- Level 3 to Level 4 or Higher
- and to Sustain Level 4

# Maturity Levels

## Maturity Level 1:

- Communication/interaction as needed, usually for project-specific purposes

## Maturity Level 2:

- Periodic and institutionally defined interactions

## Maturity Level 3:

- Developing new and continual institutional roles and participation opportunities

## Maturity Level 4:

- Sustained and institutionally defined interactions

# Example Questions: Agency Culture

Is collaborative planning with other planning agencies in your region a part of your agency culture?

➔ No: 0 Yes: 3

Does top leadership in your agency recognize the importance of collaborative planning?

➔ No: 0 Yes: 3

Are the benefits of collaborative planning clearly articulated and defined at your agency?

➔ No: 0 Yes: 3

## Example Questions: History of Collaboration

Has your agency collaborated with the airport or planning agencies [choose one] in the past with respect to airport planning projects?

✈ No: 0      Yes, on a project basis: 1      All the time: 3

Has your agency collaborated with the airport or planning agencies [choose one] in the past with respect to regional or area planning?

✈ No: 0 Yes, for a few studies: 1

✈️ Yes, for the majority of studies: 2      Yes, all studies: 3

Do you know the names of your planning counterparts at your airport or planning agency [choose one] partners?

✈ No: 0 Yes: 3



# Example Questions: Institutional Structure

Are there formal committees/task forces established for planning partners relating to airport access issues?

- ➔ No: 0
- ➔ Yes, on a case-by-case basis: 1
- ➔ Yes, continual committee activities: 3

Do the representatives from the planning or airport [choose one] partners attend committee meetings?

- ➔ No: 0
- ➔ Yes, but low-level staff attend: 1
- ➔ Yes, high-level staff attend periodically: 2
- ➔ Yes, high-level staff attend all the time: 3

# Identify Strategies (Defined by Maturity Level)

For example, from Level 1 to Level 2 or Higher:

- ➔ Identify internal goals and benefits for airport access, such as:
  - Leadership: encouraging collaboration as part of the airport's mission strategy
  - Board representation, incl. board appointee to both boards
  - Invitation to working group/meetings/committees
- ➔ Start adjusting internal processes to prepare for collaborative airport access planning such as:
  - Initiate an effort to identify core competencies required for collaborative planning.
  - Start outlining training strategy to expand employee skills.

# Identify Strategies (cont'd)

➔ Start engaging in collaborative airport access planning processes such as:

- Explore how data can be shared for transportation analysis purposes
- Initiate an effort to develop a methodology and process to prioritize strategies and analyze trade-offs
- Identify the champions of collaborative airport access planning in the respective agencies

# Scenario Applications in Guidebook

- ➔ Scenario 1: Major Airport/Multimodal Transportation System/Initiated by the Airport
- ➔ Scenario 2: Major Airport/Multimodal Transportation System/Initiated by the MPO
- ➔ Scenario 3: Major Airport/Multimodal Transportation System/Freight Focus/Initiated by MPO
- ➔ Scenario 4: Moderate-Sized Airport/Road and Bus Airport Access/Initiated by MPO
- ➔ Scenario 5: Major Airport/Multimodal Transportation System/Maintain Level 4/Initiated by Both the Airport and MPO

# Scenario 1: Major Airport/Multimodal Transportation System/Initiated by the Airport

- ➔ “The airport executive has turned to the airport planning director and asked for recommended steps the airport can take to increase the level of collaboration among the planning groups, if for no other reason than to be a good citizen. However, the airport executive emphasized that the airport should clearly benefit from the interaction.”

Planning Director had 8 planning staff fill out self assessment tool.

Description of Collaboration Criteria	Points
<b>Agency Culture</b>	
Is collaborative planning with other planning agencies in your region a part of your agency culture?	No: 0
Does top leadership in your agency recognize the importance of collaborative planning?	No: 0
Are there external requirements for collaborative planning guiding your planning efforts?	Yes: 3
Are the benefits of collaborative planning clearly articulated and defined at your agency?	No: 0
Does top leadership support collaborative planning with resource allocation and staff recognition?	Yes, but only on a project basis: 1
Does your agency have formal processes or standard operating procedures requiring collaborative planning processes for airport access planning or planning in general?	Yes: 3
Are there champions for collaborative planning in your agency (including yourself)?	No: 0
Are agency staff involved in collaborative efforts well trained to be effective in such efforts?	No: 0
Do you think past collaborative efforts have led to effective and lasting relationships with your planning partners?	No: 0
<b>History of Collaboration</b>	
Has your agency collaborated with the MPO and other planning agencies in the past	Yes, on a project basis: 1

**Total Average Scoring = 24 -> Maturity Level 1**



# Overall Scenario Strategy

1. Identify issues for access planning collaboration and the key regional transportation. Identify potential joint efforts in analyzing what could be done.
2. Identify airport functional areas where regional transportation issues potentially have some effect on airport performance. Examine existing airport policies and standard operating procedures to see if changes are necessary to encourage staff attention to such issues.
3. Hold an airport access summit with local planning agencies and decision makers.

# Overall Scenario Strategy

4. Consider assigning a staff member as the official liaison to the MPO for coordinating interactions.
5. Initiate an effort to develop a methodology and process to prioritize strategies and analyze trade-offs relating to airport access.
6. Identify and sponsor a planning study that could be jointly supported by the MPO and the airport. Maybe a pilot study to identify issues that need to be resolved to firm up the institutional structure for enhanced collaboration.

## Scenario 5: Major Airport/Multimodal Transportation System/ Maintain Level 4/Initiated by Both the Airport and MPO

- Airport and MPO have had a strong collaborative history
- Airport planning staff have participated in regional planning efforts
- Airport has seat on the MPO policy committee
- Collaboration on major Aerotropolis project
- Formal data collection and management protocol

Planning Director had 8 planning staff fill out self assessment  
tool.

# Scenario 5

“A new director of the MPO has been appointed, and the executive director of the airport agency is relatively new as well, having been appointed a year previous. They met recently and agreed that the progress made in the past 15 years should not be wasted. They have asked their respective planning directors to identify a strategy for reinforcing the current relationship and identify actions that might enhance successful collaboration.”

Planning Directors filled out self assessment tool → Score of  
66

# Overall Scenario Strategy

1. Conduct an assessment with a third-party evaluator to identify areas where collaboration could be enhanced
2. Hold a celebration meeting that honors 15 years of good practice. Recognize staff members who best reflect the concept of collaborative planning. Consider making an annual award, perhaps extending it to beyond the MPO and airport context.
3. Assessment found that airport access neither identified nor discussed in the region's transportation plan. MPO planning director committed to adding such a section, and the airport planning director committed to having airport planning staff participate in the effort.

# Overall Scenario Strategy

4. Survey the airport and MPO staffs to identify what they believe could be done to enhance the collaborative planning effort. In particular, the survey would identify skill development and training that would serve to improve collaborative skills and analysis abilities.

# Key Strategy Takeaways from Research

- Schedule workshops or other participatory events to identify key issues and possible alternatives/strategies ahead of, or as part of, the planning process/cycle.
- Ensure that staff and senior leadership are committed to collaborative airport access planning.
- Maintain and update collaborative airport access planning processes, making sure institutional mechanisms being used to foster collaboration are still effective.

▪

# Key Strategy Takeaways from Research

- ➔ Assign a dedicated representative from each agency to be a liaison.
- ➔ Establish data-sharing arrangements.
- ➔ Understand the legal and regulatory actions that must occur, followed by a discussion with planning partners on how these actions can be best achieved.



# Questions

Research Products:

*<https://www.nap.edu/download/25781#>*

# Thank you for your participation!