Performance Measures for State Aviation Agencies

September 29, 2022

NATIONAL ACADEMIES Sciences Engineering Medicine

TRB TRANSPORTATION RESEARCH BOARD

ACRP AIRPORT COOPERATIVE RESEARCH PROGRAM

Today's Learning Objectives

- Define performance measures and connections to other agency operations

- Determine recognized elements when considering establishing performance measures

American Association of Airport Executives (AAAE)

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

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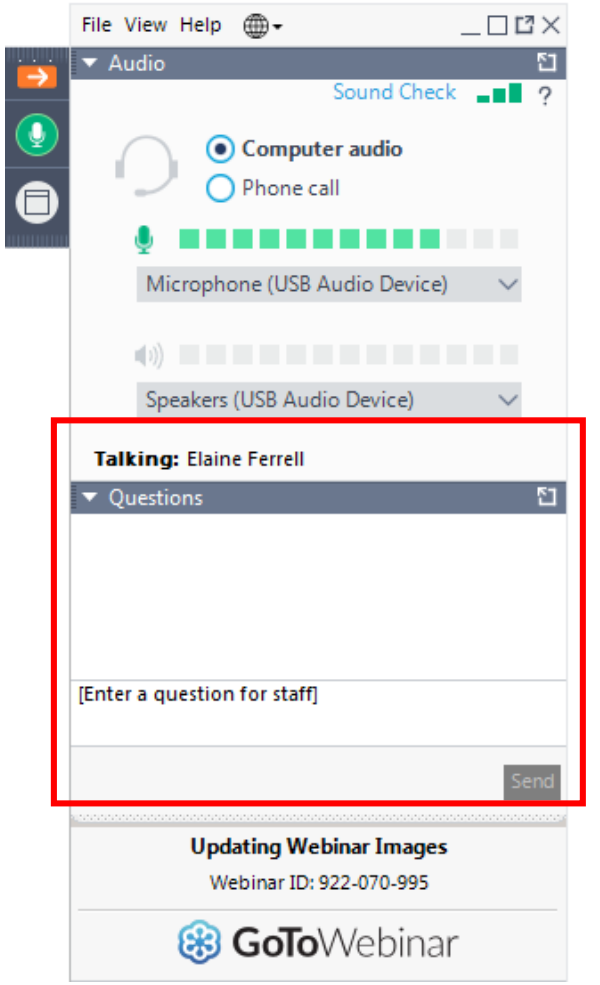
Questions and Answers

Please type your questions into your webinar control panel

We will read your questions out loud, and answer as many as time allows

#TRBwebinar

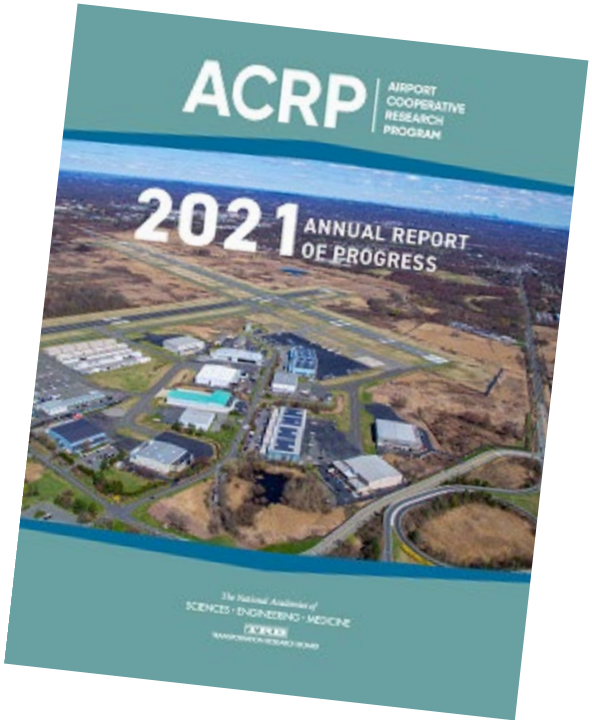


Today's Moderator

- Regan Schnug, AICP
- Senior Project Manager
- Kimley-Horn and Associates
- Panel Chair for ACRP Report 223 *Performance Measures for State Aviation Agencies*

ACRP is an Industry–Driven Program

- Managed by TRB and sponsored by the Federal Aviation Administration (FAA).
- Seeks out the latest issues facing the airport industry.
- Conducts research to find solutions.
- Publishes and disseminates research results through free publications and webinars.



Today's Speakers

Stephanie Ward, AICP, Manager, Aviation Planning

- Mead & Hunt
- Principal Investigator for ACRP Report 223
- Contact: Stephanie.Ward@meadhunt.com

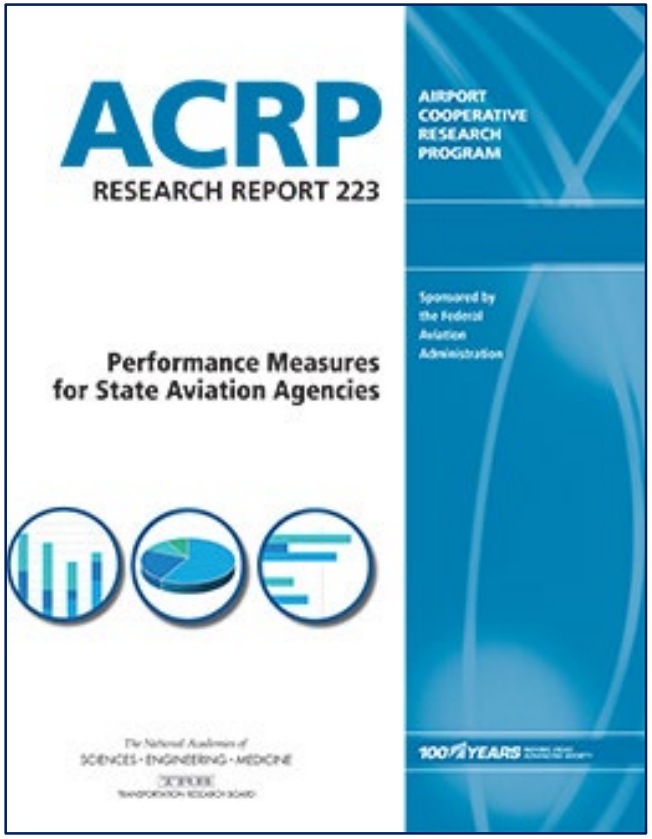
Bobby Walston, PE, Aviation Director

- North Carolina Department of Transportation, Division of Aviation
- Contact: bwalston@ncdot.gov

Jim Halley, AAE, ACE, Director, Airport Planning & Programming

- Texas Department of Transportation, Aviation Division
- Contact: James.Halley@txdot.gov

ACRP Report 223 - Performance Measures for State Aviation Agencies



Summary of Project Findings

Stephanie Ward, AICP - Principal Investigator

Mead & Hunt

ACRP Report 223 Project Panel

- Regan Schnug, Kimley-Horn and Associates
- Tommy Booth, Mississippi DOT
- Patti Clark, Embry Riddle Aeronautical University
- Laurie Cullen
- Anthony McCloskey, Pennsylvania DOT
- Christy Yaffa, Wyoming DOT
- Kyler Erhard, FAA
- Carlos Fields, FAA

ACRP Report 223 Project Team

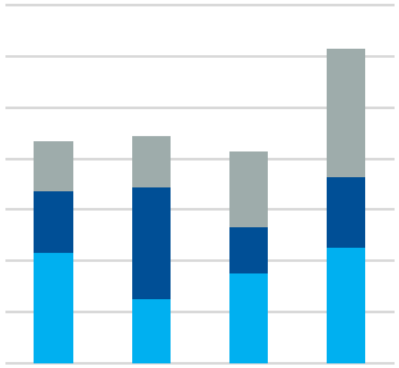
- Airport Solutions Group, LLC
- Aviation Management Consulting Group
- Kim Kenville Consulting
- Woolpert, Inc.

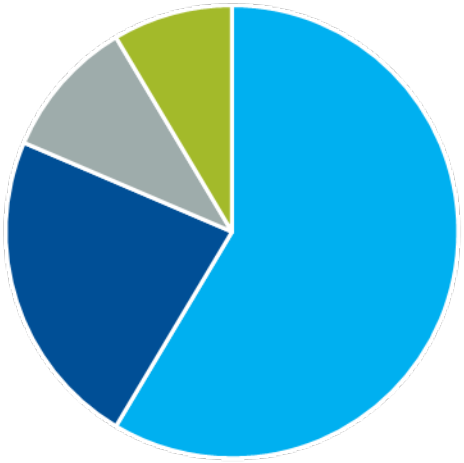
Basis of Findings

- 2016 ACRP/NASAO problem statement effort
- FY 2018 Project 01-37
  - Performance Measures (PMs) for State Aviation Agencies
- Outcomes requested by NASAO members:
  - Menu of options so it wasn't overwhelming
  - Flexibility in the application of the research
  - Insight on metrics they **may want** to measure

Definition of a PM for State Aviation Agencies

- A PM is any metric being used to objectively evaluate a parameter of the airport system or agency overseeing the airport system





Numerous Terms Exist

- Performance measure
- Performance metric
- Key performance indicator
- Key performance measure
- Others…

Key Takeaway:
The specific term that is used is not really the important issue – the measurement of performance that is important to the specific Agency is.

Connection to Strategic Planning

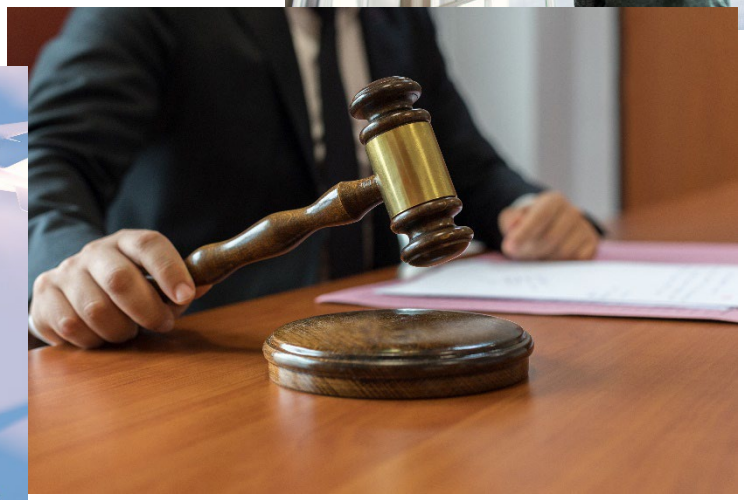
- PMs should be linked to the Strategic Plan
- The PM should support an Agency's:
  - Mission
  - Vision
  - Goals
  - Objectives

Strategic Planning looks at how the organization functions and the goals it wants to achieve, while performance measurement assesses its success in those areas.

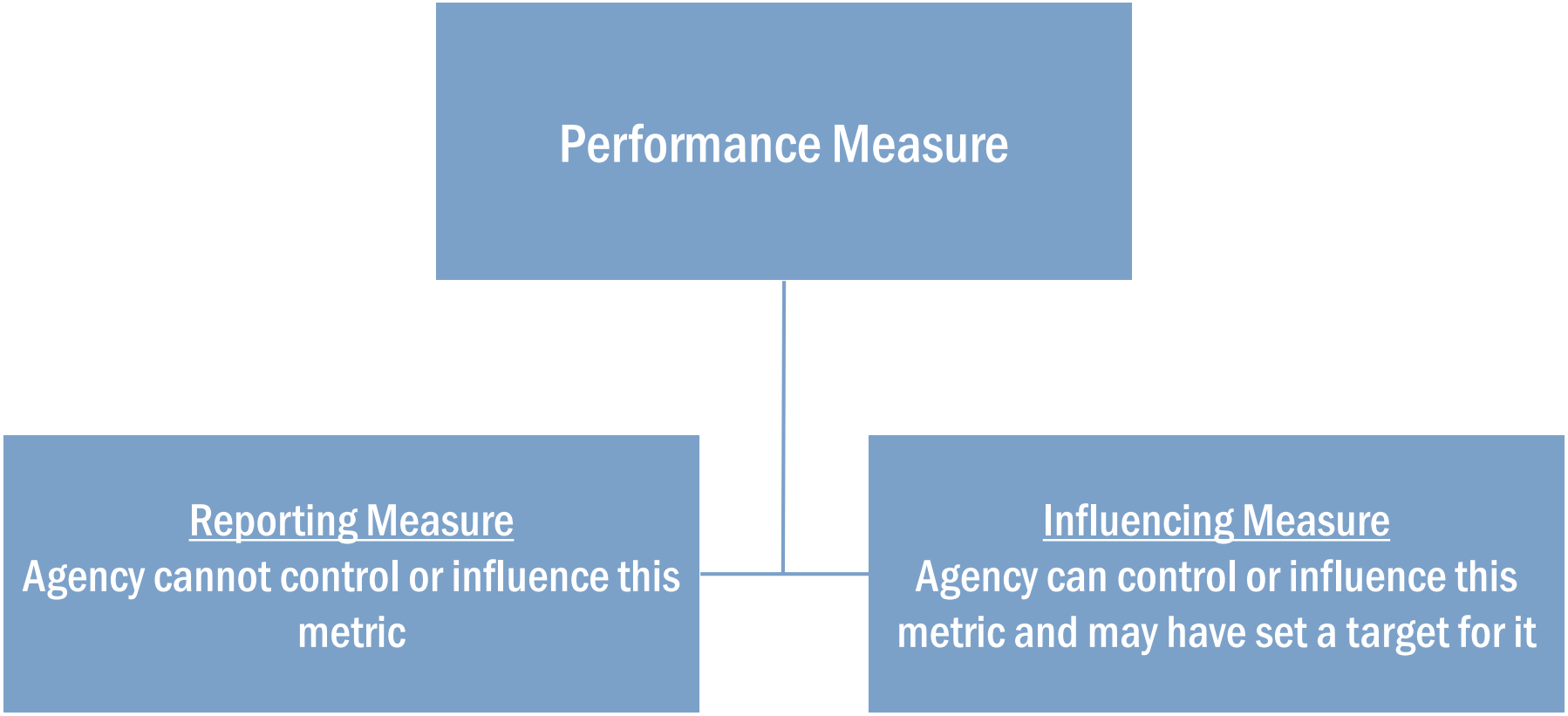
Where Do PMs Typically Originate?

Current PMs are most often selected from:

- State Aviation System Plans
- Legislative Requests/Requirements
- Department Based Activities



Two Styles of PMs



Examples of the Two PM Styles

Reporting Metric:

- ✈ Number of based aircraft
- ✈ Number of enplanements
- ✈ Amount of Federal funding received

Key Takeaway:
These in some instances were described as performance indicators.

Examples of the Two PM Styles

Influencing Metric:

- Number of weather reporting systems installed
- Number of flights flown by State owned aircraft
- Number of grants processed by the Agency

Primary Challenges to Implementing PMs

Limited:

Time

Money

Staff

Performance Measurement Process

Considerations in Selecting/Defining a PM

- Connection to Agency Goals
- Data Source
- Defining a Specific Measure
- Frequency of Reporting or Assessing a PM
- Reporting Method
- Responsibility to Monitor

Key Takeaway

Measuring something just for the sake of measuring it should not be a basis for selecting the measure.

Considerations in Defining a PM

Connection to Agency Goals

- Does the PM support the Agency:
  - Mission
  - Vision
  - Goals
  - Objectives

Considerations in Defining a PM

Data Source

- Where will the data come from to support the PM?
  - Internal Agency Sources (already collected or new)
  - Internal DOT Sources
  - Internal State Sources
  - External Sources
    - FAA, Airports, Others
- Does it already exist, or must it be collected?

Considerations in Defining a PM

Defining a Specific Measure

- Classifications or categories
  - NPIAS Airports vs Entire System
  - GA vs Commercial
  - State Categories/Roles
  - Other
- Targets
  - Whole system
  - Individual airport/department, etc.
  - Specific type of item
  - Etc.

Example of Targets for Instrument Approach Procedure (IAP) PM

Variations of a target for IAPs:

- Total number of IAPs in state;
- Average number of IAPs per airport across the system;
- An average of one IAP per runway end;
- At least one IAP per system airport;
- At least one IAP per runway end;
- A specific type of IAP based on the airport's system classification; and
- Specific cloud ceiling and visibility minimums based on the airport's system classification.

Considerations in Defining a PM

Frequency of Reporting or Assessing a PM

- Annually
- Quarterly
- Monthly
- Weekly
- Other

Considerations in Defining a PM

Reporting Method

- Consider who needs/wants/uses the information
  - Internal staff
  - Legislature
  - General public
- How it will be disseminated
  - Weekly/monthly staff meetings
  - Annual reports (internal and external)
  - Briefings

Considerations in Defining a PM

Responsibility to Monitor

- Define "who" on broad level
  - Individuals
  - Departments
  - Agency
- Define specific POC if appropriate

Functional Areas/Sub-Topics

- Functional Areas
  - Airport Related
  - Funding Related
  - Project Related
  - Flight Department & Drone Related
  - Education Related
  - Return on Investment & Economic Impact Related
- Subtopics
  - May align with system planning PMs

Airport Related PMs

Inspections
- FAA 5010 Airport Inspections
- FAA 5010 Corrective Actions
- Staffing Concerns for State Airport Inspections
- State Airport Operating Certificates

Plans
- Airport Business Plans
- Airport Emergency Response Plans
- Airport Layout Plans
- Airport Marketing Plans
- Airport Master Plans
- Airport Minimum Standards
- Airport Rules and Regulations
- Airport Security Plans
- DOT Transportation Plans
- Snow Removal Plans
- Statewide System Planning
- Wildlife Hazard Management Plans

Operations
- Aircraft Fuel Options
- Annual Aircraft Operations
- Back-up Generators for Airfield Movement Area Surfaces
- Clear Approaches
- Collection of Traffic Counts
- Emergency Disaster Relief
- Precision and Non-Precision Approaches
- Weather Reporting Capabilities

Tall Structures and Zoning
- Height Zoning
- Land Use Zoning
- Method of Zoning
- Permits Received

Airport Security
- Perimeter Fencing
- U.S. Customs and Border Protection
- Wildlife Fencing

Airport Pavement Condition
- Annual Maintenance
- Benchmark
- PCI Studies

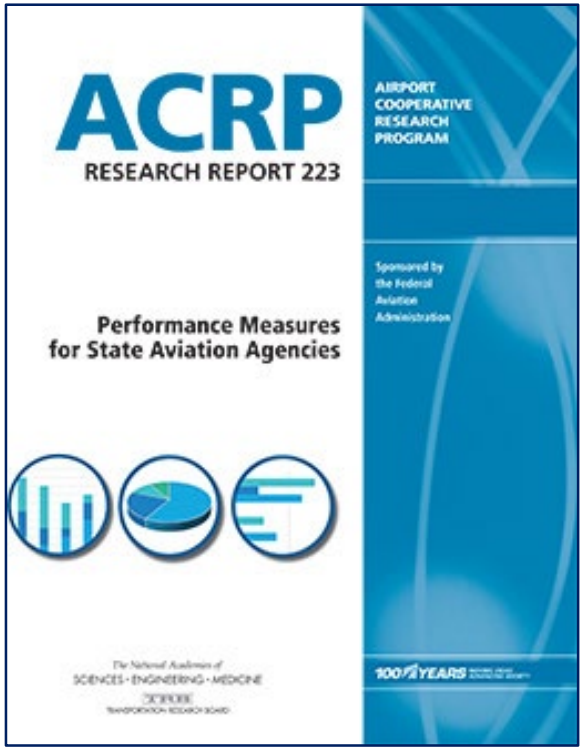
Enplanements/Cargo
- Passenger Enplanements
- Cargo Tonnage

Air Service
- Air Service Development
- Effectiveness of Funds

Final Takeaways

- Align the PMs with the Agency mission, vision, and goals
- Remember – there are no “right” or “wrong” measures
- Develop a cycle
- DO something with the results
- DON’T measure just to measure

FOR ADDITIONAL INFORMATION



Stephanie Ward, AICP

Mead & Hunt

Stephanie.ward@meadhunt.com

517-908-3221

ACRP Research Report 223

Performance Measures for State Aviation Agencies

Bobby L. Walston, P.E.
Director, NCDOT Division of Aviation

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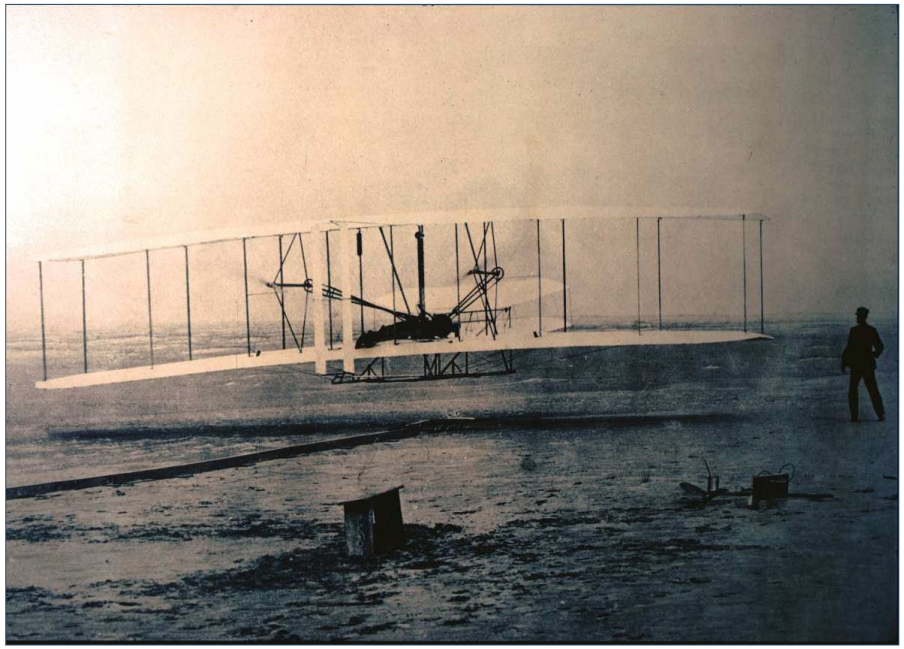
Topics for Today

- NCDOT Aviation
- Five-year Strategic Plan
- Annual Work Planning & Performance Metrics
- Tracking and Reporting

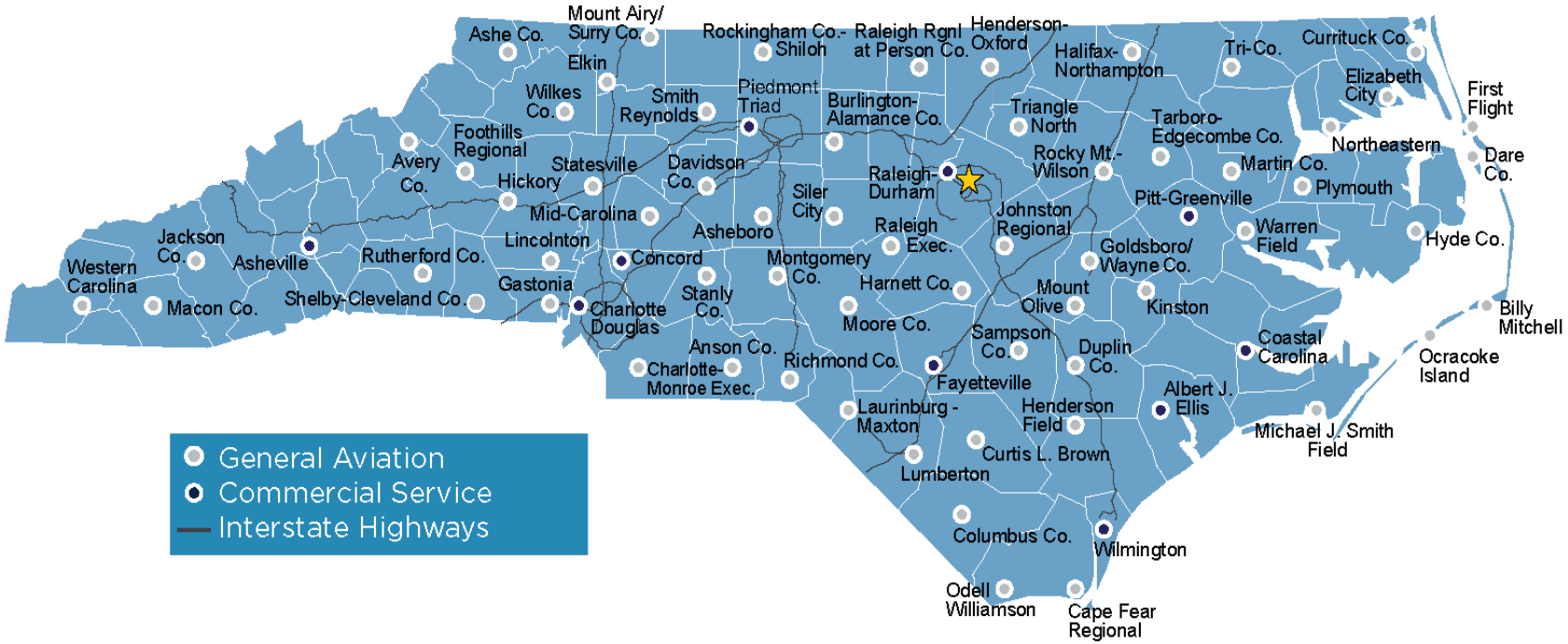
North Carolina: *First in Flight*



December 17, 1903

January 7, 2020

North Carolina's Public Use Airports



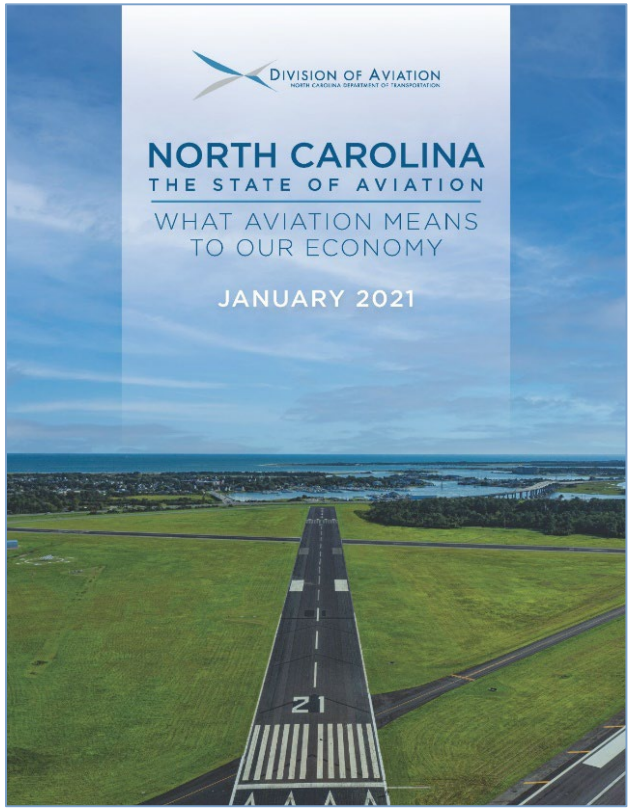
72 Airports | 10 Commercial Service | 62 General Aviation

94% of N.C. population within 30-minute drive of a public airport

98% of NCDOT Aviation budget goes to airport grants, maintenance, technical assistance

$61 Billion N.C. Public Airports Impact

10% of North Carolina's GDP



NCDOT Division of Aviation

Mission & Core Functions

Mission

Promote the economic well-being of North Carolina by developing a safe and robust air transportation system

Airport Development Grants & Technical Assistance

Unmanned Aircraft Systems Integration

Education & Professional Development

Aviation Business Development

State Agency Flight Services

Five-year Strategic Plan launched 2020

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NCDOT Aviation Five-Year Goals

Strategic Goals FY 2020-2024

GOAL 1 Lead in innovation.

GOAL 2 Engage and connect stakeholders.

GOAL 3 Advance North Carolina's aviation infrastructure.

GOAL 4 Grow North Carolina's economy.

GOAL 5 Create a highly effective Division of Aviation.

Published plan affirms importance for staff

Each new employee is briefed on the plan and given a hard copy

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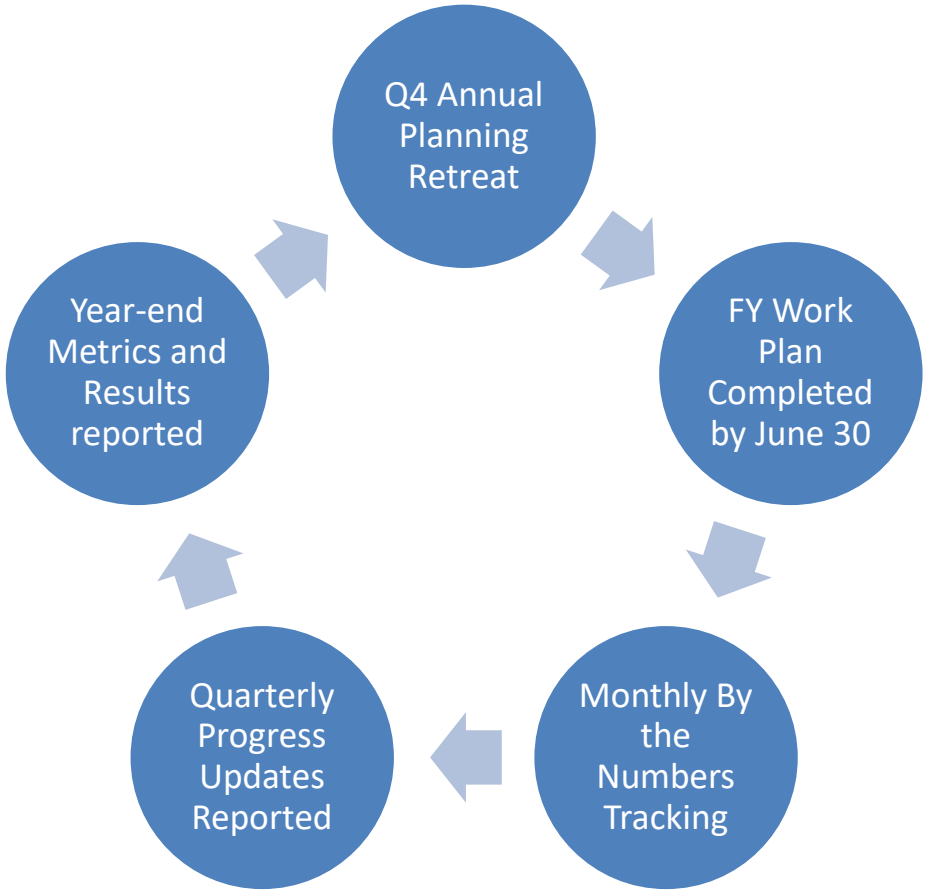
Annual work planning, tracking and reporting cycle keeps the plan front and center



Sample Annual FY Work Plan Action Items

Tasks	Lead	Others Required	Start Date	Due Date	Deliverable	Notes	Quarterly Progress Report
1. LEAD IN INNOVATION. Drive research, development and integration of new technologies, infrastructure and best practices, and gain recognition for North Carolina's innovative aviation system, people and organizations.							
1a. Complete value-add innovations that advance air transportation.	Bobby	Innovation Leads	Q1	Q4	Inovations are identified below under the Goal they support		
1b. Complete research that supports innovation.	Bobby	Research Project Leads	Q1	Q4	Research projects are identified below under the Goal they support		
1c. Complete a schedule of activities that promote a culture of innovation.	Bobby		Q1	Q4	Completed activities	Launch Innovation Hours/Lunch 'n Learns) in FY 23	
1d. Provide leadership in targeted organizations and initiatives that shape	Bobby	Division staff	Q1	Q4	Leadership positions held by staff	Annually survey staff	
1e. Deliver presentations to internal and external groups that advance North Carolina's aviation initiatives and	Bobby	Division SMEs	Q1	Q4	Presentations delivered to targeted audiences		Tracked in By the Numbers
1f. Earn awards that publicize North Carolina aviation innovations.	Bobby		Q1	Q4	Targeted awards received		
1g. Secure earned and social media results that raise North Carolina aviation's profile with targeted stakeholders and promotesi support for Division activities.	Marcus		Q1	Q4	Comms plan and results		Tracked in By the Numbers
2. ENGAGE AND CONNECT STAKEHOLDERS. Build partnerships that strengthen North Carolina's air transportation system.							

Employee Performance Evaluation Metrics Align to Strategic/Work Plans

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Step 1: Each employee identifies 3-5 strategic goals to prioritize during the FY

Tasks
DOA Goal 1. LEAD IN INNOVATION. Drive research, dev
1a. C[illegible]value-add innovations that advance air trans[illegible]on.
1b. Complete research that supports innovation.
1c. Complete a schedule of activities that promote a culture of innovation.
1d. Provide leadership in targeted organizations and initiatives that shape aviation's future.
1e. Deliver presentations to internal and external groups that advance North Carolina's aviation initiatives and leadership.
1f. Earn awards that publicize North Carolina aviation innovations.
1g. Secure earned and social media results that raise North Carolina aviation's profile with targeted

DoA Goals and Descriptions:

- **DoA 1. Lead in innovation.** Drive research, development and integration of new technologies, infrastructure and best practices, and gain recognition for North Carolina's innovative aviation system, people and organizations.
- **DoA 2. Engage and connect with stakeholders.** Build partnerships that strengthen North Carolina's air transportation system.
- **DoA 3. Advance N.C.'s aviation infrastructure.** Lead visioning, planning, development and funding advocacy to build and maintain an integrated air transportation system that meets the state's needs.
- **DoA 4. Grow North Carolina's economy.** Extend the economic benefits and opportunities that aviation enables to every corner of the state.
- **DoA 5. Create a highly effective Division of Aviation.** Develop and maintain planning, talent and operational processes that enable organizational excellence.

Step 2: Each employee chooses 3-5 Work Plan tasks per goal that they lead or support

Tasks	Lead	Others Required
DOA Goal 2. ENGAGE AND CONNECT STAKEHOLDERS. B[illegible]d partnerships tha[illegible]trengthen [illegible]		
2a. Engage the airport community of airport staff and consultants through hosted quarterly meeting and NCAA convenings	[illegible]y	Ma[illegible]
2b. Create the legislatively mandated annual report for the Division for submission to the legislature by Oct. 1 each year.	Bobby	Managers
2c. Develop and implement the 2023 State of Aviation 2023 report and outreach launch.	Bobby	Amanda, ITRE, Mar Cyndy
2d. Attend airport project meetings and provide consultation as needed (average 2 meetings/year in addition to annual meeting with airports that have work under way)	APMs	
2e. Develop a plan for educating MPO/RPOs on aviation requirements for STIP	Wasan	APMs
2f. Hold annual planning meetings with all N.C. public airports.	APMs	

For example, on 2b:

- Director's task is to "Create the legislatively mandated annual report…"
- Each manager could have a task to "Contribute [unit] data to the legislatively mandated annual report…"
- Unit staff who contribute data for their unit could also use that task

Example VIP Goal and Tasks

Goal:

DoA 5: Create a highly effective Division of Aviation

Description: Develop and maintain planning, talent and operational processes that enable organizational excellence.

Tasks:

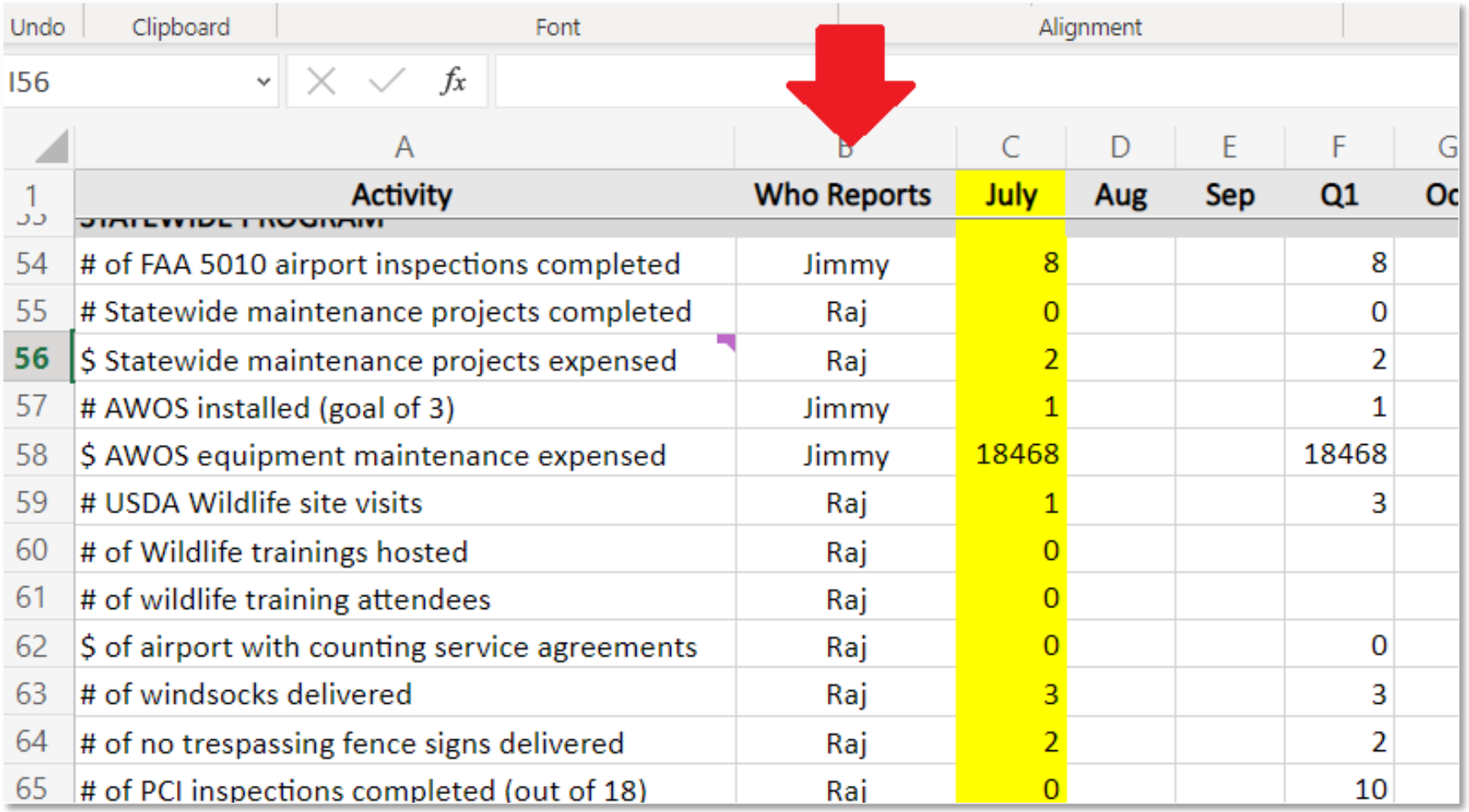
1. Participate in the annual work planning process to assess results of current year, brainstorm strategies for coming FY and participate in setting goals and metrics.
2. Annually complete my VIP according to the NCDOT schedule.
3. Annually advance tasks for which I am the lead or assigned to support

NCDOT automatically advances mandatory goals for staff and supervisors.

- DOT-mandated racial equity goal for all employees
- DOT-mandated management & supervision goals for supervisors
- Deputy Director-mandated goal for the Finance & Grants manager (Ensure fiscal accountability of the mode)

Tracking and Reporting

Step 1: Lead reports By the Numbers activities monthly for items they lead



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	A	B	C	D	E	F	G
1	Activity	Who Reports	July	Aug	Sep	Q1	Oc
54	# of FAA 5010 airport inspections completed	Jimmy	8			8	
55	# Statewide maintenance projects completed	Raj	0			0	
56	$ Statewide maintenance projects expensed	Raj	2			2	
57	# AWOS installed (goal of 3)	Jimmy	1			1	
58	$ AWOS equipment maintenance expensed	Jimmy	18468			18468	
59	# USDA Wildlife site visits	Raj	1			3	
60	# of Wildlife trainings hosted	Raj	0				
61	# of wildlife training attendees	Raj	0				
62	$ of airport with counting service agreements	Raj	0			0	
63	# of windsocks delivered	Raj	3			3	
64	# of no trespassing fence signs delivered	Raj	2			2	
65	# of PCI inspections completed (out of 18)	Raj	0			10	

BY THE NUMBERS

Airport Development Grant Projects

Task	FY 2022 Totals
Number of grants awarded	86
Value of grant agreements awarded	$94.7M
Number of claims approved	514
Value of claimed approved	$39.8M
Number of Airport Layout Plan/Master Plan forecast approvals	6
Number of Airport Layout Plans/Master Plans completed	1
Number of Independent Fee Estimates/Independent Fee Analyses completed	24
Number of annual airport meetings completed	17
Number of airport development meetings and consultations	114

BY THE NUMBERS

Statewide Program

Task	FY 2022 Totals
Number of 5010 airport inspections completed	25
Number of statewide maintenance projects completed	11
Value of statewide maintenance projects completed	$1.8M
Number of automated weather observing systems installed	3
Automated weather observing systems installation and maintenance costs	$1.2M
Number of wildlife site visits	9
Number of wildlife trainings hosted	5

BY THE NUMBERS

Aviation Business Development

Task	FY 2022 Totals
Number of airport consultations	382
Number of partner engagements	631
Number of airports assisted	38
Number of recruitment missions	3
Number of business recruitment leads generated	32
Number of new business development projects supported	37

BY THE NUMBERS

Manned Flight Operations

Task	FY 2022 Totals
Number of passenger flights (legs) flown	164
Number of passenger miles flown	41,260
Number of passengers flown	539
Number of photogrammetry flights	54
Number of photogrammetry lines flown	444
Percent passenger aircraft utilization target (200 hours/year) achieved	100%
Percent of photogrammetry utilization target (200 hours/year) achieved	62%

BY THE NUMBERS

Unmanned Flight Operations

Task	FY 2022 Totals
Number of UAS permits issued	3,053
Number of UAS consultations and training	41
Number of people attending consultations and training	303
Number of NCDOT missions flown by UAS missions	119
Number of non-NCDOT missions flown by UAS Program	18

BY THE NUMBERS

Training & Education

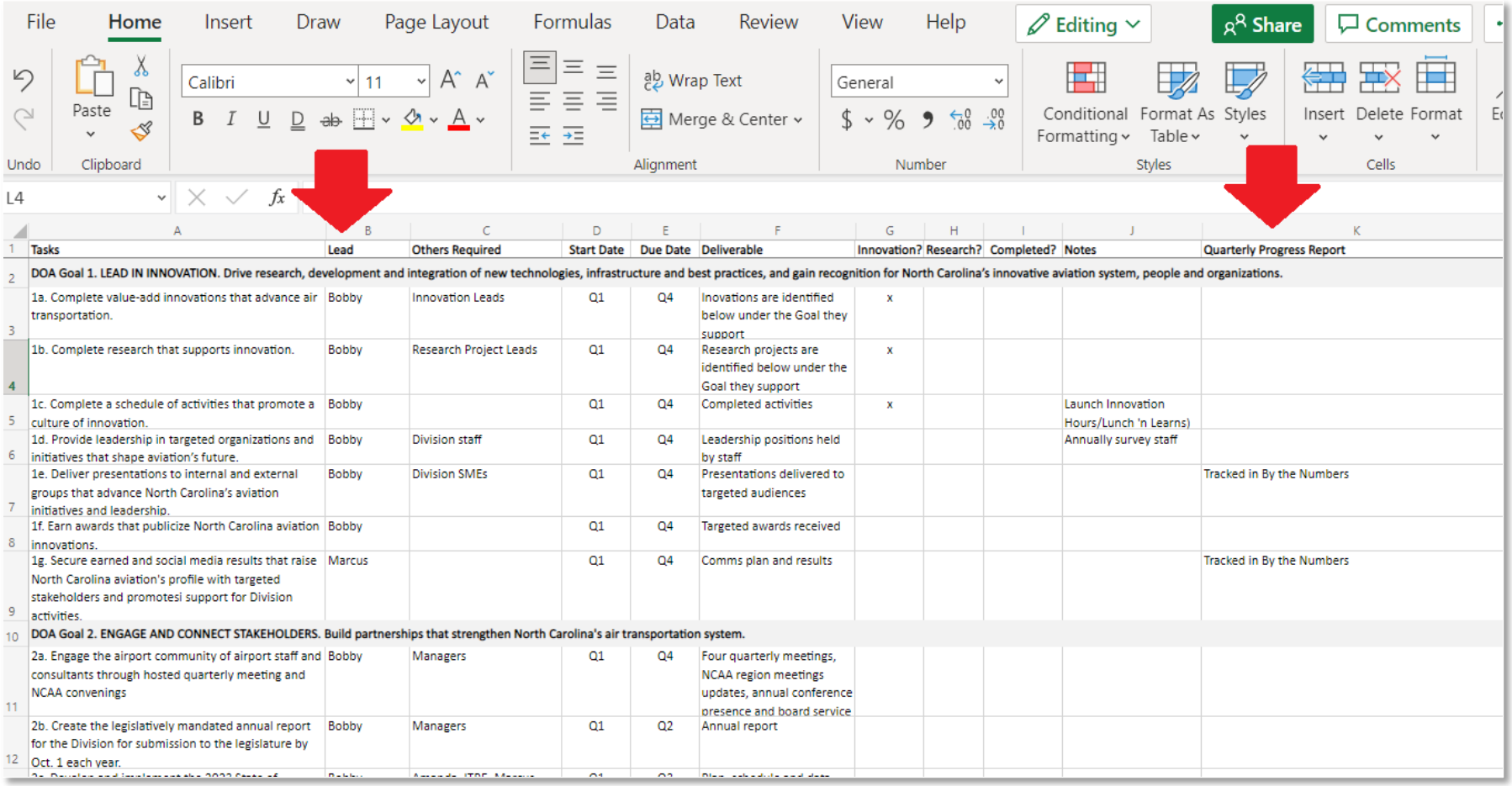
Program	Trainings	Participants
Airport Leadership and Management Program	4	182
Airport Wildlife Hazard Mitigation Training (FFY 2022)	5	38
State Capital and Infrastructure Fund Grantee Training	2	147
Unmanned Aircraft Systems Training	41	303
STEM education events	29	2,495
Aviation Career Education (ACE) Academies	1	30
Total	**82**	**3,195**

BY THE NUMBERS

Outreach & Engagement

Activity	FY 2022 Totals
Speaking engagements	61
People reached through speaking engagements	5,177
Social media posts	191
Social media impressions	283,275
News releases	16

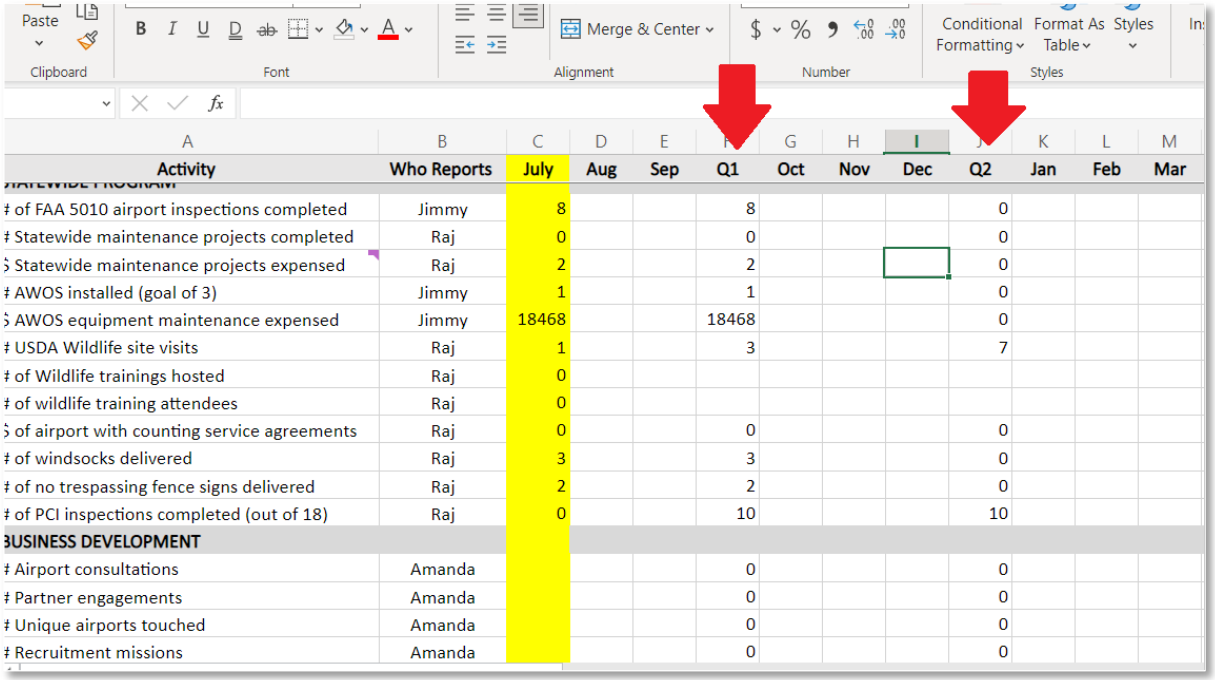
Step 2: Leads provide a brief progress report quarterly on the Work Plan tasks they lead



	Tasks	Lead	Others Required	Start Date	Due Date	Deliverable	Innovation?	Research?	Completed?	Notes	Quarterly Progress Report
2	**DOA Goal 1. LEAD IN INNOVATION. Drive research, development and integration of new technologies, infrastructure and best practices, and gain recognition for North Carolina's innovative aviation system, people and organizations.**										
3	1a. Complete value-add innovations that advance air transportation.	Bobby	Innovation Leads	Q1	Q4	Inovations are identified below under the Goal they support	x				
4	1b. Complete research that supports innovation.	Bobby	Research Project Leads	Q1	Q4	Research projects are identified below under the Goal they support	x				
5	1c. Complete a schedule of activities that promote a culture of innovation.	Bobby		Q1	Q4	Completed activities	x			Launch Innovation Hours/Lunch 'n Learns)	
6	1d. Provide leadership in targeted organizations and initiatives that shape aviation's future.	Bobby	Division staff	Q1	Q4	Leadership positions held by staff				Annually survey staff	
7	1e. Deliver presentations to internal and external groups that advance North Carolina's aviation initiatives and leadership.	Bobby	Division SMEs	Q1	Q4	Presentations delivered to targeted audiences					Tracked in By the Numbers
8	1f. Earn awards that publicize North Carolina aviation innovations.	Bobby		Q1	Q4	Targeted awards received					
9	1g. Secure earned and social media results that raise North Carolina aviation's profile with targeted stakeholders and promotesi support for Division activities.	Marcus		Q1	Q4	Comms plan and results					Tracked in By the Numbers
10	**DOA Goal 2. ENGAGE AND CONNECT STAKEHOLDERS. Build partnerships that strengthen North Carolina's air transportation system.**										
11	2a. Engage the airport community of airport staff and consultants through hosted quarterly meeting and NCAA convenings	Bobby	Managers	Q1	Q4	Four quarterly meetings, NCAA region meetings updates, annual conference presence and board service					
12	2b. Create the legislatively mandated annual report for the Division for submission to the legislature by Oct. 1 each year.	Bobby	Managers	Q1	Q2	Annual report					

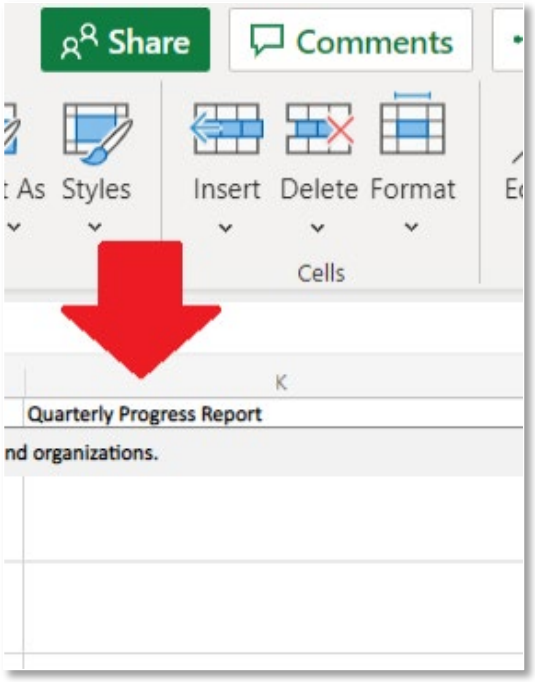
Step 3: Metrics and progress on Work Plan are reported to staff at quarterly and year-end staff meetings

Step 4: Staff use quarterly progress reports and By the Numbers data to complete mid-year and year-end self-evaluations.



Activity	Who Reports	July	Aug	Sep	Q1	Oct	Nov	Dec	Q2	Jan	Feb	Mar
# of FAA 5010 airport inspections completed	Jimmy	8			8				0			
# Statewide maintenance projects completed	Raj	0			0				0			
$ Statewide maintenance projects expensed	Raj	2			2				0			
# AWOS installed (goal of 3)	Jimmy	1			1				0			
$ AWOS equipment maintenance expensed	Jimmy	18468			18468				0			
# USDA Wildlife site visits	Raj	1			3				7			
# of Wildlife trainings hosted	Raj	0										
# of wildlife training attendees	Raj	0										
$ of airport with counting service agreements	Raj	0			0				0			
# of windsocks delivered	Raj	3			3				0			
# of no trespassing fence signs delivered	Raj	2			2				0			
# of PCI inspections completed (out of 18)	Raj	0			10				10			
BUSINESS DEVELOPMENT												
# Airport consultations	Amanda				0				0			
# Partner engagements	Amanda				0				0			
# Unique airports touched	Amanda				0				0			
# Recruitment missions	Amanda				0				0			

By the Numbers Activity Tracker



Work Plan Quarterly Progress Updates

Advice for replicating

- Involve your entire team in developing your goals and action steps
- Document your plan and make it accessible to new and existing staff
- Develop a predictable cycle for annual work planning, tracking and reporting that keeps the plan, progress and results front and center

North Carolina: *Forever First in Flight*

Performance Measures (PMs) and Performance Indicators (PIs)

Why have them?

- Evaluate the system's progress towards achieving the statewide goals and objectives
- Analyze existing system capabilities across facility, service, and administrative targets
- Supports identification of system gaps that can warrant statewide aviation investment

Performance Measures (PMs) and Performance Indicators (PIs)

Performance Measures (PMs)

- Measures existing system capabilities across facility, service, and administrative targets
- Actionable items that can be influenced through funding, policy change, or other actions

EXAMPLES:
Runway Specifications, Airfield Pavement Condition, NAVAIDs, Fuel Availability

Performance Indicators (PIs)

- Provides additional information of system capabilities and activities
- Indicators cannot be controlled or influenced with a specific action

EXAMPLES:
Population Access (proximity), Economic Impact, Based Aircraft, Available Services

TxDOT Aviation's Current Performance Measures

TxDOT Aviation has two performance measures:

- ✈ Percent of GA airport runways in good or excellent condition
- ✈ Number of grants approved for airports selected for financial assistance

So, we're starting from scratch!

Inventory

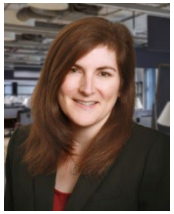
Establishing a baseline is important for:

- Benchmarking current system facilities and services
- Forecasting aviation activity statewide
- **Determining current system performance**
- Identifying statewide needs

TxDOT Aviation's Current Performance Measures

What is the story we want to tell?

- What is important to our state elected officials?
- What is important to the department?
- What is important to the Aviation Division?
- What is important to our airports?
- What is important to our partners, stakeholders, and customers?



Stephanie Ward; Mead & Hunt
Stephanie.Ward@meadhunt.com

Bobby Walston; North Carolina Department of Transportation
bwalston@ncdot.gov

Jim Halley; Texas Department of Transportation
James.Halley@txdot.gov

Regan Schnug; Kimley-Horn and Associates
Regan.Schnug@kimley-horn.com

Other Events for You:

October 19, 2022

Webinar: Enhancing Academic Programs to Prepare Future Airport Industry Professionals

November 8, 2022

Webinar: Legal Issues of Data Collection at Airports

https://www.nationalacademies.org/trb/events

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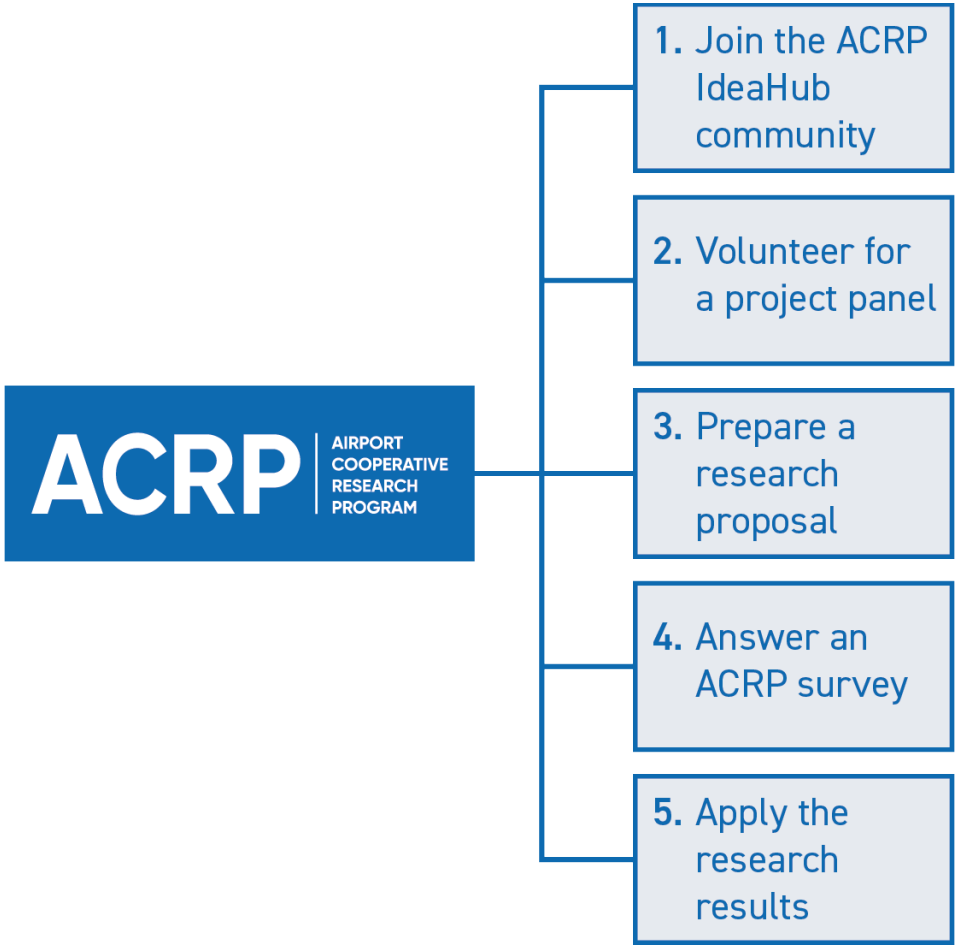

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