

An aerial photograph of an airport is shown, with a large blue rectangular overlay on the right side. The overlay contains the title and date of the event. The background shows the airport's runways, taxiways, and surrounding infrastructure.

# Airport Arts Program Management

February 27, 2025  
11:00 a.m. to 12:30 p.m. EST

# Today's Learning Objectives

- 1. Describe management methods that airports and their arts program administrators use to implement, operate, and manage their programs**
- 2. Identify case examples from all airport sizes with various program geographic locations, budgets, and funding structures**
- 3. Discuss how the culture of the airport and its governance structure impact the diversity and selection of the artwork**

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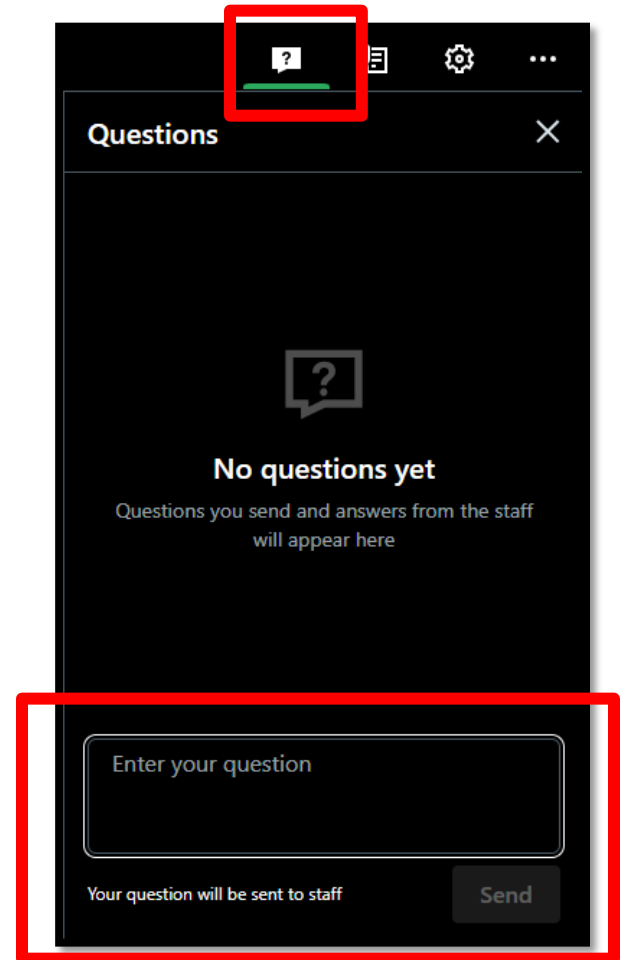
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# Questions and Answers

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

**#TRBwebinar**



# Guy Bruggeman

## City of Dallas

- Public Art Conservation and Collection Manager in the Office of Arts and Culture Department
- 10 years experience at the City of Dallas
- Mass Communication degree from North Dakota State University
- Master's Degree in Museum Education from the University of North Texas.



# Today's Presenters

## MELISSA NEMON, Ph.D., PI

- Owner / Founder, Nemon Consulting LLC
- Ph.D. in Community Economic Development, including the use of art for social and economic development
- Worked landside & airside at GNV, MCO, PVD & MHT



## HOLLI KREINBRING, Co-Researcher

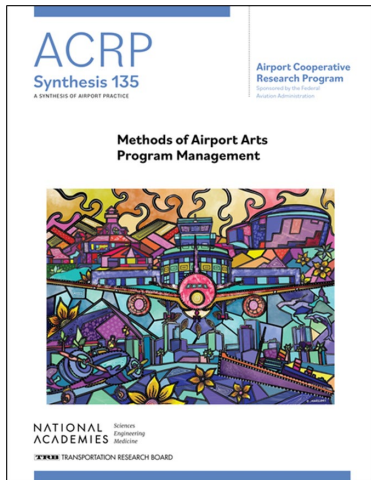
- Research & Project Management, Nemon Consulting LLC
- Subject matter expertise in program management, leadership, and assessment
- Worked landside in airline industry



# ACRP Synthesis 135

## Methods of Airport Arts Program Management

Melissa Nemon, Ph.D.  
Holli Kreinbring, MSML  
*Nemon Consulting LLC*





# ACRP Synthesis Oversight Panel

**Guy Bruggeman**, City of Dallas Love Field, Dallas, TX

**Peter Carbonaro**, Port Authority of New York and New Jersey, Oceanside, NY

**Colleen Fanning**, Fanning Art Advisory, Denver, CO

**Gary Martelli**, City of Phoenix Aviation Department, Scottsdale, AZ

**Kevin Nuechterlein**, Mead & Hunt, Inc., Seattle, WA

**Theresa Yoffie**, St. Louis Lambert International Airport, St. Louis, MO



# Research Problem

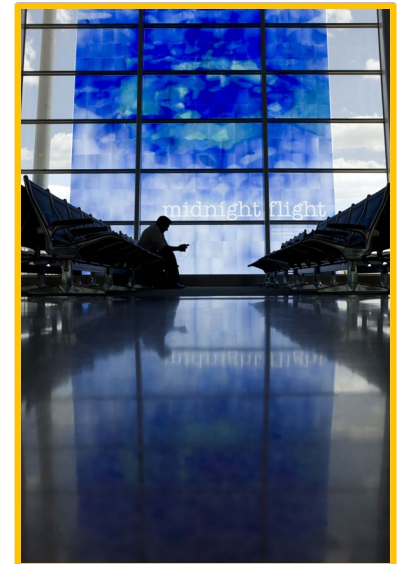
The objective of this synthesis was to describe management methods that airports and their arts program administrators use to implement, operate, and manage their programs.



# Research Approach

In order to outline the management methods employed by airport arts programs, this research took a mixed methods approach:

- Literature Review
- Used FAA Data from FY 2022 (most complete)
- Surveying of airports
- Interviews with selected airports for case examples



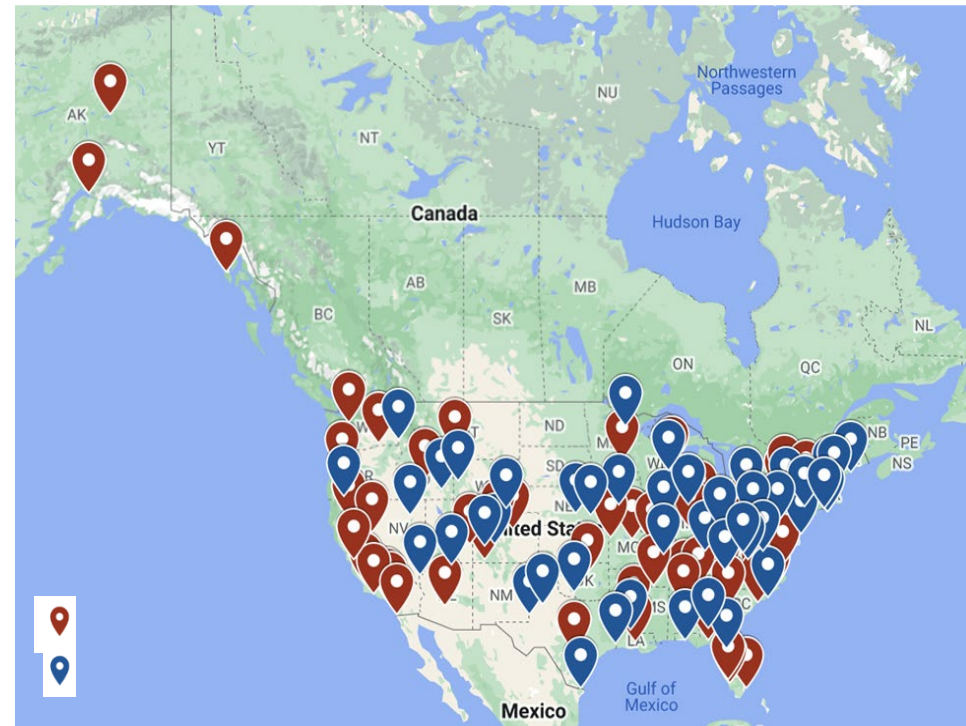
# Which Airports

Using the FAA FY2022 Data, we identified 383 commercial airports in the US with a minimum of 10,000 enplanements.

All 383 were contacted by email to participate in a survey (phone follow-up)

189 airport responded (49.3%); 46 did not have an arts program

All of the remaining 143 airport received the survey, 61 completed





# Representativeness

## Out of the 55 airports that responded:

- 8 were large hubs (14.5%)
- 13 were medium hubs (23.6%)
- 14 were small hubs (25.5%)
- 20 were non-hubs (36.4%)

## Age of art programs (n=54, with 1 no answer):

- 3 in planning phase (5.6%)
- 9 just started up to 2 years (16.7%)
- 12 program is 3 to 5 years (22.2%)
- 5 program is 6 to 10 years (9.3%)
- 25 program is more than 10 years (46.3%)

# Key Findings

## LIT REVIEW:

Limited information specific to the management of airport art programs.

## SURVEY & FOCUS GROUP ANALYSIS – KEY FINDINGS:

- Understanding the placement of the arts program within the airport's operational structure is important for effective management.
- The effectiveness of arts program management hinges on establishing a clear decision-making structure.
- Establishing and maintaining effective policies and procedures can be valuable to the success of arts program management.

# Key Findings - Continued

## SURVEY & FOCUS GROUP ANALYSIS – KEY FINDINGS:

- Understanding the various fiscal sources for the arts program, particularly for those lacking dedicated budget lines or with budgetary restrictions, can be beneficial to arts managers.
- Art managers have an opportunity to curate artworks that represent their local regions and populations.
- Managing an airport arts program requires flexibility to accommodate the dynamic nature of airport environments and the ever-evolving art world.





# Key Themes

## Drivers to Goal Attainment

Curating a high-quality art collection that aligns with the airport's identity and values.

Engaging the community and stakeholders in meaningful ways that foster buy-in and support.

Collaborating with internal departments and operations to gain efficiencies and ensure there is cross-operational understanding.

## Challenges

Maintaining alignment and momentum during times of change in leadership, facility improvements, funding sources, and/or external factors.

Lack of standalone strategic or master plan specific to the program.

Ability to measure airport art program impact.

# ACTION: Curate High Quality Program

Curating a high-quality art collection that aligns with the airport's identity and values.

- Stated mission
- Established policies and procedures
- Works with city Office of Art & Culture
- Working to be museum accredited

## PHOENIX SKY HARBOR INTERNATIONAL AIRPORT (PHX)

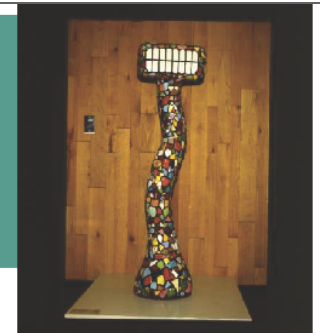
*Museum-Level Program that Started with a Dental Poster*

Website: <https://www.skyharbor.com/at-the-airport/amenities/airport-museum/>

### KEY TAKEAWAY

**With humble beginnings over 35 years ago, PHX helped to pioneer airport arts programs and today exists as a standard for museum-level excellence.**

The arts program at PHX started with a simple phone call. One day in 1988, PHX was asked if they would be willing to display some children's posters on dental sealants. The person who was assigned to work on this project, who became the first director of the Airport Museum, curated some additional historical and contemporary art on teeth and dentistry, and eventually named the full exhibit, "Dental Impressions." These efforts paid off and the exhibit attracted quite a bit of media attention, which in turn led the airport executives to start incorporating spaces for exhibitions and arts. From this humble start the arts program was born. Today, the PHX art program is known as the Phoenix Airport Museum and is working through the process to become accredited. They boast a team of five people with museum backgrounds who assist in the curation, installation, and maintaining of art, and the current administrator bears the title Phoenix Airport Museum Director and has a robust background in museums and public art. The program also makes efforts to be a museum that is accessible to the local public, with 90% of their artwork available pre-security.



**Photo 14.** Ron Gasowski. *Him*. From the exhibition titled, *Dental Impressions*, 1988, ceramic mosaic, 67x18x15.5", Terminal 4, International Walkway, Phoenix Sky Harbor International Airport (PHX).

### QUICK FACTS

- **Large Hub (21.8 million enplanements in 2022)**
- **Age of Arts Program: more than 10 years old**
- **Types of art: temporary and permanent**
- **Annual budget: \$138,000 (exhibition, development & art maintenance)**
- **Value of art collection: \$26.5 million**

# ACTION: Engage Community Meaningfully

Engaging the community and stakeholders in meaningful ways that foster buy-in and support.

- One city-appointed group
- Technical group (engineers, architects, designers, etc.) who assess feasibility, budget, maintenance concerns
- Public Art Committee (at least 3 community members, 1 artist, 1 arts and cultural professional, 1 city member, 1 voting member of the airport)

## DENVER INTERNATIONAL AIRPORT (DEN)

*Making Moves Towards Greater Inclusion*

Website: <https://www.flydenver.com/at-the-airport/art/>

### KEY TAKEAWAY

**Public Art Selection Panel aims to have a majority (51%) of their members from BIPOC and historically marginalized communities.**

The City and County of Denver is making efforts to increase diversity among not just artists, but also those who make the decisions about art. To ensure representation, each public art selection panelist completes a survey to capture demographic metrics. As a result, the city and the airport arts program specifically are making purposeful steps to promote equity in shaping public spaces. Diverse community members play a meaningful role in art selection committees and inclusive representation ensures that the chosen artworks reflect the diverse cultures, histories, and identities within the community, fostering a sense of belonging and representation for all residents. Additionally, diverse committee members offer varied insights into the potential impact of art on different demographics, helping to ensure that public art projects resonate with and engage a broad audience.



Photo 10. Steve Gardner, *Beacon*, 2017. Aluminum, fused glass, 55 ft x74 in. Fire Station 35, Denver International Airport (DEN).

### QUICK FACTS

- **Large Hub (33.7 million enplanements in 2022)**
- **Age of Arts Program: more than 10 years old**
- **Types of art: temporary and permanent**
- **Annual budget: fluctuates year to year**
- **Value of art collection: \$11.5 million**

# ACTION: Collaboration

Collaborating with internal departments and operations to gain efficiencies and ensure there is cross-operational understanding.

- The arts program works closely with all facets of airport staff, from frontline workers to the CEO.
- By reaching out to other departments, the arts team can minimize redundancies and streamline processes along with sharing knowledge.

## PITTSBURGH INTERNATIONAL AIRPORT (PIT)

*Building Trust, Cross-Departmental Involvement & Creative Culture*

Website: <https://flypittsburgh.com/pittsburgh-international-airport/terminal-information/programs/art-culture/>

### KEY TAKEAWAY

**Building trust through cross-departmental involvement makes for an expansive, creative and innovative program.**

As a department with one full-time manager and a part-time contractor, the arts program at PIT understands the importance of collaboration. The arts program works closely with all facets of airport staff, from the frontline workers to the CEO, in order to accomplish its sizeable goals. PIT hosts a complex multimedia arts rotation which requires interdepartmental support and expertise. By making conscious efforts to reach out to other departments, the arts team can minimize redundancies and streamline processes along with sharing knowledge. As a result, PIT is finding ways to build a sense of collective ownership in the arts program and at the same time, creating a platform for long-term sustainability.



**Photo 15.** Korey Edmonson (Artist in Residence), *Feeling Good* (portraits of airport staff collection), 2023. Pittsburgh International Airport (PIT).

### QUICK FACTS

- **Medium Hub (3.9 million enplanements in 2022)**
- **Age of Arts Program: more than 10 years old**
- **Types of art: temporary, permanent, and performances**
- **Annual budget: \$300,000**
- **Value of art collection: \$20 million**

# ACTION: Maintain / Improve Alignment

Maintaining alignment and momentum during times of change in leadership, facility improvements, funding sources, and/or external factors.

- Changing city administration and partnerships provide an opportunity to rebuild the governance and management of the arts program.
- Use opportunities of administrative change to strengthen your program and align more closely to airport.

## LOS ANGELES INTERNATIONAL AIRPORT (LAX)

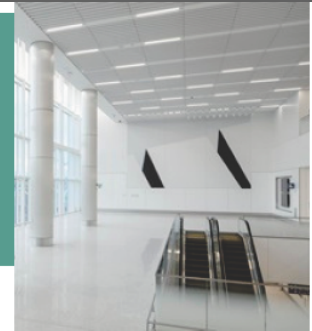
*Rebuilding from Re-Alignment*

Website: <https://www.lawa.org/art-program>

### KEY TAKEAWAY

**Changing city administration partnerships provide an opportunity to rebuild the governance and management of the arts program.**

For most of its life, Los Angeles World Airports' (LAWA) LAX Art Program was partnered with the Department of Cultural Affairs (DCA), both departments within the City of Los Angeles. However, due to staffing issues and shifting priorities, DCA determined it was no longer able to provide services to the LAX Art Program. At a time when some programs might feel shaken by such a change, the LAX Art Program viewed this as an opportunity to become self-reliant and align itself within LAWA's parameters. With a focus on reestablishing administrative and management roles alongside the development of new or revised processes and procedures, the program team has shifted to three full-time employees and two contractors who now manage all of the permanent public art, rotating exhibitions, and performances within the fifth largest airport in the US and the sixth largest airport in the world.



**Photo 12.** Topher Chin, *Opening*, 2021. Acrylic, 22 ft x 36 ft. Terminal 1, Level 3, Pre-Security, Los Angeles International Airport (LAX).

### QUICK FACTS

- **Large Hub (32.3 million enplanements in 2022)**
- **Age of Arts Program: more than 10 years old**
- **Types of art: temporary, permanent, and performances**
- **Annual budget: \$2 million**
- **Value of art collection: unreported**

# ACTION: Master / Strategic Plan

Lack of standalone strategic or master plan specific to the program.

- Quite a few program lack a standalone master plan or strategic plan.
- Many others are not mentioned in the airport's master or strategic plans.
- Be sure you have a stated mission and if possible, get into the airport's master plan. This will provide credibility, stability, and purpose.

## RENO-TAHOE INTERNATIONAL AIRPORT (RNO)

*An Independent Oasis in the Wild West*

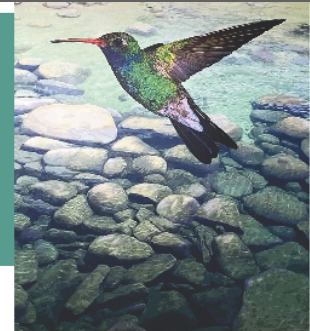
Website: <https://www.renoairport.com/arts/about/>

### KEY TAKEAWAY

**Being an independent airport authority has led to creative thinking about showcasing a contemporary counterculture ritual.**

One of the biggest draws into the RNO airport is Burning Man, a nine-day celebration of art and self-expression held in Black Rock City, NV. With such an influential event in the airport's backyard, the airport regularly features a rotation of art featuring Burning Man.

Their collective approach to showcasing content suitable for an airport audience allows for the authenticity of works to still occur, especially around topics like Burning Man.



**Photo 16.** Dixie Friend Gay, *Repeated Refrains* (close-up segment), 2024. Mixed media, 7 ft x 450 ft. Ticketing Hall, Reno-Tahoe International Airport (RNO).

### QUICK FACTS

- **Medium Hub (2.1 million enplanements in 2022)**
- **Age of Arts Program: more than 10 years old**
- **Types of art: temporary and 1% public art initiative**
- **Annual budget: unreported**
- **Value of art collection: unreported**

# ACTION: Measuring Impact

## Ability to measure airport art program impact.

- Set goals / outcomes for your program. IND has four main goals for the arts program: 1) surprise and delight travelers; 2) create a sense of place; 3) support the local creative economy; and 4) serve as wayfinding.
- Define specific datapoints and work with others to measure potential impact.
- Impact is about justification.

### INDIANAPOLIS INTERNATIONAL AIRPORT (IND)

#### Taking Steps to Measure Engagement

Website: <https://www.ind.com/community/arts-program>

#### KEY TAKEAWAY

**While aiming to surprise and delight travelers, IND is finding a path for measuring impact.**

Most arts programs have key objectives for their work and IND is no different. IND has four main goals for the arts program: 1) surprise and delight travelers; 2) create a sense of place; 3) support the local creative economy; and 4) serve as wayfinding. Currently they track various datapoints such as the diversity of their artwork and the percentage of work that is local, but measuring outcomes can be more comprehensive and as a result, more challenging.

IND has taken some first steps into outcomes measurement by using proxy measures from general airport surveys to help measure sense of place, and they are working on additional ways to collect data across multiple settings. As IND continues to grow the arts programs, they are looking for ways to measure their impact which will help support maintaining and sustaining the program for a long time.



Photo TL Martin Donlin, *The Indiana Windows*, 2007. Stained glass. Concourse A, Gate A14, Indianapolis International Airport (IND).

#### QUICK FACTS

- **Medium Hub (4.2 million enplanements in 2022)**
- **Age of Arts Program: more than 10 years old**
- **Types of art: temporary and permanent**
- **Annual budget: \$100,000**
- **Value of art collection: \$4.1 million**

# Case Example Themes

- **DEN: Making Moves Towards Greater Inclusion**
- **IND: Taking Steps to Measure Engagement**
- **LAX: Rebuilding from Alignment**
- **OAJ: A Small Program with Strong Community Ties**
- **PHX: Museum-Level Program that Started with a Dental Poster**
- **PIT: Building Trust, Cross-Departmental Involvement & Creative Culture**
- **RNO: An Independent Oasis in the Wild West**



# Case Examples

## DENVER INTERNATIONAL AIRPORT (DEN)

### Making Moves Towards Greater Inclusion

Website: <https://www.flydenver.com/at-the-airport/art/>

#### KEY TAKEAWAY

**Public Art Selection Panel aims to have a majority (51%) of their members from BIPOC and historically marginalized communities.**

The City and County of Denver is making efforts to increase diversity among not just artists, but also those who make the decisions about art. To ensure representation, each public art selection panelist completes a survey to capture demographic metrics. As a result, the city and the airport arts program specifically are making purposeful steps to promote equity in shaping public spaces. Diverse community members play a meaningful role in art selection committees and inclusive representation ensures that the chosen artworks reflect the diverse cultures, histories, and identities within the community, fostering a sense of belonging and representation for all residents. Additionally, diverse committee members offer varied insights into the potential impact of art on different demographics, helping to ensure that public art projects resonate with and engage a broad audience.



**Photo 10.** Steve Gardner, *Beacon*, 2017. Aluminum, fused glass, 55 ft x74 in. Fire Station 35, Denver International Airport (DEN).

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- **Value of art collection: \$11.5 million**

## DENVER INTERNATIONAL AIRPORT (DEN)

#### FUNDING

The DEN arts program is funded through a mix of:

- Capital development funds (1% appropriation from city Capital Improvement Projects equal to or greater than \$1 million known as 7% For Art Ordinance) (for new permanent public artworks)
- Passenger & facility fees; Airport tenant rents and fees (for maintenance and temporary exhibitions)

#### GOVERNANCE

##### City & County Employees

The Public Art Program at DEN is connected to the City and County of Denver. The governing bodies include the Mayor's Office, Denver City Agencies, Denver Arts & Venues, Denver Commission on Cultural Affairs, Public Art Committee, Public Art Program Committee, Public Art Selection Panel, and Denver City Council. The Public Art Program Manager & Exhibitions Curator manages the arts programs.

#### POLICIES & PROCEDURES

The DEN arts program has:

- A stated mission
- A standalone Master Plan (publicly available)
- Publicly posted City and County of Denver Public Art Policy with guidance on topics such as art selection, collection management, maintenance, conservation, and deaccession
- Guiding documents for the program's boards, committees and panels

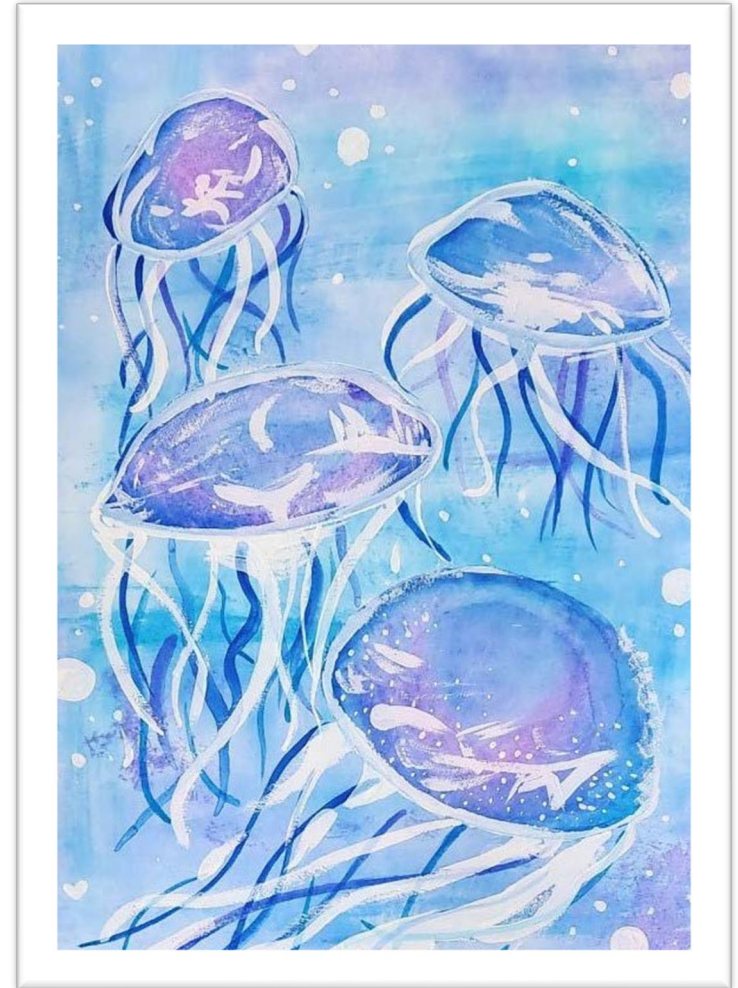
#### ART SELECTION & DECISION MAKING

DEN uses several different committees to guide the public art selection process including a city-appointed group of civic and creative local leaders (Denver Commission on Cultural Affairs); a group of engineers, architects, designers, conservators, and artists who assess feasibility, budget, and maintenance concerns (Public Art Committee); and an individual Public Art Selection Panel made up of a minimum of three community members, one artist, one arts and cultural professional, one city council member, and one voting member of the airport (which cannot come from the arts program). The airport Public Art Program Manager administers the committee but cannot vote in the art selection process. The average time from the start of the process to artwork selection is about six to eight months.

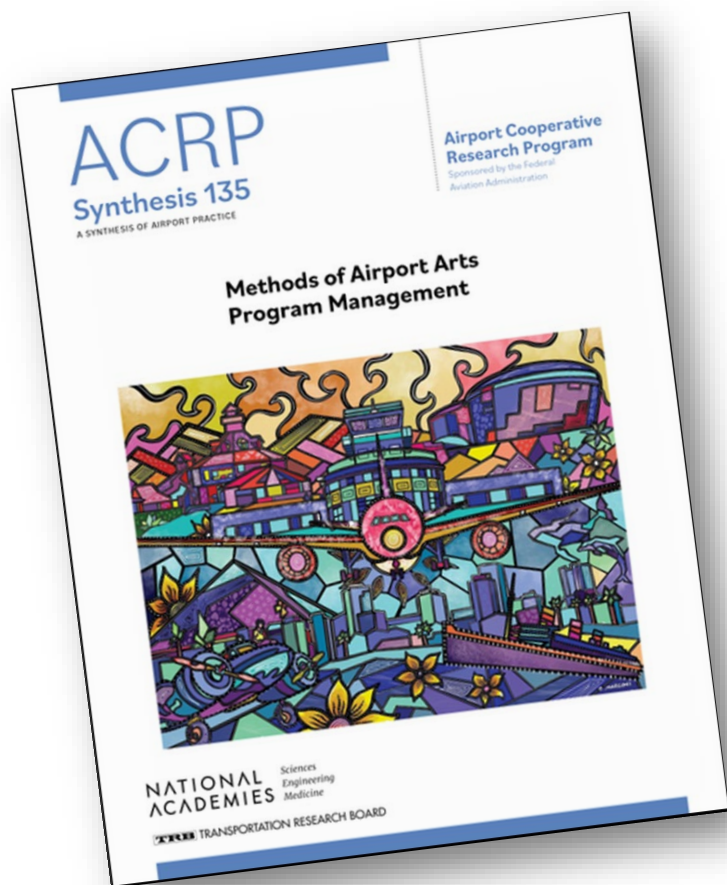
# Engage with ACRP!

One key thing you can do to with research like this is to engage with ACRP:

- Suggest research (such as how to measure impact)
- Sit on a review panel
- Work with researchers on current topics



# FOR ADDITIONAL INFORMATION



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City of Dallas

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**April 30 – May 1, 2025**

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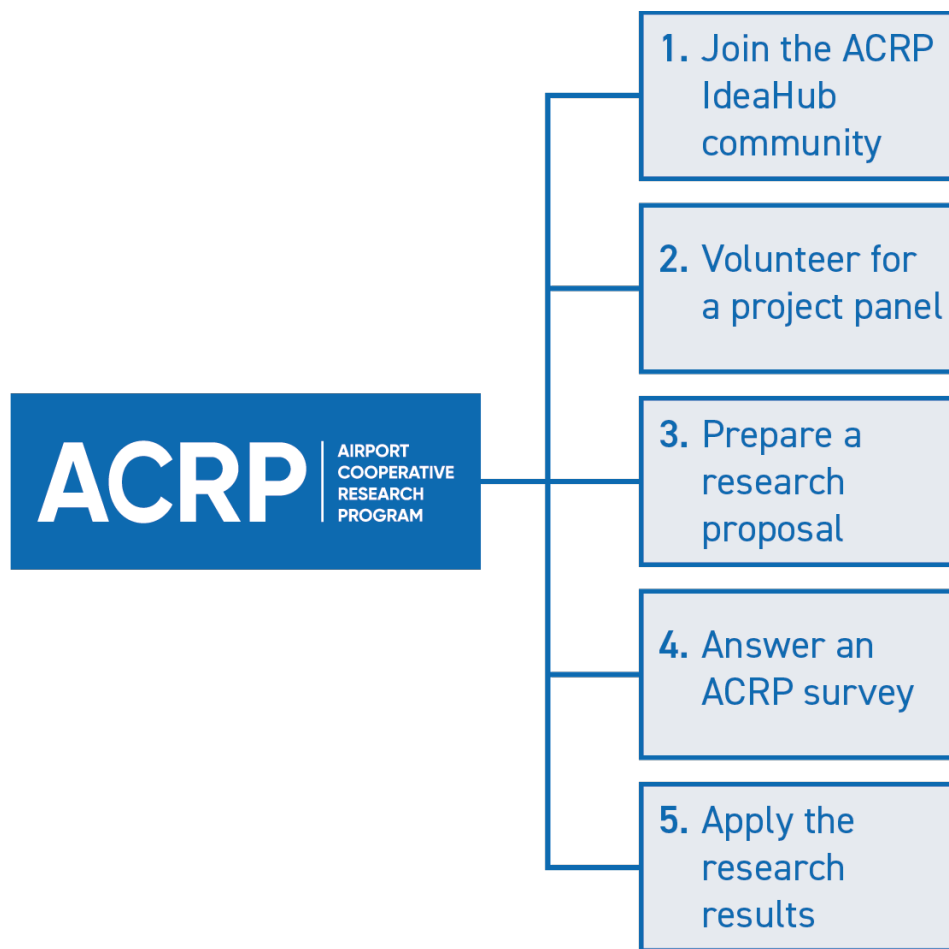
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