

Building an Asset Management Framework at Cincinnati/Northern Kentucky International Airport

Finding the Right Approach

From runways, terminals, and parking garages, to bridges, roofs, check-in desks, and more, airports face the daunting challenge of managing assets and infrastructure over time—often with limited resources and funding. This is a challenge that the Cincinnati/Northern Kentucky International Airport (CVG) knows all too well. With an estimated 5.4 million square feet of passenger and support facilities, CVG has no shortage of assets. But until recently, it had no plan in place to manage them, which was a major problem for the eighth largest cargo airport by tonnage in North America.

Aaron Davis joined CVG in July 2017 as director of asset management, and his top priority became establishing a comprehensive asset management program at the airport. His first order of business was to transition CVG from using a reactive maintenance approach to a proactive one. For Davis, who is also an ACRP Ambassador, ACRP

Report 69: Asset and Infrastructure Management for Airports—Primer and Guidebook has been a vital tool in this ongoing process.

Understanding and Implementing Asset Management

The goal of *ACRP Report 69* is to help airports establish programs to manage assets in all operational areas. The report provides valuable information about program implementation, practices and techniques, costs and benefits, real-life examples, and longer-term planning. The first part of *ACRP Report 69*—the primer—targets airport executives and provides a

foundation for initiating and building a successful program. More specifically, it explains how to holistically develop an asset management policy as well as asset management strategies, objectives, and plans to achieve the airport's overall strategic goals.

The second part of the report—the guidebook—provides a roadmap for airport managers, planners, designers, developers, and operators on how to assess and improve their asset management initiatives. It also explains how to develop and implement asset management plans, providing informative case studies from successful programs across the country.



Above: Jet at CVG terminal gate (Source: Aaron Davis).

Drawing on Past Success

This is not the first time Davis used *ACRP Report 69*. As the former airport planning manager at the Hartsfield-Jackson Atlanta International Airport (ATL), Davis—who came to ATL from a transit management background—first used the report to quickly familiarize himself with airport jargon and learn how to apply his prior transit expertise to aviation. After using *ACRP Report 69* as a learning tool, he put the report recommendations into action and established a systematic asset management framework at ATL.

This framework helped minimize the airport's lifecycle costs, particularly for passenger loading bridges. During Davis' tenure, ATL had to decide whether to maintain, refurbish, or completely replace 201 bridges. *ACRP Report 69* presents several maintenance strategies, which helped Davis and other airport officials develop key performance indicators before ultimately deciding to replace 86 bridges.

Building CVG's Asset Management Framework

His past success using *ACRP Report 69* encouraged Davis to apply the

report to develop and implement CVG's asset management efforts. Although Davis entered his current position with significantly more aviation industry experience than when he started at ATL, he still faced the daunting task of helping CVG create an asset management program from scratch and needed to employ every resource available.

CVG's program is a work in progress, but *ACRP Report 69* has been key to getting it off the ground. To start, Davis leaned heavily on the report as a guidance tool for obtaining senior leadership buy-in for the program. He emphasized that it has helped "convey what steps we need to take to establish an asset management program."

Once senior leadership approved the program, Davis and his team used the report to get up to speed on how to incorporate and directly correlate asset management with CVG's overall strategic plan. They continued to use *ACRP Report 69* to determine and evaluate the airport's assets, its required levels of service and expenses, and the best areas for investment. Ultimately, this information enabled CVG to establish a cost-effective funding strategy.

"ACRP Report 69 has helped us figure out the pieces of the puzzle as we developed our asset management plan framework."

— Aaron Davis, Director of Asset Management at Cincinnati/Northern Kentucky International Airport

Building an asset management program from scratch is challenging and time-consuming, but CVG remains confident moving forward. As the airport's asset management program progresses from planning to implementation, and the airport considers and adopts longer-term strategies for continuous improvement, *ACRP Report 69* will remain an important resource and guide.



Above: Flight information display system screens at CVG (Source: Aaron Davis).

ACKNOWLEDGMENT OF SPONSORSHIP: This work was sponsored by the Federal Aviation Administration and was conducted in the Airport Cooperative Research Program, which is administered by the Transportation Research Board of the National Academies of Sciences, Engineering, and Medicine.

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