



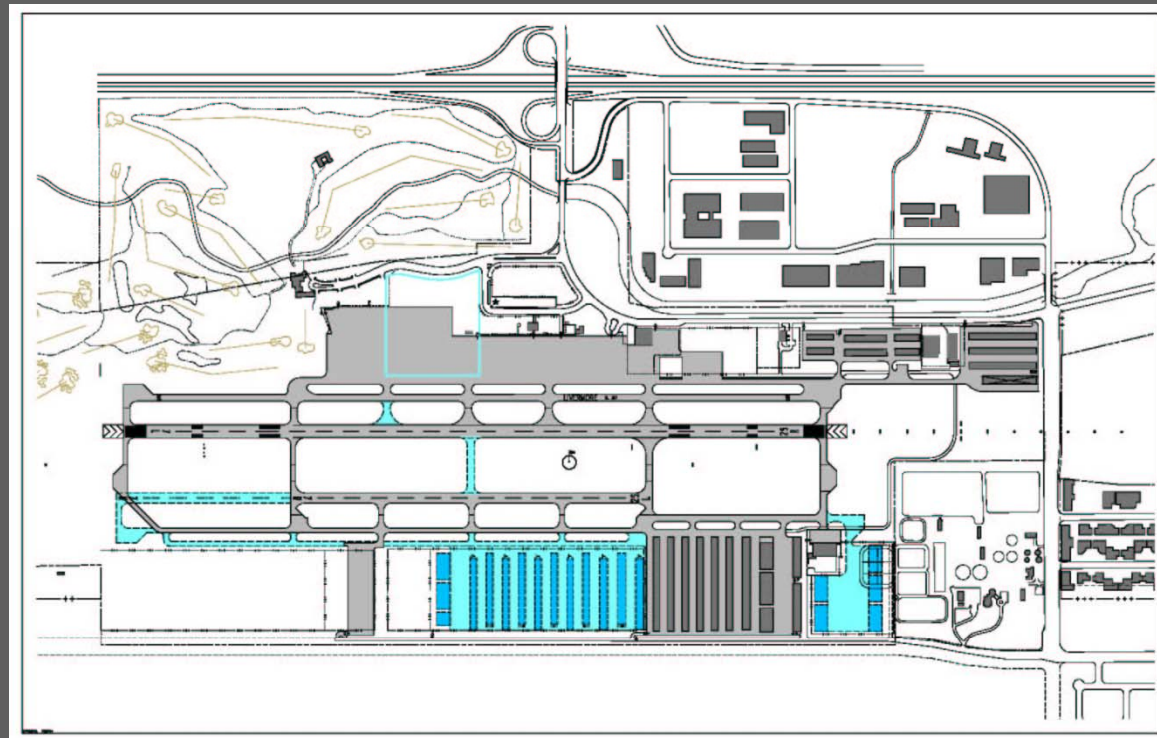
# Airport Master Plans - *Lessons Learned*

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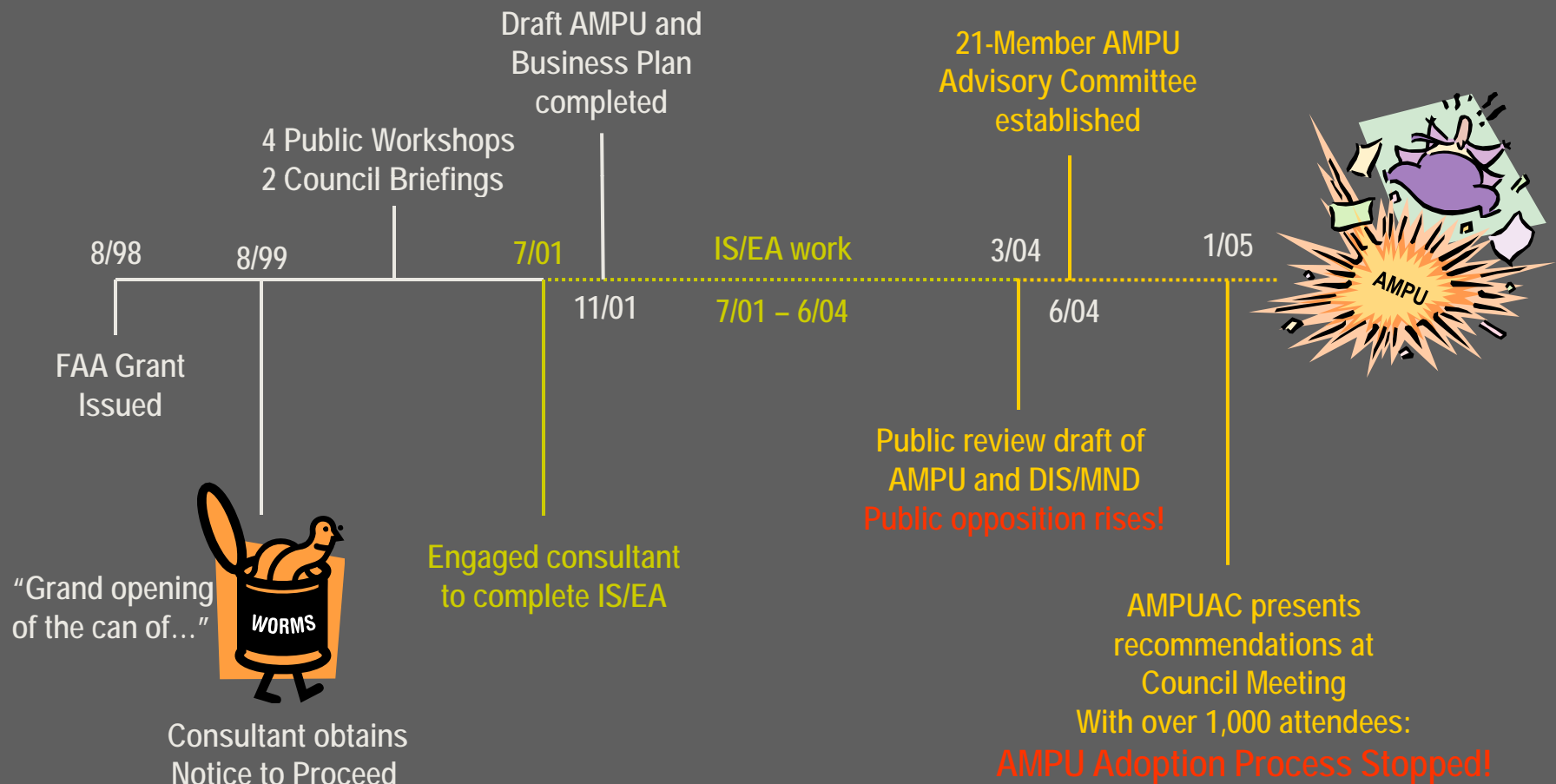
*"If everything seems to be going well, you have obviously overlooked something."*





# Airport Master Plans - *Lessons Learned*

## The demise of an AMPU Update...





## Airport Master Plans - *Lessons Learned*

### What transpired...

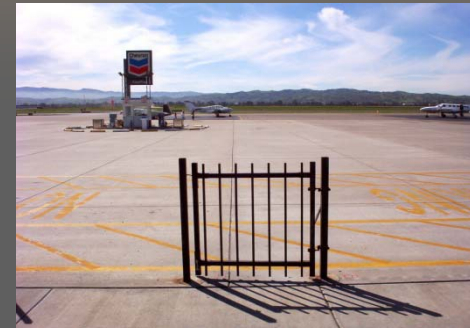
- AMP Update went smooth until environmental work caused 3-year delay
- Once draft AMPU and DIS/MND were made public, significant opposition grew instantly
- Opposition's grass-roots efforts highly effective through email and door-to-door contact
- Community attached to opposition's spread of misinformation and distortion of facts
- One-sided, inaccurate press and media coverage
- AMPUAC recommendations did not have desired effect – calls for EIR dominated
- Council stopped AMPU adoption process due to overwhelming public opposition
- 5-year planning effort and an over \$400,000 investment evaporated!





## Airport Master Plans - *Lessons Learned*

### What went wrong ...?!



- Too much time elapsed since initial public workshops – a series should have been held again to re-educate community and get a sense of the public's reception of the AMPU.
- Need for EIR/EA documentation and cost should have been planned early
- EIR/EA work schedule should have closely followed that of the AMPU
- Environmental consultant had very limited airport-related NEPA experience
- 20-Year aircraft operations forecast was overly optimistic/general – scared community
- AMPUAC formed reactively, too many members, ineffective, costly and uncontrollable
- Airport groups/associations were not adequately organized to counteract opposition



## Airport Master Plans - *Lessons Learned*

### *Key Lesson* - It's all about the Process..!

- Set goals and scope early - budget sufficient funds for planning and environmental work
- Select master planning and environmental consultants with proven performance records
- Establish a (2 to 3 year) scope of work with realistic but firm milestones and deliverables
- With potentially controversial plans, consider engaging a PR consultant to assist with public notices, fact sheets, articles, white papers, workshops, etc.
- Form a stakeholder advisory group right away – keep at manageable size, or split in technical and public advisory committees to keep discussions/output focused
- Encourage tenant organizations and FBO's to form a focus group with a common voice
- Involve your regional business organizations (Chamber of Commerce, Business Council)
- Keep workshops, public information meetings and Council / B.O.S. briefings in sequence
- Engage your top managers and elected officials in the process!



## Airport Master Plans - *Lessons Learned*

### *Helpful Hints...*

- If the AMP goals involve major airfield improvements that require an EA or EIS, e.g., a runway extension, the scope, cost and political implications change dramatically – evaluate cost-to-benefit ratio carefully
- The 20-year aircraft activity forecast should be realistic, should consider the prevailing demographics and macroeconomics of the airport service area, and include actual historic activity data (Terminal Area Forecasts and Airport Master Records have limited reliability due to varying assumptions and methodologies)
- When a local General Plan is updated, its policy elements (land use, circulation) should reflect the dynamic nature of aviation and permit periodic AMP and ALP updates
- A General Plan may require that future airport development and operations conform with an approved AMP – if ALP is updated with projects not included in AMP, inconsistency arise
- CEQA and NEPA have different planning horizons – consider NEPA's 3 to 5 year shelf life for grant-eligible CIP's requiring environmental clearance.



## Airport Master Plans - *Lessons Learned*

### *Helpful Hints...*

- The AMP should function as the “Purpose and Need Statement” for the EA
- The environmental review information should be detailed enough to adequately support the alternatives analysis for the envisioned airport development projects.
- Local General Plan EIR should support NEPA environmental review findings and alternatives for the airport projects identified in the AMP
- Development alternatives must provide both objective (ability to meet demand) and subjective views, especially political support
- Larger GA Airports should add a Business Plan and an Economic Benefits Analysis to demonstrate value to community and justify existence.
- Work with realtors - provide briefings and informational material
- Use the Internet!



## Airport Master Plans - *Lessons Learned*

### *Other Considerations ...*

Unless aeronautical activity and demand projections change, significant development is envisioned, or an AMP Update is needed to conform with local General Plan or other planning documentation - why not update the Airport Layout Plan instead?

The ALP must be maintained to ensure the airport's safety, utility and efficiency and:

- is the airport's key safety and planning document
- graphically depicts the planned development and improvements generally identified in the AMP
- must be ADO approved before grants for eligible ACIP projects are issued
- updates can be easily done (CAD) within months and are cost effective



## Airport Master Plans - *Lessons Learned*

*Questions?*



*The good news... from here on it only went uphill!*