



**TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT**

**MASTER PLAN UPDATE  
DRAFT PROJECT INITIATION REPORT**

Prepared for:

**TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT  
STATE OF ALASKA DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES**

Prepared by:

**HDR Alaska**

As a Subconsultant to:

**RS&H**

In association with:

DOWL HKM

RIM Architects

ATAC

Keiser Phillips Associates

Clifford T. Argue

"The preparation of this document was financed in part through a planning grant from the Federal Aviation Administration (FAA) as provided under Section 505 of the Airport and Airways Improvement Act of 1982, as amended by the Airway Safety and Capacity Expansion Act of 1987. The contents do not necessarily reflect the official views or policy of the FAA. Acceptance of this report by the FAA does not in any way constitute a commitment on the part of the United States to participate in any development depicted therein, nor does it indicate that the proposed development is environmentally acceptable in accordance with applicable public laws."

**DRAFT PROJECT INITIATION REPORT 3**  
**PUBLIC INVOLVEMENT PROGRAM**

**MASTER PLAN UPDATE**  
**TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT**

Prepared for  
**TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT**  
Anchorage, Alaska

December 2012  
Draft



## EXECUTIVE SUMMARY

The Federal Aviation Administration (FAA) recommends all airports to complete master plans every 5 to 7 years. These plans serve as blueprints for the airport's long-term development. Ted Stevens Anchorage International Airport is overdue for a Master Plan Update. The updated master plan will provide Airport management and the State of Alaska Department of Transportation and Public Facilities (DOT&PF) a strategy for the continued financially sustainable development of the airport.

The primary emphasis of the Master Plan Update is to position the Airport strategically for the future. The goal of the plan is to advance operational efficiency and business effectiveness as well as to maximize available resources and property availability for aviation development through efficient planning. The planning team will seek to identify and validate future facility and infrastructure requirements to meet anticipated passenger, cargo, and operations demands.

Stakeholder engagement is the systematic process designed to provide clear and consistent information to those people who might be affected by the plan (stakeholders), and to engage people and groups at appropriate, meaningful levels of the decision-making process. Stakeholder engagement is about managing expectations: those of the project sponsor as well as those of the various stakeholder groups. One primary goal of the Airport Master Plan Update is to effectively engage stakeholders through education and involvement. Additionally, both the Airport and stakeholders will understand each party's roles, responsibilities, and ability to influence decisions.

*“An airport master plan is a comprehensive study of an airport and usually describes the short, medium, and long term development plans to meet future aviation demand.”*

-FAA Advisory Circular 150/5070-6B Airport Master Plan

The Airport Master Plan Update will be conducted in accordance with FAA guidelines. The public involvement program (PIP) for this Master Plan Update constitutes the most active engagement process that the Airport has used to date, and will set the stage for a new era of airport/community relations. In this document, each element of the PIP, as well as what the project team will be doing to ensure maximum public participation, will be outlined.

## TABLE OF CONTENTS

|  |            |
|--|------------|
| <b>EXECUTIVE SUMMARY.....</b>  | <b>I</b>   |
| <b>CHAPTER 1 INTRODUCTION.....</b>   | <b>1-1</b> |
| 1.1 Project Description .....  | 1-2        |
| 1.2 Project Area.....  | 1-2        |
| <b>CHAPTER 2 MASTER PLAN UPDATE PROCESS AND KEY DECISION POINTS .....</b>    | <b>2-1</b> |
| 2.1 Following Actions.....   | 2-3        |
| <b>CHAPTER 3 PROJECT DECISION-MAKERS AND STAKEHOLDERS .....</b>              | <b>3-1</b> |
| 3.1 Agency Decision Makers .....   | 3-1        |
| 3.1.1 Ted Stevens Anchorage International Airport.....                       | 3-1        |
| 3.1.2 Federal Aviation Administration .....                                  | 3-1        |
| 3.2 Stakeholders .....   | 3-1        |
| 3.2.1 Technical Stakeholders .....   | 3-2        |
| 3.2.2 Community Stakeholders .....   | 3-2        |
| 3.2.3 General Public.....  | 3-4        |
| <b>CHAPTER 4 PUBLIC INVOLVEMENT PHILOSOPHY .....</b>                         | <b>4-1</b> |
| 4.1 Levels of Public Involvement .....                                       | 4-1        |
| 4.2 Public Involvement Goals for the Airport's Master Plan Update .....      | 4-1        |
| 4.2.1 Conduct a Robust Public Process .....                                  | 4-2        |
| 4.2.2 Improve Airport/Community Communications and Build Trust .....         | 4-2        |
| 4.2.3 Maximize Participation during the PIP (Fall 2012 to Spring 2013) ..... | 4-2        |
| 4.2.4 Coordinate with Other Planning Efforts.....                            | 4-2        |
| 4.2.5 Close the Feedback Loop.....   | 4-3        |
| 4.2.6 Meet Applicable State and Federal Guidelines .....                     | 4-3        |
| 4.3 Public Involvement Tools and Terms.....                                  | 4-4        |
| <b>CHAPTER 5 PIP IMPLEMENTATION .....</b>                                    | <b>5-1</b> |
| 5.1 Public Open Houses.....  | 5-5        |
| 5.2 Working Group Meetings .....   | 5-5        |
| 5.2.1 Technical Advisory Committee.....                                      | 5-6        |
| 5.2.2 Working Group .....  | 5-6        |
| <b>CHAPTER 6 COMMENTS AND RESPONSES.....</b>                                 | <b>6-1</b> |
| <b>CHAPTER 7 MEASURES OF EFFECTIVENESS .....</b>                             | <b>7-1</b> |
| <b>CHAPTER 8 REFERENCES.....</b>   | <b>8-1</b> |
| <b>CHAPTER 9 PROJECT CONTACTS.....</b>                                       | <b>9-1</b> |

## TABLES



Table 2-1 MASTER PLAN UPDATE PROCESS AND KEY DECISION POINTS.....

2-1

Table 3-1 POTENTIAL STAKEHOLDER GROUPS.....

3-2

Table 5-1 DRAFT PIP SCHEDULE.....

5-1

FIGURES

Figure 1-1 VICINITY MAP .....

1-2

Figure 5-1 PUBLIC INVOLVEMENT PROGRAM SCHEDULE.....

5-3

APPENDICES

Appendix A

Interviews

Appendix B

Currently Identified Stakeholder Issues

Appendix C

Advertisement Strategies

Acronyms and Abbreviations

|        |   |
|--------|---|
| ALP    | Airport Layout Plan                                       |
| ARTCC  | Air Route Traffic Control Center                          |
| ATCT   | Air Traffic Control Tower                                 |
| CDC    | Center for Disease Control                                |
| DHSS   | Department of Health and Social Services                  |
| DOT&PF | Alaska Department of Transportation and Public Facilities |
| EJ     | environmental justice                                     |
| EPA    | Environmental Protection Agency                           |
| FAA    | Federal Aviation Administration                           |
| FAI    | Fairbanks International Airport                           |
| FCC    | Federation of Community Councils                          |
| G2G    | Government to Government Consultation                     |
| GA     | General Aviation  |
| IAP2   | International Association for Public Participation        |
| JBER   | Joint Base Elmendorf Richardson                           |
| MOA    | Municipality of Anchorage                                 |
| NSAA   | Nordic Ski Association of Anchorage                       |
| PIP    | Public Involvement Program                                |
| QR     | Quick Response  |
| RSS    | Rich Site Summary   |
| TSA    | Transportation Safety Administration                      |

USAF      U.S. Air Force  
WADP     West Anchorage District Plan

## CHAPTER 1 INTRODUCTION

The Ted Stevens Anchorage International Airport understands the importance of public involvement in the Master Plan Update process. This public involvement program (PIP) has been designed to provide a transparent process that allows opportunities for stakeholders to be actively engaged while simultaneously considering the Airport's resources and responsibilities. HDR Alaska, Inc. (HDR) has found stakeholder engagement conducted through a fair and open process results in outcomes where the stakeholders better understand the agency's issues and alternative solutions and are therefore more likely to understand, and potentially support, the decision-making outcomes. The Airport believes that members of the public should have an opportunity to comment on decisions about actions that could affect their lives. Moreover, the Airport appreciates that public participation improves the decision-making process by recognizing and communicating the needs and interests of all participants.

The Master Plan Update PIP was drafted incorporating feedback from early public outreach. The team held a project initiation open house on July 17, 2012, to gather feedback on issues the public would like to see addressed in the Master Plan Update and ideas for public outreach. The team held a second public open house on September 19, 2012, to present the goals of the Master Plan Update; discuss how the Master Plan Update will address key issues and public involvement; and to share the results of the aviation activity forecasts completed for the Alaska International Airport System (AIAS) Planning Study. The comments received have been incorporated into this document, thereby strengthening the PIP. Requests relating to the time of public meetings, the inclusion of a wide range of stakeholders, the methods of communication, the timing of public notices, and the desire for accurate and valid forecasting were received.

In addition to the project initiation open house meeting, the project team held individual stakeholder interviews with representatives from the Spenard Community Council, Turnagain Community Council, Sand Lake Community Council, the Federal Aviation Administration (FAA), Anchorage Assembly members,

### **We Listened**

At the July 17 Project Initiation Open House, attendees shared ideas and preferences about the Master Plan Update public involvement process

**You Said:** Don't have public meetings right during dinnertime, have them earlier or later.

**Our Response:** We will host public meetings at varying times, as well as on different days of the week to ensure the maximum number of stakeholders can participate. We will also be using an online open house tool that will provide an opportunity to review materials and provide comments from your home computer.

**You Said:** Make sure to consider stakeholder input *before* decisions are made.

**Our Response:** This plan includes many opportunities for public input at all stages of the public involvement program, focusing on key decision points. We encourage stakeholders to stay informed and active in the process by attending meetings and monitoring the project website. We want to hear from you!

**You Said:** We want to know how our comments are being incorporated in the plan.

**Our Response:** The project team is committed to closing the feedback loop with the public by relaying the manner in which comments have been incorporated, or not, into the Master Plan Update. We propose to complete two Comment-Response reports that will address individual comments.

the Municipality of Anchorage (MOA) Planning Department, trails and recreation groups, Tribes, and the Airport Communications Committee Chair to aid in developing the PIP (see Appendix A).

## **1.1 PROJECT DESCRIPTION**

The Ted Stevens Anchorage International Airport is among the most unique airports in the United States serving as a vital transportation link to Alaska, and as a vital cargo link between Asia and North America. The largest airport in the state, the Airport supports one in ten jobs in the Anchorage area and is an economic driver in South-central Alaska. In the United States, the Airport ranks second for landed cargo weight. Moreover, Alaska's limited ground transportation infrastructure makes air transport of the utmost importance to Alaska residents and visitors alike; the Airport serves almost five million passengers each year. Another unique element of the Airport is that it is home to Lake Hood, the world's largest and busiest sea plane base. The Airport is operated by the Alaska Department of Transportation and Public Facilities (DOT&PF).

The FAA recommends all airports to have an updated master plan. Typically the plan is updated every 5 to 7 years. These plans serve as blueprints for the airport's long-term development. The Airport last prepared a Master Plan Update in 2002, with incomplete updates occurring between 2006 and 2008, so a new update is necessary.

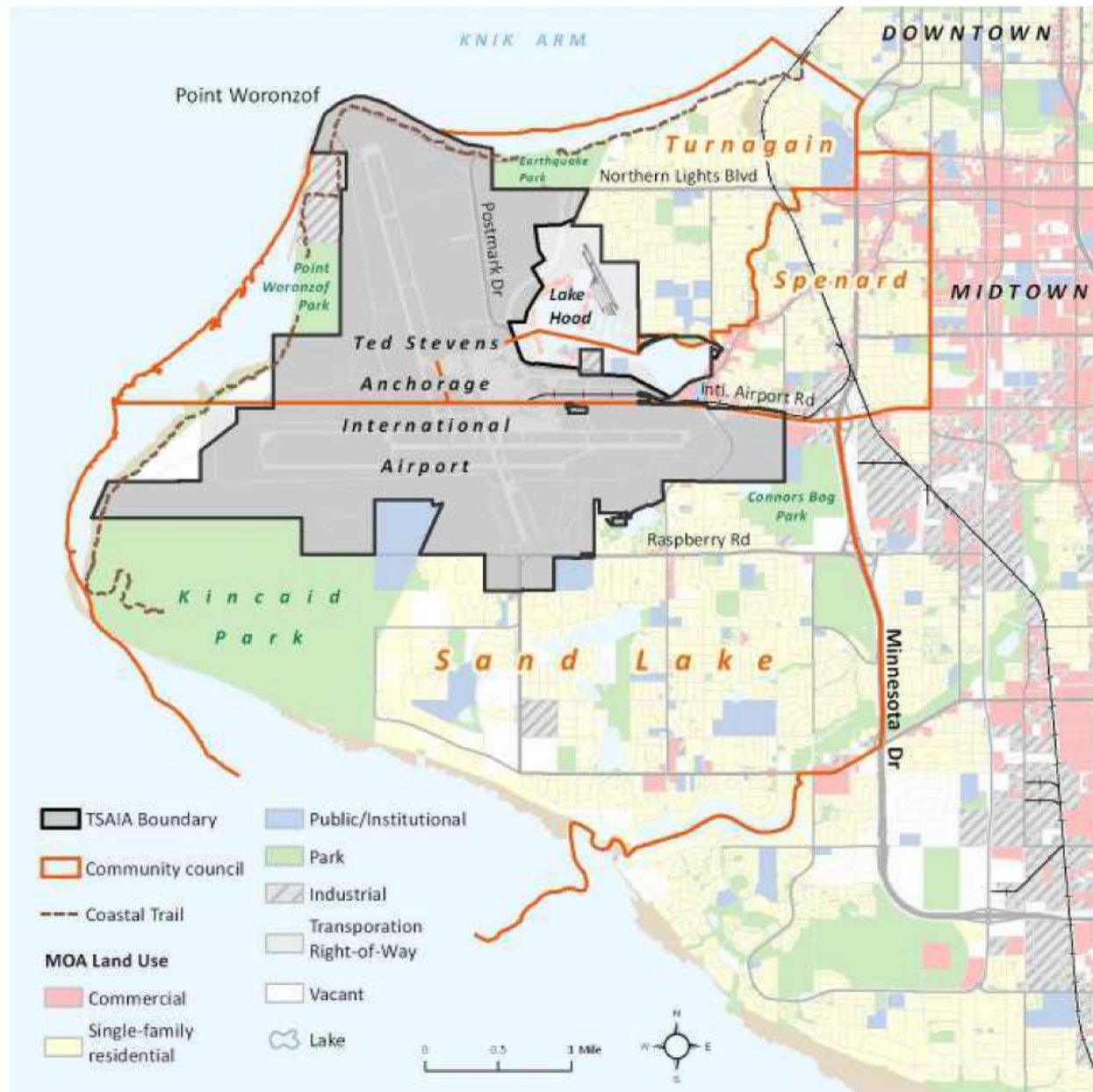
The primary emphasis of the Master Plan Update is to position the Airport strategically for the future. The goal of the plan is to advance operational efficiency and business effectiveness as well as to maximize available resources and property availability for aviation development through efficient planning. The planning team will be seeking to identify and validate future facility and infrastructure requirements to meet anticipated passenger, cargo, and aircraft operations demands.

A summary of all issues communicated by the Airport and stakeholders to date can be found in Appendix B: Currently Identified Stakeholder Issues.

## **1.2 PROJECT AREA**

Located in west Anchorage, the Ted Stevens Anchorage International Airport is situated in close proximity to residential neighborhoods (Turnagain, Spenard, and Sand Lake), Downtown and Midtown, and popular recreational lands within MOA. The airport is surrounded to the north and west by Knik Arm. It is adjacent to several MOA-owned parks including Kincaid Park, Point Woronzof Park, and Earthquake Park. The Coastal Trail is a popular multi-use trail in the area that traverses Airport-owned and MOA-owned land (*Figure 1-1*).

*Figure 1-1*  
**VICINITY MAP**



Source: MOA Land Use 2010



CHAPTER 2  
MASTER PLAN UPDATE PROCESS AND KEY DECISION POINTS

The PIP clearly identifies the steps in the Master Plan Update process and explains how public input can shape the plan. Table 2-1 outlines the steps and the key decisions to be made in the Airport Master Plan Update process. The most intense phase of the public involvement program spans from Fall 2012 to Spring 2013, when the majority of the key decisions are scheduled to be made. At each key decision point (see below), the Master Plan Update Team and the Airport will solicit public input, prior to the Airport making a decision. This PIP has been designed to identify effective public outreach tools in order to gather input at key decision points. See the schedule graphic and Section 4.3 for more detail on what tools are planned to solicit public input at each step. See Section CHAPTER 3 for information on decision makers and stakeholder roles in the process. For more detailed information about the master planning process and what each step entails, refer to the [FAA Advisory Circular 150/5070-6B Airport Master Plans](#).

*Table 2-1 outlines the steps and the key decisions to be made in the Airport’s Master Plan Update process.*

Table 2-1  
MASTER PLAN UPDATE PROCESS AND KEY DECISION POINTS

**Project Initiation** (June–September 2012)

The first step includes reviewing previous studies and conducting public outreach to develop a well-defined project approach that reflects study objectives and is in compliance with FAA guidance. At the end of Project Initiation, the scope of the study will be defined, and a PIP completed. Goals and objectives for the Master Plan Update will be defined.

**Key Decision Points**

- PIP defined (contained in this document)
- Issues, goals, and objectives defined

**Inventory** (September 2012–February 2013)

Using the previous inventory from 2006, the team will update any changes that have occurred since that time. Public and stakeholder input will help identify changes in the existing conditions.

*Inventory documents existing conditions as they are. No key decisions are made.*

**Aviation Forecast** (Fall 2012) *(Note: conducted under separate project)*

The Aviation Forecast that will be used for the Master Plan Update will be developed separately as part of the Alaska International Aviation System (AIAS) Planning Study<sup>1</sup>. The forecast includes projections for both the Fairbanks and Anchorage airports. Airlines will review and confirm the forecast before any further planning occurs. The forecast results will be

*The Aviation Forecast is being conducted as part of the AIAS Planning Study and has been accepted by the Anchorage Airport’s airlines and the FAA. The Master Plan Update process will utilize the forecast results to inform the*

<sup>1</sup> The AIAS Planning Study will be completed in time to inform the Airport Master Plan Update. Questions on the AIAS Planning Study should be directed to Alex Moss at DOT&PF (alex.moss@alaska.gov). Once complete, the AIAS study will be available on the AK DOT&PF website.

presented to the public at the September 2012 Master Plan Update public open house. *technical analysis.*

**Facility Requirements<sup>2</sup>** (October 2012–January 2013)

Facility requirements are primarily determined by technical analysis of existing facility data relative to forecast demand. For those facilities whereby a technical analysis cannot be used to assess facility needs, stakeholder input and industry expertise is relied upon to establish future needs. For this Master Plan Update, facility requirements will rely upon demand level trigger points to establish a need for additional throughput capacity. A trigger point is the point at which throughput exceeds an established facility capacity, degrading facility performance or level-of-service, and triggering a need for an improved or expanded facility. This stands in contrast to using a calendar to establish a timeline for facility improvements. Facility requirements technical work will include evaluating airfield geometry, developing an economic model to plan for efficient cargo operations, validating the recent land inventory efforts from other projects (i.e., *West Anchorage District Plan [WADP]* and *Kulis Land Use Plan*), analyzing future uses for the North Terminal, evaluating changes in airport navigation technology, incorporating results of the Deicing Study, and evaluating financial feasibility. Public input will include opportunities to define future stakeholder needs and to learn more about FAA regulations and other development criteria and factors. The results of the facility requirements analysis will provide the foundation for alternatives development.

**Key Decision Points**

- Needs analysis defined

**Alternatives Development and Evaluation** (January–May 2013)

Alternatives development begins with developing evaluation criteria based on the facility requirements. Next, alternative concepts for future airport development are roughed out. These concepts are then evaluated so that alternatives that meet the evaluation criteria, and therefore meet facility needs, will move forward. Alternatives that meet the criteria are further refined, and evaluated again against the criteria. At the end of this step, a draft preferred alternative will be selected by the Airport, taking public and stakeholder input into consideration. Public input will be solicited at each of these steps, including defining evaluation criteria, developing concept alternatives, evaluating concept alternatives, refining alternatives, and final selection.

**Key Decision Points**

- Evaluation criteria determined
- Concepts developed
- Concepts evaluated
- Refine concepts into alternatives
- Draft selection of preferred alternative

**Select Preferred Alternative** (May 2013)

Based on the results of evaluation and public input, the Airport will select a single preferred alternative that best meets the goals and objectives defined during project initiation, reflected in the evaluation criteria. Selecting the preferred alternative is the key decision to be made in the Master Plan Update process.

**Key Decision Points**

- Final selection of preferred alternative

<sup>2</sup> Facility requirements analysis entails examining the existing conditions at the airport against FAA standards. FAA's "facility requirements" standards are promulgated through a series of "advisory circulars," which are available on the FAA website at: [http://www.faa.gov/regulations\\_policies/advisory\\_circulars/](http://www.faa.gov/regulations_policies/advisory_circulars/)

### Implementation Plan and Airport Layout Plan (June–September 2013)

The facilities implementation plan provides recommendations on how to implement the Master Plan Update and the preferred alternative. This often includes a development schedule, cost estimates, identification of interrelated projects, and any other special considerations. To-scale airport drawings that make up the ALP will be updated, depicting proposed developments that make up the selected alternative.

*All key decisions have been made prior to this point. No further key decisions are made as a result of the PIP.*

### Final Report (October–December 2013)

Master Plan Update conditions, findings, and development plans will be documented in a draft and final report. The report will include a summary of public involvement activities, evaluation of the process, and outcomes. Also the report will include a financial feasibility analysis for identified Airport improvements. The Final Report will be published and made available, including a Comment-Response Report. The project team will hold TAC and SWG meetings, open to the public for observation, to explain the selections and answer questions relating to the report.

*All key decisions have been made prior to this point. No further key decisions are made as a result of the PIP.*

## 2.1 FOLLOWING ACTIONS

Following the completion of the Master Plan Update, projects that are included in the ALP may progress through further environmental analysis followed by engineering, design, and permitting. These activities will conduct their own public involvement processes before any construction can occur.



## CHAPTER 3

### PROJECT DECISION-MAKERS AND STAKEHOLDERS

This section describes the “who” involved in the Airport’s Master Plan Update. Different stakeholders will have varying levels of interest in the planning process. Some may only want to know that the plan is being developed; others may want a more active role in the document’s final direction. The goal of the PIP is to foster a discussion between diverse interests and build the foundation for future Airport activities and community dialogues. Brief summaries of these agency and stakeholders’ roles, and how each will be involved in the PIP are given below.

#### 3.1 AGENCY DECISION MAKERS

##### 3.1.1 Ted Stevens Anchorage International Airport

The State of Alaska Department of Transportation & Public Facilities, which operates the Ted Stevens Anchorage International Airport, is the master plan sponsor. The Airport will ultimately evaluate and select, in coordination with the FAA, which proposed development alternative best meets the long-term needs of the airport and the State of Alaska. The Airport will solicit and consider public and stakeholder input throughout the Master Plan Update process. The Airport must abide by FAA regulations and make decisions within the framework of FAA’s policies and guidance.

*The State of Alaska Department of Transportation & Public Facilities, which operates the Ted Stevens Anchorage International Airport, is the Master Plan sponsor. The Airport will ultimately evaluate and select, in coordination with the FAA, which proposed development alternative best meets the long-term needs of the Airport and the State of Alaska.*

##### 3.1.2 Federal Aviation Administration

The FAA is the federal agency that regulates airports and airspace. The FAA will review key elements of the Airport’s Master Plan Update. The Airport acquired FAA’s approval of the AIAS aviation demand forecasts (completed under a separate process – see Table 1, Aviation Forecast) and will need FAA approval of the ALP at the end of the planning process. Throughout the process, FAA will provide guidance on the public involvement program. The Airport will work closely with the FAA’s Alaska Region during the Master Plan Update process, and create a master plan that meets applicable federal guidelines. The FAA is also the federal agency in charge of any potential G2G consultations (see Section 4.4 for more detail).

#### 3.2 STAKEHOLDERS

A stakeholder is anyone who has an interest in the Airport or who may be affected by decision-making in the Master Plan Update. Some stakeholders have a technical background, while others may be interested for non-technical reasons. At any point in the planning process, anyone who is interested in the Airport and the Master Plan Update is by definition a stakeholder. Stakeholders are divided into three subgroups, technical stakeholders, community stakeholders, and the general public, further defined below.

3.2.1 Technical Stakeholders

Technical stakeholders by definition have high level of competency associated with some aspect of aviation or the Airport’s operations (*FAA AC 150/5070—6B*). These stakeholders will review the technical merits of the master plan, and comment on how it affects their interests. A Technical Advisory Committee will be convened to advise the planning team during the Master Plan Update process. See Section 5.2.1 for more detail.

3.2.2 Community Stakeholders

The immediate community includes residential neighborhoods, businesses, and others that are potentially affected by Airport operations and who want to participate in and provide feedback to the project. Community stakeholders may not have any technical background or expertise, but can still have a stake in the outcome of the Master Plan Update. Community stakeholders will act as a sounding board and provide input that will be considered by the Airport and FAA in decision-making. A Working Group will be convened to help the project team consider Airport priorities collaboratively with identified community goals, values, and needs. See Section 5.2.2 for more detail.

Table 3-1 lists potential stakeholder groups that have been identified. This list will likely grow and change throughout the planning process.

Table 3-1  
POTENTIAL STAKEHOLDER GROUPS

|   |   |
|---|---|
| <b><u>General Public</u></b>  |   |
| Residents   | Traveling public (Southcentral Alaska)                |
| Property owners   | Tourists and visitors                                 |
| Surrounding local businesses and their customers  | Developers  |
| Consumers statewide   | Park/trail users                                      |
| <b><u>Airport Users</u></b>   |   |
| Traveling public  | Airport police and fire                               |
| Airlines (Represented by AIAS Airline Airport Affairs Committee* [AAAC] and Airline Technical Representative [ATR]) | Cargo Businesses                                      |
|   | FedEx   |
|   | DHL   |
| Passenger/cargo   | Lynden  |
| International/domestic  | Freight shippers                                      |
| Airport leaseholders  | Rental car companies                                  |
| Airport concessions   | Alaska Railroad                                       |
| Airport staff   | Ground transportation services (shuttles, taxis, bus) |
| Airport maintenance   | Alaska tour companies                                 |
| Developers  |   |

**Public Services**

|                                 |                      |
|---------------------------------|----------------------|
| Anchorage Waste Water Utilities | Solid Waste Services |
| Chugach Electric Association    |                      |

**Local Government**

|  |                                |
|--|--------------------------------|
| Director, MOA Office of Economic and Community Development | Planning and Zoning Commission |
| Director, MOA Parks and Recreation                         | Heritage Land Bank             |
| Director, MOA Planning                                     |                                |

**State/Federal Agencies**

|  |   |
|--|---|
| Manager, Ted Stevens Anchorage International Airport | Environmental Protection Agency (EPA)   |
| FAA Environmental Program                            | U.S. Public Health Service—Center for Disease Control (CDC) Quarantine Station at the Airport |
| FAA Air Traffic Control Tower (ATCT)                 | Alaska Industrial Development and Export Authority (AIDEA)                                    |
| FAA Air Route Traffic Control Center (ARTCC)         | State of Alaska Dept. of Commerce, Community and Economic Development                         |
| Transportation Safety Administration (TSA)           |   |
| DOT&PF Division of Statewide Aviation                |   |
| DOT&PF Commissioner                                  |   |
| State of Alaska Aviation Advisory Board              |   |
| Joint Base Elmendorf Richardson (JBER)               |   |

**Tribal Organizations**

|         |            |
|---------|------------|
| Knik    | Tyonek     |
| Eklutna | Chickaloon |

**Elected Officials**

|                              |                                 |
|------------------------------|---------------------------------|
| Mayor of Anchorage           | Alaska State Senate             |
| Anchorage Municipal Assembly | Alaska House of Representatives |

**Nongovernmental Organizations**

|   |                                     |
|---|-------------------------------------|
| Alaska Center for the Environment (ACE)           | Alaska Transport Priorities Project |
| Anchorage Trails and Greenways Coalition          | Anchorage Citizens Coalition        |
| Friends of the Anchorage Coastal Wildlife Refuge  | Anchorage Audubon                   |
| Nordic Ski Association of Anchorage (NSAA)        | Anchorage Park Foundation           |
| Alaska Public Interest Research Group             | Anchorage Waterways Council         |
| Arctic Bicycle Club                               | Great Land Trust                    |
| Bike Commuters of Anchorage                       | Anchorage Running Club              |
| Anchorage Airport Communications Committee (AACC) |                                     |

**Community and Economic Development Organizations**

|                                  |   |
|----------------------------------|---|
| Federation of Community Councils | Anchorage Economic Development Corporation (AEDC) |
| Turnagain Community Council      | Alaska Travel Industry Association                |
| Spenard Community Council        | Alaska Commodity Freight Forwarders               |
| Sand Lake Community Council      | Anchorage Convention and Visitors Bureau          |
| Country Lane Estates Homeowners  | Alaska Chamber of Commerce                        |
| Anchorage Chamber of Commerce    |   |

**Aviation Groups**

|   |                                       |
|---|---------------------------------------|
| Lake Hood Pilots Association                  | Seaplane Pilots Association           |
| Aircraft Owners and Pilots Association (AOPA) | Civil Air Patrol                      |
| Alaska Airmen’s Association                   | The Ninety-Nines, Inc. Alaska Chapter |

**Related Projects**

|                |           |
|----------------|-----------|
| Part 150 Study | AIAS Plan |
|----------------|-----------|

**Peripheral Projects**

|                      |                                     |
|----------------------|-------------------------------------|
| Kulis Land Use Study | West Anchorage District Plan (WADP) |
|----------------------|-------------------------------------|

**3.2.3 General Public**

This largest stakeholder group includes any person or organization from any location or background that could potentially be interested in the planning process. Providing good information is the first step to encourage public participation for the general public. The process will promote opportunities for individuals or groups to take a more active role in the project.

While located in Anchorage, the Airport is the state’s busiest passenger and freight airport so there are potential stakeholders across Alaska who may be interested in the PIP. Moreover, given its strategic location and prominence in the global aviation sector, the airport serves a national and international function and clientele. Using media coordination, the project website and other tools, the project team will work to ensure information on the Master Plan Update reaches interested stakeholders.

## CHAPTER 4 PUBLIC INVOLVEMENT PHILOSOPHY

Stakeholder participation is the process used to collect, understand, and—when appropriate—incorporate meaningful stakeholder input so that project decisions reflect both technical requirements and public concerns.

The Airport project team's philosophy is that thoughtful, appropriately designed public involvement results in improved decisions because it reflects public concerns and ideas. Success depends as much on quality stakeholder participation as it does on technical design.

We believe that successful public involvement gives the public the information necessary to provide meaningful input on decisions that will affect their lives, and the ability to do so in a reasonable manner. Effectively engaging stakeholders through education, involvement, and a mutual understanding between the project team and stakeholder groups on the roles, responsibilities, and ability to influence decisions will be a significant component to the successful outcome of this planning project.

*The Master Plan Update Team's philosophy is that thoughtful, appropriately designed public involvement results in improved decisions because it reflects public concerns and ideas.*

### 4.1 LEVELS OF PUBLIC INVOLVEMENT

This PIP incorporates different levels of activities designed to reach different audiences at their desired level of involvement. Based on the International Association for Public Participation's (IAP2's) involvement spectrum, this PIP has the following goals:

- **Inform** – We will keep the public, agencies and groups informed about the planning process and its goals.
- **Consult** – We will keep the public, agencies, and groups updated, listen to and acknowledge concerns and ideas, and provide feedback on how their input was considered.
- **Involve** – We will work with the public, agencies and groups to ensure their concerns and ideas are considered in developing the plan and provide feedback on how their input was considered.

### 4.2 PUBLIC INVOLVEMENT GOALS FOR THE AIRPORT'S MASTER PLAN UPDATE

Information sharing is at the heart of our public process. In accordance with FAA Guidelines, the project team commits to being sensitive to the interests and values of stakeholders and to maintaining a positive and receptive attitude when meeting with the public and other vested interests. To ensure effective communication, the same planners who work with stakeholders will be involved in actual master planning activities.

The project team has created this PIP in effort to meet the following public involvement goals:

#### **4.2.1 Conduct a Robust Public Process**

The Airport is committed to ensuring that members of the public have opportunities to provide input on actions that could affect their lives throughout the entire Master Plan Update process. The project team will use the public involvement process to recognize and communicate the needs and interests of all participants, including decision makers, to make sustainable decisions. The PIP is structured to solicit the participation of potentially affected stakeholders using a variety of tools to reach the widest possible audience.

The project team is committed to ensuring stakeholders and the public will have the information they need to participate in the Master Plan Update process in a meaningful way. The PIP has been designed to maximize public input at the phases where the public input has the greatest opportunity to affect the process and decisions. This period covers the inventory and facility requirements phases (fall and winter 2012) during which the plan's goals and objectives will be identified and needs described; and the alternatives development phases (spring 2013) during which alternatives will be developed and evaluated, and a single alternative selected. Following selection of the alternative (spring 2013), the public process (and ability to influence decisions) will decrease somewhat since the majority of the decision-making will be complete and the remainder of the work will focus on documenting the alternative preferred for implementation.

#### **4.2.2 Improve Airport/Community Communications and Build Trust**

The Ted Stevens Anchorage International Airport understands and appreciates that it lies within the MOA's boundaries and is a part of the Anchorage community. The Airport strives to continue improving its relationship with the community and will conduct a robust public involvement process for this Airport Master Plan Update. This PIP is designed to foster productive conversations and strengthen the foundation for future Airport development and community engagement.

Using reliable data, it is the Airport's goal to conduct a transparent Master Plan Update process in which potential improvements to the Airport will clearly state both a valid purpose and need. To the extent possible, the Airport will address priority issues the community has identified, such as recreational land use and aviation noise, by proactively engaging with stakeholders such as community councils, trail users, area businesses, and others. The Airport and the project team will strive to balance stakeholder values with the need to maintain economical, safe, and efficient airport operations in the future.

#### **4.2.3 Maximize Participation during the PIP (Fall 2012 to Spring 2013)**

In an effort to conduct a timely Master Plan Update process that delivers results and makes the best use of the public's time and interest, the Airport is committed to capture public input in one school year—September 2012 through May 2013. Using this timeline, the project team will have the opportunity to actively engage with and sustain the involvement of stakeholders while advancing the Master Plan Update process.

#### **4.2.4 Coordinate with Other Planning Efforts**

Concurrent studies and planning processes will be reviewed and are expected to influence the outcome of the Airport master plan. Multiple ongoing airport planning studies may be confusing to the public, so the planning team will coordinate on a monthly basis with these studies to keep abreast of any issues that may transfer from one study to another. Each website will need to have coordinating information that identifies other studies, their purview and relationships, and how to

get involved. In addition, it is recommended that prior to meeting notices being issued to the public, drafts are circulated among other Airport planning project's staff to ensure consistent messaging. Among the other, ongoing studies are:

- The *Alaska International Airport System Planning Study* is working to develop a coordinated vision for future use and integrated forecast between the Anchorage and Fairbanks airports. Aviation forecast numbers developed in this study will feed into the Anchorage Airport's Master Plan Update and into the Fairbanks Airport's Master Plan Update.
- The *Part 150 Noise Study* occurring at the Airport is an FAA-guided process that is forecasting future noise levels at the Airport and seeking to identify methods to reduce noise impact for neighboring residents. Outcomes of the study will inform the Master Plan Update.
- In 2011, a *Kulis Land Study* was completed; it recommends future land uses and development alternatives for the former U.S. Air Force (USAF) land. As Kulis Air National Guard Base is a part of the Airport campus, the study's findings will enhance the Master Plan Update, and the Master Plan Update will make a final recommendation on the reuse of Kulis.
- In 2012, the MOA completed and adopted the *West Anchorage District Plan*. While that planning process is complete, there may be some follow-on activities as a result of plan recommendations. The Master Plan Update staff will keep abreast of plan developments and coordinate closely with the MOA Planning Department on issues that may influence the Master Plan Update.

#### **4.2.5 Close the Feedback Loop**

The project team and the Airport are committed to a transparent and active public involvement program. Public comments will be considered, and whenever possible, responded to in a timely fashion. As a portion of its comprehensive PIP, the Airport is committed to communicating to Master Plan Update process participants how their input was considered. Detailed Comment-Response Reporting is proposed at two key points throughout the process. See Section CHAPTER 6 for more details.

#### **4.2.6 Meet Applicable State and Federal Guidelines**

The FAA regulates public use airports and their activity in the United States. Hence, in addition to promoting long term fiscal sustainability for the Airport, the Airport Master Plan Update is being prepared to meet FAA master plan requirements outlined in *FAA Advisory Circular 150/5070-6B Airport Master Plans*.

##### **4.2.6.1 Government to Government Consultations, FAA**

Federal regulations recognize Government-to-Government (G2G) consultations with federally recognized Native American tribes as distinct and separate from the public involvement process. G2G consultation supports the unique legal and political relationship between the federal government and federally recognized tribes. At this point in time, the Airport is moving forward with outreach to the Tribes, but not as part of a G2G consultation process. However, the FAA may decide to conduct a separate G2G consultation on the Master Plan Update with federally recognized tribes, for which FAA would be the lead federal agency responsible for that process.

##### **4.2.6.2 Environmental Justice**

Federal policies ensure that all people have equal access to information and equal opportunities to participate in the project, regardless of age, sex, race, income, or English proficiency. Efforts to ensure that disproportionately high and adverse human health or environmental effects are not

predominantly borne by minority populations and low-income populations are often referred to as environmental justice (EJ).

In creating this PIP, the project team analyzed existing data relating to neighborhoods most likely to be affected by Airport operations; the three community council regions surrounding the facility: Turnagain to the north, Spenard to the east, and Sand Lake to the south. The outreach strategy proposed herein has been designed to reflect these neighborhood demographics. Both Sand Lake and Turnagain are more affluent and homogenous than Anchorage as a whole, while Spenard, conversely, is less affluent and more diverse. Resident median ages for all three neighborhoods are older than Anchorage as a whole. These factors indicate that Spenard may require a different public involvement approach than Sand Lake and Turnagain. To reach the broadest possible audience, this PIP includes a wide variety of tools. Many of these tools overlap with tools that also reach the public at large.

#### **4.3 PUBLIC INVOLVEMENT TOOLS AND TERMS**

The following tools will be used to target specific levels of involvement in the Airport's Master Plan Update process. This does not represent a commitment to use all of these tools; rather this is a strategic list that the project team may pull from as needed as the project progresses.

Tools are listed alphabetically:

**Advertisements** – A variety of advertising methods will promote stakeholder participation for meetings, open houses, and other events throughout the Master Plan Update process. Though traditional paid media will be a key element of the public involvement advertising strategy, the team will also use methods such as online programs, social media, existing print, visual advertising, and working through existing communication channels to ensure maximum reach. For a complete schedule of advertising efforts for project activities, see Appendix C: Advertising Strategies.

**Airport and Neighborhood Tours** – Bringing both the TAC and the SWG members, and any interested members of the public at large, on an airport tour will help communicate the unique and complex airport environment to those who may not have an aviation background. Likewise, the planning team and Airport staff will venture into neighborhoods, with community members to better understand and demonstrate an appreciation for the Airport's impacts. The schedule includes three tours to be led by neighborhood members to illustrate their concerns.

**Comment Database** – HDR has developed a web-based database system called iREALM CCM to facilitate comment tracking, coding, recording and response. iREALM CCM provides a complete record, comment coding, and usable formatting making it easier to track and organize comments. iREALM CCM enables tracking by topic, location (geographic location of commenter), what prompted the comment (public meeting, listening post, website), commenter demographics, and other variables. The data will be used to fine tune the outreach program throughout the project.

*Public Involvement tools will be used to target specific levels of involvement in the Airport's Master Plan Update process. This does not represent a commitment to use all of these tools; rather, this is a strategic list that the project team may pull from as the project progresses.*



The comment database will also be used to track comments and responses, and to develop the two *Comment-Response Reports*.

**Comment Response Summary** – Using HDR’s iREALM CCM database, responses to comments will be tracked to ensure responsiveness. We anticipate that we will respond to comments received to date at two points in the planning process (exact dates not yet determined). Similar comments will be grouped, but each individual comment will be responded to.. The project team’s response to a comment, the action required, and the team member responsible for seeing the action item through to completion will all be recorded. A comment response tracking document will be updated regularly and made available to the public at the points identified in the implementation section of this document. Documentation of outreach activities, including responses to public comments, ensures the public process is comprehensive, fair, and inclusive and allows us to evaluate our effectiveness as the plan moves forward.

**Demographic Analysis** – The project team has tailored the outreach approach by developing an understanding of local neighborhood demographics. For example, both Sand Lake and Turnagain are more affluent and more homogenous than Anchorage as a whole, while Spenard, conversely, is less affluent and more diverse. Resident median ages for all three neighborhoods are older than Anchorage as a whole. These factors indicate that Spenard may require a different PI approach than Sand Lake and Turnagain.

**E-mail Distribution List** – The e-mail distribution list will consist of people attending the project meetings, those who have proactively requested to be included on the list, and area community groups. The project team will update the list following each public meeting, and regularly add individuals who request to be included. Groups such as community councils will be offered the opportunity to forward published project information to their list serves upon request. Specific uses include regular Master Plan Update process updates, notification of public events, and requesting public comments.

**Existing Mechanisms** – There are a variety of methods to dialogue with the public, such as using clubs, civic groups, other publications, and other projects. The *Anchorage Daily News*, website, and community calendar are examples as are community councils, chambers of commerce, AEDC, ACC, and the Airport’s already established Airport Stakeholders Meeting. As an umbrella planning document, the goal of the airport master planning team will be to identify and use all of the outreach mechanisms currently in use by the Airport, and also to make sure it is easy for the public to understand how and where to be engaged to be most effective. By using these existing mechanisms, the project team will take advantage of these existing outreach efforts to broaden the reach of information, interest, and input for the Airport Master Plan Update.

**E-Newsletters** – Provide regular correspondence regarding the progress of the plan, primarily via email. For those without access to e-mail who request it, a hardcopy of the newsletter will be mailed. The E-newsletter will summarize recent outreach results, provide updates, announce upcoming outreach opportunities, and share information about the Airport’s role in the community and State. Completed E-newsletters will be posted on the project website. Users will be given the opportunity to opt out of future e-newsletters at any point.

**Social Media** – Social media sites such as Facebook are becoming a more popular way to share information with broad audiences. Perhaps once considered only for youth, the fastest growing user group for Facebook in the U.S. is the 34- to 54-year old demographic. Digital communication is less expensive than printed material, can be distributed quickly and easily, and allows the

audience to view content simply and often interactively. The Airport has a Facebook account that the Master Plan Update Team may use to share information.

**Federation of Community Council Updates** – The team may provide updates to the Federation of Community Councils (FCC) at their monthly meetings prior to major milestones. FCC members would be asked to help disseminate this information to their individual community councils. Updates would be used to ensure consistent and timely exchange of information relative to the project. Individual councils may request a presentation by the project team at any time, or request ongoing updates via email. Announcements of public meetings and events would also be sent to the Community Council coordinator to distribute to the community council listserv.

**Interviews** – The project team will conduct interviews with selected stakeholders. Preliminary interviews were conducted in July and August of 2012 to inform the PIP. All interviews will be conducted in person and via telephone and with the authorization of the Airport project manager. Interviews are set up for short periods of time with specific, targeted questions.

**Listening Posts** – People are busier than ever, and many do not have time to dedicate weeknights to public meetings. A listening post resolves the challenge of limited public participation by bringing the public team to the people. Project staff with eye catching photos, maps, and handouts will be stationed at locations throughout the community. Listening posts will coincide with public open house events, leading up to and following the open houses.

**Key Message Development** – The project team will refine public messages relating to the Master Plan Update as necessary during the process to ensure communication with the public is accurate and timely, and inclusive of project developments.

**Mailing List** – While e-mail messages will be the primary method of communication used by the Master Plan project team to announce meetings and other updates, a mailing address list has also been developed and will be maintained. For the Project Initiation Open House on July 17, 2012, as well as the Project Kick Off Open House on September 19, 2012, invitation postcards were sent to approximately 40,000 mailing addresses in the 99502, 99503, 99509, 99515, 99517, and 99518 zip codes. In future phases, the public involvement team may supplement the list with contact information for local and national aviation groups, surrounding businesses, public services, local government departments, state and federal agencies, elected officials, and community organizations. Hard copy mailings/postcards may be sent during later phases in the planning process. The mailing list can expand and change as the interest builds. Individuals, organizations, and businesses can be added or removed upon request.

**Media Coordination and Monitoring** – The Master Plan Update Team will forward all external media contacts and requests to the Airport staff for direct response. The Master Plan Update Team will monitor and distribute to Airport news articles, letters to the editor, and other published sources to gather information and relevant public input. Earned media stories are an excellent tool to inform people statewide about the Master Plan Update.

**Online Open House** – This web-based tool creates an online open house, accessible 24 hours a day to any stakeholder with internet access. An online open house takes the material prepared for an in-person event and makes it accessible statewide. This is a key tool to reach, and collect comments from, a statewide, national, and international audience. For the Airport Master Plan Update, an online open house will follow a public open house meeting, include all meeting materials, and will be “live” for approximately 2–3 weeks. The online open house is **not** an open forum where users can post and see others’ comments. Rather, it is an online version of the Public

Open House that walks a visitor through the stations and presentation materials, and allows users to fill out an online comment form. Benefits of an online open house include an increased, diverse audience and the complete removal of time barriers—both when to attend a meeting and for how long—for potential participants. With the growing popularity of web-based information sharing and social media, this tool capitalizes on the trend of using the internet as a primary source of communication. Online open houses have been shown to increase a project's/plan's audience tenfold and drastically diversify the kinds of comments received.

**Overview PowerPoint Presentation** – A Microsoft PowerPoint presentation providing an overview of the Master Plan Update project area, project team, project objectives, challenges, and why the public should become involved will be created. This presentation would be used to introduce people to the study. The presentation will be developed for use at public and group meetings, and can also be posted on the project website. It could also be distributed to individuals, community councils, and civil groups in an electronic format. The presentation will be revised to cater to specific audiences, as needed, throughout the process.

**Print Materials** – Printed materials will be provided at public events and include Agendas, a Fact Sheet, and FAQs. Newsletters will be primarily emailed, posted on the website, and mailed only to those who have provided a physical mailing address and no email address or who specifically request it. Concise and consistent print materials published in a cost-effective format will be used at critical milestones.

**Public Meetings** – Meetings may include open houses and other types of public meetings. The goal of the meetings is to provide information and to gather input. Meetings will be advertised in advance to provide sufficient public notice. Acknowledging feedback received at the project initiation open house, public meetings will be held on varied weeknights to ensure those with alternate work schedules are able to attend. Likewise, start times for meetings will vary to maximize participation.

**QR Code** – Also known as a Quick Response (QR) code, this is the small black and white code can be scanned with most smart phones, and instantly provide information to the user. Unlike a standards barcode, QR codes can store (and digitally present) more data, including hyperlinks, and text. For example, a QR code can be printed in a notice for an Open House, a project newsletter, or advertisement. Those interested can scan the code with their mobile device and be provided with additional information about the meeting, the project website, maps of the airport and potential alternatives, a survey, etc. QR codes, developed in Japan, are becoming more common in advertising and media; this is a relatively low cost tool (it's free to acquire a QR code) that may prove beneficial and novel to stakeholders, thereby increasing participation. A QR code was used on a recent Alaska International Airport System (AIAS) brochure.

**Speakers Bureau/Group Presentations** - The Speakers Bureau would be comprised of members of the project team. Team members with specific areas of expertise or interest would be matched to specific groups noted in the PIP and others requesting presentations. Groups could include business and trade organizations, Rotary clubs, chambers of commerce, professional/technical societies, and the Federation of Community Councils (FCC), etc. In addition, the project team will monitor upcoming conferences and events in the Anchorage area to determine if such meetings would be suitable opportunities to share information regarding the Master Plan Update.

**Technical Advisory Committee** – A committee comprised of industry and aviation professionals charged with providing guidance on technical aspects of ANC's Master Plan. See Section 5.2.1 for more details

**Website** – A dedicated website will be used to provide project updates, record comments, and distribute documents for review. Specific uses include publishing questionnaires, newsletters, meeting notices, study updates, and reports. The site will provide methods for users to submit feedback and comments. The project team will develop and maintain the website according to the State of Alaska standards, in coordination with the Alaska DOT&PF Webmaster. Additionally, the website will have a specific page(s) dedicated to related projects (*AIAS Planning Study, ANC Part 150 Airport Noise and Land Use Compatibility Planning, Kulis Land Use Study*, etc.) and an easy to understand explanation of those projects' relationship to the Airport Master Plan Update. Likewise, the project team will ask representatives of the related projects to include such information on their project websites along with a link to the Master Plan Update webpage. The overall goal of this coordination will be to make it clear and easy for the public to understand who to contact and how to participate in each of the somewhat confusing and overlapping planning processes underway.

**Working Group** - A representative body of neighborhood, community, non-governmental organization, and business interest groups. See Section 5.2.2 for more details.

**Workshop** – Workshops are a smaller, working meeting that focus on a specific topic in greater depth and using more hands-on facilitated involvement. The workshop may begin with a presentation, but includes interactive working groups tasked with exercises. For the Airport Master Plan Update, fruitful topics that would be best explored in a workshop setting may include land use, noise, FAA regulations, trails/recreation, and airport technology (NextGen, etc.).

CHAPTER 5  
PIP IMPLEMENTATION

The schedule below is a roadmap that identifies the proposed public involvement tools for upcoming project phases. Some activities will be conducted continuously throughout every phase and are not individually identified in the schedule. These ongoing tools include:

- Website updates
- Community Council meeting attendance
  - Turnagain
  - Sand Lake
  - Spenard
- Presentations
- Mailing list maintenance
- Media coordination and monitoring
- Message development and refinement
- Advertising (see Appendix C)

*The schedule below is a roadmap that identifies the proposed public involvement tools for upcoming project phases.*

Table 5-1  
DRAFT PIP SCHEDULE

| Project Initiation                  |   |
|-------------------------------------|---|
| July 2012                           | <ul style="list-style-type: none"><li>• Public Open House 1</li><li>• Stakeholder interviews (8)</li><li>• E-mail address established</li><li>• Begin mailing list</li></ul>                          |
| August 2012                         | <ul style="list-style-type: none"><li>• Develop PIP</li></ul>   |
| Inventory and Facility Requirements |   |
| September 2012                      | <ul style="list-style-type: none"><li>• Business card</li><li>• E-newsletter 1</li><li>• Notification of Public Open House 2</li><li>• Public Open House 2</li><li>• Stakeholder Interviews</li></ul> |
| October 2012                        | <ul style="list-style-type: none"><li>• E-newsletter 2</li><li>• Website launch</li><li>• Stakeholder interviews</li><li>• Establish Working Group</li></ul>  |
| December 2012                       | <ul style="list-style-type: none"><li>• Establish Technical Advisory Committee</li><li>• E-newsletter 3</li><li>• Technical Advisory Committee Meeting 1</li><li>• Working Group Meeting 1</li></ul>  |

**Alternatives Development**

|               |  |
|---------------|--|
| January 2013  | <ul style="list-style-type: none"><li>• E-newsletter 4</li><li>• Phone Survey</li><li>• Stakeholder Interviews</li><li>• Airport/Neighborhood Tours</li></ul>  |
| February 2013 | <ul style="list-style-type: none"><li>• E-newsletter 5</li><li>• Public Open House 3</li><li>• Online Open House</li><li>• Stakeholder Interviews</li><li>• Technical Advisory Committee, Meeting 2</li><li>• Working Group, Meeting 2</li></ul>                             |
| March 2013    | <ul style="list-style-type: none"><li>• E-newsletter 6</li><li>• Public Open House 4</li><li>• Online Open House</li></ul>   |
| April 2013    | <ul style="list-style-type: none"><li>• E-newsletter 7</li><li>• Technical Advisory Committee, Meeting 3</li><li>• Working Group, Meeting 3</li><li>• </li></ul>   |
| May 2013      | <ul style="list-style-type: none"><li>• E-newsletter 8</li><li>• Public Open House 5/Hearing with public testimony</li><li>• Online Open House</li><li>• Technical Advisory Committee, Meeting 4</li><li>• Working Group, Meeting 4</li><li>• Alternative selected</li></ul> |

**Implementation and Airport Layout Plan (ALP)**

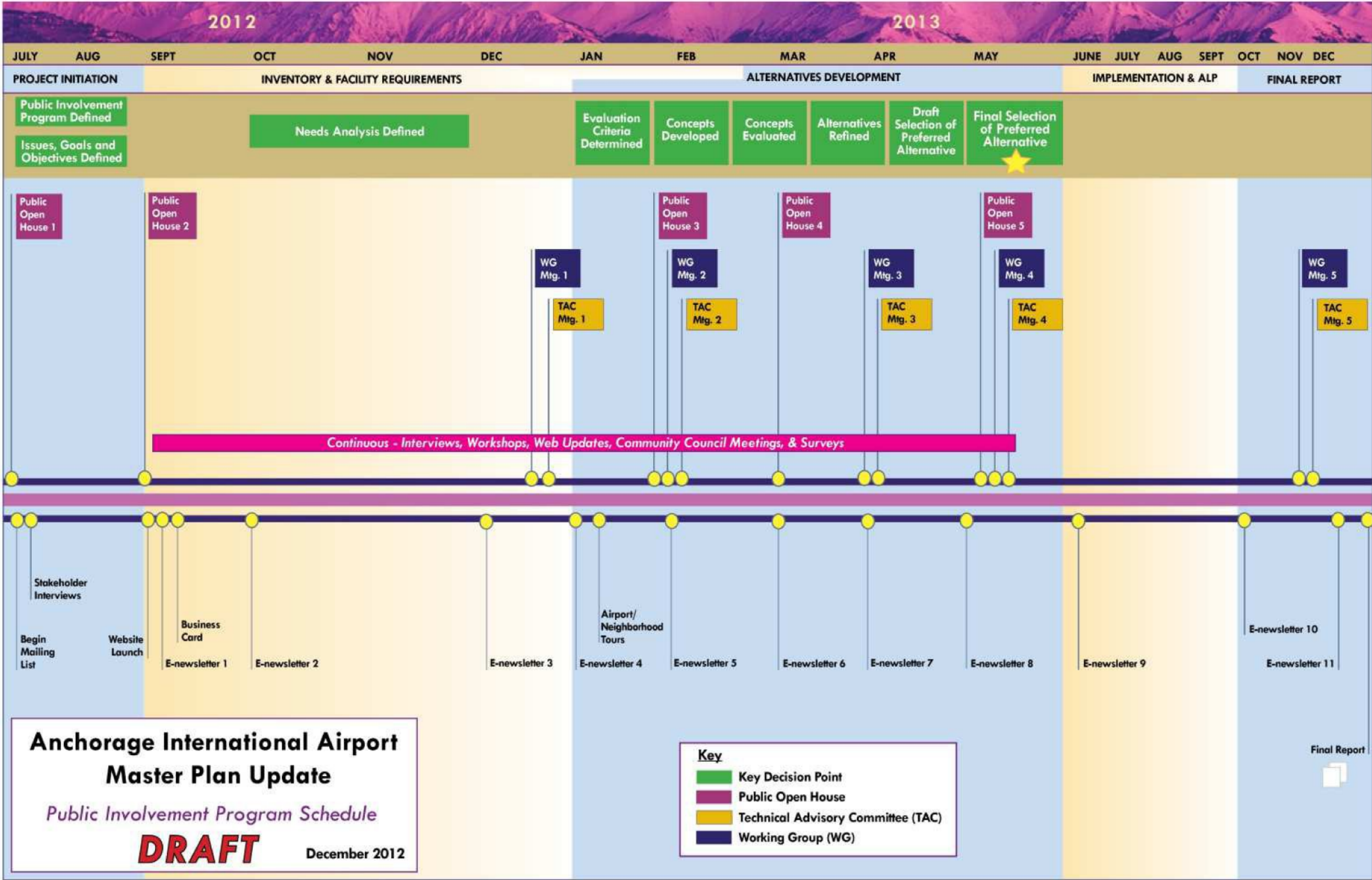
|                     |  |
|---------------------|--|
| June–September 2013 | <ul style="list-style-type: none"><li>• E-newsletter 9</li></ul> |
|---------------------|--|

**Final Report**

|                       |  |
|-----------------------|--|
| October–December 2013 | <ul style="list-style-type: none"><li>• E-newsletters 10 and 11</li><li>• Technical Advisory Committee, Meeting 5</li><li>• Working Group, Meeting 5</li><li>• Final Report, including Summary of Public Involvement</li></ul> |
|-----------------------|--|



Figure 5-1  
PUBLIC INVOLVEMENT PROGRAM SCHEDULE







## **5.1 PUBLIC OPEN HOUSES**

In addition to the Project Initiation Open House held in July 2012 (Public Open House 1) and the Kick-Off Open House presenting the Master Plan Update schedule, goals, objectives and key issues held in September 2012 (Public Open House 2), the project team will hold three more Public Open Houses during the PIP. These meetings will occur at major decision points of the Master Plan Update process and the PIP includes ample notification of all public meetings to ensure maximum stakeholder participation (see Appendix C). The PIP Open House Meetings will cover the following topics:

### **Public Open House 3**

- Inventory results
- Facility requirements
- Draft alternatives evaluation criteria

### **Public Open House 4**

- Requirements summary
- Provide input on alternative concepts and evaluation criteria

### **Public Open House 5**

- Alternatives evaluation results
- Recommended alternative
- Hearing, including public testimony

Following Open House meetings 3, 4 and 5, an online open house will be available for those unable to attend the meeting in person.

## **5.2 WORKING GROUP MEETINGS**

The Airport recognizes that many individuals and organizations have a vested interest in the Master Plan Update and would like to be engaged more actively in the planning process.

Two working groups were established in the fall/winter of 2012: the Technical Advisory Committee and the Working Group. The purpose of the working groups is to provide information and guidance on specific aspects of the Master Plan Update development and to inform the decision-making process. While recommendations from the advisory groups will be strongly considered by the Master Plan Update planning team for possible adoption, the Airport remains the ultimate decision-making body responsible for the Master Plan Update.

The Technical Advisory Committee and Working Group members are asked to participate in up to five meetings each, generally two hours in duration, between December 2012 and December 2013. Topics include Master Plan Update background, goals, and objectives; facility requirements and alternatives evaluation criteria; alternative concepts; alternatives screening; and final recommendations review. All meetings will be professionally facilitated. The public will be able to observe the proceedings and will have an opportunity to comment at the conclusion of the meetings. All Technical Advisory Committee and Working Group meetings will be advertised on the project website and newsletter.

### **5.2.1 Technical Advisory Committee**

Technical Advisory Committee membership is comprised of industry and aviation professionals charged with providing guidance on technical aspects of ANC's Master Plan. Eleven to twenty members were selected by the project team based on technical areas of expertise, technical competency, and broad representation of industry interests. Members may include representatives from commercial airlines freight carriers, airport leaseholders, general aviation users, and local, state, and federal agency representatives, such as air traffic controllers.

Letters were sent to a select number of cross-representational businesses and agencies, inviting them to complete a questionnaire naming an official representative and indentifying an alternate to represent the organization at the Technical Advisory Committee meetings.

Individuals wanting to serve on the Technical Advisory Committee are asked to:

1. Participate in all meetings.
2. Provide advice that represents views of their business or agency and to equally consider the interests of the Airport as a whole; to seek common-ground that serves the needs of all parties with a stake in the future of the Airport.
3. On an ongoing and informal basis, keep his or her representative organization informed regarding Master Plan Update issues and emerging recommendations.
4. Work productively with other committee members, Airport administration, and the planning team when differences of opinion develop, and follow these general rules:
  - a. Listen: seek to understand new ideas and others' views
  - b. Stay on topic: keep comments brief
  - c. Be respectful and polite: attack issues, not people
  - d. Be positive: be problem solvers
5. Devote time, study, and thought necessary to complete Technical Advisory Committee duties.
6. Work with other Technical Advisory Committee members to help shape recommendations to the Master Plan Update planning team that individual members as well as the group as a whole can actively support.

*Technical Advisory Committee membership is comprised of industry and aviation professionals charged with providing guidance on technical aspects of the Airport's Master Plan. Members were selected by the project team based on technical areas of expertise, technical competency, and broad representation of industry interests.*

### **5.2.2 Working Group**

The Working Group is a representative body of neighborhood, community, non-governmental organization, and business interest groups. This group serves as a sounding board for weighing Master Plan Update recommendations against community goals, values, and needs.

The Working Group facilitates communication between interested parties, Airport administration, and the planning team. They are asked to provide specific information on community goals as they relate to Master Plan Update background, goals, and objectives; facility requirements and alternatives evaluation criteria; alternative concepts; alternatives screening; and final recommendations review. All meetings are topic specific and include an education component, followed by discussion and group recommendations.

*The Working Group consists  
of 11–20 members  
representing a broad cross-  
section of the Anchorage  
community.*

The Working Group consists of 11–20 members representing a broad cross-section of the Anchorage community. As with the Technical Advisory Committee, all Working Group meetings will be open for the public to observe.

Letters were sent to a select number of cross-representational businesses and organizations, inviting them to complete a questionnaire naming an official representative and indentifying an alternate to represent the organization at the Working Group meetings. The Working Group was mentioned at the September 2012 Public Open House, and individuals who had an interest in participating were encouraged to contact the planning team.

Individuals wanting to serve on the Working Group are asked to:

1. Participate in all meetings.
2. Have a receptive and active interest in learning about the Airport and its operations.
3. Provide advice that represents personal views and to equally consider the interests of the local community, the Airport, and the Municipality of Anchorage and State of Alaska as a whole; to seek common-ground that serves the needs of all parties with a stake in the future of the Airport.
4. On an ongoing and informal basis, keep representative organizations, friends, and neighbors informed regarding Master Plan Update issues and emerging recommendations.
5. Work productively with other Working Group members, Airport administration, and the planning team when differences of opinion develop, and follow these general rules:
  - a. Listen: seek to understand new ideas and others' views
  - b. Stay on topic: keep comments brief
  - c. Be respectful and polite: attack issues, not people
  - d. Be positive: be problem solvers
6. Devote time, study, and thought necessary to complete Working Group duties.
7. Work with other Working Group members to help shape recommendations to the Master Plan Update planning team that individual members as well as the group as a whole can actively support.

## **CHAPTER 6**

### **COMMENTS AND RESPONSES**

The purpose of public involvement is to gather input that will be considered by the decision-makers prior to making a decision. Comments will be accepted via fax, e-mail, comment forms, project website, project staff who record a verbal comment at a public meeting or event, transcripts of meetings, and letters. The team will accept public comments at any point in the planning process. A comment database will be developed to hold all comments, identify issues, and track contact information, comment resolution, and project team responses. Every comment will be read and entered into the comment database by trained project team staff. Comments will be coded to identify primary concerns.

At the beginning of the planning process, comments will be requested, specifically on issues to be studied, Master Plan goals and objectives, and facility needs and requirements. At the beginning of the alternatives development period, comments will be requested, specifically on the concept alternatives and screening criteria. Following the alternatives development phase, the Airport will select an alternative. Once the alternative has been selected, the remainder of the Master Plan work is documentation, preliminary engineering, and cost estimating for that alternative.

One Comment-Response Report will be produced during the planning process that will report comments received to date and provide responses on how the comments were considered in the planning process. The final Master Plan Update report, scheduled to be published in December 2013 will summarize all comments received in a second, final Comment Response Report. Following the production of the final Comment Response Report, public comments will be accepted, but will not be responded to individually or published.

*Following the alternatives  
development phase, the  
Airport will select an  
alternative.*



## CHAPTER 7 MEASURES OF EFFECTIVENESS

Evaluation is critical to ensure that public participation goals are met. Throughout the process, the team will track participation efforts and results both qualitatively and quantitatively. If measures of success are not being met, the team will revise the PIP and craft new strategies and tools to reach groups and individuals.

The following is a draft list of tools the planning team may use to help measure effectiveness.

*If measures of success are not being met, the team will revise the PIP and craft new strategies and tools to reach groups and individuals.*

**“How are We Doing?” Surveys** – The team will distribute surveys and questionnaires at select meetings, events, and online. The objective will be to determine if participants are getting the information they need to participate, if they feel their participation is meaningful, and more generally if they feel satisfied with the process.

**Comment Content** – The project team will assess the level and quality and participation through the volume of comments and feedback while at the same time evaluating the input. For example, if the team is receiving an inordinate amount of comments saying “I like/dislike this project,” the team may need to discuss ways to encourage the public to make more effective remarks.

**Demographics Data Gathering** - Mailing list sign up enrollment, meeting sign in sheets, and listening posts will request (but not require) the following data: name, address, community council, ethnicity, age, gender.

The team will use the data to geographically determine where project participants live, their ethnicity, gender, and age. This will allow the project team to compare the data with general area demographics to identify who we may be missing and where outreach efforts may require evaluation and modification. The team will prepare and submit Title VI reports to the DOT&PF Civil Rights Office, as required for all DOT&PF projects.

**Chronology** – A detailed table will be kept of public participation activities. This log will chronicle outreach efforts and track meetings, identify team members that were involved, and demonstrate the consistency of public involvement.

**Monitor the Media** – The public involvement team will monitor news articles, letters to the editor, and other published sources to keep a finger on the pulse of public perception of the project, concerns, and issues. News articles may be copied to the project files and distributed to team members. Portable document format (.pdf) files of published articles may be posted on the website.

## **CHAPTER 8 REFERENCES**

Federal Aviation Administration (FAA). 2007. *Advisory Circular 150/5070-6B Airport Master Plans*.  
U.S. Department of Transportation. Available online at [http://www.faa.gov/documentLibrary/media/advisory\\_circular/150-5070-6B/150\\_5070\\_6b\\_chg1.pdf](http://www.faa.gov/documentLibrary/media/advisory_circular/150-5070-6B/150_5070_6b_chg1.pdf)

## **CHAPTER 9 PROJECT CONTACTS**

For all questions relating to the Airport Master Plan Update, please send email to:  
[contact@ancmasterplan.com](mailto:contact@ancmasterplan.com)

### **HDR Alaska**

Katherine Wood, Public Involvement Lead  
Manager  
2525 C Street, Suite 305  
Anchorage, AK 99503  
(907) 644-2153  
[contact@ancmasterplan.com](mailto:contact@ancmasterplan.com)

### **Reynolds, Smith and Hills, Inc.**

Evan Pfahler, Master Plan Update Project  
c/o HDR Alaska  
2525 C Street, Suite 305  
(907) 865-2275  
[contact@ancmasterplan.com](mailto:contact@ancmasterplan.com)

### **Ted Stevens Anchorage International Airport**

Jack Jones, Planning Manager  
PO Box 196900  
MS-2527  
Anchorage, AK 99519-6900





## **APPENDIX A INTERVIEWS**



**PIP Development Interview List**

The following table lists stakeholders who were interviewed during the project initiation phase to provide input on issues to be addressed by the Master Plan Update and the public involvement program.

| Organization  | Participant(s)  |
|---|---|
| Spenard Community Council   | Jim Bowers, President   |
| Turnagain Community Council   | Cathy Gleason, President<br>Merle Akers, Turnagain Resident<br>Blythe Marston, Turnagain Resident                     |
| Sand Lake Community Council   | Dan Burgess, President  |
| Federal Aviation Administration (FAA)   | Patti Sullivan, Environmental Program Manager   |
| Anchorage Assembly and<br>Airport Communications Committee                    | Harriet Drummond, MOA Assembly<br>Ernie Hall, MOA Assembly<br>Matt Claman, Chair, Airport Communications<br>Committee |
| FAA Air Traffic Control Tower, Ted Stevens<br>Anchorage International Airport | David Chilson<br>Mark Brys  |
| MOA Planning Department   | Thede Tobish, Senior Planner  |
| Recreation/Park Users   | Mike Mitchell, Anchorage Trails and Greenways<br>Tom Korosei, MOA Parks and Recreation                                |
| Anchorage Nordic Ski Assn.  | Jim Burkholder<br>Gordon Wetzel   |
| Knik Tribal Council   | Debra Call, President<br>Richard Porter, Executive Director   |
| Native Village of Eklutna   | Marc Lamoreaux, Land and Environmental Dir.   |
| Native Village of Tyonek  | Jessica Standifer, Environmental Coordinator  |



**APPENDIX B**  
**CURRENTLY IDENTIFIED STAKEHOLDER ISSUES**



**“IN”** issues that will be addressed in the Master Plan Update:

- Confusing accessibility points and circulation on Airport roads near terminal
- Address potential short-term public, covered long-term public, and rental car overflow parking needs
- Evaluation of the future redevelopment / reuse of the North Terminal
- Enhanced airfield capacity
- Simultaneous approaches to Runways 7L and 7R
- Air Operations Area (AOA) access for ground handlers and airline support
- Identify potential location of heliport
- Protect / identify airfield and airport snow disposal sites
- Document Airport fuel farm capacity
- Aircraft engine run-up location and facilities
- Ground support equipment storage areas
- Preserve land for future airfield capacity if and when it is needed
- Plan the West Airpark
- GA aircraft, older aircraft, and engine run-up operations may be contributing to bothersome noise impacts
- Aircraft engine run-up noise from commercial aircraft
- Cargo loading operational noise
- Fuel fumes and aircraft exhaust are a perceived health issue
- Consideration of NEPA evaluation process
- Recognize importance of recreational lands
- Preserve parkland and airport buffers
- Preserve quality and continuity of Tony Knowles Coastal Trail
- Long-term fiscal sustainability
- Sources of revenue
- Better public involvement process
- Confusion about FAA and Airport decision-making
- Provide public education sessions
- Airport ownership and obligations
- Clarify FAA’s involvement and role
- Clarify MOA’s involvement and role
- How does the Master Plan relate to other studies?
- Provide ample notice of upcoming meetings
- Include Alaska Native interests in the stakeholder process
- Conceptual long-term development plan beyond the Master Plan horizon
- Recommend a Kulis Air National Guard Base development plan
- Account for and implement the West Anchorage District Plan
- Determine value of existing and potential aeronautical and non-aeronautical development for informed land use decision making
- Utilize airport property to its fullest extent
- Develop the South Airpark in a responsible manner
- Potential elimination of Hot Spot 1 (at the intersection of T/W G and T/W K)



- Communications plan

**“GRAY”** issues are still under consideration – don’t fit neatly into **“IN”** or **“OUT”** category:

- Determine the future use of the Rail Depot
- South Terminal baggage screening capacity
- Implementation of advanced navigational aids (NextGen)
- Consider public transit options
- Examine condition and use of taxi/ commercial vehicle staging and loading areas
- Utilize the north-south runway to shift noise away from neighborhoods; minimize takeoffs and landings over populated areas
- Congestion on Northern Lights Blvd, Spenard and Raspberry Rd
- Deicing fluid runoff – stricter EPA regulations may impact handling of deicing fluid
- Stormwater management
- Protect animal and bird habitat areas
- Airport aesthetics
- Identify opportunities for more cargo transfer
- Is the Airport competitive?
- Stakeholder issues should be addressed
- Build a long-term relationship with stakeholder groups
- Provide comments from previous and current master planning efforts
- Address community issues
- Share user group email lists
- A Master Plan that has the support of airport stakeholders
- Be a good neighbor
- Accommodate expansion of the Anchorage Water and Wastewater Utility Treatment Plant
- Ensuring the Airport has room to grow and maintaining recreational facilities are not mutually exclusive

**“OUT”** issues will be documented, but not addressed in this Master Plan.

- Restrict General Aviation (GA) traffic patterns
- Improve bicycle trails (aesthetics and lighting)
- Noxious and invasive weeds (for Ted Stevens Anchorage International Airport)
- Offset aviation demand or relocate landings and takeoffs to other airports
- Develop explicit land use agreements

**APPENDIX C**  
**ADVERTISING STRATEGIES**

## **Advertisement**

A variety of advertising methods will promote stakeholder participation for meetings, open houses and other events throughout the Master Plan Update process. Though traditional paid media will be a key element of the public involvement advertising strategy, the team will also use methods such as online programs, social media, existing print and virtual resources, visual advertising, and working through existing communication channels to ensure maximum reach.

Below are recommendations for the scope of advertising methods to be considered for each specific public involvement activity that have been tailored to provide sufficient notice for the kind of activity, and to maximize time and budget. For each event, a detailed media plan will be developed for Airport approval prior to implementation. The recommendations below provide general guidelines for the scale of different events.

All communications from Master Plan Update planning team will be concise and clearly identify the purpose of the event and key messages; the overlap of specific messages/notifications will be avoided. In addition, the Master Plan Update planning team will coordinate with the other ongoing airport projects to coordinate outreach events and messaging.

### **Advertising methods to be considered for:**

#### ***Public Meeting/Open House***

- State of Alaska Online Public Notice: minimum of 7 days in advance, aim for 10-14 days in advance
- Paid print notice/advertising (*Anchorage Daily News*)
- Bulletin board posting in ANC main office
- Airport newsletter
- Master Plan Update E-newsletter
- Master Plan Update website
- E-mail for elected officials and agencies with a vested interest in the Airport: Governor's Office, DOT&PF Headquarters and Central Region, Mayor's Office, State Legislators, Municipal Assembly Members, etc.
- Postcard mailed to area homes and businesses (2 to 3 weeks advance)
- Airport online resources: GovDelivery, website, Facebook posts
- Paid website advertising (i.e., adn.com, Alaskadispatch.com)
- Radio advertising (public service announcements)
- The message can then be forwarded using existing communication channels such as community councils, the Airport Communications Committee, recreational groups, GA organizations, and other E-mail lists associated with related projects such as the *AIAS Planning Study*, the *WADP*, the *Kulis Land Use Plan*, the *ANC Part 150 Noise Study*, etc.
- *Signage within the Airport*

#### ***Online Open House Meeting (approx. 2 weeks duration)***

- State of Alaska Online Public Notice: minimum of 7 days in advance, aim for 10-14 days in advance
- Paid print notice/advertising (*Anchorage Daily News*)
- Bulletin board posting in ANC main office
- Master Plan Update E-newsletter
- Master Plan Update website
- Airport online resources: GovDelivery, website, Facebook posts
- Targeted paid Facebook advertising – clicking the ad brings users directly to the Online Open House website

**Advisory Committee Meetings and Working Group Meetings**

- State of Alaska Online Public Notice: minimum of 7 days in advance, aim for 10-14 days in advance
- Paid print notice/advertising (Anchorage Daily News)
- Bulletin board posting in ANC main office
- E-mail notifications to participants
- Master Plan Update E-newsletter
- Master Plan Update website
- Paid print notice/advertising (*Anchorage Daily News*; 1 time)
- Airport online resources: GovDelivery, website, Facebook posts
- Newspaper legal notification ad
- Bulletin board posting in ANC main office

**Workshops**

- State of Alaska Online Public Notice: minimum of 7 days in advance, aim for 10-14 days in advance
- Paid print notice/advertising (Anchorage Daily News)
- Bulletin board posting in ANC main office
- Master Plan Update E-newsletter
- Master Plan Update website
- Airport online resources: GovDelivery, website, Facebook posts