

Ted Stevens Anchorage International Airport

2014 MASTER PLAN UPDATE

APPENDIX A - PUBLIC INVOLVEMENT SUMMARY

FINAL
DECEMBER 2014

RS&H

IN ASSOCIATION WITH:

HDR

DOWL HKM

RIM Architects

ATAC



Photo credit: Vanessa Bauman



TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT MASTER PLAN UPDATE

APPENDIX A PUBLIC INVOLVEMENT SUMMARY

December 2014

FINAL

Prepared for:
Ted Stevens Anchorage International Airport
State of Alaska Department of Transportation & Public Facilities

Prepared by:



In association with:
HDR
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RIM Architects
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PREFACE

The Ted Stevens Anchorage International Airport (Airport) Master Plan Update (Master Plan Update) provides Airport management and the Alaska Department of Transportation & Public Facilities (DOT&PF) with a strategy to develop the Ted Stevens Anchorage International Airport. The intent of the Master Plan Update is to provide guidance that will enable Airport management to strategically position the Airport for the future by maximizing operational efficiency and business effectiveness, as well as by maximizing property availability for aeronautical development through efficient planning. While long-term development is considered in master planning efforts, the typical planning horizon for the Master Plan Update is 20 years.

The Federal Aviation Administration provides guidance for Master Plan development in *FAA Advisory Circular 150 / 5070-6B, Airport Master Plans*. Although not required, the Advisory Circular strongly recommends airports prepare a Master Plan. Funding for the Master Plan Update is provided primarily by the Federal Aviation Administration through an Airport Improvement Program grant.

A comprehensive Master Plan Update was last prepared in 2002 and a partial update was undertaken between 2006 and 2008. This Master Plan Update was initiated in June 2012 and concluded in December 2014. The DOT&PF entered into a contract with the firm RS&H to lead this effort. The Master Plan Update included a robust public and stakeholder involvement program.

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Appendix A - Public Involvement Summary

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Abbreviations and Acronyms

AAAC	Airport Airline Affairs Committee
AACC	Anchorage Airport Communications Committee
ACE	Alaska Center for the Environment
AEDC	Anchorage Economic Development Corporation
AIAS	Alaska International Airport System
Airport	Ted Stevens Anchorage International Airport
ATC	Air Traffic Control
ATR	Airline Technical Representative
AWWU	Anchorage Water and Wastewater Utility
DOT&PF	Alaska Department of Transportation and Public Facilities
FAA	Federal Aviation Administration
FEAM	F&E Aircraft Maintenance
MOA	Municipality of Anchorage
Master Plan Update	Ted Stevens Anchorage International Airport Master Plan Update
PIP	Public Involvement Program
QR	Quick Response
TAC	Technical Advisory Committee
TSA	Transportation Security Administration
WG	Working Group

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SECTION I INTRODUCTION

The Ted Stevens Anchorage International Airport (Airport) updated its Master Plan beginning in 2012, and finalized the Plan in 2014. Required by the Federal Aviation Administration (FAA), the primary emphasis of the Airport's Master Plan Update (Master Plan Update) is to strategically position the Airport for the future. The goal of the Master Plan Update is to advance operational efficiency and business effectiveness, as well as to maximize available resources and property availability for aviation development through efficient planning.

Public involvement 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 process.

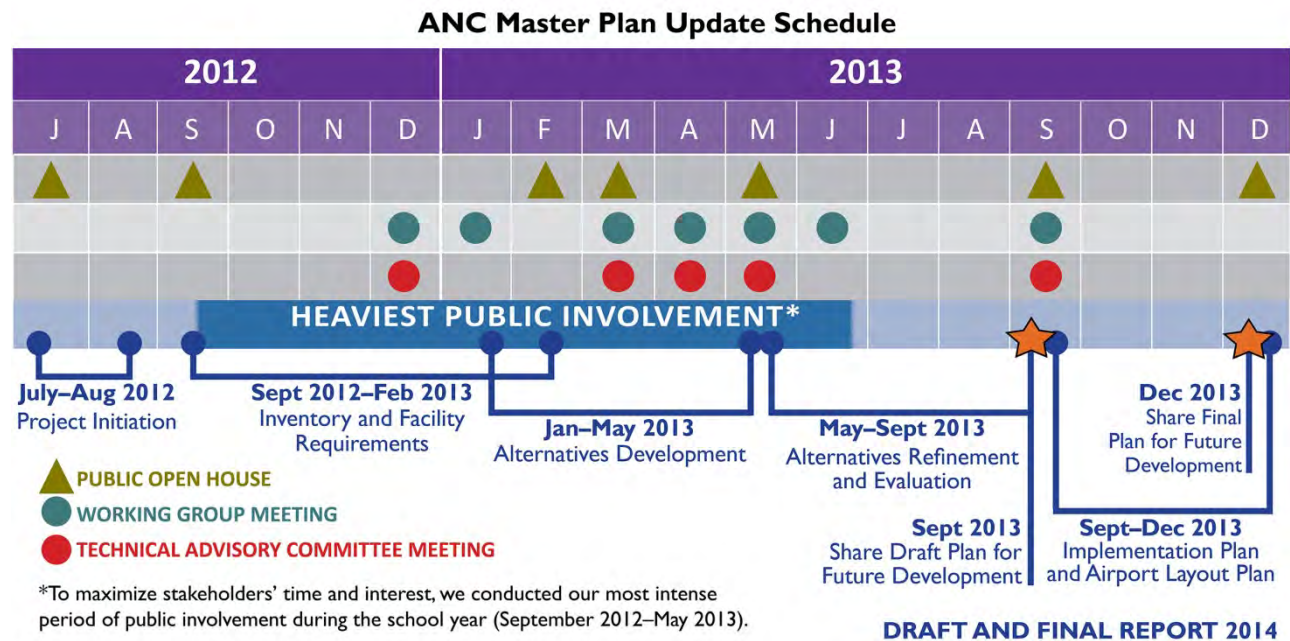
A stakeholder is anyone who might be affected by the plan.

The Airport appreciates that public involvement improves the decision making process by recognizing the needs and interests of participants. The Master Plan Update team placed enough emphasis on public outreach that one of the six Goals and Objectives for the Master Plan Update was to “engage stakeholders through open communication.”

The Airport committed to conducting a more robust Public Involvement Program (PIP) for this Master Plan Update than for any previous Master Plan Update. In doing so, the Airport conducted a PIP focused on an 18-month period that involved thousands of stakeholders.

As illustrated by **Figure 1**, the Master Plan Update team sought public feedback during all phases of the project and at all key decision points.

Figure 1
Master Plan Update Public Involvement Schedule



Source: HDR, 2014.

Public involvement informed project decision making and helped shape project outcomes that reflected both technical requirements and stakeholder concerns at each project phase: from project initiation, when planning team members sought feedback on how best to reach out to the public, to working with stakeholders during the alternatives development phase to develop evaluation criteria for the alternatives analysis, to seeking feedback on the Final Plan for Future Development.

This document summarizes the tools and methods used by the Master Plan Update team to involve a variety of public and private stakeholders in the Master Plan Update.

Per references in this document to materials posted on the Master Plan Update project website, www.ancmasterplan.com: following the completion of the Master Plan Update, the website will remain live. While new materials will not be posted to the site following the Master Plan Update's conclusion, existing materials will remain online to serve as reference material.

SECTION 2

EFFECTS OF PUBLIC INVOLVEMENT ON THE MASTER PLAN UPDATE PROCESS

From the outset, the Airport committed to considering stakeholder input throughout the Master Plan Update process. The PIP, which outlines how the public can provide comments and shape the Master Plan Update, was refined as the process progressed in response to feedback received from the public.

Examples of modifications to the Master Plan Update process, including the PIP, as a result of public feedback include:

- Considered public feedback in drafting the PIP
- Designed and maintained a comprehensive website that served as a prime source of information about the Master Plan Update
- Used e-mailed newsletters to share information and updates about the Master Plan Update
- Hosted public meetings on different days of the week and at various start times, and using online open houses to accommodate varied schedules and to encourage maximum participation
- Increased the number of advertising and notification strategies to maximize participation at public meetings
- Held a public seminar on the topic of FAA grant assurances
- Committed to respond to all comments received using a series of comment response reports
- Reached out to local Tribal organizations
- Added additional Working Group meetings at the request of Working Group members
- Held additional stakeholder interviews with specific organizations
- Included an Airport Communications Plan as a part of the Master Plan Update
- Hired an independent local research firm to conduct a scientific telephone poll on key Master Plan Update issues such as land use and noise
- Implemented a phased Plan for Future Development that uses trigger points in lieu of an outright plan for additional infrastructure development
- Prioritized low-cost phases that optimize existing infrastructure
- Included a potential site for a ground run-up enclosure to address noise issues in neighboring residential areas

- Developed a draft set of guiding principles for the Coastal Trail (portions of which are on Airport property) for use in future planning efforts

SECTION 3

PARTICIPATING STAKEHOLDERS

While anyone with an interest in the Airport's Master Plan Update is a stakeholder, several groups, agencies, and organizations were identified as potentially being affected by Airport operations and / or desiring to participate in the process and provide feedback. Table 1 identifies participating stakeholder groups.

Table 1
Participating Stakeholder Groups

<u>General Public</u>	
<ul style="list-style-type: none">• Residents• Property owners• Surrounding local businesses and their customers• Consumers statewide	<ul style="list-style-type: none">• Traveling public (Southcentral Alaska)• Developers• Park/trail users
<u>Airport Users</u>	
<ul style="list-style-type: none">• Traveling public• Airlines (Represented by AAAC and ATR)• Passenger / cargo• International / domestic• Airport leaseholders• Airport concessions• Airport staff• Airport maintenance• Developers	<ul style="list-style-type: none">• Airport police and fire• Cargo Businesses• FedEx• UPS• Freight shippers• Rental car companies• Alaska Railroad• Ground transportation services (shuttles, taxis, bus)• Alaska tour companies
<u>Local Government</u>	
<ul style="list-style-type: none">• MOA Parks and Recreation• MOA Planning	<ul style="list-style-type: none">• Anchorage Water and Wastewater Utility• Planning and Zoning Commission
<u>State/Federal Agencies</u>	
<ul style="list-style-type: none">• Manager, Ted Stevens Anchorage International Airport• FAA Environmental Program• FAA ATCT• FAA ARTCC• TSA• DOT&PF Division of Statewide Aviation	<ul style="list-style-type: none">• DOT&PF Commissioner• State of Alaska Aviation Advisory Board• JBER• State of Alaska Dept. of Fish and Game

Tribal Organizations

- Knik Tribal Council
- Native Village of Eklutna
- Native Village of Tyonek
- Chickaloon Village Traditional Council (Contacted but did not participate)

Elected Officials

- Office of the Governor
- Mayor of Anchorage
- Anchorage Municipal Assembly
- Alaska State Senate
- Alaska House of Representatives

Nongovernmental Organizations

- ACE
- Friends of the Anchorage Coastal Wildlife Refuge
- AACC
- NSAA
- Anchorage Audubon

Community and Economic Development Organizations

- Federation of Community Councils
- Turnagain Community Council
- Spenard Community Council
- Sand Lake Community Council
- North Star Community Council
- Taku/Campbell Community Council
- Anchorage Chamber of Commerce
- AEDC
- Alaska Travel Industry Association
- Alaska Commodity Freight Forwarders
- Anchorage Convention and Visitors Bureau
- Alaska Chamber of Commerce

Source: HDR, 2014.

Notes: AAAC = Airport Airline Affairs Committee, AACC = Anchorage Airport Communications Committee, ACE = Alaska Center for the Environment, AEDC = Anchorage Economic Development Corporation, ARTCT = Air Route Traffic Control Center, ATCT = Air Traffic Control Tower, ATR = Airline Technical Representative, DOT&PF = Alaska Department of Transportation and Public Facilities, JBER = Joint Base Elmendorf-Richardson, MOA = Municipality of Anchorage, NSAA = Nordic Ski Association of Anchorage, TSA = Transportation Security Administration.

SECTION 4

PUBLIC INVOLVEMENT TOOLS

Several public involvement tools were utilized throughout the Master Plan Update. Tools were designed to ensure that public concerns and key issues were identified and considered, and to demonstrate the Airport's commitment to considering public feedback. Public involvement tools varied in approach, and provided a variety of methods for stakeholders to participate in the process.

4.1 PUBLIC INVOLVEMENT PROGRAM

In December 2012, the Master Plan Update team released a draft PIP. This document outlined when and how Airport decision makers would be collecting and considering public feedback. The PIP was drafted incorporating public feedback from the project initiation phase of the Master Plan Update, and provided transparency into how project decisions were to be made. The PIP was posted on the project website, highlighted at Public Open House meetings, and shared with the Working Group and Technical Advisory Committee members. Comments on the PIP were encouraged and considered, and the plan was revised based on the comments received. This successfully-implemented PIP represents the largest public involvement effort undertaken by the Airport to date for any project or process.

4.2 PUBLIC OPEN HOUSE MEETINGS

Seven Public Open House meetings were held during this Master Plan Update. Open houses not only provided an opportunity to share accurate information and gather feedback, they demonstrated that the Airport was committed to a public process. These meetings relayed up-to-date information about the Master Plan Update and were amply noticed and advertised to ensure maximum participation. At each Public Open House, the Master Plan Update team encouraged stakeholders to provide comments. Meetings began with an Open House, at which posters with graphics, maps, and project information were displayed and Master Plan Update staff members were present to engage directly with stakeholders and answer questions. A 20- to 40-minute PowerPoint presentation was given after the Open House portion of the meeting, followed by a facilitated question and answer session. A Public Open House is pictured in Figure 2, and Table 2 depicts the main topics shared at each of the seven Public Open House meetings.

Figure 2
Public Open House, September 2012



Source: Steve Strait, Strait Media LLC.

Public Open House meetings were amply noticed via:

- Legal advertisement in the Anchorage Daily News
- Postcards mailed to all residences and PO Box holders in zip codes 99502, 99503, 99509, 99515, 99517, and 99518
- State of Alaska Online Public Notice System
- State of Alaska GOVDelivery system
- Master Plan Update webpage
- Anchorage International Airport webpage
- Email to the Master Plan Update distribution list
- Email to Community Council presidents
- Email to elected officials
- Paid print advertisement in the Anchorage Daily News
- Paid online advertisement on www.adn.com and www.alaskadispatch.com
- Postings on the public notice boards at the Airport
- “What’s Up?” Community List Serve
- Airport Facebook page and Twitter account

Table 2
Public Open House Meetings

Public Open House Date	Meeting Purpose
#1 – July 17, 2012	<ul style="list-style-type: none"> • Introduce the Master Plan Update Team • Provide the basics of Airport Master Plans • Encourage feedback to help inform the Master Plan Update process
#2 – September 19, 2012	<ul style="list-style-type: none"> • Present the goals and objectives of the Master Plan Update • Discuss how Master Plan Update will address key issues and include public involvement • Present the aviation activity forecast from the AIAS Planning Study • Encourage feedback to help inform the Master Plan Update process
#3 – February 20, 2013 <i>Online Open House: February 21-March 7</i>	<ul style="list-style-type: none"> • Overview the initial findings of the inventory of existing Airport conditions • Provide information about the alternatives development and evaluation process • Encourage feedback to help inform the Master Plan Update process
#4 – March 21, 2013 <i>Online Open House: March 22 -April 5</i>	<ul style="list-style-type: none"> • Provide information about the assessment of facility requirements, and airport development requirements • Share draft alternative evaluation criteria • Encourage feedback to help inform the Master Plan Update process
#5 – May 23, 2013 <i>Online Open House: May 24 – June 7</i>	<ul style="list-style-type: none"> • Present the five draft Airport alternatives to meet future aviation demand • Encourage feedback to help inform the Master Plan Update process
#6 – September 12, 2013 <i>Online Open House: September 13 - 27</i>	<ul style="list-style-type: none"> • Share the results of the alternatives evaluation • Present the Airport’s draft, phased plan for future development • Encourage feedback to help inform the Master Plan Update process
#7 – December 11, 2013 <i>Online Open House: December 12 - 26</i>	<ul style="list-style-type: none"> • Share the Airport’s final, phased plan for ensuring its ability to meet long term aviation needs • Encourage feedback to help inform the Master Plan Update process

Source: HDR, 2014.

Notes: AIAS = Alaska International Airport System. All Public Open House meetings were held at the Coast International Inn in Anchorage.

4.3 ONLINE OPEN HOUSE MEETINGS

Held in conjunction with Public Open House meetings, the Airport hosted five online open house forums. This web-based tool made attending a public meeting convenient for anyone with access to the internet, regardless of their location or schedule, and resulted in increased participation. Online Open House events used the same materials shared at the physical event, but in a digital format; this interactive online tool walked visitors through the graphic materials and presentations, and allowed for comments to be made as they went. Online Open Houses were “live” for the 2 weeks following a physical

Open House event. Online Open Houses featured a comment form to which stakeholders could add comments throughout their web-based visit and which could be submitted electronically when complete.

Online Open House events were promoted using the same notices and advertisements as the physical Open House events. Special online advertising was also used including Facebook ads and online ads on www.adn.com and www.alaskadispatch.com. In addition, four large graphic banners promoting the online open house and featuring a quick response (QR) code were displayed in high traffic locations within the Airport's South Terminal.

In addition to the Online Open House events held in coordination with Public Open House meetings during the Master Plan Update process, the Airport hosted a 60-day Online Open House following the release of the Public Review Draft of the Master Plan Update. This online event, designed to help facilitate stakeholder review of the lengthy Master Plan Report, was advertised and promoted in a fashion similar to prior open house meetings.

Master Plan Update website visitor data indicated that when the Online Open House events were "live," traffic to the website increased, new visitors came to the website, and site visits had a longer duration. **Figure 3** provides a view of an Online Open House, and **Figure 4** illustrates the increased website activity during Online Open House events. The Online Open Houses also yielded written comments in addition to those received at the corresponding physical Open House events that otherwise may not have been collected.

Figure 3
Online Open House

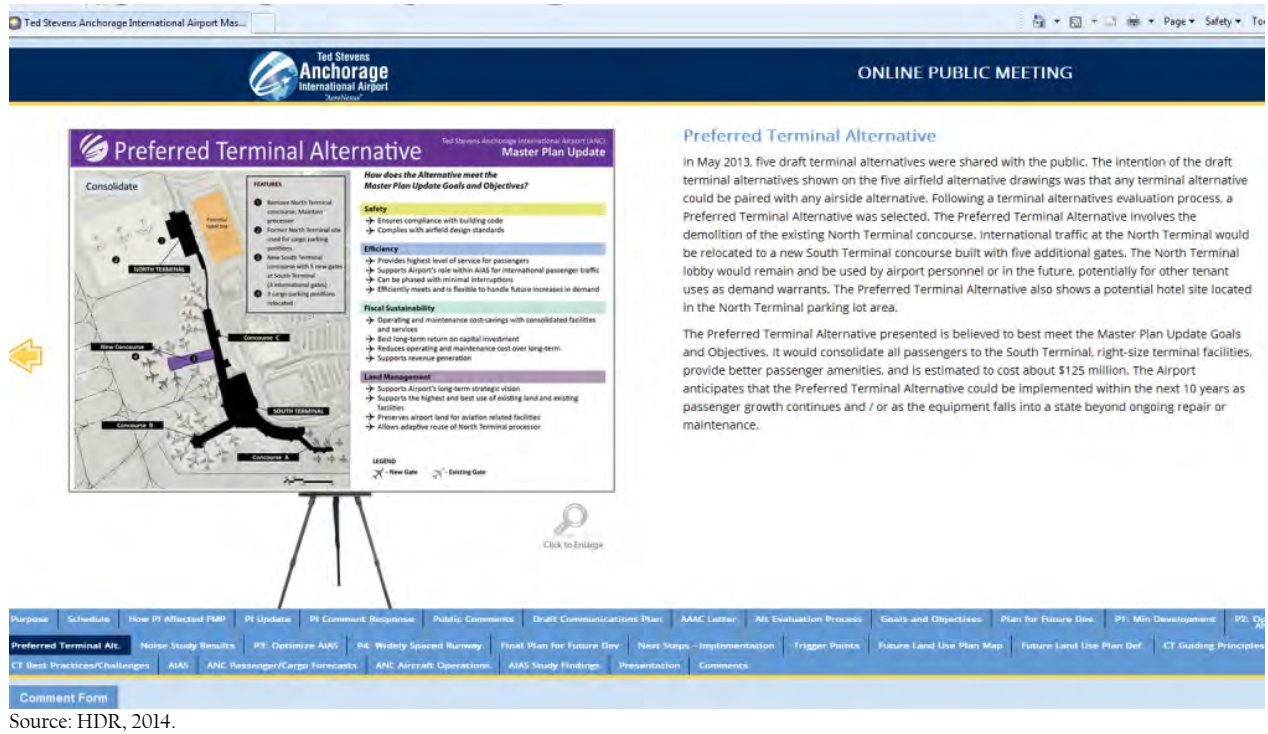
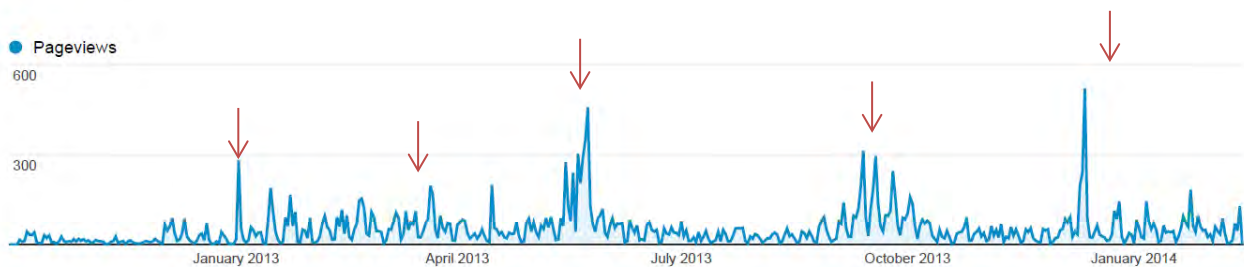


Figure 4
Website Pageviews from October 2012 to February 2014
(Arrows Indicate Online Open Houses)



Source: HDR, 2014.

4.4 WORKING GROUP AND TECHNICAL ADVISORY COMMITTEE

Recognizing that many individuals and organizations had a vested interest in the Master Plan Update, the Master Plan Update team convened two groups of stakeholders: the Working Group and the Technical Advisory Committee.

The Working Group was comprised of neighborhood, community, and interest groups, and served as a sounding board for weighing Master

Plan Update recommendations against community values, goals, and needs.



Source: HDR, 2014.

Working Group Meeting



Source: HDR, 2014.

Technical Advisory Committee Meeting

The Technical Advisory Committee was comprised of industry and aviation professionals charged with providing guidance on technical aspects of the Master Plan. Feedback from these two groups informed the Master Plan Update decision making process.

Organizations with a known interest in the Master Plan Update were invited to complete a survey to provide information about their interest in the Airport. The survey also asked individuals about their willingness to work with others to advance the Master Plan Update through a process that equally considered the interests of the Airport and its stakeholders. Additionally, participants were asked to agree to certain commitments such as an effort to participate in all meetings and provide

input that represented the views of their organization, and not their personal views.

By organizing the Working Group and the Technical Advisory Committee, the Airport acknowledged that certain stakeholders affected by Airport decisions could both provide valuable feedback, and have a more involved role in the Master Plan Update PIP. These groups allowed those individuals and organizations an opportunity to discuss Airport related issues in depth, and to engage directly with the Master Plan Update team and other interested stakeholders.

Working Group and Technical Advisory Committee meetings were typically held in conjunction with the Public Open House meetings. The Technical Advisory Committee met five times, and the Working Group met seven times. Tables 3 through 6 identify Working Group and Technical Advisory Group members and meetings.

Meetings usually included a presentation, a group activity, and discussion. The public was able to attend and observe the proceedings of each Working Group and Technical Advisory Committee meeting and to provide comments at the end of each meeting.

All Technical Advisory Committee and Working Group meetings were publicly noticed and advertised in advance via:

- A legal notice in the *Anchorage Daily News*
- An email to members and to the Master Plan Update distribution list
- Postings on Airport public notice boards, the State of Alaska Online Public Notice system and GOVDelivery system, and on the Master Plan Update website

Table 3
Working Group Membership

Organization	Representative	Alternate
ACE	Nick Moe, Sustainable Communities Coordinator	Scott Anaya
Alaska Chamber of Commerce	Andy Rogers, Deputy Director	
Alaska Trucking Association	Aves Thompson, Executive Director	
AACC	Matt Claman, AACC Chair	
Anchorage Cab Drivers Association	Lynette Moreno-Hinz, President	Will Merritt
Anchorage Chamber of Commerce	Mort Plumb, Board of Directors	
Anchorage Economic Development Corporation	Bill Popp, President and CEO	Will Kyzer
Federation of Community Councils	Brit Szymoniak, Vice Chair	Mark Butler
MOA Planning Department	Thede Tobish, Senior Planner	Carol Wong
Nordic Ski Association of Anchorage	Gordon Wetzel, Chair, Lands Committee	
Pruhs Corporation	Dana Pruhs, President	
Sand Lake Community Council	Dan Burgess, President	
Spenard Community Council	Jim Bowers, President	Bob Auth
Turnagain Community Council	Cathy Gleason, President	Merle Akers, Blythe Marston, Gloria Manni and Pat Redmond
University of Alaska Anchorage Aviation Technology Division	Randy Roberts, Associate Professor, Aviation Management	John Wight
Visit Anchorage	Julie Dodds, Director of Convention Sales	Jim Henderson

Source: HDR, 2014.

Notes: AACC = Anchorage Airport Communications Committee, ACE = Alaska Center for the Environment, MOA = Municipality of Anchorage.

Table 4
Working Group Meetings

Meeting Date	Meeting Purpose
#1 – December 11, 2012	<ul style="list-style-type: none"> • Clarify purpose of Working Group <ul style="list-style-type: none"> ▪ Define basic purpose, goals, roles, and responsibilities ▪ Discuss group rules • Provide a Master Plan Update status update • Broaden the understanding of Airport related issues
#2 – January 14, 2013 (meeting added per Working Group request)	<ul style="list-style-type: none"> • Provide a background on Anchorage Airport Master Planning history and Airport funding • Provide members more time for discussion of Airport related issues
#3 – March 7, 2013	<ul style="list-style-type: none"> • Provide information on the Airport’s inventory of existing conditions • Discuss the alternatives development and evaluation process • Develop draft evaluation criteria for the alternatives evaluation process
#4 – April 3, 2013	<ul style="list-style-type: none"> • Provide information on: <ul style="list-style-type: none"> ▪ The Airport’s assessment of facility requirements ▪ Airport development constraints ▪ Draft alternatives evaluation criteria • Request feedback on draft alternatives evaluation criteria
#5 – May 8, 2013	<ul style="list-style-type: none"> • Provide information on progress to date • Provide an overview of the draft airport development alternatives • Discuss Working Group initial feedback on draft airport development alternatives
#6 – June 13, 2013 (meeting added per Working Group request)	<ul style="list-style-type: none"> • Continue discussion of Working Group initial feedback on draft airport development alternatives
#7 – September 11, 2013	<ul style="list-style-type: none"> • Present information on work to date for the Master Plan Update, including Public Involvement and the Draft Communications Plan • Share the results of the alternatives analysis • Present the Airport’s draft plan for future development • Share next steps

Source: HDR, 2014.

Note: Working Group meetings were usually held from 11 a.m. – 1 p.m., and located in the CIRI Building in midtown Anchorage.

Table 5
 Technical Advisory Committee Membership

Organization	Representative	Alternate
Aircraft Owners and Pilots Association / Alaska Airmen's Assoc.	Dee Hanson, Exec. Director Alaska Airmen's Association	Larry DiFrancesco
ATR AvAir Pros	Keri Stephens, Managing Director	Sandra Cisneros
Alaska Air	Matthew Shaw, Regional Manager Corporate Real Estate	Doug Pellock
Alaska Cargo Port, LLC	Gretchen Rickard, Property Manager	Ken Lythgoe
Cathay Pacific Cargo	Kevin Miller, Cargo Manager	
Commodity Forwarders, Inc.	PJ Cranmer, Operations Manager, Pacific Northwest	Mike Sweet
ERA Aviation (now Ravn Alaska)	Terry French, Station Manager	
FAA ATC	David Chilson	Chad Timm
FedEx	Dale Shaw, Managing Director	
HMS Host	John F. Wilson, Operations Director	
Northern Air Cargo	Dave Squier, V.P. Cargo and Ground Services	
Pegasus Aviation Services	Joseph W. Zerck	Michael R. Froehlich
Pfeffer Development	Mark Pfeffer, President	John Steiner
Signature Flight Support	Ron Schneider	Nate Church
UPS	Captain Eric Bretthauer	Captain Don Creamer and Ed Faith

Source: HDR, 2014.

Notes: ATR = Airline Technical Representative, ATC = Air Traffic Control, FAA = Federal Aviation Administration

Table 6
Technical Advisory Committee Meetings

Meeting Date	Meeting Purpose
#1 – December 12, 2012	<ul style="list-style-type: none"> • Clarify purpose of the Technical Advisory Committee <ul style="list-style-type: none"> ▪ Define basic purpose, goals, roles, and responsibilities ▪ Discuss group rules • Provide a Master Plan Update status update • Broaden the understanding of Airport-related issues
#2 – March 6, 2013	<ul style="list-style-type: none"> • Provide information on the Airport’s inventory of existing conditions • Discuss the alternatives development and evaluation process • Develop draft evaluation criteria for the alternatives evaluation process
#3 – April 4, 2013	<ul style="list-style-type: none"> • Provide information on: <ul style="list-style-type: none"> ▪ The Airport’s assessment of facility requirements ▪ Airport development constraints ▪ Draft alternatives evaluation criteria • Request feedback on draft alternatives evaluation criteria
#4 – May 9, 2013	<ul style="list-style-type: none"> • Provide information on progress to date • Provide an overview of the draft airport development alternatives • Discuss draft airport development alternatives
#5 – September 12, 2013	<ul style="list-style-type: none"> • Present information on work to date for the Master Plan Update, including Public Involvement and the Draft Communications Plan • Share the results of the alternatives analysis • Present the Airport’s draft plan for future development • Share next steps

Source: HDR, 2014.

Note: Technical Advisory Committee meetings were usually held from 1:30–3:30 p.m., and located in the Airport Badge Office Conference Room in the North Terminal.

4.5 FAA GRANT ASSURANCES SEMINAR

The Master Plan Update team hosted a public seminar on FAA grant assurances, including information on how they relate to airport planning and land use. FAA grant assurances often dictate how airport-owned land can and cannot be used—a topic of interest for many stakeholders during the Master Plan Update process. The idea for this seminar originally came from a member of the public and was planned in coordination with the FAA. The seminar featured a presentation and a question and answer session. The seminar, held at the Coast International Inn, was noticed publicly and advertised.

4.6 COMMUNITY COUNCILS

Demonstrating a commitment to communicating with Airport-adjacent neighborhoods, airport staff members regularly attend the Spenard, Turnagain, and Sand Lake Community Council meetings each month. In addition, the Airport produces a monthly “Update to the Community” document that is shared at the meetings and posted on the Airport’s website.



Source: Steve Strait, Strait Media LLC

Turnagain Community Council Presentation

During the Master Plan Update, Airport staff covered routine updates on the Master Plan Update process as well as other Airport business. Moreover, Master Plan Update team members also attended Community Council meetings and presented information on the Airport’s alternatives / phases for future development at the following meetings:

Table 7
Community Council Meetings

April 17, 2013	Federation of Community Councils	Present information on the Master Plan Update and the alternatives process
June 5, 2013	Spenard Community Council	Present information on the Airport’s five draft development alternatives
June 6, 2013	Turnagain Community Council	Present information on the Airport’s five draft development alternatives
July 8, 2013	Sand Lake Community Council	Present information on the Airport’s five draft development alternatives
September 11, 2013	Midtown Community Council	Present information on the Airport’s plan for future development, including Phase 2 – optimize ANC
October 3, 2013	Turnagain Community Council	Present information on the Airport’s plan for future development
October 10, 2013	Taku/Campbell Community Council	Present information on the Airport’s plan for future development, including Phase 2 – optimize ANC

Source: HDR, 2014.

Communication with area Community Councils helped broaden the audience of stakeholders and gather additional feedback for the Master Plan Update.

4.7 AIRPORT AND NEIGHBORHOOD TOUR

In early 2013, the Master Plan Update team organized an Airport tour and a neighborhood tour for Technical Advisory Committee and Working Group members and local Community Council representatives. On January 28, 2013, the Airport hosted a bus tour of its facilities designed to communicate the unique and complex Airport environment. On February 22, 2013, the Master Plan Update team organized a neighborhood tour of the three Community Council areas in closest proximity to the Airport: Turnagain, Spenard, and Sand Lake. Leadership from each Community Council guided an Airport bus through their neighborhood, indicating in detail areas impacted by Airport operations. The firsthand information shared during these tours helped relay both Airport and community priorities as they relate to Airport operations. Airport and Master Plan Update leadership participated in both of the tours, which allowed for an open dialogue with participating stakeholders.

4.8 SPEAKER'S BUREAU PRESENTATIONS

In an effort to share information and gather feedback from additional audiences, Project Manager Evan Pfahler gave presentations to community and business organizations. These presentations helped the Master Plan Update gain visibility and demonstrated the Airport's commitment to communicate with stakeholders. Between May and December 2013, the Project Manager presented to the following organizations:

Table 8
Speaker's Bureau Presentations

May 23, 2013	Anchorage Chamber of Commerce
July 9, 2013	Anchorage Downtown Rotary
August 16, 2013	Anchorage International Rotary
September 16, 2013	MOA Planning and Zoning Commission
September 18, 2103	Chugiak-Eagle River Chamber of Commerce
September 19, 2103	South Anchorage Rotary
October 9, 2013	Palmer Chamber of Commerce
October 10, 2013	MOA Parks and Recreation Commission
October 30, 2013	State of Alaska Aviation Advisory Board
October 30, 2013	Alaska Public Radio Network's Hometown Alaska Radio Show
December 10, 2013	Greater Wasilla Chamber of Commerce
December 12, 2013	Anchorage Hillside Rotary

Source: HDR, 2014.

Note: MOA = Municipality of Anchorage.

4.9 LISTENING POSTS

Listening Posts were held at community events to broaden the range of participants in the Master Plan Update. A total of 13 Listening Posts were held in 12 locations; these Listening Posts helped obtain feedback

and comments from Alaskans who may not have otherwise participated in the process.

Project staff members were stationed at locations throughout the community where high foot traffic was anticipated in order to seek feedback and collect comments. Displays and materials included eye-catching photos, maps, and handouts. In total, Listening Posts garnered 249 comments and provided information to hundreds of people. Table 9 lists Listening Posts and locations held between March and August 2013.



Source: HDR, 2014

**Listening Post, Live After Five in
Town Square**

**Table 9
Listening Posts**

Date	Location	Approximate # of People Engaged	Estimated Audience (Walk-Bys)
March 13, 2013	Anchorage International Airport	30	550
March 20–23, 2013	March Madness Basketball Tournament, Sullivan Arena	85	350
June 1, 2013	Alaska Airlines Cup, Kincaid Fields	5	80
June 10, 2013	Slam'n Salm'n Derby, Ship Creek	11	20
June 20, 2013	Music on the Lawn, Loussac Library	22	150
June 22, 2013	Summer Solstice Festival, Downtown	85	300
July 12, 2013	Live After Five, Town Square	23	250
July 18, 2013	4th Avenue Hotdog Stand, Lunch Hour	18	250
July 20, 2013	Spenard Farmers Market	31	100
July 24, 2013	Music In the Park, Peratrovich Park	42	400
August 10, 2013	Renewable Energy Fair, Park Strip	25	200
August 18, 2013	Big Wild Life Runs, Town Square	3	200

Source: HDR, 2014.

4.10 STAKEHOLDER INTERVIEWS

The planning team held numerous stakeholder interviews over the course of the Master Plan Update (Table 10). Interviews consisted of specific targeted questions designed to better inform Airport decision makers about key issues affecting the Airport and its tenants, neighbors, and users. A complete list of Master Plan Update interviews was maintained on the project website, during the process. Interviews were held with the following stakeholders:

Table 10
Stakeholder Interviews

Date	Interview
June 21, 2012	FAA Alaska Region Planning
July 17, 2012	MOA
July 18, 2012	Turnagain Community Council President and Residents
July 18, 2012	Spenard Community Council President
July 18, 2012	West Anchorage Assembly Members and AACC
July 18, 2012	FAA Alaska Region Planning
July 19, 2012	Sand Lake Community Council President
July 19, 2012	Airport FAA Representatives of ATC
July 21, 2012	FAA Alaska Region Planning
August 22, 2012	AACC
November 28, 2012	ASIG
November 30, 2012	International Aviation Services, Inc.
December 11, 2012	Alaska CargoPort
December 13, 2012	Everts Air Cargo
December 17, 2012	Guardian Flight
December 17, 2012	Signature Flight Support
December 18, 2012	Pegasus Aviation Services, LLC
December 20, 2012	Alaska Rent-A-Car
December 20, 2012	Swissport
December 21, 2012	Northern Air Cargo
December 27, 2012	Great Pacific Seafood
December 27, 2012	TransNorthern
December 31, 2012	LSG SkyChef
January 3, 2013	Carr Gottstein Properties
January 3, 2013	International Freight Terminal
January 7, 2013	LifeMed Alaska

***Ted Stevens Anchorage International Airport
Master Plan Update***

Date	Interview
January 8, 2013	FEAM
January 8, 2013	Pegasus Aviation Services, LLC
January 18, 2013	FedEx
January 22, 2013	Alaska Airlines
January 23, 2013	AEDC
January 24, 2013	Heritage Land Bank
January 28, 2013	Aircraft Owners and Pilots Association
January 29, 2013	Alaska Center for the Environment
March 4, 2013	West Anchorage District Plan (Consultant Lead)
March 4, 2013	AWWU
March 6, 2013	Alaska State Senator, Hollis French
March 8, 2013	Alaska State House Representative, Lindsey Holmes
March 14, 2013	Mayor Dan Sullivan, MOA
March 22, 2013	FAA Planning
March 25, 2013	UPS
March 28, 2013	FAA ATC
April 25, 2013	AACC
May 7, 2013	AWWU
May 8, 2013	ATR and AAAC Co-Chairs
May 9, 2013	Chris Birch, Anchorage Assembly Economic Development Sub-Committee
May 15, 2013	Anchorage Cab Drivers' Association
May 17, 2013	Part 150 Study Team
May 28, 2013	Lake Hood Pilot's Association
May 28, 2013	Alaska Center for the Environment
June 5, 2013	Tim Steele, Anchorage Assembly
June 13, 2013	FAA
June 14, 2013	ATR and AAAC Co-Chairs
June 17, 2013	AAAC Co-Chairs
July 17, 2013	AWWU
July 17, 2013	ATR/Alaska Airlines
August 12, 2013	FedEx
August 12, 2013	Midtown Community Council President
August 12, 2013	Taku/Campbell Community Council President
August 14, 2013	Alaska Airmen's Association

Date	Interview
August 28, 2013	ATR and AAAC Co-Chairs
September 16, 2013	AWWU
December 10, 2013	ATR and AAAC Co-Chairs
April 1, 2014	ATR and AAAC Co-Chairs

Source: HDR, 2014.

Notes AAAC = Airport Airline Affairs Committee, AACC = Anchorage Airport Communications Committee, AEDC = Anchorage Economic Development Corporation, ASIG = Alaska Service International Group, ATC = Air Traffic Control, ATR = Airline Technical Representative, AWWU = Anchorage Water and Wastewater Utility, DOT&PF = Alaska Department of Transportation and Public Facilities, FAA = Federal Aviation Administration, FEAM = F&E Aircraft Maintenance, MOA = Municipality of Anchorage.

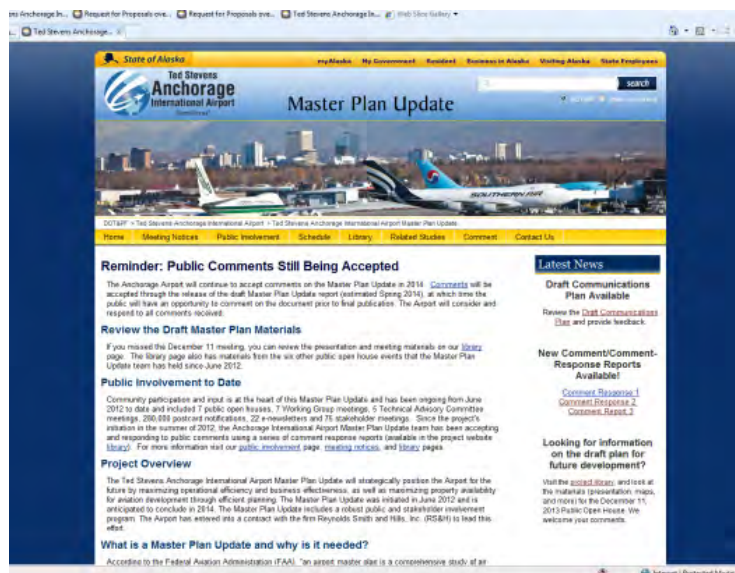
4.11 WEBSITE

Understanding that the internet is often the principal source of information for stakeholders, the Master Plan Update featured a comprehensive and methodically updated website, www.ancmasterplan.com.

Since its launch on October 3, 2012, www.ancmasterplan.com served as a primary information sharing tool for the Master Plan Update team, housing meeting materials, resource documents, project schedules, contact information, and more (Figure 5). Additionally, the site had a comment form that could be completed and submitted online, and a link that allowed site visitors to sign up for the Master Plan's email distribution list.

According to website analytics captured for the site, between October 2012 and February 2014, there were more than 25,000 page views of ancmasterplan.com, more than 18,000 of which were from unique computers or devices.

Figure 5
Webpage: www.ancmasterplan.com



Source: HDR, 2014.

Table II
Key Elements of www.ancmasterplan.com Webpage

Webpage	Content
Home Page	<p>As the introductory page for the website, the home page was often updated to reflect “hot topics” for the Master Plan Update such as Online Open Houses, and links to newly released information. The home page also shared basic project information such as:</p> <ul style="list-style-type: none"> • A project overview • Information on what a Master Plan Update is and why it is needed • Links to the project fact sheet and FAQs
Meeting Notices	<ul style="list-style-type: none"> • Official notices for upcoming meetings
Public Involvement	<ul style="list-style-type: none"> • Information on the public’s role in the Master Plan Update process • How to get involved in the process • The PIP • Link to a maintained list of stakeholder interviews conducted by the Master Plan Update team
Schedule	<ul style="list-style-type: none"> • Up-to-date schedule information and schedule graphic • A list of past public meetings
Library	<p>The library page housed the catalog of Master Plan Update public materials, as well as links to applicable and/or external documents such as the FAA guidance on grant assurances and past Anchorage Airport Master Plan documents.</p> <ul style="list-style-type: none"> • Public Review Draft and Final Master Plan Update • Public involvement documents • All public meeting materials • All e-newsletters
Related Studies	<ul style="list-style-type: none"> • Links to studies related to, but conducted separately from, the Master Plan Update, such as the Part 150 Noise Study and the AIAS Planning Study. • Links to organizations related to the Airport Master Plan Update such as the Lake Hood Airport
Comment	<ul style="list-style-type: none"> • Online comment form
Contact Us	<ul style="list-style-type: none"> • How to contact the Master Plan Update team • Contact information for key staff

Source: HDR, 2014.

Note: AIAS = Alaska International Airport System, FAA = Federal Aviation Administration, PIP = Public Involvement Plan.

4.12 E-NEWSLETTER AND EMAIL DISTRIBUTION LIST

The Master Plan Update team employed electronic newsletters (e-newsletters) to share information about upcoming meetings, documents available on the website, and various opportunities for public involvement. E-newsletters offered an effective and efficient form of communication, and served as a primary source of information sharing during the process. Over 30 e-newsletters were sent out between September 2012 and December 2014; copies of those e-newsletters were also made available on the library page of the project website.



Source: HDR, 2014

The Master Plan Update team encouraged stakeholders to sign up for the project's email distribution list via the website and at outreach events. The email distribution list grew to more than 1,400 contacts over the course of the Master Plan Update.

E-newsletter

4.13 TRIBAL OUTREACH

The Airport and Master Plan Update team members understood that an important element of the process included engaging with Native Tribes who have traditionally used the area in Northwest Anchorage. The Airport made it a priority to invite representatives from the Native Village of Eklutna, Knik Tribal Council, the Native Village of Tyonek, and the Chickaloon Village Traditional Council to participate in the process and to discuss potential impacts to cultural and archeological resources.

Table 12
Meetings With Tribal Organizations

October 3, 2012	Native Village of Tyonek
October 11, 2012	Native Village of Eklutna
October 25, 2012	Knik Tribal Council
July 15, 2013	Native Village of Eklutna

Source: HDR, 2014.

4.14 PRINT MATERIALS

Printed documents, available at public meetings and on the Master Plan Update website, provided a useful tool to communicate both in-depth and at-a-glance information about the process. Fact Sheets, Frequently Asked Questions, memos, reports, and comment sheets all aided the public involvement process. Some print materials included a Quick Response, or QR code that, when scanned with a smartphone, directed stakeholders directly to the Master Plan Update website. Print materials from public meetings were loaded onto the project website and available as a reference to interested stakeholders.

4.15 MEDIA COORDINATION AND MONITORING

Media informs a broad audience about the work of the Master Plan Update team. During the Master Planning process, all media inquiries were forwarded to the Airport staff for direct response. Anchorage and statewide television and print outlets reported on the Master Plan Update, resulting in over 20 news pieces that reached thousands of households.

Table 13
 Media Stories and Outlets Covering the Master Plan Update

Date	Source	Title
July 17, 2012	Television, KTUU Ch. 2	Ted Stevens Anchorage International Airport Updates Master Plan
July 18, 2012	Online, <i>Alaska Dispatch</i>	Anchorage still leery of Airport planners 4 years after failed runway expansion
January 21, 2013	Online, <i>Alaska Dispatch</i>	Alaska's DOT releases "tentative" airport master plan schedule
March 6, 2013	Television, KIMO Ch. 13	Ted Stevens International Airport Master Plan moves forward
March 25, 2013	Radio, KSKA 91.1	Ted Stevens International Airport anticipates growth
May 17, 2013	Print/Online, <i>Anchorage Daily News</i>	Compass: North-South runway unnecessary blow to Coastal Trail (opinion)
May 17, 2013	Online, <i>Alaska Dispatch</i>	Time to speak out for Anchorage's Coastal Trail, again (opinion)
May 20, 2013	Radio, KFQD 750	Master Plan Update mentioned by host on the Casey Reynolds talk radio show (opinion)
May 21, 2013	Television, KTVA Ch. 11	Airport Master Plan raises concerns
May 23, 2013	Online, <i>Alaska Dispatch</i>	Opponents of Anchorage Airport expansion pack public hearing
May 24, 2013	Television, KTUU Ch. 2	Airport Proposals Raise Coastal Trail Concerns
May 24, 2013	Print / Online, <i>Fairbanks Daily News Miner</i>	Anchorage Airport holds open house on development proposals

Date	Source	Title
May 24, 2012	Print / Online, <i>Anchorage Daily News</i>	Letter to the Editor: Bustling international airport needs more room to expand
May 24, 2013	Online, <i>The Republic</i>	Open House held to discuss 5 proposals on future of Anchorage Airport
May 28, 2013	Print / Online, <i>Alaska Business Monthly</i>	Anchorage International Airport Master Plan Update
July 15, 2013	Print / Online, <i>Alaska Business Monthly</i>	Anchorage Airport Master Plan – submit your comments
October 2, 2013	Television, KTVA Ch. 11	Historic Dena'ina dwelling site found in path of Anchorage Airport expansion
October 31, 2013	Print / Online, <i>Anchorage Daily News</i>	Anchorage Airport planners eye Fairbanks to help smooth growth in cargo traffic
December 18, 2013	Print / Online, <i>Alaska Journal of Commerce</i>	Anchorage Airport plan nears completion after 18 months
December 10, 2013	Print / Online, <i>Anchorage Daily News</i>	Compass: Airport planning gets much better with community involvement (opinion)
January 3, 2014	Television, KTUU Ch. 2	<i>Master Plan Update the Topic of Mr. Whitekeys "Fly-By Fridays" on KTUU newscast</i> (opinion)
January 3, 2014	Print, <i>Airport World Magazine</i>	Master Plan for expansion at Anchorage International to be released soon
January 14, 2014	Print / Online, <i>Anchorage Daily News</i>	Compass: Airport still has its eyes on park land (opinion)
February 6, 2014	Television, KTVA Ch. 11	Officials address concerns at Community Council meeting
July 24, 2014	Television, KTUU Ch. 2	Point Woronzof 20 th Anniversary
August 29, 2014	Television, KTVA Ch. 11	Not everyone hopes airport expansion takes off in Anchorage

Source: HDR, 2014.

4.16 SURVEYS

To better understand stakeholder positions and opinions relating to the Airport and the Master Plan Update, the Master Plan Update team conducted two surveys during the process. The first was a phone survey, conducted by Anchorage Market Research firm Craciun Research in the spring of 2013 that looked at current attitudes and perceptions of aspects of the Airport and its operations. The phone survey was scientific, and included a sample of 304 randomly selected households across Anchorage. Results of the phone survey were put onto the website and shared at subsequent Public Open House meetings.

The Master Plan Update team also conducted a non-scientific web-based survey relating to satisfaction with the project's public involvement process. The web survey, conducted in early spring 2014,

asked stakeholders to provide feedback on the effectiveness of public involvement tools and activities, as well as the public involvement process in general. Promoted with an e-newsletter and via the Airport's regular update to the Community Councils, approximately 60 individuals responded to the web survey.

4.17 COMMENT DATABASE AND COMMENT RESPONSE REPORTS

A web-based comment database tracked all comments received by the Master Plan Update team. Throughout the Master Plan Update process, stakeholders were encouraged to provide written comments using printed comment forms, via email, via fax, or via the project website. Formal verbal comments received by a member of the planning team also constituted a comment.

The project's comment database provided a complete record for comment and issue coding, comment tracking, and comment response. The database also allowed the planning team to look at comments by topic, by the location of the commenter, and other variables. Comment data was considered by the Master Plan Update team and was used to refine the PIP and decisions throughout the process.

Figure 6
Comment Database



Source: HDR, 2014.

All comments received by the Master Plan Update team received consideration and response. Responses to comments were issued using five Comment-Response Reports (Table 14). Comment-Response Reports 1-5 are included in Appendix A-1; Report #5, which includes responses to comments received during the 60-day Public Review Draft period for the Master Plan Update Report, was published at project completion. These reports, which were posted on the Master Plan Update website and shared with the e-newsletter mailing list, were intended to demonstrate responsiveness by closing the feedback loop with participating stakeholders and to organize public feedback in a manner useful to planners and stakeholders.

All comments received by the Master Plan Update team were coded by issue. This allowed planners and the public to see what types of comments, and how many, were being submitted for different issue areas. A broad range of issues were addressed in comments received by the Master Plan Update team.

The top 10 issue categories included:

- Alternative 5 - Widely Spaced Runway / Oppose / Parks and Recreation and Realistic Need*
- Alternative 4 - Closely Spaced Runway / Oppose / Parks and Recreation and Realistic Need*
- Phased Plan (Phased Approach) / Phase 4 - Widely Spaced Runway
- Land Use / Management / Land Swap
- Environmental Awareness / Coastal Trail
- Functional Area/Terminal
- Environmental Awareness/Noise – General
- Fiscal Sustainability / Realistic Need (thorough forecasting)
- Public Involvement / Communication/Public Involvement Process
- General / Support

*Alternatives 4 and 5 both included an additional North / South Runway.

Table 14
Master Plan Update Comment-Response Reports

Comment-Response Report #1 Comments received between July 1, 2012 and April 1, 2013	73 comments
Comment-Response Report #2 Comments received between April 1, 2013 and June 30, 2013	327 comments
Comment-Response Report #3 Comments received between July 1, 2013 and Oct. 11, 2013	155 comments
Comment-Response Report #4 Comments received between Oct. 12, 2013 and June 30, 2014	98 comments
Comment-Response Report #5 Comments received between July 1, 2014 and August 29, 2014 <i>Note: As August 29 was a Friday, the Airport accepted comments received before Monday, September 1, 2014</i>	58 comments

Source: HDR, 2014.

After August 29, 2014, comments relating to the Master Plan Update were still accepted by the Airport. Future comments to the Airport will be managed in accordance with the Airport's *Ongoing Communications Plan* (see Section 4.18).

4.18 ONGOING COMMUNICATIONS PLAN

The Airport and AACC drafted a Communications Plan to improve two-way communications between the Airport and businesses, neighborhoods, government officials, interested groups and other interested parties. The Communications Plan was reviewed by the Master Plan Update team and is included in the Master Plan Update documentation as a result of stakeholder feedback. The Communications Plan details how the Airport will relay information relating to its operations, events, and development to Airport stakeholders. The plan also outlines avenues by which the public can best communicate with, and access information relating to, the Airport. The Communications Plan will be located on the Anchorage International Airport website and is intended to be a “one stop” document to orient individuals and organizations who wish to communicate with the Airport. A draft of the Communications Plan was released for public comment and posted on the project website, and revised based on comments received as a part of the Master Plan Update.

SECTION 5 CONCLUSION

Knowing that information sharing is at the heart of a public process, the Airport and the Master Plan Update team made it a priority to share timely and comprehensive information about the Master Plan Update process in formats that were useful to stakeholders. In doing so, the Master Plan Update team:

- Held 20 public meetings:
 - 7 Open Houses
 - 1 FAA Grant Assurances Seminar
 - 7 Working Group meetings
 - 5 Technical Advisory Committee meetings
- Sent 30 e-newsletters to a distribution list that grew to over 1,400 email addresses
- Held 75 interviews with a variety of technical, community, and other stakeholders
- Mailed 280,000 postcards advertising Public Open House meetings
- Held 13 Listening Posts at high-traffic locations in the Anchorage area
- Presented to 12 local community and business groups and 4 Community Councils
- Responded to more than 700 public comments

The Master Plan Update team has documented that 1,019 individuals and / or organizations participated in the Master Plan Update by attending a meeting, submitting a comment, or contacting project staff. That number grows significantly when counting all the individuals who participated in interviews, listening posts, online open houses, and other activities where their name was not recorded.

In May 2014, the DOT&PF nominated the Anchorage International Airport Master Plan Update for the American Association of State Highway and Transportation Officials 2014 America's Transportation Awards. This awards program recognizes transportation projects across the nation each year by state transportation departments in several categories. The Anchorage International Airport Master Plan Update was nominated under the "Best Use of Innovation" for the development of the demand-driven, phased approach and for the pairing of extensive traditional public involvement techniques with innovation, including online open houses and community listening posts. The complete nomination can be found in Appendix A-2.

5.1 PERFORMANCE AGAINST PUBLIC INVOLVEMENT GOALS

Six public involvement goals were defined in the PIP. Thanks to the participation of an engaged public and the Master Plan Update team, the Airport's Master Plan Update public involvement goals were met:

1. Conduct a robust public process

The Airport held its most comprehensive public outreach effort to date for this Master Plan Update, with an unprecedented number of opportunities for individuals and organizations to participate in the process. The number of individuals participating (988) and comments received (555+) reflects the robust public process.

2. Improve Airport/Community Communications and build trust

Throughout the Master Plan Update, the Airport prioritized sharing pertinent and timely information and seeking feedback on key elements of the process. Stakeholders recognized and appreciated the improved information sharing and communications. Some stakeholders do not agree with the Airport's preferred Plan for Future Development. However, the Airport's honest and clear approach regarding its intentions to develop infrastructure as necessary to meet future demand, if and when it materializes, was understood.

3. Maximize participation during the PIP (Fall 2012 to Spring 2013)

In order to maintain the interest of the public, the heaviest period of public involvement took place over the "school year" of fall 2012 to spring 2013. In that timeframe, there were four Public Open House events, six Working Group meetings, and four technical advisory committee meetings.

4. Coordinate with other planning efforts

As necessary, the Master Plan Update coordinated with teams from related projects such as the AIAS System Planning Study and the Part 150 Noise Study. Materials from related studies were shared at Public Open House events, and staff coordinated to accurately respond to Master Plan Update comments that touched on aspects of related projects. Links to related studies were shared on the Project Overview sheet and on the website.

5. Close the feedback loop

Master Plan Update team members responded to comments and questions both in person at public meetings, in writing by frequently updating the FAQs, and with published written responses. Each written and formal comment submitted to the Master Plan Update was responded to in a comment-response report. Questions and comments fielded during a public meeting were documented in the respective meeting summary document. FAQs, comment-response reports and the meeting summary documents were posted on the website for public access.

6. Meet applicable state and federal guidelines

The Airport met FAA guidelines for public outreach during a Master Plan Update and met all state public notice requirements.

5.2 BENEFIT OF PUBLIC INVOLVEMENT

The Airport benefited from the level of engagement applied during the Master Plan Update. Public involvement for the process indicated that there is significant community interest in the Airport and its issues and future development. Public outreach during the Master Plan Update process increased stakeholders' knowledge of the Airport's operations and bettered the community's understanding of the following key messages:

- Airports must have an FAA-approved plan to meet the future needs of the traveling public and the aviation industry.
- The Airport is an important keystone to the local economy.
- The Airport is a public service that must remain safe, efficient, and economical.
- Use of Airport owned land is governed by the FAA; Airport land must be used for aeronautical purposes. The Airport understands it is located near residential areas, and it considers impacts to those areas when making planning decisions.
- The Airport is committed to a contiguous Coastal Trail and has been a steward of the portions of the trail that have been on its land since the trail's construction.
- Identifying future land use is an important part of Airport planning.
- There is no need to develop an additional runway at this time. While the Airport Master Plan Update draft alternatives identify potential locations for a new runway, a runway would not be constructed until and unless it is financially feasible and necessary to accommodate growth. The Master Plan Update will seek to optimize use of existing facilities as long as it remains practical.
- Future development at the Airport will be demand-driven; i.e., based on actual increases in air traffic.

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Appendix A-1 Comment-Response Reports #1-5 (Appendix included in the following links)

Comment-Response Report # 1
[Comment Response 1](#)

Comment-Response Report # 2
[Comment Response 2](#)

Comment-Response Report # 3
[Comment Response 3](#)

Comment-Response Report # 4
[Comment Response 4](#)

Comment-Response Report # 5
[Comment Response 5](#)

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Appendix A-2
American Association of State Highway and
Transportation Officials Award Nomination

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2014 America's Transportation Awards Project Questionnaire

1. **State DOT:** State of Alaska, Department of Transportation
2. **Project name:** Ted Stevens Anchorage International Airport Master Plan Update
3. **Project cost:** \$4,839,087
4. **Project category:** Best Use of Innovation
5. **Has your state DOT CEO approved this project's nomination into the competition?** Yes
6. **Is your project eligible for nomination in any other competition category? If yes, which:** This project would be eligible for all three categories. However, we have chosen Best Use of Innovation to be our focused category in this nomination package.
7. **Construction start date:** This planning project's contracted start date was June 2012.
8. **Date open for use:** Not applicable as the project up for nomination is a planning project. The Ted Stevens Anchorage International Airport remained open throughout project conception and substantial completion.
9. **Construction end date:** Substantial project completion achieved December 2013.
10. **What was the overall goal of the project (such as to relieve congestion, add capacity, increase safety, add additional transportation options, etc.)? Please explain the reasoning.**

The overall goal of this Master Plan Update was to strategically position the Ted Stevens Anchorage International Airport (TSAIA) for the future by maximizing operational efficiency and business effectiveness through efficient planning and the most extensive and thorough public involvement program undertaken by TSAIA. The project solution needed to support TSAIA as a viable air-transportation link locally, nationally and globally, while addressing the underlying goals should air traffic grow in the future. These goals included the ability to relieve aircraft and passenger congestion should it arise, maintain the ability to increase airport capacity when needed to continue to support freight and commerce on a local, national and global scale,

address environmental concerns, and continue to maintain the safe and efficient movement of people and goods.

11. Why did your state DOT choose this project as the solution?

The State of Alaska Department of Transportation and Public Facilities (ADOT&PF) chose TSAIA's Master Plan Update because it provides ADOT&PF with a responsible, fiscally sustainable plan for the future development of the Airport. The Master Plan Update will help maintain the Airport's strategic position for the future.

The airport is a vital link in Asia-North America air-cargo as well as the State of Alaska's most important air transportation asset. TSAIA is the primary connection to the world for Alaskans as the State's largest airport. The airport benefits Alaskans by supporting one in ten jobs in the Anchorage area and by serving as a statewide economic driver. While following Federal Aviation Administration's guidance through the completion of this Master Plan Update, ADOT&PF went beyond typical requirements and conducted an innovative and thorough public involvement process than it had for previous Master Plan Updates.

ADOT&PF is now prepared to accommodate future demand levels with a demand driven, phased approach to future airport development that was determined through this Master Plan Update with extensive public and stakeholder engagement.

12. In what way does the project benefit users? How does the project meet its intended goals?

The TSAIA Master Plan Update ensures ADOT&PF has a dynamic plan in place to secure the airport's future vital transportation role, benefiting all users at every level locally, nationally and globally.

TSAIA is a critical asset for Alaskans as only one road connects Alaska to the contiguous forty-eight States. The nearest major U.S. city, Seattle, Washington, is a distance of 2,400 driving miles from Anchorage. As a result, almost all passenger transport and much of the state's cargo transport is handled through TSAIA. Only two percent of Alaska's land area is accessible by road, resulting in eighty-two percent of Alaska's communities being inaccessible by the road system. Since many communities do not have access to a roadway or rail network, the intra-Alaska transport of people, cargo, and mail is primarily achieved through air travel via regional air carriers and freight forwarders based at TSAIA. For this reason, Alaska has the largest aviation system in the nation. There are six times more pilots per capita and sixteen times more aircraft per capita in Alaska than any other U.S. state. Additionally, aviation accounts for approximately eight percent of Alaska's Gross Domestic Product and ten percent of all jobs. With direct connections to ninety-two locations in the state, TSAIA serves as a major passenger hub for Alaska communities.

TSAIA is an important national and global airport as well, providing unlimited potential moving people, goods, services and infrastructure within the State of Alaska and the global marketplace. Nationally, it plays a key role in transporting passengers and cargo between Alaska and the lower forty-eight states, and is ranked second in the U.S. for landed weight of cargo aircraft. Globally, TSAIA is one of the top five airports for cargo throughput by weight. TSAIA has long been a midway stop for aircraft on intercontinental routes as it is nine and a half hours from ninety percent of the industrial world.

Local, national, and global concerns were identified early in the Master Plan Update through a thorough and robust public involvement process. The goals consisted of enhanced safety and efficiency, environmental awareness, stakeholder communication, fiscal sustainability, and land management. These six foundational project goals were developed with public and stakeholder involvement and used to evaluate the Master Plan Update's alternative development plans, and ultimately the final demand dependent, phased approach plan at the conclusion of the project.

13. Explain why your project qualifies in this category. Please limit answers to less than 1,000 words.

As a brief history, TSAIA was constructed in a remote area south and west of Anchorage, Alaska between 1950 and 1952 by the federal government. It was then transferred to the newly established State of Alaska in 1959. Alaska's rapid population growth during the construction of the Trans-Alaska pipeline in the 1970's resulted in residential development up to the Airport's boundary. Moreover, Anchorage's most popular bike, ski, running and pedestrian trail, the Tony Knowles Coastal Trail, was completed in the 1980's and hugs the coastline around and through airport land. TSAIA quickly became surrounded by residential, recreational, and parklands. There is considerable opposition from the community to any airport expansion regardless of whether it is warranted.

TSAIA's previous Master Plan Update was abandoned in 2008 after stakeholder and public dissatisfaction halted the process. ADOT&PF recognized that in order to yield a successful Master Plan Update, the project would require a more extensive, robust and yet innovative public involvement process to engage and educate stakeholders of TSAIA's operations, needs, land use requirements, as well as take into account environmental and socioeconomic impacts. Public and stakeholder engagement was foundational from the outset of the Master Plan Update. Public and stakeholder involvement identified issues, enhanced transparency, significantly improved stakeholder understanding and increased public trust.

ADOT&PF's Master Plan Update complemented extensive traditional public involvement techniques with innovation, including online open houses and community listening posts to gather input into the process and to communicate Master Plan Update information. These innovative techniques enabled greater Master Plan Update participation levels, particularly by individuals who may not otherwise have had an opportunity to participate.

Online Open Houses: The Master Plan Update online open house events were interactive web based presentations wherein visitors could view the graphic materials and PowerPoint presentation from the corresponding in-person public open house event. TSAIA held a total of five online open house events, which ran for two weeks following the corresponding in-person open house event held in Anchorage. Online open house events allowed participants to complete a comment form as they perused the meeting materials. By enhancing the in-person meetings with a complementary web-based meeting, ADOT&PF removed many of the constraints that would keep an individual or family from participating in the Master Plan Update process. Interested participants could visit the online open house from anywhere, at any time, for as long as desired. This was a very meaningful public involvement tool, as it made information on one of the State's vital assets available to all Alaskans, including the eighty-two percent of communities without a road system in place that rely on aviation.

Listening Posts: Listening posts were another public and stakeholder engagement technique used to complete the Master Plan Update. Project staff set up tables with creative posters and informational handouts at well trafficked events around Anchorage and actively engaged passers-by regarding the Master Plan Update process. The listening posts were held at area sporting events, farmers markets, street fairs, and outdoor concerts resulting in hundreds of public comments that otherwise would not have been received for consideration. ADOT&PF conducted thirteen listening posts in the Anchorage area over five months. Each listening post successfully gathered valuable feedback from stakeholders who may have otherwise not attended public meetings or participated in a more traditional public involvement activity such as submitting a written comment. In many cases, the listening post technique informed individuals about the project for the first time.

These innovative techniques changed the outcome of the project yielding a more balanced approach to future airport growth and also increased community understanding of the Airport's economic and social value to Alaska.

As outlined in the Best Use of Innovation category definition, the following elements were critical in the success of ADOT&PF's Anchorage Airport Master Plan Update:

- *New Procedures: Throughout the Master Plan Update process, over twenty public meetings were held, five online open houses were completed, over one-hundred interviews with a variety of technical, community, and other stakeholders were conducted, thirteen listening posts held at high traffic locations in the Anchorage area, as well as presentations at sixteen local community and business groups. This is the largest, most innovative public improvement process undertaken by TSAIA.*
- *Creative Transportation Solutions: As stated in FAA's master plan guidance advisory circular, master plans identify options to meet projected facility requirements and ultimately produce a recommended alternative that emerges after the technical work is complete. The final outcome from TSAIA's Master Plan Update was not simply one alternative as done in the Airport's past Master Plans or typically throughout the U.S., but the unique solution of a demand dependent, phased approach to airport development. This approach enabled the Airport to adapt to an uncertain future due to the changing economy and manage growth in a financially responsible manner. A diagram of the finalized phased approach as it was presented to the public is included as a photograph attachment to this nomination application.*
- *Use of Technology: The online open house relies on the internet to engage people who are unable to participate in live events due to time and geographic challenges. The online open house provides a similar meeting experience from anywhere at any time.*
- *Enhance Community Life: Each listening post conducted in support of the Anchorage International Airport Master Plan Update increased the likelihood that a member of the community who might not otherwise have even been aware of the Airport's Master Plan Update had a chance to be involved. ADOT&PF is an ambassador of the State's transportation infrastructure and promoted a proactive approach to public involvement to increase information sharing and to seek input from a broader range of constituents.*

ADOT&PF's demand dependent, phased approach for future airport development was driven by a desire to be responsive to stakeholder feedback. This approach supports airport development by utilizing existing facilities to the greatest practicable degree prior to making major infrastructure improvements. However, the Master Plan also enables TSAIA to safely and efficiently accommodate the highest levels of forecast demand.

14. How did you work with project partners and contractors? Include specific strategies.

ADOT&PF released a Request for Proposal for the Ted Stevens Anchorage International Master Plan Update in December 2011, which established proactive public involvement as a foundational element of the Master Plan Update. ADOT&PF selected RS&H, an aviation planning firm, to complete the Master Plan Update with Anchorage based public involvement leadership under the direction of sub consultant HDR Engineering. RS&H and HDR committed to the following specific strategies to meet ADOT&PF's public involvement objectives.

Due to Alaska's relatively short summers the majority of the public involvement process was completed in the winter months so stakeholders could participate without their involvement interrupting summer activities. Further, conducting the bulk of public involvement during a single winter season enabled members of the public to engage in a process with a shorter duration reducing project fatigue from affecting their interest level and engagement.

RS&H's Project Manager relocated to Anchorage in support of the project at the request of ADOT&PF. The Project Manager was able to engage directly with all stakeholders providing the project team with a unified voice and approachable team leadership. By relocating to Anchorage the Project Manager was also able to

personally familiarize himself with the concerns of the community and the impacts and benefits of the Airport. The Project Manager attended all public meetings, gave presentations to an array of community organizations on the Master Plan Update's progress and was consistently available to answer questions and address concerns presented by the public. The accessibility of the Project Manager to ADOT&PF staff, the entire project team and stakeholders reinforced the project's strong public participation objective.

The public involvement program techniques, including online public open houses and listening posts, were proposed by HDR and refined for the Master Plan Project through a collaborative process between the contractors and ADOT&PF. The listening posts in particular proved to be an effective means of encouraging public involvement in the master plan process.

ADOT&PF staff met with the project team weekly, which supported a responsive and proactive public involvement program which was reflective of an evolving project and community priorities. The Master Plan Update team, Airport senior management, and ADOT&PF management remained versed in current key messages relating to the project's findings while addressing stakeholder concerns and establishing and maintaining a transparent process.

15. How did you gain public support for your project?

ADOT&PF maintained the concept that a fair and open public process would improve stakeholder understanding of Airport issues and needs. This approach stemmed from the belief that informed stakeholders are more likely to support the decision-making outcomes.

At each key decision point during the Master Plan Update process, the planning team solicited public input prior to ADOT&PF's decision-making through newsletters, public open houses, community meetings, advisory committee meetings, and other venues. Throughout the process the Public Involvement Program continually identified effective public outreach tools that were beneficial at key decision points.

The thorough public involvement program resulted in common stakeholder support for a logical and sensible plan for the Airport's development. The demand driven, phased approach makes use of the airport's existing infrastructure to the greatest practical degree and helps protect and preserve the ability to construct a new runway if demand levels increase sufficiently. A driving factor in adopting this approach was responding to public concerns about the socioeconomic and environmental impacts of TSAIA's possible future expansion.

Moreover, many members of the public submitted public comments that indicated their appreciation for ADOT&PF's thoughtful planning and willingness to phase levels of future development to match actual demand levels.

16. How did you communicate with the public during the project?

ADOT&PF conducted an unprecedented number of opportunities for individuals and organizations to participate in the process. The thorough public process resulted in the participation of more than 1,000 individuals and the submittal of more than 550 comments.

A range of communication techniques were used throughout the Master Plan Update process to ensure that public concerns and key issues were identified and considered, and to demonstrate ADOT&PF's commitment to considering public feedback. Public involvement techniques varied in approach, and provided a variety of methods for stakeholders to participate in the process.

Seven **public open house meetings** were held during this Master Plan Update. These open houses provided an opportunity to share information and gather feedback, and demonstrated that ADOT&PF was committed to the

public process. Each open house presented project findings, progress reports, and provided unlimited time for open questions and answers. Each meeting was advertised to the general public to ensure maximum participation. Meetings began with an open forum, at which posters with graphics, maps, and project information were displayed and consultants and staff were present to engage directly with stakeholders to answer questions. Five online open houses were available on the project website immediately following the live open houses.

Recognizing that many individuals and organizations had a vested interest in the Master Plan Update, ADOT&PF convened two **advisory committees**: the Working Group and the Technical Advisory Committee. The Working Group was comprised of neighborhood, community, and interest groups serving as a sounding board for weighing Master Plan Update recommendations against community values, goals, and needs. The Technical Advisory Committee was comprised of industry and aviation professionals charged with providing guidance on technical aspects of the Master Plan. Feedback from these two groups contributed the Master Plan Update decision making process. By organizing the Working Group and the Technical Advisory Committee, ADOT&PF acknowledged that certain stakeholders affected by Airport decisions could provide valuable feedback and have a more involved role in the Master Plan Update process.

An additional unique communication technique underwent was a one-hour public radio program called Hometown Alaska broadcast on Anchorage's public radio station, KSKA. The project manager and Airport manager described the Master Plan Update and took calls from listeners across the State of Alaska about the project.

ADOT&PF attended monthly **Community Council meetings** for each of the neighborhoods adjacent to the Airport and produced a monthly "Update to the Community" document that was shared at the meetings and posted on the Airport's website. Throughout the Master Plan Update process, ADOT&PF staff shared routine updates on the project's progression as well as shared general Airport business.

ADOT&PF organized an **Airport and Neighborhood Tour** for the Technical Advisory Committee, Working Group members, and local community council representatives. For the Neighborhood tour, leadership from each community council guided an airport bus through their neighborhood, indicating in detail areas impacted by airport operations, allowing for an open dialogue to address individual neighborhood concerns.

The Master Plan project manager also participated in a **Speaker's Bureau**, giving presentations to community and business organizations throughout the region to share project information and gather feedback from additional audiences. These presentations helped the Master Plan Update gain visibility and demonstrated ADOT&PF's commitment to communicate with all stakeholders.

Listening Posts, as described in the response to question #3, were held at community events to broaden the range of participants in the Master Plan Update.

The project team held nearly one-hundred **stakeholder interviews** over the course of the Master Plan Update. Interviews consisted of specific targeted questions designed to better inform Airport decision makers about key issues affecting the Airport and its tenants, neighbors, and users.

Due to the rise in technology and internet usage as the principal source of information for most stakeholders, the Master Plan Update also featured an all-inclusive and methodically updated **website**. The website served as the principal information sharing tool for the Master Plan Update team, maintaining resource and information materials and documents, project schedules, contact information, comment forms, and more.

The Master Plan Update team also utilized over twenty-five **electronic newsletters** ("e-newsletters") to disseminate project information regarding upcoming public involvement, meetings, and project documents made available on the website. This form of communication offered an effectual and valuable form of communication, and served as a primary source of information sharing during the process.

The Airport and Master Plan Update team members understood that an important element of the process included **engaging with Alaska Native Tribes** whose ancestors historically used the lands near the airport. ADOT&PF made it a priority to invite representatives from the Native villages to participate in the process and to discuss potential impacts to cultural and archeological resources.

Printed documents, available at public meetings and on the Master Plan Update website, provided a useful tool to communicate both in-depth and at-a-glance information about the process. Fact Sheets, Frequently Asked Questions, memos, reports, and comment sheets all aided the public involvement process. Print materials from public meetings were loaded onto the project website and available as a reference to interested stakeholders. The project team also set up a “comment/response database” where comments from all sources (open houses, advisory groups, general public, etc.) were collected and compiled into a large database where the team provided responses that were published for all interested parties to review. Individually answering questions in this way greatly improved the level of communication between ADOT&PF, the Master Plan team and the stakeholders.

Media offered an excellent avenue to inform a broad audience about the work of the Master Plan Update team and planning for the future development of the airport. Anchorage and statewide media outlets reported on the Master Plan Update, resulting in over 20 televised and print news pieces that reached thousands of households.

17. Has your project economically benefitted the community/region in which it is located? Please provide examples.

TSAIA is one of the most critical economic assets to Anchorage and to the state of Alaska as a whole. The airport supports 1 in 10 Anchorage region jobs and supports \$1 Billion in annual payroll. TSAIA is a vital transportation asset to a region and state that depends on air-transportation for the movement of people and goods more than any other in the United States. Because of this, planning for the future of the state’s largest airport has an immediate impact on the city of Anchorage as well as the entire state’s air transportation system. The results of the Master Plan Update and its innovative public involvement process provide the Airport with a fiscally responsible plan for the future development of the Airport. The demand driven, phased approach recognizes that TSAIA must remain a viable air-transportation link for Alaskans while responsibly promoting its position as an unmatched trans-pacific air-cargo stopover point.

18. Has your state entered three projects, one in each category, into the America’s Transportation Awards contest this year?

No, this is the only ADOT&PF project entered into America’s Transportation Awards contest this year.

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THE STATE
of **ALASKA**
GOVERNOR SEAN PARNELL

Department of Transportation and Public Facilities

Alaska International Airport System
Ted Stevens Anchorage International Airport

Post Office Box 196960
Anchorage, Alaska 99519-6960
Main: 907.266.2526
Fax: 907.243.0663

Project Description for Alaska Department of Transportation & Public Facilities project: Ted Stevens Anchorage International Airport Master Plan Update

Ted Stevens Anchorage International Airport (TSAIA) is one of the most critical economic assets to Anchorage and the state of Alaska. TSAIA is a vital transportation asset to a region and state that depends on air-transportation for the movement of people and goods more than any other in the U.S. Because of this, planning for the future of the state's largest airport has an immediate impact on the city of Anchorage as well as the entire state's air transportation system.

For the Master Plan Update, Alaska Department of Transportation & Public Facilities (ADOT&PF) developed a unique solution not typical of airport master plans - a demand driven, phased approach to airport development. The Master Plan Update was conducted on a solid, comprehensive public involvement program foundation comprised of an innovative and extensive public and stakeholder engagement process, the largest ever undertaken by TSAIA. This extensive process included traditional outreach techniques complimented with innovative methods to accomplish over one-hundred stakeholder interviews, twenty public meetings, sixteen presentations to local community and business groups, five web-based online open houses and thirteen community listening posts to gather comprehensive public feedback. These innovative outreach techniques allowed more individuals to participate in the Master Plan Update process that may not have otherwise done so or been able to.

The results of the Master Plan Update and its innovative public involvement process provide the Airport with a fiscally responsible plan for the future development of the Airport. The demand driven, phased approach recognizes that TSAIA must remain a viable air-transportation link for Alaskans while responsibly promoting its position as an unmatched trans-pacific air-cargo stopover point. The increased public involvement and support was the result of innovative public involvement techniques that engaged stakeholders to become involved in a vital transportation project that impacts the lives of Alaskans statewide.



THE STATE
of **ALASKA**
GOVERNOR SEAN PARNELL

Department of Transportation and Public Facilities

Alaska International Airport System
Ted Stevens Anchorage International Airport

Post Office Box 196960
Anchorage, Alaska 99519-6960
Main: 907.266.2526
Fax: 907.243.0663

Project Partners (Consultants):

- Reynolds, Smith and Hills, Inc.
- HDR Alaska, Inc.
- DOWL HKM
- RIM Architects, LLC
- ATAC
- Quantum Spatial, Inc.
- CT Argue Aviation

"Keep Alaska Moving through service and infrastructure."



INTEROFFICE MEMORANDUM

Date: April 17, 2014

From: Dale Shaw

Subject: Letter of Testimonial- Master Plan Update Project: Ted Stevens International Airport

I would like to take this opportunity to provide a testimonial on the effective approach used in developing an updated Master Plan for the Ted Stevens International Airport in Anchorage, Alaska.

My participation on the Technical Advisory Committee during this process is an example of why this process was so successful. Community involvement, from area businesses to impacted community councils, the planning team reached across boundary's to obtain feedback and direction as the updated plan was developed.

This effectiveness of the process was highlighted by the sheer amount of communication and involvement that was sought from all of those who had an interest in this plan. As I am sure has been communicated, the twenty public meetings, five online open houses, seventy-five interviews with technical, community, and other stakeholders, thirteen Listening Posts, twelve community and business groups, and four community councils all provided input and direction.

This process was successful due to the cooperation from the planning team, the airport, and all the stakeholders that were involved. This was an innovative approach to building a better future for the State of Alaska and the people who care so much about it.

The team from the airport is among the best and the brightest in the aviation management industry. They apply a common sense approach to how business is conducted and this approach is why so many people wanted to take part in updating the Airports Master Plan.

Reviewing the criteria for the "Best Use of Innovation" category, the Ted Stevens International Airport team followed new procedures to develop a Master Plan that creatively developed transportation solutions for our city and state. This plan highlighted an effective layering principle to ensure the effective movement of people, goods, and services takes place for a long time to come. The best part of this project was that it developed specific objectives and criteria that were important for safety, accessibility, and the community's in which we live.

Please let me know if you would like to further discuss this testimonial as I am sure you will agree the Master Plan Update team did a phenomenal job.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dale Shaw", with a long horizontal line extending to the right.

Dale Shaw
Managing Director
FedEx Alaska/Hawaii Operations
(907)249-3173

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April 17, 2014

2013 Voting Members

Chair – Joseph Everhart Wells Fargo Bank N.A.
Vice Chair – Timothy Vig USKH, Inc
Secretary/Treasurer – Michael Proczak kpb architects
Alaska Airlines Marilyn Rasmussen
Alaska Communications Michael Todd
Alaska Railroad Corporation Dale Wade
Alaska Regional Council of Carpenters Scott Hansen
Alaska USA Federal Credit Union David Hamilton
AT&T Alaska Chris Brown
Birch, Horton, Bittner & Cherat Suzanne Cherat
BP Exploration Tom Pennington
CH2M Hill Terry Bailey
Chugach Alaska Corporation Sheld Burdette
CIRI Sophie Minin
ConocoPhillips Bob Heinrich
DOWL HKM Stewart Osgood
ExxonMobil Corporation Kimberly J. Fair
FedEx Express Dale Shaw
First National Bank Alaska John Hay
GCI Greg Pearce
Hotel Captain Cook Raquel Edalari
Lynden Inc. Denna Mitchell
Mikunda, Cottrell & Co. James Hulse
Northern Air Cargo
Premiera Blue Cross Blue Shield of Alaska Lynn Henderson
Princess Tours Bruce Bustamante
Professional Growth Systems William Dunn
Providence Alaska Medical Center Kristen Schall
The Wilson Agency, LLC Len Wilson
Totem Ocean Trailer Express George Lowery
Walsh Sheppard Jack Sheppard

2013 Ex-Officio Members – Alaska Legislature

Representative Lindsey Holmes
Representative Mia Costello
Senator Johnny Ellis
Senator Lesil McGuire

2013 Ex-Officio Members – Municipality

Mayor Dan Sullivan
Senior Policy Advisor, Larry Baker
Assembly Chair, Ernie Hall
Assembly Member, Chris Birch

2013 Ex-Officio Members – Appointed by the Board

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Alaska Pacific University Dr. Don Bantz
Anchorage Chamber of Commerce Andria Hake
Anchorage Downtown Partnership, Ltd. Chris Schwette
Anchorage School District Ed Graff
Anchorage Water and Wastewater Utility Andrew Ekin
Artique, Ltd. Tanya Owens
Chris Stephens Commercial Brokerage Chris Stephens
Chugach-Eagle River Chamber of Commerce Susan Ginski
KeyBank Brian Norland
Municipal Light & Power Jim Posey
Past Chairman of the AEDC Board Mike Hughes
RIM Architects Larry Gish
State of Alaska, DCCED Roberta Graham
Ted Stevens Anchorage International Airport John Porter
University of Alaska Anchorage Elizabeth "Betsy" Baker
Visit Anchorage Julie Saupe

American Association of State Highway and Transportation Officials

Re: Supporting Ted Stevens Anchorage International Airport
Nomination: Best Use of Innovation Category
America's Transportation Awards

Dear Members of the Judging Panel:

I write to you today to endorse the nomination of Ted Stevens Anchorage International Airport (TSAIA) as the best nominee for receiving the award for Best Use of Innovation. I make this endorsement based on my years of collaborating with the airport on a number of projects. By far, the work that TSAIA has done during the recent Airport Master Plan Update process exemplifies excellence in the use of innovative management techniques and technology.

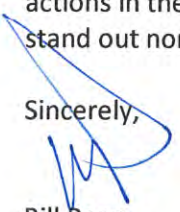
Past Master Plan Update processes were more prescriptive in nature, which netted less than positive results and created significant divisions in the local community. Ultimately, the previous effort was halted because of these results.

Breaking from those past practices, last year TSAIA engaged in an innovative engagement process with stakeholders and the community. TSAIA initiated dozens of public, group and individual meetings, constant updates through traditional print and electronic media, a specially designed website, and in particular the use of multiple online open house meetings that provided key information summaries and recaps.

This engagement and information dissemination program, supported by a dynamic use of technology, has resulted in a dramatic reduction in divisiveness in the community and among stakeholders. This is an amazing juxtaposition to the results of the previous process, and while not yet finalized, should result in a completed Master Plan Update with broad public support.

TSAIA has clearly demonstrated their innovating thinking, planning and actions in their Master Plan Update process that clearly makes them the stand out nominee for this award.

Sincerely,


Bill Popp
President & CEO

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April 17, 2014

To Whom it May Concern:

The purpose of this letter is to lend my support for nomination of the Anchorage International Airport Master Plan Update project as one of the best transportation projects by a state transportation department in 2013. In particular, I would like to congratulate the Alaska Department of Transportation & Public Facilities on their innovative use of technology in the successful implementation of a public involvement process.

Since 2009, I have chaired the Anchorage Airport Communications Committee, a group of citizens and public officials who are interested in facilitating and improving communications between the Anchorage International Airport and the community. As a result, I participated in the master planning process and personally observed the Airport's success in expanding and improving public participation.

The Airport hosted five (5) online open house forums in conjunction with Public Open House meetings. These online events made attending a public meeting convenient for anyone with access to the internet, regardless of their location or schedule, and resulted in increased participation. Online Open House events used the same materials shared at the physical event, but in a digital format; this interactive online tool walked visitors through the graphic materials and presentations, and allowed for comments to be made as they navigated through the website.

Listening Posts were also held at community events to broaden the range of participants in the Master Plan Update. Project staffers were stationed at locations throughout the community where high foot traffic was anticipated in order to seek feedback and collect comments. Displays and materials included eye-catching photos, maps, and handouts. A total of 13 Listening Posts were held in 12 locations. These Listening Posts helped obtain feedback and comments from Alaskans who may not have otherwise participated in the process.

Understanding that the internet is often the principal source of information for stakeholders, the Master Plan Update also featured a comprehensive website, www.ancmasterplan.com. The website was a primary information sharing tool for the Master Plan Update team, housing meeting materials, resource documents, project schedules, contact information, and more. Additionally, the site had a comment form that could be completed and submitted online, and a link that allowed site visitors to sign up for the Master Plan's email distribution list.

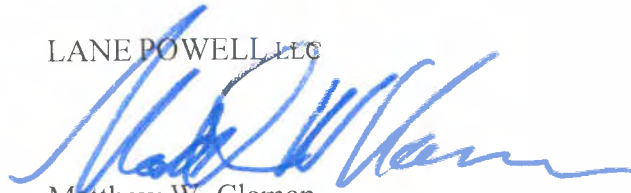
The Master Plan Update team also employed electronic newsletters ("e-newsletters") to share information about upcoming meetings, documents available on the website, and various opportunities for public involvement. E-newsletters offered an effective and efficient form of communication, and served as a primary source of information sharing during the process. Over 25 e-newsletters were sent out between September 2012 and April 2014; copies of those e-newsletters were also made available on the library page of www.ancmasterplan.com. A web based comment database tracked all comments received by the Master Plan Update team. Throughout the Master Plan Update process, stakeholders were encouraged to provide written comments using printed comment forms, via email, via fax, or via www.ancmasterplan.com. The project's comment database provided a complete record for comment and issue coding, comment tracking, and comment response. The database also allowed the planning team to look at comments by topic, by the location of the commenter, and other variables. Comment data was considered by the Master Plan Update team and was used to refine the PIP and decisions throughout the process.

In conclusion, the creative use of web-based public involvement techniques helped make the planning process for this airport accessible to an unprecedented number of individuals and organizations. Throughout the Master Plan Update, the Airport prioritized sharing pertinent and timely information and seeking feedback on key elements of the process. Stakeholders recognized and appreciated the improved information sharing and communications. Although some stakeholders ultimately did not agree with the Airport's preferred Plan for Future Development, the Airport's honest and clear approach regarding its intentions to develop infrastructure as necessary to meet future demand was understood.

Thank you for this opportunity to congratulate the Airport on a project well done.

Sincerely,

LANE POWELL LLC



Matthew W. Claman

Mark Butler
P.O. Box 90110
Anchorage, Alaska
99509

April 16, 2014

To whom it may concern,

The Anchorage International Airport has just completed a Master Plan process that directly faced the controversial issues facing possible expansion of the airport.

The airport, located in close proximity to parks, residential areas and the popular Coastal Trail, needed to make decisions that reflected both technical requirements and community goals.

Most large institutions in Anchorage simply have a few public meetings and then call it good. The airport management developed a comprehensive public involvement program that, in addition to traditional outreach tools, utilized creative methods such as online open houses and community listening posts to gather public feedback. These innovative outreach tools in particular allowed many individuals to participate in the Master Plan Update process who, due to schedule or other constraints, may not have otherwise done so.

One innovation that proved quite successful were online open house meetings, which provided a recap and summary of information provided at the public open house meeting if folks were unable to attend the public open house in person.

I wish that more institutions in Anchorage would make a similar commitment to the public process.


Manager
Community Councils Center

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Compass: Airport planning gets much better with community involvement

By MATT CLAMANDecember 10, 2013

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Alaskans expect a clear and transparent public process from their government. The airport will present the Anchorage International Airport Master Plan Update Final Plan for Future Development at 5:30 p.m. today at the Coast International Inn. The new master plan has benefited from an effective public process. Following public comment, the airport plans to publish the complete Master Plan report in early 2014.

The airport's last work on a master plan began in 2006, but it never completed the project. With air traffic reaching an all-time high in 2007, the initial proposal included a new north-south runway. People in the community objected because of impact on the Tony Knowles Coastal Trail, questioned the necessity for another runway, and complained about the public process that led to the new runway proposal. Passenger and cargo air carriers criticized the projection of air traffic growth and expressed concern about the expense to build another runway without substantial traffic growth. The air carriers believed the new runway was not yet necessary.

Then air traffic declined with the Great Recession in 2008, and Anchorage air traffic has not returned to 2007 levels.

Recognizing concerns with communications between the airport and the community, the acting mayor established the Anchorage Airport Communications Committee in June 2009. Its mission was simple: improve communications between the airport and the community. The committee included elected officials, community council representatives, and municipal staff. Airport manager John Parrott and his staff have been consistent, active participants. The committee met regularly and held facilitated discussions about improving communications.

The discussions led to actions by the community and the airport: the airport makes monthly presentations at the three West Anchorage community council meetings; the public has identified means to communicate with airport staff; and the proposed master plan includes a chapter on communications based on input from the communications committee.

As it began the new master plan process in 2012, the airport recognized that a 2- to 3-year process was too long because it made it more difficult for the public to participate. Instead, the airport committed to complete the process in about one year. Following two introductory public meetings in 2012, the airport formed a master plan working group that included diverse interest groups and a technical advisory committee that represented the industry. Beginning in December 2012, the working group held seven meetings, the technical advisory committee met five times, and the airport hosted a seminar and four additional open houses. With 19 public meetings to date, the public involvement process has been robust.

The proposed master plan differs from past plans because it recognizes that air traffic growth has been slow since 2008. Any potential changes at the airport are demand dependent: any additional infrastructure will be directly related to future traffic growth and airport usage. Major construction is not scheduled because there is no current or projected need for many years. The airlines, engaged throughout this process, support the forecast and this master plan's approach. The plan recognizes the potential for another runway, but there is no proposal to begin work. In the mean time, the airport is

focused on increasing the use of existing facilities because more efficient use of those facilities may extend the timeline for any expansion. For example, airport staff is working on a proposal to increase use of one existing east-west runway for takeoffs during times of heavy congestion. The proposal is designed to increase use of existing facilities without expansion.

The Anchorage International Airport is a partner in the economic health of our community. Its master plan should be consistent with community values and accurately describe the airport's purpose.

Having spent considerable time working with the airport and the community to improve communications, I encourage everyone who is interested in the future of our airport to attend the public open house today or the online open house at www.ancmasterplan.com. Your comments and suggestions are welcome because public participation is the key ingredient for an effective master plan.

Matt Claman, a former Assembly member and acting mayor, chairs the Anchorage Airport Communications Committee.

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Join The Conversation

Anchorage Daily News is pleased to provide this opportunity to share information, experiences and observations about what's in the news. Some of the comments may be reprinted elsewhere in the site or in the newspaper. We encourage lively, open debate on the issues of the day, and ask that you refrain from profanity, hate speech, personal comments and remarks that are off point. Thank you for taking the time to offer your thoughts.

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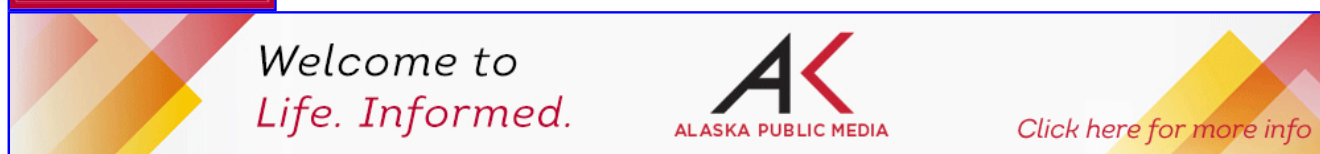
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Ted Stevens Int. Airport Plan Anticipates Growth

By [Ellen Lockyer, KSKA - Anchorage](#) | March 25, 2013 - 3:08 pm

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Map of some areas of concern regarding Ted Stevens International Airport master plan update. A series of public meetings is gauging residents concerns about possible expansion of the airport in current years. Photo by Ellen Lockyer, KSKA – Anchorage.

A series of public meetings in Anchorage is aimed at gathering input from residents on an update of a master plan for the Ted Stevens International Airport. Federal Aviation Administration regulations require an airport master plan that envisions short, medium and long term plans for airport development.

The airport master plan does not mean expansion or construction is imminent. The outcome of the process is a plan for growth, according to Evan Pfahler, project manager with the Florida aviation engineering and design company Reynolds, Smith and Hills. Pfahler hosted this week's meeting. He says although Ted Stevens International Airport is operating now at a slower rate than in the past, future growth is on the horizon.

"Passenger enplanements were at their peak in 2008, and the airport handled the most cargo in any given year in 2006. However, we are still forecasting growth to occur, and eventually we'll see new record passenger numbers, new record cargo numbers, although that rate of growth, that overall rate of growth, will be a little slower than forecast back in 2007, about half the rate of growth."

Pfahler says a master plan update will take about a year and a half to complete. The last actual airport expansion was finished in 2005 with the opening of the C Concourse

"And so the facilities are going to continue to need improvements in order to accommodate that overall growth throughout this twenty year planning horizon."

The meeting was the fourth in a series, and more of them are coming up. Planners want input from residents of Anchorage on what is the best way to prepare for future expansion. Questions from the public ranged widely and reflected concerns about parking, expansion into park areas, and disposal of runoff from de-icing solutions. Audience members spoke into a wireless microphone passed around the room so everyone could hear. One man asked

"Is Fairbanks currently going through a master plan update also, and how much of a competitor with cargo would you say they are to Anchorage?"

Pfahler answered

"The answer to the first question is 'Yes', the Fairbanks international airport is conducting a master plan update as we speak. And given the fact that the Alaska International Airport System owns and operates both airports, Anchorage and Fairbanks, there is no competition because they have the same ownership structure and the same customers."

Working groups have been established at prior meetings during the fall of last year to represent residential, environmental and business interest groups. A Technical Advisory Committee represents commercial airlines, airport leaseholders and the FAA.

Airport facility requirements do not determine whether a facility should be built, or where it should be built or even what it ought to look like, Pfahler told meeting goers. Requirements merely outline the additional facilities that will be needed to meet potential demand, and requirements depend on the forecast of aviation activity.

"The forecast of aviation activity for this study was prepared under the Alaska International Airport System Planning Study, which looked at future activity levels, not just for Anchorage International Airport, but also for Fairbanks International Airport."

The results were presented in September at an earlier open house, he said, and that data from those studies is being used in other projects, such as noise level studies for both the Anchorage and Fairbanks airports. Another public meeting is scheduled for May.

- [Ted Stevens Anchorage International Airport Master Plan](#)

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