

Public Involvement Program

Ted Stevens Anchorage International Airport
Master Plan Update

Prepared for:

*Ted Stevens Anchorage International Airport
Anchorage, Alaska*

August 2023

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ACRONYMS AND ABBREVIATIONS

AAAC	Airline Airport Affairs Committee
ACC	Alaska Chamber of Commerce
AEDC	Anchorage Economic Development Corporation
AOPA	Aircraft Owners and Pilots Association
AIAS	Alaska International Airport System
AIDEA	Alaska Industrial Development and Export Authority
ALP	Airport Layout Plan
ARTCC	Air Route Traffic Control Center
ATCT	Air Traffic Control Tower
ATR	Airline Technical Representative
DOT&PF	Alaska Department of Transportation and Public Facilities
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
JBER	Joint Base Elmendorf Richardson
MOA	Municipality of Anchorage
NSAA	Nordic Ski Association of Anchorage
PIP	Public Involvement Program
TSA	Transportation Security Administration
UAA	University of Alaska Anchorage

Introduction

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

This PIP was drafted based on successes from the prior Master Plan Update, the recent Runway 15/33 Renewal project, and the past decade of Airport-community relations. The ANC Airport Director resigned in January 2022 and Mr. Craig Campbell is currently serving as the Interim Airport Director. For this reason, the PIP is anticipated to remain in draft form until a new Airport Director is hired, and public involvement with the community at large will likely not begin until 2023. The timing in this plan is subject to change.

Background

ANC Airport is among the most unique airports in the United States serving as a vital transportation link to Alaska and a vital cargo link between Asia and North America. As the largest airport in the state, the Airport supports one in ten jobs in the Anchorage area and is an economic driver in Southcentral Alaska. It ranks second in the United States for landed cargo weight. With the rise of e-commerce, the Airport is poised to play a key role in international trade. Moreover, Alaska's limited ground transportation infrastructure makes air transport of the utmost importance to Alaska residents and visitors alike. The Airport serves more than 5 million passengers each year. Another unique element of the Airport is that it is home to Lake Hood, the world's largest and busiest sea plane base, though master planning for the Lake Hood Airport (LHD) is completed independently from the ANC Master Plan. The Airport is owned and operated by the Alaska Department of Transportation and Public Facilities (DOT&PF).

The Federal Aviation Administration (FAA) recommends that all airports have up-to-date master plans. A master plan serves as a blueprint for an airport's long-term development and is typically updated every 5 to 10 years. The Airport last completed a Master Plan Update in 2014. Since then, many changes have occurred that merit a new Master Plan Update. Of note, the Alaskan and world economy has changed due to the rise of e-commerce, which has impacted cargo traffic. In Alaska, a prolonged recession impacted the local and state economy. The COVID-19 Pandemic drastically altered travel patterns for several years but appears to be recovering to near normal passenger levels. Tourism in Alaska continues to grow. The COVID-19 pandemic also changed information consumption and now people expect information "on demand" online and in virtual mediums.

Master Plan Update Process and Key Decision Points

The PIP identifies the steps in the Master Plan Update process and explains how public input can shape the plan. Table 1 outlines the phases, steps, and key decisions to be made in the Airport Master Plan Update process. At each key decision point (see Table 1), the Master Plan Update project team and the Airport will solicit public input prior to the Airport making a decision. See the section on Project Decision Makers and Stakeholders below for information on these roles in the process. For more detailed information about the master planning process and what is involved in each step, refer to the [FAA Advisory Circular 150/5070-6B Airport Master Plans](#).

Table 1 outlines the phases, steps, and key decisions to be made in the Airport Master Plan Update process.

**Table 1.
 Master Plan Update Process, Key Decision Points, and Outreach Tools**

PHASE 1

Project Kick-Off (Summer 2022)

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

Key Decision Points

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

Tools

- PIP
- Website
- Email list
- Outreach to airlines
- Small Group Meetings with airline stakeholders
- Convene Working Group
- Working Group Mtg #1 & Technical Group Mtg #1 (combined)
- Public Open House #1

Inventory (Spring through Summer 2023)

The team will update any changes that have occurred since the prior master plan. Airport staff, tenants, and stakeholders help identify changes in the existing conditions since the prior Master Plan Update.

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

PHASE 2

Forecast (Fall 2023)

An Aviation Forecast includes projections for passengers, cargo, and operations at ANC Airport. To develop the forecast, the MPU Team will reach out to the major airline stakeholders and chairs of the AAAC to obtain forecast related information. The airlines play an important role in the forecast of aviation activity and will be engaged early on so they are aware the forecast is underway and understand their role in developing an acceptable forecast. The forecast will include insight on future activity and will be presented to the public after the data is accepted by FAA.

Key Decision Points

- Aviation Forecast
- Needs analysis defined

Tools

- Working Group Mtg #2
- Technical Group Mtg #2
- Public Open House #2

Table 1.
Master Plan Update Process, Key Decision Points, and Outreach Tools

Facility Requirements (Fall 2023)

Facility requirements are primarily determined by technical analysis of existing facility data relative to forecast demand. For those facilities for which a technical analysis cannot be used to assess facility needs, stakeholder input and industry expertise is relied upon to establish future needs. For this Master Plan Update, facility requirements will rely upon demand-level trigger points to establish a need for additional throughput capacity. A trigger point is the point at which throughput exceeds an established facility capacity, degrading facility performance or level of service and triggering a need for an improved or expanded facility. This stands in contrast to using a calendar to establish a timeline for facility improvements. The results of the facility requirements analysis will provide the foundation for alternatives development.

Alternatives Development (Fall 2023)

The airport planning team will prepare conceptual development plans for meeting the established facility requirements. Typically, several solutions or alternatives are conceived to meet future facility needs. This process includes the consultant team, airport staff, and tenants or stakeholders who may articulate specific development needs or concepts that may aid their operations or facility needs. Criteria are also established at this point to help evaluate the relative merit and/or performance of each development alternative. Both objective and subjective criteria are used to evaluate alternatives.

Key Decision Points

- Evaluation criteria determined
- Develop alternatives

PHASE 3

Alternatives Evaluation & Selection (Winter 2023)

**Table 1.
Master Plan Update Process, Key Decision Points, and Outreach Tools**

The alternatives are screened using the evaluation criteria to identify those that best to meet the Airport’s needs. Multiple alternatives are then refined and combined to more fully address airport needs and evaluation criteria and move forward.

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

Implementation Plan and Airport Layout Plan (Winter 2023/2024)

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

Final Report (Spring 2024)

Master Plan Update conditions, findings, and development plans will be documented in a draft and a final report. The report will include a summary of public involvement activities and outcomes. The report will also include a financial feasibility analysis for identified Airport improvements. The final report will be published and made available to the public.

- Key Decision Points**
- Evaluate alternatives
 - Select preferred alternative

- Tools**
- Working Group Mtg #3
 - Technical Group Mtg #3
 - Public Open House #3

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

- Public Open House #4

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

- Final report posted online

Some activities will be conducted continuously throughout every phase and are not individually identified in the schedule. These ongoing activities include:

- Website updates
- Community Council meeting attendance (Turnagain, Sand Lake, Spenard)
- Mailing list maintenance
- Media coordination and monitoring
- Message development and refinement

Following Actions

Following the completion of the Master Plan Update, projects included in the Airport Layout Plan (ALP) may progress through further environmental analysis followed by engineering, design, and permitting. These activities will include their own public involvement processes before any construction occurs.

Project Decision Makers and Stakeholders

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

Agency Decision Makers

Ted Stevens Anchorage International Airport

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

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

Federal Aviation Administration

FAA is the federal agency that regulates airports and airspace. The FAA will review key elements of the Airport’s Master Plan Update, including the aviation demand forecasts and the ALP. Throughout the process, FAA will provide guidance on the public involvement program. The Airport will work closely with the FAA’s Alaska Region during the Master Plan Update process and create a master plan that meets applicable federal guidelines. FAA is also the federal agency in charge of any potential government-to-government consultations.

Stakeholders

A stakeholder is anyone who has an interest in the Airport or who may be affected by decisions that are made in the Master Plan Update. Some stakeholders have technical backgrounds and related interests in the update process, while others may be interested for non-technical reasons. At any point in the planning process, anyone who is interested in the Airport and the Master Plan Update is, by definition, a stakeholder. Table 2 lists potential stakeholder groups that have been identified. This list will likely grow and change throughout the planning process.

**Table 2.
Potential Stakeholder Groups**

General Public

Residents and property owners	Traveling public
Surrounding local businesses	Park/Trail users
Consumers statewide	

Airport Users

Airlines (represented by AIAS Airline Airport Affairs Committee [AAAC] and Airline Technical Representative [ATR])	Cargo businesses
Airport leaseholders	Freight shippers
Airport concessions	Rental car companies
Airport staff, including maintenance and operations and police and fire	Alaska Railroad Corporation
Developers	Ground transportation services (shuttles, taxis, bus)
	Alaska tour companies

Public Utilities

Anchorage Water & Wastewater Utility	Solid Waste Services
Chugach Electric Association	

Local Government

Director, Municipality of Anchorage (MOA) Office of Economic and Community Development	Planning and Zoning Commission
Director, MOA Parks and Recreation	
Director, MOA Planning	

**Table 2.
Potential Stakeholder Groups**

State/Federal Agencies

FAA Environmental Program	U.S. Environmental Protection Agency (EPA)
FAA Air Traffic Control Tower (ATCT)	Alaska Industrial Development and Export Authority (AIDEA)
FAA Air Route Traffic Control Center (ARTCC)	State of Alaska Dept. of Commerce, Community and Economic Development
Transportation Security Administration (TSA)	
State of Alaska Aviation Advisory Board	
Joint Base Elmendorf-Richardson (JBER)	

Tribal Organizations

Knik Tribal Council	Tyonek Native Corporation
Native Village of Eklutna	Chickaloon Native Village

Elected Officials

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

Nongovernmental Organizations

The Alaska Center	Anchorage Citizens Coalition
Anchorage Trails and Greenways Coalition	Anchorage Park Foundation
Friends of the Anchorage Coastal Wildlife Refuge	Anchorage Waterways Council
Nordic Ski Association of Anchorage (NSAA)	Anchorage Running Club
Arctic Bicycle Club	
Bike Commuters of Anchorage	

Community and Economic Development Organizations

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

Aviation Groups

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

Public Involvement Tools and Terms

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

Tools are listed alphabetically and described as follows:

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

Public Meeting/Open House/Online Open House

- State of Alaska Online Public Notice: minimum of 7 days in advance, aim for 10–14 days in advance
- Paid print and online ads in *Anchorage Daily News*
- Public radio advertising (public service announcements)
- Airport resources: GovDelivery, website, Facebook posts, newsletter
- Master Plan Update email
- Master Plan Update website
- Email for elected officials and agencies with a vested interest in the Airport: Governor's Office, DOT&PF Headquarters and Central Region, Mayor's Office, State legislators, Municipal Assembly members, etc.

Advisory Committee Meetings

- State of Alaska Online Public Notice: minimum of 7 days in advance, aim for 10–14 days in advance
- Master Plan Update email
- Master Plan Update website

Comment Spreadsheet – Comments will be requested from the public and considered by the project team. All comments will be logged in a spreadsheet for tracking purposes. Individual

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comments on the Master Plan Update and draft documents will **not** be responded to on an individual or one-to-one basis. Rather, comments will be summarized, and key themes highlighted in final reporting.

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

Existing Partnerships and Channels – There are a variety of methods to dialogue with the public, such as through clubs, civic groups, other publications, and other projects. The *Anchorage Daily News*, website, and community calendar are examples, as are community councils, chambers of commerce, and AEDC. As an umbrella planning document, the goal of the Airport Master Plan Update project team will be to identify and use all outreach mechanisms currently in use by the Airport, and also to make it easy for the public to understand how and where they can be engaged to be most effective. By taking advantage of these existing mechanisms, the project team will be able to broaden the reach of information, interest, and input for the Airport Master Plan Update.

Email – Provide regular correspondence regarding the progress of the plan, primarily via email. Emails will summarize recent outreach results, provide updates, announce upcoming outreach opportunities, and share information. Completed E-newsletters will be posted on the project website. Subscribers will be given the opportunity to opt out at any point.

Social Media –The Airport and the DOT&PF Central Region both have Facebook accounts that the Master Plan Update project team may use to share information.

Federation of Community Council Updates – The Airport regularly attends community council meetings for Turnagain, Spenard, and Sand Lake. All Master Plan project updates will be provided through these regular contacts. Announcements of public meetings and events will be sent to Community Council coordinators to distribute to the community council listservs.

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

Postcard – Email messages will be the primary method of communication used by the Master Plan Update project team to announce meetings and provide other updates. To invite people to sign up for e-mail, a single postcard will be sent to addresses in the project area (to approximately 40,000 mailing addresses in the 99502, 99503, 99509, 99515, 99517, and 99518 zip codes) to announce the beginning of the Master Plan process.

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

Online Open House – This web-based tool creates an online open house that is accessible 24 hours per day to any stakeholder with internet access. This is a key tool to reach and collect comments from a statewide, national, and international audience. We anticipate hosting an online open house in conjunction with each public open house that will be “live” for approximately 2–3 weeks.

Print Materials – Printed materials including agendas, a project Fact Sheet, and FAQs will be provided at public events. Newsletters will be emailed and posted on the website.

Public Open Houses – The goal of the public open houses is to provide information and gather input. Meetings will be advertised in advance to provide sufficient public notice. Public meetings will be held on varied weeknights to ensure that those with alternate work schedules are able to attend. Likewise, start times for meetings will vary to maximize participation.

Website – A dedicated website will be used to provide project updates, record comments, and distribute documents for review. Specific uses include publishing questionnaires, newsletters, meeting notices, study updates, and reports. The site will provide methods for users to submit feedback and comments. The project team will develop and maintain the website according to State of Alaska standards in coordination with the DOT&PF Webmaster.

Airline Advisory Committee and Working Group – Two committees of 8-12 people each, comprised of airline professionals and community leaders, will be convened. The purpose of the Airline Advisory Committee and the Working Group are to provide information and guidance on specific aspects of Master Plan Update development and to inform the decision-making process. While recommendations from both Groups will be strongly considered by the Master Plan Update project team for possible adoption, the Airport remains the ultimate decision-making body responsible for the Master Plan Update. All meetings will be professionally facilitated. The public will be able to observe the proceedings and will have an opportunity to comment at the conclusion of the meetings. All meetings will be advertised on the project website and in the project newsletter.

Organizations that will be invited to participate are listed in the next section. These organizations will be asked to identify a representative that can:

1. Participate in all meetings.
2. Have a receptive and active interest in learning about the Airport and its operations.
3. Provide input that is representative of the stakeholder role of the participant, e.g., on behalf of a broader organization.

4. Equally considers the interests of the local community, the Airport, and the Municipality of Anchorage and State of Alaska as a whole; and seek common ground that serves the needs of all parties with a stake in the future of the Airport.
5. On an ongoing and informal basis, keep representative organizations, friends, and neighbors informed regarding Master Plan Update issues and emerging recommendations.
6. Work productively with other members, Airport administration, and the Master Plan Update project team when differences of opinion develop, and follow these general rules:
 - a. Listen: seek to understand new ideas and others' views.
 - b. Stay on topic: keep comments brief.
 - c. Be respectful and polite: attack issues, not people.
 - d. Be positive: be problem solvers.
7. Devote time, study, and thought necessary to complete duties.
8. Work with other members to help shape recommendations to the Master Plan Update project team that individual members, and the group as a whole, can actively support.

Airline Advisory Committee

Airline Technical Representative [ATR] AvAir Pros

Alaska Airlines

Atlas Air

Federal Aviation Administration (FAA) - Air Traffic Control

FedEx

Grant Aviation

Nippon Cargo Airlines

Ryan Air

United Postal Service (UPS)

United States Air Force (USAF)

Working Group

Aircraft Owners & Pilots Association (AOPA)

Anchorage Economic Development Corporation (AEDC)

Alaska Trucking Association

Dana Pruhs

Commodity Forwarders

Federal Aviation Administration – Alaskan Region Airport Division

Pegasus Aviation Services

Signature Flight Support

Sand Lake Community Council

Spenard Community Council

Turnagain Community Council

Project Contacts

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