



Aviation
Management
Consulting
Group

Best Practices for Addressing Community Impacts

San Carlos Airport (SQL)

COUNTY OF SAN MATEO

July 11, 2016



Aviation Management Consulting Group

July 11, 2016

Gretchen Kelly
Airports Division Manager
County of San Mateo
620 Airport Way
San Carlos, CA 94070

RE: Best Practices for Addressing Community Impacts

Dear Ms. Kelly:

Thank you again for selecting Aviation Management Consulting Group, Inc. (AMCG) to assist the County of San Mateo (County) with the agreed upon scope of work for the San Carlos Airport (Airport).

This letter transmits the results of AMCG team's research regarding best practices used at 10 similarly situated airports to address the impacts on surrounding communities including:

- Minimum standards and related policies and/or procedures
- Financial incentives or programs for based and/or transient aircraft owners/operators
- Financial penalties or programs for based and/or transient aircraft owners/operators
- Pilot outreach and educational programs
- Community outreach and educational programs

The AMCG team worked in conjunction with the Airport staff to identify the 10 similarly situated airports and select the best practices that would have the best chance of success at the Airport and summarized the impacts associated with each of the selected best practices.

If you have any questions or would like to discuss any aspect of this request, please feel free to contact me at (303) 792-5208.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert D. Trimborn".

Robert D. Trimborn
Consultant

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I. INTRODUCTION

A. Scope

The AMCG team researched, identified, and summarized best practices at 10 similarly situated airports to address the impacts on surrounding communities including:

- minimum standards and related policies and/or procedures;
- financial incentives (programs) for based and/or transient aircraft owners/operators;
- financial penalties (programs) for based and/or transient aircraft owners/operators;
- pilot outreach and educational programs; and
- community outreach and educational programs.

The team, worked in conjunction with the Airport staff to identify the 10 similarly situated airports and select the best practices that could have the best chance of success at the Airport. The AMCG team summarized the: 1) pros (advantages) and cons (disadvantages), 2) potential consequences, and/or 3) financial impacts associated with each of the selected best practices.

B. Approach

To achieve the scope of work, AMCG completed the following work plan: 1) identified airports with extensive pilot and community outreach programs; 2) worked with Airport staff to identify airports to be used in the study group; 3) researched and obtained best practices that correlated to the five broad categories listed in the scope of services; 4) analyzed and consolidated best practices data obtained from the airports and selected the best practices that could have the best chance of success at the Airport; and 5) summarized the impacts associated with each of the selected best practices.

C. Similarly Situated Airports

AMCG worked in conjunction with Airport staff to identify the 10 airports listed below that have well established pilot and community outreach programs. Airports were not necessarily chosen based on the airport's physical attributes, but rather based upon the set and setting (i.e. location within a highly urbanized environment and/or surrounded by high noise sensitive areas). That said, there was some emphasis placed on airports located in the San Francisco Bay area due to the unique nature of the airspace and the

commonality of the noise/operational issues. The 10 similarly situated airports are as follows:

- | | |
|--|--------------------------|
| 1. Buchanan Field (CCR) | Concord, California |
| 2. Chicago Executive Airport (PWK) | Wheeling, Illinois |
| 3. Daugherty Field (LGB) | Long Beach, California |
| 4. Fort Lauderdale Executive Airport (FXE) | Fort Lauderdale, Florida |
| 5. Hayward Executive Airport (HWD) | Hayward, California |
| 6. Livermore Municipal Airport (LVK) | Livermore, California |
| 7. Monterey Regional Airport (MRY) | Monterey, California |
| 8. Morristown Municipal Airport (MMU) | Morristown, New Jersey |
| 9. Santa Monica Municipal Airport (SMO) | Santa Monica, California |
| 10. Truckee Tahoe Airport (TRK) | Truckee, California |

II. INDUSTRY BEST PRACTICES

A. Minimum Standards and Related Policies and Procedures

1. Introduction and Definition

Minimum standards establish the minimum requirements and qualifications that must be met as a condition for the right to conduct a commercial aeronautical activity. In essence, by providing consistent threshold requirements and qualifications, minimum standards “level the playing field” and promote “fair competition” among operators. AMCG reviewed minimum standards and/or related policies and procedures that would have a bearing on addressing community impacts. Generally speaking, minimum standards address “on-airport” commercial aeronautical activities and do not address issues related to off-airport impacts. However, there are certain elements of minimum standards that have a direct bearing on an airport sponsor’s ability to regulate a commercial aeronautical activity and therefore could affect the overall impact of these activities on the surrounding community.

2. Best Practices

Commercial Operations Permit – Several airports in the study group required all commercial aeronautical activity operators (Operators) to obtain a Commercial Operations Permit (COP) prior to engaging in any commercial aeronautical activity. In addition, the COP was a prerequisite for procuring an approved lease/sublease agreement. The COP dictates the scope and scale of the permitted commercial aeronautical activity.

- Pros (Advantages) – The COP should be structured to clearly define the scope and scale of a commercial aeronautical activity. Non-compliance with the provisions of the COP can be dealt with in an expeditious manner through fines and/or revocation.
- Cons (Disadvantages) – A COP program increases the administrative and enforcement responsibilities of the Airport’s management and staff.
- Potential Consequences – The COP provides greater control of commercial aeronautical activities at the Airport which could result in reduced community impact.
- Financial Impacts – A COP program increases Airport revenues when fees are charged for applying for, receiving, and renewing a COP and would offset any associated Airport’s operating costs.

Lease or Sublease Agreement – Almost all of the airports in the study group required Operators to have a place of business on the airport and must lease or sublease sufficient land and improvements (and, if necessary, construct improvements) to accommodate all of the Operator’s commercial aeronautical activities.

- **Pros (Advantages)** – All Operators would have an agreement that clearly sets forth operational conditions and requirements associated with the approved commercial aeronautical activities. In addition, this agreement would specify those activities that are not approved on the leased premises.
- **Cons (Disadvantages)** – There were no identified disadvantages in requiring Operators to have a lease or sublease agreement.
- **Potential Consequences** – A lease or sublease agreement enhances the contractual control the Airport would have with Operators thereby providing a greater opportunity to reduce community impact.
- **Financial Impacts** – A lease or sublease agreement requirement increases Airport revenues when fees are charged for applying for a lease or approval of a sublease. In addition, Airport revenues would increase from the leasing of additional Airport land and improvements.

Minimum Standards – A preponderance of the airports established minimum standards that must be met by any entity desiring to engage in one or more commercial aeronautical activities at the airport.

- **Pros (Advantages)** – Minimum standards will encourage and promote: 1) safety and security, 2) the consistent provision of high quality commercial products, services, and facilities, 3) the orderly development of land and high quality Improvements, and 4) the economic health of the Airport.
- **Cons (Disadvantages)** – Minimum standards increases the administrative and enforcement responsibilities of the Airport’s management and staff.
- **Potential Consequences** – Minimum standards will assist with the management of commercial aeronautical activities at the Airport and associated community impacts. Some Operators unwilling or unable to meet the minimum standards may stop providing certain commercial aeronautical activities at the Airport.
- **Financial Impacts** – The Airport’s operating costs associated with the development, implementation, and administration of the minimum standards would increase.

Noise Abatement Compliance – One airport inserted a provision in agreements with Operators that required the Operators to comply with the airport’s noise abatement program and required Operators to advise the Operator’s sublessees and customers of the airport’s noise abatement program.

- Pros (Advantages) – This type of contractual requirement may facilitate Operator’s becoming proactive participants in the Airport’s noise abatement program.
- Cons (Disadvantages) – The enforceability of this contractual provision could be challenged.
- Potential Consequences – Increased awareness and participation in the Airport’s noise abatement program could result in a better educated pilot community thereby reducing community impact and reducing noise complaints.
- Financial Impacts – The Airport’s operating costs associated with the enforcing this provision could increase. Further, if legally challenged, the Airport could face increased legal fees.

B. Financial Incentive Programs

1. Introduction and Definition

Financial incentive programs are used to encourage based and/or transient aircraft owners/operators to voluntarily agree to participate in an airport’s noise abatement program. Usually, a specific program relates to complying with a singular element of a noise abatement program such as agreeing not to operate within the voluntary curfew hours. The airport would offer a reduction in rent or fees to participants in the program. These programs are extremely rare in the airport industry. Of the ten subject airports, only one airport had a financial incentive program (funding was provided through other funding sources, not aeronautical revenues). The implementation of a financial incentive program requires careful analysis and legal review to ensure that it is not in violation of FAA Airport Sponsor Assurances or federal or state legal requirements.

2. *Best Practices*

Curfew Financial Incentives – One airport offered financial incentives to hangar tenants who voluntarily agreed to participate in the airport’s fly quiet program. The hangar tenant receives a reduction in rent for compliance with voluntary night time curfew restrictions on arrivals and departures. The rent reduction is facilitated through a month-to-month hangar agreement addendum. Hangar tenants can opt-in to the program by choosing to participate in one of the following two programs: 1) If the hangar tenant chooses to adhere to a voluntary curfew on all arrivals and departures beginning at 11:00 p.m. and ending at 6:00 a.m. local time (daily), the airport credits the tenant’s monthly hangar bill \$0.02 per square foot and 2) If the hangar tenant chooses to adhere to a voluntary curfew on all arrivals and departures beginning at 10:30 p.m. and ending at 6:30 a.m. local time (daily), the airport credits the tenant’s monthly hangar bill \$0.04 per square foot.

- Pros (Advantages) – This type of program can reduce community impact associated with aircraft noise. In addition, noise complaints related to late night and early aircraft arrivals and departures should reduce.
- Cons (Disadvantages) – The Airport would need to develop, implement, and administer a system to monitor compliance with the program.
- Potential Consequences – Expectations by the community of significant reduction in late night and early aircraft arrivals and departures higher than reality.
- Financial Impacts – The Airport’s operating costs associated with administering this program would increase.

C. **Financial Penalty Programs**

1. *Introduction and Definition*

AMCG reviewed the rules and regulations and related ordinances of the airports in the study group to determine if a given airport had financial penalties tied to restrictions designed to address operational impacts on surrounding communities (e.g., financial penalties are imposed on based and/or transient aircraft owners/operators who do not comply with operational restrictions established and enforced by ordinance). These operational restrictions could include maximum allowable noise limits, mandatory curfew, operational restrictions (such as restrictions on touch-and-go takeoffs and landings), etc.

AMCG determined that all of the operational restrictions enforced by ordinance at the airports in the study group were enacted prior to the adoption of the 1990 Airport Noise and Capacity Act (ANCA). ANCA “froze” existing operational restrictions and put in place a requirement that any airport sponsor desiring to implement an operational restriction based on noise impacts must first complete a 14 CFR Part 161 study (Part 161 study) to quantify its impact on the national air transportation system. A Part 161 study is a long and onerous process with little chance of a success. To date, only two airports have successfully completed a Part 161 study and implemented FAA approved operational restrictions. One is located in a national park, while the other is located in Florida (the airport successfully banned noisy Stage I and Stage II business jets).

As a result, AMCG could not identify or recommend best practices related to financial penalties for non-compliance that were adopted after the enactment of ANCA. Any such “best practice” would require the successful outcome of a Part 161 study.

D. Pilot Outreach/Educational Programs

1. Introduction and Definition

Virtually all airports in the study group maintain proactive and extensive noise management and pilot outreach programs. Pilot outreach and educational programs are fundamentally designed to reduce noise and operational impacts on the community by raising awareness within the pilot community.

2. Best Practices

Noise Management Programs – Most airports in the study group have established comprehensive “Good Neighbor/Fly Neighborly” noise management programs designed to encourage pilots to mitigate negative impacts from aircraft operations. The programs enhance the airport’s compatibility within the surrounding community through consistent compliance with recommended noise abatement procedures.

These types of comprehensive noise management programs take a holistic approach to noise abatement. They take recommended and voluntary procedures and incorporate them into a positive message that encourages pilots to think of themselves as a “good neighbor” and to be ever cognizant of impacts caused by aircraft noise on the “neighbors” around the airport.

- Pros (Advantages) – Implementation (or ongoing administration) of noise abatement programs improve compliance with noise abatement procedures, reduces community impact, and reduces noise/operational complaints.
- Cons (Disadvantages) – No disadvantages could be identified in the establishment of such programs.
- Potential Consequences – Communities knowledge of noise abatement programs can lead to a perception of ongoing violation of noise abatement procedures and lack of responsiveness of staff.
- Financial Impacts – The Airport’s operating costs associated with administering this program would increase.

Noise Abatement Program Website – Virtually all of the airports in the study group emphasized the importance of a comprehensive website that serves as the foundation for each airport’s noise management program and pilot outreach/education programs. The websites contain detailed information related to the airport including pilot information, community section, noise management program, and related links to regulatory agencies and industry groups. All stressed the importance of periodic website updates to keep it contemporary/relevant. All the noise abatement webpages detailed operational procedures and several of the webpages posted noise abatement arrival and departure video tutorials (including helicopter procedures).

- Pros (Advantages) – A properly formatted and designed website can be an invaluable resource for the Airport, aircraft operators, and the community.
- Cons (Disadvantages) – No disadvantages could be identified in the development of a comprehensive website.
- Potential Consequences – Airport stakeholders would be better informed about the airport, noise management program, and initiatives.
- Financial Impacts – The Airport’s operating costs associated with developing, implementing, and administering the website would increase.

Pilot Communications – One airport in the study group developed extensive email lists comprised of aeronautical stakeholder groups including: transient operators, based tenants, and commercial operators. Airport staff routinely sends email “blasts” with “customized” messages – very effective, real time outreach tool.

- Pros (Advantages) – This communication effort allows Airport management to easily communicate with Airport stakeholders on a wide-range of issues and improves transparency and accessibility.
- Cons (Disadvantages) – No disadvantages could be identified in a stakeholder communication program.
- Potential Consequences – Communication with Airport stakeholders creates an informed Airport stakeholder group. Used effectively, this program helps to eliminate “surprises” and improves overall relationships between airport management and airport stakeholders.
- Financial Impacts – The Airport’s operating costs associated with developing, implementing, and administering the stakeholder communication program would increase.

Social Media Outreach Program – Many of the airports in the study group employed extensive use of social media (e.g., Facebook, Twitter, etc.) to facilitate outreach programs. Content was developed to inform and educate pilots regarding the Airport and noise management program. It was stressed by the airports that a social media site should be monitored and updated on a routine basis.

- Pros (Advantages) – Social media is a cost effective, personal, and more dynamic than other mediums. Facebook in particular has become a great platform for reaching a target audience. It provides an effective and modern vehicle to communicate effectively with a wide-range of airport stakeholders.
- Cons (Disadvantages) – The time, effort, and energy to maintain the social media campaign.
- Potential Consequences – Communication with Airport stakeholders creates an informed Airport stakeholder group.
- Financial Impacts – The Airport’s operating costs associated with developing, implementing, and administering the social media outreach program would increase.

New Pilot Communications – Airport staff attempts to make personal contact with all new based & transient pilots/operators (including student pilots and instructors) to brief them on the noise abatement program and the airport’s fly neighborly program.

- Pros (Advantages) – Personal contact is still one of the most effective ways to reach people. It’s an effective and meaningful way of educating pilots.
- Cons (Disadvantages) – The time, effort, and energy to conduct the outreach effort, as this type of program is more labor intensive than other outreach programs.
- Potential Consequences – The program improves relationships with aircraft operators, enhances compliance with recommended procedures, and increases the likelihood of reduced noise complaints.
- Financial Impacts – The Airport’s operating costs associated with developing, implementing, and administering the new pilot communications would increase.

Pilot Deviation Communications – Several of the airports in the study group contacted pilots that deviated from recommended noise abatement procedures and/or generated noise complaints. Staff discusses the incident with the pilot and works with the pilot to develop compliant procedures, if possible.

- Pros (Advantages) – The outreach program educates pilots on the airport’s noise abatement program, enhanced compliance with noise abatement procedures, and reduces future noise impacts.
- Cons (Disadvantages) – The time, effort, and energy to conduct the outreach effort, as this type of program is more labor intensive than other outreach programs. A flight tracking system (or other aircraft monitoring protocol) would need to be deployed and monitored to accurately assess compliance.
- Potential Consequences – The outreach program increases the likelihood of reduced noise complaints.
- Financial Impacts – The Airport’s operating costs associated with developing, implementing, and administering the outreach would increase.

Noise Abatement Ambassador Program – Several airports in the study group uses FBOs/SASOs to help promote/educate tenants & customers regarding the airport’s noise abatement/fly neighborly program.

- Pros (Advantages) – Utilization of FBOs/SASOs to promote the noise abatement program improves and expands the airport’s capability to outreach to airport users. Further, this effort makes FBOs/SASOs part of the overall noise management program and good neighbor efforts.
- Cons (Disadvantages) – Use of FBOs/SASOs reduces the control of the outreach “message”.
- Potential Consequences – Expanded outreach effort, reduced noise impacts, reduction in noise complaints.
- Financial Impacts – The Airport’s operating costs associated with outreach would decrease.

Noise Management Staff Position – Several airports in the study group have implemented a dedicated noise management position that handles noise/operational issues, makes personal contact with pilots and community members, and spearheads related outreach initiatives.

- Pros (Advantages) – Having a dedicated noise management position allows focused efforts on development, implementation, and administration of the Airport’s noise management program. This should result in improved communications and pilot (and community) outreach.
- Cons (Disadvantages) – Allocation of personnel resources from other important airport management, administration, and operation tasks.
- Potential Consequences – Consistent administration of noise abatement program and associated outreach efforts.
- Financial Impacts – The Airport’s personnel costs associated with the compensation and benefits would increase.

Noise Abatement Promotional Materials – At one airport in the study group, airport operations staff distributes airport logo water bottles to transient pilots. The bottle contains the airport’s noise abatement handout. Pilots get a “free” bottle and are informed about the noise abatement procedures at the same time – very successful program.

- Pros (Advantages) – This noise abatement promotion program is an effective way of making personal contact with airport users and educating pilots on the Airport’s noise abatement procedures.
- Cons (Disadvantages) – No disadvantages associated with this program were identified.
- Potential Consequences – This practice can develop greater awareness and understanding of the noise abatement program, improved compliance with noise abatement procedures, and reduce noise complaints.
- Financial Impacts – The Airport’s operating costs associated with the purchase and distribution of the water bottles would increase.

Following are other identified practices associated with the subject airports

- Monthly distribution of “new” noise management flyers and posters to FBOs/SASOs that emphasize compliance with noise abatement procedures
- Publishing of monthly Airport Noise & Operations Fact Sheet as part of educational/transparency outreach efforts
- Development of an Operations Handbook, for new tenants (or subtenants), that covers a wide range of airport and operational issues including noise abatement procedures and rules and regulations.
- Hosting of a weekly tenant BBQ to maintain good relationships and disseminate information related to noise abatement, projects, and initiatives
- Development of an open, transparent, and consistent message for all user groups and homeowners.
- Development of an online prior permission form for aircraft operations during the voluntary curfew hours
- Coordination with FAA and aircraft operators to develop a “published” visual approach that used highways leading to the airport as flight path/reference points

E. Community Outreach/Education Programs

1. Introduction and Definition

Virtually all airports in the study group maintain proactive and extensive community outreach programs. Community outreach and educational programs are designed to inform and engage the community regarding the airport, aircraft operations, noise management programs, and jurisdictional issues related to the airport, aircraft operations and use of airport airspace. Most of the airports in the study group have airport commissions or advisory bodies that act as sounding boards for the community on issues related to the airport. Community outreach efforts embrace extensive use of social media to reach a broad spectrum of the community.

2. Best Practices

Website – Several airports in the study group created a community outreach/resource page on the airport’s website that contained an extensive range of pertinent airport information including frequently asked question (FAQ) page, instructions on how to file a noise complaint, online noise complaint form, and helpful links to regulatory agencies.

- Pros (Advantages) – A website provides a valuable resource and communication tool for the public on airport information and improves transparency and accessibility to Airport management and staff.
- Cons (Disadvantages) – There were no disadvantages identified in the development of a community outreach/resource website.
- Potential Consequences – The website facilitates a better informed community and stakeholder groups and can reduce airport management and staff workload as the answers to FAQs can be found online.
- Financial Impacts – The Airport’s operating costs associated with the development, implementation, and administration of the website would increase.

Social Media Outreach Program – Many of the airports in the study group have proactive social media efforts that utilize Facebook and Twitter (whichever is appropriate) to outreach to the community. Information is updated on a routine basis or when warranted by events. One airport emphasizes human interest stories related to the airport on the airport’s Facebook page.

- Pros (Advantages) – Social media is a modern, cost effective, personal, and dynamic form of outreach. Facebook, in particular, has become a great platform for reaching a large target audience and provides an easily accessible means to communicate effectively with a wide-range of stakeholders.
- Cons (Disadvantages) – Social media efforts can be time consuming and reduce the available staff time for other Airport responsibilities.
- Potential Consequences – Social media outreach program creates a better informed and educated community and stakeholder groups.
- Financial Impacts – The Airport’s operating costs associated with the development, implementation, and administration of a social media outreach program would increase.

Community Email Communications – Several airports in the study group developed extensive email lists comprised of the various community stakeholder groups and routinely sends email “blasts” notifying the community of airport events and/or initiatives.

- Pros (Advantages) – Email communication is a direct and efficient communication tool to communicate with interested community members and stakeholder groups on a wide-range of issues. Email provides the ability to customize the message to the various groups and Improves transparency and accessibility to the Airport’s management and staff.
- Cons (Disadvantages) – The time associated with the email communication program reduces the available staff time for other Airport responsibilities.
- Potential Consequences – These type of communication tools makes a better informed and educated community and helps to eliminate “surprises” and improves overall relationships between the Airport and the community.
- Financial Impacts – The Airport’s operating costs associated with the administration of an email communication program would increase.

Community Telephone and In-Person Communications – Most airports in the study group stressed the need to call back every person who makes a noise/operational complaint promptly and, if practical, before the end of the day. Many strived to conduct face-to-face meetings and encouraged visits to the airport office to meet with airport management and staff, tour the airport, and learn about the noise management program.

- Pros (Advantages) – Being responsive to community concerns and being available to the public improves the overall perception of the Airport and Airport management and staff by the community.
- Cons (Disadvantages) – Other than the staff time associated with the protocol, there were no disadvantages identified related to the outreach effort.
- Potential Consequences – One-on-one communication promotes greater understanding of the Airport’s noise management program and jurisdictional limitations imposed by regulatory agencies.
- Financial Impacts – The Airport’s operating costs (e.g., personnel costs) associated with the community communication program will increase.

Community Meetings – Several airports in the study group had airport management and staff routinely attend community and neighborhood meetings to actively receive input and present information related to the airport and the airport’s initiatives.

- Pros (Advantages) – Direct outreach efforts with community and neighborhood groups improves the image of the Airport and Airport management and staff as being proactive to community concerns. In addition, attendance at community and neighborhood meetings enables the Airport to actively control the message and gain direct feed-back from the community and local stakeholders.
- Cons (Disadvantages) – The time, effort and energy related to the outreach effort.
- Potential Consequences – Consistent and transparent message between all community groups and stakeholders is essential. Failure to do so will lead to a breakdown in trust to the detriment of a community outreach program.
- Financial Impacts – The Airport’s operating costs (e.g., personnel costs) associated with attending community meetings will increase.

Airport Tours – Many of the airports in the study group have implemented an airport tour program designed to educate the public about the airport, its history, and the wide range of benefits the airport brings to the community. Schools, groups, and individuals can arrange for a tour by completing an online form.

- Pros (Advantages) – Airport tours raises awareness and understanding about the Airport and the types of activities occurring at the Airport.
- Cons (Disadvantages) – The time, effort, and energy required to successfully support an Airport tour program.
- Potential Consequences – Airport tours can improve the community’s impression of the Airport and lead to an improved understanding of the Airport’s role in the community.
- Financial Impacts – The Airport’s operating costs (e.g., personnel costs) associated with the Airport tours will increase.

Airport Open House – Many airports in the study group host an annual airport open house that is free and open to the public. The open house emphasizes awareness of the airport’s operation and in educating the public on general aviation. Several airports included non-aeronautical activities such as a one-mile “runway walk” and 5K runway “run”. All airports indicated that open house events have proven to be very effective in improving the airport’s image and acceptance within the community.

- Pros (Advantages) – An airport open house gives the community a chance to experience “their airport” in a fun and positive way and helps bridge the gap between the aviation and non-aviation community.
- Cons (Disadvantages) – The time, effort, and energy required to stage the event and the operational impact on the aeronautical activities at the Airport. Maintaining control of the event and its intended purpose.
- Potential Consequences – An airport open house improves the understanding of the Airport and its operation to a broad spectrum of the community.
- Financial Impacts – The Airport’s operating costs associated with the planning and implementation of an airport open house will increase.

Community Events – One airport in the study group developed an events trailer that airport staff takes to community events such as street fairs and farmers markets. The event trailer contains an information booth, exhibits, and supplies designed to inform and educate the public about the airport and general aviation.

- Pros (Advantages) – Proactive outreach to the community about the Airport improves accessibility to airport staff and helps build a positive image of the Airport.
- Cons (Disadvantages) – The effort required to create the program, develop and maintain the events trailer, and staff the community events.
- Potential Consequences – Attendance at these community events could build a greater understanding and acceptance of the Airport within the community.
- Financial Impacts – The capital cost associated with acquiring and outfitting the event trailer, cost of materials and supplies, and staffing costs associated with attending community events.

Airport Advisory Body – Most airports within the study group have some form of airport advisory body that advises a governing body on a wide-range of airport and aviation related issues including: airport improvements, security, safety, noise management, etc. The airport advisory body also serves as a sounding board for the community and airport users on airport and aviation related issues.

- Pros (Advantages) – An Airport Advisory Body provides a greater opportunity for the public to participate in airport related issues and initiatives and helps the governing body to more fully understand the public's position on a given airport issue.
- Cons (Disadvantages) – The time, effort and energy required to staff the advisory body. An advisory body can become frustrated over the lack of “direct” control over the Airport and Airport staff.
- Potential Consequences – Creates a more open and transparent governance of the Airport that is responsive to the concerns of the public and airport users.
- Financial Impacts – Administrative costs associated with the support of the advisory body.

Airport Noise Committee – One of the airports in the study group implemented an Airport Noise Committee comprised of the airport director and five members from the surrounding communities. The committee addressed noise impacts and concerns and made recommendations to the airport management and staff and governing body.

- Pros (Advantages) – An Airport Noise Committee can assist in providing focus and addressing community impacts associated with Airport noise.
- Cons (Disadvantages) – Provides a venue for noise complaints by specific individuals that may not accurately represent the impacts on the community. Could create unrealistic expectations that operational impacts outside the sponsor's jurisdictional control would be reduced leading to frustration when they don't occur.
- Potential Consequences – Demonstrates to the community the Airport's management and staff's willingness to involve the community in addressing community impacts.
- Financial Impacts – Administrative costs associated with support of the committee.

Airport Community Advisory Team – One airport in the study group established a six-member Airport Community Advisory Team (ACAT) comprised of three pilots and three community members. The ACAT was created as part the airport's on-going efforts to be a good neighbor, reduce airport annoyance and advance its noise management program. ACAT holds public meetings and meets directly with community and stakeholder groups in an effort to develop solutions and strategies to minimize impacts on surrounding communities. Recommendations are presented to the governing body.

- Pros (Advantages) – A balanced approach to airport related impacts. Helps bridge the gap between aviation and non-aviation interests. Provides the governing body with proactive recommendations.
- Cons (Disadvantages) – Time, effort, and energy in providing administrative support for the committee. The ACAT could create unrealistic expectations that operational impacts outside the sponsor's jurisdictional control would be reduced leading to frustration when they don't occur.
- Potential Consequences – Creative solutions to address adverse impacts. Unrealistic expectations and solution scenarios.
- Financial Impacts – Administrative costs associated with support of the committee.

Following are other identified practices associated with the subject airports

- Airport supports aviation youth mentoring and STEM programs - specifically those related to aviation and aerospace
- Works closely with local real estate agents to ensure potential buyers are aware of the airport and the operational impact areas
- Offers free meeting rooms to non-profit organizations
- Created an airport themed park/observation area on the airport
- Developed a volunteer “friends of the airport” support group to help in outreach efforts
- Presents a communications & outreach effort report to the governing body on a quarterly basis
- Holds an annual Airport Art Walk showcasing local artists – very effective in bringing the community to the airport
- Be straight with the community – honesty, integrity, transparency, and consistent message for all user groups and homeowners – don’t tell them what “they” want to hear – tell them what they need to hear