**Purpose/Use:**

As part of the research effort, there was significant discussion and differing perspectives regarding when it was better to schedule a group meeting or a series of individual meetings to gather feedback and input on a draft CSPP as part of Task 2.3 – *Stakeholder Project/Phasing Review*. As a result, the guidance below has been drafted to aid CSPP developers in determining when they should use individual meetings, group meetings, or a combination thereof to gather feedback on a CSPP. In general, a combination of individual and groups meetings is typically required. This guidance can be applied to both internal and external stakeholders.

**General Guidance:**

The primary goals of the CSPP review meetings in Task 2.3 – *Stakeholder Project/Phasing Review* are to:

* Gather critical feedback to help improve the CSPP; and,
* Build consensus on the phasing and safety measures to be included in the final CSPP.

As a result, when developing your approach to gathering feedback through both individual and group meetings the goal should be to establish the proper type, order, and number of meetings that will help you best achieve these goals.

**When to Use Individual Meetings:**

Based on the research effort, the presence of one or more of the factors listed below indicates the need to complete a meeting with an individual stakeholder:

* It is difficult for an individual stakeholder to attend larger group meetings due their schedule or location (not located at the airport).
* An individual stakeholder will likely have a critical role in determining the phasing and safety measures included in the CSPP (e.g. a single airline’s gate area is more impacted by a project that others).
* Past experience has identified that a particular stakeholder typically provides better feedback in an individual meeting as opposed to a group setting.

Typically, it is best to complete individual meetings prior to any larger group meetings as the feedback from the individual stakeholder(s) that need to be consulted will usually play a critical role in the content of the group meeting.

**When to Use Group Meetings:**

Based on the research effort, the presence of one or more of the factors listed below indicates the need to conduct one or more group meetings to review the CSPP:

* The project will involve multiple stakeholders that could have an impact on each other (e.g. multiple tenants impacted by a taxiway or runway project). As a result, collaborative decision-making and feedback from the stakeholders is imperative to building consensus.
* CSPP review timeline. Some projects have accelerated schedules and, as a result, require a timely review process that may not be able to accommodate individual meetings.
* Consensus needs to be obtained from a broad group of stakeholders to move the CSPP forward.

**The Need to Establish Multiple Groups:**

It should be noted that sometimes multiple group meetings may be needed based on the complexity of the project, the stakeholders involved, and the number of people that need to participate in the CSPP review process. This can especially be important when a large volume of stakeholders have an interest in the project, and it would be very difficult to get them all to participate in a single group meeting. In these instances, the CSPP developer should work to identify logical groupings of stakeholders based on their primary interest in the CSPP. For example, if an airport has a runway and taxiway rehabilitation project that will impact the airlines and the corporate tenants on the airfield but the taxiway rehabilitation will primarily affect the corporate tenants and the runway rehabilitation will primarily affect the airlines, the CSPP developer should consider holding two different groups meetings – one with the airlines primarily focused on the runway rehab portion of the project and one with the corporate tenants primarily focused on the taxiway rehab portion of the project.

**The Need for Multiple Groups Meetings with Stakeholders:**

In addition to the need to establish various review groups as part of the CSPP review process, more than one meeting with each stakeholder group may be needed. This is typically necessary when the project will have a high number of impacts to various stakeholder which will require multiple iterations of the project phasing and safety requirements. A good example would be an extensive airline apron rehabilitation project that will have impacts to multiple airline gates, taxilanes/taxiways, and apron areas. In the first meeting with the stakeholder group, the proposed safety and phasing plan should be presented and feedback gathered from the stakeholders. Changes should be made to the plan based on the feedback provided and a second meeting should be held to gain consensus on the changes made and identify any new impacts that need to be accounted for as part of a second revision. Additional revisions and meetings may be required.

**Individual vs. Group Meeting – Summary Decision Chart:**

The diagram below summarizes the content discussed in the document.

**Individual Meetings** Should be Considered When…

**Group Meetings** Should be Considered When…

* It is difficult for an individual stakeholder to attend larger group meetings.
* An individual stakeholder will likely have a critical role in determining the phasing and safety measures included in the CSPP.
* Past experience has identified that a particular stakeholder typically provides better feedback in an individual meeting as opposed to a group setting.
* The project will involve multiple stakeholders that could have an impact on each other.
* Short CSPP review timeline does not allow for individual meetings.
* Consensus needs to be obtained from a broad group of stakeholders to move the CSPP forward.

**Example Group and Individual Meeting Plan:**

As previously discussed, many times both group and individual meetings with stakeholders regarding the CSPP will be required. An example group and individual meeting plan is provided below.

Scenario:

XYZ Airport is a small hub airport with a single runway (Runway 18/36) that is 10,000 feet in length. The airport is currently designing a runway and taxiway reconstruction project. As part of the project the first 2,000 feet of Runway 18 will be reconstructed as well as the eastern parallel taxiway that serves that runway end. The western parallel taxiway serving the runway end will remain open. The passenger terminal and cargo operators at the airport are based on the west side of the airfield while corporate tenants, the FBO, and a flight school are based on the east side of the airfield. The proposed phasing plan calls for the closure and reconstruction of the eastern parallel taxiway as part of phase one of the project and the runway will be closed as part of phase two.

Proposed Meeting Plan:

Due to the significant taxi route impacts, the CSPP developer has determined that the following individual meetings are necessary prior to conducting any group meetings:

* Individual Meeting – Airport Operations
* Individual Meeting – ATCT

Holding effective meetings with Airport Operations and the ATCT will be critical to refining the proposed safety and phasing plan prior to presenting it to a broader stakeholder audience. Once the individual meeting is completed, the following group meetings are planned:

* Group Meeting – Internal Stakeholders
  + Airport Maintenance
  + ARFF
  + Law Enforcement/Security
  + Other Departments/Divisions as appropriate
* Group Meeting – Tenants Impacted by Taxiway Closure
  + Corporate tenants
  + FBO
  + Flight School
  + Airport staff
  + ATCT
* Group Meeting – Tenants Impacted by Runway Closure
  + Airlines
  + Cargo Operators
  + Corporate tenants
  + FBO
  + Flight School
  + Airport staff
  + ATCT
  + FAA TechOPS

Depending on whether consensus exists after the first group meetings, a second meeting with each group may be necessary.