The following document is supplemental to *ACRP WebResource 17: Developing a Holistic Airport Common Use Program* (ACRP Project 03-52 “Guidelines for Adapting and Managing Airport Common Use Programs”). The full WebResource can be found at https://crp.trb.org/acrpwebresource17/.

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**Developing a Holistic Airport Common Use Program**

*Assessment and Planning Worksheet*

The air travel industry is one that is always on the move, having experienced record highs and record lows in recent years alone. That combined with the constant change happening among

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Welcome to the Assessment and Planning Worksheet for the ACRP WebResource for Developing a Holistic Airport Common Use Program. This worksheet follows the structure of the WebResource outline and provides you with a place to answer questions and take notes to help spur you on toward implementing the ideas presented.

# Part 1: Understand (read it [here](https://crp.trb.org/acrpwebresource17/part-1/))

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Use the following space to record any thoughts or notes from your reading of Part 1:

## Chapter 1: Common Use Definition—A Broadening Term

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## Chapter 2: A Holistic Common Use Perspective and Program

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## Chapter 3: How the Holistic Common Use Perspective Plays Out in an Airport

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# Part 2: Assess (read it [here](https://crp.trb.org/acrpwebresource17/part-2/))



Review the following questions to assess your airport or common use program and use the provided space to document your answers.

## Chapter 4: Common Use Self-Assessment

### Common Use Operation

#### Visionary Philosophy / Methodology

Review the questions below and make notes in your Assessment and Planning Worksheet on the aspects of each that describe your current common use program. Also, make notes on the aspects that describe areas where you would like to see the program develop:

* Is your airport operating (a) under the traditional model of facility management, in the manner of a landlord-tenant relationship with statically leased space and disparate (usually proprietary) systems deployed; or (b) as a facility operator that is seeking to maximize overall flexibility and enhance the opportunities across the passenger journey?

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| Answer here: |

* Is your airport leasing common use locations (a) statically in such a way that would make it difficult to move an airline if needed; or (b) in a fully flexible installation to maximize the operational efficiency of the airport? Has the airline operating agreement addressed the ability to place other airline operations on preferentially assigned facilities? Does it also allow for the airport to direct the push of an aircraft off a preferential gate to an off-gate parking position—and is there adequate off-gate parking?

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* Does your airport currently consider passenger experience to be a responsibility of the airline, the airport, or both—extending even to other stakeholders in the environment?

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* Is your airport currently (or prepared to begin) integrating data into a central data repository to facilitate the sharing between systems for increased revenue opportunities, flexibility, and efficiency? If that system and/or capability exists, is there a plan for expansion?

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#### Challenges and Opportunities by Type/Constraint

Review the common challenges and opportunities described in Chapter 3 and assess the specific challenges and opportunities your airport has relevant to the key factors from Chapter 3.

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##### Airport Size

|  | Challenges | Opportunities |
| --- | --- | --- |
| Small |  |  |
| Medium |  |  |
| Large |  |  |

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##### Airport Type

|  | Challenges | Opportunities |
| --- | --- | --- |
| Connecting |  |  |
| Origination / Destination |  |  |

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##### Competition

|  | Challenges | Opportunities |
| --- | --- | --- |
| With Other Airports |  |  |
| With the alternative of Passenger Vehicles |  |  |

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##### Growth Potential

|  | Challenges | Opportunities |
| --- | --- | --- |
| Minimal |  |  |
| Moderate |  |  |
| Significant |  |  |

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##### Growth Constraints

|  | Challenges | Opportunities |
| --- | --- | --- |
| Facility Capacity |  |  |
| Land Capacity |  |  |
| Governmental / Regulatory |  |  |

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##### Operational Methodology

| Management | Challenges | Opportunities |
| --- | --- | --- |
| Landlord |  |  |
| Facility Operator |  |  |

| Business Arrangements | Challenges | Opportunities |
| --- | --- | --- |
| Preferential |  |  |
| Flexible |  |  |

| Passenger Experience | Challenges | Opportunities |
| --- | --- | --- |
| Airline-Centric |  |  |
| Seamless Journey |  |  |

| Data Utilization (regarding internal stakeholders) | Challenges | Opportunities |
| --- | --- | --- |
| Isolated Data |  |  |
| Mostly Isolated Data |  |  |
| Some Integrated Data |  |  |
| Significant Integrated Data |  |  |

| Data Utilization (regarding external stakeholders) | Challenges | Opportunities |
| --- | --- | --- |
| Isolated Data |  |  |
| Mostly Isolated Data |  |  |
| Some Integrated Data |  |  |
| Significant Integrated Data |  |  |

#### Holistic Progression Level

Review the holistic progression levels listed below (which are described in Chapter 3 and included in this Assessment and Planning Worksheet) and make notes on the aspects in each that describe your current common use program. It is likely that your specific program may have aspects that appear in different levels. Also, make notes on the aspects that describe where you would like to see the program develop.

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##### Level 0: No Common Use

At Level 0, there is no common use implementation of any kind—at least beyond the general use of areas such as runways and taxiways on the airfield in a shared manner. All airlines lease space under an exclusive use agreement and receive electricity, water, and security services from the airport as appropriate for the spaces leased. The airlines provide their own millwork, network infrastructure, and technology systems. They display their own flight information, baggage information, gate information, and ramp information displays (FIDS, BIDS, GIDS and RIDS respectively) and branding according to the guidelines of the airport operator and provide janitorial services for their lease space. The airport has no strategic vision for implementing common use.

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##### Level 1: Basic Common Use Systems and Services

At Level 1, some airlines are using basic common use systems and services. Airlines with a low number of weekly turns and/or international flights may lease common use check-in and/or gate spaces and share the resources with other airlines on a flight-to-flight basis. The common use deployment might be voluntary or only for international, or low-cost carriers (LCC), or ultra low-cost carriers (ULCC) that have asked the airport operator to provide such. The airport provides the millwork, network infrastructure, and technology systems to these specific check-in and gate spaces. The airport may have a limited flight information display system to support these common use airlines. The airlines may be permitted to provide their branding according to the guidelines of the airport operator during their operational time window. The airport likely provides janitorial services for the common use spaces. The airport has no strategic vision for expanding the common use to the hub airlines.

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##### Level 2: Air Service Focused Basic Common Use Systems and Services

At Level 2, the common use operating model is the same as Level 1, however, the airport has a vision for improving the flexibility of the airport to accommodate more air service. It may also have the specific utilization of common use for code share, alliance, joint venture purposes, or it may be confined to specific geographic terminal areas based on leasing requirements/flexibility, capital development upgrades, or carrier requests. The airport’s vision includes plans to expand the common use implementation beyond the low-turn and international flights to allow for more check-in and gate resource availability to be shared, resulting in more capacity for air service growth. There may also be additional systems or services that have been added, such as a larger foray into dynamic signage or a campus-wide network, with these spilling into proprietary leased areas.

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##### Level 3: Operationally Focused Significant Common Use Systems and Services

At Level 3, traditional common use elements are fully implemented, and many airlines are using common use systems and services in dedicated common use concourses. The airport provides the millwork, network infrastructure, and technology systems throughout these concourses. The airport will have a robust multi-user flight information display system to support these common use airlines and possibly all airlines airport-wide. The airport uses a resource management system and assigns check-in and gate resources to airlines as needed. The airport also provides video displays at the check-in and gate locations for dynamic signage that shows the relevant information and branding for the airline that is using that space; therefore, the airlines are not permitted to display their own branding. The airport provides janitorial services for the common use spaces. The airport has a vision for maximizing the flexibility of the airport to accommodate more air service. This will include plans to expand the common use implementation airport-wide. The airport will likely keep airlines at their preferentially assigned locations for the most part but will be able to reposition some airlines more easily as needed and add new air service into locations that have capacity. Common use is likely addressed in the airline lease and use agreement at this level to some extent.

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##### Level 4: Passenger Journey Focused Significant Common Use Systems and Services

At Level 4, the common use operating model is the same as Level 3; however, the airport has a vision to grow the common use program to provide greater benefit to the airport, passengers, airlines, and regulatory agencies. This includes expanding the common use implementation airport-wide with additional implementations in areas such as on the airfield ramp and increasing the common use systems and services to maximize the airport’s operational control over the passenger journey. It is at this level that the airport operator shifts their perspective of common use from passenger processing systems and services to a much more holistic view of all systems and services that the airport can provide to maximize their operational oversight. This operating philosophy does not seek such oversight to exert a position of power, but rather from a position of overall improvement, including operational efficiency, fiduciary responsibility, and service quality on all levels.

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##### Level 5: Holistic Implementation, Airport-wide Common Use Systems and Services

At Level 5, the airport has already expanded the common use implementation to cover everything from landside to airside and is focused on increasing the common use systems and services to maximize the airport’s operational control over the passenger journey. It likely extends the holistic focus into other systems and services, perhaps including federal and/or other stakeholders.

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## Common Use Readiness

Review the sections for each of the topics below and consider the questions posed with respect to your current common use program:

1. Do you have the right level of engagement by the appropriate stakeholder resources?
2. Are there issues and challenges that you need to address?
3. What systems, equipment, emerging technologies, data, and services do you have in place in support of common use?

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Make notes on the aspects that need to become priorities and where you see opportunities to make progress.

### Airport Stakeholders Leading and Involved

Virtually every airport employee has a level of involvement in a holistic common use program because the program itself becomes the new operating culture of the airport. The following describes the general role that the different stakeholder groupings have in establishing and operating a holistic common use program.

#### Executive

* Does the executive(s) function as a champion for holistic common use?
* Is there cultural resistance to a move to more holistic common use?

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#### Operations / Facilities / Maintenance / Planning

* Are these groups involved in planning common use programs?
* Are these groups having their concerns addressed in new common use programs?

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#### Business / Properties / Air Service Development

* Are you working with these groups to address the business aspects of common use programs?
* Are you working with these groups to address the financial impacts, legal, safety, risk implications, and leasing strategies from a holistic perspective?
* Is this group involved in ensuring airline buy-in through partnerships and collaboration?

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#### Public Affairs / Customer Service / Passenger Experience

* Do you have a group working proactively to create the passenger and stakeholder experiences and expected level of service for a seamless passenger journey as part of common use?
* Are they addressing passenger needs for wayfinding and mobile communications, as well as airport passenger benefits programs?

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#### Technology / Innovation

* Is the IT group responsible for the common use programs or do they have active engagement and support from other internal stakeholders?
* Are innovation concerns/priorities addressed in the common use programs?
* Is existing IT staff able to support the new data/systems integrated into holistic common use?

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#### Stakeholder Assessment Matrix

This Stakeholder Assessment Matrix will help identify and understand where the opposition and support exists. Use the table below to complete the following:

1. Identify critical stakeholders
2. Categorize stakeholders as: Users, Providers, Influencers, or Governance and then communicate to stakeholders their role in the process
3. Interviews stakeholders to determine if they are: Unaware, Resistant, Neutral, Supportive, or Leading
4. Identify relative positions of support or opposition
5. Define communication channels to stakeholders to regularly advise and ensure support of initiatives

| **Critical Stakeholders** | **Category**  User Provider Influencer Governance | **General Position**  Unaware Resistant Neutral Supportive Leading | **Political Position**  Support Oppose | **Communication Channel** |
| --- | --- | --- | --- | --- |
| *Insert a stakeholder here…* | *Use one of the options above* | *Use one of the options above* | *Use one of the options above* | *Describe here…* |
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### Issues and Challenges by Stakeholder Group

Make note of any issues or challenges being experienced by these stakeholder groups in your airport:

#### Airport

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#### Airline

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#### Regulatory Agency

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#### Business Partners

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#### Passengers

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### Systems, Equipment, Emerging Technologies, Data, and Services

Traditional common use systems are generally those that facilitate passenger processing, passenger information, and resource allocation requirements within the airport. A holistic view of common use systems includes any airport-owned systems that support the airport stakeholders’ ability to perform their operational duties. In addition to systems, the holistic perspective considers equipment, emerging technologies, and a number of services that airports may provide in support of airline operations and passenger experience.

#### Passenger Processing and Airport Systems

Using the table below, make note which systems you have in place and how they are viewed at your airport.

|  | Installed (Yes/No) | On the Roadmap (Yes/No) | Airport Managed (Yes/No) | Considered Common Use  (Yes/No) |
| --- | --- | --- | --- | --- |
| Passenger Processing Systems | | | | |
| CUPPS |  |  |  |  |
| CUSS |  |  |  |  |
| LDCS |  |  |  |  |
| Remote Bag Check |  |  |  |  |
| Airport Systems – CU Support | | | | |
| AODB |  |  |  |  |
| Asset Management |  |  |  |  |
| RMS |  |  |  |  |
| Dynamic Signage |  |  |  |  |
| BIDS |  |  |  |  |
| FIDS |  |  |  |  |
| GIDS |  |  |  |  |
| PDS |  |  |  |  |
| RIDS |  |  |  |  |
| VoIP |  |  |  |  |
| Airport Systems – Airline Experience | | | | |
| CMS |  |  |  |  |
| VDGS |  |  |  |  |
| Airport Systems – PAX Experience | | | | |
| Interactive Directories |  |  |  |  |
| Visual Paging |  |  |  |  |
| Virtual Queuing |  |  |  |  |
| Indoor Navigation |  |  |  |  |
| Airport Systems – Airport Ops | | | | |
| AMS |  |  |  |  |
| Audio Paging |  |  |  |  |
| BHS |  |  |  |  |
| CCTV |  |  |  |  |
| DAS |  |  |  |  |
| Digital Twin |  |  |  |  |
| Surface Management |  |  |  |  |
| Virtual Ramp Control |  |  |  |  |
| Weather Data |  |  |  |  |
| Wi-Fi |  |  |  |  |

#### Emerging Technologies

##### Robotics

Has your airport deployed supportive technologies such as robotics (cleaning, food service, automated wheelchairs)?

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Have you expanded robotics/automation out to the ramp in the form of autonomous baggage/ground handling?

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##### Software / Analytics Tools

Do you use RMS and/or AODB as enterprise systems? Or do you limit the use of these systems to specific departments? (same could go for digital twin, BIM, or other tools/software)

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#### Data

Do you have policies and protections in place for the data flowing in and out of common use systems and programs?

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Are your common use programs following regulations set by local, state, and federal agencies?

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#### Services

Do you view services (janitorial, overnight cleaning, wheelchair, etc.) holistically? Or do these services remain fragmented as responsibilities of various groups/stakeholders?

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# Part 3: Develop (read it [here](https://crp.trb.org/acrpwebresource17/part-3/))

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Use the following space to record thoughts or notes from your reading of Part 3 and answer questions presented.

## Chapter 5

### Big Picture of Common Use Governance

* Do you engage with all airport stakeholders to understand their requirements?
* Do you keep leaders informed and obtain their ongoing support, buy-in, and commitment?
* Are you guiding the processes and practices for the common use governance?
* Have you defined the information required for effective decision-making?
* Are you monitoring the effectiveness and performance of the common use governance?
* Have you assessed whether the governance system is operating effectively and provided appropriate oversight of common use?
* Does your common use governance flow from the following overarching organizational functions?
  + Long Range Planning: Greater than 5 years
  + Strategic Planning: Next 5 years
  + Capital Planning: Next 5 years
  + Business Planning: Annually revised years 1-5
  + Budgeting: Annually

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### Deliver Benefits

* Do you regularly evaluate the common use-enabled services and assets to determine to what extent they are achieving airport objectives and delivering value?
* Do you use value management principles and practices to identify value created from common use-enabled investments throughout their full life cycle?
* Do you monitor the key metrics and goals to identify whether the business is generating the expected value and benefits for the airport from common use-enabled investments and services?

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### Optimize Risk

* Do you regularly evaluate the effect of risk on the current and future use of common use in the airport?
* Have you developed common use risk management practices that are appropriate to ensure that the actual common use risk does not exceed the governance risk appetite?
* Do you monitor the key metrics and goals of the risk management processes and have the means to identify, track, report, and resolve issues?

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### Optimize Resources

* Do you regularly evaluate the current and future need for common use-related resources, options for resourcing, and allocation and management practices to meet the needs of the airport stakeholders?
* Do you have resource management principles in place to maximize the value of common use resources throughout their full economic life cycle?
* Do you monitor the key metrics and goals of the resource management processes and have the means to identify, track, report, and resolve issues?

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### Stakeholder Transparency

* Do you regularly evaluate the current and future requirements for stakeholder communication and reporting?
* Have you established effective stakeholder communication and reporting that provides complete and high-quality information, an oversight process for mandatory reporting, and a communication strategy for stakeholders?
* Do you monitor the effectiveness of stakeholder communication and assess for accuracy, reliability, and effectiveness, and determine if the requirements of different stakeholders’ groups are met?

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## Chapter 6

### Common Use Management Framework

* Does your framework have an organizational structure that reflects business needs and common use priorities with management committees in place to enable management decision-making in an effective and efficient manner?
* Have you established and communicated roles and responsibilities for common use staff and stakeholders that reflect the overall business needs and common use objectives?
* Do you communicate awareness and understanding of common use objectives and direction to appropriate stakeholders and users throughout the airport?
* Is the common use program reflected appropriately in the overall airport’s organizational structure to properly align with the airport strategy and the level of operational dependence on common use?
* Are the responsibilities for ownership of common use-related data and information systems adequately defined and maintained?
* Is the continual improvement of processes and their maturity assessed to ensure that they can deliver against airport, governance, and management objectives?
* Are procedures in place to maintain compliance with and performance measurement of policies and procedures and address non-compliance or inadequate performance?

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### Establish Your Common Use Objectives, Strategy, and Roadmap

* Does your strategy consider the current airport architecture, including the organizational structure, systems and processes, skills and capabilities, and culture, as well as the airport strategy and future objectives?
* Does your strategy consider the external environment of the airport, including industry drivers, relevant regulations, passenger needs, and basis for airline competition?
* Have you assessed the performance of current internal business and common use capabilities and external common use services and developed an understanding of the airport architecture in relation to common use?
* Have you identified issues currently being experienced and developed recommendations in areas that could benefit from improvement?
* Have you assessed service provider differentiators and options and the financial impact and potential costs and benefits?
* Have you defined the target business and common use capabilities and required common use services based on the understanding of the airport environment and requirements; the assessment of the current business process and common use environment and issues; and consideration of standards, best practices, and validated emerging technologies or innovation opportunities?
* Have you identified the gaps between the current and target environments and considered the alignment of resources with business outcomes?
* Have you defined the critical success factors to support strategy execution?
* Have you created a strategic plan with a high-level roadmap that defines, in cooperation with relevant stakeholders, how common use-related objectives will contribute to the airport’s strategic goals?
  + How will the common use program support common use-enabled initiatives, business processes, common use services, and common use assets?
  + What are the initiatives that will be required to close the gaps?
  + What is the sourcing strategy?
  + What are the measurements to be used to monitor the achievement of objectives?
  + How are the initiatives prioritized in the common use roadmap?
* Have you created awareness and understanding of the business and common use objectives and direction, as captured in the common use strategy, through communication to appropriate stakeholders and users throughout the airport?

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### Develop Your Common Use Architecture and Implementation Plan

* What are the gaps between baseline and target architectures from both business and technical perspectives?
  + What are the logical groupings that will make up project work packages?
  + How do these work packages integrate with related programs to ensure that the initiatives are aligned with overall airport organizational change?
  + What key airport stakeholders from business, operations, and IT need to collaborate to assess the airport’s transformation readiness?
  + What are the opportunities, solutions, and implementation constraints?
* What is the practical implementation and migration plan?
  + How do the initiatives in the implementation plan align with current program and project portfolios?
  + How is the plan coordinated to make sure that value is delivered, and the required resources are available to complete the necessary work

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# Part 4: Implement (read it [here](https://crp.trb.org/acrpwebresource17/part-4/))

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Use the following space to record any thoughts or notes from your reading of Part 4:

## Chapter 7

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## Chapter 8

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# Part 5: Manage (read it [here](https://crp.trb.org/acrpwebresource17/part-5/))

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Use the following space to record any thoughts or notes from your reading of Part 5:

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