

Outreach and Communications Plan

INTRODUCTION

This Outreach and Communications Plan for the Stillwater Regional Airport (SWO or the Airport) was developed as part of the Master Plan effort to identify outreach and communication goals, develop a formal process for stakeholder engagement, and design an approach for sharing the Airport’s Master Plan vision throughout the planning process. Outreach facilitates and supports involvement by key stakeholders and interested members of the public—providing the opportunity for all stakeholders to participate and be heard. This plan describes coordination and communication efforts intended to inform, educate, and engage the public and airport users. The following sections identify key messages, key audiences, anticipated stakeholder concerns, outreach methods and activities, a proposed outreach timeline, and communication protocols.

OUTREACH AND COMMUNICATIONS PLAN GOALS

- Establish a process to inform stakeholders and the broader community about the master planning process in a collaborative setting.
- Support Airport Staff and the Mead & Hunt Team in developing the Master Plan.
- Consult with those most affected by Airport operations and development to foster collaboration.
- Collaborate with the Study Committee (SC) to identify recommendations for incorporation into the Master Plan, to the extent possible.
- Build community and stakeholder awareness and understanding of the Master Plan process, establishing realistic expectations for what will be considered and accomplished.
- Inform the public on how they can be involved and how their input will be considered.
- Collect substantive and meaningful public input at appropriate milestones.
- Conduct a public engagement process that is efficient, effective, and results in informed and engaged stakeholders and community members.
- Implement virtual outreach strategies, as needed, that align with COVID-19 restrictions.

By nature, this Outreach and Communications Plan is dynamic. As the technical work on the Master Plan progresses, there may be circumstances that require an amendment to the plan to better achieve the above goals. If there is a substantial amendment to the plan, stakeholders will be made aware of the change through an updated version posted to the project website.

KEY MESSAGES

The key messages presented in the list below frame the background information on the SWO Master Plan and will be used to provide clear and consistent messaging regarding the planning process, project schedule, and public involvement opportunities.

General Messages

- SWO is conducting a Master Plan Study, a process that will be completed in early 2023, with most work taking place before December 2022. The Master Plan will serve as the Airport's 20-year blueprint for the layout, improvement, and expansion of its physical facilities.
- This Study will serve to provide up-to-date information about the Airport and identify possible new projects that will support SWO's long-term viability and enhance facility safety, while supporting economic development and the Airport's commitment to be a good neighbor.
- We want to hear from you! Let us know what you think about the future of SWO – check out the project website, send us comments, and attend public meetings to learn more about the Airport and the Master Plan.

Airport Background

- SWO is classified as a non-hub primary airport and has daily air service to Dallas/Ft. Worth International Airport provided by American Airlines. SWO also supports GA-related activities. With over 80 existing based aircraft, the Airport serves the general aviation needs of Stillwater and the surrounding communities.
- SWO is an important part of the local economy, providing a regional economic impact of approximately \$70.4 million annually. This includes support for over 660 direct and indirect jobs associated with airport activities with an annual payroll of more than \$26 million.
- Oklahoma State University (OSU) will open the new Ray and Linda Booker OSU Flight Center at SWO in the fall of 2021. This facility will offer state-of-the-art simulator technology and include spaces for individual flight debriefings, on-site group instruction and discussion, flight operations, dispatch, and student common areas. The new Flight Center will vastly enhance the University's capabilities in their endeavors of offering degree programs for flight training of professional pilot students. These numbers will be an important component of the Master Plan.
- The Master Plan Study is being initiated because of three factors:
 - The successful initiation and expansion of commercial passenger service at SWO.
 - The proposed new facilities associated with OSU Flight Center.
 - The planned Western Road Corridor roadway improvements that will pass through airport property and provide much improved access to the terminal area and potentially developable on-airport property.
- The Airport is owned by the City of Stillwater.

Master Plan Background

- In July 2021 the Study Committee (SC) was formed to support the development of the Airport Master Plan. The SC will serve in an advisory role to oversee the Master Plan process and provide recommendations to Airport staff and consultant team.

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- SWO must have a current Master Plan to be eligible for project funding from the FAA. The FAA provides 90 percent of the funding for the planning process.
- There are two elements of a Master Plan the FAA is required to review and approve: the forecasts of aviation activity (including the critical aircraft) and the Airport Layout Plan (ALP).

Master Plan Purpose and Process

- This Study will recommend future improvements that enhance operational safety, align with the Airport's economic development and strategic goals, and follow federal, state, and local regulatory guidelines.
- The planning process will describe existing airport conditions, identify future demand, evaluate facility needs, and outline possible alternatives to meet those needs.
- Alternatives will be evaluated to consider the environment, businesses, and residents adjacent to the Airport, modes of transportation, and other airports in the region.
- This Study will incorporate feedback from residents, airport users, tenants, the SWO SC, Airport Staff, and the FAA.
- The Final Master Plan will be brought before the Stillwater City Council for adoption in 2023.

Public Involvement

- Public/stakeholder involvement and coordination is crucial to the success of the Master Plan.
- The project SC will help to guide development of the plan. The SC is comprised of an Airport Advisory Board member, airport tenants, stakeholders, and representatives from the City of Stillwater.
- Current plan information will be posted on the Airport's website throughout the course of the project.
- Comments and requests for information can also be submitted through the website.

KEY AUDIENCES

Key audience groups include stakeholders and the general public. Key stakeholders have been identified by Airport staff with help from the consultant team. These stakeholders comprise the SC. **Table 1** identifies SC members and the organizations they represent.

Table 1: SC Members

Organization/Role	SC Member
ATC Tower Chief	Evan Kaiser
Airline Station Manager	Donna Barden
FBO Manager/Owner	Morris Dudgeon
TSA Supervisor	Mike Reuben
OSU Aviation School Head	Dr. Chad Depperschmidt
Chamber CEO	Justin Minges
Airport Advisory Board Chair	Marc Tower
City Engineer	Monty Karns
Oklahoma State Long Range Planning	Casey Shell
Airport Staff	Paul Priegel, Director Foster Becquet, Administrative Coordinator Austin Helms, Security/Compliance Coordinator

ANTICIPATED STAKEHOLDER CONCERNS

This section identifies anticipated stakeholder concerns that should be verified by project stakeholders at the onset of the project. Early involvement helps identify key concerns and enhance communication between the public and the consultant team, which can drastically improve the focus as well as, ultimately, the results of the master planning process. While it is unlikely that every concern voiced by stakeholders can be eliminated or incorporated, obtaining input from the public before developing recommendations provides the opportunity to mitigate concerns, garner broader support, and develop a more successful Master Plan.

Potential stakeholder concerns related to the Master Plan could involve a range of topics, including but not limited to:

- Balancing economic development priorities with safety enhancements.
- Improvement and/or expansion of the passenger terminal building.
- Continued viability of scheduled commercial service.
- Potential changes in proposed land uses surrounding the Airport.
- Potential development of west side of the Airport.
- Potential environmental impacts associated with proposed future development projects.
- Future hangar capacity and other landside development needs.
- Private sector development and involvement.
- Development of diversified funding sources.

The consultant team intends to use plain language and minimize the use of acronyms and technical jargon that may be unfamiliar to a public audience as much as possible in its outreach and communication efforts. This includes proactively providing definitions of technical terms and explanations of relevant regulations when used in project messages, and using easy-to-understand graphics, tables, and charts in addition to

narrative descriptions. In some cases, concerns and objections expressed by stakeholders occur due to a lack of understanding or a misunderstanding on a specific topic. Should the need arise, Mead & Hunt will assist Airport Staff in addressing the issue, which may include refining the FAQs on the project website, providing more information at the next milestone event, or developing targeted fact sheets or other project communications. Including the topic as an agenda item at a SC meeting may provide clarity to the issue while delivering more information to SC members, which they can help distribute to their constituents and the public.

PROPOSED COMMUNICATION TOOLS AND ENGAGEMENT TECHNIQUES

The primary communication and engagement techniques proposed to accomplish the outreach and communication goals of the Master Plan are a combination of in-person¹ interactions (in the form of briefings and public informational meetings) and informative communication materials (including a project website, informational materials, and social media posts). These activities will each be tailored to their respective audiences.

Communication Tools

Mead & Hunt will work with SWO to develop communication tools and materials that support the planning process, which may include:

- **Key messages and speaking points:** The list of key messages (presented at the beginning of this plan) provides a breakdown of messages, by topic, that may be used to develop speaking points for presentations and briefings and to respond to inquiries. Using these key messages provides consistency in project messaging; messages will be updated to reflect current project conditions and responses to community questions.
- **Presentations:** A library of presentation slides will be used to tailor briefings for key stakeholders, the SC, and the public. These slides may be used in various combinations according to the group and timeframe available for the presentation.
- **Presentation boards:** Presentation boards may be developed for the public open-house informational meetings. These can be left with Airport administration staff to be displayed in the terminal following the meetings, if desired.

¹ In-person interactions will be held only if local, state, and federal orders allow at the time these engagement opportunities are required. Care will be taken to follow all applicable social distancing guidelines and best practices in effect at the time. Should restrictions due to the COVID-19 pandemic preclude in-person interactions, Mead & Hunt will implement alternative delivery and collaboration solutions to meet the project's needs.

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- **Project website:** An area for the Master Plan will be created on the Airport’s existing website. Specific content for the website will be developed by Mead & Hunt and may include reports, tables, infographics, drawings, narrative text, and other content as required. The project website will include:
 - Project background, purpose, process, and schedule.
 - Public project documents (working papers, outreach materials, and other supporting documents).
 - Information on community engagement opportunities, including this Outreach and Communications Plan; dates, times, and locations of public meetings; and an online comment form.
 - Project frequently asked questions (FAQs).
- **Frequently Asked Questions (FAQs):** An FAQs document will be maintained based on communications and comments received. The document will be posted to the project website and may also be used as leave-behind material at briefings.
- **Social media:** Social media posts will be crafted to coincide with the availability of new content on the website and announcements of public meetings or other project activities and provided to City staff for posting on the Stillwater Regional Airport Facebook page and/or Twitter account. Social media posts may also be shared via the City of Stillwater – Government’s Facebook page or other social media channels.
- **Public notices:** Public notices announcing the public open house meetings will be provided to the Airport for distribution through local media outlets serving the City of Stillwater and/or the greater region.

Engagement Activities

The following proposed engagement activities have been scoped and are suggested to reach the broadest audience possible and will be used to target specific audiences, including stakeholders and members of the public, interested in the Master Plan:

- **Five Study Committee meetings (Stakeholder briefings):** SC meetings will be used to provide updates on technical work, issued through a series of working papers. Draft materials will be distributed to SC members in advance, while the meetings themselves will be used to solicit feedback for incorporation to the extent possible. When possible, SC meetings will be held in-person. If meeting in person is not possible due to the COVID-19 pandemic, travel restrictions, and in-person gathering restrictions, SC meetings will be held exclusively in virtual settings.
- **Two individual or organizational briefings:** Additional briefings will be offered to primary stakeholders (as needed during the planning process) and to the Stillwater City Council. The consultant team will provide a master slide deck and any informational packets needed for these briefings, whether the consultant team’s in-person attendance is required or not. For any briefings where the consultant team is not present, prep packets and additional coordination with Airport staff will also be provided, as requested. To the extent possible, SC and public meeting dates will be scheduled to coincide with any briefings that would occur on a set schedule (i.e., City Council briefings) to minimize travel expenses.
- **Two public open house meetings:** Mead & Hunt will coordinate two public open house informational meetings at key project milestones to provide the public with the opportunity to learn about the project

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and submit input that may inform the Master Plan. Mead & Hunt will draft and provide the Airport with public notices to be distributed through local and social media outlets, informing the public about the information meetings with date, time, and location information. The Airport will be responsible for securing a venue for these meetings.

Table 2 identifies the relationship of project communication and engagement tools to the target audiences.

Table 2: Target Audience Engagement Tools

Target Audience Group	Primary Communication Tools	Primary Engagement Activities
Stakeholders/SC Members	<ul style="list-style-type: none"> • Presentations (including summary of public involvement activities) • Project website • FAQs • Key messages and speaking points 	<ul style="list-style-type: none"> • SC meetings • Individual or organizational briefings • Public open house meetings
General Public	<ul style="list-style-type: none"> • Presentations • Presentation boards • Project website • FAQs • Key messages and speaking points • Public notices • Social media posts • Comment form 	<ul style="list-style-type: none"> • Public open house meetings

Engagement Activity Support

For each of the meetings/events described in **Table 2**, Mead & Hunt will support Airport Staff by:

- Coordinating logistics.
- Jointly developing informational materials, presentations, public notices, social media posts, and/or talking points.
- Participating in preparation sessions by phone.
- Providing staffing as appropriate.
- Summarizing key stakeholder comments, questions, and concerns to help determine next steps.

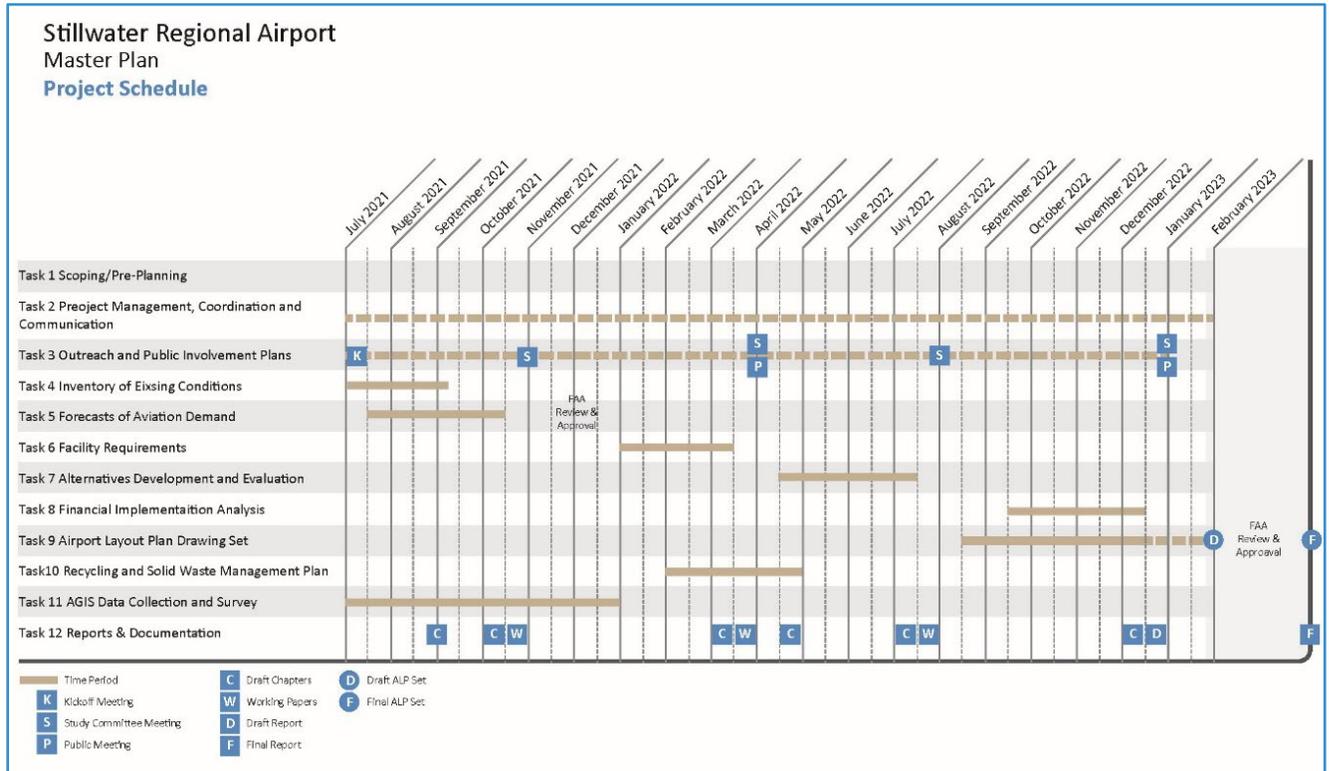
PROPOSED OUTREACH TIMELINE

Stakeholders and the public will be involved at key milestones throughout the planning process—from initial education to information sharing about key data to discussion of comments, questions, and concerns. General timing considerations for outreach and engagement activities supporting the Master Plan process are illustrated in **Figure 1**. The proposed schedule includes SC meetings and larger-scale public open houses/meetings at critical milestones (following the Facilities Requirements analysis and upon completion of the Draft Final Master Plan Report).

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If necessary, Kelly Maddoux, the Mead & Hunt Project Manager, may attend up to two additional meetings not included in the schedule. These meetings could include additional SC meetings, City Council meetings, key stakeholder meetings, or FAA coordination meetings.

Figure 1: Project Schedule with Key Stakeholder and Public Involvement Milestones



COMMUNICATION PROTOCOLS

The following communication protocols should be used to deliver key messages clearly and consistently throughout the planning process. These protocols also support the ability to respond to requests in a timely manner.

- **Requests for information:** Airport Staff (via direct phone/email contact) will field requests for information and identify the appropriate project team member to provide a response. Mead & Hunt will prepare a draft response for review, whenever possible. All final responses will be sent by Airport Staff.
- **Requests for meetings/briefings:** Airport Staff (via direct phone/email contact) will field requests for meetings/briefings. In follow-ups, team members will gather as much information about the briefing as possible, including schedule options, number of anticipated attendees, details about the meeting space, and issues of interest. Once this information is collected, staffing needs and the availability of

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the consultant team and Airport Director will be discussed internally before a commitment is made to provide the briefing. Briefing summaries may be documented on the Airport's project website.

- **Comments:** The Airport will provide summaries of comments received to the project team as needed. Verbal summaries of recent questions will be provided to SC members at their meetings.
- **Material updates:** Materials will be regularly reviewed and updated to ensure consistent and accurate messaging that is responsive to project conditions.