

## Appendix J. Outreach and Communications Plan

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### Introduction

This Outreach and Communications Plan for the Pueblo Memorial Airport (PUB 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 (both City and County) 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 travel restrictions, stay-at-home orders, and other in-person gathering restrictions within the current operating environment.**

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 Pueblo Airport and Master Plan and will be used to provide clear and consistent messaging regarding the planning process, project schedule, and public involvement opportunities.

### General Messages

- **The Pueblo Memorial Airport is conducting a Master Plan Study, a process that will be completed in 2021, with the majority of work taking place before April 2021. 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 the Airport’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 Pueblo Airport – send us comments, engage with us virtually, and attend public meetings to learn more about the Airport and the Master Plan.**

### Airport Background

- **Pueblo Memorial Airport is classified as a primary non-hub commercial service airport. PUB is an essential air service (EAS) airport, with a current contract for regional commercial air service through United Airlines (SkyWest). PUB also supports initial flight screening for the US Air Force and other GA-related activities. With over 130 existing based aircraft, the Airport serves the general aviation needs of the Pueblo Metropolitan Statistical Area (MSA) and the surrounding communities.**
- **PUB is an important part of the local economy, providing a regional economic impact of approximately \$103.7 million annually. This includes support for over 775 direct jobs at airport businesses with an annual payroll of \$38.7 million.<sup>1</sup>**
- **Canadian Aviation Education (CAE)-Doss, a provider of military pilot training and screening, is a major tenant at PUB. The Airport’s Air Traffic Control Tower (ATCT) currently records Doss’s operations as military flights, which creates potential conflicts between the Airport and the future projected growth predicted by the Federal Aviation Administration (FAA) in their Terminal Area Forecast (TAF). These numbers will be an important component of the Master Plan.**
- **The Airport is a self-supporting entity that is owned by the City of Pueblo.**

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<sup>1</sup> 2020 Preliminary CDOT Economic Impact Study of Colorado Airports.

## Master Plan Background

- In March 2020 the Airport formed the Study Committee (SC) 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 the Airport and consultant team.
- The Airport must have a current Master Plan to be eligible for project funding from the FAA. The FAA provides 90% 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 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 facility needs, and outline possible alternatives to meet those needs.
- It is critical to have accurate counts of airworthy based aircraft at PUB as it helps inform the forecasts and could impact potential future AIP funding for which PUB is eligible.
- 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 Plan will incorporate feedback from residents, airport users, tenants, the PUB Study Committee, Airport Staff, and the FAA.
- The Final Master Plan will be brought before the Pueblo City Council for adoption in 2021.

## Public Involvement

- Public/Stakeholder involvement and coordination is crucial to the success of the Master Plan.
- The project Study Committee will help to guide development of the plan. The Study Committee is comprised of Airport Advisory Committee members, airport tenants, stakeholders, and representatives from the City of Pueblo.
- 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

Three key audience groups have been identified by the SC and the project team. These include SC members and the organizations they represent, selected stakeholders and community members, and the general public. **TABLE 1** identifies specific audiences within each group. Information about organizational meetings is included, where available.

**TABLE 1: Key Audience Groups**

AUDIENCE GROUP	MEMBERS
<b>Sc Members and Represented Organizations</b>	<ul style="list-style-type: none"> <li>▪ SC members (SC meetings coincide with working paper deliverables)</li> </ul>
<b>Community, Business, And Internal Stakeholders</b>	<ul style="list-style-type: none"> <li>▪ Airport Leaseholders</li> <li>▪ City of Pueblo</li> <li>▪ Pueblo County</li> </ul>
<b>General Public</b>	<ul style="list-style-type: none"> <li>▪ Recognized City of Pueblo and Pueblo County neighborhoods and neighborhood associations in the airport vicinity (coordinated through Airport Staff)</li> </ul>

## 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, 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 Pueblo Airport Master Plan could involve a range of topics, including but not limited to:

- **Balancing economic development priorities with safety enhancements.**
- **Coordinating future development with the Airport Traffic Control Tower and the viability of future scheduled commercial service.**
- **Potential changes in proposed land uses surrounding the Airport.**
- **Potential environmental impacts associated with proposed future development projects.**
- **Future hangar capacity and other landside development needs.**
- **Optimizing future development of the Airport according to the stakeholder, which sometimes results in conflicting priorities.**
- **Private sector development and involvement.**
- **Development project 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-person\* 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.

\*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.

### Communication Tools

Mead & Hunt will work with the Airport 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.
- **Project website:** The Airport will create an area for the Master Plan on the Airport's existing website.<sup>2</sup> 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; how to sign up for email notifications; and an online comment form for consideration in the Master Plan development process.
  - Helpful terms and definitions.
  - Project frequently asked questions (FAQs).

<sup>2</sup> Per FAA policy in the AIP Handbook, Appendix E-2, the public will not be required to register to view and/or download documents.

- **E-news updates:** Periodic project updates will be sent out through the City of Pueblo’s email subscription service to all subscribers of the News Flash – Aviation list. Updates will include project progress, milestones, and notification of community engagement opportunities, such as public open houses or availability of public project documents.
- **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. Hard copy handouts of the presentations may be most appropriate for individual or small group briefings.
- **Presentation boards:** Presentation boards will 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.
- **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 on the Fly Pueblo Facebook page will be crafted to coincide with the availability of new content on the website, distribution of e-news updates, and announcements of public meetings or other project activities. Notice of social media posts will be provided to City of Pueblo for sharing via their 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 Pueblo and Pueblo County.
- **Website links, banners or infographics to drive traffic to PUB website:** Web banners and/or infographics will be developed and offered for placement on the Pueblo City and County websites (if allowed by those entities) in an effort to raise awareness of the ongoing Airport Master Plan and to drive traffic to the PUB website where more information can be obtained. If banners and infographics are not able to be posted on those websites, a text link will be offered instead.

## 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 interested in the Master Plan:

- **Five (5) 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, with a virtual meeting option available for those who need it. When 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.
- **Four (4) individual or organizational briefings:** Formal briefings will be offered to primary stakeholders at key points during the planning process. These briefings will be offered to the Pueblo City Council or other groups as necessary. 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. Additional briefings, or follow-up visits, will be provided as needed or requested.
- **Two (2) 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 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. Per the scope of services, 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
<b>Study Committee Members</b>	<ul style="list-style-type: none"> <li>▪ Presentations (including summary of public involvement activities)</li> <li>▪ Project website</li> </ul>	<ul style="list-style-type: none"> <li>▪ SC meetings</li> </ul>
<b>Community, Business, and Internal Stakeholders</b>	<ul style="list-style-type: none"> <li>▪ Presentations</li> <li>▪ Project website</li> <li>▪ FAQs</li> <li>▪ Social media posts</li> <li>▪ Key messages and speaking points</li> <li>▪ Comment form</li> </ul>	<ul style="list-style-type: none"> <li>▪ Individual or organizational briefings</li> <li>▪ Public open house meetings</li> </ul>
<b>General Public</b>	<ul style="list-style-type: none"> <li>▪ Project website</li> <li>▪ Presentation boards</li> <li>▪ Presentations</li> <li>▪ FAQs</li> <li>▪ Public notices</li> <li>▪ Social media posts</li> <li>▪ Comment Form</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public open house meetings</li> <li>▪ Individual or organizational briefings</li> </ul>

### 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 or in-person (when possible).**
- **Providing staffing as appropriate.**
- **Summarizing key stakeholder comments, questions, and concerns to help determine next steps.**

## Proposed Outreach Timeline

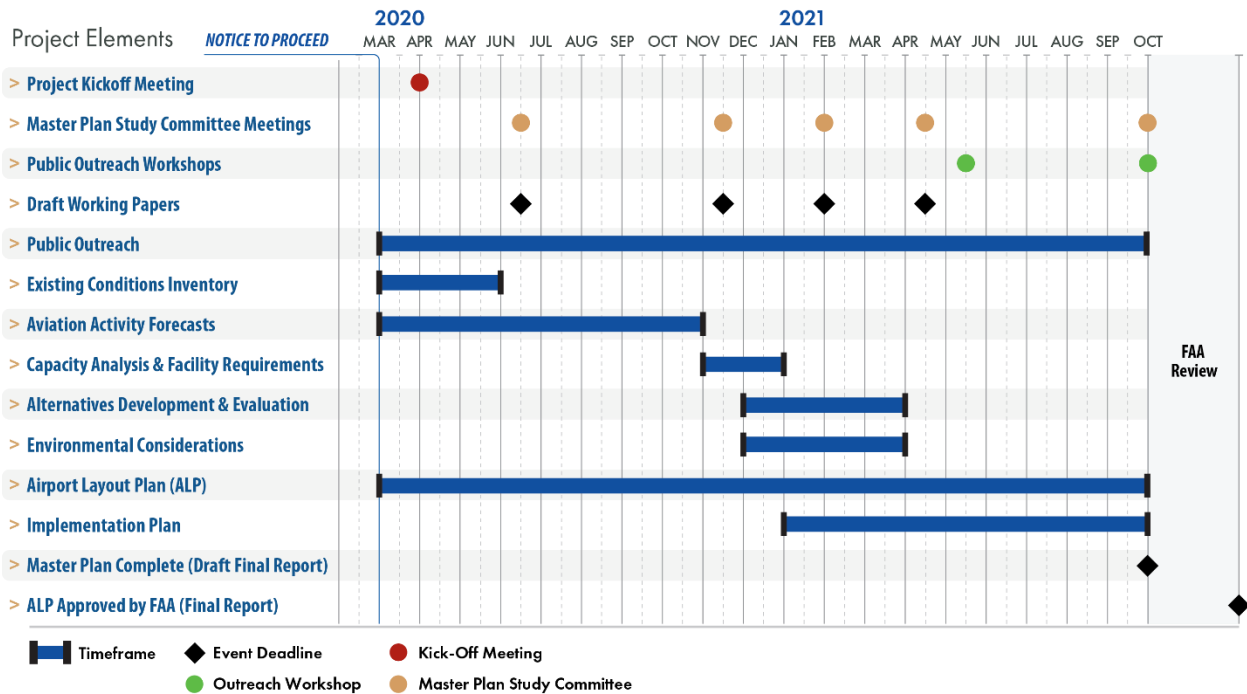
Stakeholders and the public will be involved at key milestones throughout the planning process—from initial education to information sharing about key data, to discussion of comments, questions, and concerns.

General timing considerations for outreach and communication 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 (the Conceptual Development Plan and the Draft Final Master Plan Report).

If necessary, Ryan Hayes, the Mead & Hunt Project Manager, may attend up to four (4) additional meetings not included in the schedule. These meetings could include additional SC meetings, neighborhood/interest group meetings, City Council meetings, or FAA coordination meetings either at the Denver ADO or other locations as required.

**FIGURE 1: Project Schedule with Key Public Involvement Milestones**

### Project Schedule



## 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 the consultant team and Airport Director will be discussed internally before a commitment is made to provide the briefing. For all briefings, a summary should be documented on the Airport's project website.
- **Comments:** The Airport will provide regular reports of comments received on a bi-weekly basis 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.