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Stakeholder Engagement

Appendix A

Florida Aviation System Plan 2043 Stakeholder Engagement

The Florida Aviation System Plan (FASP 2043) is Florida’s long-term aviation planning process designed to assess the ability of the existing system to achieve current and anticipated future aviation demands. The Florida Department of Transportation Aviation Office (FDOT AO), through the FASP 2043, intends to investigate, assess, review, and plan for the existing and future aviation needs of the state to promote the further development and improvement of air routes, airport facilities and landing fields, protect airport approaches, and to stimulate the development of aviation commerce and air facilities. The Stakeholder Engagement Plan describes the steps the FDOT AO undertook to communicate the intent, findings, and results of the FASP 2043, as well as obtaining feedback from stakeholders throughout the study.

Stakeholder Engagement Plan (SEP)

The FDOT Public Involvement Handbook provides techniques and methods to encourage meaningful public participation throughout the transportation decision-making process. The handbook is intended for use by the FDOT/Department staff, FDOT consultants, and any others interested in designing effective Public Involvement Plans. It provides guidance for developing and implementing effective public involvement activities that meet federal and state requirements. The FDOT Public Involvement Handbook was used to develop this SEP for the FASP 2043 to comply with FDOT public involvement policies.

This SEP summarizes the key components that the FDOT AO planned for outreach and engagement efforts. Later sections provide details on the execution of the SEP.

Primary Contacts

Table 1 lists the four organizations involved with the development of the SEP and their contacts.

Table 1. Primary Contacts for FASP 2043

Organization	Name	Role	Email
FDOT Aviation Office	Mike McClure	FDOT PM	Mike.McClure@dot.state.fl.us
AVCON	Virgil “Lee” Lewis	AVCON PM	vclewis@avconinc.com
Mead & Hunt	Stephanie Ward	Mead & Hunt PM	Stephanie.Ward@meadhunt.com
CFASPP	Daniel Afghani	CFASPP Administrator	dan@da-consultinginc.com

This SEP includes the following sections:

- Public Involvement Goals
- Stakeholder Identification
- Documentation Procedures
- Website/Social Media Activities
- Primary Contacts
- Execution of the Stakeholder Engagement Plan

Public Involvement Goals

The FASP 2043 is comprised of 106 public-use airports including 19 commercial service airports and 87 general aviation airports. In 2021, Florida’s commercial service airports collectively experienced more passenger enplanements than any other state in the country. It is a thriving aviation system that had an estimated statewide aviation annual economic impact of \$336 billion in 2022. Therefore, it is vital to have a comprehensive public outreach program as part of the FASP 2043. This will help to solicit feedback, comments, and emerging trends from a wide range of stakeholders involved in: the maintenance and growth of the aviation system; the various modal offices of the FDOT; the Federal Aviation Administration (FAA); the day-to-day management and operation of airports; policy making; economic and municipal planning organizations; and the public. Some key public involvement goals for the FASP 2043 are listed below. This was not intended to be an exhaustive listing of all public involvement goals that should be considered; rather, it was intended to represent common goals to consider as the public involvement program evolved throughout the undertaking of the FASP 2043 efforts.

- Solicit feedback from a wide range of stakeholders on the goals and objectives of the FASP 2043.
- Provide comments on study deliverables and methodologies to ensure the accuracy of study documentation.
- Ensure that pertinent information is disseminated throughout the aviation system.
- Obtain pertinent data from FASP airports.
- Discuss emerging trends and determine how Florida (and Florida airports) can be best positioned to leverage new opportunities.
- Integrate system plan goals and objectives with other statewide transportation plans.
- Facilitate team collaboration and the continued working relationships between Florida airports and the FDOT.
- Build trust and understanding with stakeholders.
- Meet regulatory requirements.
- Gain approval of recommendations and “buy in” from stakeholders.
- Promote the importance of the Florida aviation system and tremendous opportunities for continued growth over the next 20 years.

With the goals of the SEP established, the FDOT AO identified the appropriate stakeholders that would have an interest in the FASP 2043.

Stakeholder Identification

Table 2 identifies the key stakeholders for the FASP 2043. It is not an exhaustive listing of all stakeholders that were included in the outreach efforts for the study. For example, it does not identify specific Florida and FDOT agencies that were coordinated with regarding integrating the FASP 2043 recommendations with the Florida Transportation Plan (FTP) and Florida’s Strategic Intermodal System (SIS).

Table 2. Primary Stakeholders for FASP 2043

Organization	Description	Phases/Activities
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Florida Department of Transportation Aviation Office (FDOT AO)</p>	<p>The FDOT AO is the sponsor for the FASP 2043. The FDOT AO develops the Florida Aviation System Plan, promotes the development and improvement of Florida’s airports, regulates airports, and protects airport approaches. Major activities include aviation system development, aviation grant program, airport regulation, intergovernmental coordination, aviation outreach and aviation emergency operations management.</p> <p>Other FDOT offices and FDOT Administration will also be coordinated with regarding integrating the FASP 2043 recommendations with the FTP and SIS.</p>	<p>Phase 1</p> <ul style="list-style-type: none"> • FDOT Project Briefings • Visioning Session • Strategic Direction • Update FDOT Website Postings • FDOT Internal Team Meetings <p>Phase 2</p> <ul style="list-style-type: none"> • FDOT AO Internal Team Meetings
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Consultant Team</p>	<p>The primary Consultant Team members include AVCON and Mead & Hunt, which are referred to as the Consultant Team. They will assist the FDOT with the FASP 2043 and coordinating and facilitating all project activities and outreach activities.</p>	<p>Phase 1</p> <ul style="list-style-type: none"> • Internal Team Coordination <p>Phase 2</p> <ul style="list-style-type: none"> • FDOT AO Internal Team Meetings
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Florida Transportation Plan (FTP) Implementation Committee</p>	<p>The FTP Implementation Committee provides assistance with developing near-term actions for the FTP Implementation Element based on the Committee member’s expertise; input from other statewide, regional, and local partners; and supporting technical analyses. This committee will also provide input on the update of the SIS Policy Plan.</p>	<p>Phase 1</p> <ul style="list-style-type: none"> • FDOT Internal Team Meetings <p>Phase 2</p> <ul style="list-style-type: none"> • FDOT AO Internal Team Meetings

Organization	Description	Phases/Activities
<p style="text-align: center;">Florida Airports Council (FAC)</p>	<p>FAC is the official association of the publicly owned and publicly operated airports in Florida. Originally formed as the Florida Airport Managers Association (FAMA) in October of 1969, the organization was created to provide the strength of numbers needed to successfully face the major challenges of the industry at that time and in the future. FAC is committed to continued improvement of the many aviation facilities in Florida, as well as professional development of its members. Educational programs, conferences, webinars, and seminars are held each year to provide the membership with the tools necessary to perform their job responsibilities, as well as prepare them for more challenging positions in the future.</p>	<p>Phase 1</p> <ul style="list-style-type: none"> • 2022 Florida Airports Council (FAC) Conference • FAC-Hosted Webinar <p>Phase 2</p> <ul style="list-style-type: none"> • 2023 FAC Conference • FDOT-Hosted Webinar
<p style="text-align: center;">FASP Input Team (FIT)</p>	<p>The FIT consists of 18 airport representatives that will help guide the ongoing FASP 2043, which addresses the future 20-year needs of the statewide airport system and is required by statute. The FIT will help guide some of the subject matter to be explored.</p>	<p>Phase 1</p> <ul style="list-style-type: none"> • Comprehensive Review Team (CRT) Meetings <p>Phase 2</p> <ul style="list-style-type: none"> • FASP Input Team Meetings
<p style="text-align: center;">Continuing Florida Aviation System Planning Process (CFASPP)</p>	<p>The CFASPP was established by the FAA and FDOT because of the need for a method to help maintain a viable Statewide aviation environment. The objective of FAA, FDOT, and CFASPP is to maintain and enhance the Florida aviation system. A primary function of CFASPP is to help keep the FASP in step with the constant changes by updating the FASP periodically. The CFASPP is a method used within Florida to continually monitor the aviation environment and determine the development requirements to best meet projected aviation demands.</p>	<p>Phase 1</p> <ul style="list-style-type: none"> • Comprehensive Review Team (CRT) Meetings <p>Phase 2</p> <ul style="list-style-type: none"> • CFASPP Meetings
<p style="text-align: center;">Florida Metropolitan Planning Organization Advisory Council (MPOAC)</p>	<p>The Florida MPOAC is a statewide transportation planning and policy organization created by the Florida Legislature pursuant to Section 339.175(11), Florida Statutes, to augment the role of individual MPOs in the cooperative transportation planning process. The MPOAC assists MPOs in carrying out the urbanized area transportation planning process by serving as the principal forum for collective policy discussion.</p>	<p>Phase 1</p> <ul style="list-style-type: none"> • Regional Workshop with Interested Parties <p>Phase 2</p> <ul style="list-style-type: none"> • Regional Workshop with Interested Parties

Documentation Procedures

The SEP called for the Consultant Team to take a consistent approach to documenting outreach and engagement efforts. To that end, the SEP detailed that the Consultant Team would develop the following templates for use with all project materials and at all meetings:

- Meeting Agendas
- Meeting Minutes
- Sign-In Sheets
- PowerPoint Presentations
- Meeting Boards (24" x 36" format)

Setting up these templates included addressing the necessary Americans with Disabilities Act (ADA) and FDOT compliance issues, where applicable. The Consultant Team would provide the FDOT AO with all graphics, illustrations, logos, and other media in an electronic format compatible to be modified for the FDOT AO's own use and purposes.

Outreach and Engagement Efforts

The SEP envisioned multiple paths for communicating with the stakeholders of the FASP 2043. One of the key elements was the formation of a FASP Input Team (FIT). This group was intended to represent both commercial service and general aviation airport interests from around Florida. The FIT would act as a sounding board during the study, providing feedback to the FDOT AO and Consultant Team on the methods, findings, and results of the FASP 2043. The FIT was also expected to help guide the direction of the FASP 2043 by providing input on which topics were most important and relevant.

The SEP also planned for coordination between the Consultant Team and the FDOT AO. This would consist of regular status briefings between the project managers of the Consultant Team and the FDOT AO. Additional FDOT Internal Team Meetings would involve both the FDOT AO and Consultant Team personnel, as appropriate, to address specific topics related to the FASP 2043 study. The SEP anticipated that these meetings would occur both in person and virtually.

Additional meetings between members of the Consultant Team would take place on a regular basis to focus on project progress, discuss the schedule, and plan for forthcoming meetings and deliverables.

For public engagement, the SEP planned for presentations to the Florida Airports Council – once at the annual conference, and once via webinar.

Finally, the SEP called for a final Regional Workshop with Interested Parties, which would present the study process, findings, results, and recommendations via a webinar. Participants would be invited to submit questions for the Consultant Team to answer.

Website/Social Media Activities

To facilitate a timely exchange of information (data, draft documents, graphics, etc.) between the FDOT AO and the Consultant Team, an internal project site would be developed specifically for the FASP 2043. The site would contain information such as a project calendar, contact information, and folders for uploading and downloading data. Documents stored on the site would allow the Consultant Team to keep single, working versions of documents as they are developed rather than multiple local copies that can become confusing. The site would also allow uploads without restriction to size, which would be critical when transferring design files, high resolution graphics, and final documents. The Consultant Team would develop and host the site.

As part of future efforts, the Consultant Team would employ the use of the FDOT website to help communicate with stakeholders and the public. Through the website, users could obtain information about the FASP 2043. All materials developed would conform to the applicable web standards. If requested by the FDOT AO, the Consultant Team would provide social media content for social media posts to FDOT's Facebook, Instagram, LinkedIn, and Twitter pages.

Execution of the Stakeholder Engagement Plan

As outlined in the SEP, several stakeholder engagement efforts were conducted throughout the development of the FASP 2043. This section of the SEP defines the purpose of each stakeholder engagement effort, meeting frequencies and meeting types (in-person or virtual), known dates or milestone timeframes for meetings, anticipated participants, meeting materials, required FDOT AO review periods for meeting materials (agendas, presentations, and other handouts) prior to established meeting dates, responsible member of the Consultant Team, and responsible agency contact.

FIT Team Meetings

One of the first of such efforts was the establishment of the FIT. The FDOT AO extended invitations to representatives from commercial service and general aviation airports in the Florida system to participate as members of the FIT over the course of the study. The FDOT AO sought to obtain representation from across all parts of Florida. **Table 3** lists the individuals that volunteered to serve on the FIT.

Table 3. List of FASP Input Team (FIT) Members

FIT Member	Airport	CFASPP Region
Terry Beacham	Bartow Executive Airport (BOW)	Central
Alex Vacha ¹	Winter Haven Regional Airport (GIF)	Central
Roy Sieger	Flagler Executive Airport (FIN)	East Central
George Speake	Orlando Sanford International Airport (SFB)	East Central
Matt Grow	Ocala International Airport (OCF)	North Central
Allan Penska	Gainesville Regional Airport (GNV)	North Central
Tony Cugno	Jacksonville Aviation Authority (JAA)	Northeast
Nathan Coyle ¹ / Sam Carver	Fernandina Beach Municipal Airport (FHB)	Northeast
Eric Houge	Tallahassee International Airport (TLH)	Northwest
Chad Rogers	Okaloosa County Airports (VPS, DTS, CEW)	Northwest
Craig Delegato	Palm Beach County Airports (PBI, LNA, PHK, F45)	Southeast
Scott Kohut	Boca Raton Airport (BCT)	Southeast
James Parish	Punta Gorda Airport (PGD)	Southwest
Kerry Keith	Naples Municipal Airport (APF)	Southwest
Brandon Dambeck	Vero Beach Regional Airport (VRB)	Treasure Coast
Sam Carver ¹	Witham Field Airport (SUA)	Treasure Coast
Richard Lesniak	Albert Whitted Airport (SPG)	West Central
Mark Sprague	St. Pete-Clearwater International Airport (PIE)	West Central

¹ Identifies original FIT members who resigned from their respective airports during the FASP 2043 system planning process.

Table 4 lists the information surrounding the seven virtual meetings that were held with the FIT. The input provided by the FIT was extremely valuable in terms of guiding the FASP 2043 and helping the Consultant Team better understand the critical issues facing airports in Florida.

Table 4. FASP FIT Meetings

Category	Description
Purpose	<p>The FIT will serve in an advisory capacity to the FDOT AO and Consultant Team throughout the study.</p> <p>The FIT consists of 18 representatives from CFASPP member airports. It is anticipated that the FIT, in conjunction with the FDOT PM and CFASPP Administrator, will provide updates to all CFASPP member airports during the quarterly meetings in each region.</p>
Frequency/Meeting Type/Time Allotted	7 Times / Teams Virtual Meeting / 1.5 Hours
Date(s)/Milestone Timeframe(s)	<p>September 19, 2022 (Monday) @ 2:00 pm ET – Discuss the FASP 2043 process, role of the FIT, and preliminary discussion on goals, objectives, and performance measures (GOPMs) and emerging trends</p> <p>October 17, 2022 (Monday) @ 2:00 pm ET – Review GOPMs, results of activity/emerging trends survey, review of digital options/tools for consideration</p> <p>November 15, 2022 (Tuesday) @ 2:00 pm ET – Identify FASP tasks/objectives based upon earlier work</p> <p>May 11, 2023 (Thursday) @ 1:30 pm ET – Discuss inventory and preliminary tasks</p> <p>August 22, 2023 (Tuesday) @ 1:30 pm ET – Provide an initial summary of the survey effort and baseline performance measures</p> <p>November 16, 2023 (Thursday) @ 1:30 pm ET – Highlight additional baseline performance measures, goals, objectives, and remaining efforts</p> <p>February 29, 2024 (Thursday) @ 2:30 pm ET – Discuss final project efforts</p>
Participants	<ul style="list-style-type: none"> • FDOT PM • AVCON PM • Mead & Hunt PM • CFASPP Administrator • FIT (refer to list of FIT members in Table 3)
Meeting Materials	<ul style="list-style-type: none"> • Agenda • PowerPoint Presentation • Minimal Handouts/Support Materials • Meeting Minutes
Consultant Contact/Scheduler	Lee Lewis, AVCON PM
Agency Contact	Mike McClure, FDOT AO PM
Notes	None

FDOT Project Briefings

Coordination with FDOT AO Staff was key and covered the entire course of the project. **Table 5** details the FDOT AO project briefings that occurred during the FASP 2043.

Table 5. FDOT AO Project Briefings

Category	Description
Purpose	Routine coordination between Consultant PMs and the FDOT AO PM to discuss the status of current work progress and efforts, upcoming meetings, upcoming work efforts, and potential challenges.
Frequency/Meeting Type	Two Times Per Month / Teams Virtual Meeting
Date(s)/Milestone Timeframe(s)	May 2022 through November 2022 April 2023 through March 2024
Participants	<ul style="list-style-type: none"> • FDOT PM • AVCON PM • Mead & Hunt PM • CFASPP Administrator
Meeting Materials	Varied
Consultant Contact/Scheduler	Lee Lewis, AVCON PM
Agency Contact	Mike McClure, FDOT PM
Notes	None

FDOT Internal Team Meetings

The details of the FDOT internal team meetings are shown in **Table 6**. These meetings took advantage of scheduled FDOT District meetings to brief district personnel to get their feedback, as well as discuss project progress with team members.

Table 6. FDOT Internal Team Meetings

Category	Description
Purpose	Meeting with FDOT PM and other FDOT personnel to discuss how the FASP can be used to assist in their decision-making, as well as support the airport sponsors.
Frequency/Meeting Type	Two Times / In-Person
Date(s)/Milestone Timeframe(s)	Collect information that will be helpful in reviewing the goals, objectives, performance measures, and airport roles. After preliminary recommendations are developed. Discuss data collection efforts. After preliminary recommendations are developed.
Participants	<ul style="list-style-type: none"> • FDOT PM • Other FDOT Personnel • AVCON PM • AVCON Senior Planner • Mead & Hunt PM • Mead & Hunt Senior Planner
Meeting Materials	<ul style="list-style-type: none"> • Agenda • PowerPoint Presentation • Minimal Handouts/Support Materials • Meeting Minutes
Consultant Contact/Scheduler	Lee Lewis, AVCON PM
Agency Contact	Mike McClure, FDOT AO PM
Meeting(s) Held	5/16/2023 & Various Times (e.g., monthly Aviation Task Team Meetings) to Update FDOT District Coordinators Regarding FASP Activities & Recommendations
Notes	Meeting 1 was conducted on June 28, 2022, at the FDOT Central Office and included a Visioning Meeting for the FDOT Executive Management Team followed by a separate Visioning Meeting for the FDOT Aviation Staff.

Internal Consultant Team Coordination

Coordination within the Consultant Team was key to keeping the project organized. **Table 7** lists the details of the internal team coordination meetings. These were held virtually and were held more frequently as deadlines approached to better coordinate the study efforts.

Table 7. Internal Team Coordination

Category	Description
Purpose	Routine coordination with the Consultant Team to discuss the study progress, invoicing, upcoming meetings and deliverables, and status updates for the FDOT PM.
Frequency/Meeting Type/Time Allotted	1 Time Per Month (6 Total) / Teams Virtual Meeting / 1.5 Hours
Date(s)/Milestone Timeframe(s)	May 2022 through November 2022 April 2023 through March 2024
Participants	<ul style="list-style-type: none"> • AVCON PM • AVCON Senior Planner • Mead & Hunt PM • Mead & Hunt Senior Planner
Meeting Materials	<ul style="list-style-type: none"> • Agenda • Meeting Minutes
Consultant Contact/Scheduler	Lee Lewis, AVCON PM
Notes/Action Items	None

Florida Airports Council (FAC) Webinar/Conference

The specifics of the presentations given to the Florida Airports Council are shown in **Table 8**. These presentations allowed for a question and answer period that provided valuable feedback to the study team.

Table 8. Florida Airports Council Webinar/Conference

Category	Description
Purpose	This was an online seminar hosted by FAC to advise members on the project goals and objectives.
Frequency/Meeting Type	One Time / Online Virtual Seminar At Annual FAC Conference (virtually)
Date(s)/Milestone Timeframe(s)	July 30, 2022 (FDOT presentation at FAC conference) November 17, 2022 (FAC-hosted online webinar) July 26, 2023 (team presentation at FAC conference) March 6, 2024 (FDOT-hosted online webinar)
Participants	<ul style="list-style-type: none"> • FDOT PM • AVCON PM • Mead & Hunt PM • FAC President/CEO • FAC Members
Meeting Materials	<ul style="list-style-type: none"> • Agenda • PowerPoint • Meeting Minutes
Consultant Contact/Scheduler	Lee Lewis, AVCON PM
Agency Contact	Lisa Waters, FAC President/CEO
Notes	None

Regional Workshop

The original regional workshop as planned for in the SEP was modified to be a more general statewide stakeholder briefing on the overall project. As shown in **Table 9**, it served to inform stakeholders throughout Florida about the results of the FASP 2043.

Table 9. Regional Workshop with Interested Parties

Category	Description
Purpose	This webinar informed stakeholders of the goals, objectives, and performance measures of the FASP 2043, study findings, and results.
Frequency/Meeting Type	1 Time / Online Virtual Seminar
Date(s)/Milestone Timeframe(s)	FASP Webinar – 3/6/2024
Participants	<ul style="list-style-type: none"> • FDOT PM • AVCON PM • Mead & Hunt PM • Florida system airports
Meeting Materials	<ul style="list-style-type: none"> • Agenda • PowerPoint • Meeting Minutes
Consultant Contact/Scheduler	Lee Lewis, AVCON PM
Agency Contact	Mike McClure, FDOT AO PM
Notes	None