



2 STAKEHOLDER ENGAGEMENT

2.1 BACKGROUND

Over 10 million passengers (an average of 27,000 per day) flew in and out of the San Antonio International Airport in 2018. In the next 20 years, that number could reach up to 18 million passengers per year. The San Antonio International Airport must keep up with the air travel needs of the community and region, and to that end, the San Antonio Airport System launched a Strategic Development Plan process in 2018 to focus on the next 20 years, and to examine the suitability of the site for growth and expansion in the next 50 years. There are two phases in this data-driven planning process. Phase I of this study kicked off in 2018; Phase II will begin in 2019, and the entire study is expected to conclude in 2020. This report summarizes stakeholder engagement in Phase I.

2.2 COMMUNITY AND STAKEHOLDER ENGAGEMENT OVERVIEW

Community and stakeholder engagement are a major part of the entire process. The engagement process goals were two-fold: (1) educate and inform the entire community – not just neighborhoods near the airport and air travelers, because the airport belongs to everyone in San Antonio – and stakeholders about the current status and future needs of the airport; and (2) seek input from all community members, travelers, neighbors, aviation employees, and anybody who chose to participate in order to gather data that would help answer the question, “Will the airport fit in its current location through 2068?”. The overarching mantra for the engagement process was to provide early and frequent opportunities for stakeholders, the public, and agencies to provide input on the Strategic Development Plan.

The main engagement categories in Phase I included stakeholder advisory groups, informal and formal meetings, pop-up meetings, participation in partner events, public open house meetings, and surveys. Information about other stakeholder engagement communications tools such as e-blasts, rack cards, postcard invitations, brochures, kids’ activity sheets, survey instruments, signage, and the like are reported within the sections of this report in which they were created and employed.

2.3 MAJOR ENGAGEMENT COMPONENTS

2.3.1 METRICS MATRIX

Stakeholder and engagement outbound and inbound communications, meetings, surveys, and partner activities were tracked throughout Phase I, and were compiled on an ongoing basis in a “Metrics Matrix”, which includes dates, type of activity, audiences, and numbers. Supporting the



engagement goals of educating/informing, as well as seeking input from community members and stakeholders, the number of “touches” (i.e., Strategic Development Plan outbound communiques, inbound comments/responses, and in-person meetings) through February 2019 totaled 18,812, *not including social media, traditional media, or webpage engagements.*

2.3.2 STAKEHOLDER AND ADVISORY GROUPS

Advisory Groups were formed specifically for the Strategic Development Plan to provide input and feedback, represent organizations and groups, and serve as liaisons to their respective groups. These groups included the Stakeholders Working Group (groups and organizations from the local and regional community with a vested interest in the San Antonio Airport System); the Technical Advisory Committee (organizations and agencies that have a technical relationship to the San Antonio Airport System); and the Transportation and Planning Partners Working Group (organizations and agencies that are engaged in transportation and urban planning efforts in the city, county, and region, especially long-term and strategic plans.) Other existing groups that were formal participants in the process were the Airport System Development Committee appointed by San Antonio Mayor Nirenberg, a group of more than 20 community and industry leaders to assess needs, reviewing findings, and ultimately make recommendations to the mayor and city council; the Airport Advisory Commission, a 19-member City Council-appointed group that advises San Antonio’s aviation director on policies affecting the airports and air transportation; and the San Antonio Airport System Managers Group, an ad hoc group of San Antonio Airport System managers representing the functional areas of the airport system.

2.3.3 VISIONING

In June 2018, at the beginning of the Strategic Development Plan process, a series of Visioning Sessions were held with three advisory groups (Stakeholders Working Group, Technical Advisory Committee, and Transportation and Planning Partners Working Group), as well as with the Airport System Development Committee, the Airport Advisory Commission, and the San Antonio Airport System Managers group. The purpose of the Visioning Sessions was to gather input from a multitude of San Antonio Airport System stakeholders to help the Strategic Development Plan team shape the strategy that will be employed for the future and in development of the plan. Topics included goals and overview of the Strategic Development Plan and the airport, forecast considerations, aviation growth and statistics, and interactive group sessions. Participants provided input on the first things they think of when they hear “San Antonio International Airport”, the things that are important to them about airports in general, the things they would change about the San Antonio International Airport, and Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the San Antonio International Airport. *142 group members participated in these sessions.*

2.3.4 POP-UP MEETINGS

In August to September 2018, the San Antonio Airport System held a series of 10 pop-up meetings in geographically distributed locations throughout San Antonio to inform and solicit input



from the public on the Strategic Development Plan process. The purpose of the pop-up meetings was to inform the public of the Strategic Development Plan; gather input via surveys and informal conversations; add names/addresses of interested parties to the project mailing list; and draw attention to the planning effort through word-of-mouth and social media. Locations included San Antonio International Airport baggage claims in both terminals and in the Consolidated Rental Car Facility (CONRAC); Morgan's Wonderland, Woodlawn Lake Park (Spanish-only event), The Cherry Bar, and Pearsall Park (in conjunction with the City of San Antonio's "SA SpeakUp" Community Days); Houston Street Lunch Break; Mission Marquee Farmers & Artisans Market; Hardberger Park; and Lincoln Park Splashpad. Pop-up elements included bilingual stakeholder surveys, flip chart graffiti-style comments, video storytelling, and kids' coloring and drawing activities. *There were 454 community inputs received at the pop-up meetings, including 258 completed surveys, 15 kids' activity sheets, 132 mailing list requests, and 22 comments on flip charts.*

2.3.5 ADVISORY GROUPS "WILL IT FIT?" MEETINGS

In October 2018, meetings were held with the Technical Advisory Committee, Stakeholders Working Group, Transportation and Planning Partners Working Group, Airport Advisory Commission, and San Antonio Airport System Managers). Topics included "Will it fit?" preliminary findings, current status of the study process, new airport site considerations, an overview of the existing airport, historic airport industry passenger growth, San Antonio International Airport passenger growth and forecast, San Antonio International Airport operations growth forecast, airfield capacity and delay assumptions and demand, passenger terminal requirements, 2068 "Will it fit?" airfield capacity and terminal options, preliminary findings, and a rollout schedule. Discussion/input segments included questions-and-answers, reactions to the "Will it fit?" answers, what should the "next steps" be, (i.e., what should be addressed first – airfield, terminal, or roads and transit?), and what should be conveyed to community members in going forward? *76 advisory group members participated in these meetings.*

2.3.6 PUBLIC OPEN HOUSES

Four identical open houses were held in October 2018 in north, south, east, and west locations throughout San Antonio, including at District 2 Senior Center, El Progreso Hall, Stinson Municipal Airport, and Jewish Community Center Campus. The open houses informed community members about the progress of the Strategic Development Plan, including expected future air travel demand, general future space needs for the major airport components, "Will it fit?" in the current location, and next steps. The purpose of the open houses was to get input from community members and stakeholders on the Strategic Development Plan's progress to date. The format was a combination of presentations and one-on-one interactions at "stations". The formal presentations were offered every 45 minutes and focused on the Strategic Development Plan process and status, new airport site considerations, overview of the existing airport, forecast on future air travel, historic airport industry passenger growth, future needs for airfield and terminals, and the data-driven preliminary "Will it fit?" findings and conclusions. The stations, most of which had rolling PowerPoint presentations, map exhibits, and opportunities for one-on-one interaction



with subject matter experts, included the Forecast Station, Airfield Station, Terminal Station, Community Engagement Station, “My Story” Station, Environmental Considerations Station, Kids Station, and Survey/Comments Station. In addition to participants having the opportunity to make comments at the various stations, other opportunities for comments included surveys in English and Spanish, video recordings of comments/stories, opportunities to provide verbal comments to a court reporter, and one-liner graffiti-type flip chart comment opportunities. *More than 120 individuals attended the open houses.*

2.3.7 SURVEYS

Two different surveys solicited input and comments during Phase I in August-September and October-November of 2018. Both surveys were available in English and Spanish and in hard copy and online.

There was a mix of questions that asked multiple choice/check the box questions, as well as open-ended questions. Respondents were asked to answer questions from “What kind of information would help you learn about the long-range plans for the airport?” to “How do you feel about the future San Antonio International Airport fitting into the current location?” and “What do you believe should be accomplished at San Antonio’s International Airport over the next 20 to 50 years?”. The surveys collected demographic information in order to assure that public input, including differing viewpoints, was reflected and is appropriately considered in the decision-making process. The results are reported via a compilation of the responses to both surveys in which quantitative results are summarized and open-ended questions are reported as written. *1,436 respondents (in both surveys) provided their email addresses to receive survey results and information. There was a combined total of 2,800 survey responses (2,265 survey #1; 535 survey #2).*

2.4 CONCLUSIONS AND RECOMMENDATIONS

2.4.1 CONCLUSION

The two goals: (1) to educate and inform the entire community and stakeholders about the current status and future needs of the airport; and (2) to seek input from all community members, travelers, neighbors, aviation employees, and anybody who chose to participate in order to gather data that would help answer the question, “Will the airport fit in its current location through 2068?” were accomplished.

The overarching mantra for the engagement, i.e. “to provide early and frequent opportunities for stakeholders, the public, and agencies to provide input on the Strategic Development Plan,” became a reality, as was evidenced by the 18,812 “touches” that were measured throughout this data-driven program. The stakeholder engagement segment of the Strategic Development Plan exceeded its goals and generated valuable quantitative and qualitative data from community members, regional travelers, and visitors that helped answer the “Will it fit?” question.



2.4.2 STRATEGIC RECOMMENDATIONS FOR PHASE II

Based on these conclusions, stakeholder engagement recommendations for Phase II are (1) reaffirm the original community and stakeholder engagement goals to educate, inform, and get input; (2) keep the metrics matrix going to monitor and measure stakeholder engagement; (3) continue the advisory groups structure and meetings to inform and seek input from advisory group members on behalf of their organizations/constituents; (4) host pop-up meetings for engagement in areas where people naturally congregate; (5) host public open house meetings at key Phase II milestones; (6) use surveys to elicit information from community members, stakeholders, and travelers; and (7) host regular outreach activities specifically designed for airport neighbors to learn about, discuss, and give input to the Strategic Development Plan.

