

DRAFT WORKING PAPER No. 2

Stakeholder Involvement Program

Boise Airport Master Plan

Prepared for Boise Airport

May 11, 2026

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1 Introduction

The Federal Aviation Administration (FAA) provides guidance for preparing Master Plans in FAA Advisory Circular 150/5070-6B, *Airport Master Plans*. For projects that are funded with a grant under the Airport Improvement Program (AIP), it is required that some level of stakeholder and public engagement be completed; however, the appropriate level of engagement is typically determined by the airport sponsor based on the input they would like to receive to help guide analysis and provide thoughts on the Master Plan.

This Master Plan advances the airport's development process with strategic public participation. The purpose of this Stakeholder Involvement Program (SIP) is to identify the stakeholders who will be involved in the planning process, define the role each stakeholder will have on the project, and outline the formal process by which study information can be shared with stakeholders and the public. Airport management's goal is to provide transparency in the master planning process to further build existing relationships and foster greater collaboration between the Airport Department, tenants, users and the surrounding community.

1.1. Airport Organizational Structure

Boise Airport (BOI) is owned and operated by the City of Boise under the jurisdiction of the city's Department of Aviation. The Boise Airport Commission has been established as an advisory body to provide oversight and guidance for the administration and operation of the airport. The Commission reports to the City of Boise and meets monthly to discuss airport-related matters, with its recommendations informing city decisions on airport policy and development. Day-to-day operations are managed by the Airport Director, reporting to city leadership and in collaboration with the Airport Commission.

2 Airport Stakeholder Involvement Program

The Stakeholder Involvement Program (SIP) defines the process and channels through which communication should take place between airport management and its stakeholders. It defines guidelines for administering the Program, actions to be taken, and assigns responsible parties for those actions.

2.1. Airport Communication Philosophy

Airport management desires to communicate information about the Master Plan to all airport tenants, users, community members, regulatory agencies and other interested parties. Leadership within the airport is committed to maintaining lines of communication through media relations, online notifications, in-person meetings, and other methods to inform interested parties about the Master Plan and proposed future development at the airport.

Airport staff work with numerous community and government organizations on a regular basis and strive to maintain a transparent and positive relationship with stakeholders including area businesses, neighborhood representatives, government officials, community groups, and other interested parties. The SIP documents the process for providing transparent and open lines of communication regarding the Master Plan with stakeholders and establishes guidelines for effective two-way communication between the airport staff and stakeholders.

2.2. Stakeholder Involvement Program Structure

The SIP is organized into three groups to efficiently share information, receive input, and manage the overall master plan process. Stakeholders will be assigned to one or more stakeholder groups to align with a person's knowledge and expertise regarding aviation issues, the study team's need for information from the stakeholders, the role and responsibilities the stakeholders will have on the project, and the level of information each stakeholder requires. The three stakeholder groups include a Master Plan Working Group, a Technical Advisory Committee (TAC), and a public involvement element. The intent and structure of each component is described below.

2.2.1. Master Plan Working Group

The Master Plan Working Group (MPWG) is comprised of key airport staff and consultant team members who will coordinate day-to-day issues, provide status updates, participate in detailed reviews of study analysis, and provide overall guidance regarding study direction. The role of the MPWG is to discuss and resolve project issues that do not require input from other project stakeholders or the public.

The MPWG is comprised of individuals listed in Table 2-1.

Table 2-1. Master Plan Working Group Members

| Master Plan Working Group Members | |
|--|--|
| Name | Project Role |
| Rebecca Hupp | BOI – Director of Aviation |
| Beth Sumner | BOI – Deputy Director of Engineering & Planning |
| Kelly Burrows | BOI – Landside Program Manager |
| Michael Crane | BOI – Operations Manager |
| Nate Vogel | BOI – Deputy Director Operations |
| Jennifer Kronberg | BOI – Communications & Marketing Manager |
| Shawna Samuelson | BOI – Air Service & Marketing Manager |
| Kathleen Watkins | BOI – Deputy Director of Finance & Administration |
| Amy Snyder | BOI – Commercial Properties |
| Sean Briggs | BOI – Parking and Landside Facility Deputy Director |
| Markus Green | BOI – Airside Program Manager |
| Bryan Hill | BOI – Facilities Manager |
| Cody Mendenhall | BOI – Industrial Trades Manager |
| Adam Oliver | BOI – Stormwater Program Manager |
| Dan Barton | InterVISTAS – Project Principal |
| Gavin Duncan | InterVISTAS – Senior Executive Planning Manager |
| Steve Domino | InterVISTAS – Project Manager |
| Josh Cohn | InterVISTAS – Deputy Project Manager |
| Megan Carter-Witt | InterVISTAS – Lead Planner |
| Heather Morhart | InterVISTAS – Strategic Services Planner |
| Dave Hunley | Connico LLC – Cost Subject Matter Expert (SME) |
| Martin Hahle | CSHQA Inc – Architecture SME |
| Mike Arnold | Environmental Science Associates (ESA) – Environmental SME |
| Monica Geygan | Landrum & Brown Inc – Planning SME |
| Ryan Flicek | Martinez Geospatial Inc (MTZ) – GIS SME |
| Mike Smejkal | Stantec Consulting Services Inc – Engineering SME |
| Rebecca Coulter | The Langdon Group – Stakeholder Outreach SME |

The MPWG will meet regularly throughout the study both virtually and in-person as necessary to discuss issues of concern, provide direction, and advance study analysis. MPWG meetings will be held bi-weekly, in addition to other stakeholder meetings, and as otherwise needed to coordinate project activities.

2.2.2. Technical Advisory Committee

A Technical Advisory Committee (TAC) is established and is comprised of a broad spectrum of stakeholders representing all sectors of government, business, and the community. The TAC includes members of airport staff, the Airport Commission, city administration, airport tenants, security agencies, service providers, planning officials from the City of Boise and Ada County, pilot groups, and consulting staff. These key stakeholders are technical experts in their respective fields and need to be involved regularly with the master plan process to provide input regarding important issues that affect airport tenants, users, and the community. This group will evaluate the Master Plan's technical merit throughout the planning process.

The TAC serves as a sounding board and information exchange group for stakeholders as it reviews plans and proposals throughout the process. The TAC will weigh recommendations against the project's Guiding Principles, as can be found in Chapter 1 of the Master Plan *Guiding Principles, Goals & Objectives*. Input received from the TAC is taken in high regard and helps guide the master planning process. The TAC is comprised of the individuals listed in Table 2-2. It should be noted that the names and contact information for the named individuals will be deleted in public versions of the document.

To ensure clarity and accountability throughout the project, a Responsibility, Accountability, Consulted, and Informed (RACI) matrix has been applied to the listed TAC members to define and communicate the roles and responsibilities of each participant. The RACI model categorizes stakeholders into four key roles: Responsible (those who perform the work), Accountable (those ultimately answerable for the outcome), Consulted (those whose input is sought before decisions or actions), and Informed (those kept updated on progress and outcomes). This structured approach helps streamline decision-making, avoids role confusion, and promotes effective collaboration by clearly identifying who is involved in each task and to what extent. The RACI assignments are reviewed regularly to reflect any changes in project scope or stakeholder involvement.

Table 2-2. Technical Advisory Committee Members

| Technical Advisory Committee Members | | |
|---|----------------------------|-----------------------|
| Organization | Name | Responsibility |
| Airport Commission Rep. | John Cunningham | Inform |
| City Council D-4 | Jordan Morales | Consult |
| Boise Airport | Rebecca Hupp | Approval |
| Boise Airport | Beth Sumner | Approval |
| Boise Airport | Kathleen Watkins | Consult |
| Boise Airport | Sean Briggs | Consult |
| Boise Airport | Kelly Burrows | Consult |
| Boise Airport | Amy Snyder | Consult |
| Boise Airport | Michael Crane | Consult |
| Boise Airport | Markus Green | Consult |
| Boise Airport | Shawna Samuelson | Consult |
| Boise Airport | Michele Wigley | Consult |
| Boise Airport | Jennifer Kronberg | Consult |
| Boise Airport | Bryan Hill | Consult |
| Boise Airport | Cody Mendenhall | Consult |
| Boise Airport | Adam Oliver | Consult |
| City of Boise / Planning & Development | Deanna Dupuy Andrea Tuning | Consult |
| City of Boise / Economic Development Director | Sean Keithly | Consult |
| City of Boise / Public Works | Rich Wiebe | Consult |
| City of Boise / Public Works | Mike Sheppard | Consult |
| City of Boise / Deputy Director Operations | Nate Vogel | Consult |
| City of Boise / Deputy Chief of Staff | Kristine Miller | Inform |
| Community Planning Association (COMPASS) | Mary Ann Waldinger | Consult |
| Ada County | Richard Beck | Inform |
| Ada County Highway District | Christy Little | Inform |
| Transportation Security Administration (TSA) | Jim Spies | Consult |
| United States Customs and Border Protection (USCBP) | Rachel Rud-Scaraglino | Consult |
| FAA - Airport Planner | Jennifer Schildgen | Consult |

| Technical Advisory Committee Members | | |
|---|---|-----------------------|
| Organization | Name | Responsibility |
| FAA - Environmental Specialist | Heidy Bruner | Consult |
| FAA - Air Traffic Control Tower | Amber Bickmore | Consult |
| Idaho State Aeronautics (Idaho Division of Aeronautics) | Chris Johnston | Inform |
| Idaho Transportation Dept | Jason Brinkman | Inform |
| Idaho Transportation Dept | Vincent Trimboli | Inform |
| Idaho Army National Guard | Maj Ben Farnsworth Bryant Adleson | Inform |
| Idaho Air National Guard | Col Ryan Richardson | Inform |
| Alaska Airlines | Jason Olawsky | Inform |
| Southwest Airlines | Justin Fox | Inform |
| FedEx | David Fiore | Inform |
| UPS | Shane Seely | Inform |
| GA Pilots Organization | Jenna Whalen | Inform |
| Turbo Air | Blake Martin | Inform |
| Western Aircraft | Austin Shontz Phil Winters | Inform |
| Jackson Jet Center | Jeff Jackson Rong Young Brett Poore | Inform |
| Enterprise Rent A Car (Enterprise, Alamo, National) | Paul Decloux | Inform |
| Enterprise Mobility / Enterprise Rent A Car (Enterprise, Alamo, National) | Stephen C. Olinger | Inform |
| Enterprise Mobility / Enterprise Rent A Car (Enterprise, Alamo, National) | Mike Diorio | Inform |
| Avis Budget Corp | Aaron Schwarzkopf | Inform |
| Paradies | Tim Ahmadzai | Inform |
| Delaware North | Chris Chila | Inform |
| Lamar Advertising | Chris Tares | Inform |
| Lamar Advertising | Sandy Clark | Inform |
| Airport Commission/Visit Boise | Carrie Hughes | Inform |
| Airport Commission/GA Rep | Jamie Boesiger | Inform |
| AvAirPros (Airline Technical Rep) | Dan Lapinsky | Inform |

| Technical Advisory Committee Members | | |
|---|--|-----------------------|
| Organization | Name | Responsibility |
| The Car Park | Erik Hamilton | Inform |
| Boise Police Dept | Sergeant Will Reimers Lt. Russ Mengel | Inform |
| Smith Air (GA Contact) | Rachel Smith | Inform |
| Gem Air Flights (GA Contact) | Jo Schroeder | Inform |
| Gem Air Flights (GA Contact) | Tim Vennell | Inform |
| Idaho Outfitters and Guide Association (GA Contact) | Aaron Lieberman | Inform |
| Elmore County | | Inform |
| City of Meridian | Curtis Calder | Inform |
| Capital City Development Corp | Doug Woodruff | Inform |
| Veolia | Cathy Cooper | Inform |

TAC meetings will occur at five (5) milestones throughout the study to ensure effective communications and execution of the Master Plan. TAC meetings will be organized in an informal workshop format to allow presentation of project analysis and allow open collaboration of ideas and issues. The TAC meetings will be held at the following milestones and for the purposes stated below.

TAC Meeting #1 – TAC kickoff meeting and vision discussion. The purpose of this meeting is to obtain input regarding stakeholder issues which will establish the vision that guides the study. This on-site visit will also provide an opportunity for validating existing conditions.

TAC Meeting #2 – Present and discuss aviation activity forecasts. This meeting will present preliminary aviation forecasts to the TAC, explain the criteria used for their development and seek input to obtain consensus or otherwise influence them to warrant revision before submitting to FAA. This meeting will also present findings regarding current facility conditions, capacities, and deficiencies that are not expected to meet forecasted demand. Non-standard conditions that do not comply with FAA airport design requirements will also be discussed to consider facility modifications that may be needed in the future.

TAC Meeting #3 – Present and discuss facility requirements analysis and initial alternatives. This meeting will compare existing facility capacities against predicted future space requirements to determine the degree to which facilities need expansion or modification to maintain or enhance customer services. The meeting will be in a workshop format and will present initial ideas being considered to address facility deficiencies. Multiple options will be presented for each airport functional area (terminal, landside, GA, airfield, and support). Evaluation criteria, which are informed by the Guiding Principles, will be developed as a framework to help assess alternatives.

TAC Meeting #4 – Present preferred alternatives. This workshop-format meeting will present the preferred alternatives for each airport functional area. This meeting will present the recommended development plan to allow stakeholders to comment on proposed concepts and propose refinements before implementation and financial plans are prepared.

TAC Meeting #5 – Proposed implementation and financial plan. This meeting will present recommended project priorities and the proposed schedule for implementation. The meeting will also present preliminary project cost estimates and a financial plan to fund recommended improvements. This will be the final TAC meeting prior to holding a final public open house meeting and submitting a final Airport Layout Plan (ALP) to FAA for approval.

2.2.3. Public Involvement

The third group in the SIP is the broader community. The SIP includes engaging the general public to allow opportunities to provide information about the study and receive comments from them regarding their concerns, support and general interest. Several tools and methods are established to facilitate the exchange of information and input. The primary opportunity for the public to learn about the Master Plan and provide input will be through public information meetings that will be organized to include a brief formal presentation from the Master Plan consultant, followed by a question-and-answer period

and concluding with informal discussions at various static displays highlighting master plan topics. Specific dates, times, and location of public information meetings will be determined considering input from Airport Staff and the TAC. Three public information meetings will be held during the stakeholder engagement process for this Master Plan at the following milestones and for the purposes stated below.

Public Information Meeting #1 – Targeting Summer 2026, this meeting will provide background information regarding the purpose and scope of the study and allow the public to provide input early into the study process before concepts are developed. This meeting will present the master plan inventory, forecasts, and facility requirements.

Public Information Meeting #2 – Targeting Winter 2026, this meeting will present information regarding existing environmental conditions for all National Environmental Policy Act (NEPA) categories that could affect concept development and facility implementation; and introduce preliminary concepts that will be evaluated in subsequent master plan tasks to address airport deficiencies.

Public Information Meeting #3 – Targeting Spring 2027. this meeting will present the preferred concept, potential environmental consequences, the proposed implementation plan, and financial plan that describe the overall final Master Plan concept.

2.3. Public Communication to BOI

In addition to the public meetings, Airport management has established several methods to allow public input throughout the study. These methods allow the airport staff to respond to reasonable inquiries that relate to airport operations and development in a timely manner. This allows for individuals and organizations having an interest in the Master Plan, or that have an inquiry or comment, to communicate with airport staff or become involved in airport and community related activities as follows:

- Obtain information from the Airport Department’s web page <https://www.iflyboise.com/about-boi/masterplan/>
- Use published methods for communication with airport staff (*see Section 2.3.1*).
- Attend scheduled public information meetings concerning the airport master plan.
- Participate in Boise Airport Commission meetings (information available at <https://www.iflyboise.com/about-boi/commission-meetings/>).
- Submit comments and questions through the recognized comment process to be established and posted on the BOI web page.
- Follow published guidelines and timelines for submitting comments.

2.3.1. Airport Contact Channels Available to the Public

Airport staff can be reached through multiple means of communication. The following contact information can be used to provide comments, ask questions, and express concerns related to the Master Plan.

Airport Physical Addresses

Boise Airport Administration
General Information
3201 Airport Way, Suite 1000
Boise, Idaho 83705

Airport Telephone and Email Contacts

Phone: 208-972-8400

Email: boi@cityofboise.org

2.3.2. Airport Web Addresses

BOI's webpages can also be used as an effective method of public communication:

- Boise Airport Webpage <https://www.iflyboise.com/>
- Boise Airport Master Plan Webpage <https://www.iflyboise.com/about-boi/masterplan/>

2.4. Airport Communication to the Public

Airport management has certain responsibilities to federal and state authorities as well as through established protocols to address communication at the local level. To meet this local obligation, the Airport staff has established lines of communication designed to disseminate information to the public in a timely manner. The following sections discuss required communication, the public notice process, and regular forms of communication that will be provided throughout the master plan process.

2.4.1. Required Communication

Airport staff will respond to requests for meetings and/or information as requested by the following agencies, and as required by federal, state, and local laws and regulations.

- U.S. Congressional Delegation
- Federal Aviation Administration
- State of Idaho Governor's Office
- State of Idaho Legislature
- City of Boise Mayor's Office
- City of Boise City Council Office
- Boise Airport Commission

2.4.2. Public Notice and Announcements

Airport management is responsible for complying with laws and regulations that establish the basic means for providing notice for all projects and public meetings. Any airport-related event that requires public notice pursuant to statutes or regulations will be published a minimum of 10 days in advance. The

Airport administration will comply with any changes in public notice regulations that may occur in the future. Public meetings will require:

- Timely notice via publications and/or media outlets – Consultant will provide materials to be published and circulated by airport staff. The following publications and/or media outlets will be used:
 - ♦ Idaho Statesman
 - ♦ The Idaho Press
 - ♦ Idaho 2 News (CBS Affiliate)
 - ♦ BoiseDev
 - ♦ KTVB 7 (NBC Affiliate)
 - ♦ Idaho News 6 (KIVI-TV, ABC Affiliate)
 - ♦ Boise Airport Media Center <https://www.iflyboise.com/press-room/media-center/>
 - ♦ City of Boise newsletter (internal and external)
 - ♦ Social media as further defined below in Section 2.4.3

Materials that are needed for distribution by airport staff will be created by the Consultant and may include, as appropriate, all or some of the following:

- Meeting schedules
- Meeting agenda
- Meeting briefing packets
- Meeting summaries
- Specific graphic exhibits
- Project newsletters
- PowerPoint presentations

All materials will be presented to Airport staff for approval prior to being used in any public setting.

2.4.3. Social Media

The following social media platforms will be maintained by Airport staff throughout the master planning process:

- Boise Airport Facebook - <https://www.facebook.com/Boise-Airport-102365046483068/>

Social media content will be created by the Consultant and provided to Airport staff for distribution and will consist of the following:

- Schedules of public meetings
- Links to master plan content as it is completed and available online

2.4.4. Interested Parties

Beyond the people, agencies, and organizations participating in the MPWG or TAC, other groups within the region may be interested in staying abreast of master plan progression. Airport staff will maintain an “Interested Parties” list and distribute information as appropriate to groups maintained on that list. To request to be added to the “Interested Parties” list, please email boi@cityofboise.org.