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**CLIFTON CORRIDOR
ALTERNATIVES ANALYSIS
Public Involvement and Agency
Coordination Plan**

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EXECUTIVE SUMMARY

The Public Involvement and Agency Coordination Plan (PIP) is intended to provide a framework for completion of public engagement and agency coordination activities undertaken during the Clifton Corridor Alternatives Analysis (AA). Therefore, the purpose of the PIP is to describe in full detail the overall goals of the public involvement program, the strategies to be employed throughout the project, the policy framework that guides these activities, the committee structure for the study, and a description on how these activities are tied to the major project milestones.

The PIP is also consistent with GDOT public involvement strategy, relies on the ARC regional policy framework and guidance, utilizes MARTA's long-standing policy and practice of extensive public participation, and aligns with GRTA's program to ensure maximum public participation. Public involvement activities will be coordinated through the MARTA's External Affairs as appropriate.

Public Involvement Techniques

Branding: The project team will ensure that the study has its own identity by way of branding. Upon its selection, the branding established will be carried forward to represent later phases of project development.

Database Development: Established contact databases from previous and current MARTA and CCTMA projects will be combined to create a master record of names, addresses, affiliations, phone numbers, and email addresses, which will assist in distributing announcements, invitations, and project information, and demonstrate attempts to reach, involve and communicate with many impacted by the project, including members of the EJ community. The database will be updated throughout the course of the study, and will be retained for use as the public involvement database in future stages of project development.

Stakeholder Interviews and Briefings: A stakeholder interview is a one-on-one discussion with a community leader, elected or appointed official, agency staff member and/or neighborhood activist from across the region. Such interviews will be conducted as part of the interagency coordination strategy, as an early exchange of information on goals and the study process. The interviews will allow the project team to learn about the stakeholder's perceptions of MARTA and CCTMA, the planning process and the political climate in which the Clifton Corridor AA study will unfold, and sensitive aspects of the project that are difficult to bring forth and address in a public meeting setting. The interview technique will be most effective in enhancing the understanding of opposing viewpoints and accurately documenting them for the record. Approximately 15 interviews will be conducted in the beginning of the project, with additional interviews to follow as needed. In addition, the study team will conduct periodic briefings for officials.

Coordination with Other Studies: In addition to the Clifton Corridor AA, there are other studies being undertaken by MARTA and/or its regional partners. Three major efforts include the on-going BeltLine Tier 1 Environmental Impact Statement, and the upcoming I-20 East Alternatives Analysis and Regional Transportation Plan Update. In order to limit duplication of efforts, information regarding the study and public involvement activities will be coordinated with those from these and other relevant studies.

Study Area Tours: Two corridor tours will be taken. The first will be taken with the project team and CCTMA and MARTA staff. The second will be taken with and project stakeholders as the first Technical Advisory Committee Meeting. The intent and focus of the tour is to

familiarize participants with the physical locations of possible alignment alternatives as well as the communities affected by the study.

Traveling Displays: Throughout the course of the study, opportunities may arise to present and/or gather information about the Clifton Corridor AA by participating in gatherings, special events, festivals, etc. that take place within the corridor. In order to capitalize on these opportunities, the study team will develop a traveling display that would present information about the study, ways to get involved, and offer the opportunity to provide comment on ongoing activities. In some cases, the display will be accompanied by study team staff to solicit comments and answer questions.

Public Meetings: A series of five public meetings will be scheduled at key milestones. A combination of traditional outreach meetings, open house events, and workshops will be utilized in order to get the most out of each opportunity. After an initial kickoff meeting in October 2009, public meetings will be held in January, April, July, and October 2010. All public meetings will be advertised to the public through newspaper display ads, email blasts, coordination with the Stakeholder Advisory Committee (SAC) and Technical Advisory Committee (TAC), and coordination with the ARC's Public Involvement Advisory Group. Informational boards and/or posters, with the study website, purpose/objectives, and information on becoming informed and involved, can also be placed in locations such as study area libraries, government buildings, and gathering spots on the Emory Campus. Boards/posters will include

Stakeholder Advisory Committee: The SAC will consist of individuals appointed by MARTA and CCTMA and will serve as an advisory body and provide policy guidance in the development of the technical aspects of the study. The SAC allows MARTA and CCTMA to build partnerships, share information with its major planning partners, and provides a continuing forum for direct input into the planning process. The SAC will participate in up to five (5) meetings following public meetings at key project milestones. The SAC will emphasize consensus building during the development of system alternatives and evaluation phase, and meetings will be conducted as facilitated workshops and will include technical presentations as appropriate. On occasion, the SAC will be requested to brainstorm and discuss findings and recommendations.

Technical Advisory Committee: A TAC will be developed from local and federal transportation and planning agencies, cities, counties, and railroads with an interest in the study to guide the project team on key technical components of the study. The TAC will be instrumental in conducting interagency coordination, utilizing the collective expertise of this committee to develop and analyze study alternatives. The TAC will allow planning partners an early opportunity to provide input and weigh in on study issues and solutions. After a kick off meeting in October 2009, the TAC will meet in December 2009, and then every other month in 2010.

Newsletters/Fact Sheets/Outreach Materials: Newsletters will contain up-to-date project information, be written in a clear, concise, and user-friendly format, and be widely distributed. The newsletters will contain information on how to respond, comment, become more involved, or get on the mailing list for the Clifton Corridor AA. After an initial newsletter in October 2009, new newsletters will be released in February 2010, to presents the results of Tier 1 screening analysis and alternatives to be carried further; April 2010, to present an update on the Tier 2 screening analysis; and July 2010, to present the LPA and the rationale behind its selection. Other brochures and fact sheets will be prepared as necessary to support public involvement and education needs.

Project Website: A project-specific webpage will be developed as sub-section within the existing MARTA website and linked to and from the CCTMA website. The Clifton Corridor webpage will enable people to access information when they want it, and to submit opinions, suggestions and project comments without having to attend meetings. Additionally, newsletters, fact sheets and other study related material will be posted on the site. Study team staff will work closely with the webmasters at MARTA and CCTMA to ensure that content is approved and uploaded in a timely fashion.

Speakers' Bureau: Throughout the course of the study, members of the study team will make presentations to various interested groups within the study area, such as churches, business associations and community groups. All speakers' bureau presentations and the information presented will be approved by MARTA and CCTMA. It is assumed that a maximum of 20 engagements will be conducted throughout the course of the study.

Social Media: As part of the public involvement activities, the project team has coordinated with and developed a clear strategy for the use of social media in publicizing the project.

Media Relations: Information will be disseminated to the media about the intent, progress, findings and recommendations for the study. By proactively framing the media message, the Clifton Corridor AA team will focus the public's attention, avoid the spread of misinformation and build understanding on the need and benefits of regional transit. All correspondence with the media will be conducted by MARTA or CCTMA staff.

Public Involvement Team and Evaluation

The roles and responsibilities for the public involvement program are shared between MARTA, CCTMA, JJG and Sycamore Consulting, Inc. Coordination among the project consultant team, MARTA, CCTMA, and their government and/or community affairs departments will be key to the success of the public engagement plan. Based on the technical nature of the information being presented, other members of the study team will also participate.

At the completion of each milestone or task, the study team will evaluate the success of each task based on its breadth (e.g., number of contacts in the database, number of meeting attendees) and quality (e.g., stakeholder and/or committee feedback), so that communication and outreach techniques may be modified to ensure plan success. The overall performance of the PIP will be evaluated in December 2010, following the presentation of the baseline conditions analysis, and in May 2011, following the presentation of the preliminary Tier 1 Analysis.

1.0 OVERVIEW AND PURPOSE

1.1 Purpose of Plan

The Public Involvement and Agency Coordination Plan (PIP) is intended to provide a guideline and framework for completion of public engagement and agency coordination activities undertaken during the Clifton Corridor Alternatives Analysis (AA). Therefore, the purpose of the PIP is to describe in full detail the overall goals of the public involvement program, the strategies to be employed throughout the project, the policy framework that guides these activities, the committee structure for the study, and a description on how these activities are tied to the major project milestones.

1.2 Study Overview and Background

The Clifton Corridor study area runs from MARTA's Lindbergh Center/Armour Yard area in north-central Atlanta to Emory University and the City of Decatur in west-central DeKalb County. It also includes Emory Hospital, the VA Medical Center, and the Centers for Disease Control. A map of the study area is found in **Figure 1**.

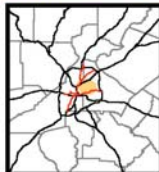
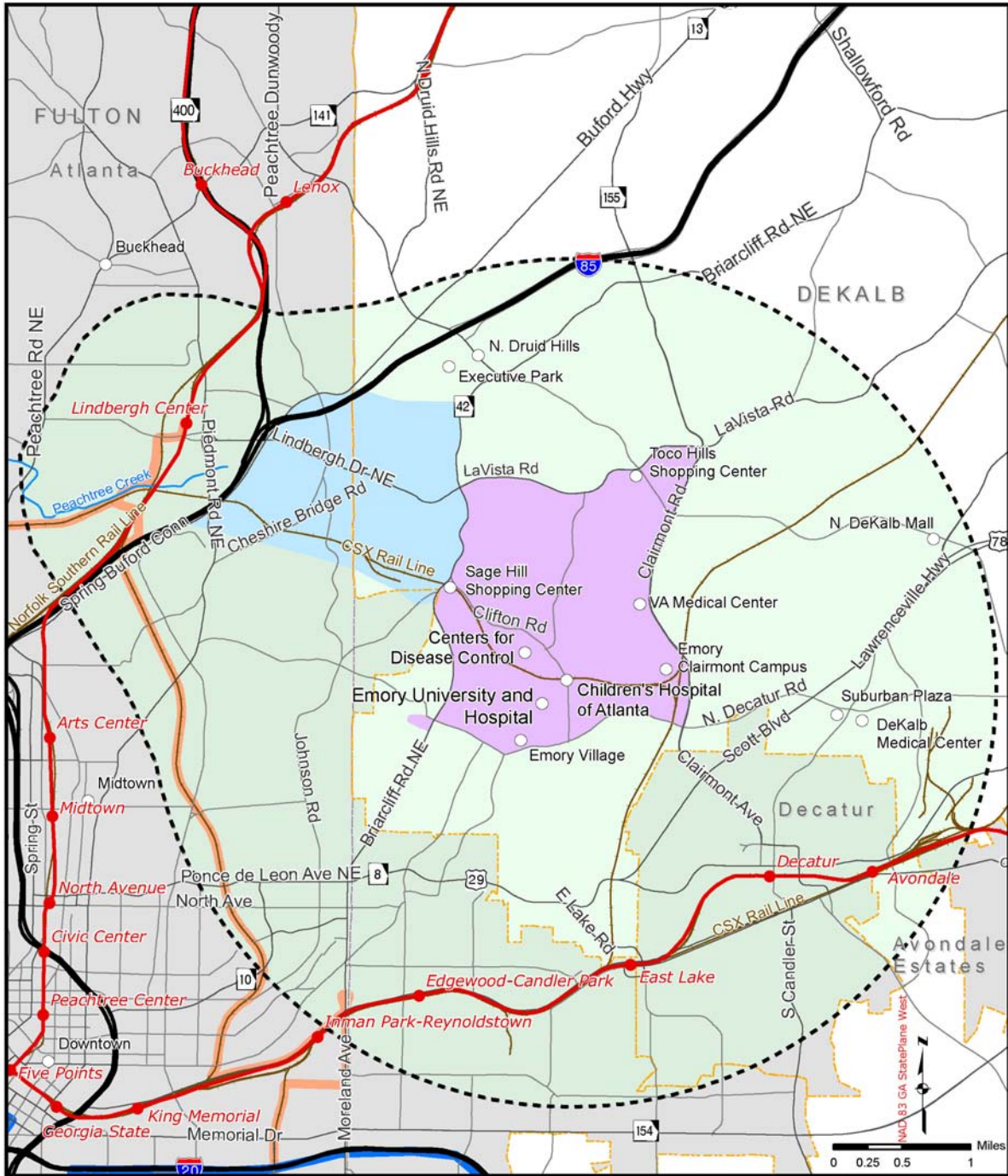
As project co-sponsors, MARTA and CCTMA are undertaking the Clifton Corridor AA to identify alternative transit improvements within the Clifton Corridor. This AA provide information on benefits, costs, and impacts of alternatives, and lead to the selection of a Locally Preferred Alternative (LPA) that can be advanced further into the Federal Transit Administration (FTA) Section 5309 New Starts Funding Program.

In 2008, the MARTA Board of Directors approved the 13th Amendment to the Rapid Transit Contract and Assistance Agreement, which identified the Clifton Corridor as a high priority expansion project. Additionally, the Clifton Corridor Transportation Management Association (CCTMA) has been engaged in investigating transit options in the Clifton Corridor with completion of two previous planning efforts, the 2008 Clifton Corridor Transit Feasibility and Connectivity Study and the 2004 Clifton Corridor Transportation Study.

Prior studies in the Clifton Corridor area have introduced to the public a number of potential transit alternatives for discussion. A benefit to these activities is that a more favorable opinion of transit along the corridor has evolved. During the South DeKalb-Lindbergh Corridor Major Investment Study in 2000, public sentiment reflected little support for fixed guideway alternatives due to their potential community impacts. Later, response to the Clifton Corridor Transit Feasibility and Connectivity Study (2008) and the MARTA Inner Core Feasibility Study (2005) reflected an increased recognition for the need and/or value of transit to the corridor.

It is for this reason that the public involvement program detailed within this document reflects the importance of establishing a distinct identity for the AA and conveying to the public that the LPA resulting from this effort will be carried forward to implementation.

Figure 1 – Clifton Corridor Study Area



Clifton Corridor Study Area

- Points of Interest
- MARTA Stations
- MARTA Rail
- Proposed BeltLine
- Proposed I-20 East Line
- Lindbergh-Lavista Corridor Coalition
- Clifton Corridor TMA
- Clifton Corridor
- City Boundary
- County Boundary

2.0 PUBLIC INVOLVEMENT REGULATORY REQUIREMENTS

2.1 Federal Regulations

Adopted in August 2005, Section 6001 of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) [23 USC 139] provides guidance on both metropolitan and statewide planning processes, as well as explanations of new approaches for linking planning activities with the overall project development process, including National Environmental Policy Act (NEPA) requirements and associated implementing regulations.

Implementing regulations under SAFETEA-LU, published in the Federal Register on February 14, 2007, provide guidance on metropolitan and statewide planning processes in 23 CFR 450. Specific reference to public involvement for transportation planning studies and project development is made in Section 450.318, which states that, to the extent practicable, development of transportation planning studies shall involve consultation with, or joint efforts among, the MPO, state, and public transportation operator(s). In addition, these studies may now be used as part of the overall project development process consistent with the NEPA of 1969 and associated implementing regulations, provided that there is:

1. Involvement of interested state, local, tribal, and Federal agencies;
2. Public review;
3. Reasonable opportunity to comment during the development of the corridor and/or subarea planning study;
4. Documentation of relevant decisions in a form that is identifiable and available for review during subsequent NEPA scoping activities; and
5. The review of FHWA and FTA, as appropriate.

All public involvement techniques anticipated under this public involvement plan are designed to comply with these regulations.

2.1.1 Environmental Justice Strategies

In addition to providing guidance for metropolitan and statewide planning, there are Federal regulations concerning environmental justice. U.S. Executive Order 12898 defines environmental justice as the fair treatment and meaningful involvement of all people – regardless of race, ethnicity, income, or education level – in transportation decision-making. Environmental justice programs promote the protection of human health and the environment, empowerment via public participation, and the dissemination of relevant information to inform and educate affected communities. All environmental justice outreach activities anticipated under this public involvement plan will meet these regulations.

The Clifton Corridor AA public involvement plan includes an Environmental Justice program that is designed to build and sustain meaningful participation for all stakeholders. Specifically, the technical approach will include:

- Coordination with area organizations that represent the interests of environmental justice populations of concern, including the Atlanta Regional Commission (ARC) Environmental Justice Planning Team, the Metropolitan Atlanta Transportation Equity Coalition (MATEC) and the Latin American Association;
- Distribution of project information via minority publications, faith organizations, schools, social and community organizations;
- Translation services to ensure suitable communication;
- Benefits and Burdens Analysis of the Locally Preferred Alternative; and
- Accessible formats to ensure appropriate communication media for the disabled.

2.1.2 New Starts Program

The FTA New Starts program is the Federal government's primary financial resource for supporting locally planned, implemented and operated transit guideway capital investments. As such, the two primary means to ensure conformance with New Starts are through agency coordination and public involvement techniques.

Agency Coordination

The study approach for the Clifton Corridor AA is designed to capitalize upon the previous work completed in the corridor with the objective of formally orienting the study into the required steps of the FTA project development process. In order to ensure consistency with their project delivery process, FTA coordination will occur at critical milestones for comment and overall guidance in continuing the Clifton Corridor initiative through the FTA project development process. Beyond an initial scoping meeting, FTA coordination will also take place to gather input on the following milestones:

- Problem statement and goals, as well as the Purpose and Need statement developed for the study - December 2009
- Tier 1 Analysis conducted for the study – June 2010
- Tier 2 Analysis and adopted LPA - November 2010

In addition, coordination with the FTA will also take place during the development of the Initial Screening Model and update of the ARC's regional travel demand model, which is described in the following section.

Public Involvement

Projects that may seek New Starts funding, such as the Clifton Corridor AA, must emerge from a locally driven, multimodal transportation planning process.

Public values will be incorporated into the transportation planning and project development process by:

- Collaboratively defining the problem to be solved with a wide range of stakeholders;
- Identifying the public and agency issues to be considered;
- Developing possible alternative solutions to the problem;
- Translating public and agency issues and objectives into evaluation criteria;
- Evaluating and comparing alternative solutions; and,

- Selecting a locally preferred alternative.

2.2 State Policies

The Georgia Planning Act was adopted by the General Assembly in 1989 as a means to encourage better management of growth in the booming areas of the state while encouraging the less prosperous parts to avail themselves of opportunities for growth. The Act established a "bottom-up," comprehensive planning approach initially to be conducted at the local government level, then at the regional and state levels. Prior to the adoption of transportation plans, regional development centers must actively involve local governments, private sector interests, other special interest groups, and the general public throughout the region in all phases of the regional planning process. The public involvement activities identified for the MARTA Clifton Corridor AA project are consistent with the Act.

The Georgia Department of Transportation (GDOT) Office of Planning has a Public Involvement Plan that represents a conscious effort to create more proactive programs and initiatives that form additional partnerships and provide greater opportunities to involve citizens in transportation planning. The MARTA public involvement plan is consistent with many of the public involvement strategies recommended by GDOT.

2.3 MARTA and Regional Practices

MARTA has a long-standing policy and practice of extensive public participation in all service related decisions. Modifications to service and changes in fees require public involvement. The Clifton Corridor AA is consistent with these policies and practices. Thus, public involvement activities undertaken as part of the Clifton Corridor AA will be coordinated through the MARTA's External Affairs as appropriate.

The ARC defines its commitment to public engagement in the transportation planning process in its Transportation Public Involvement Plan. ARC has several policy goals for public involvement. ARC aims to include opportunities for citizens to engage in early, open and accessible decision-making which includes seeking advice and guidance from low-income and ethnic communities. The Clifton Corridor AA public involvement plan is based significantly on this regional policy framework and guidance.

The Georgia Regional Transportation Authority (GRTA) outlines its commitment to public involvement in "The Public Involvement Program" section of its Title VI Program document. The plan requires GRTA to undertake a mix of traditional and innovative techniques to reach the public including: educational outreach, formal and informal meetings, legislative briefings, the Equity Advisory Committee, the Policy Council, the Citizens Academy, the Chamber of Commerce/Business Organization Partnership, website, media outreach, public comment hearings and database. The Clifton Corridor AA public involvement plan is aligned with GRTA's program to ensure maximum public participation.

3.0 PUBLIC INVOLVEMENT FRAMEWORK

The mission of public outreach in the Clifton Corridor AA is three fold: inform, invite and communicate. First, it is important to inform the public of the purpose and progress of the Clifton Corridor AA study – local issues, alternatives to be considered and potential impacts. Second, inviting participation in the planning process is critical to building consensus for the conclusions and recommendations of the study. Third, the study participants, the general public, affected agencies and elected officials must communicate their perceptions, opinions and ideas throughout the entire course of the planning process.

The study area encompasses a number of local, regional, and state agencies responsible for formulation of policies and implementation of transportation projects that may result from the Clifton Corridor AA. Coordination efforts with local municipalities and other various agencies will include reviewing technical memoranda, identifying key concerns and priorities, and soliciting information regarding community perspectives on public transportation needs. The agency involvement process is also structured to provide insight and recommendations regarding public/private partnership initiatives that may potentially lead to funding or other assistance during subsequent stages of the project development process.

3.1 Public Involvement Plan Goals

The primary goals of the public involvement for this study are:

- **To consult with local officials, agency representatives and staff to gather their ideas for transportation solutions.** This process will rely heavily upon the knowledge and experience of local officials, agency representatives and staff. It is recognized that these individuals who interact with the community on a regular basis will be a key source of information and insight.
- **To consult with community stakeholders and gather their ideas for issue identification and the creation of solutions.** This process is an opportunity for the community to voice their concerns and opinions about the current state of transportation in the study area. Coordination with primary users and residents will provide invaluable insight to this process.
- **To inform and involve the public throughout the process.** Public involvement tools will be utilized to: 1) educate, 2) listen to, and 3) learn from the public early and often throughout the project schedule. The success of this planning process depends on the cooperation and support of the public. It is our goal to ensure that anyone affected by transportation in the study area has an opportunity to provide input at key technical milestones during the Plan's development.

3.2 Coordination Agencies

The known cooperating and participating agencies, as well as other key stakeholders for the Clifton Corridor AA project are listed in **Table 1**. This list will continue to grow as the project progresses and each entity listed below will be included in the project database. Through early identification of key stakeholders MARTA and CCTMA will establish a working relationship with the community, be able to take its pulse as the study moves forward, and as necessary make course corrections. However, this is only an initial list; it is not meant to be all-inclusive. As the public involvement plan is a “living” document, this list will be further refined during each phase of project development.

Table 1 – Potential Stakeholders

<p>MARTA Leadership Board of Directors Planning External Affairs and Media Equal Opportunity</p>	<p>Emory/CCTMA Leadership CCTMA Board of Directors Emory University Transportation Emory Office of Governmental Affairs Emory Office of Campus Planning</p>
<p>Planning Partners/Govt. Agencies Atlanta Regional Commission Atlanta NPU B Atlanta NPU F Environmental Protection Agency Georgia DOT Georgia EPD Georgia Regional Transportation Authority Federal Transit Administration Transit Implementation Board City of Decatur Planning Department City of Decatur Development Authority City Schools of Decatur City of Atlanta Board of Education City of Atlanta Planning Bureau DeKalb County Planning & Development DeKalb County Planning Commission DeKalb County Community Council #2 DeKalb County Community Council #3 DeKalb County Transportation DeKalb County Board of Education Fulton County Planning CSX Railroad</p>	<p>Elected Officials Atlanta Mayor Shirley Franklin Atlanta City Council Members Decatur Mayor Bill Floyd DeKalb County Board of Commissioners Fulton County Commissioner Ga. Sen. David Adelman Ga. Rep. Stephanie Stuckey Ga. Rep. Mike Jacobs Ga. Rep. Pat Gardner Ga. Rep. Stacey Abrams Ga. Rep. Nan Grogan Orrock Ga. Rep. Mary Margaret Oliver Ga. Rep. Kathy Ashe Ga. Sen. Emanuel Jones US Rep. Hank Johnson US Sen. Johnny Isakson US Sen. Saxby Chambliss</p>
<p>Community Groups Alliance to Improve Emory Village (AIEV) Lois Berthaume, Chair Druid Hills Civic Association Dick Shuey, President Clairmont Heights Civic Association Charlie Bleau, President Harwood Condominium Association Morningside Lenox Park Association Lindbergh LaVista Corridor Coalition, Inc. Henry Batten, President Briarwood Hills Civic Association Mary Leight Engram, past president Briarcliff Woods Civic Association Mason Mill Civic Association Harvey Nation, President Victoria Estates Clifton Community Partnership Betty Willis, Executive Director Bike Emory Student Activity and Academic Center (Clairmont Campus) Burnt Fork Watershed Alliance Clairmont-Great Lakes Neighborhood Association Laurel Ridge Civic Association Leafmore-Creek Park Hills Neighborhood Association Medlock Area Neighborhood Association</p>	<p>Employers/Business Interests Emory University Wesley Woods Center Emory Conference Center Hotel Emory Inn DeKalb Chamber of Commerce The University Inn Toco Properties VA Medical Center VA Regional Office Centers for Disease Control Fernbank Museum of Natural History Fernbank Science Center Michael C. Carlos Museum Callanwolde Fine Arts Center Druid Hills Golf Club DeKalb Medical Center Emory Healthcare MARTA Children's Health Care of Atlanta</p> <hr/> <p>Print Media Outlets Atlanta Journal Constitution DeKalb Neighbor The Champion Creative Loafing Fulton County Daily Report</p>

Toco Hills Lindridge Martin Manor (LMMNA)	Atlanta Daily World Atlanta Business Chronicle Decatur Dispatch Decatur Focus Emory Wheel
Environmental/Special Interest	Schools
Clean Air Campaign Georgia Conservancy Georgians For Better Transportation MATEC Atlanta Bicycle Coalition PATH Foundation Latin American Association PEDS	Emory University Druid Hills High School Ben Franklin Academy City Schools of Decatur City Schools of Atlanta Agnes Scott
	Libraries
	Maud Burris Library Avis G Williams Library Emory University Law Library Woodruff Library

3.3 Relationship to Study Milestones

This Public Involvement Plan outlines specific activities designed to educate and inform the public. These activities are tied directly to the anticipated completion of technical tasks and key milestones of the project. **Table 2** below represents how public involvement activities will tie in to technical work tasks. The work flow diagram in **Figure 2** shows public involvement tasks within the context of the overall study timeline.

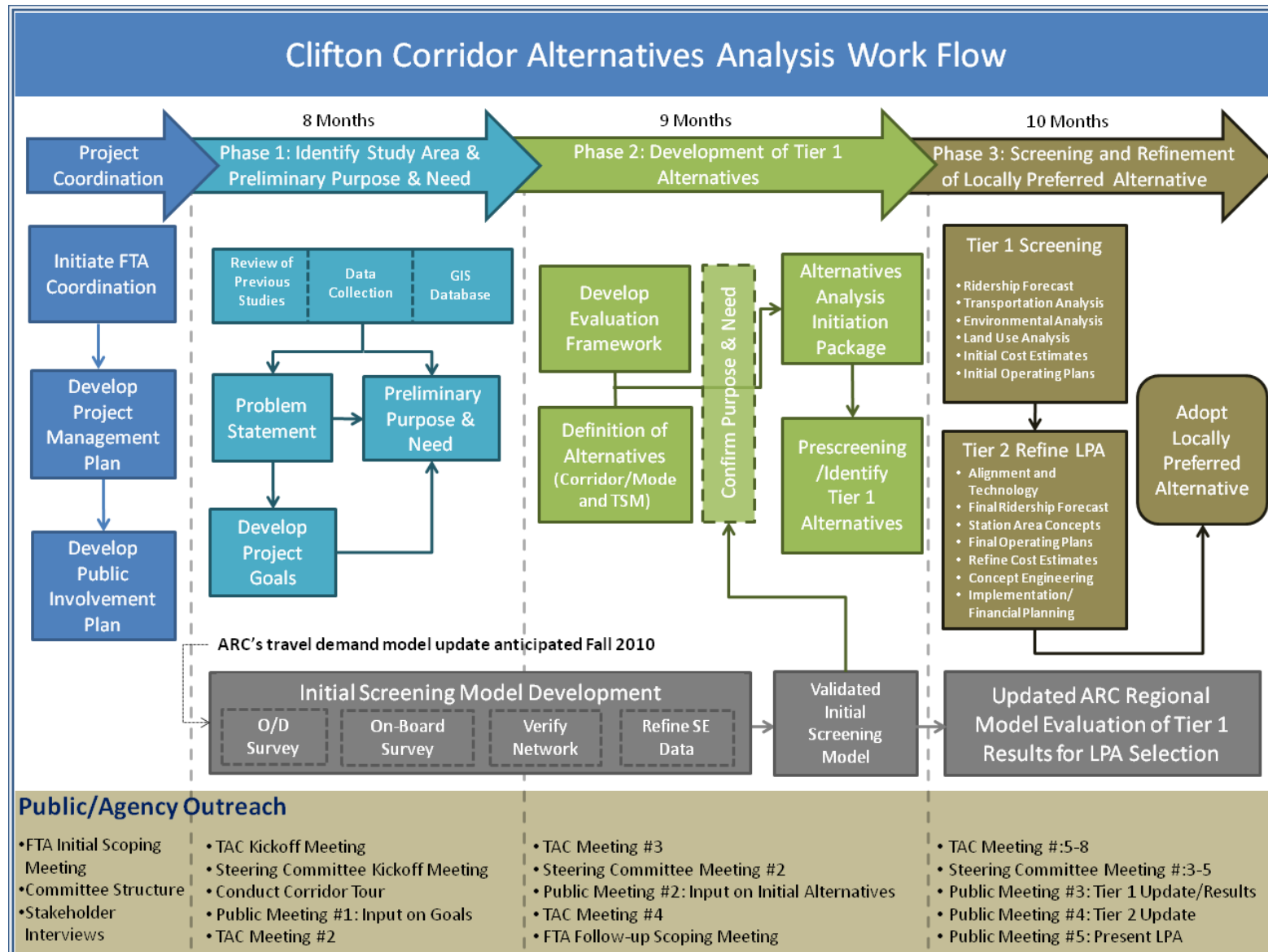
A more detailed description of the public involvement techniques to be implemented during the Clifton Corridor AA is provided in Section 5.

Table 2 – Public Involvement Activities Relation to Work Tasks

Phase	Milestones/ Deliverables	Public Involvement Activities	Purpose
Mobilization	FTA Initiation Booklet	Public Involvement Plan	Establish overall public involvement strategies for the project
	Project Work Plan		
	Public Participation Plan		
Identify Study Area and Preliminary Purpose and Need	Baseline Conditions Assessment*	Stakeholder Interviews Technical Advisory Committee (TAC) Kickoff Meeting Launch Project Website Newsletter #1	Introduce project to those most knowledgeable and gather input on key issues within the corridor
	Baseline Conditions and Preliminary Purpose and Need Report	TAC Meeting #2 SAC Meeting #1 Public Meeting #1	Present baseline conditions analysis and gather input on Purpose and Need
Development of Tier 1 Alternatives	Evaluation Framework Report*	TAC Meetings #3-4 SAC Meeting #2 Public Meeting #2 Newsletter #2	Present and gather input on evaluation criteria and initial alternatives
	Definition of Tier 1 Alternatives Report		
	Sub-Area Model Development Report		
Screening and Refinement of LPA	Tier 1 Ridership Forecasting Results Report	TAC Meeting #5 SAC Meeting #3 Public Meeting #2 Newsletter #3	Present and gather input on Tier 1 Analysis
	Tier 1 Screening Report		
	Identification of Locally Preferred Alternative Report	TAC Meetings #6-7 SAC Meeting #4 Public Meeting #4	Present and gather input on LPA Analysis
	Refinement of Locally Preferred Alternative Report	TAC Meeting #8 SAC Meeting #5 Public Meeting #5	Present refinement results and/or LPA for approval

* - Denotes deliverables not called out in the Scope of Services

Figure 2 – Clifton Corridor Work Flow



4.0 PUBLIC INVOLVEMENT TECHNIQUES

4.1 Branding

The project team will ensure that the study has its own identity by way of branding. The look and logo will be reviewed and approved by MARTA and the CCTMA. This activity will take place during the initiation of the study. Upon its selection, the branding established will be carried forward to represent later phases of project development.

4.2 Database Development

This study will rely upon established contact databases from previous and current MARTA/CCTMA projects. These databases will be combined to create a master record of names, addresses, affiliations, phone numbers, and email addresses. This list will assist us in readily contacting people with announcements of upcoming events, meeting invitations, and other important project information. It will demonstrate attempts to reach, involve and communicate with many impacted by the project. Efforts will be made to ensure that the list includes members of the EJ community. The list will be updated throughout the course of the study. Upon completion of the AA, this database will be used as a starting point for the public involvement database in future stages of project development. Therefore, the database created for this effort will be continually updated throughout the life of the project well beyond the AA phase of development.

4.3 Stakeholder Interviews and Briefings

A stakeholder interview is a one-on-one discussion with an individual recognized as a community leader, elected or appointed official, agency staff member and/or neighborhood activist from across the region. Such interviews will be conducted as part of the interagency coordination strategy and task of early identification of issues. The stakeholders identified will represent various audiences and target groups expected to participate in the planning process. The main purpose of a stakeholder interview is an early exchange of information on goals and the study process. The interviews will allow the project team to learn about the stakeholder's perceptions of MARTA and CCTMA, the planning process and the political climate in which the Clifton Corridor AA study will unfold.

Tapping into the knowledge and insight of stakeholders may uncover additional individuals who should be contacted and involved in the participation process. Moreover, the interviews will rapidly provide detail on the sensitive aspects and priorities that are difficult to bring forth and address in a public meeting setting. In addition, the interviews will increase MARTA's and CCTMA's credibility by demonstrating an interest in the community. The interview technique will be most effective in enhancing the understanding of opposing viewpoints and accurately documenting them for the record. Approximately 15 interviews will be conducted in the beginning of the project and additional interviews may be scheduled at key milestones later as the analysis of alternatives advances. In addition, the study team will conduct periodic briefings for officials. The majority of the interviews will be conducted early on, whereas briefings may occur throughout the study.

4.4 Coordination with Other Studies

In addition to the Clifton Corridor AA, there are other studies being undertaken by MARTA and/or its regional partners. Three major efforts include:

- BeltLine Tier 1 Environmental Impact Statement
- Upcoming I-20 East Alternatives Analysis
- Upcoming Regional Transportation Plan Update

In order to limit duplication of efforts and to ensure a consistent message is presented by the study team for the Clifton Corridor AA information regarding the study and public involvement activities will be coordinated with those from these and other relevant studies.

4.5 Study Area Tours

Two corridor tours will be taken. The first will be taken with the project team and CCTMA and MARTA staff. The second will be taken with and project stakeholders as the first Technical Advisory Committee Meeting. These tours will help to identify issues to be addressed in the study. The intent and focus of the tour is to familiarize participants with the physical locations of possible alignment alternatives as well as, the communities affected by the study. These trips may occur periodically based upon needs that arise during the course of the study.

4.6 Traveling Displays

Throughout the course of the study, opportunities may arise to present and/or gather information about the Clifton Corridor AA by participating in gatherings, special events, festivals, etc. that take place within the corridor. In order to capitalize on these opportunities, the study team will develop a traveling display that would present information about the study, ways to get involved, and offer the opportunity to provide comment on ongoing activities. In some cases, the display will be accompanied by study team staff to solicit comments and answer questions.

4.7 Public Meetings

A series of five public meeting opportunities will be scheduled at key milestones throughout the AA. A combination of traditional outreach meetings, open house events, and workshops will be utilized as appropriate in order to get the most out of each opportunity. Public meetings are proposed as follows:

- Public Meeting #1 (November 2009) – Introduce project scope and present baseline conditions analysis
- Public Meeting #2 (January 2010) – Input on initial alternatives, review evaluation framework, and provide input on alternatives (technology, station locations, alignments)
- Public Meeting #3 (July 2010) – Provide update on Tier 2 screening analysis and preliminary results
- Public Meeting #5 (October 2010) – Provide results of Tier 2 screening analysis and recommendation for LPA.

All public meetings will be advertised to the public through newspaper display ads, email blasts, coordination with the SAC and TAC, Facebook posts and coordination with the ARC's Public Involvement Advisory Group, in addition to other methods.

Informational boards and/or posters can also be developed and placed in locations where people frequently visit along the corridor such as libraries, government buildings, and gathering spots on the Emory Campus. Boards/posters will include project information such as the study's website, purpose/objectives, and details on how the public can become informed and involved in the project.

4.8 Stakeholder Advisory Committee

The SAC will serve as an advisory body and provide policy guidance in the development of the technical aspects of the Clifton Corridor AA study. The SAC will consist of individuals appointed by MARTA and CCTMA and will participate in up to five (5) meetings. The SAC will meet regularly to discuss study developments and participate in decision-making. The purpose of the SAC is multi-faceted:

- Allows MARTA and CCTMA to build partnerships and share information with its major planning partners and stakeholders. The SAC provides a continuing forum for direct input into the planning process and is a known opportunity for people to participate. It is a forum of education, exchange, understanding, questioning and clarification.
- Acts at the punctuation points of the technical planning process. By meeting at key project milestones, SAC meetings will serve as a check and balance on plan development in terms of political consensus and meeting the diverse needs of a broad-based constituency.

Prior to each committee meeting a detailed agenda will be developed as part of a working facilitation plan. Meetings will emphasize consensus building during the development of system alternatives and evaluation phase. Therefore, the meetings of the SAC are proposed to follow those of the public meetings.

- SAC Kickoff Meeting (November 2009) – Review scope/schedule and expected input throughout study
- SAC Meeting #2 (January 2010) – Input on initial alternatives, review evaluation framework, and provide input on alternatives (technology, station locations, alignments)
- SAC Meeting #3 (April 2010) – Review/approve prescreening results and confirm Purpose and Need
- SAC Meeting #4 (July 2010) – Provide update on Tier 2 screening analysis and preliminary results
- SAC Meeting #5 (October 2010) – Provide results of Tier 2 screening analysis and recommendation for LPA.

All meetings will be conducted as facilitated workshops and will include technical presentations as appropriate. On occasion, the committees will be requested to brainstorm and discuss findings and recommendations.

4.9 Technical Advisory Committee

A TAC will be developed to guide the project team on key technical components of the study, ensuring technical proficiency during the process. The TAC will be instrumental in conducting interagency coordination, utilizing the collective expertise of this committee to develop and analyze study alternatives. The TAC will allow planning partners an early opportunity to provide input and weigh in on study issues and solutions. This group will convene up to eight (8) times at key milestones.

- TAC Meeting #1- Project Kick Off/Identify Study Area/ Preliminary Purpose and Need (October 2009)
- TAC Meeting #2 - Finalize Purpose and Need (November 2009)
- TAC Meeting #3 - Development of Tier 1 Alternatives (December 2009)
- TAC Meeting #4- Refinement of Tier 1 Alternatives (February 2010)
- TAC Meetings #5-8 - Screening and Refinement of Locally Preferred Alternative
 - Meeting #5: April 2010
 - Meeting #6: June 2010
 - Meeting #7: August 2010
 - Meeting #8: October 2010
- Though participation has not yet been confirmed, it is anticipated that the following agencies and associated staff will be asked to participate as members of the Technical Advisory Committee:
 - MARTA
 - CCTMA
 - Atlanta Regional Commission
 - City of Atlanta
 - Atlanta BeltLine, Inc.
 - City of Decatur
 - DeKalb County
 - Fulton County
 - Georgia DOT - Planning Division
 - Georgia DOT Intermodal Division
 - Georgia Regional Transportation Authority
 - Georgia Environmental Protection Division
 - CSX Railroad
 - Norfolk Southern Railroad
 - US Environmental Protection Agency
 - Federal Transit Administration

The appropriate contacts from MARTA and CCTMA will be added based on coordination with these agencies.

4.10 Newsletters/Fact Sheets/Outreach Materials

Newsletters, fact sheets and visual presentations are essential public information materials that will provide straightforward information to the public about the Clifton Corridor AA. The newsletters will contain up-to-date project information allowing the reader to follow the technical steps of the study and to understand how decisions are being made. The newsletters will be written in a clear, concise, and user-friendly format and will be widely distributed to the study mailing list. The newsletters will contain information on what to do to respond, comment, get more involved, or get on the mailing list for the Clifton Corridor AA. Renderings, simplified diagrams and other visual tools may be included in the newsletters to communicate the various alternatives under consideration. The target audience of the newsletters is the broader public and goes beyond those who attend public meetings. Ultimately, the newsletters will demonstrate that MARTA and CCTMA understand and value communication with the public. Newsletters will be published to coincide with key milestones:

- Newsletter #1 (October 2009) – Introduces the project; bridge information from previous studies to the AA; present schedule and outreach activities
- Newsletter #2 (February 2010) – Presents the results of Tier 1 screening analysis and alternatives to be carried further
- Newsletter #3 (July 2010) – Presents the LPA and rationale behind the selection

Other brochures and fact sheets will be prepared as necessary to support public involvement and education needs.

4.11 Project Website

A project-specific webpage will be developed as sub-section within the existing MARTA website. This page will be linked to and from the CCTMA website to ensure that information is synchronized between both organizations. The Clifton Corridor webpage will be launched in conjunction with the unveiling of MARTA's new website (to be launched summer 2009), and it will enable people to give and get information when they want it – reading and commenting online at the time of their choice. People will be able to post opinions, suggestions and project comments without having to attend meetings. Additionally, the newsletters, fact sheets and other study related material will be posted on the site so that up to date information is readily available to the public. Through the webpage, the study team will foster education, participation and greater information sharing as well as supplement its other public outreach activities. Study team staff will work closely with the webmasters at MARTA and CCTMA to ensure that content is approved and uploaded in a timely fashion.

4.12 Speaker's Bureau

Throughout the course of the study, members of the study team will be available to make presentations to various interested groups within the study area which could include churches, business associations and community groups. All speakers bureau presentations and the information presented will be approved by MARTA and CCTMA. It is assumed that a maximum of twenty (20) engagements will be conducted throughout the course of the study.

4.13 Social Media

Realizing that more and more people get their news and information from alternative sources, the Public Involvement team will create a social media presence as an additional, cost effective method for educating and receiving feedback from the public.

Free social networking tools, such as Facebook, allow users to receive information and communicate with others exchanged on their cell phones or by logging on to the Web – both of which can be done in a mobile environment. These tools allow the project team to stay connected to the commuters, area employers and employees, and neighbors with real-time information about the study, public meetings and outreach opportunities. This tool is especially effective in engaging younger audiences, particularly Emory students, which will be necessary to ensure project success.

As part of the public involvement activities, the project team has coordinated with MARTA staff to develop a clear strategy for its use of social media. A Facebook page has been constructed for the Clifton Corridor AA. This page will allow Facebook users to be a “fan” of the study and receive e-mail messages and posts about progress in the study and information about upcoming public meetings. The fan page will not allow fans of the study to post messages, and will not require day-to-day monitoring.

4.14 Media Relations

Media relations are a method that informs stakeholders about the Clifton Corridor AA primarily through newspapers, radio, and television. Working with MARTA and CCTMA's communications departments, the Clifton Corridor AA study team will provide logistical, creative and administrative support to disseminate information to the media about the intent, progress, findings and recommendations for the Clifton Corridor AA. By proactively framing the media message, MARTA and CCTMA will focus the public's attention, avoid the spread of misinformation and build understanding on the need and benefits of regional transit. The media will be an important resource for people who have little time to attend meetings or participate in other public outreach events.

It is assumed that the communications staffs for both MARTA and CCTMA have a database media contacts. Should the need arise, the consultant team will assist MARTA and CCTMA staff with identification of media contacts and distribution of approved media releases. All correspondence with the media will be conducted by MARTA or CCTMA staff.

5.0 PUBLIC INVOLVEMENT TEAM AND EVALUATION

The roles and responsibilities for the public involvement program are shared between MARTA, CCTMA, JJG and Sycamore Consulting, Inc. While the day-to-day activities will be conducted by Sycamore and JJG, coordination between the project consultant team, MARTA and CCTMA as well as their government and/or community affairs departments will be key to the success of the public engagement plan.

Table 3 outlines the major public involvement tasks and team members responsible for development and implementation of these tasks and the key performance measures that will define success. It should be noted that other members of the study team, based on the technical nature of the information being presented, will also participate in public involvement activities. At the completion of each milestone or task, the study team will evaluate the success of each task based on the plan performances listed below. Based on plan performance, existing communication and outreach techniques may be modified and new techniques added to ensure plan success. Thus, any modification to the public involvement program will be approved by MARTA and CCTMA. At a minimum, the overall performance of the PIP will be evaluated at the following stages (per **Table 2** on page 8) of the Clifton Corridor AA:

- December 2010 – Following the initial round of activities to present the baseline conditions analysis and gather input on Purpose and Need
- May 2011 - Following the round of activities to present and gather input on Tier 1 Analysis

Table 3 – Public Involvement Responsibilities

Task	Team	Evaluation Measures
Project Branding	MARTA, CCTMA, JJG	None
Stakeholder Interviews	MARTA, CCTMA, JJG, Sycamore	<ul style="list-style-type: none"> • Number of interviews • Stakeholder feedback
Corridor Database/Mailing List	MARTA, CCTMA, Sycamore	<ul style="list-style-type: none"> • Number of contacts • Number of mailings
SAC	Sycamore, JJG, MARTA, CCTMA	<ul style="list-style-type: none"> • Number of participants • Number of meetings • SAC feedback
TAC	Sycamore, JJG, MARTA, CCTMA	<ul style="list-style-type: none"> • Number of participants • Number of meetings • TAC feedback
Public Meetings	Sycamore, JJG, MARTA, CCTMA	<ul style="list-style-type: none"> • Number of meetings • Number of attendees • Number of comment • Number of responses
Project Website	JJG, MARTA, CCTMA	<ul style="list-style-type: none"> • Number of hits • Number of comments received • Number comment responses
Newsletters	MARTA, CCTMA, JJG, Sycamore	<ul style="list-style-type: none"> • Number of newsletters distributed
Social Media	MARTA, CCTMA, Sycamore	<ul style="list-style-type: none"> • Number of Friends/followers • Number of updates • Number of comments
Final Public Involvement Report	MARTA, CCTMA, Sycamore	None