



# Clifton Corridor Transit Initiative Environmental Impact Statement

## **Public Involvement Plan Update**

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**July 2015**

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## 1.0 OVERVIEW AND PURPOSE

### 1.1 Introduction

The Public Involvement Plan (PIP) provides a framework for public engagement and agency coordination activities during the Clifton Corridor Phase 2 Environmental Review and Project Planning (henceforth referred to as the Project). The PIP describes the strategies to be employed, the policy framework that guides activities, the stakeholders' committee structure, and the relationship of activities to major project milestones.

An important component to the PIP is the Communications Strategy (found in Appendix B) which provides detail regarding key messages to be communicated, target audiences, project vision and goals, and methodologies for engaging the public. The PIP is a living document and therefore will be updated on an as needed basis.

The PIP is consistent with the applicable local, State and Federal policies for agency coordination and public involvement.

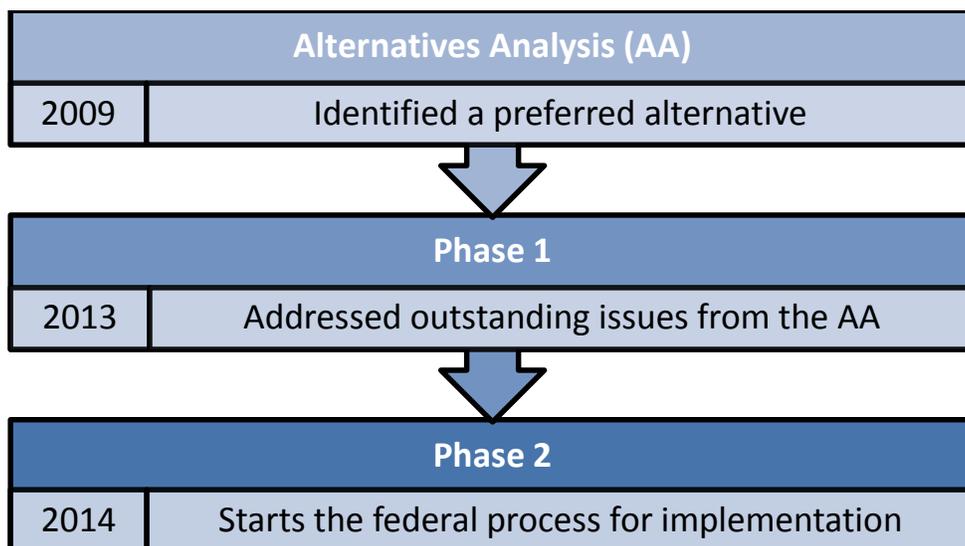
### 1.2 Purpose of Plan

The purpose of the PIP is to provide guidance for obtaining meaningful input from the community. It will build upon previous public outreach efforts carried out during earlier phases of the Project.

### 1.3 Study Overview and Background

Dating back to the year 2000, rigorous analyses and studies have been conducted within the Clifton Corridor. The Project began in 2009 with an Alternative Analysis (AA). The AA culminated with the identification of a locally vetted alternative (i.e. commonly referred to as a Locally Preferred Alternative). This locally vetted alternative was later adopted by the MARTA Board in April 2012. In 2013, Phase 1 was initiated to begin pre-NEPA activities. The objectives for Phase 1 consisted of refining geometric, cost and ridership aspects of the locally vetted alternative to identify more cost effective design options. **Figure 1** illustrates the progression and development for the Clifton Corridor Project over the years.

**Figure 1: Progression of the Clifton Corridor Project**



**Clifton Corridor Phase 2 Environmental Review and Project Planning  
Public Involvement Plan Update**

For Phase 2, environmental planning and project development efforts will continue. Ultimately, these efforts will conclude with the completion of the environmental analysis and attaining a Record of Decision (ROD) so that the Project can advance to design and implementation.

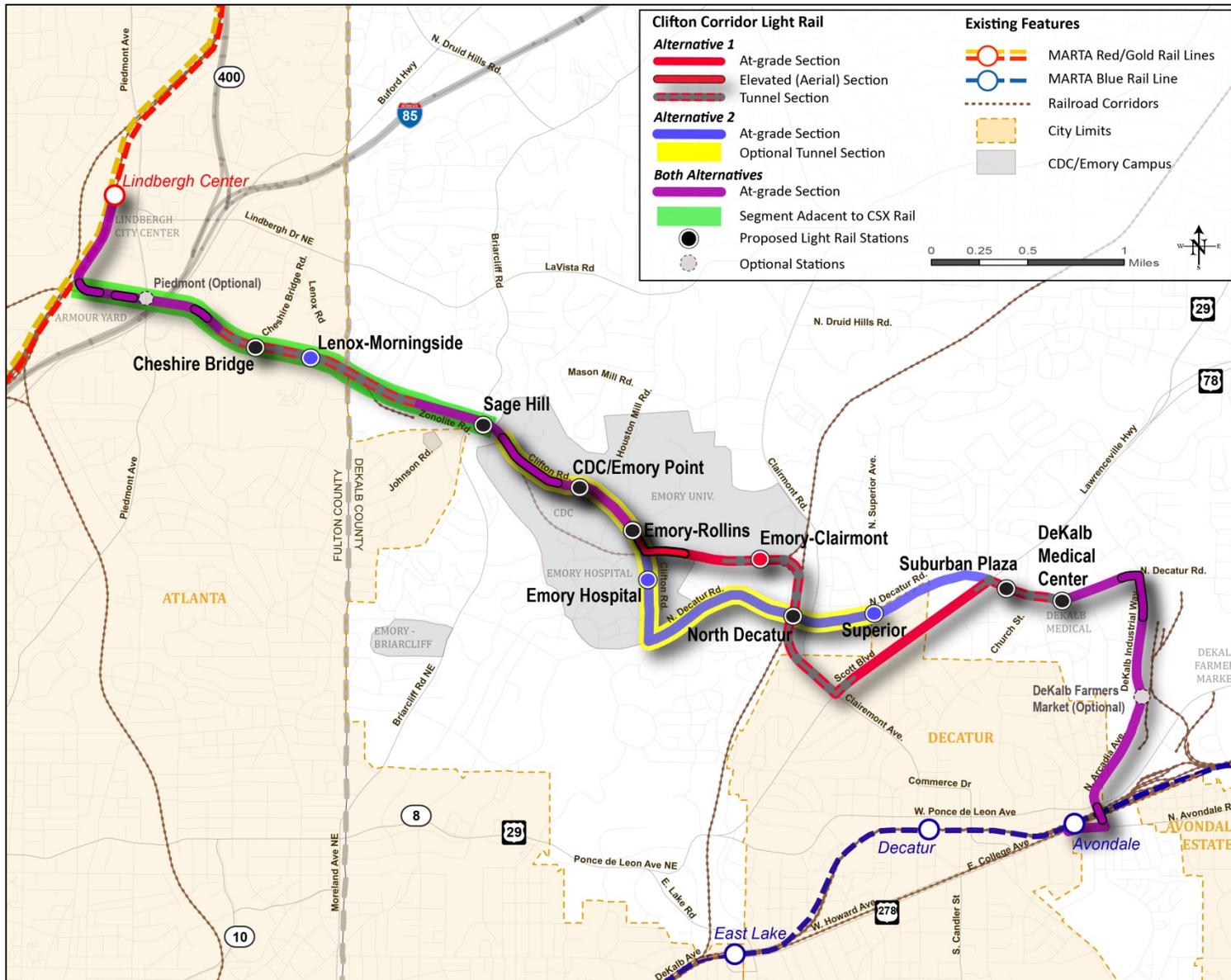
A map of the alternatives along with the latest design options is presented in **Figure 2**.

For Phase 2, the nomenclature for the Clifton Corridor alternatives has been modified from that used during the Phase 1 process. Table 1-1 provides the new nomenclature along with the previously used names.

**Table 1-1: Nomenclature for Alternatives**

<b>Current Names for Phase 2</b>	Phase 1 Names
<p><b>Alternative 1</b></p> <p>Would provide 8.56 miles of new light rail service with the same general alignment as the adopted LPA, but with engineering modifications such as an extended tunnel near the Cheshire Bridge Station.</p>	Refined LPA
<p><b>Alternative 2</b></p> <p>The 8.48 mile alignment is generally the same as the LPA from Lindbergh Center Station to Gatewood Drive, but is at-grade and continues along Clifton Road to provide better access at the heart of the Emory University campus.</p>	Alternative 1B
<p><b>Design Option C</b></p> <p>The 8.86 mile alignment is generally the same as the at-grade option, but utilizes a tunnel from a point east of Old Briarcliff Road to a point just west of Superior Avenue.</p>	Alternative 1C

Figure 2: Refined Alternatives & Design Options



## **2.0 PIP STRATEGIES AND PROJECT DEVELOPMENT**

The following sections describe the tasks to be carried out during public involvement and agency coordination. As previously mentioned, the Communications Strategy goes into further detail on the public engagement approach.

### **2.1 Scoping and Coordination**

The scoping process will identify issues and alternatives to be analyzed. It will also serve as an opportunity to garner additional feedback from the public and stakeholders relating to alternatives and the design options. If deemed necessary by MARTA, individual scoping meetings with Federal and State agencies will be scheduled. Generally, scoping meetings are held for both agency and public participation concurrently; however, certain circumstances or environmental resource concerns may require individual meetings with those respective entities (e.g. agency summits).

The following outreach activities will occur in support of the NEPA scoping process:

- Publish NOI in Federal Register which officially opens the NEPA scoping process
- Publish local advertisements in local media outlets and on the project website
- Invite participation of Federal, State, and local agencies through early notification letters
- Develop and circulate the NEPA Scoping report
- Organize, facilitate, and document the agency scoping meeting
- Develop and post web-based materials that invite stakeholder and public comment

### **2.2 Environmental Justice Outreach and Analysis**

There will continue to be special emphasis placed on providing input opportunities for underrepresented groups, such as low income and/or minority populations. FTA's August 2012 circular discussing Environmental Justice (EJ) populations will serve as guidance for this effort<sup>1</sup>. Effective outreach to Environmental Justice (EJ) communities will be key throughout the process, especially during the comment and review period for the DEIS and FEIS. To address challenges associated with outreach to some underrepresented groups, either due to language barriers, or utilizing inappropriate communication tools, the following steps will be taken:

- Preparing information for the Project in multi-lingual formats
- Using tag-lines that resonate with group interests

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<sup>1</sup> [http://www.fta.dot.gov/legislation\\_law/12349\\_14740.html](http://www.fta.dot.gov/legislation_law/12349_14740.html)

- Using the radio for public service announcements and interviews concerning the Project
- Working with faith-based groups to help with the dissemination of project information to their members via their most effective communication tools (e.g. church bulletins, organization websites)
- Assisting governmental agencies (e.g. DFACS, Atlanta Workforce Development Agency) with the dissemination of project information to their clients

## **2.3 Public and Agency Involvement**

Briefings to stakeholder committees will continue to be held at project milestones during project development. These committees include the Technical Advisory Committee (TAC), Stakeholder Advisory Committee (SAC), and the Project Steering Committee (PSC), all of which will be discussed later in the Agency Coordination section. Stakeholders will remain fully engaged through regular communications that provide project progress related to issues, recommendations, and decisions. Targeted outreach to stakeholders will assure a shared vision as the project moves through the respective stages of development. . The engagement strategies to capture, disseminate information and engage the residents, business community and general public during the project are described below:

### **2.3.1 Resident Public Involvement Strategy**

#### **2.3.1.1 Alignment Tours**

A series of stakeholder tours of the alignment will be conducted to provide a better understanding of the proposed alignments. In addition, the project team will gain a better understanding of the specific issues and concerns of the stakeholders.

The project team and MARTA staff will work together with community leaders to identify dates and potential routes as well as develop a list of residents/ stakeholders to invite on the tour. They will also work collectively to distribute invitations, notifications, background information, maps, handouts and other relevant information to facilitate the discussion.

Depending on a tour's route or distance, the tour may be conducted as a walking tour or bus tour. MARTA will provide the transportation for a bus tour. The project team will serve as tour facilitators.

#### **2.3.1.2 Community Meetings and Events**

For the purpose of process transparency, information gathering and project visibility, the project team will attend and participate in organized community meetings and events. Upon invitation by community and organization leaders, the project team will attend community meetings to present a project overview and participate in a Q&A session with attendees. While attending community events, the team will setup a booth/ tent with displays of the alignment, distribute project information/ literature and collect feedback via surveys or comment cards. Interactive activities and give-a-ways related to MARTA or the project will be available to solicit input. The project team will work with community and organization leaders throughout the process to develop a schedule of community meetings and events and to coordinate logistics.

## **2.3.2 Businesses Public Involvement Strategy**

### **2.3.2.1 Property/ Business Owner Database**

A comprehensive database of property owners, business owners and tenants along the corridor will be developed by the project team using a combination of resources including the DeKalb County and Fulton County tax parcel data; and business license data collected from City of Atlanta and DeKalb County Business License Departments. The property/ business owner database will be updated periodically with current contact information collected during corridor canvassing events and other outreach initiatives as the project progresses.

### **2.3.2.2 Corridor Canvassing**

Corridor canvassing events serve three purposes:

- Validate contact information and update the property/ business owner database;
- Distribute project information, meeting notices/ invitations to upcoming project events; and
- Develop relationships with business owners to encourage involvement throughout the life of the project.

The canvassing team, consisting of the project team and the MARTA Research and Analysis department staff, will utilize the comprehensive database of property/ business owners. The target area will include those commercial nodes fronting the corridor.

The canvassing team will work in pairs that include one member of the project team and one member of MARTA Research and Analysis staff. The team will be provided maps and property information logs including address, name of business, owner contact information, and other tax and business license information for the purpose of validating and updating the contact information. With the approval of the property/ business owner, a photograph of each property will be taken. The canvassing team will dress in MARTA shirts or project specific paraphernalia in order to be recognized.

### **2.3.2.3 Business Meetings**

Property owners and/ or business owners/ tenants will be invited to meet with the project team and MARTA staff during various stages of the process to review and discuss findings, challenges, concerns and impacts of the alignment and construction potentially affecting said properties. Over the course of several days, the team will facilitate one-on-one (invitation only) meetings for the purposes of providing attendees individualized attention.

These series of weeklong meetings will be held throughout Phase 2 to provide all affected property owners and/or business owners/ tenants an opportunity to participate. The project team will work with MARTA to schedule the meetings and identify meeting locations throughout the corridor. The business meeting invitations will be distributed to each business during canvassing and also mailed to the business address and property owners mailing address. Upon receipt of the invitation, property owners and/ or business owners/ tenants will be encouraged to schedule an appointment to attend the business meeting.

### **2.3.3 2.3.3 General Stakeholder Public Involvement Strategy**

#### **2.3.3.1 Intercepts**

Periodically throughout the process, the project team will conduct intercepts – an on-site exercise to gather meaningful feedback from the general public in a short amount of time. The intent is to intercept commuters on their way to/from their office, students on campus, and the general public in shopping areas and mixed use districts to provide project information such as handouts, fact sheets, business cards, etc. The intercept stations will be manned by the project team and include interactive multigenerational activities and give-a-ways as well as provide an opportunity for open-ended feedback. The project team will work with active businesses, major employers and campus operations regarding scheduling and logistics.

#### **2.3.3.2 Brown-Bag Lunch Series**

Recognizing that not everyone can attend public meetings, a series of information sessions at major employers will be convened during normal lunch breaks. These events will be designed to provide information to attendees and engage in discussion in an informal setting. The packed lunches will be provided by MARTA or supplied by the attendees. The following employers will be contacted to participate in the brown-bag lunch series:

- Emory Healthcare
- Centers for Disease Control – workers
- DeKalb Medical
- Children’s Healthcare of Atlanta
- Veterans Administration Hospital
- AT&T
- Avondale Estates
- MARTA
- Additional Major Employers to be identified.

#### **2.3.3.3 Public Meetings/ Public Hearings**

A public hearing for the Draft EIS and the Final EIS are required by NEPA. The project team will coordinate the public meeting logistics, print collateral, and communications. MARTA Government Affairs and Communications departments will also be involved in the logistics and communication distribution to media and local government representatives to ensure maximum public participation. PowerPoint presentations, handouts and display boards will be developed by the project team to help facilitate the information sharing process.

### **2.3.4 Agency Coordination**

The project team will build upon previous efforts to coordinate with the proper Federal, State, and local agencies for the critical components of regulatory compliance. As appropriate, the project team will coordinate with stakeholders regarding important project findings to ensure a smooth transition into the Project Development phase per MAP-21. The primary agency coordination goals for Phase 2 include the following:

- Identifying the cooperating and participating agencies with whom coordination is required
- Establishing the logistics for monthly meetings/briefings for interested parties
- Establishing the timing and forum for public input, specifically related to the two alternatives identified in Phase 1; and
- Describing the communication methods that will be implemented to inform the community about the project

Generally, agencies will serve in a technical role and therefore will be members of the TAC; however, not all agencies will have a role on the TAC or any of the other committees. Agency participation and role is based primarily on their required regulatory oversight for the Project.

#### **2.3.4.1 Technical Advisory Committee**

The Technical Advisory Committee (TAC) was established with agency representatives such as the Federal Transit Administration (FTA), Georgia Department of Transportation (GDOT), Atlanta Regional Commission (ARC), DeKalb County, and the Cities of Atlanta, Decatur and Avondale. The TAC was developed to guide analyses relative to technical elements, such as local land use, engineering, or unique conditions. The TAC would provide technical direction for the project and provides input on study issues and solutions. If deemed necessary, modifications to the TAC's membership will be made in coordination with MARTA.

#### **2.3.4.2 Stakeholder Advisory Committee**

The Stakeholder Advisory Committee (SAC) consists of representatives from a variety of area organizations, citizen and business organizations, faith- and community-based organizations, and advocacy groups in addition to area employers to provide policy guidance for alternatives development to ensure that community goals and concerns are addressed. Through participation in the overall Project Steering Committee (PSC), the SAC will continue to serve as an advisory body to offer insight and guidance in developing technical aspects during Phase 2. If deemed necessary, modifications to the SAC's membership will be made in coordination with MARTA.

#### **2.3.4.3 Project Steering Committee**

Formed during the AA phase, the Project Steering Committee (PSC) was a subset of stakeholders identified by MARTA that was a combination of both the Technical Advisory Committee (TAC) and the Stakeholder Advisory Committee (SAC), therefore the PSC provides a cross-section of agency representatives and members of the community. Their role will be to contribute to the decision making framework for project development by providing feedback on the purpose and need, alternatives and design options, and project findings as they become available. In some respects, the PSC will serve as a sounding board for MARTA to help further vet recommendations for the Project. The

PSC will continue guiding the direction of the Phase 2 process and participate in meetings and briefings as necessary. The PSC was scheduled for three meetings throughout the Phase 1 process; the number and frequency of meetings during Phase 2 for the PSC will be determined and coordinated with MARTA staff.

#### **2.3.4.4 FTA Coordination**

MARTA will continue to coordinate with FTA on an ongoing basis regarding project alternatives, analysis, and progress. This coordination will help to proactively position the project for expedited reviews during the New Starts process and other future project phases due to FTA's familiarity with the project.

Outreach to the public and agency stakeholders will adhere to the following protocol:

- Resident/ Business Community and General Public Outreach - the project team will lead these efforts, including meeting logistics
- Elected officials – MARTA's government affairs division will lead these efforts
- Agency stakeholders – MARTA staff will lead these efforts

#### **2.3.5 Project Communication and Media Relations**

The project team will continue to utilize multiple electronic media sources to promote the Phase 2 effort. Each communication tool will have its respective role, whereas collectively they will help garner promotion and support for the Project. These include but are not limited to electronic newsletters, websites, blogs, and social media.

When applicable, the project team will utilize traditional communication methods to provide for a more personal approach via individual phone calls face-to-face interaction. The database created during Phase 1 (i.e. PSC Database) has been updated and will be the source of contacts for mailing notices of upcoming meetings and other project activities. Additional updates to this database will be made on an as needed basis. A current stakeholder listing is provided in Appendix A.

Additional techniques and tools for project communication are discussed in the Communications Strategy (Appendix B) and summarized in the following bullet points:

- Media/presentation coaching for up to five MARTA spokespeople, focused on message development and delivery in the context of a news media interview and/or community group presentation
- Synthesizing information about the Project so that it is easily understood by the general public
- Establishing a continuous stream of Project information throughout the entire process (creating a "drumbeat")
- Engaging and re-engaging of executive-level stakeholders
- Quarterly meetings with the project team and MARTA Communications, Marketing and Government Affairs departments will convene to sync calendar of events and review/ update communication protocols as needed.

### **2.3.5.1 Project Collateral Materials**

The following collateral materials will be disseminated to the public in Phase 2. They will be written in a clear, concise, and user-friendly format, and will be distributed to stakeholders at public hearings, community meetings and events, intercepts, brownbag lunches, alignment tours and any other activities/ forums where the project team is in contact with the public.

- Fact Sheets - The fact sheets contain information on the project schedule, milestones, accomplishments, and other pertinent information about the project. The project team will update the fact sheets at key project milestones
- Business Cards – The business cards contain the project email address, webpage and project purpose. Also it denotes that social media interaction (facebook and twitter) is also available. These will be distributed at all public events and meetings.
- Alignment Maps – Maps of the alignment containing alternatives 1 & 2 will be available in large poster format and as handouts.
- Comment Sheets – The comment sheet contains fields for contact information; questions regarding project support and concerns; and space to write additional comments. Both an email address and mailing address are listed on the sheet for respondents to forward if unable to submit at time of receipt.
- Frequently Asked Questions – The 3-page FAQ tree document lists questions and answers for the most popular questions asked through the process.
- Alignment Tour Folders – Tour folders contain all the previously described collateral materials that will be made available to all tour participants. The folder will also be customized to include additional supplemental information that pertains to the specific tour alignment upon request by the community leader coordinating the tour.
- Project T-Shirts – Purple project shirts will be provided to the project team and are to be worn at public events to ensure visibility and uniformity when appropriate.

### **2.3.5.2 Project Website**

A project website will continue to be used to update the public on public meetings and the progress of Phase 2 activities. The website will also showcase images of project elements, project reports, as well as provide a means for the public to provide input or submit inquiries regarding the project.

### **2.3.5.3 Social Media**

The project team will continue to utilize social media outlets such as Facebook as a means for the public to provide input, opinions, or inquiries for the project. The presence on Facebook will either be active or passive; MARTA will provide guidance on how Facebook is utilized. The project team may determine that other effective social media applications may be useful, such as Twitter or Flickr; the use of these applications would be discussed with MARTA. In coordination with the project website and social media applications, a project blog will be launched. Updates to the blog will be made similar to that of maintaining a project journal.

#### **2.3.5.4 Media Contact List**

A media list was created during the previous phases of the Project, which was utilized on an as-needed basis to provide project updates and milestones. This media list consisted of local organizations, community groups, and local print media representatives only. The project team will update and expand the media contact for use in Phase 2 and will ensure that an adequate amount of media outlets serving the EJ community are included in the data base; some of these entities are already included in the updated stakeholder list in Appendix A.

#### **2.3.5.5 Surveys**

In addition to public forums, intercepts, brownbag lunches and the project website, the project team will use surveys as part of the public engagement strategy to solicit additional feedback about the project. There are several survey tools available, including web-based survey providers, paper/hardcopy surveys, and visual preference surveys to name a few. The most appropriate survey tool for the targeted audience will be utilized.

### **3.0 DOCUMENTATION**

#### **3.1 Public and Stakeholder Feedback**

Soliciting meaningful feedback throughout the process from the community and stakeholders is essential to the development of the project. It is imperative that the project team capture feedback via a summary report that is clear and concise following each public forum and event or through any data collection tool where feedback is collected. It is also important that if a response from MARTA is warranted, that it be identified in the summary report so that MARTA can respond accordingly.

#### **3.2 Public Involvement Summary Report**

A summary report documenting all public involvement activities utilized throughout the EIS will be developed. The document will include: (1) An updated Public Involvement Plan; (2) Public Process Communication Materials and Meeting Summaries; (3) Public Outreach Section summarizing the public outreach process and will be incorporated into the final report.

## APPENDIX B – COMMUNICATIONS STRATEGY

### Clifton Corridor Phase 2 Environmental Review and Development Planning COMMUNICATIONS STRATEGY

#### COMMUNICATIONS STRATEGY OVERVIEW

This communications plan moves from the most general information to more specific details, as is typical of plans of this nature.

- The document begins with a **top-level vision** of the future and the timing for key milestones.
- There is an outline of the **challenges** and **opportunities** presented by the Clifton Corridor project, which are essential for selecting the appropriate strategies and tactics.
- The **target audience** section lists all the people who are crucial for overcoming our challenges and meeting our goals, while the **desired thoughts/behaviors** section details what we need each audience to think and do in order to make progress toward these goals.
- The **key messages** section identifies factors that will encourage our target audiences to have the desired behaviors (and in turn get closer to the stated goals).
- The communications **goals** for the project are based on the **top-level vision** and the **challenges** and **opportunities** identified. For ease of reference, each goal is broken out with its own:
  - **Strategic approach**, which gives a topline overview of how the challenges will be mitigated through communications and how the goals will be addressed.
  - Suggestions for **objectives** to measure progress.
  - **Methodologies/tactics** that go into more detail about how specifically the approach will be implemented and the objectives met.

#### VISION FOR CLIFTON CORRIDOR

Implementation and construction of the Clifton Corridor Light Rail project will require extensive amounts of resources (i.e. funding, inter-governmental coordination); therefore it is essential to establish a vision, both short and long term, for the Clifton Corridor project. The following text provides the vision for the project.

- **By 2016...**
  - MARTA can demonstrate local support – letters from community leaders, and local funding sources
  - Federal, State and regional funding is also in place
  - Final rail alignment has been selected
  - Record of Decision from FTA received in March
- **By 2019...**
  - Complete Streets – bike lanes, sidewalks, branded bus service – are implemented

- Secure 50% of project's funding
- Land-use changes for higher density are approved
  
- **By 2024....**
  - Phase 1 of the light rail line is complete
  - Land-use changes/transit-oriented development in place

## **CHALLENGES/OPPORTUNITIES**

Identifying challenges and opportunities is crucial for developing a communications strategy. Outlining the obstacles that will be faced in reaching goals, and also the opportunities that exist for propelling the project forward will result in a more effective strategic plan. Tactics will be developed to help mitigate the challenges and take advantage of the opportunities.

### **Challenges**

- *Low Awareness/Visibility*
  - Knowledge is an issue – target audiences don't know about the project, its status, or that it is still moving forward.
  - Parts of the alignment are hidden to the naked eye (i.e. street view) and inaccessible to the public, so there is little understanding of the alignment.
- *Politics*
  - The Clifton Corridor and I-20 Heavy Rail/BRT transit projects may divide DeKalb County – there will not likely be funds to complete both. Stakeholders, particularly elected officials, will likely be split over the two projects.
  - Coordination of traffic control devices and measures may prove difficult across jurisdictional lines. This may have a negative effect on travel time reliability and, correspondingly, customer satisfaction.
  - Efforts will continue in coordinating with CSX regarding right-of-way, access, and project implementation.
- *Negative Image/Perceptions*
  - There is general apathy toward transit regionally (i.e. it is inexpensive to drive).
  - CSX's negative image along the corridor has impacted MARTA's as well.
  - Some groups may not feel MARTA is capable of pulling off such a large project.
  - Around the country, customers have been disappointed in LRT systems because they have unrealistically high expectations – both in terms of service delivery/trip timing and duration of the project (10 years+).
  - There is uncertainty over MARTA leadership's commitment to the project – MARTA executives are often torn in different directions, with day-to-day operations, as well as a host of major initiatives (i.e. Clifton Corridor, 400, I-20, TOD, Clayton County).
  - Some residents along the corridor may be displaced to make the light rail line a reality. There will be strong opposition to this and it could give the project a negative image.
- *Funding*
  - Identifying sources for funding the project (local and federal) may be difficult.

### **Opportunities**

- *Strong Support*
  - There is strong stakeholder support for the project.
  - When stakeholders who are unfamiliar become knowledgeable about the project, they tend to be supportive.
  - Neighborhood groups want to help disseminate information.
  - Working with MARTA's marketing and communications team on the Clifton Corridor efforts provides additional communications resources.
  - The FTA looks upon MARTA very highly – it has been referred to as the “golden child” in the region.
  - Clifton Corridor is a solid initiative – there is a favorable feasibility study with strong data to support it.
- *Regional Impact*
  - With its traffic congestion and limited parking, the corridor may represent the best argument for transit in the region.
  - Since the Clifton Corridor connects Northeast Atlanta/East Fulton with Central DeKalb County, the route can be promoted as connecting the region – not just Clifton Corridor.
  - The alignment links two existing rail lines – the first cross radial line in MARTA's system, and the first fully integrated transit in Atlanta.
- *Big Win*
  - Clifton Corridor is an opportunity for MARTA to demonstrate that it can deliver and to create a model/template for future projects, with traffic, transit and development working together.
  - The project creates the opportunity for new partnerships, public-private and public-public.
  - Increasing transit ridership – particularly choice riders with the young, professional, international students and workers in the corridor will be a tremendous opportunity. This will also help dispel the myth that transit is just for low-income people who do not have a car.

## **TARGET AUDIENCES**

Following is an overview of the target audiences for this communication strategy. Segmenting them here helps prevent audiences from being overlooked and also aids in the development of the look and tone of the printed and electronic content and helps identify opportunities for communications. Different tools will be used to reach the various audience segments. Different messages will be applied as well.

### **Primary**

1. *MARTA:*
  - Board
  - Executive Leadership and Managers
  
2. *Elected Officials*
  - Congressional delegation – who represent the corridor
  - DeKalb County Commission – particularly Jeff Rader and Kathie Gannon

- Atlanta City Council – particularly Alex Wan
- Mayors – Kasim Reed (Atlanta), Jim Baskett (Decatur), Ed Rieker (Avondale), Lakeside
- DeKalb CEO Lee May
- State government – Governor Nathan Deal, Georgia Department of Transportation Board members that represent Congressional districts within study area and the DOT Commissioner

3. *Major Employers*

- Emory University – students, faculty, staff and trustees, including Betty Willis/VP of Government Affairs
- Emory Healthcare
- Centers for Disease Control – workers
- DeKalb Medical
- Children’s Healthcare of Atlanta
- Veterans Administration Hospital

4. *Neighborhood Associations*

- Lindbergh
- Morningside
- Lavista
- Martin Manor
- Avondale
- Lakeside
- NPU-F
- North Decatur

5. *External Stakeholders*

- Sierra Club of Georgia
- Atlanta Bike Coalition
- Atlanta Beltline
- Atlanta Regional Commission
- Partnership for Southern Equity
- PEDS
- South Fork
- TreesAtlanta
- Clean Air Campaign

**Secondary**

- *Transit*
  - Clifton Corridor TMA
  - Current MARTA riders – particularly those who travel through the corridor

- *Residential organizations*
  - Homeowner's associations
  - Apartment complex management
  - Senior citizen centers (i.e. Wesley Woods)
  
- *Business groups*
  - Atlanta and DeKalb Chambers of Commerce
  - Lindbergh Coalition
  - Toco Hills Business Association
  - Candler Park Business Association
  - Civic associations
  - High-density developers – TOD
  
- *Railroad/CSX*

## **DESIRED THOUGHTS/BEHAVIORS**

The purpose of communications is to “direct” thoughts and to motivate behaviors. As such, it is important to identify the desired behaviors and thoughts when implementing a communications strategy to aid in the development process and ensure that the goals are properly addressed.

### **All:**

- Have realistic expectations of the project
- Speak positively about the Clifton Corridor project to others
- Be supportive of the project
- Help spread the word on progress/updates to others

### **MARTA:**

- Become a leader/champion for the project
- Embrace the project/get excited
- Understand the importance of the project
- Communicate and become the mouthpiece for technical information regarding the project
- Make timely decisions
- Become knowledgeable of the project and current technologies
- Be prepared
- Use Clifton Corridor as a case for regional expansion

### **Elected Officials:**

- Be a champion for the project
- Listen/understand/embrace project – be knowledgeable and educated about it
- Visit the corridor/ride the bus

- Provide policy support that enables project development and funding
- Identify and obtain project funding for the project
- Show confidence in MARTA – see them as competent to handle the initiative/project

***Major Employers:***

- Send letters of support to FTA
- Consider funding the project
- Lobby elected officials for support
- Visibly demonstrate support (pins, posters, yard signs) for the project
- Partner with MARTA

***Neighborhood Associations:***

- Endorse the project
- Visibly show support – yard signs, posters, banners
- Invite project leaders to speak at meetings
- Push elected officials to support project
- Attend quarterly meetings and share concerns

***External Stakeholders:***

- Understand the corridor's positive impact on the region and their constituents
- Reach out to elected officials/major employers

***Federal Transportation Administration:***

- See MARTA as strong and capable; have confidence in MARTA
- Understand the importance of the project

## **KEY MESSAGE POINTS (Motivational Factors)**

Identifying possible incentives for target audiences will help shape content in materials and presentations to help ensure that they have the desired thoughts and behaviors. Messaging will be developed based on these motivational factors and desired behaviors. By having consistent messaging, everyone will be able to stay on the same script when talking to the public and stakeholders.

***Elected Officials:***

- Clifton Corridor project is important to constituents.
- A successful project will enable politicians to take credit, create happy voters, and in turn gather campaign contributions, and ideally re-election.
- The project potentially could increase economic activity/tax base, therefore lessening the need to raise millage rates and taxes.

***Major Employers:***

- Clifton Corridor project provides:

- Improved access for employees, customers and students
- Reduced need for parking and shuttles – cost savings
- Opportunity for vertical development/density
- An alternate evacuation route (CDC)
- Mobility between campuses (Emory and CDC)

**Neighborhoods:**

- Clifton Corridor could provide better access and connectivity for residents in the area.
- There will be numerous redevelopment opportunities – including:
  - Addition of “desirable retail”
  - Higher density in certain locations (Suburban Plaza)
- The project will bring “Complete Streets” – i.e. access for all users, including bicyclists, motorists, pedestrians and transit riders
- Property values will likely increase for homeowners, as they have along the Beltline

**External Stakeholders:**

- Clifton Corridor provides another opportunity for success (i.e. the development of a successful template to replicate)
- There are multiple potential benefits for each cause, including access/connectivity for constituents, and environmental protection/clean air

## GOALS/OBJECTIVES TACTICS INTRODUCTION

The Clifton Corridor project has strong stakeholder support, but as outlined earlier in this plan, there are a number of challenges. The **goals** identified are designed to mitigate the challenges and capitalize on opportunities. The **strategies** outline the general approach that will be taken to reach the goals.

While it is often difficult to accurately measure the true impact of communications efforts, **objectives** have been identified that will help gauge progress and determine the effectiveness of the tactics and methodologies.

On average, audiences need to hear a message nine times to remember it – and many more times than that to believe it or act on it. The **tactics/methodologies** outlined in this document are designed to achieve a high level of repetition and lay the groundwork for stakeholders to have the desired behaviors.

### GOAL #1: Improve MARTA’s Image to Benefit the Corridor

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**Strategy:**

Utilize Clifton Corridor public speaking events and media interviews as opportunities to demonstrate MARTA’s leadership and showcase its expertise.

**Objectives/Measurements:**

- Increase the number of positive/neutral news stories on the Clifton Corridor initiative.
- Increase the level of quotes from the project manager and other MARTA staff.
- Improve the image of MARTA and its staff among stakeholders on the contacts list and public meeting attendees list.
- Increase attendance at outreach and stakeholder events.

***Tactics/Methodologies:***

***Evaluate Ongoing Outreach Efforts:***

- Track existing outreach efforts to determine their alignment with target audiences, as well as an analysis of Stakeholder Advisory Committee (SAC)/Technical Advisory Committee (TAC) representation and participation.
- Track media coverage on the Clifton Corridor project and categorize by positive, negative and neutral tone, and evaluate the level of quotes by MARTA staff (i.e. Are they quoted? How high do they appear in the story? How large is the quote?)

***Prepare MARTA Staff:***

- Conduct presentation/media training with the project manager, assistant project manager and other key personnel. AECOM staff should be included as well. (No more than six participants per session.)
- Prepare speaking points, anticipate questions and prepare answers, and create PowerPoint presentations, handouts and other materials for events. Always include a recap of progress in presentations.
- Research reporters, conduct briefings and rehearse prior to media interviews; debrief following interviews.

***Create Outreach Plan/Prepare:***

- Resume communications outreach with Project Steering Committee (PSC), SAC and TAC, and key stakeholder groups.
  - Recruit additional SAC/TAC members, if warranted.
  - Communicate with key stakeholders and neighbors prior to sharing updates with the general public.
  - Recommend a list of relevant outreach events – each with the ability to reach primary target audiences.
  - Prepare a plan for each outreach event – target audiences, goals/desired behaviors, expected attendees, set-up requirements and more.
- Develop public involvement outreach teams utilizing site captains at stakeholder locations to create internal excitement and unique messaging for each stakeholder group.
  - Create a public involvement outreach toolkit and resource guide including wallet cards, posters and talking points, customized for each key stakeholder group. These materials can be distributed in face-to-face meetings and sent via email.
- Identify and recommend key speaking opportunities for the project manager and team.
- Partner with community event coordinators to cross-promote, coordinate booth space and plan transportation-themed events.

***Implement Outreach Plan:***

- Continue the quarterly stakeholder forums.
- Public hearings and informational meetings will be scheduled at key points throughout the year to provide an opportunity for the public to comment on the Clifton Corridor.
  - A meeting format that maximizes the opportunity for the most productive exchange of information between the public and relevant officials will be selected. Public meetings will be interactive and provide a forum for two-way discussion.
  - Brochures, visual representations and tabletop displays will be key elements of public meetings as well as a video presentation.
  - Public information sessions will be conducted in accordance with Federal and State requirements including the provision of translated materials and/or interpretation services for members of Limited English Proficiency (LEP) populations as appropriate.
- Information should be gathered from these community meetings (email addresses) to add to databases as well as capture information for future outreach efforts.

## **Goal #2: Generate Awareness**

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***Strategy:***

- Utilize consistent graphic treatments on all project materials
- Have a presence in the community
- Visually demonstrate support.

***Objectives/Measurements:***

- Shares/likes/retweets in social media exceeds\_\_.
- Partners are sharing the announcement in their newsletters and other correspondence to constituents.
- New Facebook friends generated as a result of these activities increases.

***Tactics/methodologies:***

***Update Existing Tools/Materials:***

- Revise the project page on MARTA's website with new information and a new, interactive format (not a static PDF). Add a place for visitors to sign up for email updates.
  - Develop a rotator to put on the MARTA website where visitors can click a link to go to the Clifton Corridor page.
- Simplify/synthesize information on the project, wherever used – both electronic and print – so that it can be absorbed quickly and understood by lay people, particularly regarding the benefits of the corridor.
  - Use info-graphics, diagrams, photos/captions and headlines to communicate the gist of the information (i.e. where the alignment goes, land use along the corridor, access points/stations, and transportation equity for students/veterans).

- Build the case for the corridor. Include statistics on the number of people transported along the corridor now, or who work in the area, the number of cars that travel daily, and the increase in population in the corridor. This information can be distributed via media fact sheets and other materials.
- Produce YouTube video, perhaps using a drone, of the alignment to help give stakeholders a better understanding of the project. As an alternate, develop an animation.
- Create rack cards with an update and next steps on the project for partners to post in their offices for constituents, customers and employees. Information should also be placed at stops and shelters, as well as other key locations – Emory/Cliff shuttles, Stinger shuttles, and select rail stations, such as Lindbergh, Avondale, Midtown and Decatur.
- Develop a traveling model of the alignment for outreach efforts and stakeholder meetings.
- Similar activity will be planned for the branding of the new bus and stops/shelters.

### **Goal #3: Demonstrate Progress**

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#### **Strategy:**

- Proactively communicate with key audiences on achievements.
- Promote Complete Streets and the branded bus service as near-term, viable short-term solutions; these preliminary steps will demonstrate that the Clifton project is progressing, similar to the Beltline's paved walking trails.
- Set expectations for the project – both in terms of scope and timing.

#### **Objectives/Measurements:**

- Increase the number of news stories on the Clifton Corridor initiative.
- Increase the number of proactive stories.
- Increase the number of Facebook friends.
- Increase the number of Facebook posts.
- Increase visits to the website/web page.
- Increase the average number of “likes” and “shares”.
- Increase in the number of publications covering the corridor.
- Increase in the number of partners.

#### **Tactics/methodologies:**

##### **Establish a Drumbeat:**

- Use copy, imagery, timelines and graphics to accurately portray the project and its benefits (i.e. creating awareness and excitement while managing expectations).
- Build steady proactive, positive news coverage by setting up a news bureau to regularly push out details on the project's progress on the major and minor milestones achieved, success stories, partnerships and more. In particular, use Complete Streets, the planned branded bus line and other developments in this effort.

- Hold desk side briefings with reporters to build relationships.
  - Include TV/radio reporters and pertinent bloggers in the effort, as well as general daily, weekly and business publications.
  - Invite partners to participate in media activities.
  - Post releases to the website and social media, and ask partners to do the same.
  - Write op-ed pieces and blogs for local publications – such as *Saporta Report*, *Creative Loafing*, *Atlanta Journal-Constitution* and *Atlanta Business Chronicle*.
- To augment traditional media, develop a social media calendar centered on project milestones for sharing more details on the project, reminding audiences of its benefits, and showcasing partners and businesses located along the project’s corridor. Develop a plan for posting/tweeting during lull periods.
    - Launch the new Clifton Corridor Facebook page – with a new look and new personality. Cross-promote with partner organizations, and include links on all materials (printed and electronic) to increase the number of friends.
    - Consider creating a blog on the project under the byline of the project manager. A dedicated column in the Saporta Report or similar publication should be considered as well.
    - Open a Twitter account for the project to create a forum for pushing out the smaller details of the project (i.e. stakeholder meetings). Take photos where possible to increase interest and retweets. Permission from partners will be secured before postings are made.
    - Include relevant posts on national trends and projects similar to the Clifton Corridor. Partners and stakeholders should be encouraged to post and tell their stories as well.
    - Select social media “field representatives” from stakeholders to send photos, videos and information to the social media team for posting.
    - Aim to not only inform but to entertain through social media efforts, including photos, videos, stories, even songs. This can also be used to recognize/promote partners and stakeholders.
  - Keep stakeholders (including media) informed and engaged in between major events by sending eblasts. Encourage them to share with their constituents, post to social media, announce in their meetings and utilize in newsletters.

***Demonstrate Success:***

- Create a “dashboard” to record and report on the progress of commitments made to stakeholders.
- Utilize this tool when updating stakeholders on milestones electronically and holding external stakeholder meetings, and include in PowerPoint presentations.

## **Goal #4: Foster Connections/Grow Support**

---

***Strategy:***

- Provide the means for supporters to visually demonstrate.
- Create a bandwagon for stakeholders to jump on.

***Objectives/Measurements:***

- The number of Facebook friends and people signed up on the eblast list has increased by \_\_\_%.
- Utilization of branded materials can be spotted around town, particularly along the corridor on people, cars, businesses and more.
- Participation in “gatekeeper network.”
- Distribution of materials by stakeholders/partners/gatekeepers.
- Online participation in events, post-event downloads of information and materials including voting.

***Tactics/methodologies:***

***Support Campaign:***

- Foster and maintain ongoing relationships with partners to enhance public outreach efforts. Coordinate activities with them.
- Participate in key events or create special events where warranted.
  - Set-up tables at the Decatur Arts Festival, Decatur Book Festival, Decatur Beach Party, Emory Homecoming, etc. to distribute materials on the light rail, Complete Streets, and the upcoming bus service. These events will also serve as venues to answer questions. Another potential event is participating in Transit Day during the legislative session. Handouts should outline the benefits of the corridor specifically for each target audience.
  - Work with the Atlanta Bicycle Coalition to develop an on/off-road bike tour of the alignment. Alternately, work with Atlanta Preservation Center to set up a tour of the area, or the Sierra Club to set up a hike of the alignment and blaze a trail, or the Atlanta Track Club to set up a run. Other options would focus on the bus service route.

***Technology-Based Outreach***

- Since many of the target audiences rely heavily on computers and smart phones, outreach should align accordingly by conducting technology-based dialogues with the public.
  - Provide access to stakeholder meetings via webcast, webinars and online meetings.
  - The creation of an online interactive scenario tool to solicit public input on the Clifton Corridor will allow those who cannot attend a stakeholder meeting to review information similar to that presented at the meetings.
- Provide access to online tool kits to allow access by employees of stakeholders for use in educating target audiences regarding the Clifton Corridor.

***Gatekeeper Network***

- Establish a network of gatekeepers who can help distribute updates and materials on Clifton Corridor to their constituents, as well as provide booth space at their events.
  - Gatekeepers for Clifton Corridor will include social service agencies, colleges/schools, work programs, student organizations, veterans service programs, senior centers/ complexes, youth programs and centers, hospitals and clinics, and faith-based organizations.
  - These contacts should be provided email updates for forwarding and 8.5”x11” and 11”x17” PDFs for printing and posting, or distributing to their customers and employees.

- Conduct travel training with the gatekeepers to teach them how to teach their constituents to use transit to travel to their location (through the Clifton Corridor).
- Displays, rack cards and other materials will be developed for these groups to distribute to promote transit use leading up to the implementation of the branded bus line and eventual rail service.

## **Goal #5: Engage/Re-engage Executive-Level Stakeholders**

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### **Strategy:**

- Establish peer-to-peer communications.
- Utilize MARTA's new GM as an opportunity to build/rebuild relationships.
- Include partner executives in media outreach efforts/interviews.

### **Objectives/Measurements:**

- Increase executive-level participation in meetings.
- Increase the level of quotes from C-level and other senior-level stakeholders.
- Generate letters of support.
- Place op-ed pieces.

### **Tactics/methodologies:**

#### **Establish a Forum:**

- Utilize MARTA's GM, to convene an executive roundtable that meets every 6-12 months to discuss project updates and next steps, get feedback on their positions on key issues (including the bus service and Complete Streets), and inform executives on ways they help/support the project.
  - Send update emails from the MARTA GM, or consider phone calls where warranted, to keep executives in the loop between these roundtable meetings.
- Assist these executives in writing op-ed pieces and blog columns regarding their thoughts on the corridor.
  - Set-up editorial board meetings with the MARTA GM and stakeholder executives.
- Provide a "goodie bag" with lapel pins and other branded materials.
  - Send the executives' support staff materials – posters, rack cards, decals, bumper stickers – to distribute.
- Share on social media positive quotes, posts and articles from executive-level stakeholders.

## **APPENDIX C – AGENCY COORDINATION PLAN**

### **1.0 INTRODUCTION**

The Agency Coordination Plan (ACP) acts as a supplement to the Public Involvement Plan (PIP). It enhances and accompanies the PIP by:

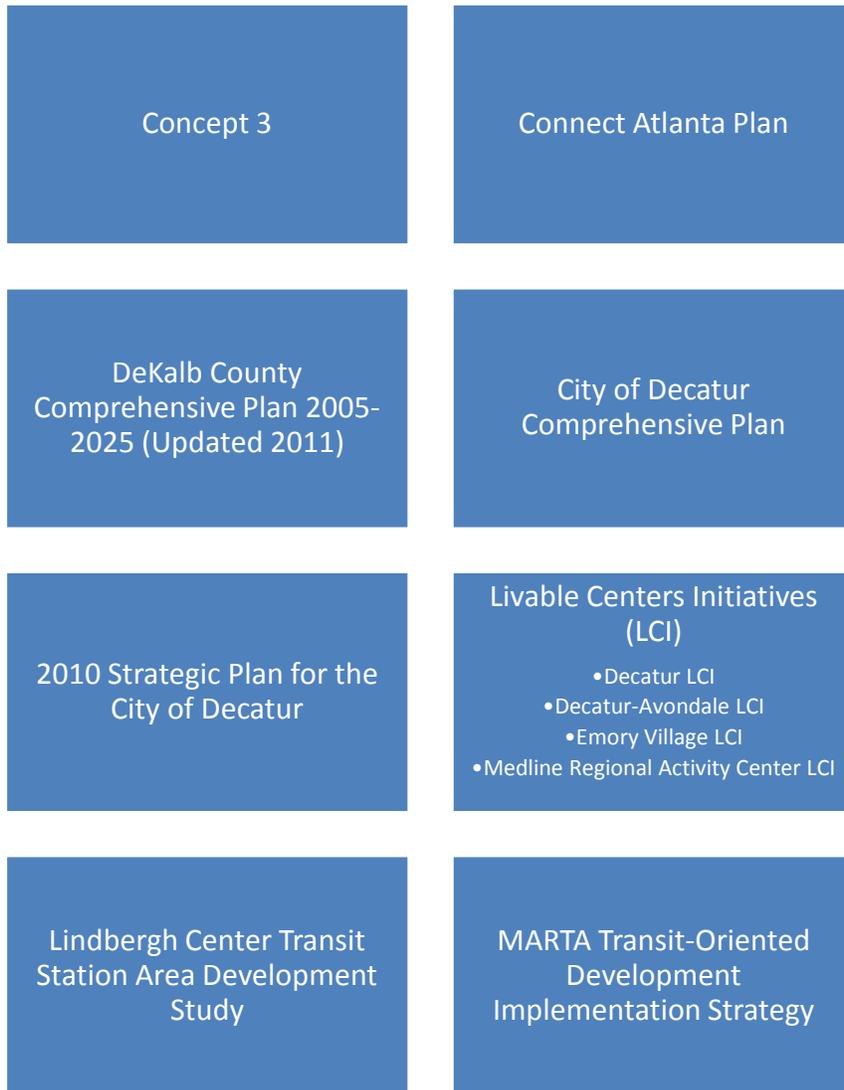
- Identifying previous agency coordination related to the Clifton Corridor Transit Initiative
- Evaluating key resource concerns for the environmental review process
- Identifying the lead, cooperating, and participating agencies with whom coordination is required
- Establishing a NEPA coordination action plan and project schedule that can be referenced and utilized by all cooperating agencies

The final part of the ACP contains lists that provide membership information for the Technical Advisory Committee (TAC), the Stakeholder Advisory Committee (SAC), and agency contact information. This information can be used as a supplement to the PIP for obtaining scheduling and contact information specific to agency outreach.

## 1.1 AGENCY COORDINATION IN PREVIOUS STUDIES

In addition to agency coordination activities conducted as part of the Alternatives Analysis described above, agency coordination has been a critical element of all major previous studies of the Clifton Corridor Project, which are displayed in **Appendix Figure 1**.

**Appendix Figure 1: Previous Studies**



## **1.2 KEY RESOURCE CONCERNS**

As part of the NEPA process, affected environment, impacts and mitigation will be evaluated for transportation, and natural and built environment elements within the project study area. The EIS will contain discussion on the following topics: transportation; land and water resources; geology and soils; visual; air quality; noise and vibration; energy; hazardous materials; historical and archaeological resources; parklands; land use and zoning; displacements and relocations; environmental justice; utilities and public services; construction impacts; secondary and cumulative impacts; and other considerations.

## **2.0 THE AGENCY COORDINATION PLAN**

The Agency Coordination Plan (ACP) for the Environmental Study will build on the outreach activities conducted in the studies listed in Section 1.1, on relevant policies and guidelines issued by MARTA, the City of Atlanta, and DeKalb County, as well as on regulations promulgated by the FTA and the FHWA in 23 CFR 771. The ACP is designed to inform and facilitate the technical work, to lay the foundation for a thorough understanding of study findings, and to build support for any recommended mitigation measures that may be required. It also presents the major milestones of the project, as well as necessary coordination points that will occur throughout the environmental review process.

The ACP will ensure the broadest possible dissemination of information about the study and maximize opportunities for residents and all stakeholders to participate in the study process. The Plan should be viewed as a dynamic document that is flexible enough to adapt, if necessary, to actual situations encountered during implementation.

## **2.1 AGENCY COORDINATION**

During the Agency Coordination process, federal, state and local agencies that may have jurisdiction by law, special expertise or other interest in the environmental review process and its outcomes will be identified. The Public Involvement Team will also identify actions that will be taken to involve these agencies in the environmental study process.

### **3.2.1.1 Lead Agencies**

MAP-21 requires the identification of Lead, Cooperating and Participating agencies in the development of an EIS. For the Clifton Corridor project, the Federal Transit Administration (FTA) is the Federal lead agency. Under MAP-21, Lead Agencies must perform the functions that they have traditionally performed in preparing an EIS in accord with 23 CFR 771 and 40 CFR parts 1500-1508. In addition, the Lead Agencies must identify and involve Participating agencies, develop a Coordination Plan, provide opportunities for public and Participating Agency involvement in defining the Purpose and Need and determining the range of alternatives; and collaborate with Participating Agencies in determining methodologies and the level of detail for the analysis of EIS alternatives. In addition, Lead Agencies must provide increased oversight in managing the process and resolving issues.

**3.2.1.2 Cooperating Agencies**

According to CEQ regulations, 40 CFR 1508.5, a Cooperating Agency is any federal agency, other than a Lead Agency, that has jurisdiction by law or special expertise with respect to any environmental impact involved in a proposed project or project alternative. A state or local agency of similar qualifications or, when the effects are on lands of tribal interest; a Native American tribe may, by agreement with the lead agencies, also become a Cooperating Agency.

A distinguishing feature of a Cooperating Agency is that the CEQ regulations, 40 CFR 1501.6, permit a Cooperating agency to “assume on request of the Lead Agency responsibility for developing information and preparing environmental analyses including portions of the EIS concerning which the Cooperating agency has special expertise.” An additional distinction is that, pursuant to 40 CFR 1506.3, “a Cooperating Agency may adopt, without re-circulating, the EIS of a Lead Agency when, after an independent review of the EIS, the Cooperating Agency concludes that its comments and suggestions have been satisfied.” This provision is particularly important to permitting agencies, such as the U.S. Army Corps of Engineers who, as a Cooperating agency, routinely adopts U.S. Department of Transportation environmental documents.

**Appendix Table 1** lists the Cooperating Agencies in the environmental review process for the Clifton Corridor Project along with their associated roles and responsibilities.

**Appendix Table 1: Cooperating Agencies**

Agency	Responsibilities
Federal Highway Administration (FHWA)	Provide comments on: <ul style="list-style-type: none"> <li>▪ Purpose and Need</li> <li>▪ Range of Alternatives</li> <li>▪ The Public Involvement Plan</li> <li>▪ The Agency Coordination Plan</li> <li>▪ Methodologies</li> <li>▪ Level of detail for analysis of alternatives</li> <li>▪ Identification of issues that could substantially delay or prevent granting of permit/approval.</li> <li>▪ Opportunities for collaboration</li> <li>▪ Mitigation</li> </ul>
U.S. Environmental Protection Agency (EPA) Region 4	Same as FHWA.  Responsible for the approval of construction within Sole Source Aquifers.  Responsible for the federal review of the Section 404/10 Corps Permit Process.

### **3.2.1.2.1 Participating Agencies**

The roles and responsibilities of Cooperating and Participating agencies are similar, but Cooperating Agencies have a higher degree of authority, responsibility, and involvement in the environmental review process. Cooperating Agencies are, by definition, Participating agencies, but not all Participating Agencies are Cooperating Agencies.

Participating Agencies are those with an interest in the project. In general, Participating Agencies are responsible for commenting on the environmental documentation produced as part of the project. This includes:

- Purpose and Need
- Range of Alternatives
- The ACP
- The Public Involvement Plan (PIP)
- Methodologies
- Level of detail for analysis of alternatives
- Identification of issues that could substantially delay or prevent granting of permit/approval
- Opportunities for collaboration
- Mitigation

The Participating Agencies identified for the Clifton Corridor Project are as follows:

#### **3.2.1.2.1.1 Federal**

- Federal Emergency Management Agency (FEMA), Region IV
- Federal Railroad Administration (FRA)
- U.S. Army Corps of Engineers
- U.S. Department of Health and Human Services (HHS)
- U.S. Department of Housing and Urban Development (HUD)
- U.S. Fish and Wildlife Service (FWS)
- U.S. Geological Survey (USGS)

#### **3.2.1.2.1.2 State**

- Georgia Department of Natural Resources - Office of the Commissioner
- Georgia Department of Natural Resources - Environmental Protection Division
- Georgia Department of Natural Resources - Historic Preservation Division
- Georgia Department of Natural Resources - Wildlife Resources Division
- Georgia Department of Natural Resources - Floodplain Management Office
- Georgia Department of Transportation (GDOT)

- Georgia Emergency Management Agency (GEMA)

**3.2.1.2.1.3 County**

- DeKalb County Department of Planning and Sustainability

**3.2.1.2.1.4 Regional**

- Atlanta Regional Commission (ARC)
- Georgia Regional Transportation Authority (GRTA)

**3.2.1.2.1.5 City**

- City of Atlanta Office of Planning
- Atlanta Housing Authority (AHA)
- City of Decatur Department of Planning and Zoning

**Appendix Table 2** lists lead, cooperating, and participating agencies and their contact information.

**Clifton Corridor Phase 2 Environmental Review and Project Planning  
Public Involvement Plan Update**

**Appendix Table 2: Agency Contact List**

<b>AGENCY</b>	<b>CONTACT</b>	<b>ADDRESS</b>	<b>PHONE/EMAIL</b>
Federal Transit Administration (FTA), Region 4	Mr. Stanley A. Mitchell Regional Administrator	230 Peachtree St., NW, Suite 800 Atlanta, Georgia 30303	404.865.5643 Stanley.a.mitchell@dot.gov
Federal Highway Administration (FHWA), Georgia Division	Mr. Steve Luxenberg Director, Program Development	61 Forsyth Street, SW, Suite 17T100 Atlanta, Georgia 30303	404.562.3650 steve.luxenberg@fhwa.dot.gov
Metropolitan Atlanta Rapid Transit Authority (MARTA)	Ms. Tameka Wimberly Project Manager	2424 Piedmont Road Atlanta, Georgia 30324	404-848-5395 twimberly@itsmarta.com
Federal Railroad Administration (FRA), Region 3	Mr. Randall Brown Program Manager, Office of Policy and Development	1200 New Jersey Ave SE; East Bldg, 3 <sup>rd</sup> Floor Washington, DC 20590	202-493-6370 randall.brown@dot.gov
<b>FEDERAL</b>			
Federal Emergency Management Agency, Region IV	Mr. Robert Samaan Deputy Regional Administrator	3003 Chamblee Tucker Rd Atlanta, GA 303421	770-220-5200 rober.samaan@dhs.gov
U.S. Army Corps of Engineers (USACE), Department of the Army, South Atlantic Division	Mr. Ed Johnson	1590 Adamson Pkwy Morrow, GA 30260	Edward.b.johnson@usace.army.mil
U.S. Environmental Protection Agency (EPA), Region 4	Ms. Ntale Kajumba NEPA Program Manager	61 Forsyth Street Atlanta, Georgia 30303	404-562-9620 kajumba.ntale@epa.gov
U.S. Environmental Protection Agency (EPA), Region 4	Ms. Lynorae Benjamin Chief, Regulatory Development	61 Forsyth Street Atlanta, Georgia 30303	404-562-9040 Benjamin.lynorae@epa.gov
U.S. Department of Health and Human Services (HHS) Centers for Disease Control and Prevention (CDC)	Mr. Bob Weindle, MLM, CELM Director, Transportation Services Office (TSO) Office of Safety, Security, and Asset Management (OSSAM)	1600 Clifton Rd NE Mailstop A-22 Atlanta, GA 30333	404-639-2909 (Office) iew5@cdc.gov
U.S. Fish and Wildlife Service (USFWS), Southeast Region	Ms. Cynthia Dohner Regional Contact	1875 Century Blvd, Suite 400 Atlanta, Georgia 30345	404-679-4000 Cynthia_dohner@fws.gov
U.S. Department of Housing and Urban Development (HUD) Regional Office of Environment	Mr. Ed Jennings Regional Contact	Five Points Plaza Building 40 Marietta Street Atlanta, Georgia 30303	404-331-5136 ga_webmanager@hud.gov
U.S. Geological Survey, Environmental Affairs Program	Ms. Suzette Kimball Regional Contact	12201 Sunrise Valley Drive, Mail Stop 423 Reston, Virginia 20192	703-648-7411 suzette_kimball@usgs.gov

*Clifton Corridor Phase 2 Environmental Review and Project Planning  
Public Involvement Plan Update*

**Appendix Table 2: Agency Contact List (continued)**

AGENCY	CONTACT	ADDRESS	PHONE/EMAIL
<b>STATE</b>			
Georgia Department of Natural Resources Environmental Protection Division	Mr. James Capp Branch Chief, Watershed Protection Branch	2 Martin Luther King Jr. Drive, Suite 1252 Atlanta, Georgia 30334	404-463-4911 james.capp@dnr.state.ga.us
Georgia Department of Natural Resources Historic Preservation Division	Ms. Jennifer Dixon Program Manager, Environmental Review and Preservation Planning	254 Washington Street, SW Ground Level Atlanta, GA 30334	404-651-6461 Jennifer.dixon@dnr.state.ga.us
Georgia Department of Natural Resources Wildlife Resources Division	Mr. Dan Forster Director, Wildlife Resources Division	2070 US Highway 278, SE Social Circle, Georgia 30025	770-918-6401 dan.forster@dnr.state.ga.us
Georgia Department of Transportation (GDOT) Office of Planning	Mr. Matthew Fowler Assistant Administrator, Office of Planning	One Georgia Center, 600 West Peachtree St NW, 5 <sup>th</sup> Floor Atlanta, GA 30308	404-631-1957 mfowler@dot.ga.gov
Georgia Department of Transportation (GDOT) Office of Environmental Services	Ms. Hiral Patel State Environmental Administrator	One Georgia Center, 600 West Peachtree St NW, 5 <sup>th</sup> Floor Atlanta, GA 30308	404-631-1101 hpatel@dot.ga.gov
Georgia Department of Transportation (GDOT) Intermodal Division	Ms. Carol Comer Director, Division of Intermodal	One Georgia Center, 600 West Peachtree St NW, 5 <sup>th</sup> Floor Atlanta, GA 30308	404-347-0573 ccomer@dot.ga.gov
Georgia Emergency Management Agency (GEMA)	Ms. Angela Barton Planning Section Manager	P.O. Box 18055 Atlanta, GA 30316	404-635-7212 angela.barton@gema.ga.gov
Georgia Regional Transportation Authority (GRTA)	Mr. Christopher Tomlinson Executive Director	Marquis One Tower, 245 Peachtree Center Ave, Suite 800 Atlanta, GA 30334	404-463-3000 ctomlinson@georgiatolls.com

**Appendix Table 2: Agency Contact List (continued)**

AGENCY	CONTACT	ADDRESS	PHONE/EMAIL
<b>LOCAL</b>			
City of Atlanta Office of Planning	Mr. Jonathan Lewis Assistant Director of Transportation Planning	55 Trinity Avenue, Suite 3350 Atlanta, GA 30303	404-330-6145 jlewis@atlantaga.gov
City of Decatur Department of Planning and Zoning	Ms. Amanda Thompson Director	Decatur City Hall, First Floor 509 N. McDonough St Decatur, GA 30030	678-553-6513 <a href="mailto:Amanda.thompson@decaturga.com">Amanda.thompson@decaturga.com</a>
DeKalb County Planning & Development Department	Mr. Andrew A. Baker Director	330 W. Ponce de Leon Ave Atlanta, Georgia 30030	404.371.2155 aabaker@dekalbcountyga.gov
<b>REGIONAL</b>			
Atlanta Regional Commission (ARC)	Mr. Cain Williamson Division Manager, Mobility Services	40 Courtland Street, NE Atlanta, Georgia 30303	404-463-3100 cwilliamson@atlantaregional.com

**2.1.1 Coordination Points, Responsibilities, and Project Schedule**

MAP-21 establishes milestones within the environmental review process for involvement and review opportunities. **Appendix Table 3** summarizes the key coordination points between the Lead Agencies, Cooperating Agencies, Participating Agencies and the public including which agency is responsible for activities during that coordination point. Estimated dates are included for informational and resource planning purposes. Time frames and review periods are established in accordance with MAP-21.

**Appendix Table 3: NEPA Coordination Action Plan**

Coordination Point	Initiation Date	Originating Agency	Receiving Agency	Task	Anticipated Completion
Notice of Initiation Letter	6/10/14	MARTA	FTA	Letter sent to FTA; FTA acknowledges receipt in writing	6/10/14
Notice of Intent to Prepare Tier 1 EIS	10/1/14	MARTA	FTA	NOI to be drafted by MARTA, reviewed and accepted by FTA; published in Federal Register	10/21/14
Identification of Participating and Cooperating Agencies	12/1/14	MARTA	Participating and Cooperating Agencies	Invitation letter sent by MARTA, agencies have 30 days to accept and identify a contact person or decline in writing	1/21/15

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<b>Coordination Point</b>	<b>Initiation Date</b>	<b>Originating Agency</b>	<b>Receiving Agency</b>	<b>Task</b>	<b>Anticipated Completion</b>
Coordination Plan Including Schedule	2/2/15	MARTA	Public, Participating and Cooperating Agencies	Coordination Plan issued by MARTA, subject to up-date during Scoping based on comments	TBD
NEPA Scoping Meetings	12/1/14	MARTA	Public	Scoping meetings held; comments were taken on the Scoping Booklet including Purpose and Need, Range of Alternatives, and Coordination Plan. A Scoping Summary Report was drafted	1/23/15
NEPA Scoping Report	2/1/15	MARTA	Public, Participating and Cooperating Agencies	Comments will be accepted as part of the Scoping process	TBD
Alignment Refinement Report	12/1/14	MARTA	FTA/ Cooperating Agencies	Cooperating agencies to comment on Preferred Alternative	TBD
Administrative DEIS	7/1/15	MARTA/FTA	Cooperating Agencies	Working draft issued for high level review and comment; may be issued on a chapter by chapter basis	6/30/16
DEIS Circulation	6/30/16	MARTA/FTA	Public, Participating and Cooperating Agencies	Public hearing and comment period	8/15/16
Administrative FEIS	6/30/16	MARTA/FTA	Cooperating Agencies	Working draft issued for high level review and comment; may be issued on a chapter by chapter basis	9/23/16
FEIS Circulation	9/23/16	MARTA/FTA	Public, Participating and Cooperating Agencies	Review period	10/28/16
Record of Decision	9/26/16	MARTA/FTA	Public, Participating and Cooperating Agencies	FTA publishes Notice in Federal Register; starts 180 day clock for legal challenges	12/30/16

**3.2.1.2.2 Project Schedule**

The project schedule includes milestones for the Tier 1 EIS. Key milestones include:

- Tier 1 NEPA Process
  - Completion of the EIS Annotated Outline in April 2015
  - Completion of the Alignment Refinement report in May 2015
  - Publication of the Tier 1 DEIS and beginning of public comment period is anticipated in July 2016
  - Public Hearing for the Tier 1 DEIS is anticipated in August 2016
  - 45-day public comment period is anticipated to end on August 15, 2016.
  - Publication of the Tier 1 FEIS is anticipated in October 2016
  - Publication of the Record of Decision is anticipated in December 2016

**Appendix Table 4: Technical Advisory Committee (TAC) Preliminary Membership**

Atlanta Regional Commission (ARC)	Federal Highway Administration (FHWA)
Atlanta BeltLine, Inc. (ABI)	Federal Transit Administration (FTA)
Avondale Planning and Community Development	Georgia DOT, Office of Environmental Services
City of Atlanta, Office of Planning	Georgia DOT, Intermodal Division
Clean Air Campaign	Georgia Department of Natural Resources – Historic Preservation
DeKalb County, Planning and Sustainability	Georgia Department of Natural Resources – Environmental Protection Division
DeKalb County, Public Works	Georgia Regional Transportation Authority
Emory University – Capital Planner	U.S. Environmental Protection Agency (EPA)
Emory University – Director of Transportation	U.S. Army Corps of Engineers (USACE)

**Appendix Table 5: Stakeholder Advisory Committee (SAC) Preliminary Membership**

Alliance to Improve Emory Village	Emory Grove Neighborhood
Atlanta Bicycle Coalition	Emory Point
Atlanta City Council	Emory University
Atlanta Neighborhood Planning Unit (NPU) F	Emory University Campus Services
Centers for Disease Control and Prevention (CDC)	Georgia State Legislature
City of Decatur	Great Lakes/Clairemont Neighborhood
Clairemont Garden Club	Lindbergh LaVista Corridor Coalition
Clairmont Heights Civic Association	Livable Communities Coalition

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Druid Hills Civic Association	LLCC Past President
Clifton Community Partnership	Mason Mill Civic Association
DeKalb County Commissioners	Merry Hills Homeowners Association
CSX Railroad	Norfolk Southern Railroad
Decatur City Commission/Decatur Business Association	Selig Enterprises, Inc.
DeKalb Chamber of Commerce	Springdale Heights Neighborhood
DeKalb County	University Inn
DeKalb Medical Center	LAI Engineering
Druid Hills Apartments	McDonald's
Druid Hills Civic Association	TY Lin International, VP
Emory Campus Services	

## APPENDIX D – BUSINESS CANVASSING

A highly coordinated and participatory Public Involvement process develops a trusting, working relationship with the impacted communities and stakeholders while enhancing a study's successful and timely implementation. Target Area Canvassing - the engagement tools to capture, disseminate information and engage the public during the Clifton Corridor Phase 2 process is described below.

### 1.0 Task 1: Businesses Public Involvement / Canvassing Strategy

#### 1.1 Purpose

Direct contact with the business community during the Clifton Corridor Phase 2 Environment Review is essential due to the lack of owner participation during previous phases. The project canvassing team will spend time in the field early in this phase engaging in face-to-face personal interaction with store front business owners/ tenants/ property owners concentrating on the major commercial nodes. Canvassing serves three purposes:

1. Validate contact information and update the property/ business owner database;
2. Distribute project information, meeting notices/ invitations to upcoming project events;
3. Develop relationships with business owners to encourage involvement throughout the life of the project.

#### 1.2 Data

The canvassing team will utilize a comprehensive database of property owners, business owners and tenants along the corridor will be developed by the project team using a combination of resources including the DeKalb County and Fulton County tax parcel data; and business license data collected from City of Atlanta and DeKalb County Business License Departments. The property/ business owner database will be updated periodically by the project team with current contact information collected during corridor canvassing activities and other outreach initiatives as the project progresses.

#### 1.3 Process

The canvassing team will be provided a script to use to introduce themselves, the project and the purpose of the canvassing effort. The canvassing process for the commercial node along the corridor includes:

1. For safety reasons and to effectively and efficiently canvass the target area the team will *work in pairs*;
2. Data collection:
  - a) *Maps and property information logs* including address, name of business, owner contact information, and other tax and business license information will be provided;
  - b) *Validate and collect* data missing from the property information logs including, but not limited to:
    - business address
    - business name

- property owner/business owner/ tenant contact information including name, mailing address, phone, email, etc.; years in business
  - c) *Document project knowledge/ interest; support/ concerns; and past participation in previous public events using provided comment form.*
  - d) *Collect business cards*
  - e) *Photograph exterior of property (with owner's permission)*
3. *Distribute project information* including maps, schedule, upcoming public events, project contact information, etc.

## 1.4 Staffing

Minimum of 3 teams of 2 will canvass:

1. Teams will be comprised of:
  - (1) Project team member
  - (1) Support staff member consisting of MARTA R & A staff, or project team intern, or public involvement support staff
2. The canvassing team will dress in MARTA shirts or project specific paraphernalia in order to be recognized.

## 1.5 Schedule

Canvassing will occur early in the Phase 2 Environmental Review process (summer 2015).

1. It is anticipated that each team will spend *a minimum 8 hours in the field* collecting data. The exact number of hours spent canvassing will be determined on the location and number of businesses that will be targeted. The planning team will make that determination at the start of the canvassing activity.
2. As needed, *additional site specific canvassing activities may be scheduled periodically throughout the project* to either collect information from businesses via surveys/ questionnaires; distribute invitations/ notices to upcoming events; or capture information from businesses missed during the initial data collection/ validation canvassing activity.
3. *A maximum of 3 site specific canvassing activities* will occur anytime between summer 2015 and December 2016. At which time the number of teams and hours required will be determined by the project team.

## 1.6 Contact

Public Involvement Coordinator  
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404.808.9916