

NORTH CAROLINA
MARITIME Strategy

**North Carolina Maritime Strategy
Public and Agency Involvement Plan**

Prepared for the North Carolina Department of Transportation

by

**Eydo
in association with AECOM/URS**

August 12, 2011

EXECUTIVE SUMMARY

The North Carolina Maritime Strategy will promote an open, proactive and comprehensive public involvement program to engage industry stakeholders and the public offering multiple opportunities for participation during the study process. This Public and Agency Involvement Plan provides a framework for implementing public involvement activities through a variety of tools and techniques designed to inform and engage the public, identify and address challenges and opportunities, collaborate on development of the Maritime Strategy recommendations and obtain feedback from the participants of the public involvement program. The program will engage the public and targeted stakeholders, to best reflect those related to the maritime industry and its locale within North Carolina.

The goals of the NC Maritime Strategy public involvement program include:

- 1. To foster a public involvement process that will engage stakeholders and the public to assist in the North Carolina Maritime Strategy development process and recommendations.***
- 2. To produce a comprehensive and cohesive public involvement process that engages various levels of stakeholders through the utilization of a broad array of public involvement tools and techniques.***
- 3. To create opportunities to interact with project stakeholders and the public in order to garner input on the future vision for North Carolina Ports.***
- 4. To create opportunities to collect feedback and comments and respond to these accordingly.***

These goals will be achieved through engaging stakeholders and the public by educating and informing them on project-related issues, providing multiple formats and opportunities for public input, and integrating feedback into the decision-making process.

This document provides an outlined strategy for communicating the decision-making process and transportation solutions between the general public, resource agencies and local, state and federal government officials through the following activities:

- Early and continuous opportunities for participation
- Public meetings at convenient and accessible locations and times
- Timely information on issues, processes and procedures
- Reasonable access to technical and policy information
- Electronically accessible and available public information via the Internet
- Adequate notice for participation opportunities at key decision points
- Methods for considering and responding to public input
- A course of action for seeking out and considering the needs of traditionally underserved groups
- Periodic review and evaluation of the participation process

The Maritime Strategy Public and Agency Involvement Plan is intended to be a living, iterative document. Throughout the project, this plan will be refined to meet the needs of project stakeholders and reflect major milestones in the planning and development process.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	2
TABLE OF CONTENTS	3
PREFACE.....	4
1.0 PUBLIC AND AGENCY INVOLVEMENT REQUIREMENTS	5
2.0 OVERVIEW OF THE NORTH CAROLINA MARITIME STRATEGY	6
Project Background.....	6
Current Initiative.....	6
3.0 PUBLIC INVOLVEMENT PROGRAM	8
Public Involvement Process.....	8
Project Milestones.....	9
Public and Agency Involvement Plan - Team Roles and Responsibilities.....	10
Identification of Stakeholders.....	11
4.0 STAKEHOLDER OUTREACH.....	12
Maritime Strategy Advisory Committee.....	12
Industry-specific Stakeholder Group meetings	12
Small Group Meetings/Community Briefings	13
Community Involvement/Public Workshops.....	13
Elected/Appointed Officials Briefings	15
5.0 PUBLIC INVOLVEMENT TOOLS AND TECHNIQUES.....	15
Media Campaign.....	15
Project Website and Virtual Communications	15
Project Toll-free Hotline	16
Brochure	16
Video Presentation.....	17
Neighborhood Project Briefings/Presentations	17
Community Involvement/Public Workshop Reports	17
Public Involvement Database	18
Mailing List and Issues Log Development.....	18
6.0 MEASURE OF EFFECTIVENESS	18
APPENDIX A. STAKEHOLDERS.....	20
APPENDIX B. TERMS, ACRONYMS AND ABBREVIATIONS.....	25

PREFACE

The Public and Agency Involvement Plan (PAIP) for the North Carolina Maritime Strategy is intended to outline specific public involvement techniques that will educate and engage stakeholders in the North Carolina Maritime Strategy development process. The Plan provides background, goals and objectives, stakeholders and specific public involvement techniques that will be employed during the public involvement process.

This plan outlines the public involvement process, the need for continued collaboration with the Strategy's stakeholders, and the specific tools and techniques that will be used to engage these stakeholders. Because the stakeholders for this development process are so varied, yet intertwined, this plan outlines opportunities to specifically address the myriad stakeholders and their specific interest in the Strategy while also creating a base of understanding and support for this fresh approach to identifying potential improvements to North Carolina's ports.

Every effort has been made to identify public involvement approaches for the Strategy; however, as the Strategy evolves this Public and Agency Involvement Plan will be revised to ensure that a comprehensive and cohesive public involvement effort is being conducted.

1.0 PUBLIC AND AGENCY INVOLVEMENT REQUIREMENTS

This Public and Agency Involvement Plan outlines public involvement considerations and procedures to be used for the North Carolina Maritime Strategy development process. Since the Strategy is a feasibility study and not a formal process under the National Environmental Policy Act (NEPA) strict compliance to federal public involvement guidelines do not apply. However, the PAIP and all public involvement activities will operate in the spirit of these guidelines and work to utilize the appropriate measures therein, including those outlined by Federal Highway Administration (FHWA), Federal Railroad Administration (FRA), and the United States Army Corps of Engineers (USACOE).

As such, this document provides an outlined strategy for communicating the decision-making process and transportation solutions between the general public, resource agencies and local, state and federal government officials through the following activities:

- Early and continuous opportunities for participation
- Public meetings at convenient and accessible locations and times
- Timely information on issues, processes and procedures
- Reasonable access to technical and policy information
- Electronically accessible and available public information via the Internet
- Adequate notice for participation opportunities at key decision points
- Methods for considering and responding to public input
- A course of action for seeking out and considering the needs of traditionally underserved groups
- Periodic review and evaluation of the participation process

The Americans with Disabilities Act of 1990 (ADA) states that “no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity.” Sites for participation activities, as well as the information presented, must be accessible to persons with disabilities. ADA requires specific participation such as:

- Accessible formats and facilities
- The development of contacts, mailing lists and other means of outreach notification
- Consultation with disabled individuals
- The opportunity for public comment
- Public hearings
- Summaries of significant issues raised during the public comment period
- Ongoing efforts to involve persons with disabilities in planning

Title VI of the Civil Rights Act of 1964, together with related statutes and regulations, provide that “no person shall on the ground of race, color, and national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal funds. The entire institution, whether educational, private, or governmental must comply with Title VI and related Federal civil rights laws, not just the program or activity receiving federal funds.” Executive orders regarding environmental justice and outreach to persons with limited English proficiency are also regulated under Title VI of the Civil Rights Act.

Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, 1994, states that “each Federal agency shall make achieving environmental justice part of its mission by identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations.” Traditionally underserved groups

such as low-income and minority populations must be identified and given increased opportunity for involvement in order to ensure effective participation.

Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, 2000, requires that recipients of federal financial aid must ensure that the programs and activities normally provided in English are accessible to persons with limited English proficiency.

2.0 OVERVIEW OF THE NORTH CAROLINA MARITIME STRATEGY

PROJECT BACKGROUND

The North Carolina Maritime Strategy is driven by the goals and recommendations of the Governor's Logistics Task Force (GLTF). Established by Executive Order No. 32 in December 2009, the mission of the GLTF is to create jobs and recruit industry by developing an efficient and cost effective vision plan for the movement of people, goods and information throughout the state of North Carolina.

The GLTF has been tasked to inventory and evaluate the State's existing transportation and commerce assets, to report on the current system for moving goods and people, and to project future needs for the state's multi-modal transportation system. Additionally, the GLTF will identify relevant research and best practices in transportation and logistics and make recommendations for changes to current laws, rules, policies, processes, and organizational structures that affect the movement of people and goods across the State. The GLTF will further explore innovative ideas in transportation and economic development and make short-term and long-term recommendations to create an integrated logistics plan for North Carolina. Results of the GLTF efforts will be documented in the Seven Portals Study and accompanying regional reports.

Due to the unique issues and requirements of maritime goods, the GLTF recommended that a separate study be undertaken to examine North Carolina's ports and to identify options to enhance the effectiveness and economic benefit of the State's maritime assets. The North Carolina Maritime Strategy will supplement and complement the ongoing efforts of the GLTF to specifically examine North Carolina's needs for the efficient and effective movement of waterborne goods.

CURRENT INITIATIVE

The State of North Carolina has initiated the development of the North Carolina Maritime Strategy to serve as an open evaluation of North Carolina's position, opportunities and challenges as a portal for global maritime commerce. The study will examine the role that North Carolina ports play in sustaining and strengthening the State's economy, and identify specific strategies to optimize benefits received from the State's investments in ports and associated transportation infrastructure. The North Carolina Maritime Strategy is being prepared as the expansion of the Panama Canal nears its scheduled 2014 completion, and the United States recognizes the increasing importance of exports to national and regional economic growth.

The North Carolina Maritime Strategy will frame the connections between maritime goods and economic development in North Carolina through the following primary activities:

- Facilitated collaboration of freight transportation, economic development, and community interests as input to the statewide strategy,
- Definition of North Carolina's economic context and maritime market positioning strategies that would offer the greatest economic benefit to the State, and

- Identification of infrastructure investments and policies that would most significantly enhance North Carolina's economy through improved performance of the State's maritime gateways and related trade corridors.

The North Carolina Maritime Strategy will define maritime market scenarios in which the State could realize economic and public benefit. Opportunities to be explored will include those associated with import and export of containerized cargo, as well as the potential for expanded bulk, breakbulk, petrochemical and military cargos. Special emphasis will be made to link potential market positions with industry in the State. The range of market position alternatives to be investigated may include regional transshipment of goods, container-on-barge service, as well as major international container terminal operations.

For each viable market scenario, the Strategy will define its infrastructure needs. Transportation investments to be examined may include reconfiguration or modernization of existing port facilities, new terminal developments, wharf and channel improvements, road and rail connections, and inland intermodal facilities. A comparative analysis of development alternatives will be conducted to measure the relative benefits, effectiveness, and costs associated with various alternatives for market positions and associated infrastructure.

The North Carolina Maritime Strategy will provide the State of North Carolina with a decision matrix for evaluating port investments, within and across modes, to achieve economic objectives. Final recommendations will identify long and short term investment strategy for a more efficient, effective, and safe movement of port products.

Broad-based stakeholder outreach is paramount to successful development of the statewide maritime strategy. A comprehensive and ongoing public involvement program will engage the public, agencies and other stakeholders through a series of informational meetings, public workshops, and focused discussions with industry, environmental, and community groups.

Study Process

1. Prepare a project work plan that outlines all aspects of the Maritime Strategy project.
2. Prepare a comprehensive and ongoing public involvement program that will engage the public, private sector, government agencies and others.
3. Review and evaluate prior studies to ensure that this current study builds upon past efforts.
4. Collect and analyze additional data, as needed, to supplement information from prior studies. This effort includes a market analysis and an analysis of infrastructure and facilities.
5. Construct a comprehensive Geographical Information Systems (GIS) database.
6. Define maritime market scenarios in which the State could realize economic benefit. Special emphasis will be made to link potential market positions with industry in the State.
7. Define potential port improvements based upon maritime market scenarios from Task 6, above.
8. Define evaluation criteria for final Maritime Strategy recommendations.
9. Conduct analysis of potential port investment alternatives, including environmental screening, a cost-benefit analysis and funding/financing options.
10. Prepare a final Maritime Strategy report.

Study Outcomes

- Decisive process and tools for evaluating port and related multi-modal investments.
- Basis for long- and short-term investment strategy for more efficient, effective and safe movement of waterborne cargo in and out of the State.
- Identification of priority projects.
- Support for long-range planning.

- Assessment of institutional issues in order to approach maritime transportation in a more seamless manner.

3.0 PUBLIC INVOLVEMENT PROGRAM

The North Carolina Maritime Strategy will promote an open, proactive and comprehensive public involvement program to engage industry stakeholders and the public and offer multiple opportunities for participation during the study process. ***The goals of the NC Maritime Strategy public involvement program include:***

1. ***To foster a public involvement process that will engage stakeholders and the public to assist in the North Carolina Maritime Strategy development process and recommendations.***
2. ***To produce a comprehensive and cohesive public involvement process that engages various levels of stakeholders through the utilization of a broad array of public involvement tools and techniques.***
3. ***To create opportunities to interact with project stakeholders and the public in order to garner input on the future vision for North Carolina Ports.***
4. ***To create opportunities to collect feedback and comments and respond to these accordingly.***

These goals will be achieved through engaging stakeholders and the public by educating and informing them on project-related issues, providing multiple formats and opportunities for public input, and integrating feedback into the decision-making process.

This Public and Agency Involvement Plan provides a framework for implementing public involvement activities through a variety of tools and techniques designed to inform and engage the public, identify and address challenges and opportunities, collaborate on development of the Maritime Strategy recommendations and obtain feedback from the participants of the public involvement program. The program will engage the public and targeted stakeholders, to best reflect those related to the maritime industry and its locale within North Carolina.

The Maritime Strategy Public and Agency Involvement Plan is intended to be a living, iterative document. Throughout the project, this plan will be refined to meet the needs of project stakeholders and reflect major milestones in the planning and development process.

PUBLIC INVOLVEMENT PROCESS

The North Carolina Lieutenant Governor's Office, the Maritime Strategy Executive Team, the North Carolina Department of Transportation and North Carolina Maritime Strategy consultant team began planning for the NC Maritime Strategy public involvement program in February 2011. Early planning and development meetings were held to discuss the Strategy development process and, subsequently, to establish the vision, goals, objectives, strategies and other components of the public involvement program.

As a result of these discussions, the team proposed that the Public and Agency Involvement Plan encompass the following activities:

- Develop a fact sheet and project brochure
- Launch a project website
- Set up a project hotline for comments/questions

- Provide periodic project status updates and obtain guidance from the Maritime Strategy Executive Team
- Establish and conduct meetings of the Maritime Advisory Council
- Work with NCDOT to craft and distribute a news release to announce the project
- Work with NCDOT to establish social media tools and processes
- Develop an extensive stakeholder outreach database
- Hold small group meetings with project stakeholders
- Develop an Industry Stakeholder Engagement Plan
- Establish and conduct workshops with industry stakeholders
- Conduct community briefings
- Develop and facilitate a series of public meetings

As additional public involvement activities are identified, the PAIP will be updated.

PROJECT MILESTONES

Description	Schedule	Objectives
Maritime Study Executive Team kick-off meeting	February 22, 2011	Sponsorship <ul style="list-style-type: none"> • Establish project objectives • Participation commitments
Illustrate North Carolina economic context and position	April 2011	Communicate <ul style="list-style-type: none"> • NC position in global commerce • Statewide and regional trade flows and patterns
Define existing transportation network	May 2011	Define State transportation assets <ul style="list-style-type: none"> • Maritime • Highway • Railroad and Intermodal
Project website launch	May 2011	Provide information on Maritime Strategy
Media release	May 6, 2011	Public launch of project
Advisory Council Meeting #1	May 10, 2011	Introduce project and begin stakeholder input process
Engage industry stakeholders	May through October 2011	Obtain input <ul style="list-style-type: none"> • Strategic priorities • Transportation and logistics needs • Opportunities
Define market scenarios	June 2011	Present alternative maritime market positions for North Carolina
Advisory Council Meeting #2	July 11, 2011	Present initial findings and market scenario methodology
Establish infrastructure requirements	August 2011	Define investments needed to achieve economic objectives under market scenarios
Define evaluation criteria	September 2011	Establish objective approach for comparison of relative benefit and cost of alternatives
Community Involvement Workshops	September 2011	Gather public input on current and future vision of NC ports

Description	Schedule	Objectives
Public Involvement Meetings (Series 1)	Fall 2011	Present initial Maritime Strategy data, solicit public comment
Prepare decision matrix	December 2011	Provide framework for future decision making on NC maritime and related investments
Public Involvement Meetings (Series 2)	Winter 2011	Present proposed Maritime Strategy findings, solicit public comment
Final report	February 2012 (estimated)	Complete final report documents incorporating input from State reviews

PUBLIC AND AGENCY INVOLVEMENT PLAN - TEAM ROLES AND RESPONSIBILITIES

The extent of the public involvement program will provide opportunities for participation from the majority of the project team. Also, because the Maritime Strategy development process includes a large amount of technical analysis in addition to the communications aspects of the project, the public involvement program will be a process of coordination between technical and non-technical staff – all with the goal of presenting study findings in a manner that can be understood by the variety of project stakeholders.

North Carolina Governor’s Office

The North Carolina Governor’s Office will provide oversight of the North Carolina Maritime Strategy through the Governor’s participation in the Governor’s Logistics Taskforce (GLTF) – a group intimately involved in port operations and planning. The Governor’s Policy Advisor will participate in the public involvement effort through coordination with the Lieutenant Governor’s Office and the Secretary of Transportation.

North Carolina Lieutenant Governor’s Office

The North Carolina Lieutenant Governor’s Office is directing the performance of the North Carolina Maritime Strategy study development process. The Lieutenant Governor, his Senior Policy Advisor and a Constituent Services advisor will participate in the process throughout its development. The Lieutenant Governor is a member of the Governor’s Logistics Taskforce and chairs the Maritime Strategy Executive Team, two bodies that will be updated periodically on the public involvement process and direct the process as needed. The Office will also work closely with the Secretary of Transportation and NCDOT staff to facilitate the public involvement process.

Maritime Strategy Executive Team

The Maritime Strategy Executive Team (MSET) is a committee convened by the Lieutenant Governor and includes, in addition to the Lieutenant Governor, state-level leaders, including the Governor’s Senior Policy Advisor, Secretary of Transportation, Secretary of Commerce, and Secretary of the Environment and Natural Resources. The Team will be updated periodically on the public involvement process and direct the process as needed. The MSET will also work closely with the Secretary of Transportation, NCDOT staff and the project consultant team to assist in facilitating the public involvement process.

North Carolina Department of Transportation

The North Carolina Department of Transportation will be intimately involved in all aspects of the public involvement program and, in certain instances, performing key activities of the plan. The Secretary of Transportation, the Secretary’s Coordinator of Strategic Initiatives, the Public Information Office and the project’s management and technical staff will participate in all aspects of the public involvement program, most directly in the stakeholder outreach elements. The Public

Information Office will manage the media relations, social media and public service elements of the program as well as provide direction and approval of all elements of the public involvement process.

AECOM

AECOM will manage the planning process and implementation of the project's public involvement program, as well as manage the overall technical effort. AECOM will take the lead on coordinating and performing public engagement activities of high-ranking project stakeholders such as the Lieutenant Governor's Office, the Governor's Logistics Taskforce, Maritime Strategy Executive Team and NCDOT leadership. AECOM will also lead the Industry Stakeholder engagement process, but will look to URS and Eydo for support, as necessary. Additionally, AECOM management and technical staff will provide oversight of the Public and Agency Involvement Program as it relates to the production and communication of technical data and, ultimately, the decision matrix. The team will also assist with the facilitation of public meetings, community workshops and other stakeholder outreach activities, as identified.

URS

URS will support AECOM in coordinating and performing the public engagement activities, including providing technical input and supporting the implementation of stakeholder coordination activities, industry workshops and public meetings.

Eydo

In direct coordination with AECOM, Eydo will be responsible for formulating and implementing the majority of the public involvement efforts illustrated within this Public and Agency Involvement Plan. Eydo will also perform public involvement activities as directly requested by NCDOT, but will work to ensure that all requests for additional activities are funneled through AECOM. Eydo will be chiefly responsible for the preparation of draft public and agency involvement plans, strategies, materials and stakeholder coordination and will provide these to AECOM to cycle these drafts up through NCDOT and other appropriate channels, as identified. Eydo will also be charged with the administration and facilitation of all public meeting activities and efforts.

IDENTIFICATION OF STAKEHOLDERS

Since the initiation of the Maritime Strategy, the Governor's Logistics Task Force and NCDOT have placed much emphasis on the identification and involvement of a diverse group of stakeholders who will participate in the public involvement effort. A diverse group of stakeholders have a vested interest in the future of North Carolina ports and these stakeholders will be targeted for involvement in the process. In addition to industry stakeholders, there are a number of citizen organizations and groups that will be involved.

Industry stakeholders will be identified through their involvement in port-related activities and trade organizations at the recommendation of the project team. Public stakeholders will be identified by various methods, including contacts with local businesses and Chambers of Commerce, contacts with community organizations and groups, and coordination with the North Carolina State Ports Authority, NCDOT and the overall project team. The initial list of organizations and groups that were identified as key participants in the public involvement process is included in Appendix A.

General Public

The general public will be involved throughout the NC Maritime Strategy development process. Public participation is critical to the success of the Study development process as they provide a key mechanism for understanding challenges and opportunities to further clarify the public's vision for the future of ports in North Carolina. Through participation in meetings and events, the public will have

opportunities to learn about the study and provide substantive comments on the process and its proposed outcomes.

Section 5, Public Involvement Stakeholder Outreach, expands upon the process for engaging the project stakeholders.

4.0 STAKEHOLDER OUTREACH

Numerous stakeholders hold an interest in the North Carolina Maritime Strategy development process and though many common areas of interest exist, there are issues unique to each group. Therefore, a variety of outreach tools and techniques will be used to engage stakeholders in the Maritime Strategy public involvement effort. These specific approaches are addressed in each subgroup below.

MARITIME STRATEGY ADVISORY COMMITTEE

Initial guidance and input from the MSET will be identification of an Advisory Council to provide guidance to the study team based on the MSET-defined mission. The Advisory Council is envisioned to include state officials and staff along with industry representatives from ocean shipping, trucking, rail and manufacturing interests, and community-at-large representatives.

The Advisory Council will be designed to meet four times during the year and serve as a thoroughly engaged, hands-on advisory body. The Advisory Council will meet at key project milestones of strategy development. A charter will be adopted at the first meeting emphasizing Advisory Council ownership for the strategy development and implementation as public and private partners.

INDUSTRY-SPECIFIC STAKEHOLDER GROUP MEETINGS

This is a specific element of the PAIP that is targeted at soliciting and obtaining input from industry stakeholders with specialized expertise or interest in maritime development or goods movement within the State of North Carolina. The specific goals are to identify and implement a consistent and comprehensive process for forming and engaging Stakeholder Groups, create an appropriate forum for facilitating discussions, and gather information from these meetings that can then be incorporated into the Maritime Strategy development process. The approach for conducting industry stakeholder meetings is further described in the NC Maritime Strategy Industry Outreach Action Plan. Key elements requiring support by the Public Involvement team are highlighted below.

Compilation of stakeholder databases into a single resource

From the general stakeholder database, the project team will work together to produce a comprehensive category-specific resource database, from which industry participants in focused meetings or workshops may be drawn.

Activities include:

- Provide the team with a single, comprehensive industry-specific database.
- Ensure integration of all team members' stakeholder contacts into a single resource database.
- Create a single document that can be updated and managed by a single source, Eydo, thereby minimizing inconsistencies and exclusions.

Identification of industry-stakeholder participants

The AECOM/URS team, with support of the Maritime Advisory Council and NCDOT staff, will identify additional stakeholders to engage in the group workshops or focused meetings.

Activities include:

- Identify and outreach to proposed industry stakeholder participants.
- Engage and coordinate with industry stakeholder groups to schedule meetings.

Formulation of topics for discussion and input at Industry-specific Stakeholder Group Meetings

AECOM/URS team will identify key aspects of the Maritime Strategy development process that require input from Industry-specific Stakeholder Groups. Interview guides are included in the Industry Outreach Action Plan.

Activities include:

- Identify key aspects of the Maritime Strategy development process that require input from Industry-specific Stakeholder Groups.
- Develop and implement interview guides to facilitate the collection of information relevant to the Maritime Strategy analysis.
- Conduct workshops and interviews in a manner to solicit open discussion and offer the opportunity for maximum input from stakeholder participants.
- Report findings/results of stakeholder meetings during meeting of the full Advisory Council.

SMALL GROUP MEETINGS/COMMUNITY BRIEFINGS

The project team will initiate and respond to requests for community briefings as a proactive way to extend the reach of the public outreach efforts. The purpose of these meetings is for the study team to listen, gather information and feedback and be available to provide corrections to any inaccurate data or general misinformation. These meetings will be for the purpose of community groups sharing their viewpoints on the NC Maritime Strategy, past studies and related economic, social and environmental surveys and data. The team will be prepared to discuss a variety of issues and will have additional information available.

A key activity of the Small Group Meetings/Community Briefing is to provide a brief overview of the Maritime Strategy development process at the beginning of the meeting. Besides the general study goals and objectives, methodologies and elements, it will be important to reiterate that this process is taking a fresh look at the issue and that the consultant team has been hired to act as a fresh set of eyes in conducting the study.

These meetings will be attended by NCDOT, AECOM/URS and Eydo team members and may include the use of an agenda, handouts and graphics (boards and/or a presentation). A formal meeting report will be produced for each meeting and these will become part of the formal public involvement record.

COMMUNITY INVOLVEMENT/PUBLIC WORKSHOPS

The purpose of the community involvement/public workshops for the NC Maritime Strategy is to engage the general public and project stakeholders and provide an opportunity for the attendees to obtain information, make comments and speak directly with project team members.

The project team will host a series of three workshops throughout the duration of the project. Each series will consist of two meetings – one held in Morehead City and one in Wilmington. The format of the meetings will be identical as will the information made available to participants with the exception of materials specifically related to the port within the community where the meeting is being held. The workshops will be designed to employ a combination of tools used in public open houses and formal public hearings to best combine education and feedback opportunities for participants.

In advance of the workshops, the team will work with the NCDOT Public Information Office to publish workshop notices and announcements. A series of three (3) newspaper ads will be developed to run two (2) times each in up to seven (7) regional publications. If appropriate, all ads will be bilingual to accommodate the needs of the public.

Upon entering the meeting, attendees will be greeted, asked to sign in, and given a comment sheet and an informational brochure. A number of informational boards will be prepared to provide participants with information on the ports, including current operations, import/export data, potential future growth opportunities, economic data, draft market scenarios and other information that conveys a public-friendly, engaging snapshot of the Port of Morehead City and the Port of Wilmington. Members of the study team will circulate among attendees to answer questions and provide additional information as requested. As an option, a participatory exercise can be included in the workshop to provide attendees the opportunity for hands-on involvement.

At an established time, a formal public comment period will be convened. Prior to the public comment period, the study team will present a brief overview of NC ports reiterating and expanding upon the data shown on the informational boards. Following this presentation, attendees who have signed up to speak will be given the opportunity to provide public comment. Those wishing to provide public comments will be required to submit a card indicating their intent to speak – comments will be limited to three minutes per individual or organization. These comments will be recorded for inclusion in the public involvement process report.

Participants will be encouraged to provide feedback about the project by completing comment cards or by submitting comments via e-mail following the meetings. A public comment form will be developed with the results being posted to the project website following the meeting. In addition, all materials presented at these meetings will be posted to the project website for those who were unable to attend the meetings

Series One of the workshops will provide attendees the opportunity to learn more about current port operations and openly share thoughts on their vision for the future of ports in North Carolina. For these workshops, the study team will present information on the current operations, economic impact and environmental aspects of the ports. Community members will have the opportunity to comment on the current activities at the ports and how these translate into their future vision for the ports.

Series Two of the workshops will provide attendees the opportunity to learn about initial findings of the NC Maritime Strategy development process. Available to attendees will be information compiled by the study team which outlines detailed technical data, including port operations, economic data, import/export analysis, draft market scenario parameters, and other pertinent technical findings. Because of the technical nature of the data, the study team will work to present this data in a manner that is easily understood by attendees and those accessing the project website. The public will be asked to comment on the data presented and provide input on the methodology being employed for the development of market scenarios.

Series Three of the workshops will provide attendees the opportunity to learn about proposed recommendations of the NC Maritime Strategy. Of most importance, the study team will present detailed data on the proposed market scenarios, the improvement/development of current and potential port locations and the results of the economic impact studies conducted for the project. Again, with the technical nature of the data being presented during this series, materials will be carefully crafted to convey recommendations in a public-friendly format. The public will be asked to comment on the proposed market scenarios, the recommendations for port improvement/expansion and the economic impact study results.

ELECTED/APPOINTED OFFICIALS BRIEFINGS

As an element of existing relationships with elected officials, NCDOT will lead efforts to engage elected/appointed officials at various levels of federal, state and local governments. The project team supports these outreach opportunities as directed by NCDOT.

5.0 PUBLIC INVOLVEMENT TOOLS AND TECHNIQUES

Throughout the public involvement process, the team will employ multiple marketing and communications methods in order to educate and engage both targeted stakeholders and the general public. The public involvement approach will employ a strategy designed to reach diverse audiences by implementing a variety of traditional and emerging public involvement techniques, including print materials, a website, media relations, a project hotline and social media. The project team will work together to ensure that these tools and techniques are employed cohesively and that they successfully convey a consistent message throughout the duration of the public involvement effort.

MEDIA CAMPAIGN

Media, including newspapers, radio and television, serves as a valuable tool for disseminating project information to a large and geographically dispersed audience. As an element of the public involvement effort, the team will work with the NCDOT Public Information Office to support activities designed to develop a positive working relationship with media representatives and to provide information for media outlets seeking information on the project for placement in media channels. News releases will be used to provide information on key project milestones and invite readers to public meetings.

NCDOT will lead this effort with support from the project team.

The media campaign will include, but not necessarily be limited to:

- News Articles: Provide input to the NCDOT Communications Office for news articles about the project
- Media Support: Provide support to NCDOT for TV/Radio interviews
- Briefings/Presentations: Provide support to NCDOT to prepare media briefings/presentations.
- Media Releases: Provide support to NCDOT to prepare media releases in advance of each community involvement/public workshop
- Public Service Announcements: Provide radio Public Service Announcements (PSAs) as a tool for increasing project visibility, educating the public on the project and notification of upcoming public involvement opportunities. Local radio buys can be targeted to specific audiences, including Spanish-language PSAs on Latino radio stations, as deemed appropriate. These announcements can be produced in conjunction with the NCDOT Media Production facility to minimize cost. Media buys can also be coordinated with NCDOT for this purpose.

Deliverable(s): Work with NCDOT to prepare draft and final media items, media relations for placement of media, posting of media items on newswire and viral communications networks, translation of media items into Spanish, scriptwriting for PSAs, voiceover for PSAs.

PROJECT WEBSITE AND VIRTUAL COMMUNICATIONS

The project website - www.ncmaritimestudy.com - will serve as a key element of the public involvement program, serving as both an educational and feedback tool. The project website will

include project information, a calendar of events, study data, project contacts, a library of study documents and materials, news releases, photos, and a link to a web-based comment form.

The project website activities will include:

- Develop, implement and maintain a project specific website for the duration of the project study. The website will provide opportunities for stakeholders to access and contact NCDOT and consultant staff, view the project schedule, access available reports, provide feedback on project information and register to receive project communications. At the direction of NCDOT, produce the website with a Spanish language option for those with Limited English Proficiency.
- Support NCDOT to utilize their existing network of various web-based social media applications, including Facebook, Twitter, YouTube and other outlets as identified. Input from appropriate technical staff will be provided to respond to issues identified through social media applications.
- Provide updated website content, including project updates, responses to inquiries, meeting announcements, FAQ's, fact sheets, digital brochure, library materials, and digital surveys.
- Use website feedback and responses to populate public involvement database.
- Upload materials prepared for the public meetings.

Deliverable(s): Project website and social media applications

PROJECT TOLL-FREE HOTLINE

A project toll-free hotline will be developed to supplement the website as an option for those without internet access or for those who prefer audio information. In addition, the project hotline can be updated immediately should information change. AECOM will host the hotline and Eydo will update the hotline as necessary.

Project hotline activities include:

- Provide administrative and technical staff support for the setup of a specialized number
- Answer inquiries received through the hotline
- Document inquiries and responses
- Provide a Spanish language option

Deliverable(s): Project hotline; activity report of calls received, topics and answers provided

BROCHURE

A full-color project brochure will be developed to support the public information campaign and broaden audience exposure to educational opportunities on the project. The brochure will be a generic publication that can last the length of the project without significant change. The content of the brochure will mirror that of the information posted on the website to ensure equal access to information for those who may have limited access to the internet. The brochure will be designed to be an informative, graphically engaging educational tool that can be disseminated throughout the project area. The piece will be distributed at public meetings, stakeholder meetings and also by request.

Brochure activities include:

- Develop a brochure that contains basic project information and announces the upcoming public engagement effort
- Develop educational content for the brochure
- Provide a visually engaging design
- Coordinate production and delivery
- Produce a bilingual format brochure, English/Spanish, as appropriate

Deliverable(s): Draft (electronic version only) and final brochures; 10,000 printed copies of final brochure.

VIDEO PRESENTATION

A short video presentation of between two (2) and five (5) minutes will provide an additional opportunity for public education and engagement. The video will present basic information on the project and invite the public to visit the website, complete the online survey and stay updated on upcoming public meetings. The project team will work with NCDOT Public Information Office through all aspects of the video presentation.

Video presentation activities include:

- Work with NCDOT to define message to be conveyed by video presentation
- Produce draft script of the video
- Work with NCDOT on the production of the video
- At the direction of NCDOT, post the video to the project website, YouTube, media outlets, and/or other social networking sites
- Produce Spanish sub-titles, as deemed appropriate

Deliverable(s): Draft and final video presentation in web-based format(s) to accommodate streaming via the project website and integration into other social media applications as outlined in the Project Website section above.

NEIGHBORHOOD PROJECT BRIEFINGS/PRESENTATIONS

Upon request, the project team will support project briefings and presentations at local neighborhood and community group events, organizations, chambers of commerce, and/or participate in other local events as requested. These briefings will provide opportunities for specific stakeholder groups – chiefly neighborhoods and communities adjacent to the project area – the opportunity to learn about the project, ask specific questions and provide feedback directly to the project team.

Neighborhood Project Briefings/Presentations activities include:

- Work with NCDOT to schedule and staff presentations
- Utilize information and materials developed for public meetings as tailored for specific groups or topic
- Provide project brochure
- Record presentation discussions
- Provide report of presentation discussions

COMMUNITY INVOLVEMENT/PUBLIC WORKSHOP REPORTS

Following community involvement/public workshops, the team will prepare a summary that will become an element of the formal public involvement record. Comments will be grouped and addressed in responses across groupings. The summary will include materials presented at the meeting, copies of sign in and comment sheets, a summary of comments and other supporting information, as identified.

Community Involvement/Public Workshop Report activities include:

- Gather public meeting materials for inclusion in the report
- Compile comments and produce in a summary format
- Produce draft and final workshop reports

- Provide Spanish translation of comment reports

Deliverable(s): Meeting summaries

PUBLIC INVOLVEMENT DATABASE

AECOM/URS will develop and maintain a project stakeholder database as a way to track the concerns and needs of the various stakeholder groups living and working within the study area who were identified in the initial public involvement selection process. This database will assist the project team by providing pertinent community issues. This database will represent the agencies, community groups, businesses, organizations, residents and the traveling public to be targeted for outreach. The stakeholder database will be the primary repository for the widest listing of all project stakeholders and interested parties.

Public Involvement Database activities include:

- Develop and manage project stakeholder database
- Develop and populate database based on determination of stakeholders as described in the Public and Agency Involvement Plan
- Include tools to allow sorting by elected officials and agencies on the federal, county, state and municipal and provincial levels, discreet stakeholder groups, including but not limited to,
- environmental, tourism, commerce, neighborhood and business, and any individual listings captured by phone or mail campaigns or sign-in sheets

Deliverable(s): Sortable, accessible Public Involvement Database

MAILING LIST AND ISSUES LOG DEVELOPMENT

Develop and maintain a coordinated, categorized electronic mailing list that includes all stakeholders, including elected officials; residents and property owners who have expressed interest in the project; city, county and state officials; and involved agencies.

Mailing List and Issues Log Development activities include:

- Develop the List and Log template that includes the ability for data to be queried by issue, place of origin and person
- Create and maintain the list in exportable software
- Store all public comments in a stakeholder issues log, which will be created by AECOM/URS and maintained in electronic format
- Develop List and Log to enable stakeholder issues to be submitted via phone call, e-mail or comment sheet

Deliverable(s): Mailing List and Issues Log Development

6.0 MEASURE OF EFFECTIVENESS

The North Carolina Maritime Strategy will involve and engage the public throughout the development process. The Study's leadership team is committed to extensive public engagement built upon an open, collaborative, transparent and responsive public and agency involvement plan. The entire project team is committed to facilitating an effective public involvement effort that includes measurements of effectiveness, as well as the ability to amend/append project activities to ensure that these measures are being met.

With the historical difficulty of setting and attaining tangible goals in public involvement programs, the measures of effectiveness for the Strategy development process public and agency involvement plan will take into account the levels of participation in stakeholder and community involvement/public workshops, as well as feedback received which directly addresses the effectiveness of outreach activities. Proposed measures include feedback from participants of community involvement/public workshops, stakeholder outreach activities, written and oral comments, and interaction throughout the public involvement process. Because formal reports of both stakeholder and public meetings will be prepared, the project team will have the ability to review comments and identify those directed at the effectiveness of the public involvement effort. In addition, the team will review comments to identify future challenges and opportunities for integration into subsequent public involvement activities.

As a result of tracking these measures of effectiveness, it may be necessary to create additional public involvement activities in order to accomplish the goals and objectives of the public and agency involvement plan. These recommendations will be forwarded to AECOM/URS for consideration.

APPENDIX A. STAKEHOLDERS

Federal Agencies and Departments

- United States Marine Corps
- United States Army
- United States Air Force
- United States Coast Guard
- United States Army Corps of Engineers
- United States Fish and Wildlife
- United States Environmental Protection Agency
- United State Nuclear Regulatory Commission

State Agencies and Departments

- North Carolina Governor's Office
- North Carolina Lieutenant Governor's Office
- North Carolina Department of Transportation
- North Carolina State Port Authority
- North Carolina Department of Environment and Natural Resources and various divisions
- North Carolina Division of Coastal Management
- North Carolina Sea Grant
- North Carolina Water Resources
- North Carolina Department of Commerce
- North Carolina State Legislators

Local and Regional Governments and Councils

- Metropolitan Planning Organizations (MPOs)
- Rural Planning Organizations (RPOs)
- Council of Governments (COGs)
- Neighboring Jurisdictions
- North Carolina Metropolitan Mayors Coalition
- Regional city/town councils

Business and Economic Development Interest Groups

- Chambers of Commerce
- Business Associations
- Business Owners
- Visitor and Convention Bureaus
- Trade and industry councils

Railroads

- CSX Corporation
- Norfolk Southern Corporation
- North Carolina Railroad Company
- Shortline railroads supporting port operations

Trucking and Distribution

- North Carolina Trucking Association
- Cargo Transporters, Inc.
- Carolina Tank Lines, Inc.

- Daimler Trucks North America
- Globe Express Services
- Henry Transfer, Inc.
- H&W Trucking Co, Inc.
- Longistics
- MBM Corporation
- Salem Logistics
- SOS Global
- S & R Packing
- Union Transport, Inc.
- Yarbrough Transfer Company

Aerospace

- Bridgestone Aircraft Tire USA
- Commerce Overseas Corp
- Curtiss Wright Controls, Inc.
- Goodrich
- GE Aviation Durham
- Honda Aircraft Co, Inc.
- Honeywell
- Northrop Grumman
- Spirit AeroSystems Inc.

Agriculture

- Carolina Cotton Cooperative
- North Carolina Cattlemen's Association & North Carolina Cattlemen's Beef Council
- Farm Bureau
- Lorillard
- Mountaineer Farms of NC Inc.
- North Carolina Pork Council
- North Carolina Poultry Federation
- North Carolina Small Grain Growers Association
- North Carolina Soybean Producers Association
- House of Raeford Farms Inc.
- RJ Reynolds
- Smithfield Foods
- Tobacco Associates
- Tobacco Growers Association of NC
- Tyson Foods, Inc.
- North Carolina Division of Marine Fisheries – part of DENR
- North Carolina Fisheries Association

Airports

- North Carolina Airports Association
- Coastal Carolina Regional Airport
- Charlotte Douglas International Airport
- Michael J Smith Field Airport
- Piedmont Triad International Airport
- Raleigh Durham International Airport

- Wilmington International Airport

Environmental

- Dial Cordy and Associates, Inc.
- North Carolina Coastal Federation
- North Carolina Division of Coastal Management
- North Carolina Sea Grant
- North Carolina Water Resources
- North Carolina Beach, Inlet, and Waterway Association

Free Trade Zones

- Charlotte Regional Partnership, Zone #57
- Piedmond Triad Regional Partnership, Zone #230
- North Carolina State Ports Authority: Wilmington, Zone #66
- Global TransPark

Lumber

- North Carolina Forestry Association
- E.N. Beard Hardwood Lumber, Inc.
- North Carolina Association of Professional Loggers, Inc.

Manufacturing

- BayerCropScience
- Baxter Healthcare Corp
- BD
- Biogen
- Carolina Tractor
- Cisco Systems
- Crown LSP Group, Inc.
- DioSynth Biotech
- Eaton Corporation
- General Electric Lighting Solutions
- Goodyear Tire and Rubber
- GSX
- High Point Market Authority
- Hospira Inc
- IBM
- North Carolina Department of Commerce
- International Paper
- International Textiles Group
- Kuehne & Nagel, Inc.
- Lecce
- Lenovo
- Manufacturers and Chemical Industry Council of NC (MCIC)
- NACCO Materials Handling Group, Inc.
- Novozymes North America
- PSC Phosphate
- Quintiles
- SAS

- SouthCo Inc. of North Carolina
- Taelecris Biotherapeutics Inc
- Tyco Electronics Corporation
- UNFI Manufacturing Inc.
- Weyerhaeuser Company

Ports

- North Carolina State Port Authority
- Morehead City Ports Committee

Retail/Shippers

- Belk
- Bernards, Inc.
- Big Rock Sports
- BSH Home Appliance Corporation
- FAC Food Logistics
- Fed Ex express Shipping Center
- Food Lion
- Harris Teeter
- Home Depot
- Ingles Markets
- Kelloggs Snacks
- Kerr Drug
- Kincaid Furniture Company
- Lowe's Companies, Inc.
- Lowe's Food
- Lowes Home Centers Inc.
- North Carolina Automobile Dealers Association
- The Pantry
- Pepsi Bottling Ventures
- Ruddick Corporation
- Sears Holding Corp.
- Target
- UPS Supply Chain Solutions
- US Food Service
- US Army Corp of Engineers Wilmington District
- Variety Wholesalers, Inc.
- WalMart

Shipping Lines

- ISC
- Maersk
- MSC
- Stevens Towing
- Yang Ming Transport Corporation
- ICL - Independent Container Line

Textiles

- Southern Textile Association - North Carolina Division

- Textile Technology Center-Gaston College

North Carolina Department of Commerce Industry Sector Teams

- Aerospace Industry and Chemicals, Plastics and Rubber-Related Materials Industry
- Automotive Industry
- Biotechnology, Pharmaceuticals & Life Sciences Industry
- International Trade Division
- Textile Industry

Interest Groups

- Residents
- Homeowners
- Homeowners Associations
- Environmental Interest Groups
- North Carolina State University/7 Portals Study
- Cape Fear River Watch
- Progress Energy
- NC Travel Industry Association (NCTIA)
- River City Community Development Corporation
- UNC Greensboro

Media

- Television
- Print
- Radio
- Online

APPENDIX B. TERMS, ACRONYMS AND ABBREVIATIONS

Americans with Disabilities Act (ADA)

A 1990 Federal law mandating sweeping changes in building codes, transportation, and hiring practices to prevent discrimination against persons with disabilities, not only in projects involving federal dollars, but in connection with all new public places, conveyances, and employers.

Clean Air Act Amendments of 1990 (CAAA)

A 1990 Federal law that identifies "mobile sources" (vehicles) as primary sources of pollution and calls for stringent new requirements in metropolitan areas and states where attainment of National Ambient Air Quality Standards (NAAQS) is, or could be, a problem.

Economic Development

Action taken by public or private entities that fosters development and/or redevelopment in strategic locations with the purpose to enhance economic viability of key activity centers and enhance the tax base of a particular area.

Federal Highway Administration (FHWA)

The agency of the United States Department of Transportation with jurisdiction over highways.

Governor's Logistics Task Force (GLTF)

Established by North Carolina Governor Beverly Perdue pursuant to Executive Order 32, the Governor's Logistics Task Force comprises 25 members to 40 members appointed by the Governor to develop a strategic plan to maximize existing assets and prioritize new investments so that North Carolina gains a competitive advantage and emerges as a leader in transportation logistics.

Metropolitan Planning Organization (MPO)

The agency designated by the governor to administer the federally required transportation planning process in a metropolitan area. An MPO must be in place in every urbanized area over with 50,000 or greater population. The MPO is responsible for the 20-year long-range plan, the Metropolitan Transportation Plan (MTP), and the Metropolitan Transportation Improvement Program (MTIP).

Metropolitan Transportation Plan (MTP)

The official intermodal transportation plan that is developed adopted through the metropolitan transportation planning process for the metropolitan planning area, in accordance with 23 U.S.C 134, 23 U.S.C 135 and 49 U.S.C 5303.

National Ambient Air Quality Standards (NAAQS)

Federal standards that set allowable concentrations and exposure limits for various pollutants. The EPA developed the standards in response to a requirement of the CAA.

National Environmental Policy Act (NEPA)

Established a national environmental policy requiring that any project using federal funding or requiring federal approval, including transportation projects, examine the effects of proposed and alternative choices on the environment before a federal decision is made.

Stakeholders

Individuals and organizations involved in or affected by the transportation planning process. Include federal/state/local officials, MPO's, port-related industries, freight companies, shippers, and the general public.

Title VI

Title VI of the Civil Rights Act of 1964. Prohibits discrimination in any program receiving federal assistance.