

**AMATS: Seward Highway to Glenn Highway
Connection**

Planning & Environmental Linkage Study

IRIS Program No.: CFHWY00550

Federal Project No.: 0001653

Communication Plan

April 2022

This planning document may be adopted in a subsequent environmental review process in accordance with 23 USC 168 Integration of Planning and Environmental Review.

Prepared for:

*Alaska Department of Transportation and Public
Facilities - Central Region*

Prepared by:

*HDR Engineering, Inc.
2525 C Street, Suite 500
Anchorage, AK 99503*

Table of Contents

- 1.0 Project and Communication Management..... 1
 - 1.1 Introduction and Overview 1
 - 1.2 Project Background 1
- 2.0 Planning and Environmental Linkages Process and Communication 3
 - 2.1 National Environmental Policy Act and PEL Communication..... 3
 - 2.2 PEL Study Components for Stakeholder Review 6
 - 2.3 Stakeholder Review Process Flow Charts 7
- 3.0 Communication Plan Overview..... 8
 - 3.1 COVID-19 Protocols/Virtual Public Involvement..... 8
 - 3.2 Environmental Justice..... 8
 - 3.3 Project Team..... 9
- 4.0 Communication Objectives, Approach, and Schedule 11
 - 4.1 Objectives 11
 - 4.2 Approach..... 12
 - 4.3 Schedule 13
- 5.0 Outreach Methods and Activities 15
 - 5.1 Stakeholder Identification..... 15
 - 5.1.1 Stakeholder Register..... 16
 - 5.1.2 Stakeholder Classification 16
 - 5.1.3 Stakeholder Categories..... 16
 - 5.2 Outreach Methods and Techniques..... 18
 - 5.2.1 Committees 19
 - 5.2.2 Public Meetings 20
 - 5.2.3 Small Group Meetings..... 21
 - 5.2.4 Workshop 21
 - 5.2.5 Press Event..... 22
 - 5.2.6 Project Website..... 22
 - 5.2.7 Social Media..... 22
 - 5.2.8 Newsletters..... 23
 - 5.2.9 Postcards 23
 - 5.2.10 Emails/E-blasts 23
 - 5.2.11 Stakeholder Interviews..... 23

5.2.12 Traveling Open House/Listening Post..... 24

5.2.13 Facilitation and Translation Services 24

5.2.14 Draft Resolution of Support..... 24

5.2.15 Story Maps 24

5.2.16 Video..... 24

5.3 Communications Support..... 25

5.4 Timeframe and Frequency of Communication Activities..... 25

6.0 Comment Management..... 29

6.1 Comment Tracking and Response to Comments..... 29

6.2 Comment Protocol..... 29

6.3 Comment and Communication Flow Charts..... 30

6.4 Communication/Public Involvement Summary Reports..... 31

7.0 Approval..... 32

Tables

Table 1. PEL Study Components and Stakeholder Review..... 6

Table 2. Communications Plan Requirements..... 8

Table 3. Project Team 10

Table 4. Stakeholder Group Management Strategy..... 15

Table 5. Stakeholder Classification..... 16

Table 6. Preliminary Stakeholder Categories Chart 16

Table 7. Content/Messaging for Each Public Meeting..... 20

Table 8. Timeframe and Frequency of Communication Activities 26

Table 9. Comment Collection Protocol..... 29

Figures

Figure 1. Map of Project Study Area 2

Figure 2. PEL Steps and Public Involvement Input Integration..... 4

Figure 3. SEO Written Concurrence Points During PEL Study..... 5

Figure 4. DOT&PF/AMATS Review..... 7

Figure 5. Agency Review..... 7

Figure 6. Public Review 7

Figure 7. Communication Roadmap..... 14

Figure 8. Primary Outreach Methods and Techniques..... 19

Figure 9. Approach to Involvement for Substantial Concerns..... 29

Figure 10. Comment Flow Chart..... 30

Appendices

Appendix A – EJ Plan

Appendix B – Stakeholder Analysis

Appendix C – Committee Charters and Membership

Acronyms

3-C	comprehensive, cooperative, and continuous
ADA	Americans with Disabilities Act
AMATS	Anchorage Metropolitan Area Transportation Solutions
CFR	Code of Federal Regulations
Comms Plan	Communication Plan
DOT&PF	Alaska Department of Transportation and Public Facilities
EAST	<i>East Anchorage Study of Transportation</i>
EJ	Environmental Justice
FHWA	Federal Highway Administration
HDR	HDR Engineering, Inc.
H2H	Seward Highway to Glenn Highway Connection
LRTP	Long Range Transportation Plan
MOA	Municipality of Anchorage
MTP	Metropolitan Transportation Plan
NEPA	National Environmental Policy Act
NOA	Notice of Availability
PEL	Planning and Environmental Linkages
<i>PEL Guidebook</i>	<i>DOT&PF's Planning and Environmental Linkages (PEL) Guidebook</i>
PI	Public Involvement
Project	Seward Highway to Glenn Highway Connection
SEO	Statewide Environmental Office
Title VI	Title VI of the Civil Rights Act of 1964
U.S.C.	United States Code

1.0 Project and Communication Management

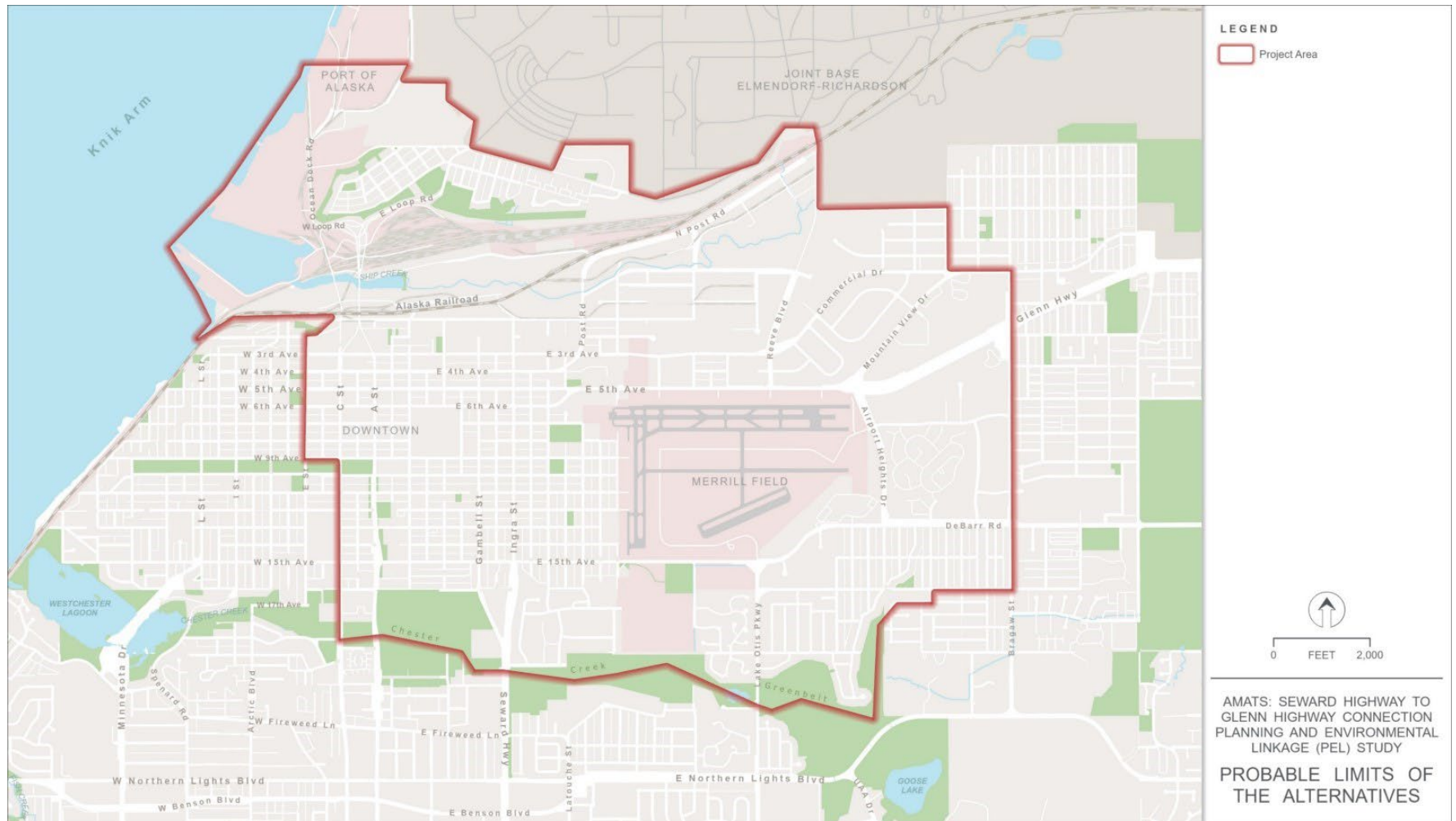
1.1 Introduction and Overview

The Alaska Department of Transportation and Public Facilities (DOT&PF), Central Region, is conducting a Planning and Environmental Linkages (PEL) Study of the Seward Highway to Glenn Highway connection (Project), located in the Municipality of Anchorage (MOA), for Anchorage Metropolitan Area Transportation Solutions (AMATS). This Project will create a plan to consider potential improvements from the Seward Highway, near 20th Avenue, to the Glenn Highway, east of its intersection with Airport Heights Drive. This Project will also consider improvements that could connect the highway network to Ocean Dock Road at the Port of Anchorage. Specific tasks include planning, environmental studies, forecasting, travel demand modelling, developing a purpose and need, alternatives development, cost estimating, construction phasing, and public involvement. Figure 1 shows the Project area and probable limits of the alternatives, within the MOA, considered during this PEL Study.

1.2 Project Background

Connecting the Seward Highway to the Glenn Highway was discussed as early as the *Anchorage 1972 Long Range Transportation Plan (LRTP)*. In 2001, AMATS initiated the *East Anchorage Study of Transportation (EAST)*. EAST concluded that connecting the Seward and Glenn Highways was essential to solving traffic congestion in Anchorage. The Seward Highway to Glenn Highway Connection (H2H) project was included and adopted in 2005 as part of the *Anchorage Bowl 2025 Long Range Transportation Plan*. DOT&PF started an Environmental Impact Statement process that was canceled in 2010. However, the project was readopted into the AMATS Metropolitan Transportation Plan (MTP) and has continued to be a major component of the plan, most recently being adopted as part of the AMATS MTP 2040.

Figure 1. Map of Project Study Area



2.0 Planning and Environmental Linkages

Process and Communication

2.1 National Environmental Policy Act and PEL Communication

The PEL process is an approach to transportation decision making that considers environmental, community, and economic goals early in the planning stage to minimize redundancies, promote efficient and cost-effective solutions, and enhance project implementation. The PEL process also allows decision makers and stakeholders to narrow the range of alternatives to be considered and to identify and prepare for issues to be addressed in subsequent National Environmental Policy Act (NEPA) compliance and project design phases. Public and agency input at milestone stages of a PEL Study are key components that allow the study analyses to be incorporated into future NEPA documents.

The PEL process is a valuable approach for supporting project delivery. DOT&PF is engaging the community and key agency stakeholders in the Seward Highway to the Glenn Highway PEL Study to help guide the development and delivery of transportation investments in the Project area. A PEL Study allows DOT&PF to develop and screen improvement alternatives with committees, agencies, and the public to narrow down alternatives to carry forward into the NEPA and project design development phases.

The result of the Seward Highway to the Glenn Highway PEL Study will be recommended solutions for improving the overall safety, connectivity, and reliability throughout the corridor.

Feedback from the community and stakeholders is central to the development of design concepts and is a requirement of the PEL process (23 United States Code [U.S.C.] 168 and 23 Code of Federal Regulations [CFR] 450.212 and 450.318, and as explained in DOT&PF's *Planning and Environmental Linkages (PEL) Guidebook* [*PEL Guidebook*; www.dot.state.ak.us/stwddes/desenviron/assets/pdf/procedures/pel_guidebook.pdf]). Figure 2 depicts how public input is incorporated throughout the PEL process.

The public input process for this PEL Study begins once a public notice is published in the *Anchorage Daily News* announcing the Project and stating that “the resulting planning products may be adopted during a subsequent environmental review process.”

Additionally, the public involvement (PI) program must follow a systematic approach to increase the type and extent of involvement if an interested party has substantial concerns about the PEL Study. Appendix A of the regulations (23 CFR 450.212 and 450.318) discusses the need for a PEL Study to be comprehensive, cooperative, and continuous (3-C). This Communication Plan (Comms Plan) establishes early and continuous PI opportunities throughout this PEL Study and follows the 3-C guidance from the *PEL Guidebook*.

Figure 2. PEL Steps and Public Involvement Input Integration

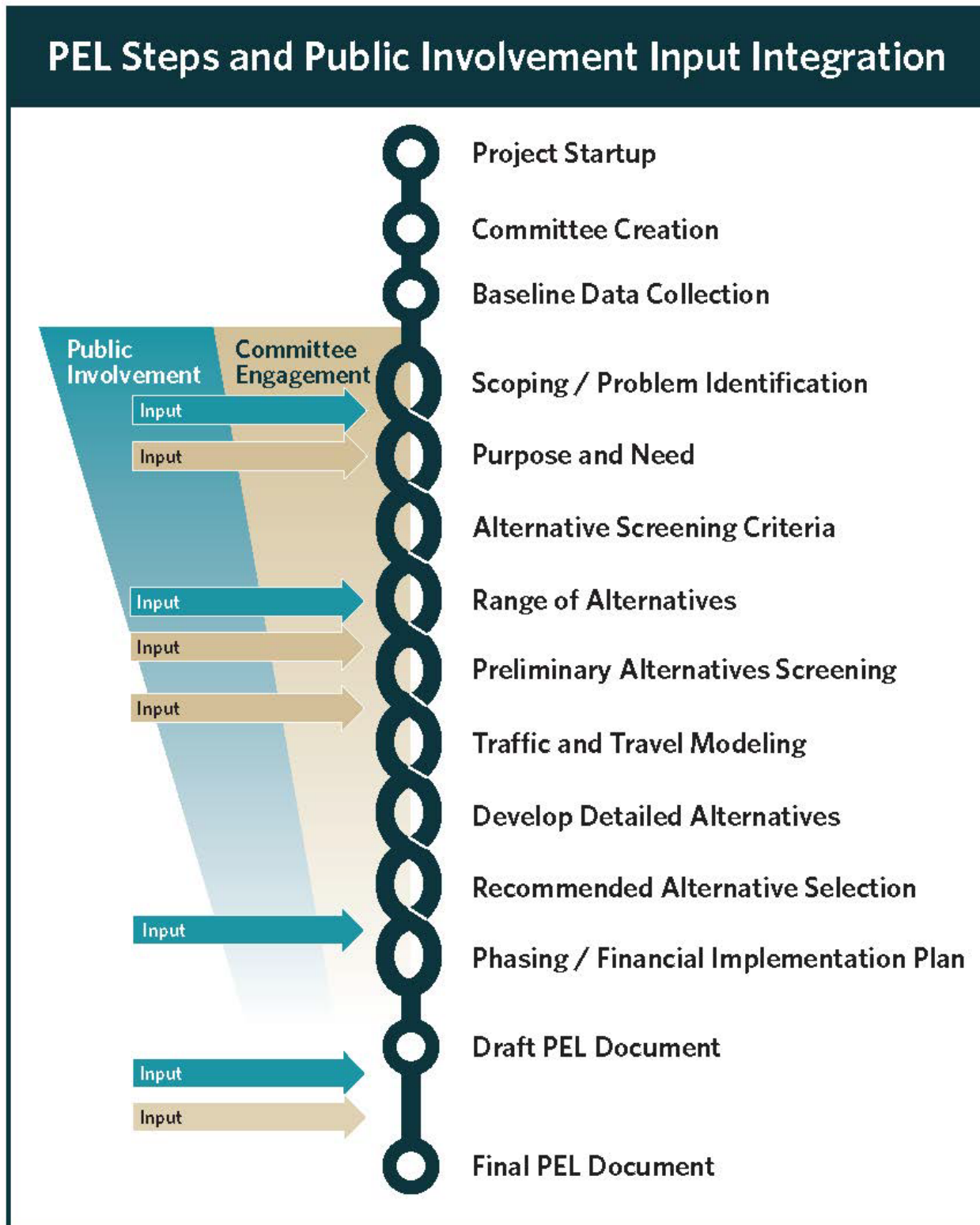






Figure 3 outlines the Statewide Environmental Office (SEO) concurrence points during PEL Study development. This concurs with DOT&PF’s *PEL Guidebook*.

Figure 3. SEO Written Concurrence Points During PEL Study

SEO WRITTEN CONCURRENCE POINTS DURING PEL STUDY	
CONCURRENCE POINT	REVIEW
 <p>Purpose and Need</p>	<ul style="list-style-type: none"> - Purpose and need statement has a rational basis - Uses up-to-date data - Includes analytical methods - Uses modeling techniques that are reliable, defensible, reasonably current, and meet data quality requirements
 <p>Alternatives Development and Screening Methodology</p>	<ul style="list-style-type: none"> - Planned range of alternatives and the alternatives development process is reasonable, rational and logical - Appropriate methodologies are identified - Level of detail planned for alternatives development and evaluation is appropriate - Stakeholder involvement plan is appropriate - Planned screening process, including screening criteria, is rational and logical
 <p>Alternatives Screening Results</p>	<ul style="list-style-type: none"> - Results of alternatives development and screening - Conclusions are reasonable and logical - Sufficient documentation is provided to justify eliminating or advancing alternatives - No alternatives are eliminated that are necessary for compliance with future NEPA or for compliance with a permit or approval from another federal agency
 <p>Draft PEL Study</p>	<ul style="list-style-type: none"> - Public and agency involvement is adequately documented - The ten conditions identified in 23 U.S.C. 168 have been followed - Planning products and analyses are adequate for incorporation into future NEPA - Impacts and mitigation are appropriately documented - The basic description of the environmental setting is adequate - The implementation plan contains reasonable steps for the project to move forward into the NEPA process - The planning products are documented in such a form as to be easily identifiable and available for review during the NEPA scoping process and can be appended to or referenced into a NEPA document

2.2 PEL Study Components for Stakeholder Review

Table 1 lists the PEL Study components and identifies those that are anticipated to be reviewed by the DOT&PF/AMATS, agencies, and the public.

Table 1. PEL Study Components and Stakeholder Review

PEL Study Components	DOT&PF/ AMATS Review	Agency Review	Public Review
Communications Plan (+2 updates)	x	x	
Project Area Map	x		
Aerial Imagery and Elevation Data	x		
Section 4(f)/6(f) Map and Technical Memo	x	x	
Cultural Resources Map and Technical Memo	x	x	
Hazardous Waste Sites Map and Technical Memo	x	x	
Wetlands Map	x	x	
Floodplains Map	x	x	
Social Groups Map	x	x	
Safety: Crash Map and Technical Memo	x	x	
Traffic Forecast Technical Memo (+1 update)	x	x	x
Travel Demand Modeling Memo	x		
Future Build/No-Build Model Run Data	x		
Draft/Final Travel Demand Modeling Report	x		
Origin-Destination Study Memo	x		
Origin-Destination Study Report	x	x	
System Performance Memo	x	x	x
Purpose and Need Statement	x	x	x
Recommended Alternative Selection Criteria	x	x	x
Alternative Design Criteria Technical Memo	x	x	x
Basic Description of the Environmental Setting Report	x	x	x
Draft Preliminary Alternatives Technical Memo	x	x	x
50% Review Draft Preliminary Alternatives Technical Memo	x	x	x
Final Preliminary Alternatives Technical Memo	x	x	x
Initial Alternative Screening Technical Memo	x	x	x
Draft Alternative Chapter and Draft Design Drawings	x	x	x
Draft Environmental Impacts Memo	x	x	x
Final Detailed Alternative Development Report	x	x	x
PEL Planning Memorandum	x		
PEL Environmental Report	x	x	x
PEL Planning Report	x	x	x

2.3 Stakeholder Review Process Flow Charts

HDR Engineering, Inc. (HDR), will engage each of the major stakeholder groups, as depicted in Figure 4 through Figure 6, during the document review process.

Figure 4. DOT&PF/AMATS Review



Figure 5. Agency Review



Figure 6. Public Review



3.0 Communication Plan Overview

This Comms Plan has been developed by HDR for DOT&PF to explain and summarize the public outreach that will be conducted in support of the PEL Study. The PEL Study activities and analyses will affect a significant percentage of the city's residents and business owners.

This Comms Plan satisfies the *Alaska Highway Preconstruction Manual* Section 430.3.2 requirement for a documented Public Involvement Plan.

This Comms Plan outlines the Project's approach to and objectives for public and agency engagement throughout the PEL Study. It will be implemented at the onset of the Project, in June 2021, and will continue to be used through the publication of the final PEL Study Report. This Comms Plan may also be amended or updated throughout the PEL Study and will serve as a guide in the transition to the NEPA compliance process.

Table 2 lists the *Alaska Highway Preconstruction Manual* requirements for a Comms Plan and indicates where the tactics for satisfying those requirements are described in this document.

Table 2. Communications Plan Requirements

Communications Plan Requirements	Communications Plan Section
Identification of stakeholder groups and their associated management strategy	Section 5.1
Information to be communicated, including level of detail	Section 5.2.2 (Table 7)
Reason for the distribution of that information	Section 5.2.2 (Table 7), Section 5.4
Time frame and frequency for the distribution of required information	Section 4.3, Section 5.4
Communication methods and techniques used to convey the information	Section 5.4
Resources allocated for communication activities, including time and budget	Section 5.2
Flow charts of the information flow in the Project (internal and external)	Section 2.3, Section 6.4

3.1 COVID-19 Protocols/Virtual Public Involvement

As of June 2021, public gatherings are able to be held in person within the MOA, with thoughtful protocols to limit potential exposure to COVID-19 and other transmissible viruses. These protocols include wearing masks, practicing social distancing, providing hand-sanitizing stations, and contactless options for sign-in and interactions. To limit the spread of COVID-19 and to increase Project engagement, virtual PI techniques such as online open houses and virtual public meetings are included in this scope of services.

3.2 Environmental Justice

Project communications (i.e., PI) will meet the requirements of Title VI of the Civil Rights Act of 1964 (Title VI), Executive Order 12898 *Federal Actions to Address Environmental Justice in*

Minority Populations and Low-Income Populations, and Federal Highway Administration (FHWA) Order 6640.23A FHWA Actions to Address Environmental Justice in Minority Populations and Low-Income Populations.

Under Title VI, each federal agency is required to ensure that no person, based on race, color, or national origin, is excluded from participation in, denied the benefits of, or subjected to discrimination under any program or activity receiving federal financial assistance. Therefore, the PEL Study will specifically engage individuals and communities traditionally underserved by existing transportation systems, such as low-income and minority households, who may face challenges accessing employment and other services (per 23 CFR 450.210(a)(1)(viii) and 450.316(a)(1)(vii)). Please see Appendix A for the Environmental Justice (EJ) Plan.

The EJ Plan focuses on two main objectives: alleviating barriers that prevent underserved populations from providing meaningful feedback in the PEL process and engaging underserved populations for adequate representation throughout the PEL process. The resulting goal is to achieve substantive qualitative and quantitative input for inclusive decision making during the PEL Study.

This EJ outreach will be done through a variety of methods and techniques, including:

- Gaining representation on the Community Advisory Committee
- Conducting stakeholder interviews with traditionally underserved groups
- Using visual and hearing-impaired accessible materials and methods
- Advertising the public meetings where traditionally underrepresented populations exist
- Achieving inclusivity on the mailing list (i.e., adding individuals to the mailing list who are traditionally underrepresented)
- Using translated materials and translation services
- Verifying that Project outreach is exhaustive and inclusive by requesting that Community Advisory Committee members assist with outreach to underserved populations
- Holding public meetings at convenient and accessible locations and times
- Seeking out and considering the needs of those traditionally underserved (including low-income and minority households)

HDR will maintain a separate file documenting Title VI compliance activities as they occur.

3.3 Project Team

The Project Team can be contacted by reaching out to Josie Wilson, PI Lead:

- Phone: (907) 206-2289
- Email: info@sewardglennmobility.com

Table 3 lists the members of the Project Team who will implement the tactics outlined in the following sections to support each phase of the Project.

Table 3. Project Team

Name	Role	Organization
Kelly Summers, PE	Project Manager	DOT&PF
Kevin Jackson, PE	Chief, Preliminary Design & Environmental	DOT&PF
Brian Elliott	Regional Environmental Manager	DOT&PF
James Starzec	AMATS Transportation Planner	DOT&PF
Craig Lyon	Transportation Planning Manager	AMATS
Aaron Jongenelen	Senior Transportation Planner	AMATS
John McPherson	Project Manager	HDR
Laurie Cummings	Planning Lead	HDR
Josie Wilson	Public Involvement Lead	HDR
Taylor Horne	Deputy Project Manager / Environmental Lead	HDR

4.0 Communication Objectives, Approach, and Schedule

4.1 Objectives

This Comms Plan will help accomplish two objectives:

- Provide opportunities for all stakeholders to be informed about and participate in the Project; and
- Have local planning authorities review and approve the recommendations of the final PEL Study Report.

This Comms Plan is a living document that will be updated twice during the Project, or more often as directed. The Project Team will assess the effectiveness of this Comms Plan and will adjust stakeholder management strategies and communication methods or techniques during the Comms Plan updates. Measures of effectiveness may include:

- Social and/or digital media metrics;
- Response rates of enterprise media;
- Survey results;
- Number of comments;
- Quality of comments received; and/or
- Other methods recommended by HDR.

Open and transparent communication among a diverse public, agencies, and the Project Team will be necessary to:

- Gain productive input, which will lead to better decisions that meet community needs in this PEL process; and
- Meet the PEL process requirements of 23 U.S.C. 168 and 23 CFR 450 for public, agency, and tribal involvement.

Throughout the PEL process, the PI Team will:

- Build awareness of the Project and PEL process through strategic communication, PI, and public relations tactics.
- Inform and involve a diverse group of stakeholders, which includes residents of potentially affected areas; commuters; area businesses and employees; local, state, and federal agencies; community organizations; and others.
- Communicate Project information and opportunities to comment in an open and transparent PI process that inspires trust in the Project team and the information

presented. Participants should know that their input is heard and considered, and they should understand how their comments will be used.

- Provide a variety of opportunities for the public and stakeholders to stay informed and provide input.
- Comply with Title VI, Title II of the Americans with Disabilities Act (ADA), and Executive Order 12898.
- Respond promptly to Project-related inquiries, comments, and requests, and document feedback for Project consideration.
- Document and measure the progress and effectiveness of this Comms Plan.
- Provide public notification that planning products may be adopted during a subsequent environmental review process.
- Obtain concurrence from state and federal permitting and approval agencies with the planning products that are developed.
- Demonstrate consideration of and timely response to input received.

4.2 Approach

Appendix A of 23 CFR 450.210 and 450.316 discusses the need for a PEL study to be 3-C. To support the 3-C principles, the communication approach with the public in this Comms Plan includes:

- Consideration – taking into account the opinions, actions, and relevant information from other parties.
- Cooperation – ensuring that the parties involved work together to achieve a common goal.
- Consultation – conferring with other parties and considering their views before taking action.
- Coordination – developing plans and programs, as well as necessary adjustments, in a cooperative manner to achieve general consistency.

In addition to the 3-C principles, the Project Team understands that individuals, stakeholder groups, committees, agencies, and organizations involved in the PEL Study may have competing priorities, Project biases, and differing opinions. As part of the approach to achieve the communication goals and gather the required public input, the Project Team will address potential conflicts with a listening mindset and identify methods and processes to build agreements. The Project Team will also employ public involvement facilitation for the continued meaningful engagement of all stakeholders. This will be done through the use of five combined research-based facilitation and communication techniques and methods:

- High Impact Facilitation (www.interactionassociates.com)
- Faultless Facilitation (<http://www.hrdpress.com/site/authors/lhart.html>)

- Business Communications (<https://www.mheducation.com/highered/product/business-communication-developing-leaders-networked-world-cardon/M9781260088342.html>)
- Bleiker Training ([BLEIKER Training | Resolve Conflict Gridlock & Get More Effective Decisions through Consent Building](#))
- Communication Catalyst ([About Us | Conversant](#))

4.3 Schedule

The Project schedule is approximately 36 months in duration, with completion planned for April 2024. To meet this schedule, the Project workplan has been divided into phases. These phases coincide with PEL Study milestones and public outreach efforts. Figure 7 provides a communication roadmap to demonstrate how the Project phases, PEL Study milestones, and public outreach efforts align with the overall Project schedule.

Figure 7. Communication Roadmap

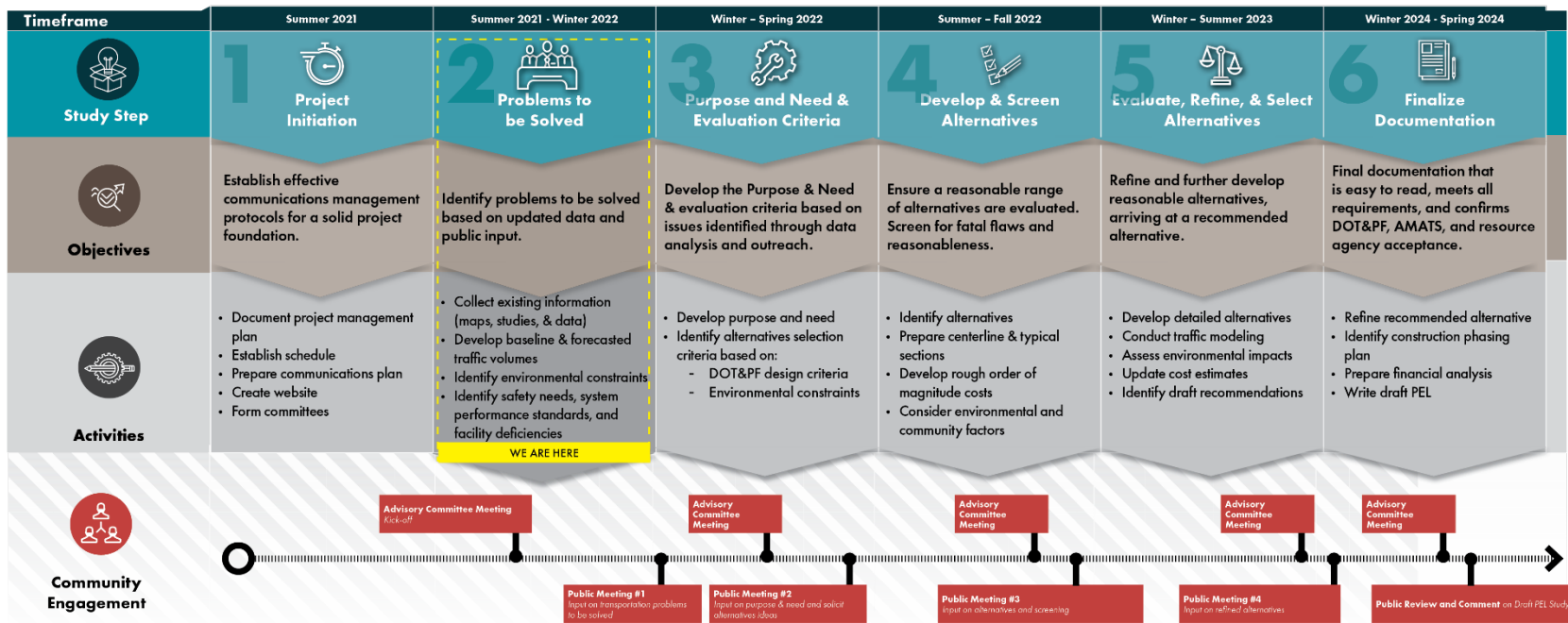


Figure 7 is subject to change. Actual dates will coincide with Project activities and deliverables. Refer to the project schedule available on the website at sewardglennmobility.com.

5.0 Outreach Methods and Activities

The sections below outline the outreach steps, methods, tactics, and activities that will be used to encourage the public and Project stakeholders to meaningfully contribute to the PEL Study. The activities build upon each other to solicit public comments that will be incorporated into the PEL Study Report.

The activities described below are not listed in chronological order. Many will occur concurrently throughout the Project. Actual dates will coincide with Project activities, milestones, and deliverables, as shown in Figure 7 above.

5.1 Stakeholder Identification

During each phase of this PEL Study, the Project Team will engage several stakeholder groups, which are identified as:

- General public
- Committees
- Agencies
- Specific stakeholders (e.g., legislators, property owners, non-motorized users)

The communication strategies and tactics in this Comms Plan will provide opportunities for all stakeholders to provide input and comments at each stage of the PEL process, with a special emphasis on outreach to underserved populations. Appendix A includes the EJ plan, and Appendix B provides a report of stakeholder analysis in the Project area.

Table 4 includes a brief management strategy for each major stakeholder group identified. See Section 4.2 for details on the communication approach to stakeholders.

Table 4. Stakeholder Group Management Strategy

Stakeholder Group	Management Strategy
General Public	Consult with the general public through broad-based communication such as newsletters, website information, public notices, and public meeting opportunities.
Committee	Involve different stakeholders throughout the process to ensure that concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how the public input influenced decisions.
Agencies	Partner with agency representatives for advice and innovation in forming solutions into the decisions to the maximum extent possible.
Specific Stakeholders	Collaborate with specific stakeholders to incorporate input into each aspect of the decision making through individual stakeholder interviews and small group meetings.

5.1.1 Stakeholder Register

All potential Project stakeholders will be identified and listed on a stakeholder register, along with their contact information and preferred Project update method (email or postcards/newsletters). Stakeholder classifications (see Section 5.1.2) will also be included on the register. The stakeholder register will be used as a mailing or email list and is a living document that will be updated over the life of the Project.

5.1.2 Stakeholder Classification

Stakeholders will be classified using three categories: affiliation, support, and issue(s). Each category includes a number of possible classifications for each stakeholder, and these will be included on the stakeholder register. The categories and classifications (at a minimum) shown in Table 5 will be applied for each stakeholder.

Table 5. Stakeholder Classification

Stakeholder Category	Stakeholder Classification ^a
Affiliation	Public Business Government Agency Contracting Agency
Support	Supporter Neutral (default) Resistor
Issue(s)	Regulatory Economic Right-of-Way Environmental Other

^a These are examples; classifications will be added as needed.

Again, communication techniques will be targeted to the various categories to maximize participation.

5.1.3 Stakeholder Categories

Stakeholders will also be grouped for use in developing stakeholder management strategies. Table 6 provides a preliminary list of key stakeholders in each category for the PEL Study. Additional agencies, tribes, businesses, and members of the public will be included and added to the stakeholder register as public outreach occurs.

Table 6. Preliminary Stakeholder Categories Chart

General Public	Emergency Responders
Anchorage Residents	Anchorage Police Department
Anchorage Property Owners	Anchorage Fire Department

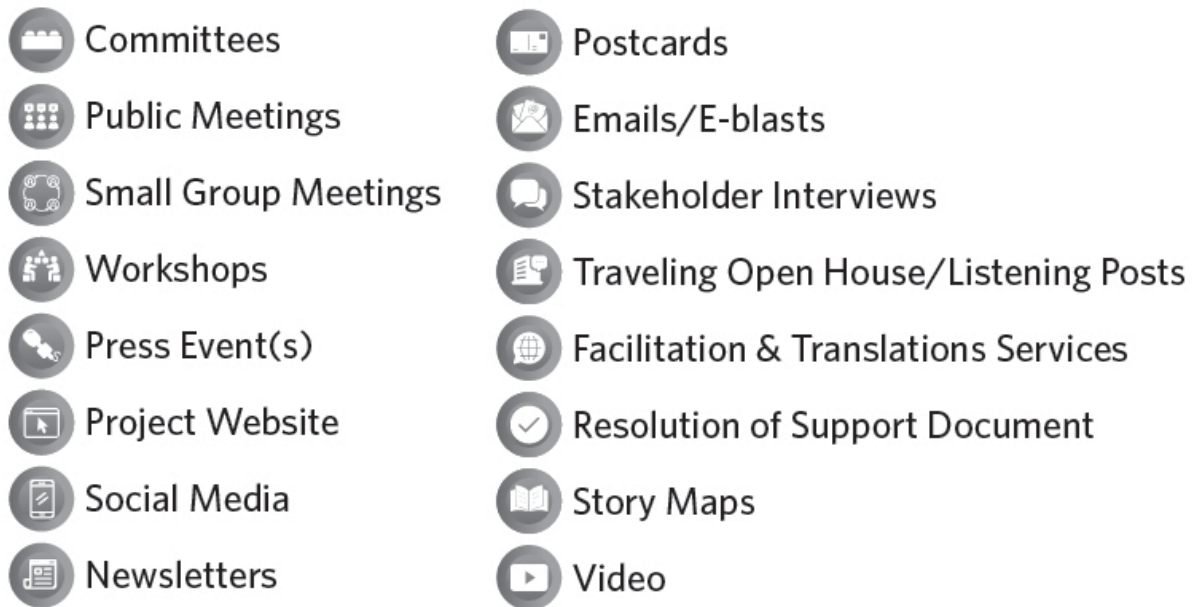
Community Councils	Alaska State Troopers
Airport Heights Community Council	Alaska Army National Guard
Fairview Community Council	Non-Profit Organizations/Churches
Downtown Community Council	The Salvation Army
Government Hill Community Council	United Way of Anchorage
Mountain View Community Council	Greater Friendship Baptist Church
North Star Community Council	Catholic Social Services
South Addition Community Council	Blood Bank of Alaska
Rogers Park Community Council	Red Cross
Federation of Community Councils	AWAIC Shelter
Local Community Groups	Food Bank of Alaska
Anchorage Citizens Coalition	Brother Francis Shelter
Alaska Trucking Association	RurAL CAP
Alaska Travel Industry Association	Friends of the Alaska Children
State Elected Officials	Downtown Soup Kitchen Hope Center
District 19 House of Representatives	Samoan Community Contact
District 20 House of Representatives	Anchorage Lions Club
District J Alaska Senate	Anchorage Rotary Club (92)
Utilities	MOA
Municipal Light and Power	Municipal Airports Aviation Advisory Commission
Anchorage Wastewater Utilities	Merrill Field
ENSTAR	People Mover
MOA Office of Emergency Management	Anchorage Chamber of Commerce
Tribal Entities	Anchorage School District
Cook Inlet Region, Inc.	MOA Parks and Recreation Department
Native Village of Eklutna	MOA Planning Department
Eklutna, Inc.	Anchorage Host Commission
Knik Tribal Council	Anchorage Downtown Partnership
Knikatu, Inc.	Solid Waste Services
Anchorage Elected Officials	Surrounding Boroughs
Mayor/Acting Mayor	Matanuska-Susitna Borough
Assembly Member District 1 – Downtown Anchorage	Palmer City Manager
Assembly Member District 2 – Eagle River/ Chugiak	Wasilla City Manager
Assembly Member District 3 – West Anchorage	Business Community
Assembly Member District 3 – Midtown	Alaska Regional Hospital
Assembly Member District 5 – East Anchorage	Alaska Air Transit
Assembly Member District 6 – South Anchorage	Lake and Peninsula Airlines
Agencies	Lake Clark Air
Alaska Department of Environmental Conservation	Spemak Air
Alaska Department of Fish and Game	Sound Aviation
DOT&PF Maintenance & Operations	Dena'ina Air Taxi
DOT&PF Traffic	GCI
National Marine Fisheries Service	Beans café

U.S. Environmental Protection Agency	Alaska Railroad Commission
U.S. Army Corps of Engineers	Bike Anchorage
Alaska Department of Resources, Parks and Recreation	Anchorage Senior Center
Anchorage Correctional (State)	Mountain View Library
Joint Base Elmendorf-Richardson	Cook Inlet Housing
Port of Alaska	Sullivan Arena
Alaska State Historic Preservation Office	First National Bank Alaska
U.S. Post Office	Safeway
U.S. Immigration and Naturalization Service	Automobile Dealerships
Department of Health and Human Services Public Assistance	Anchorage Museum
Corrections, Probation & Parole Division	Glenn Square Mall Manager
Office of Children's Services	Northway Mall Manager
Alaska Association for Historic Preservation	Alaska Common Ground
Anchorage International Airport	FedEx
Federal Aviation Administration	UPS
Federal Highway Administration	Student First
U.S. Fish and Wildlife Service	Lynden Transport
U.S. Forest Service	Carlile Transportation

5.2 Outreach Methods and Techniques

Public and specific stakeholder outreach is planned to inform and solicit input during each stage of the PEL process.

The primary methods and techniques used for stakeholder management and communication for this Project are listed in Figure 8.

Figure 8. Primary Outreach Methods and Techniques

A description of each communication method, technique, and tactic is included in the following subsections.

5.2.1 Committees

Committees will be formed to support the Project. At this time, committees include the following: Executive Committee, Technical Advisory Committee, Community Advisory Committee, and Resource Agency Committee. Additional committees may be formed during the Project at the direction of the DOT&PF Project Manager. HDR is currently budgeted for up to 25 committee meetings, with 22 conducted virtually and 3 in person. Each committee meeting is expected to be 1 hour in length.

Each committee will typically include between 3 and 12 members and will have a designated meeting schedule. The Project Team will be responsible for establishing committees, creating committee charters, and conducting virtual and in-person meetings as needed. Appendix C includes an initial charter document for each committee. The Project Team will provide recommendations for membership on each committee to the DOT&PF Project Manager for review and approval. The composition and responsibilities of the committees are as follows:

- **Executive Committee** – This committee will be the steering committee; it will be responsible for Project decision making, schedule, and guidance regarding the key decision points of the PEL Study.
- **Technical Advisory Committee** – This committee will be composed of subject matter experts in the planning, environmental, engineering, and transportation fields. It will be responsible for evaluating specific aspects of the PEL Study and providing detailed analysis or comments within their specified subject matter expertise.

- **Community Advisory Committee** – This committee will be composed of individuals that represent Project stakeholder groups, impacted neighborhoods, communities, and specific entities who will provide feedback, ideas, and input to Project leadership as a collective group. This committee will also serve as a sounding board for public information dissemination and as a community liaison for the PEL Study.
- **Resource Agency Committee** – This committee will be composed of representatives from local, state, and federal agencies who have jurisdiction in the Project study area or would likely be cooperating agencies during a subsequent NEPA process.

5.2.2 Public Meetings

Public meetings will be held virtually or in person as directed by the DOT&PF Project Manager. At this time, four public meetings are planned; three will be hosted virtually and one in person. In-person public meetings will be held in an open house format. The format of the virtual public meetings will vary depending on the goal of each meeting and the desired outcome.

Each meeting will be easily accessible; visual- and hearing-impaired-compliant; widely communicated; and inclusive in its approach, with translation services available if needed. The goal of each meeting will be to provide every attendee with the opportunity to provide comment for the PEL Study.

The four public meetings are planned in conjunction with the Project milestones and are designed to solicit public input on PEL Study milestones. These meetings include:

- **Public Meeting #1 Scoping Meeting** – scheduled for Quarter 4 of 2021 to introduce the Project, educate the public, build public participation, and solicit input on initial impacts to be considered during the PEL Study.
- **Public Meeting #2 Purpose and Need and Call for Alternatives** – scheduled for Quarter 1 of 2022 to receive input on the purpose and need statement and request ideas for alternatives to be considered in the PEL Study.
- **Public Meeting #3 Alternatives Development and Evaluation (i.e., Range of Alternatives)** – scheduled for Quarter 4 of 2022 to present the range of alternatives and prospective evaluation criteria for the alternatives being considered.
- **Public Meeting #4 Recommended Alternative(s)** – scheduled for Quarter 3 of 2023 to present the preferred alternative(s) to the public for final consideration and feedback.

Table 7 summarizes the planned messaging for each public meeting and the associated PEL Study milestones.

Table 7. Content/Messaging for Each Public Meeting

Public Meeting	Public Meeting Content/Messaging	PEL Study Components Coverage
1	Learn about the Project, provide initial potential impacts, and sign up for Project updates/become engaged	Project Introduction

2	Contribute to purpose and need, generate possible alternatives	Purpose and Need Statement; Alternatives Development
3	Learn alternatives for evaluation, provide screening criteria feedback	Screening Criteria Input; Alternatives Screening
4	Review recommended alternative(s), provide feedback	Alternatives Screening Results; Recommended Alternative(s) Detail; Draft PEL Study Report

In preparation for public meetings and committees, the Project Team will prepare detailed messaging to be communicated for each public meeting. Each public meeting will have specific objectives and measurements of success and is planned to last up to 2 hours.

Public Meetings Advertising

Two newspaper advertisements (ads) are planned for each public meeting, with additional communication methods planned to remind stakeholders of the comment period dates and opportunity to comment. The first newspaper ad will be published at the start of the comment period. The second newspaper ad will be on the Sunday or Monday prior to the public meeting. Publication of each ad will initiate a 30-day comment period and will be included as documentation in the PEL Study Report. Each newspaper ad will be one-quarter page in the *Anchorage Daily News*. The ads will be in black and white, and printed in a highly visible section of the newspaper. To comply with NEPA standards, the required legal language will be inserted into the newspaper ad. The newspaper ad will be submitted to the DOT&PF Project Manager for approval prior to submittal for publication.

Advertising will begin approximately 2 weeks prior to the public meeting date. Public meeting advertisements will include public meeting details, comment period, engagement opportunities (e.g., listening posts) and ways to comment. Each public meeting will be advertised using social media, newsletters, postcards, newspaper advertisements, emails/e-blasts, the project website, listening posts, flyers, and word of mouth methods. Specific communication and advertising technique details are also listed in Sections 5.2.6 through 5.2.10.

5.2.3 Small Group Meetings

The Project Team anticipates hosting presentations for small groups throughout the Project. Examples of organizations for whom the Project Team may hold small group meetings include AMATS, Chambers of Commerce, Rotary Clubs, Community Councils, and the MOA Assembly. Small group meetings may be held in person or virtually. HDR will coordinate these meetings, provide presentations/materials and opportunities for comment, and prepare meeting summaries. Up to 20 small meetings are planned and will be documented as part of the PEL Study public outreach. Each meeting will be approximately 1 hour in length.

5.2.4 Workshop

If needed, the Project Team is prepared to organize and conduct an in-person, 1-day workshop to assist in identifying potential alternatives and to help participants understand the conditions and criteria for making transportation alternatives decisions. The workshop will be no longer

than 8 hours and will include up to four consultant staff to attend, participate in, and conduct the workshop.

5.2.5 Press Event

Upon conclusion of the PEL Study, HDR will arrange a press event for public coverage of the PEL Study results. HDR will arrange the location, prepare documents and/or presentations (including a draft press release), provide refreshments, and develop talking points for DOT&PF. Members of the press will be invited, and primary consultant Project Team members (up to four) will attend to present materials and answer questions. The press event will be approximately 1 hour in length.

5.2.6 Project Website

HDR will develop, host, and maintain a Project website using the State of Alaska “Look and Feel Standards,” available at <http://alaska.gov/LookAndFeel/>. The Project website will be capable of hosting a virtual public meeting and receiving public comments. HDR will purchase a custom URL for the Project website. The initial Project website will contain the following sections:

- Project Description
- Map of the Project Area
- Schedule
- Frequently Asked Questions
- Draft and Final Documents
- Public Involvement Activities:
 - Newsletters
 - Virtual or In-person Public Meetings/Hearings (including meeting presentation materials)
 - Small Group Meetings
 - Workshops
 - Public Written Comments Received
- Links
- Join Our Email List
- Submit Your Comments
- Project Team Contacts

HDR will provide a copy of the initial website and all updates to the DOT&PF Project Manager and obtain their approval before implementing the website or any updates.

5.2.7 Social Media

HDR will provide all Project website content to the social media person designated by DOT&PF who will be responsible for initiating and maintaining all social media sites. Facebook will be the

primary platform for social media outreach. HDR will provide up to 12 social media posts (using graphics, video, and/or text) for DOT&PF's social media accounts to post meeting notifications, meeting reminders, and reminders to submit comments. The posts will include links to information and visuals whenever possible. The Project Team will make it clear that social media posts are not part of the official public record. Specific details on public meeting advertising and content are provided in Section 5.2.2.

5.2.8 Newsletters

Newsletters will be used throughout the PEL Study to provide the public with periodic updates about the Project. HDR will design, print, and mail newsletters to contacts on the mailing list. HDR will prepare draft and final newsletters and submit them to the DOT&PF Project Manager for review and approval prior to printing. A local newsletter mailing service will be utilized for printing and mailing. At this time, five newsletters are planned; a newsletter will be mailed 2 weeks prior to each public meeting to provide an update on the Project, communicate the comment period dates, advertise the public meeting, and engage stakeholders on the Project.

5.2.9 Postcards

Postcards will be used to provide notice of public meetings or other specific public events. HDR will design, print, and mail postcards for distribution to contacts on the mailing list. HDR will prepare and submit draft postcards to the DOT&PF Project Manager for review and approval prior to printing. A local postcard mailing service will be utilized for printing and mailing. At this time, four postcard mailings are planned; a postcard will be mailed 2 weeks prior to each public meeting.

5.2.10 Emails/E-blasts

Email may be used for information distribution in addition or as an alternative to newsletters and postcards. HDR will maintain the email distribution list and send emails or e-blasts as directed by DOT&PF. E-blasts are similar to emails but use a communication service to track engagement and provide analytics, including open rate, read rate, and reach. E-blasts will announce public meetings, include Project information, and support the Project communication strategy. Up to 24 emails/e-blasts are anticipated for the duration of the Project.

5.2.11 Stakeholder Interviews

HDR will conduct interviews with at least 10 stakeholders at a minimum of 6-month intervals throughout the development of the Project. These stakeholders should represent a broad cross-section of the affected community. The intent of this effort is to keep Project Team members abreast of changing issues and stakeholder perspectives as the Project progresses. Stakeholders may be contacted in person or electronically. The effort expected is a 5-minute conversation per stakeholder so as to not burden them. The DOT&PF Project Manager will review and approve the interview questions and proposed interviewees before the interviews are conducted. A total of 50 interviews are planned over the course of the Project.

The proposed list of stakeholder interviewee organizations is as follows:

- Fairview Community Council
- Downtown Community Council

- Airport Heights Community Council
- Rogers Park Community Council
- Alaska Native Heritage Center
- Anchorage Chamber of Commerce
- MOA Planning Department
- Catholic Social Services
- Beans Café
- Anchorage Assembly Member Downtown
- Bike Anchorage

5.2.12 Traveling Open House/Listening Post

HDR will develop and implement Traveling Open Houses/Listening Posts, each of which will consist of a set of informational displays and handouts set up in a public place over a period of 4 or more hours. HDR will provide one staff person to answer questions and listen to input from participants. The Traveling Open House/Listening Post event(s) will be advertised through postcards; contact with the media, including newspaper ads; social media; and on the Project website. Up to eight Listening Posts are planned over the course of the Project.

5.2.13 Facilitation and Translation Services

If needed, HDR will provide a third-party facilitator and/or translator(s) to assist in public meetings or events. HDR will provide resumes and proposed rates for the facilitator and/or translator(s) to DOT&PF for approval at least 10 working days in advance of the meeting or event. Translation services apply to written materials and attendance at in-person or virtual live events.

5.2.14 Draft Resolution of Support

HDR will prepare a Draft Resolution of Support for the Project to be adopted by the MOA Assembly.

5.2.15 Story Maps

HDR will develop story maps using ESRI ArcGIS StoryMaps or similar software to create multi-media presentations on the overall or specific features of the Project. The intent of using StoryMaps is to increase the public understanding of the Project. Possible uses include providing an overview of the Project area for the development of the project purpose and need, presenting alignment alternatives, explaining the environmental impacts of the alternatives, showing the estimated Project phasing and costs, and showing draft PEL Study report contents. The StoryMaps website will be separate from the Project website but will be linked to it. Content will be provided to the DOT&PF Project Manager for review and approval.

5.2.16 Video

HDR will prepare videos to provide an overview of the Project, introduce Project deliverables, and/or support virtual public meetings. These may include 10 short videos (30 seconds to 1 minute each, shot with an iPhone or equivalent) with minimal production value, typically consisting of interviews with Project Team members, as well as two longer videos (3 to 5 minutes each), produced by a vendor using higher production value and integrated sound and

background graphics, and consisting of street scenes and interviews with agency personnel, politicians, and/or neighborhood leaders.

5.3 Communications Support

Communications support for the Project consists of the tasks/products mentioned above, as well as the following ongoing communication tasks:

- HDR will serve as the point of contact for public inquiries regarding the Project, regardless of the source, as directed by the DOT&PF Project Manager.
- HDR will provide written and oral responses to Project-related comments, questions, and requests for information, and will draft letters to stakeholders as requested by the DOT&PF Project Manager. HDR will also track all Project-related comments and responses on an electronic spreadsheet.
- HDR will maintain and update the stakeholder register, Project website, and issues log, and will provide updates to DOT&PF for use on social media. Major website updates are anticipated to correspond with key Project milestones; minor updates are anticipated monthly.
- HDR will provide ongoing strategic advice to DOT&PF on public communication over the life of the Project.
- HDR will direct media inquiries to the DOT&PF Project Manager and DOT&PF Central Region Public Information Officer.

5.4 Timeframe and Frequency of Communication Activities

Table 8 provides the timeframe and frequency of anticipated communication activities during the PEL Study.

Table 8. Timeframe and Frequency of Communication Activities

Coordination Phase	Timing	Communication Tools	Purpose
Ongoing Participation	Ongoing	<ul style="list-style-type: none"> • Mailing lists • E-newsletters updates • Small group presentations/Community Council updates • Project Website • Project-dedicated email • Comment database • Stakeholder interviews • Project report distribution review and comment • Meetings at key points with committees • Translation of meeting notices and vital documents into target languages and accessible formats, when applicable 	<ul style="list-style-type: none"> • Consideration – taking into account the opinions, actions, and relevant information from other parties • Cooperation – the parties involved work together to achieve a common goal • Consultation – conferring with other parties and considering their views before taking action • Coordination – the cooperative development of plans and programs and adjustments necessary to achieve general consistency
Project Initiation	June 2021–September 2021	<ul style="list-style-type: none"> • Communication plan • Stakeholder register • Committee • Committee initiation and charter documents • Website • Initial Project materials • Initial kick-off meetings 	<ul style="list-style-type: none"> • Internal planning, coordination, and planning for Project initiation and Phase 1 communications

Coordination Phase	Timing	Communication Tools	Purpose
<p>Phase 1 – Purpose and Need</p> <ul style="list-style-type: none"> • Project introduction • Public meeting #1 (Scoping) • Identify Issues and Concerns • Purpose and Need Statement • Public meeting #2 (Purpose and Need, generate possible alternatives) • Initial alternatives development 	<p>September 2021–May 2022</p>	<ul style="list-style-type: none"> • Publish Public Notice in local print media • Notification of public meeting #1 • Newsletter 1 • Hold public meeting #1 (Dec 2021); 30-day comment period • Committee meetings • Briefings at Community Councils, etc. • Stakeholder interviews • Newsletter 2 • Notification of public meeting #2 • Hold public meeting #2 (March 2022); 30-day public comment period • Listening posts • Respond to comments 	<ul style="list-style-type: none"> • Educate and explain the PEL process • Validate the preliminary PEL purpose and need statement • Clarify the audience and stakeholders • Solicit for concerns and issues • Build a robust and diverse contact list • Document values on Project/purpose and need goals • Generate ideas for possible alternatives • Collect and solicit information from various stakeholders, filling in feedback gaps or validating findings
<p>Phase 2 – Alternatives Development & Evaluation</p> <ul style="list-style-type: none"> • Identification of the Range of Alternatives • Initial Screening Criteria 	<p>May 22–January 2023</p>	<ul style="list-style-type: none"> • Committee meetings • Briefings at Community Councils, etc. • Notification of public meeting #3 • Hold public meeting #3 (Dec 2022); 30-day comment period • Listening posts • Stakeholder interviews • Request comments • Newsletter 3 • Committee meetings • Publish Purpose and Need Statement 	<ul style="list-style-type: none"> • Present the range of viable alternatives, based on the purpose and need statement established in Phase 1 • Explain the impacts of each alternative • Present preliminary design and traffic analysis, as well as preliminary environmental and technical analysis of the alternatives • Solicit input for screening criteria • Identify alternatives impacts and benefits using screening criteria • Obtain concurrence from state and federal permitting or approval agencies

Coordination Phase	Timing	Communication Tools	Purpose
Phase 3 – Preferred Alternative & PEL Documents <ul style="list-style-type: none"> Screening of Alternatives to Identify Preferred Alternative(s) 	January 2023–September 2023	<ul style="list-style-type: none"> Committee meetings Briefings at Community Councils, etc. Notification of public meeting #4 Hold public meeting #4 (Sep 2023); 30-day public comment period Request comments Stakeholder interviews Newsletter 4 Listening posts Respond to comments 	<ul style="list-style-type: none"> Present the screening criteria and results Present and explain the Recommended Alternative(s) Inform the public about results Communicate next steps
Draft PEL Study Report	October 2023–December 2023	<ul style="list-style-type: none"> Committee meetings Make draft PEL Study Report available for public review Request comments during a 30-day period Publish Notice of Availability (NOA) in local print media Respond to comments 	<ul style="list-style-type: none"> Present the draft PEL Study Report Receive comments on the draft PEL Study Report Inform the public about the PEL Study Communicate next steps
Final PEL Study Report	December 2023–March 2024	<ul style="list-style-type: none"> Committee meetings Make final PEL Study Report available for public review Publish NOA in local print media Request comments during a 30-day period Press event Newsletter 5 Respond to comments 	<ul style="list-style-type: none"> Present the final PEL Study Report Receive comments on the final PEL Study Report Inform the public about the PEL Study Communicate next steps
Project Close	March 2024–April 2024	<ul style="list-style-type: none"> Make the final PEL Study Report available Update website 	<ul style="list-style-type: none"> Project closeout

Table 8 is subject to change. Actual dates will coincide with Project activities and deliverables.

6.0 Comment Management

6.1 Comment Tracking and Response to Comments

Comments received on the Project will be collected and collated in a summarized narrative format. Comments will be inserted verbatim into a tracking spreadsheet, which will include summarized responses. HDR will use an Excel spreadsheet to streamline the tracking of public, agency, and stakeholder coordination, comments, and responses.

The PI Lead will be responsible for identifying comments that require immediate responses and for soliciting information and feedback from Project Team members to prepare responses.

A systematic approach to involvement that increases the type and extent of involvement if an interested party has substantial concerns about the PEL study, as required by 23 CFR 450.210, is shown in Figure 9.

Figure 9. Approach to Involvement for Substantial Concerns



6.2 Comment Protocol

The following protocol (see Table 9) has been developed to streamline tracking, integration, and response to comments received from the public and agencies. This protocol will be managed by the PI Lead and implemented by all Project Team representatives. Compliance will be monitored, and the protocol can be adjusted as necessary throughout the Project.

Table 9. Comment Collection Protocol

Comment Type	Procedure
Webpage and Email Inquiries	The web comment form will be programmed to submit directly to the PI Team via the Project email address. Any emails received from the public or agencies will be forwarded to the PI Lead for inclusion in the comment tracking spreadsheet. Email will be converted to electronic, text-selectable Adobe Portable Document Format (PDF) files and stored in the Project files.
Inquiries Mailed to DOT&PF	Mail delivered to DOT&PF will be date stamped, scanned, and emailed to the PI Lead to enter into the comment tracking spreadsheet and will be stored electronically in the Project files.
Comment Forms	Comment forms mailed to DOT&PF will be date stamped, scanned, and forwarded to the PI Lead to be incorporated into the comment tracking spreadsheet. Forms collected at public meetings will be delivered to the PI Lead for entry into the comment tracking spreadsheet. Online comment forms submitted by email will be entered into the comment tracking spreadsheet.
Telephone Calls	The call receiver will summarize the call in the comment tracking spreadsheet.
Face-to-Face Conversations	Comments received in face-to-face conversations will be summarized on a comment form, on the website contact log, or in an email to the PI Lead.

Comment Type	Procedure
Standard Responses	Standard responses to anticipated or frequently asked questions will be drafted to help facilitate the ease and consistency of responses to standard inquiries.
Media Inquiries	All media inquiries will be directed to Shannon McCarthy, DOT&PF, Statewide Public Information Officer.
Social Media Posts and Comments	Comments and questions submitted via social media will not be responded to or included in the comment tracking spreadsheet.

6.3 Comment and Communication Flow Charts

In each Project phase, public comments will be collected and recorded in the comment tracking spreadsheet and will be addressed or responded to, as appropriate upon prior written approval from the DOT&PF Project Manager. HDR will serve as the point of contact for public inquiries on the Project regardless of the source, and will prepare and provide written and oral responses to comments, questions, and requests for information. HDR will prepare draft letters to stakeholders as requested by the DOT&PF Project Manager. All comments received from various methods will be documented and captured in the comment tracking log and considered in the PEL Study.

Public comments and information received from the methods described in Table 9 will follow the communication flow shown in Figure 10.

Figure 10. Comment Flow Chart



6.4 Communication/Public Involvement Summary Reports

A summary report will be prepared within 2 weeks after the close of each public meeting comment period. The summary report will include the number of meeting attendees, key stakeholders present, outreach methods, materials, media mentions, results of communication efforts, staff notes, and the comment tracking spreadsheet. Each summary report will become an appendix to the PEL Study Report to document the communication and PI effort conducted throughout the Project and satisfy the PEL process (23 U.S.C. 168 or 23 CFR 450.212 and 450.318, and as explained in the *PEL Guidebook*).

7.0 Approval

Name	Role	Organization	Signature	Date
Kelly Summers, PE	Project Manager	DOT&PF	<i>Kelly Summers</i>	4/18/22
Kevin Jackson, PE	Chief, Preliminary Design & Environmental	DOT&PF	<i>Kevin L. Jackson</i>	5/2/22
Brian Elliott	Regional Environmental Manager	DOT&PF	<i>Brian Elliott</i>	4/18/22
James Starzec	AMATS Transportation Planner	DOT&PF	<i>J. Starzec</i>	5/2/22
Aaron Jongenelen	AMATS Coordinator	AMATS	<i>Aaron Jongenelen</i>	05/2/22

Appendix A: Environmental Justice Plan

Seward-Glenn Highway PEL

Environmental Justice and Limited English Proficiency Plan

This Environmental Justice (EJ) Plan focuses on two main objectives: alleviating barriers for underserved populations to provide meaningful feedback in the Planning and Environmental Linkages (PEL) process and engaging underserved populations for adequate representation throughout the PEL process. The resulting goal is substantive qualitative and quantitative input and inclusive decision making during the PEL Study.

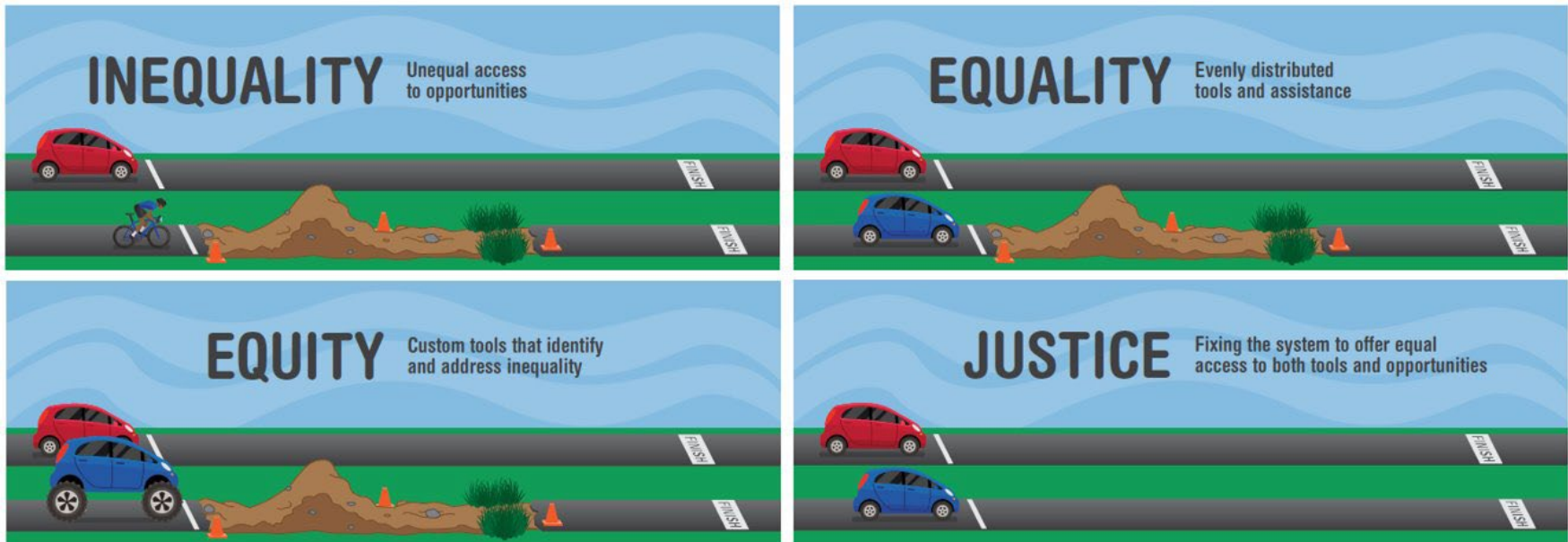
Federal regulations govern public involvement to ensure that all people have equal access to information and equal opportunities to participate in the project, regardless of age, sex, race, income, or English proficiency. Efforts to ensure fair and equal representation are often referred to as environmental justice, equity, and equality. Although this plan uses EJ, equity, and equality interchangeably, there are differences as indicated by Figure A-1. The Project Team will make every attempt to address inequality and promote inclusive participation and equity as part of the PEL Study public involvement process for the Seward Highway to Glenn Highway Connection (Project).

Additionally, as part of the overall Project analysis, the Project Team will be incorporating practices into each component of the PEL Study analyses and processes to consider impacts to underserved populations.

The Project study area is home to minority populations, low-income populations, and limited English proficient populations (primarily Spanish, Samoan, Tagalog, Hmong, Korean, Alaska Native, and Filipino speakers). These groups may experience linguistic, cultural, institutional, geographic, time commitment, and other barriers to meaningful participation. AMATS and DOT&PF acknowledge and seek to overcome these barriers. Tools to overcome these barriers are incorporated into the overall Communication Plan (Comms Plan). Many of these tools overlap with tools that also reach the public at large.

Barriers to meaningful participation in the Project and methods to overcome them are described below and summarized in Table A-1.

Figure A-1. Differences in Representation



Linguistic

Based on stakeholder interviews from other projects and data from the 2020 U.S. Census, the Anchorage School District, and the Alaska Literacy Program, it is highly likely that for this PEL Study, language and literacy could be a barrier to participation.

In response to this potential linguistic barrier, the Project Team will consider the following tools:

- Translate documents (e.g., public meeting notices, Project fact sheets, and comment sheets) into the languages that represent 5 percent or more of the general population likely to be affected or encountered (within the Project study area, these languages are Spanish, Samoan, Hmong, Tagalog, Korean, Filipino, Inupiaq, and Athabascan);
 - Based on project data, the Project Fact Sheet and Frequently Asked Questions (FAQs) documents will be translated into Spanish, Hmong, and Samoan
- Possibly having interpreters at public meetings/open houses; and
- Using means other than written communication to describe the Project (e.g., graphics, maps, 3-D modeling, animations) and to solicit input (e.g., interviews, staff at public meetings, translated phone lines).

Cultural

The Municipality and the Project study area are home to a range of diverse cultural groups. Some cultures may be unfamiliar and uncomfortable participating in public projects, public meeting attendance, or providing comments. Certain communities may be unfamiliar and uncomfortable mixing with cultures outside of their own. This represents a potential cultural barrier to participation.

In response to this cultural potential barrier, the Project Team may use the following tools:

- hold Project events in familiar venues such as schools;
- attend other existing community events;
- build alliances with existing organizations to share Project information;
- conduct door-to-door outreach if participation falls below 5% of demographic represented in the project area; and
- work through local schools to share information.

Institutional

People hold opinions about their roles in society and have patterns of behavior regarding appropriate interactions with the government and civil servants. These institutional beliefs may be barriers to engaging in the public processes and may include fear of government, fear of deportation, or beliefs that their input does not matter.

In response to this potential institutional barrier, the Project Team may use the following tools:

- hold meetings in familiar settings;
- hold smaller informal meetings (i.e., small group meetings);
- utilize Community Advisory Committee (CAC) members to support outreach if participation falls below 5% of demographic represented; and
- provide verbal and written follow-up to participants about how their comments or involvement shaped the process.

Geographic

People may encounter difficulties accessing transportation to attend meetings. It has been noted that many people in the Project area do not own cars and rely on public transit and non-motorized transportation.

In response to this potential geographic barrier, the Project Team may use the following tools:

- conduct Listening Posts in grocery stores, shopping malls, or other public places;
- schedule meetings in locales that are accessible by transit; and,
- if a need is identified, provide public transportation to public meetings (e.g., ridesharing, shuttle bus).

Time Commitments

Busy schedules, multiple jobs, work that includes late/night/double shifts, and primary childcare/household responsibilities may preclude people from attending meetings or participating.

In response to this potential time commitment barrier, the Project Team may use the following tools:

- vary meeting times;
- Use virtual, online opportunities;
- offer children's activities at public meetings; and
- provide food at public meetings if possible in accordance with current COVID 19 protocol.

Accessibility

Ability to participate in meetings and access materials when a person is visual or hearing impaired may preclude or inhibit people from attending or participating in Project activities.

In response to this potential accessibility barrier, the Project Team will use Americans with Disabilities Act (ADA)-compliant techniques for all materials and have reasonable accommodations for meetings.

Additionally, the Project Team will utilize the CAC members to focus on providing fair and equal access. The Project Team will work with the CAC members to look at community impacts, mitigation, public participation, and alternatives. Additionally, at the beginning of the Project, an educational session will be incorporated into the internal Project Team and the committee meetings about the underserved populations in the Project area.

The public EJ involvement process will be vital to identify elements of the community that the Project Team would not generally engage.

Finally, the Project Team will continuously assess data that indicate findings of the EJ plan to determine successful participation of underserved populations.

Table A-1. Summary of Environmental Justice Barriers and Methods to Address

EJ Barrier	Method	Measures of Success
Linguistic	<ul style="list-style-type: none"> • Using translated advertising and Project materials • Public Meeting Translation 	<ul style="list-style-type: none"> • Above 5% of demographic represented in comments, participation, and engagement
Cultural	<ul style="list-style-type: none"> • Representation on the Community Advisory Committee • Conducting stakeholder interviews with traditionally underserved groups • Verifying that Project outreach is exhaustive and inclusive by requesting Community Advisory Committee members assist with outreach to underserved populations • Advertising the public meetings where traditionally underrepresented populations exist 	<ul style="list-style-type: none"> • Documented decisions and input on PEL based on comments. • Above 5% of demographic represented in comments, participation, and engagement • Positive feedback from CAC members regarding outreach methods
Institutional	<ul style="list-style-type: none"> • Seeking out and considering the needs of those traditionally underserved (including low-income and minority households) 	<ul style="list-style-type: none"> • Documented decisions and input on PEL based on comments. • Above 5% of demographic represented in comments, participation, and engagement
Geographic	<ul style="list-style-type: none"> • Having inclusivity on the mailing list (i.e., adding individuals to the mailing list who are traditionally underrepresented) • Conducting stakeholder interviews with traditionally underserved groups 	<ul style="list-style-type: none"> • Documented decisions and input on PEL based on comments. • 50% or more of comments, participation, and engagement

EJ Barrier	Method	Measures of Success
	<ul style="list-style-type: none"> • Advertising the public meetings where traditionally underrepresented populations exist • Holding public meetings at convenient and accessible locations and times 	
Time Commitments	<ul style="list-style-type: none"> • Holding public meetings at convenient and accessible locations and times • Advertising the public meetings where traditionally underrepresented populations exist • Seeking out and considering the needs of those traditionally underserved (including low-income and minority households) 	<ul style="list-style-type: none"> • Receiving over 2,000 comments on the project from a wide array of members of the public and groups. • Positive feedback from the public members regarding outreach methods.
Accessibility	<ul style="list-style-type: none"> • Visual and hearing-impaired (ADA) accessible materials and services throughout Project materials, websites, and advertising 	<ul style="list-style-type: none"> • Positive feedback from the public members regarding outreach methods

Appendix B: Stakeholder Analysis

Figure B-1. Percent Minority by Block Group

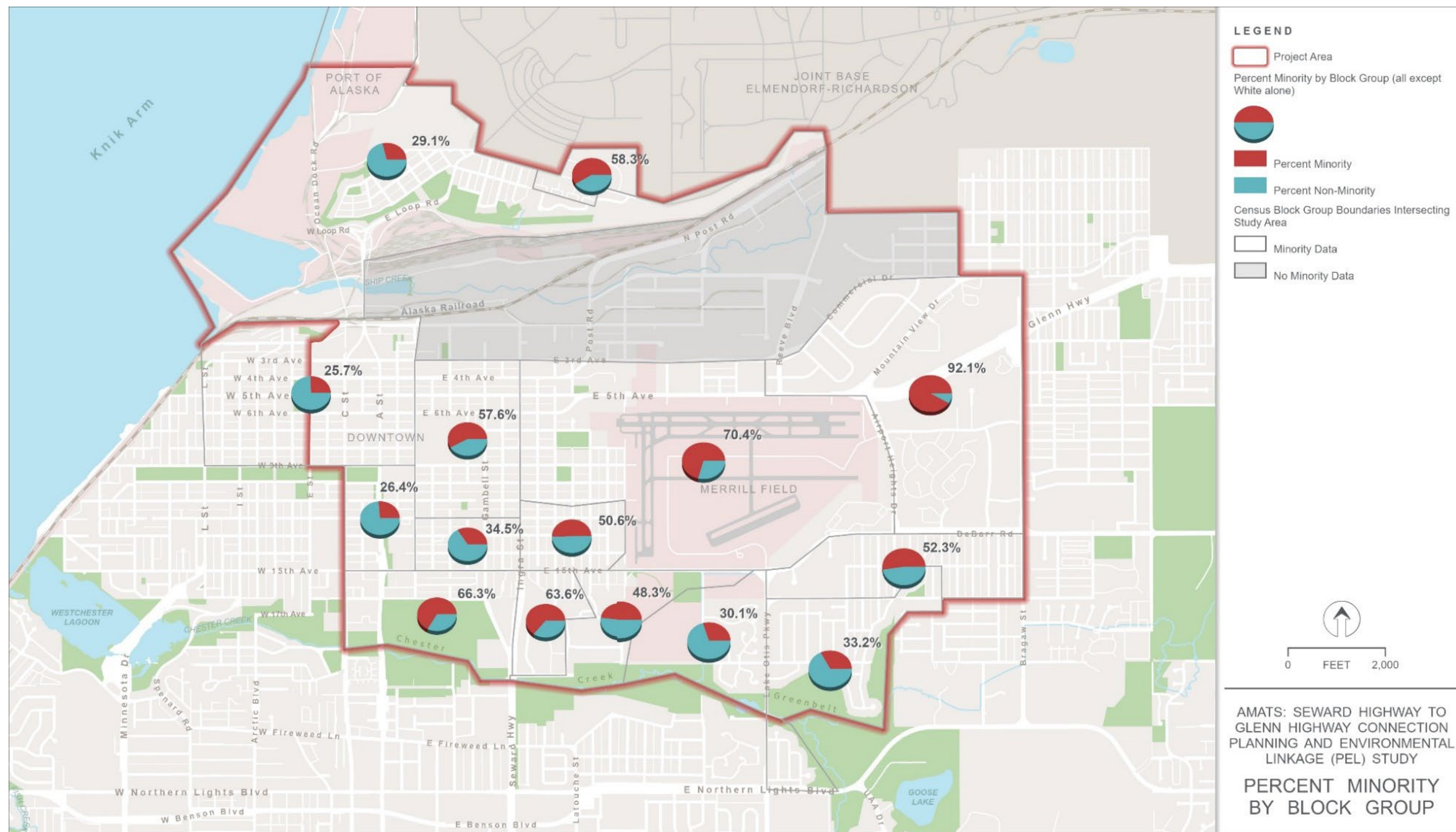


Figure B-2. Median Household Income by Block Group

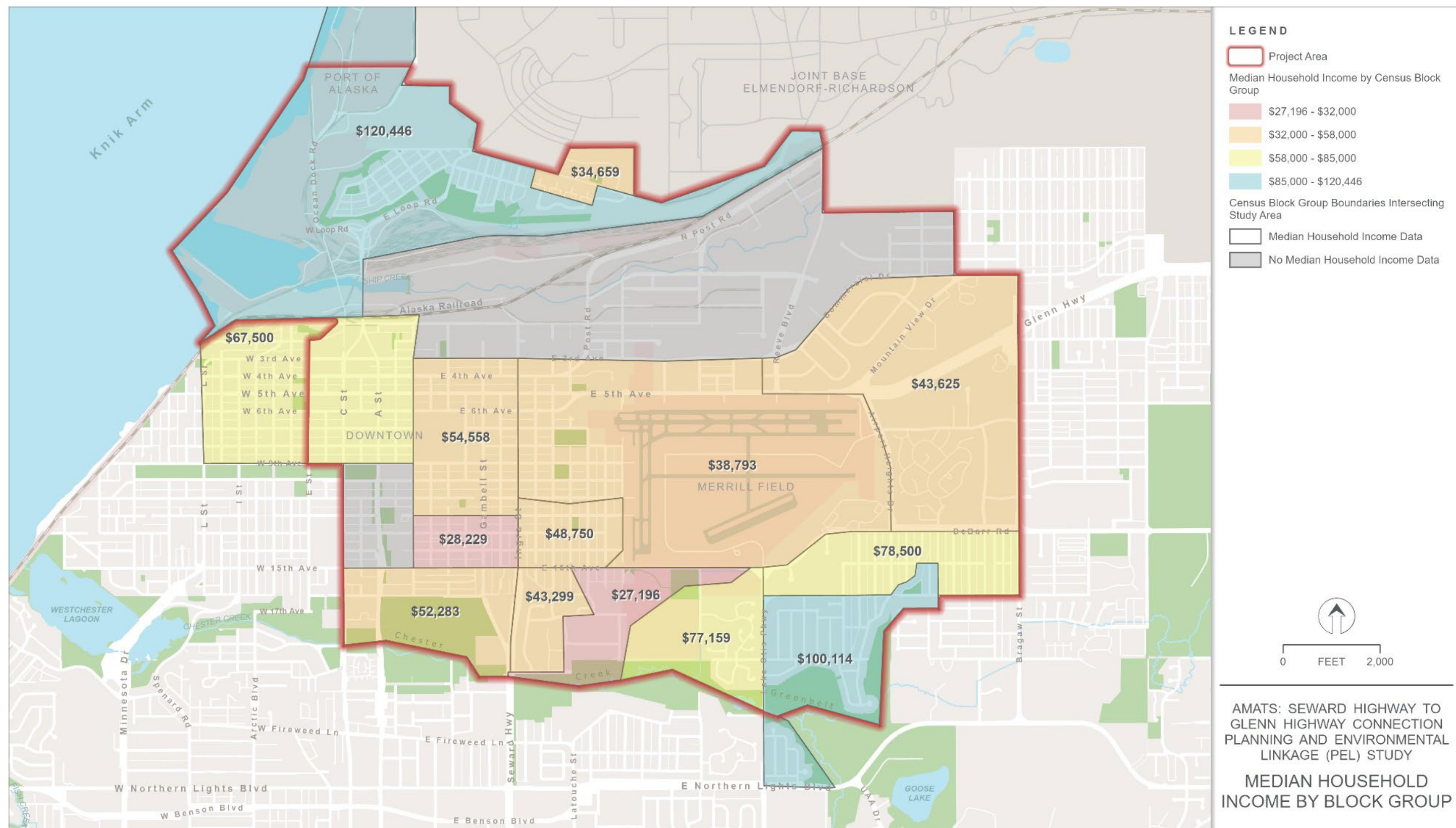
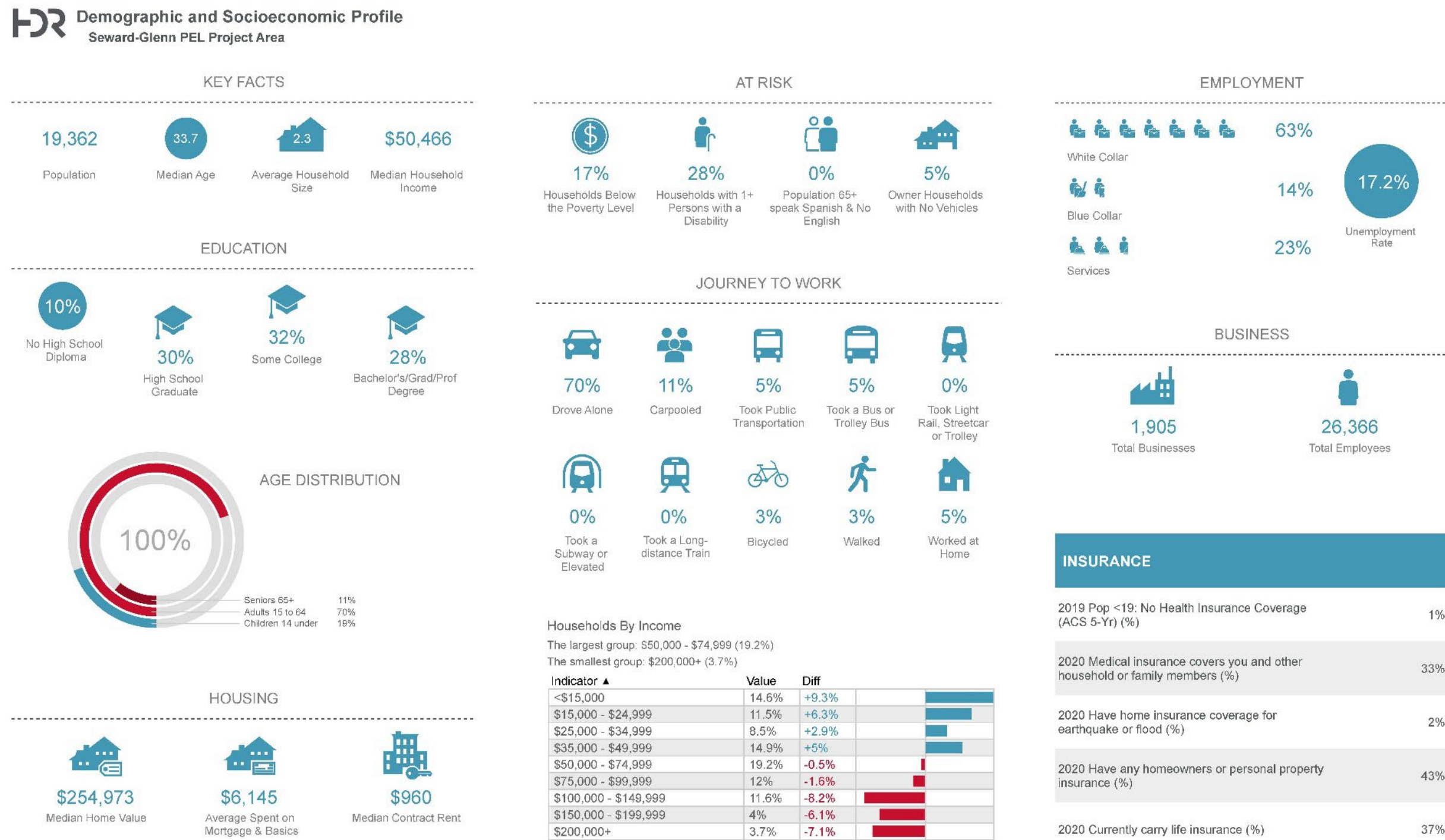


Figure B-3. Demographic and Socioeconomic Profile



Prepared by the HDR STRATA Team

Figure B-4. Race, Ethnicity, and Language Profile

HDR Race, Ethnicity, and Language Profile
Seward-Glenn PEL Project Area

Race and Ethnicity

The largest group: White Alone (42.29)

The smallest group: Other Race (4.2)

Indicator ▲	Value	Diff
White Alone	42.29	-18.54
Black Alone	9.84	+4.03
American Indian/Alaska Native Alone	15.66	+6.8
Asian Alone	11.7	+1.7
Pacific Islander Alone	6.16	+3.54
Other Race	4.2	+1.41
Two or More Races	10.14	+1.05
Hispanic Origin (Any Race)	11.5	+2.11

SPANISH ACTIVITIES



5%

Used Spanish language website in last app in last 30 days

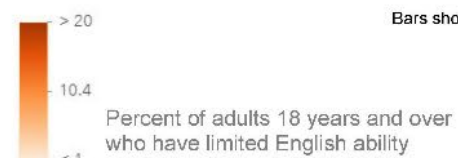


12%

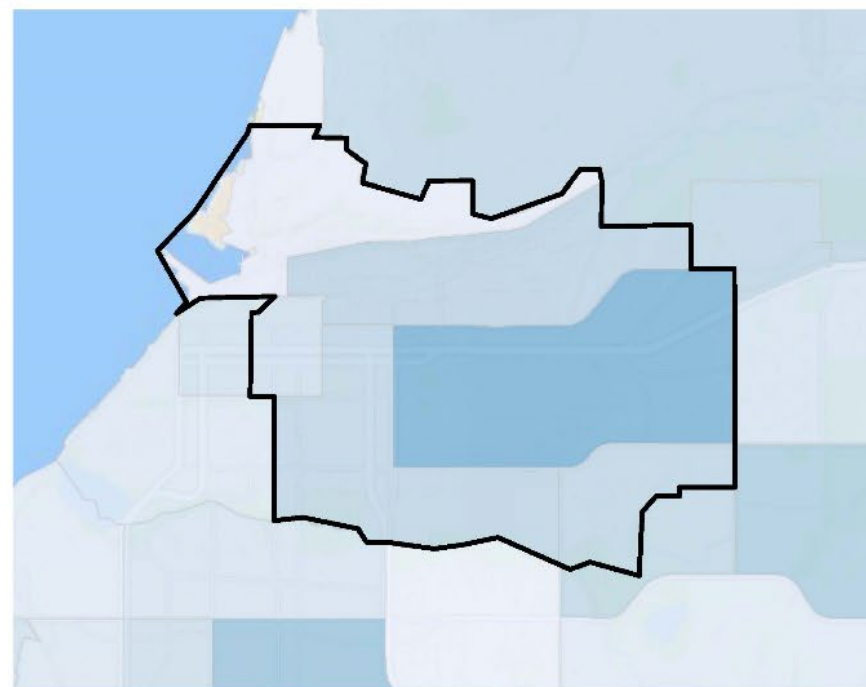
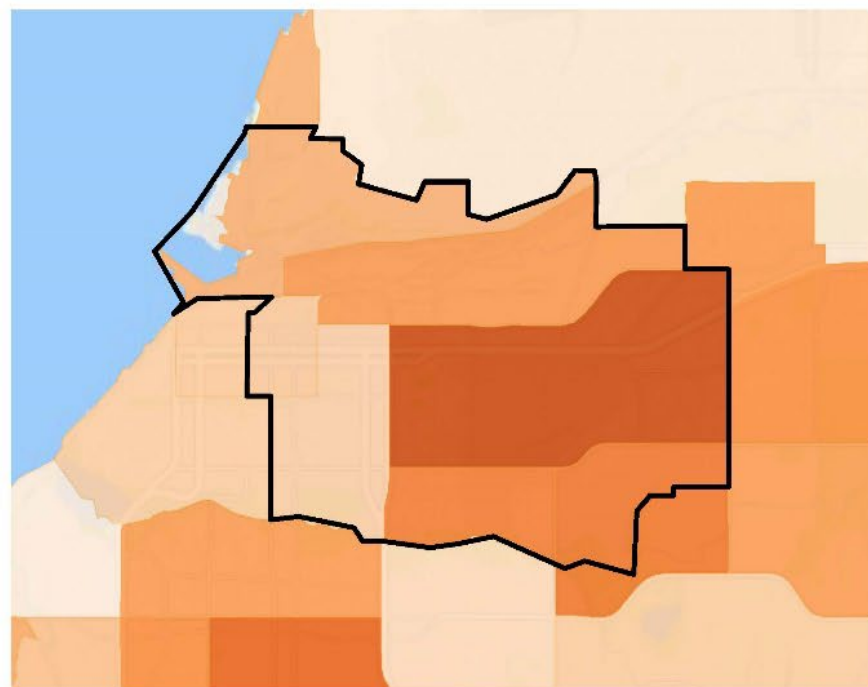
Read any Spanish language magazine in last 6 months

LIMITED ENGLISH PROFICIENCY ADULTS 18-64 HH %

Speak Spanish & No English	1%
Speak Spanish & English Not Well	1%
Speak Indo-European & No English	0%
Speak Indo-European & English Not Well	0%
Speak Asian-Pacific Island & No English	0%
Speak Asian-Pacific Island & English Not Well	1%
Speak Other Language & No English	0%
Speak Other Language & English Not Well	0%



Bars show deviation from Anchorage municipality



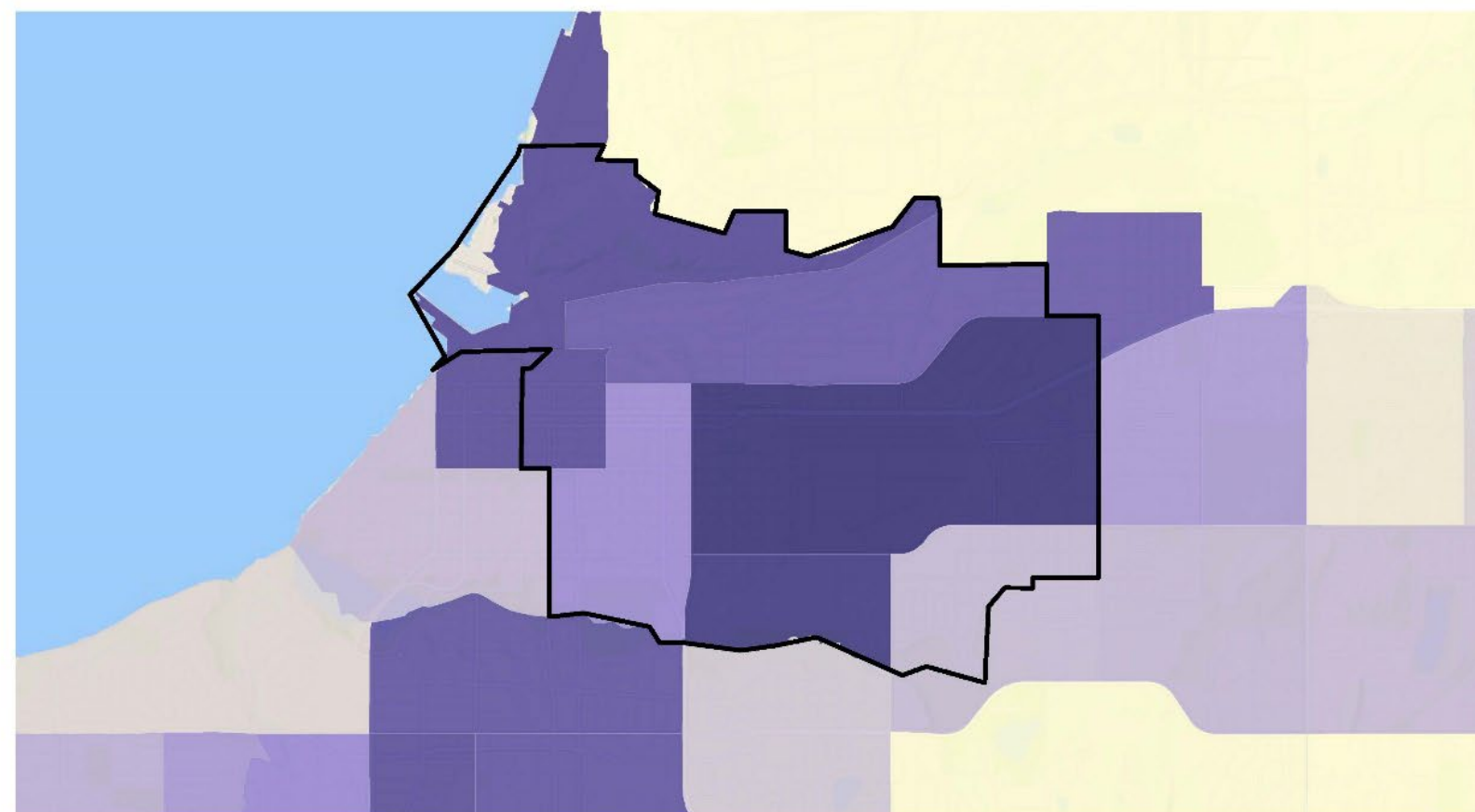
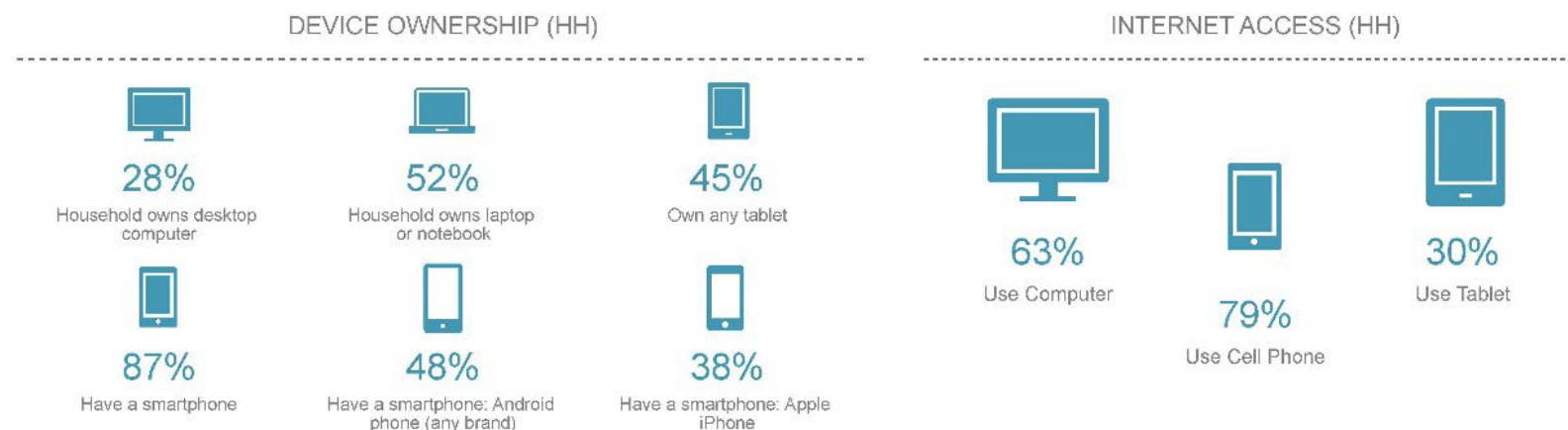
LIMITED ENGLISH PROFICIENCY SENIORS 65+ HH %

Speak Spanish & No English	0%
Speak Spanish & English Not Well	0%
Speak Indo-European & No English	0%
Speak Indo-European & English Not Well	0%
Speak Asian-Pacific Island & No English	1%
Speak Asian-Pacific Island & English Not Well	1%
Speak Other Language & No English	0%
Speak Other Language & English Not Well	0%

Prepared by the HDR STRATA Team

Figure B-5. Digital Usage Profile

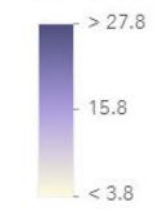
HDR Digital Usage Profile
Seward-Glenn PEL Project Area



INTERNET CONNECTIVITY	HH %
2019 Have access to Internet at home (%)	86%
2019 Connect to Internet at home via cable modem (%)	48%
2019 Connect to Internet at home via DSL (%)	8%
2019 Connect to Internet at home via fiber optic (%)	12%
2019 Access Internet at home via high speed connection (%)	85%

INTERNET & SOCIAL MEDIA USAGE in Last 30 Days	HH %
Visited online blog (%)	15%
Watched TV program online (%)	24%
Used Spanish language website in last app (%)	5%
Facebook.com (%)	66%
Instagram.com (%)	34%
LinkedIn.com (%)	12%
Tumblr.com (%)	5%
Twitter.com (%)	15%
Youtube.com (%)	55%
Social network used to track current events (%)	17%
Search engine: bing.com (%)	10%
Search engine: google.com (%)	81%
Search engine: yahoo.com (%)	16%

Percent of Households with No Internet Access



Prepared by the HDR STRATA Team

Appendix C: Committee Charters and Membership

The following organizations and individuals are invited to participate in the study's committees:

Community Advisory Committee:

- Fairview Community Council President
- Mountain View Community Council President
- Airport Heights Community Council President
- Downtown Community Council President
- Rogers Park Community Council President
- Fairview Community Center Manager
- Bike Anchorage
- Alaska Regional Hospital
- Anchorage Senior Activity Center Executive Director
- Government Hill Community Council President
- Alaska Trucking Association
- Anchorage Economic Development Corporation
- Fairview Business Association

Technical Advisory Committee:

- MOA, Traffic Engineer
- DOT&PF Traffic Engineer
- DOT&PF Cultural Resources Specialist
- AMATS Transportation Planning Manager
- DOT&PF AMATS Area Planner
- MOA Planning Department
- MOA, Public Transportation Department - People Mover
- DOT&PF, Bridge Group
- MOA, Office of Emergency Management
- DOT&PF, Chief of Planning

Agencies and Tribes Committee:

- US Army Corps of Engineers (USACE), Regulatory

- Alaska Department of Natural Resources (DNR), State Historic Preservation Office (SHPO)
- MOA, Watershed Management (Wetlands, Floodplains)
- MOA, Parks and Recreation
- MOA, Historic Preservation
- Native Village of Eklutna
- Knik Tribal Council
- Port of Alaska
- Merrill Field
- ARRC
- Eklutna ,Inc.
- Knikatnu, Inc.

Executive Committee:

- Mayor of Anchorage
- DOT&PF Central Region Director
- Deputy DEC Commissioner
- Municipal Assembly
- Municipal Assembly
- Municipal Assembly
- DOT&PF Statewide Environmental Office

Agencies and Tribes Committee Charter

The Alaska Department of Transportation and Public Facilities (DOT&PF), in coordination with the Anchorage Metropolitan Area Transportation Solutions (AMATS), are conducting a Planning and Environmental Linkages (PEL) Study to identify and evaluate options to improve transportation mobility, safety, access, and connectivity between the Seward Highway, near 20th Avenue, and the Glenn Highway, east of Airport Heights. The project will also identify ways to improve access between the Port of Alaska and the highway network. This effort is known as the *Seward Highway to Glenn Highway Connection PEL Study* or *Seward-Glenn Mobility* (the Project).

Agencies and Tribes Committee Purpose

The purpose of the Agencies and Tribes Committee (ATC) is to engage tribes and local, state, and federal agencies and organizations in the PEL study process and to gather their input on the corridor needs and potential solutions.

Activities, Duties, and Responsibilities

The ATC will provide insight and suggestions to guide the project team during the study process. ATC members will be expected to participate in meetings, which are scheduled during each major phase of the project, and to review various draft documents. Approximately six meetings will be held during the Project, between October 2021 and April 2024.

The ATC members will:

- Receive briefings from Project Team members as the Project progresses.
- Give input to the Project Team on behalf of the agencies or organizations they represent.
- Keep their respective agency or organization informed of Project progress.
- Serve as advisors to the Project Team regarding potential regulatory requirements.

Authority

The ATC is an advisory group to provide feedback to the Project Team during the Project. It is not a governing or decision-making organization.

Membership

The ATC is composed of local, state, and federal agencies who have jurisdiction in the Project study area or could become cooperating or participating agencies during a subsequent NEPA process and tribes and affiliated tribal organizations that may have an interest in the Project.

Members may be identified by their respective agency or organization to serve on the ATC. There is no compensation for serving on the ATC, and participation is on a voluntary basis.

Leadership

The DOT&PF Project Manager will serve as the chairperson of the ATC. All meeting topics and agenda items will be submitted to the chairperson for consideration and inclusion in the meetings.



Seward Highway to Glenn Highway Connection Planning and Environmental Linkages Study

Agencies and Tribes Committee Charter

Communication

The Project Team will communicate with ATC members via email, online meeting software (e.g., Microsoft Teams meetings), and phone calls.

The Alaska Department of Transportation and Public Facilities (DOT&PF), in coordination with the Anchorage Metropolitan Area Transportation Solutions (AMATS), are conducting a Planning and Environmental Linkages (PEL) Study to identify and evaluate options to improve transportation mobility, safety, access, and connectivity between the Seward Highway, near 20th Avenue, and the Glenn Highway, east of Airport Heights. The project will also identify ways to improve access between the Port of Alaska and the highway network. This effort is known as the *Seward Highway to Glenn Highway Connection PEL Study* or *Seward-Glenn Mobility* (the Project).

Community Advisory Committee Purpose

The purpose of the CAC is to represent local business owners, property owners, neighborhoods, potentially impacted groups, and stakeholder groups in the PEL study process, and gather input on the corridor needs and potential solutions.

Activities, Duties, and Responsibilities

The CAC will meet regularly during the PEL process to provide feedback, ideas, and input to the Project Team. CAC members will be expected to participate in meetings and review project documents. CAC members will also be asked to relay feedback or potential impacts identified from members of the public to the Project Team. Approximately six meetings will be held during the Project, between October 2021 and April 2024.

The CAC members will:

- Receive briefings from Project Team members as the Project progresses.
- Give input to the Project Team on behalf of their respective workplaces, neighborhoods, organizations, and community groups.
- Keep their respective workplaces, neighborhoods, organizations, and community groups informed of Project progress.
- Serve as conduits for the Project and its outcomes in the community.

Type/Authority

The CAC is an advisory group to provide feedback to the Project Team during the Project. It is not a governing or decision-making organization.

Membership

The CAC is composed of local business owners, property owners, representatives from community councils, social and community interest groups, and stakeholder groups. Members are invited by the Project Team based on their geographic proximity to the Project, community roles, and/or positions representing stakeholders. There is no compensation for serving on the CAC, and participation is on a voluntary basis.

Leadership

The DOT&PF Project Manager will serve as the CAC chairperson. All meeting topics and agenda items will be submitted to the chairperson for consideration and inclusion in the meetings.



Seward Highway to Glenn Highway Connection Planning and Environmental Linkages Study

Community Advisory Committee Charter

Communication

The Project Team will communicate with CAC members via email, online meeting software (e.g., Microsoft Teams meetings) and phone calls.



Seward Highway to Glenn Highway Connection Planning and Environmental Linkages Study

Executive Committee Charter

The Alaska Department of Transportation and Public Facilities (DOT&PF), in coordination with the Anchorage Metropolitan Area Transportation Solutions (AMATS), are conducting a Planning and Environmental Linkages (PEL) Study to identify and evaluate options to improve transportation mobility, safety, access, and connectivity between the Seward Highway, near 20th Avenue, and the Glenn Highway, east of Airport Heights. The project will also identify ways to improve access between the Port of Alaska and the highway network. This effort is known as the *Seward Highway to Glenn Highway Connection PEL Study* or *Seward-Glenn Mobility* (the Project).

Executive Committee Purpose

The purpose of the Executive Committee is to provide guidance, advice, and decision making throughout the PEL Study at key decision points.

Activities, Duties, and Responsibilities

The Executive Committee will meet during the PEL process to provide input and advise Project team leadership.

The Executive Committee will also be a department/agency/organization liaison for the Project. Executive Committee members will be expected to participate in meetings and make decisions throughout the Project. Approximately six meetings are anticipated during the Project, between October 2021 and April 2024.

The Executive Committee will:

- Be briefed during the Project and give direction to the Project Team on behalf of the department/agency/organization they represent.
- Keep their respective department/agency/organization informed of Project progress.
- Participate as a cooperating team member for joint decision making and alignment.

Type/Authority

The Executive Committee is a steering committee for the Project Team during the PEL Study. It is a decision-making organization.

Membership

The Executive Committee will be composed of the Anchorage Metropolitan Area Transportation Solutions (AMATS) Policy Committee members and the DOT&PF Statewide Environmental Office Statewide Environmental Program Manager. Membership on the Executive Committee is limited to the named positions, rather than individuals, and membership on the Executive Committee shall remain with the named positions. There is no compensation for serving on the Executive Committee, and participation is on a voluntary basis.



Seward Highway to Glenn Highway Connection Planning and Environmental Linkages Study

Executive Committee Charter

Leadership

The DOT&PF Project Manager will serve as the chairperson of the Executive Committee. All meeting topics and agenda items will be submitted to the chairperson for consideration and inclusion in the meetings.

Communication

The Project Team will communicate with Executive Committee members via email, online meeting software (e.g., Microsoft Teams meetings) and phone calls.

The Alaska Department of Transportation and Public Facilities (DOT&PF), in coordination with the Anchorage Metropolitan Area Transportation Solutions (AMATS), are conducting a Planning and Environmental Linkages (PEL) Study to identify and evaluate options to improve transportation mobility, safety, access, and connectivity between the Seward Highway, near 20th Avenue, and the Glenn Highway, east of Airport Heights. The project will also identify ways to improve access between the Port of Alaska and the highway network. This effort is known as the *Seward Highway to Glenn Highway Connection PEL Study* or *Seward-Glenn Mobility* (the Project).

Technical Advisory Committee Purpose

The purpose of the TAC is to evaluate specific technical aspects of the PEL Study and provide detailed analysis, comments, or input within areas of subject matter expertise.

Activities, Duties, and Responsibilities

The TAC will meet during the PEL process to provide feedback, ideas, and input to Project leadership. The TAC will also serve as a sounding board for PEL Study technical matters. TAC members will be expected to participate in meetings, review documents, and communicate technical information to the Project Team throughout the Project. Approximately six meetings will be held during the Project, between October 2021 and April 2024.

The TAC members will:

- Be briefed during the Project and give technical input to the Project Team on behalf of their areas of expertise.

Type/Authority

The TAC is an advisory group to provide technical comments to the Project Team during the PEL Study. It is not a governing or decision-making organization.

Membership

The TAC is composed technical experts and professionals in the community, DOT&PF, and Municipality of Anchorage (MOA). Members are invited or identified by their respective organization to serve on the TAC and to provide specific guidance or technical expertise. There is no compensation for serving on the TAC, and participation is on a voluntary basis.

Leadership

The DOT&PF Project Manager will serve as the chairperson of the TAC. All meeting topics and agenda items will be submitted to the chairperson for consideration and inclusion in the meetings.



Seward Highway to Glenn Highway Connection Planning and Environmental Linkages Study

Technical Advisory Committee Charter

Communication

The Project Team will communicate with TAC members via email, online meeting software (e.g., Microsoft Teams meetings) and phone calls.