

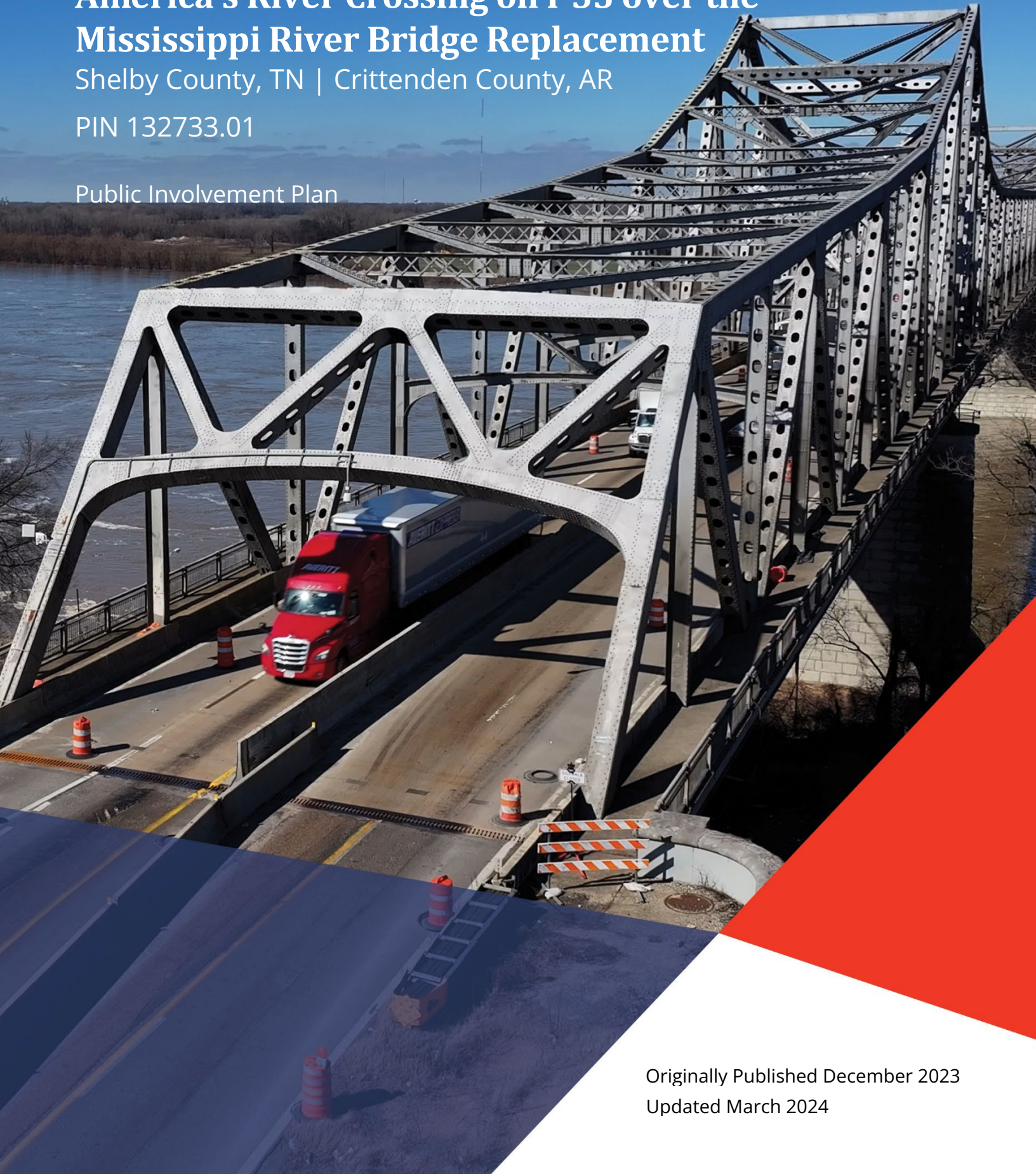


America's River Crossing on I-55 over the Mississippi River Bridge Replacement

Shelby County, TN | Crittenden County, AR

PIN 132733.01

Public Involvement Plan



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ISSUE AND REVISION RECORD

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TERMS AND DEFINITIONS

TERM	DEFINITION
<p>Area of Persistent Poverty (APP)</p>	<p>APP is defined by the Bipartisan Infrastructure Law. A project is located in an Area of Persistent Poverty if:</p> <ul style="list-style-type: none"> • The County in which the project is located consistently had greater than or equal to 20 percent of the population living in poverty in all three of the following datasets: (a) the 1990 decennial census; (b) the 2000 decennial census; and (c) the most recent (2021) Small Area Income Poverty Estimates; OR • The Census Tract in which the project is located has a poverty rate of at least 20 percent as measured by the 2014-2018 5-year data series available from the American Community Survey of the Bureau of the Census; OR • The project is located in any territory or possession of the United States.
<p>Environmental Assessment (EA)</p>	<p>An interim decision document prepared for an action where the significance of social, economic or environmental impact is not clearly established. If the action is determined to have significant impact, an Environmental Impact Statement is then prepared. If no significant impact is determined, a Finding of No Significant Impact (FONSI) is prepared.</p>
<p>Environmental Justice (EJ)</p>	<p>Environmental Justice is defined by the U.S. Environmental Protection Agency as the fair treatment and meaningful involvement of all people regardless of race, color, national origin or income with respect to the development, implementation and enforcement of environmental laws, regulations and policies.</p>

TERM	DEFINITION
<p>Historically Disadvantaged Communities (HDC)</p>	<p>A Historically Disadvantaged Community is defined by the Justice40 Interim Guidance Addendum, issued by the White House Office of Management and Budget (OMB), White House Council on Environmental Quality (CEQ), and Climate Policy Office (CPO):</p> <ul style="list-style-type: none"> • Any census Tract identified as disadvantaged in the Climate & Economic Justice Screening Tool (geoplatform.gov) (CEJST), created by CEQ, which identifies such communities that have been marginalized by underinvestment and overburdened by pollution; or • Any Federally Recognized Tribe or Tribal entity, whether or not they have land.
<p>National Environmental Policy Act (NEPA)</p>	<p>Federal law which requires an analysis of environmental impacts of federal actions (including the funding of projects). NEPA is a decision-making process that engages with the public on potential environmental impacts, collects and integrates public feedback in decision-making, and informs the public of how decisions are made with regards to proposed impacts to the environment. The NEPA process involves an evaluation of a set of alternatives and their associated environmental impacts.</p>
<p>Project</p>	<p>The proposed I-55 bridge replacement project (America’s River Crossing).</p>
<p>Project Area</p>	<p>The area where the proposed Project is being delivered. The America’s River Crossing bridge replacement extends approximately 1.5 miles along I-55 across the Mississippi River from the proposed E. H. Crump Interchange in Memphis, Tennessee to Bridgeport Road (Exit 1) in West Memphis, Arkansas.</p>
<p>Project Delivery Network (PDN)</p>	<p>The Project Delivery Network (PDN) is TDOT’s guide for those involved with the delivery and management of a project to ensure the scope, schedule and budget is maintained. The PDN outlines the stages, activities, tasks, deliverables and (links to) references to accomplish these ends.</p>

TERM	DEFINITION
Project Team	Federal Highway Administration (FHWA), Tennessee Department of Transportation (TDOT), Arkansas Department of Transportation (ARDOT) and TDOT's and ARDOT's consultants.
Public Involvement Management Application (PIMA)	PIMA is a web-based application that includes a subscription form, comment form, survey, events and public portal. The Project Team will use PIMA to track and analyze survey data, respond to the feedback and comments gathered, manage stakeholder data, manage and host meetings, send emails and use analytic tools to identify gaps in engagement and make real-time adjustments to strategies.

1. PURPOSE OF THE PUBLIC INVOLVEMENT PLAN

This document serves as the Public Involvement Plan (PIP) for the proposed America's River Crossing on I-55 over the Mississippi River Bridge Replacement ("Project"). This Public Involvement Plan (PIP) outlines the intent of the Project Team, which includes the Federal Highway Administration (FHWA), the Tennessee Department of Transportation (TDOT), the Arkansas Department of Transportation (ARDOT), and consultants, to conduct meaningful public outreach and effectively communicate with stakeholders and the public for the duration of the proposed Project. Because TDOT is the lead agency, the Project will follow TDOT regulations, guidance and requirements. ARDOT is a key partner and will support TDOT and participate throughout the duration of the Project with agency resources and funding.

This PIP details extensive public involvement for the proposed Project. It also documents planned and potential options for public involvement and communications tools and tactics the Project Team may implement for the proposed Project. The PIP incorporates a variety of methods to effectively communicate with and collect meaningful feedback from respective groups and individuals affected by or involved with the proposed Project and the decisions that would affect their community.

NEPA includes a decision-making process that engages with the public on potential environmental impacts, collects and integrates public feedback into project decision-making, and informs the public of how TDOT makes its decisions with regards to proposed impacts to the environment.

The plan is consistent with the public involvement requirements under the National Environmental Policy Act (NEPA), Title VI of the Civil Rights Act, Executive Order 12898 – Environmental Justice (EJ) and other federal and state plans and policies including the TDOT's [Public Involvement Plan](#) and Alternative Delivery Strategic Communications Plan.

The PIP fulfills the FHWA requirements to carry out a public involvement program pursuant to Title 23 of U.S. Code (USC), Part 139.

NEPA mandates meaningful public involvement in the environmental review process. NEPA is a decision-making process that engages with the public on potential environmental impacts, collects and integrates public feedback in decision-making, and informs the public of how decisions are made with regards to potential impacts to the environment. The NEPA process involves an evaluation of a set of alternatives and their associated environmental impacts and benefits. The Project Team anticipates the proposed Project's environmental document to be an Environmental Assessment (EA) and intends to conduct enhanced public engagement because this is a major project as defined in [23 USC\(a\)\(7\)](#).



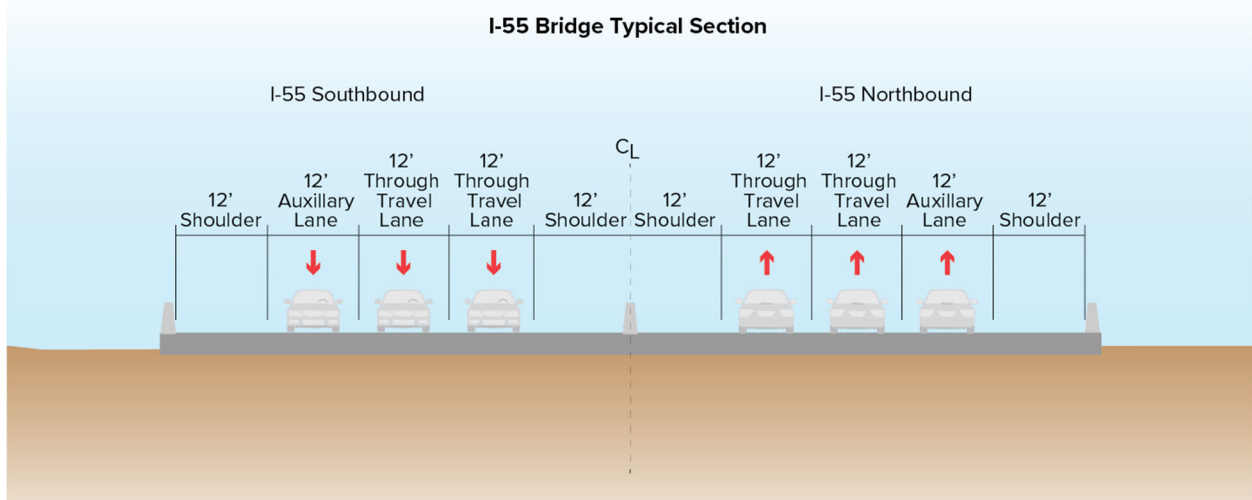
This PIP is a “living document” which the Project Team will evaluate for effectiveness through all stages of the Project and revise accordingly to reflect updates, conditions or concerns and needs of the public, agencies and the Project Team.

2. PROJECT BACKGROUND AND OVERVIEW

The proposed Project is one of only two Mississippi River crossings in Memphis, Tennessee and opened to traffic in December 1949. Located on both a nationally recognized interstate and freight corridor, it serves as a critical connector for residents, workers and freight between Tennessee, Arkansas, and Mississippi. In 2001, the bridge was placed on the National Historic Register of Historic Places. Because the I-55 bridge pre-dated the Interstate Highway System, the span was not built to Interstate standards and the existing structure has been determined to not be seismically retrofitted to withstand a significant earthquake in the New Madrid Seismic Zone.

The proposed Project covers just over 1.5 miles and comprises a complete replacement of the bridge. The northern terminus of the project begins at the existing I-55 alignment and the existing I-55 Mississippi River Bridge near Exit 1. The proposed bridge centerline is located 122 feet west of the existing bridge centerline. Crossing into Tennessee, the alignment crosses through E.H. Crump Park and ties into existing I-55 just west of the proposed E.H. Crump Interchange, or project end. The proposed typical section would include two, 12-foot through travel lanes in each direction, one, 12-foot auxiliary lane in each direction, and 12-foot inside and outside shoulders in each direction.

Figure 2-1: Proposed Typical Section

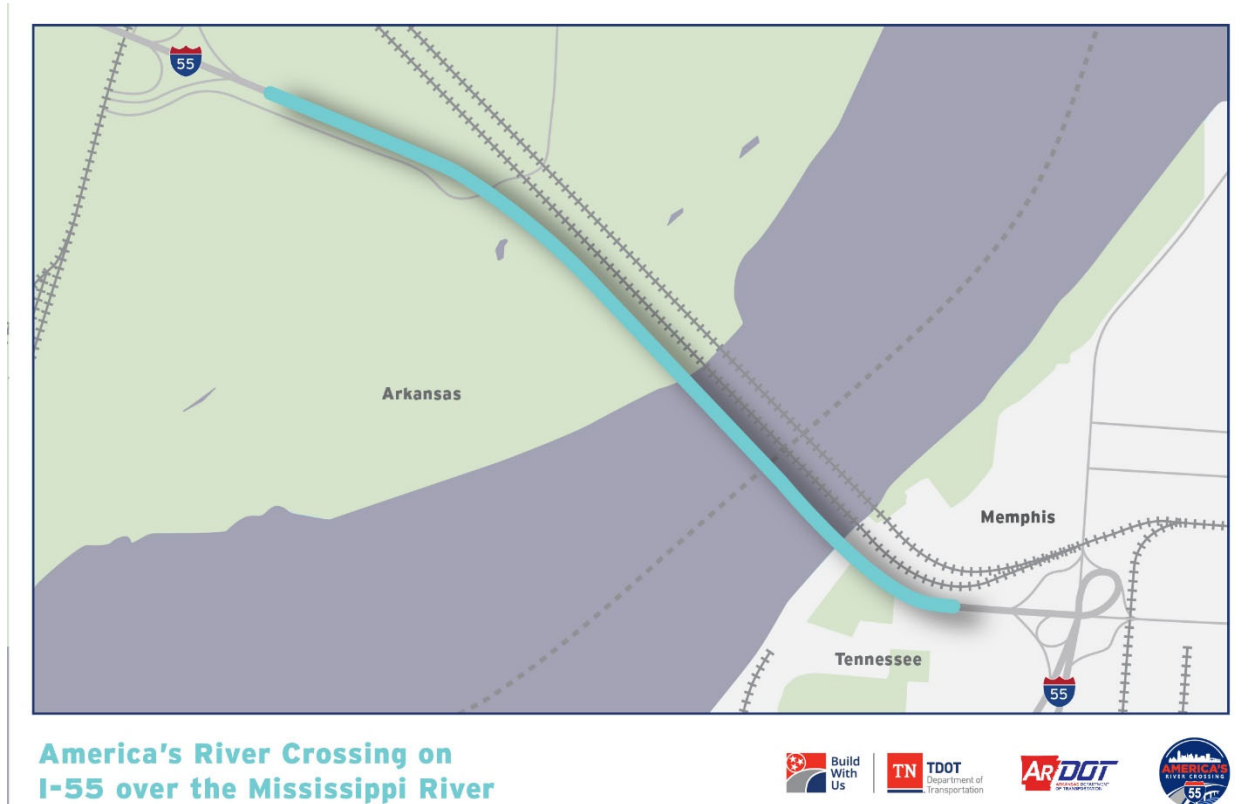


This proposed typical section may be modified as the roadway and bridge design progresses and stakeholder outreach are conducted.

2.1. Project Location

A project location map is shown in (Figure 2-2). The existing bridge and approaches are highlighted in green. The proposed Project would include replacement of the bridge and would be located adjacent and west of the existing alignment.

Figure 2-2: Project Location Map



2.2. Purpose and Need

The Purpose and Need of the proposed Project is to improve safety by removing hazardous geometric features; maintain a state of good repair by identifying a financially feasible alternative that considers on-going operation and maintenance costs and includes a bridge that meets current design standards and can withstand a strong earthquake to provide route resiliency.

3. DEVELOPMENT OF THE PIP

As the proposed Project progresses, the PIP may be revised to incorporate input and comments from outreach with stakeholders, including Environmental Justice (EJ) populations.

3.1. Goals and Strategies

This PIP includes strategies and goals of the community and stakeholder outreach approach. Due to public involvement being a critical aspect of the proposed Project planning process, engaging the public early and often can provide public needs and preferences to incorporate into the decision-making process.

The Project Delivery Network (PDN) is TDOT's guide for those involved with the delivery and management of a project to ensure the scope, schedule and budget are maintained. The PDN outlines the stages, activities, tasks, deliverables and (links to) references to accomplish these ends.

Meaningful outreach must occur early and continue throughout the duration of the proposed Project. In accordance with the project setup of the Project Delivery Network (PDN), this PIP supports the Project Team by providing a plan to conduct proactive stakeholder engagement. This PIP identifies strategies for use during the environmental phase of

the proposed Project; however, the Project Team expects outreach to stakeholders and the public to continue beyond the first four stages of [TDOT's PDN](#) into the construction phase. As the proposed Project enters final design and construction, the Project Team would expect the selected contractor to provide information for the local jurisdictions, residents and traveling public on construction detours, potential delays and information that might impact local projects and travel patterns. Additionally, TDOT will continue to provide educational information to the media and public through its larger work program.

This document outlines the Project Team's intent and responsibility to effectively communicate with proposed Project stakeholders and the public affected by and/or interested in the proposed Project by:

- Providing early and continuous accurate information to encourage public involvement;
- Establishing and maintaining communication between the community and the Project Team;
- Scheduling public involvement meetings and hearings at convenient locations and times;
- Intentionally providing effective outreach to underserved populations; and
- Respectfully collaborating with stakeholders.

3.1.1. Goals

The primary goals for this proposed Project's public involvement revolve around creating ample opportunities to educate stakeholders and the public about the proposed Project as well as to mitigate potential barriers that could hinder public comment. It is vital that information is supplied to stakeholders and the public for the proposed Project to be successful.

Stakeholders, the public, elected officials and affected agencies have various mechanisms available to communicate their opinions, ideas and perceptions. Inviting participation in the process is necessary to collect input on local issues, identify impacts and build support for the proposed improvements.

To meet these goals, the Project Team is committed to informing, involving, and engaging stakeholders and the public to provide an environment of transparency.

3.1.2. Strategies

The Project Team has identified the following strategies to serve the PIP's goals. The tactics found throughout the remainder of the PIP support these strategies and will include:

- Providing information early, often, and timely that is easy for the audience to understand.
- Reaching often-neglected communities by providing information early and often.
- Using digital communications methods (e.g., social media, newsletters, and virtual meetings) for populations that are more digitally friendly or have digital preferences.
- Using traditional communications methods (e.g., printed flyers, neighborhood posters, or in-person community meetings) for low-income or older communities.
- Assisting communication (e.g., translated materials) at community and Public Meetings.
- Establishing a distribution list and stakeholder matrix to provide proposed Project information to, which could include newsletters, toolkits, and mailings.
- Maintaining a formalized process that tracks public input regarding decision-making and record keeping.
- Developing champions with residents, businesses, and community leaders to support outreach efforts.
- Providing local, city and county agencies within the proposed Project corridor with timely information during every stage of project development.
- Conducting robust outreach to share information and gather feedback from communities located within the Project limits, as well as those who live or work outside the Project Area but travel within it.

3.2. Branding

The proposed Project logo represents the connection of the bridge between Memphis and cities across the United States. The primary version of the logo includes the colors of red, white, and navy and should be utilized for project documents including press releases and memos, digital communications including social media, web type use, etc.



The secondary logo features a white background and is intended for use over pictures or documents with a dark background.

3.3. Key Messaging and Themes

The messaging for the proposed Project builds from the approved messages and can evolve over time as the project development process advances. Messaging would emphasize the established Purpose and Need and highlight key updates related to environmental studies, as appropriate. Key messaging themes include improved safety, mobility, supporting economic and community development, innovative and resilient transportation solutions and building for the future. Messaging may be used across all communication channels and mediums, which can include, but is not limited to social media, talking points for presentations or media interviews, newsletters and materials for public meetings. Preliminary messaging will include the following:

- Approximately 50,000 vehicles carrying residents, workers and freight moving between Tennessee, Arkansas, Mississippi daily on average will ultimately benefit from improved safety, bridge modernizations, and enhanced resiliency upon completion of the project.
- The America's River Crossing on I-55 over the Mississippi River Bridge Replacement will provide increased mobility solutions for all users.
- The proposed Project will improve bridge resiliency, reduce future maintenance costs, and will safeguard against incidents such as earthquakes.
- The proposed Project would enhance local and regional freight movement and provide improved linkages and rerouting opportunities for Memphis and the tri-state area.
- Reconstructing the bridge provides efficient mobility for existing and planned growth.



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4. PROJECT AREA POPULATION DEMOGRAPHICS

The Project Team will tailor its outreach strategy to the populations in the proposed Project Area to facilitate equal access to information and equal opportunity to make comments, regardless of race, income, age or religion throughout the lifecycle of the proposed Project. Because an impact in one location could be reverberated throughout an entire community, outreach efforts may extend beyond the immediate Project Area as the Project Team identifies impacted populations throughout the lifecycle of the proposed Project.

The proposed Project is located along I-55 between West Memphis, Arkansas, and Memphis, Tennessee, within the “Memphis, TN-MS-AR” Urbanized Area. The population is 1,037,998 according to estimates provided by the 2022 American Community Survey (ACS).

4.1. Identifying Environmental Justice Communities

4.1.1. Environmental Justice (EJ)

The U.S. Environmental Protection Agency defines **Environmental Justice** as the fair treatment and meaningful involvement of all people regardless of race, color, national origin or income with respect to the development, implementation and enforcement of environmental laws, regulations and policies.

The boundary for which environmental justice (EJ) conditions were gathered included the four U.S. census block groups encompassing and surrounding the project. Historically, TDOT has assumed that persons that live in “geographic proximity” reside within the same census block group. Where the concentration of minority or low-income individuals is a readily identifiable group, this indicates the presence of an EJ population. Two threshold indicators identify

and report minority and low-income populations (EJ populations) present within a Project Area. The thresholds include:

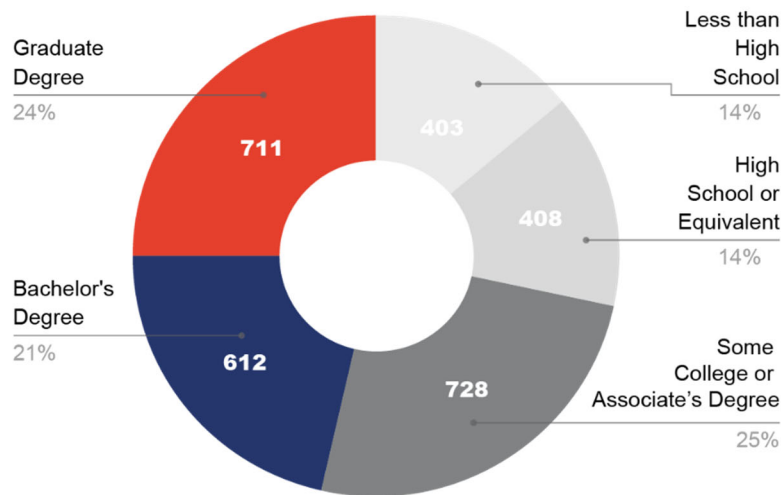
- Percent of the block group population that is minority and/or low-income exceeds the overall county population percentage by 10 percentage points or more, and/or
- Minority and/or low-income individuals within a block group account for more than 50 percent of the overall block group population.

According to these metrics, two census tract block groups (one in Shelby County, Tennessee and one in Crittenden County, Arkansas) qualify as EJ populations based on comparing their low-income data to that of the encompassing counties. Further, the residents within these block groups are defined as EJ populations based on the percentage

of minority populations present. Just over one in three persons living within one mile of the Project lives in poverty according to the 2022 ACS Estimates¹.

The Project Team took care to look closely into certain factors that would impact outreach strategies, specifically those of education (**Figure 4-1**), household incomes falling below the poverty line (**Figure 4-2**), minority populations (**Figure 4-3**) and Limited English Proficiency (LEP) (**Figure 4-4**), all of which were assessed at the block group level for the four census block groups encompassing and surrounding the Project. In addition, Areas of Persistent Poverty & Historically Disadvantaged Communities (**Figure 4-5**) were also identified at the census tract level. This demographic data can be used to determine specific outreach strategies and allow the Project Team to effectively engage the Project area population.

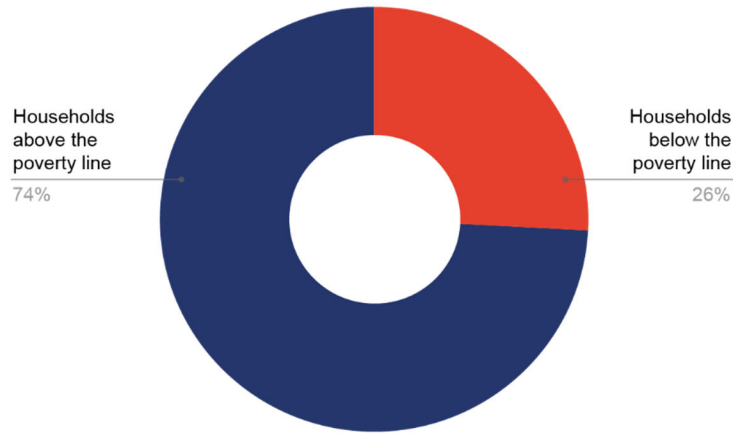
Figure 4-1. Education Attainment



Source: 2018-2022 ACS 5-Year Estimates, Table B15003

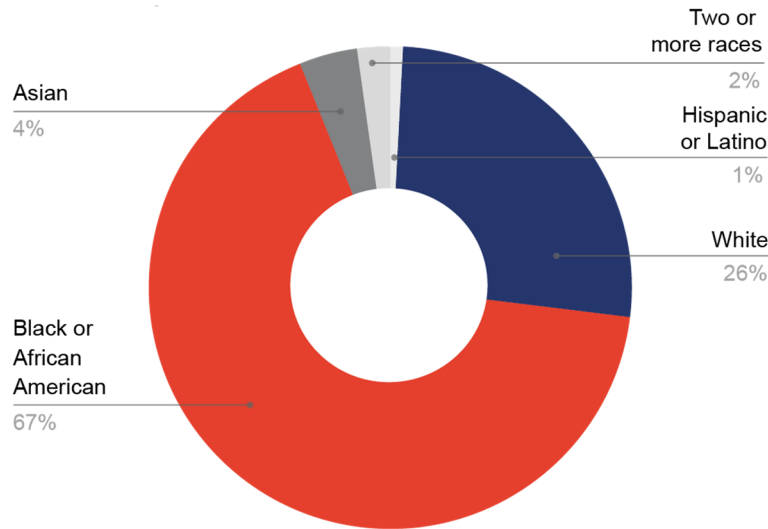
¹ US Census Bureau ACS 5-Year Estimates, Tables B17017 and B19013; Department of Health and Human Services, 2024.

Figure 4-2. Percent of Household Incomes below Poverty



Source: 2018-2022 ACS 5-Year Estimates, Table B17017

Figure 4-3. Minority Populations

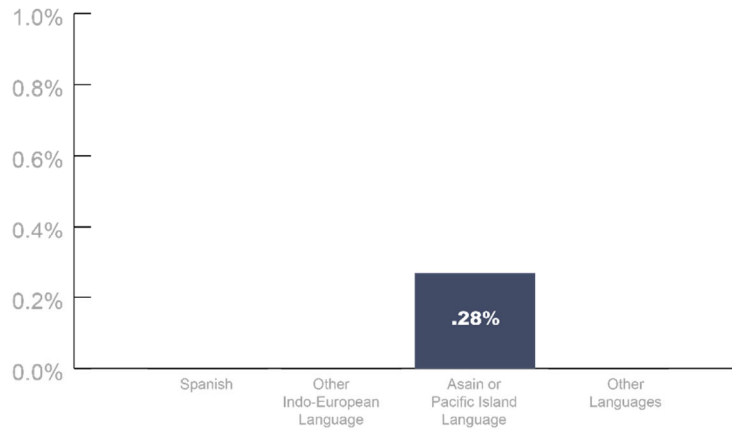


Source: 2018 - 2022 ACS 5-Year Estimates, Table B03002, Project Team

4.1.2. Limited English Proficiency (LEP)

LEP populations are present in limited numbers. According to the 2022 ACS Estimates, there were only 15 (shown in **Figure 4-4** as 0.28 percent of the total 5,241 population) LEP individuals within the study area, all of whom spoke Asian and Pacific Island languages.

Figure 4-4. Limited English Proficiency (LEP)



Source: 2018 - 2022 ACS 5-Year Estimates, Table B16004

4.1.3. Areas of Persistent Poverty

Areas of Persistent Poverty were assessed for the study area. A project is located in an Area of Persistent Poverty if it meets one or more of the three below criteria:

1. The County in which the project is located consistently had greater than or equal to 20 percent of the population living in poverty in all three of the following datasets: (a) the 1990 decennial census; (b) the 2000 decennial census; and (c) the 2021 Small Area Income Poverty Estimates; or
2. The census tract in which the project is located has a poverty rate of at least 20 percent as measured by the 2014-2018 5-year data series available from the American Community Survey of the Bureau of the Census; or
3. The project is located in any territory or possession of the United States.

As shown in **Figure 4-5**, the proposed Project is within an APP.

4.1.4. Historically Disadvantaged Communities

The U.S. Department of Transportation's (DOT) interim definition of Historically Disadvantaged Communities (HDCs)² includes (a) certain qualifying census tracts, (b) any Tribal land, or (c) any territory or possession of the United States. The DOT's interim definition for HDCs includes data for 22 indicators collected at the census tract level and grouped into the following six categories of transportation disadvantage.

- **Transportation access disadvantage** identifies communities and places that spend more, and take longer, to get where they need to go.
- **Health disadvantage** identifies communities based on variables associated with adverse health outcomes, disability, as well as environmental exposures.
- **Environmental disadvantage** identifies communities with disproportionately high levels of certain air pollutants and high potential presence of lead-based paint in housing units.
- **Economic disadvantage** identifies areas and populations with high poverty, low wealth, lack of local jobs, low homeownership, low educational attainment, and high inequality.
- **Resilience disadvantage** identifies communities vulnerable to hazards caused by climate change.
- **Equity disadvantage** identifies communities with a high percentile of persons (age 5+) who speak English "less than well."

As shown in **Figure 4-5**, the proposed Project is entirely within an HDC.

5. PUBLIC OUTREACH TOOLS

Public outreach tools to engage the public will take multiple forms to provide the most opportunities for the public to be informed about upcoming public meetings or hearings, opportunities to engage with the Project Team, learn more about the proposed Project and opportunities to provide feedback about the proposed Project.

The Project Team will develop and maintain a regular content calendar including topics to share and the mediums by which they are to be shared based on and complimentary to the public involvement schedule. The Project Team will use various media outlets to disperse public notifications throughout the lifetime of the proposed Project. All materials would be approved prior to publishing or release.

5.1. Digital and Social Media

Digital engagement is critical to the successful delivery of information to the public and will occur throughout the life of the proposed Project, focused on major milestones. The Project Team will develop digital and social media content to use as it is a tool to disseminate information and engage the public. Digital tactics may include but are not limited to social media, digital advertisements, visualizations/videos, newsletters, website copy, and surveys.

5.1.1. Social Media

Social media is vital to the successful delivery of information to the public as 86 percent of U.S. adults report that they get their news online³. The Project Team would implement a hybrid approach that includes both paid and organic social media to increase engagement and reach of messages. Paid social media campaigns extend beyond the reach of TDOT and ARDOT's current social media followers allowing for more opportunities to engage with a wider audience. Organic social media posts would tap into the already engaged audiences following TDOT on social media channels.

Standalone accounts will not be developed for the proposed Project. The Project Team will share social media content to highlight major milestones of the proposed Project, inform followers of Public Meeting announcements and other informational campaigns. Posts would be submitted as often as weekly for review and approval.

The Project Team would coordinate with ARDOT's Communications Division as necessary to coordinate synchronized posting of proposed Project schedules, information, decisions and

³ <https://www.pewresearch.org/journalism/fact-sheet/news-platform-fact-sheet/#:~:text=A%20large%20majority%20of%20U.S.,said%20the%20same%20in%202021.>

other appropriate messaging for the public within the Project area which traverses both states.

Comments left by the public on social media will not be considered an official public comment; however, commenters should be encouraged to place an official public comment through the proper channels. The Project Team will log social media comments and develop draft responses for review and approval. The Project Team will post any responses to questions and comments shared on TDOT's social media platforms. Additionally, the Project Team will produce a monthly media monitoring report including social media metrics. By tracking social media metrics, the Project Team can measure the effectiveness of individuals' posts and campaigns, allowing opportunities to pivot if strategies are not performing as expected or continue strategies that are performing well.

5.1.2. Digital Advertisements

Digital advertisements, such as Google Display ads, are a powerful tool to promote engagement in public involvement activities. The use of these ads targets audiences about the proposed Project when they are browsing online, watching YouTube videos, checking email or using mobile devices and apps. This tactic complements the other digital and printed tactics and can help the Project Team better connect with target audiences.

5.1.3. Visualizations and Video

Educational and informative videos will be produced for the proposed Project to be shared in an integrated approach on social media platforms, the website/virtual meeting room (VMR), at Public Meetings and Hearings and used at stakeholder or community presentations to increase awareness of the proposed Project.

The videos would range from short-form to long-form to be used for a variety of purposes and audiences and can include fly-through visualizations of the proposed Project corridor. As the project development process progresses, topics would range from proposed Project benefits to Project development updates and benefits.

5.1.4. Newsletter

The Project Team will use an electronic newsletter to disseminate proposed Project updates to stakeholders. The newsletter would contain recaps of Public Meetings and Hearings, updates, and upcoming milestones. The distribution list would be maintained by the Project Team and would include property owners impacted by the proposed Project, residents, stakeholders, and those who have expressed interest in staying updated about the proposed Project. EJ communities, local businesses, and faith-based communities would also be provided printed versions of the digital newsletter to distribute to their

members, customers, and employees. Prior editions of the newsletter could be posted on the proposed Project's website/VMR.

The newsletter would be produced at a quarterly cadence during the project development process and shift to monthly once updates become more frequent, if needed. Prior to major milestones, email blasts to the same distribution list would be shared to help promote and encourage attendance and participation.

5.1.5. Website/Virtual Meeting Room

The Project Team will maintain the Project website. The Project Website will serve as a repository for Project updates and information. A virtual meeting room will be used as a component of PIMA to provide an opportunity for input and feedback from stakeholders and the public.

The current proposed [Project Website](#) includes or is anticipated to include the following categories of information:

- Project overview and news;
- Maps, photos and graphics to help inform the public;
- Project news and milestones;
- Public Meeting announcements and links to attend as a virtual attendee, if applicable;
- Links to submit a comment or inquiry to the Project Team;
- Draft and final NEPA documents for public review;
- Links to informational materials and videos; and
- Links to social media accounts.

The Project Team would provide community members without Internet access with alternative access to the same information. The Project Team would coordinate with local libraries to provide public computer access and would distribute hard copies of proposed Project information, maps and NEPA documents to public locations identified throughout the proposed Project limits, specifically in EJ communities. In addition, the public can request hard copies of all information through the Project email address.

5.1.6. Surveys

Surveys may be utilized and distributed to gain desired feedback during the development of the proposed Project. The Project Team would create and distribute surveys through various communications mediums and channels including public meetings/hearings, social media, email distribution lists, the proposed Project website. To give all populations the opportunity to complete the survey, paper surveys can also be used and sent through certified mail, placed at common community spaces including public libraries, city halls, churches, community centers and/or distributed at public meetings.

The Project Team may also request that partner agencies and other key stakeholders distribute surveys to their constituents or audiences. Questions would be framed to gather input on the community preferences, thoughts and priorities during public involvement comment periods as well as to determine preferred communications methods.

5.2. Printed Materials

Printed materials, such as door hangers, rack cards, direct mail postcards, and proposed Project fact sheets/flyers outlining the proposed Project location map and key Project facts will be developed by the Project Team. The fact sheets/flyers would be delivered to impacted property owners, businesses, and other appropriate audiences deemed necessary throughout the public involvement process and as part of the public Meeting/Hearing notification efforts. These materials would be utilized in communities and neighborhoods where access to digital media materials may be limited to advertise Public Meetings/Hearings and to keep the public informed. All printed materials will include a trackable QR code leading readers to the proposed Project website so the Project Team can track the success rate of individual materials.

When utilizing printed materials to advertise Public Meetings or Hearings, the date, time, and public involvement event location, as well as other needed specifics, would be included in English and other languages, as determined to be necessary by the Project Team. They would be distributed up to one month prior to the event.

Postcards may be utilized to reach larger audiences along the corridor including residents and businesses, while fact sheets/flyers will be used primarily for neighborhood or community canvassing or used at public outreach events.

5.3. Traditional Media

A proactive and targeted media relations plan is critical to reach target key audiences and provide an ongoing distribution of information about the proposed Project and its progress and benefits. A traditional media relations plan will be developed, if requested, to include:

- Editorial calendar that aligns proactive outreach with social/digital marketing and coordination with TDOT's statewide content calendar;
- Comprehensive media FAQs to cover all expected message points, benefits and potential issues;
- Media-friendly graphics;
- Media briefing strategy that introduces the proposed Project and key team members and positions TDOT as an expert source;
 - State/local, government and trade/industry publications;
 - Editorial Board briefings; and
- Strategy for driving traffic to Public Meetings or Hearings.

If controversy or concerns arise based on initial proposed Project outreach, other support and tactics can be implemented including:

- Responsive media management strategies and tactics; and
- Crisis communications guidelines.

Media outreach is expected to include, but is not limited to:

- Media briefings/preview events prior to major proposed Project announcements and activities;
- Coordination with news outlets for media events, appointments for interviews and PSAs;
- Media presentations and talking points; and

Further, media releases will be a component of the developed media kit, also known as a press kit, and distributed to major media outlets serving the Project area with wide circulation, and to any minority newspapers in the community. The Project Team would send media releases in advance of any public involvement event to all television and radio stations serving the Project area, and to any minority and/or ethnic publications within the proposed Project area.

The media kit would be developed to contain promotional materials such as a brief proposed Project overview, high-resolution images, press releases, contact information for media inquiries, relevant statistics or data, etc.

The Project Team would track media coverage via a monthly media monitoring report. By tracking media metrics, the Project Team can measure the sentiment of articles, allowing opportunities to pivot if messages are not resonating as expected or continue strategies that are performing well.

5.3.1. Local Newspapers

Advertisements about upcoming Public Meetings/Hearings will run in local newspapers including the major regional publications as well as community and minority publications to keep the community informed about status updates, milestones and next steps.

Newspapers will include but are not limited to:

- *The Commercial Appeal*
- *The Daily Memphian*
- *Memphis Daily News*
- *The New Tri-State Defender (minority focused)*
- *The Evening Times*
- *La Prensa Latina Media (Spanish)*
- *Memphis Flyer*
- *Arkansas Democrat Gazette*

5.3.2. Local Television and Radio Stations

If the Project Team determines it is necessary, radio PSAs will be created with the intention of reaching a targeted audience whose attention may not be captured by the printed media. The Project Team would develop radio PSAs prior to the public involvement events and air them at least two days prior. Radio stations would include but are not limited to:

- *WREC 92.1 FM, Memphis, TN*
- *News Talk 98.9, Memphis, TN*
- *WKNO-FM, Memphis, TN*
- *WLFP (99.7 MHz, "99.7 The Wolf"), Memphis, TN*
- *KAKJ 105.3, Marianna, AR*
- *K97.1 FM WHRK, Memphis, TN*
- *Radio Ambiente 1030 AM (Spanish), Memphis, TN*

Additionally, the Project Team can help identify opportunities for interviews on local and regional television and radio stations and prepare interviewees prior to any interviews with the latest proposed Project talking points.

6. STAKEHOLDER ENGAGEMENT

Successful project delivery requires meaningful and transparent stakeholder engagement. To actively engage the public and stakeholders, the Project Team must not only provide the proposed Project information but also create opportunities for an open line of communication to identify whether the stakeholders or their constituents have any issues with the proposed Project. The earlier the Project Team identifies these issues, the easier it would be to identify solutions and strategies that balance mobility needs with community needs, as well as minimize impacts to stakeholders.

6.1. Stakeholder Identification

The Project Team has developed an initial roster of proposed Project stakeholders by collaborating with established local community members and partner agencies, coordinating with past and ongoing projects in the area and researching property ownership.

The list of identified stakeholders, known as the Identified Stakeholders & Contact List (**Appendix B**) is divided into the following audience segments:

- Business/economic development organizations;
- Partner and environmental agencies;
- Elected officials;
- Community stakeholders;
- EJ and LEP populations;
- First responders;
- Environmental groups; and
- Public/residents/motorists.

The Project Team will update the Stakeholders & Contact List prior to each public involvement event and continue to add stakeholder and public contacts throughout the proposed Project's duration. The Project Team will use this list to distribute meeting announcements and proposed Project information to the appropriate audiences prior to each public involvement event.

The list includes contact information as available for the following, but is not limited to:

- Adjacent property owners;
- Neighborhood and homeowner associations;
- Motorists, community organizations;
- Chambers of commerce;
- Business owners and groups;
- Religious leaders/congregations;
- Emergency responders;

- EJ and LEP populations;
- Advocacy and civic groups;
- Partner agencies (e.g., Metropolitan Planning Organizations (MPOs), Rural Planning Organizations (RPOs));
- Media; and
- Government staff and elected officials.

6.2. Stakeholder Outreach Strategies

6.2.1. Targeted Outreach

The Project Team will execute targeted outreach to the greatest extent possible to provide the local and underserved communities have ample opportunity for participation.

Outreach is not a one-size-fits-all model, so the Project Team may deploy tactics that best fit the community or stakeholder group. The Project Team will disseminate meeting schedules through the media, including television, radio, digital media, newspaper ads, printed materials and word of mouth at community events. Additionally, the Project Team will provide proposed Project materials in common community spaces including public libraries, city halls, churches, community centers and at local events.

6.2.2. Stakeholder Meetings

Stakeholder meetings with local governments, agency partners and community organizations will take place prior or in addition to anticipated Public Meetings and Hearings to allow for more targeted input and advanced coordination.

The Project Team will hold stakeholder meetings for representatives from organized interest groups upon request and as the Project Team deems necessary. Meetings can be in-person, virtual or hybrid depending on the needs and requests of the individual stakeholder groups. The meetings will feature presentations and educational materials tailored to the stakeholder's interest as well as the amount of development completed on the proposed Project. The meetings would use a standard stakeholder presentation deck the Project Team would update as needed.

The Project Team will schedule meetings and briefings before or in addition to anticipated Public Meetings and Hearings to provide a separate outlet for input and provide a preview of display materials. All materials the Project Team uses for the public during any Public Meetings or Hearings will be available to discuss in greater detail during these meetings.

Through the feedback at both formal and informal meetings as well as developing and strengthening relationships with stakeholder groups, the Project Team would utilize the stakeholder's knowledge and leadership roles within their communities to better communicate with their constituents or community members. In addition, stakeholders can request to share upcoming engagement opportunities and updates about the proposed Project across their networks. Their cooperation will allow the Project Team to

better engage with the public by identifying community leaders in EJ communities to assist in developing strategies and tactics that will reach specific communities to maximize meaningful engagement.

6.2.3. **Neighborhood Association Meetings**

The Project Team will hold meetings with specific neighborhood associations that the proposed Project could directly or indirectly impact. These meetings would take place within or as close as possible to the respective neighborhood association and would present proposed Project information to date that corresponds to appropriate milestones. A list of respective Neighborhood Associations and Homeowner Associations is included in the Identified Stakeholders & Contact List (**Appendix B**).



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7. PUBLIC OUTREACH AND ENGAGEMENT

The Project Team will share and actively communicate proposed Project information with the public including those that live in the proposed Project area, interested parties and segments of the community affected by the proposed Project. The Project Team will seek input about the proposed Project by engaging in best practices that include but are not limited to:

- Educating the public early and often;
- Using a variety of tactics to meaningfully engage as many people as possible; and
- Communicating information such as the status of the proposed Project, how and when to engage with the Project Team and how to stay up to date throughout the development process.

7.1. Local/Community Events

Additional public outreach activities may take the form of, but are not limited to, staffing informational booths at largely attended public and community events such as [Memphis in May International Festival](#), Grind City Fest, Sista Strut Memphis, Rajun Cajun Crawfish festival and other events within the Project area to meet the public “where they are.” Further, the Project Team will coordinate with ARDOT’s leadership as a collaborative partner and trusted advisor throughout the life of the Project on public involvement and outreach efforts.

7.2. Public Meetings and Hearings

The Project Team is committed to offering transparency and establishing an open line of communication with the public through hosting multiple Public Meetings and Hearings.

The Project Team will draft a Public Meeting/Hearing plan for each Public Meeting or Hearing including the approach and tools the Project Team will use to effectively communicate and coordinate with agencies, stakeholder groups and the general public. The Project Team will disseminate meeting schedules through the media, including television, radio, newspapers and the Internet when appropriate.

7.2.1. Public Meetings

The Public Meetings will be conducted in an open-house format (with no formal presentations) and take place at locations within/near the Project Area. At least one meeting will take place in West Memphis, Arkansas and at least one meeting will take place in Memphis, Tennessee. These meetings are anticipated to occur over a multi-hour timeframe to ensure adequate public attendance.

The Project Team will design the Public Meetings to be a welcoming, open environment where the public feels encouraged to participate and provide feedback about the proposed Project. The Project Team will provide answers to questions through the official comment response period. Prior to the Public Meetings, the Project Team will invite and brief State and local elected officials with jurisdiction within and near the proposed Project limits about the information being presented and shared at the Public Meeting.

The Project Team will staff the welcome/sign-in area to orient attendees, design the meeting room with Project displays and materials and station staff to address questions and comments from attendees. All information and documents shared at the Public Meetings will be available on the Project website for those who want to continue to reference the Public Meeting information. The Project Team will share talking points with all staff in attendance to provide consistency in language and messaging and tell the story of the proposed Project in easy-to-understand terms.

The Project Team will develop an information packet, including an overview/fact sheet of the proposed Project, FAQs, instructions for how to submit a public comment and a proposed Project location map, which will provide to attendees. Translated materials will be available in appropriate languages for the proposed Project Area as well as interpretation services, as applicable. Each public meeting will include the publication of a Notice of Public Meeting in a newspaper of general circulation in the vicinity of the proposed effort at least 15 days prior to the date of each meeting. The Project Team will furnish a copy of the notice to the Memphis and West Memphis Metropolitan Planning Organizations (MPOs). Notices will adhere to the requirements in the [TDOT Public Involvement Plan](#). The public meetings and hearings will follow the [TDOT Public Involvement Plan](#), specifically the Public Meeting/Hearing Checklist. All materials shown at Public Meetings will be available on the Project website as well. The Project Team may execute additional public outreach activities throughout the duration of the proposed Project.

7.2.2. Public Hearings

An **Environmental Assessment (EA)** is an interim decision document prepared for an action where the significance of social, economic or environmental impact is not clearly established. If the action is determined to have significant impact, an Environmental Impact Statement (EIS) is then prepared. If no significant impact is determined, a finding of no significant impact (FONSI) is prepared.

Following approval of the Draft EA by FHWA, the Draft EA will be distributed as detailed in the [TDOT Public Involvement Plan](#). TDOT's Public Involvement Plan requires any project classified as an EA to issue a Notice of Availability (NOA) for a Public Hearing. Due to the enhanced public involvement the Project Team is implementing and the desire to provide additional opportunities for

meaningful public engagement, the Project Team plans to host two in-person Public Hearings, with one in West Memphis, Arkansas and one in Memphis, Tennessee. All information and documents shared at the Public Hearings will be available on the proposed Project's website for those who want to continue to reference the Public Hearing information.

Information presented at Public Hearings, as well as posted on the proposed Project website, is anticipated to include:

- The Draft EA;
- The Purpose and Need for the proposed Project;
- Line and Grade Design;
- Typical sections and 3D renderings, as applicable;
- Exhibits explaining the potential impacts to social, economic and environmental resources of each alternative; and
- Identifying plans for mitigating any impacts of the preferred alternative or combination of alternatives.

The Public Hearings will be held within/near the Project Area during a multi-hour timeframe to make it as accessible and convenient as possible for the public to attend and participate. The Project Team will design the Public Hearing to be a welcoming, open environment where the public is encouraged to participate and provide feedback about the proposed Project. The Project Team will provide answers to questions through an official comment response period. State and local elected officials with jurisdiction within and near the proposed Project limits will be invited to the Public Hearing and be briefed by the Project Team prior to the Public Hearing about the information being presented and shared.

Prior to the Public Hearing the Project Team will publish a NOA in local newspapers and provide a copy to the Memphis and West Memphis MPOs. The NOA announces the

beginning of a 30-day public comment period and invites oral or written comments from all interested parties. The Public Hearing will take place approximately 15 days after publication of the NOA in print and on TDOT's website.

7.2.3. Meeting Materials

Materials and preparation procedures for the Public Meetings/Hearings include, but are not limited to:

- Publication schedule;
- Media kit;
- Meeting invitations;
- Notifications to those on the Identified Stakeholders & Contact List;
- Newspaper advertisements;
- PSAs;
- Digital and social media content;
- Website/VMR content;
- Meeting logistics and staffing documents;
- Materials and exhibits, including Project location map, Project presentation and script, environmental impacts and mitigation, fact sheets, known detours, right-of-way acquisition manuals, typical sections, and 3D renderings (as applicable) and Project design exhibits; and
- Meeting/Hearing summaries.

Planning schedules will detail the specific content that will be prepared for and after each meeting/hearing, including newspaper deadlines and review and approval periods for Project Team members. All public meetings and hearings will comply with the Americans with Disabilities Act (ADA) and accommodate language and hearing-impaired including providing interpreter and translation services.

7.2.4. Public Comments and Documentation

Public involvement will be instrumental throughout the duration of the proposed Project. Various opportunities to collect public and agency comments will be available including during stakeholder meetings and public meetings, website submission, e-mail, mail, comment card or verbally through a court reporter at the public hearing. Public comments received will be reviewed, cataloged, considered and responded to in accordance the comment review criterion.

As the Project Team receives official (i.e., during a public comment period) and unofficial comments (e.g., social media), the Project Team will document and respond. The Project Team will document individual comments and write a summary report to TDOT and ARDOT. The Project Team will prepare responses pursuant to all applicable State and Federal requirements.

All responses will be consistent with the proposed Project message points. The Project Team will respond to all comments within 30 days of receipt. When comments or questions come in through the hotline, mail, email or social media, a member of the Project Team would acknowledge the comment or question within 24 business hours, with a response following within 30 days of receipt. If individuals request specific changes to the proposed Project design or alignment, responses would indicate whether the Project Team has incorporated the suggestion into the proposed Project design or alignment and reasons.

The Project Team will develop a written synopsis of recorded comments, responses and documented outreach efforts for inclusion in the environmental document as an appendix as well as posted on the proposed Project website.

Following the publishing of the comment/response document of comments received during official public comment periods, social media comments and comments received outside of official public comment periods will not be considered official public comments; however, the Project Team will encourage those commenters to place official public comments through the proper channels.



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8. ENVIRONMENTAL JUSTICE COMMUNITIES

8.1. Environmental Justice Community Outreach Strategy

As previously mentioned in **Section 4.1.1**, the proposed Project Area includes low-income and minority populations. To provide meaningful EJ community outreach, the Project Team will implement an EJ Community Outreach Strategy as a key component of the public involvement and engagement strategy for the proposed Project. The EJ Community Outreach Strategy would promote and provide meaningful participation for potentially affected EJ communities.

The overall strategy includes data collection (e.g., location mapping identifying potential meeting locations), coordination with potential stakeholders, local planners, local organizations and key officials and engaging neighborhood residents near the proposed Project.

With the understanding that the low-income populations may not have readily available access to the internet, the Project website would be a supplemental and secondary tool to share information. The Project Team proposes several outreach strategies, including, but not limited to:

- Working with local agency and staff, community leaders, faith-based organizations/places of worship, business groups, special interest community groups and those who come in close contact with members of EJ communities identified in the Identified Stakeholders & Contact List (**Appendix B**) to identify communities of interest, distribute proposed Project information, collect input and establish connections, and conducting stakeholder meetings as necessary;
- Distributing informational flyers throughout the Project Area
- Hosting pop-up meetings at local events facilitated and attended by EJ communities;
- Attending and hosting community and neighborhood association meetings in affected EJ neighborhoods;
- Executing a digital engagement strategy focused on the EJ community audience including but not limited to digital advertisements, text message marketing and;
- Providing translation services for any collateral material and interpretation services at Public Meetings, Public Hearings, and stakeholder meetings upon request and on an as needed basis.



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9. PERFORMANCE MEASURES

TDOT’s Community Relations Division (CRD) will assess the proposed Project’s public involvement and engagement performance based on how effectively the Project team was able to execute the following objectives:

- Provide opportunities for citizens and transportation users to help shape the future of the state’s transportation system through a public involvement process that begins early, is convenient and meaningful.
- Develop partnerships with local community leaders, groups and organizations to provide an integrated, environmentally aware and multimodal approach to transportation needs and desires.
- Integrate citizen concerns and needs into the project development process.
- Work with traditionally underserved communities to understand and consider their perspectives, desires, needs for the proposed Project.
- Build credibility and trust between the TDOT and those for whom it exists to serve.

Table 9-1: Quantitative and Qualitative Measures

STRATEGY	PERFORMANCE MEASURE
Stakeholder Identification	<ul style="list-style-type: none"> • Number of contacts • Number of contacts in stakeholder categories
Meetings with Agency Partners and Community Organizations	<ul style="list-style-type: none"> • Number of agencies/organizations contacted • Number of meetings • Range of different interests represented • Feedback on the quality of information presented • Degree of participation of members (e.g., amount of input and issues identified)
Community Presentations	<ul style="list-style-type: none"> • Number of presentations • Number of attendees • Number of new contacts added to the stakeholder list • Feedback on the quality of information presented • Types of questions asked
Public Engagement Events, Public Meetings and Hearings	<ul style="list-style-type: none"> • Range of advertising methods • Number of attendees • Number of comments received • Number of substantive comments received • Number of comments in support, opposed or conditional • Feedback on convenience of meeting location/time, knowledge of staff, presentation of material, notification method

STRATEGY	PERFORMANCE MEASURE
Public Notifications	<ul style="list-style-type: none"> • Number of notices distributed • Location of notices • Dates notices were distributed
Documents and Informational Materials	<ul style="list-style-type: none"> • Number of materials distributed • Translation into non-English languages (Y/N) • Number of translation instances • Feedback on quality and clarity
Media Relations	<ul style="list-style-type: none"> • Number of press releases • Number of earned media stories • Sentiment • Author and elected officials quoted • Accuracy of news reports
Digital and Social Media	<ul style="list-style-type: none"> • Number of social media posts • Impressions and engagement of posts • Highest- and lowest-performing posts • Number of clicks on trackable links • Number of text messages sent • Newsletter opens and link clicks
Surveys	<ul style="list-style-type: none"> • Number of individuals contacted with the survey(s) • Number of surveys started • Number of surveys completed • Stakeholders represented in survey responses
Targeted and EJ Outreach	<ul style="list-style-type: none"> • Number of locations targeted in identified geographic areas • Number of outreach events/meetings targeted within communities • Presence of interpreters • Number of translation instances • Use of existing community, social, faith-based and ethnic groups to advertise/host events and distribute materials • Number of new contacts • Number of comments/surveys completed

10. ENGAGEMENT AND COMMUNICATION MONITORING TOOLS

The following table shows the various engagement and communications tools that will be used to share information and assess their success.

Table 10-1. Stakeholder Engagement and Communication Monitoring Tools

TOOL	DESCRIPTION
Graphics	The Project Team will prepare and distribute graphics and visualizations including maps, fact sheets and other information. The graphics would support the proposed Project reports and technical information to enhance public/layperson understanding of transportation planning and design details.
Project Website/VMR	A Project website/VMR will house all relevant information and resources.
Digital and social media	<p>Project content and updates will be distributed publicly through TDOT’s existing social media accounts: Facebook, X, Instagram, and LinkedIn. Regular updates to include Project news, educational materials, upcoming events, and Project photos.</p> <p>Comments received on social media platforms would be monitored by the Project Team. Each platform has an internal analytics tool to measure the reach and engagement of each post.</p>
Project Newsletter	Relevant information including highlights, maps, traffic impacts, contact information and progress reports will be sent to stakeholders via PIMA.
Media Monitoring	Reports on media coverage including sentiment, number of articles/stories and platform (e.g., online, TV).
PIMA	PIMA is a web-based application that enables agencies to manage the public involvement and engagement process consistently and efficiently and can include a subscription form, comment form, events and public portal. PIMA provides efficient stakeholder management, email messaging, event

TOOL	DESCRIPTION
	management, comment response, analytics and reporting and a discussion tracker in a single application that can be used for the life of the proposed Project.

11. SCHEDULE

Below is a tentative schedule for the proposed Project. The Project Team will update the schedule as it confirms the proposed Project’s technical milestones. Ongoing activities include stakeholder and community meetings, as well as deploying digital media tactics to introduce and educate stakeholders and the public on the proposed Project.

Table 11-1: Public Involvement Milestones

TIMEFRAME	MILESTONE
March 2024	Advertising for Public Meetings begins
April 4, 2024	First stakeholder meeting (in-person)
April 2024	Hold Public Meetings in Memphis and in West Memphis
June 2024	Draft EA approved
July 2024	Advertising for Public Hearings begins
August 2024	Hold Public Hearings in Memphis and in West Memphis

Note: Dates subject to change based on the NEPA schedule.



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APPENDIX A. AUDIENCE ENGAGEMENT GUIDE

The following table shows the various stakeholder audiences and the public involvement goals, strategies and tactics used to communicate with them throughout the life of the Project.

AUDIENCE	GOAL	STRATEGY	TACTICS	MATERIALS/CONTENT	TOOLS
Public including EJ and LEP populations	<ul style="list-style-type: none"> Educate on Project and process Allow opportunity to ask questions Identify concerns Provide input/feedback Reduce potential conflict and the spread of misinformation 	<ul style="list-style-type: none"> Leverage TDOT’s existing communication channels Coordinate with key stakeholders to disseminate information Work with media to gain earned media coverage 	<ul style="list-style-type: none"> TDOT social media Project website Email newsletter Community/Public Meetings/Hearings 	<ul style="list-style-type: none"> Project fact sheet FAQs Social media Web copy Newsletters Maps Video Renderings 	<ul style="list-style-type: none"> Adobe Creative Cloud (CC) PIMA Social media channels
Environmental Groups	<ul style="list-style-type: none"> Educate on Project and process Allow opportunity to ask questions Identify concerns Provide input/feedback Reduce potential conflict and the spread of misinformation 	<ul style="list-style-type: none"> Educate key environmental groups and request they help disseminate information 	<ul style="list-style-type: none"> Stakeholder meetings Stakeholder presentations Project website Public Meetings/Hearing Email newsletter 	<ul style="list-style-type: none"> Project fact sheet FAQs Social media Web copy Newsletters Maps Video Renderings Presentations 	<ul style="list-style-type: none"> Adobe CC PIMA Social media channels

AUDIENCE	GOAL	STRATEGY	TACTICS	MATERIALS/CONTENT	TOOLS
Local Governments, Elected Officials	<ul style="list-style-type: none"> • Informed on all aspects of the Project • Identify concerns • Identify stakeholders • Assist with disseminating accurate and timely information 	<ul style="list-style-type: none"> • Engage through existing relationships • Educate local governments and request they help disseminate information 	<ul style="list-style-type: none"> • Stakeholder meetings • Email newsletter • Project website • Provide content for distribution 	<ul style="list-style-type: none"> • Project fact sheet • FAQs • Social media • Web copy • Newsletters • Maps • Video • Renderings • Presentations • Email content 	<ul style="list-style-type: none"> • Adobe CC • PIMA • Social media channels
Media	<ul style="list-style-type: none"> • Educate on Project and process • Allow opportunity to ask questions • Reduce potential conflict and the spread of misinformation 	<ul style="list-style-type: none"> • Provide support to TDOT's Community Relations Division and Project Manager 	<ul style="list-style-type: none"> • Press release/advisories • Editorial placement • Pitch in-depth stories with transportation and/or economic development reporters 	<ul style="list-style-type: none"> • Press releases/advisories • Editorials • Project fact sheet • FAQs • Project website • Newsletters • Map • Videos • Renderings • Media kits 	<ul style="list-style-type: none"> • Google Sheets

AUDIENCE	GOAL	STRATEGY	TACTICS	MATERIALS/CONTENT	TOOLS
Community Stakeholders, Emergency Responders, and Residents	<ul style="list-style-type: none"> Educate on Project and process Allow opportunity to ask questions Identify concerns Provide input/feedback Reduce potential conflict and the spread of misinformation 	<ul style="list-style-type: none"> Educate Homeowners Associations Educate local civic or neighborhood groups and associations Post Project information in public spaces Collect resident information from previous planning work Work with stakeholder to identify individuals 	<ul style="list-style-type: none"> Social media Project website Public Meetings/Hearing Community meetings Email newsletter 	<ul style="list-style-type: none"> Project fact sheet FAQs Social media Web copy Newsletters Maps Video Renderings Presentations Email content 	<ul style="list-style-type: none"> Adobe CC PIMA Social media channels
Partner & Environmental Agencies/Groups	<ul style="list-style-type: none"> Informed on all aspects of the Project Rely upon expertise and knowledge Gather ideas for transportation solutions Identify stakeholders Assist with disseminating accurate and timely information 	<ul style="list-style-type: none"> Engage through existing relationships Educate partner agencies and request they help disseminate information to stakeholders 	<ul style="list-style-type: none"> Agency coordination meetings Project website Email newsletter Provide content for distribution 	<ul style="list-style-type: none"> Project fact sheet FAQs Social media Web copy Newsletters Maps Video Renderings Presentations Email content 	<ul style="list-style-type: none"> Adobe CC PIMA Social media channels

AUDIENCE	GOAL	STRATEGY	TACTICS	MATERIALS/CONTENT	TOOLS
Users/Commuters	<ul style="list-style-type: none"> Educate on Project and process Allow opportunity to ask questions Identify concerns Provide input/feedback Reduce potential conflict and the spread of misinformation 	<ul style="list-style-type: none"> Utilize commuter information from previous planning work Work with stakeholders to identify 	<ul style="list-style-type: none"> Social media Project website Public Meetings/Hearings Community meetings Email newsletter 	<ul style="list-style-type: none"> Project fact sheet FAQs Social media Web copy Newsletters Maps Video Renderings Presentations Email content 	<ul style="list-style-type: none"> Adobe CC PIMA Social media channels



APPENDIX B. IDENTIFIED STAKEHOLDERS & CONTACT LIST

America's River Crossing on I-55 over the Mississippi River Bridge Replacement

Public Involvement Plan

Organization	Point of Contact Title
Community Stakeholders	
Memphis 901FC	Manager of Marketing and Promotions
New Memphis	President & CEO
The Land Trust for Tennessee	President & CEO
University of Memphis	Director Emeritus
YWCA Greater Memphis	Executive Director
Baptist Memorial Hospital-Crittenden	Administrator and CEO
West Memphis Arkansas Welcome Center	Welcome Center Administrator
Southland Casino Racing	Director of Gaming Operations
Church of Christ Missouri St.	Preaching Minister
Grace Baptist Church	Pastor
Calvary Baptist Church	Pastor
Highway 77 Church of Christ	
West Memphis Chamber of Commerce	President
Marion Chamber of Commerce	President and Director of Economic Development
Sultana Disaster Museum	Project Director
Tabernacle of God Baptist Church	Pastor
Victory Church of Mid-South	Lead Pastor
Marion Church of God	
Marion Church of Christ	
Holy Cross Episcopal Church	Senior Warden
West Memphis Boys Club	
West Memphis Christian School	
West Memphis School District	Superintendent
West Memphis Municipal Airport	Manager
Arkansas State University Mid-South	Chancellor
Arkansas State University Mid-South	Executive Assistant to the Chancellor
Marion School District	Superintendent
Marion Arkansas Chamber	
West Memphis Arkansas Chamber	
Lakewood Estates Park	Chairman of the Board
West Memphis AR Parks and Rec	Director

America's River Crossing on I-55 over the Mississippi River Bridge Replacement

Public Involvement Plan

Organization	Point of Contact Title
AR - NAACP	
Greater Arkansas National River Association	Executive Director
Ducks Unlimited Park	CEO
Memphis River Parks Partnership	Chair
BNSF	Executive Director of Public and Government Affairs
Northfolk Southern Railway	
Memphis International Airport	Director of Government Affairs
Memphis International Airport	Chief Executive Officer
TN - NAACP	
St. Judes Children Research Hospital	President and Chief Executive Officer
Southwest Tennessee Community College	Public Relations Coordinator
MPO/RPO	
Jackson MPO	Planning Director
Memphis MPO	Administrator
Northwest RPO	Coordinator
Southwest RPO	Coordinator
West Tennessee RPO	Coordinator
Homeowner/Neighborhood Associations	
Lexington Condominium HOA	
Harbor Town HOA	
Downtown Neighborhood Association	
Peabody-Vance Neighborhood Association	
Memphis Medical District	

America's River Crossing on I-55 over the Mississippi River Bridge Replacement

Public Involvement Plan

Title	Organization
First Responders	
Director	Memphis County Office of Sustainability
Chief of Police	Memphis Police Department
Station Commander	Memphis Police Department - Crump Station
Chief of Staff	Methodist Le Bonheur Healthcare
Government Affairs Officer	St. Jude Childrens Research Hospital
Chief Executive Officer	St. Jude Childrens Research Hospital
Fire Chief	City of West Memphis
Police Chief	City of West Memphis
Assistant Police Chief	City of West Memphis
Fire Chief	City of Marion
Police Chief	City of Marion

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Public Involvement Plan

Organization	Point of Contact Title
Environmental Groups	
Clean Memphis	Executive Director
Scenic Tennessee	President
Tennessee Clean Water Network	Executive Director
Tennessee Conservation Voters	President
Tennessee Ecological Restoration Association	President
Tennessee Environmental Council	Chief Executive Officer
TennGreen Land Conservancy	Executive Director
The Tennessee Scenic Rivers Association (TSRA)	President
Big River Park Conservancy	President

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Public Involvement Plan

Organization	Point of Contact Title
Business Stakeholders	
AutoZone	Vice President of Human Resources and Public Affairs
Belz	Vice President
Black Bussiness Association of Memphis	President & CEO
Blue Oval City - TN	CEO
Blue Oval City - TN	TN Government Relations Officer
Butler Snow	Senior Counsel
Downtown Neighborhood Association - Memphis	President
Downtown Memphis Commission	President
Dunavant Enterprises	President, CEO & Chairman
FedEx	
Greater Jackson Chamber	President & CEO
Kimley Horn	Vice President
Memphis Area Transit Authority	Interim Chief Executive Officer
Memphis Chamber	President & CEO
Memphis Chamber of Commerce	Chief Public Policy Officer
Memphis Chamber of Commerce	Communications
Memphis Light, Gas and Water	President & CEO
Pickering	President & CEO
Memphis Grizzlies	

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Public Involvement Plan

Name	Title	Organization	Division/Region
Lead Agency			
Sean Santalla	Program Development Team Leader	Federal Highway Administration	Tennessee Division
Frank DuBose	Environmental Protection Specialist	Federal Highway Administration	Tennessee Division
Vivian Hoang	Division Administrator	Federal Highway Administration	Arkansas Division
Lester Frank	Transportation Engineer/Pavement	Federal Highway Administration	Arkansas Division
Randal Looney	Environmental Coordinator	Federal Highway Administration	Arkansas Division
Cooperating and Participating Agencies			
Brian Sawser	Commander	US Army Corps of Engineers	Memphis District
Johnny McLean	Biologist	US Army Corps of Engineers	Little Rock District
William Douglas White	Senior Manager	Tennessee Valley Authority	Environmental Policy and Planning
Participating Federal Agencies			
US Fish and Wildlife Service	Manager, Biological Compliance	US Department of the Interior	US Fish and Wildlife Service
Daniel Elbert	Field Supervisor	US Department of the Interior	US Fish and Wildlife Service
Nicole Sikula	Deputy Field Supervisor	US Department of the Interior	US Fish and Wildlife Service
John Griffith	Fish and Wildlife Biologist	US Department of the Interior	US Fish and Wildlife Service
Lindsey Lewis	Highway/ARDOT Liason	US Fish and Wildlife Service	Arkansas Field Office
Michael E. Sullivan	State Conservationist	USDA Natural Resources Conservation	Arkansas
Participating State Agencies			
E. Patrick McIntyre	Executive Director	Tennessee Historical Commission	

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Public Involvement Plan

Name	Title	Organization	Division/Region
Holly M. Barnett	Assistant Director for Federal Programs	Tennessee Historical Commission	
April Grippo	Deput Director	Tennessee Department of Environment and Conservation	
Lee Barber	Natural Resources Unit Manager	Tennessee Department of Environment and Conservation	
Jennifer Dodd	Director	Tennessee Department of Environment and Conservation	
Jason E. Miller	Assistant Chief, Biodiversity Division	Tennessee Wildlife Resources Agency	
Jennifer Sheehan	Biologist	Arkansas Game and Fish Commission	
Chris Colclasure	Director	Arkansas Department of Agriculture	Natural Resources Division
Dalton Barnum	Environmental Program Manager	Arkansas Department of Energy and Environment	Division of Environmental Quality
David Johnston	Earthquake Geologist	Arkansas Department of Energy and Environment	Office of the State Geologist
Nikki Heck	Director of Public Relations	Arkansas Commissioner of State Lands	

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Public Involvement Plan

Name	Title	Organization	Division/Region
Cindy Osborne	Data Manager/Environment Review Coordinator	Arkansas Natural Heritage Commission	
Additional Agency Contacts			
Ntale Kajumba	Manager, NEPA Program Office	US Environmental Protection Agency	Region 4
Earthea Nance	Deputy Regional Administrator	US Environmental Protection Agency	Region 6
Denise Bosnick	Environmental Quality Director	West Memphis Environmental Quality Dept	
Caleb Osborne	Director	Arkansas Department of Environmental Quality	
Carl Riddell	President	Arkansas Department of Health	
Renee Mallory	Secretary of Health	Arkansas Department of Health	
Mike Mills	Cabinet Secretary	Arkansas Department of Parks, Heritage and Tourism	
Clint O'Neal	Secretary of Commerce & AEDC Executive Director	Arkansas Economic Development Commission	
Jim Hudson	Deputy Director of Operations & General Counsel; Commerce Director of Strategy & Operations	Arkansas Economic Development Commission	
Joe Fox	State Forester	Arkansas Forestry Commission	

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Public Involvement Plan

Name	Title	Organization	Division/Region
Dale Pace	County Forester, District 1	Arkansas Forestry Commission	
Bobby Martin	Commission Chairman	Arkansas Game and Fish Commission	
Scott Ausbrooks	Director and State Geologist	Arkansas Geological Commission	
Greg Phillips	Director	Arkansas Historic Preservation Program	
Jimmy Bryant	Director	Arkansas Natural Heritage Commission	
Casey Parker	Liaison to TDOT/Federal	Tennessee Wildlife Resources Agency	Region 1
Amy Snider-Spencer	Outreach and Communication	Tennessee Wildlife Resources Agency	Region 1

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Public Involvement Plan

Name	Title	Organization/City	Representing
Tennessee Elected Officials			
Paul Young	Mayor	City of Memphis	City of Memphis
Michael Hollon	Chief Executive Assistant	Shelby County	Shelby County
Lee Harris	Mayor	Shelby County	Shelby County
David Parsons	Mayor	City of Bartlett	City of Bartlett
Mike Palazzolo	Mayor	City of Germantown	City of Germantown
Terry Jones	Mayor	City of Millington	City of Millington
Mike Wissman	Mayor	City of Arlington	City of Arlington
Stan Joyner	Mayor	City of Collierville	City of Collierville
Josh Roman	Mayor	City of Lakeland	City of Lakeland
Tennessee Public Officials			
Manny Belen	City Planner	City of Memphis	City of Memphis
John Zeanah	City Planner	City of Memphis	City of Memphis
Cliff Norville	Director of Public Works	Shelby County	Shelby County
Tennessee State Reps & Senators			
Raumesh Akbari	Senator	Tennessee State Senate	District 29
Sara Kyle	Senator	Tennessee State Senate	District 30
Ashley Peters	Assistant to TN State Senator	Tennessee State Senate	District 30
London Lamar	Senator	Tennessee State Senate	District 33
Claire Patton	Assistant to TN State Senator	Tennessee State Senate	District 33
Paul Rose	Senator	Tennessee State Senate	District 32
Hope Blackman	Assistant to TN State Senator	Tennessee State Senate	District 32
Brent Taylor	Senator	Tennessee State Senate	District 31
Lenekre Hill	Assistant to TN State Senator	Tennessee State Senate	District 31
John Gillespie	Senator	Tennessee State Senate	District 97

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Public Involvement Plan

Name	Title	Organization/City	Representing
Josh Cook	Assistant to TN State Senator	Tennessee State Senate	District 97
G. A. Hardaway	Senator	Tennessee State Senate	District 93
Torrey C. Harris	Senator	Tennessee State Senate	District 91
Marissa King	Assistant to TN State Senator	Tennessee State Senate	District 91
Tom Leatherwood	Senator	Tennessee State Senate	District 99
Hollie Evans	Assistant to TN State Senator	Tennessee State Senate	District 99
Larry J. Miller	Senator	Tennessee State Senate	District 88
Tuwania Smith	Assistant to TN State Senator	Tennessee State Senate	District 88
Justin Pearson	Senator	Tennessee State Senate	District 86
Ian McEwen	Assistant to TN State Senator	Tennessee State Senate	District 86
Antonio Parkinson	Senator	Tennessee State Senate	District 98
Vanessa Horner	Assistant to TN State Senator	Tennessee State Senate	District 98
Dwayne Thompson	Senator	Tennessee State Senate	District 96
Peter Murray	Assistant to TN State Senator	Tennessee State Senate	District 96
Joe Towns Jr.	Senator	Tennessee State Senate	District 84
Kevin Vaughan	Senator	Tennessee State Senate	District 95
Ryan Barker	Assistant to TN State Senator	Tennessee State Senate	District 95
Mark White	Senator	Tennessee State Senate	District 83

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Public Involvement Plan

Name	Title	Organization/City	Representing
Payman Beduhe	Assistant to TN State Senator	Tennessee State Senate	District 83
U.S. Reps and Senators			
Tom Cotton	Senator	United States Senate	Arkansas
John Boozman	Senator	United States Senate	Arkansas
Rick Crawford	Congressman	United States House of Representatives	Arkansas
Marsha Blackburn	Senator	United States Senate	Tennessee
Bill Hagerty	Senator	United States Senate	Tennessee
Steve Cohen	Congressman	United States House of Representatives	Tennessee
Arkansas State Reps & Senators			
Deborah Ferguson	Representative	Arkansas House of Representatives	District 63
Milton Nicks, Jr.	Representative	Arkansas House of Representatives	District 35
Reginald Murdock	Senator	Arkansas Senate	District 9
Arkansas Elected Officials			
Marco McClendon	Mayor	City of West Memphis	City of West Memphis
Dorothy Taylor-Wallace	Assistant	City of West Memphis	City of West Memphis
Tracy Brick	Mayor	City of Marion	City of Marion
Charles Webster	Mayor	City of Turrell	City of Turrell
Dora Jordan	City Clerk	City of Turrell	City of Turrell
Sam Stuckey, Jr.	Mayor	City of Clarkedale	City of Clarkedale
Leroy Wright, Sr.	Mayor	City of Anthonyville	City of Anthonyville
Joe Marotti	Mayor	City of Crawfordsville	City of Crawfordsville
Jaylen Smith	Mayor	City of Earle	City of Earle
Signey Prackett	Mayor	City of Edmondson	City of Edmondson

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Public Involvement Plan

Name	Title	Organization/City	Representing
Bruce Delaney	Mayor	City of Gilmore	City of Gilmore
Garry Hahne	Mayor	City of Horseshoe Lake	City of Horseshoe Lake
James Henderson, Jr.	Mayor	City of Jennette	City of Jennette
Ida Shumpert	Mayor	City of Jericho	City of Jericho
Lensey Hayes	Mayor	City of Sunset	City of Sunset
Woody Wheelless	County Judge	Crittenden County	Crittenden County
Michael Allen	County Sheriff	Crittenden County	Crittenden County
Arkansas Public Officials			
Michael Bonner	Public Works Director	City of West Memphis	City of West Memphis
Amanda Hicks	City Engineer/MPO Director	City of West Memphis	City of West Memphis
Sam Jordan	MPO Planner	City of West Memphis	City of West Memphis
DeWayne Rose	Director of Emergency Management	City of West Memphis	City of West Memphis
Paul Luker	Planning & Development Director	City of West Memphis	City of West Memphis
Freddie Thorne	Building Department Head	City of Marion	City of Marion
Jerry Kelley	Water Department Head	City of Marion	City of Marion
Gordon Floyd	Streets & Sanitation Department Head	City of Marion	City of Marion
Ed Cain	Planning Commission Manager	City of Marion	City of Marion

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Public Involvement Plan

Organization	Name	Title	Email	Website	Notes
LEP Community					
MIFA	SALLY JONES HEINZ	President and CEO	sheinz@mifa.org	MIFA	