
DRAFT

**PUBLIC OUTREACH/
INTERAGENCY COORDINATION PLAN**

**Major Investment Study/Draft
Environmental Impact Statement**

for

Penn Station Access

Sponsored By:

**U.S. Department of Transportation
Federal Transit Administration**

Metro-North Railroad

Prepared By:

Parsons Brinckerhoff Quade & Douglas, Inc.

Edwards and Kelcey, Inc.

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Draft Public Outreach/Interagency Coordination Plan

A. INTRODUCTION

The Metro-North Commuter Railroad Company (Metro-North) has initiated a Major Investment Study/Draft Environmental Impact Statement (MIS/DEIS) to study transportation access improvements from the Metro-North service territory on the New Haven, Harlem, and Hudson Lines (north of Manhattan) to Pennsylvania Station, New York (Penn Station) on the West Side of Manhattan in the City of New York. New York-bound Metro-North service currently terminates at Grand Central Terminal (GCT) on the East Side of Manhattan, necessitating as many as two transfers on additional modes to reach destinations on the West Side.

The Penn Station Access MIS/DEIS will examine alternative strategies that could lead to a project which would: be a feasible, cost-effective, and beneficial transportation improvement enhancing regional connectivity; increase Metro-North ridership and provide service flexibility; and support the region's economic vitality and quality of life. The study will also evaluate the possibility of intermediate station stops in Co-Op City in the Bronx and on the West Side of Manhattan, and a new rail yard. The Penn Station Access MIS/DEIS will include analysis of alternatives, environmental documentation, and proactive public outreach/interagency coordination.

The Public Outreach/Interagency Coordination Plan is a crucial element of the Metro-North Penn Station Access MIS/DEIS. Implementation of this plan is necessary to achieve public and agency awareness of and participation in the project. The purpose of the plan is to assure comprehensive communications with agencies and the public throughout the conduct of the MIS/DEIS. The plan establishes the lines of communication between Metro-North, agencies, the Consultant Team and members of the public. This will ensure that all interested agencies and the public understand the study and are given the opportunity to comment on it as it develops.

The following public outreach/interagency coordination plan has been prepared as a framework for public and agency involvement activities in the MIS/DEIS process. While the plan includes suggestions regarding membership on committees, frequency of meetings, tools to be used, etc., the overall strategy and its component parts are intended to be somewhat flexible. As the study progresses, the plan will evolve and be refined to accommodate the needs of the public, agencies, and Metro-North.

Metro-North is committed to a full and comprehensive program of public and agency involvement throughout the development of the Penn Station Access MIS/DEIS. Public and agency involvement is a requirement under Federal Transit Administration (FTA)/Federal Highway Administration environmental impact regulations and Major Investment Study guidelines, and the National Environmental Policy Act (NEPA) and Council on Environmental Quality (CEQ) regulations for Environmental Impact Statements. The public involvement process is to be proactive, begin early, and be continual throughout the study process; provide complete information to ensure timely public notice; give broad public outreach; and be

responsive to public questions, comments, and suggestions. A well-planned and implemented public involvement program should improve project planning, facilitate decision-making, and increase project implementation prospects. The public and agency participation program for the Penn Station Access MIS/DEIS embodies these qualities and meets these requirements.

Designed to conform with MIS requirements, calling for a cooperative and collaborative process, the Public Outreach/Interagency Coordination program's draft goals are as follows:

- Actively involve the public and agencies in the development of the public and agency participation plan;
- Establish effective communication with the public and affected agencies and encourage early and continuing participation;
- Present study information to the public and agencies via various mechanisms to promote participation and input of a broadly-defined public;
- Provide ample opportunities during the scoping period for public and agency review of and comment on the study's purpose and need, goals and objectives, range of alternatives to be evaluated, analysis methodologies, and issues of concern;
- Promote community understanding of the study;
- Provide timely notice of meetings, hearing(s), and other study events and sufficient opportunity to review study documents;
- Encourage broad public outreach by selecting meeting and information sites that are strategically located within the study area;
- Include minority and low-income populations in the public participation process in accordance with Environmental Justice regulations;
- Ensure substantive community participation in the development and evaluation of alternatives, as input for decision-makers; and
- Conform with MIS requirements for a cooperative and collaborative process.

The schedule for the public outreach/interagency coordination process is tied to the major milestones in the MIS/DEIS, including:

- Study initiation activities (preparation of public outreach/interagency coordination plan, agency and public scoping)
- Identification of transportation problems and needs and study goals and objectives (agency and public scoping meetings)
- Development of alternatives (agency and public scoping meetings, Technical Advisory Committee (TAC) and Community Liaison Committee (CLC) meetings, meetings with the Tri-Venture Agencies' committees)
- Alternatives screening evaluation/selection of alternatives for detailed evaluation (TAC and CLC meetings, meetings with the Tri-Venture Agencies' committees, open houses/workshops)
- Draft Environmental Impact Statement (TAC and CLC meetings, meetings with the Tri-Venture Agencies' committees, public hearing(s))

The following plan describes the interagency coordination and public involvement strategies, and the outreach tools and materials.

B. INTERAGENCY COORDINATION

Metro-North's Penn Station Access study involves many agencies, both directly and indirectly. A comprehensive program has been prepared and will be carried out to facilitate the dissemination of information to these agencies about the study; allow for open discussion of project details and issues; and give ample opportunity for agency comments and questions. The interagency coordination process will be initiated with an agency scoping session. Following this scoping session, agencies will be involved throughout the project duration, principally through the Technical Advisory Committee (TAC), for review and discussion of the study's technical details with technical professionals.

1. Agency Scoping

As required under FTA and CEQ regulations and guidelines, during the first months of the study, scoping sessions for the MIS/DEIS will be held. A Notice of Intent to prepare an Environmental Impact Statement will be issued and published in the *Federal Register*. An agency scoping meeting will be held to review the study scope and approach, and receive comments. Federal, state, and local agencies will be invited by letter to participate in the scoping process. Specifically, agencies will be asked to comment on the project's purpose and need; goals and objectives; alternatives to be evaluated; and any significant social, economic or environmental issues of concern.

A scoping document will be prepared to describe the purpose and need and goals and objectives of the study; identify the alternatives, or types of alternatives, for evaluation; identify the impact areas to be evaluated; describe the public involvement program; and provide a generalized project schedule. This document will be mailed to affected federal, state and local agencies. The draft scoping document will also be available via the toll-free telephone line (1-877-MNR-PENN) and via the MTA web site. Scoping comments may be made orally at the public scoping meetings, or in writing during the scoping process. The scoping process will end on October 22, 1999, the deadline for public comments.

2. Technical Advisory Committee (TAC)

A Technical Advisory Committee (TAC) will be established. The TAC will be made up of representatives of federal, state and local agencies. The purpose of the TAC is to involve interested agencies in the review of technical issues during the study process. The TAC members are expected to share their expertise and any relevant data from their respective agencies with the committee and the study team. Meetings with the TAC will be held to provide an overview of technical issues and materials, to solicit committee members' comments, and to have discussions

on findings. TAC meetings will be held to review and receive comments on preliminary findings and conclusions of the following:

- the "fatal flaw" analysis of preliminary alternatives and selection of alternatives for more detailed screening evaluation;
- the detailed screening evaluation of alternatives and selection of alternatives for DEIS evaluation; and
- the DEIS evaluation of alternatives, prior to release of the MIS/DEIS for public distribution.

TAC committee members will be notified of committee meetings by letter. A copy of the meeting agenda and summary materials on the information to be discussed at the meeting will be sent to committee members a minimum of two weeks prior to the committee meetings, to allow review time prior to the meeting. Comments and questions from committee members will be taken at the TAC meeting, and for up to one week after the meeting is held. Comments will be taken both orally and in writing. Draft minutes will be prepared of all TAC meetings, distributed to attendees for review, finalized with incorporation of any corrections, and distributed to all TAC members.

The TAC membership list is included in Appendix A.

a. Technical Advisory Committee Subcommittees

From the broad array of interests represented on the TAC, several subcommittees will be formed to address specific technical issues. The TAC subcommittees are to be forums for TAC members with particular expertise on an aspect of the Study to meet for detailed discussions on that specific study issue. While the TAC's primary function is to review study materials and provide technical guidance at study milestones, the subcommittees are designed to meet in working sessions to resolve specific topical issues.

TAC members will be notified of subcommittee meetings by letter. A copy of the meeting agenda and summary materials on the information to be discussed at the meeting will be sent to committee members a minimum of two weeks prior to the committee meetings, to allow review time prior to the meeting. Comments and questions from committee members will be taken at the TAC subcommittee meeting, and for up to one week after the meeting is held. Comments will be taken both orally and in writing.

Minutes of all TAC subcommittee meetings will be drafted, distributed to meeting attendees for review and comment, finalized with incorporation of any corrections, and distributed to all members of the committee in question.

3. Tri-Venture Agencies' Committees

The Tri-Venture Agencies that currently provide rail service in Penn Station (i.e., Amtrak, Long Island Rail Road, and New Jersey Transit) have established two committees specifically for coordination with the Penn Station Access MIS/DEIS and two other current studies which may affect Penn Station (Access to the Region's Core Study, Lower Manhattan Access Alternatives Study). Metro-North Railroad, the Metropolitan Transportation Authority, and the Port Authority of New York and New Jersey, the studies' sponsoring agencies, will meet with these committees, one for policy-related issues and the other for technical issues concerning Penn Station. The committees will meet on an as-needed basis to discuss and coordinate the three studies' data and analyses, issues, and progress.

C. PUBLIC INVOLVEMENT

This plan has been prepared to encourage early, broad and ongoing public participation. The plan seeks to disseminate project information and solicit feedback from all interested parties. The public involvement process will be initiated with the publication of the Notice of Intent and public scoping meetings. Public outreach activities will include meetings with a Community Liaison Committee (CLC) established for the study and comprised of community leaders. Other outreach activities may include meetings with Community Boards; public meetings and hearing(s); distribution of study fact sheets and newsletters; and use of other outreach mechanisms. Every effort will be made to ensure that the widest possible range of public participants has the opportunity to attend general public meetings (e.g., scoping meetings and public hearing(s)) held by Metro-North to solicit input on the Penn Station Access MIS/DEIS. Attendance will be sought through mailings, notices, and advertisements.

1. Public Scoping

As described above under agency scoping, a requirement under FTA, NEPA, and CEQ guidelines is that scoping sessions for the MIS/DEIS be held during the first months of the project. A Notice of Intent (NOI) to prepare the Metro-North Penn Station Access Major Investment Study/Draft Environmental Impact Statement will be published in the *Federal Register* and advertised broadly – via local and mass circulation newspaper(s), and on the MTA web site – for public notification. Four public scoping meetings will be held to review the study purpose and scope and to receive comments from members of the general public and interest groups. The meetings will be held at convenient, accessible, and strategically located sites in the study area.

The general public, interest groups, and organizations will be invited to participate in identifying the transportation problems and needs; the study goals and objectives; the alternatives to be evaluated; and any significant social, economic, or environmental issues or concerns. As mentioned above, a scoping document will be prepared prior to the agency and public scoping meetings; it will be provided to interested parties upon request. Scoping comments from the public may be made orally at the public scoping meetings, or in writing during the scoping

process. During the scoping process, comments should focus on identifying specific social, economic, or environmental issues to be evaluated and suggesting alternatives, which may be less costly or have less environmental impacts, while achieving the transportation objectives of enhancing regional connectivity, providing service flexibility, and supporting the region's economic vitality and quality of life. Comments should focus on the issues and alternatives for analysis and not on a preference for a particular alternative. The scoping process will end on October 22, 1999, the deadline for public comments.

2. Community Liaison Committee (CLC)

Leaders in the communities in the study area will be invited to participate in a Community Liaison Committee (CLC), or to appoint another individual to represent them on the Committee. CLC members will act as a conduit between the study team and the study area communities to disseminate project information to the communities and to solicit input on local issues and concerns, such as potential effects of project alternatives, as the study develops. The function of the CLC is to act as a sounding board for the review of project issues as they affect the communities and also serve as the liaison between the communities and the project team. The CLC is expected to help identify community concerns and share new plans in their communities that may be relevant to the study with the study team. Membership will include representatives from interest groups and elected officials representing the study area. The committee will meet a minimum of three times during the course of the study:

- to provide local community input during the identification and screening of alternatives;
- to review and provide input on local community issues and concerns associated with the alternatives selected for detailed evaluation in the DEIS; and
- to review and comment on preliminary findings of the DEIS evaluations.

CLC members will be notified of committee meetings by letter. A copy of the meeting agenda and summary materials on the information to be discussed at the meetings will be sent to committee members a minimum of two weeks prior to the committee meetings, to allow members' discussions within the communities they represent prior to the meeting. Comments and questions from committee members will be taken at the CLC meeting, and for up to one week after the meeting is held. Comments will be taken both orally and in writing. Minutes of all CLC meetings will be prepared, distributed to attendees, finalized with incorporation of any corrections, and distributed to all CLC members.

The CLC membership list is included in Appendix B.

3. Public Hearing(s)

Upon completion of the MIS/DEIS, formal public hearing(s) will be held at convenient and strategically located site(s) in the study area. Each public hearing will be accessible to people with mobility or hearing impairments. The purpose of the public hearing(s) is to provide a formal

opportunity for public review of the MIS/DEIS results. A Notice of Availability (NOA) of the MIS/DEIS and the public hearing(s) will be advertised in the *Federal Register*. To reach the widest possible audience, notices will also be published in local and mass-circulation newspaper(s) and announcements will be sent to all persons and organizations on the study mailing list. Copies of the MIS/DEIS will be available for public review at designated locations, such as libraries, throughout the study area. The MIS/DEIS will be made available at least 15 days prior to the public hearing(s). The public hearing(s) will be documented by a court reporter, including all public testimony. Agency and public comments on the MIS/DEIS may be made orally at the public hearing(s), or in writing during the MIS/DEIS comment period, which will extend 45 days from the publication date of the NOA.

4. Community Boards

The community boards in New York City have been identified as special groups that may require separate meetings. These meetings, to be held on an as-needed basis, will be used to engage in open discussions with the community boards regarding issues of local concern, notably in the locations in Manhattan and the Bronx where new stations will be under study.

5. Open Houses

Two, one-day open houses may be held to reach out to a wider range of affected parties with information on the project. The open houses will be used to present information on the alternatives and receive comments/questions from the public on study purpose and need, goals and objectives, and alternatives for study. Study information displays, study handouts, surveys, and/or fact sheets may be used to disseminate information. The first open house would be designed to solicit public input. The second one-day open house may be held later during the study's transition from screening evaluation of alternatives to detailed DEIS evaluation of the most reasonable and potentially feasible alternatives.

6. Workshops

Workshops may be used as an additional forum for reaching out to the public. Workshops are an informal outreach meeting technique that can be conducted using any type of format. Focus groups are a type of workshop that may be used to identify the issues regarding the project from the viewpoint of specific groups of people. Use of this outreach tool will be flexible; it can be used, as needed, when issues arise with specific groups/organizations or when a need is identified to reach out to a group which has not been able to be contacted using any of the other outreach tools. The groups that may require workshops include community boards, planning organizations, the business community, Chambers of Commerce, residential groups, Metro-North riders, and other stakeholders/members of the public. Workshop meetings may be held throughout the study area, most likely just prior to project milestones.

D. OUTREACH TOOLS

Several outreach tools will be used for the Metro-North Penn Station Access MIS/DEIS to organize the public participation and agency coordination program, to facilitate dissemination of project information, and to provide for effective communication between the study team and the public. These outreach tools include a mailing list database, fact sheets, newsletters, a study web page accessible through MTA's website (www.mta.nyc.ny.us), and a toll-free telephone line (1-877-MNR-PENN).

1. Mailing List Database

The mailing list will be organized according to study committee and subcommittee membership, member of the general public, agency representative, elected official, etc. Existing Metro-North lists, the MTA's Permanent Citizens Advisory Committee (PCAC) list, the New York Metropolitan Transportation Council (NYMTC) list, and other Long Range Planning Framework network expansion studies' lists (i.e., Lower Manhattan Access Study, Access to the Region's Core Study) will be used to form the base mailing list. List entries will be updated, as necessary, and any notable omissions will be identified in order to include all interested parties. The mailing list will be used for project mailings and meeting notifications. Meeting notifications, agendas, and study materials will be sent out a minimum of two weeks prior to scheduled meetings. Mechanisms such as the "877" toll-free telephone line will be provided for individuals, interest groups, and organizations to contact the study team and be placed on the mailing list.

The database will include name, title, organization, address, telephone number, fax number, e-mail address, and, as appropriate, study committee(s). The database will be capable of generating mailing labels and merging addresses with letters. Updates, additions, deletions and any other changes will be made to the database as warranted throughout the project. The final database will be turned over to Metro-North upon study completion. The interim database will be provided to Metro-North following completion of the scoping process.

2. Fact Sheets

Fact sheets will be developed periodically through the course of the study to facilitate information dissemination to the general public. The fact sheets will be concise, informative, appeal to a broad audience, and use graphics and photos to illustrate important points. They will be distributed at key points throughout the MIS/DEIS process. The fact sheets can be used as handouts at meetings and as a resource to answer questions/comments. Fact Sheets will be distributed through mailings and as postings on the study web site. The proposed format for the fact sheet is a two-sided, tri-fold page with an area for an address on one panel. The first fact sheet will include a brief project overview, statement of the study's objective, summary of public involvement opportunities, and will note contacts for getting on the study mailing list.

3. Newsletters

Two, two-page (front and back) newsletters will be developed for widespread public distribution. The newsletters will be prepared at major study milestones to disseminate study information and solicit public input and feedback. The first newsletter will be distributed in late Fall 1999/early Winter 2000 and briefly explain the MIS/DEIS process; describe the preliminary alternatives evaluation process, conclusions, and recommendation of alternatives for detailed DEIS evaluation; describe public involvement activities to date; and highlight ongoing public involvement opportunities and upcoming events. The second newsletter will be distributed near the end of the study to provide a summary of the MIS findings and the DEIS results.

Fact sheets that will have been prepared over the course of the study may be inserted in the newsletters to provide supplementary information. Newsletters will be disseminated through mailings and as postings on the study web site.

4. Toll-Free Telephone Line

A toll-free telephone line (1-877-MNR-PENN) will be set up for the Metro-North Penn Station Access MIS/DEIS study to receive requests for information or ask study-related questions. The phone line will go directly to a project voice mailbox. The message will request that callers leave their information request, question(s) and address/phone number for a project representative to respond to the request; to get on the mailing list; or to receive the latest fact sheet and/or newsletter. Some general project information, such as meeting information, will be provided on the message, as necessary and appropriate.

The toll-free line voice mailbox will be checked daily. A telephone log will be kept to record the name, phone number and question/comment of each caller. The telephone log will be forwarded to Metro-North for direction and/or input on responses to callers, as necessary.

The following is the suggested script for the initial out-going message in the study's toll-free telephone line voice mail:

“Thank you for calling the Metro-North Penn Station Access MIS/DEIS study information line. If you have a question for study personnel or if you would like to be included on the study's outreach mailing list, please state and spell your name, phone number, address, and question or request. A study representative will respond to your inquiry as soon as possible. Thank you for your interest in the Penn Station Access Study.”

The toll-free telephone line's outgoing message will be revised periodically to provide information about upcoming outreach activities, e.g., notice of the dates and locations of public scoping meetings, public information meetings, availability of newly issued newsletters, etc.

5. Web Page

Use of the Internet will be an important tool for the Penn Station Access MIS/DEIS to disseminate information about the study to a broad audience. A web page will be set up for the Metro-North Penn Station Access MIS/DEIS accessible through MTA's website (www.mta.nyc.ny.us). The web page will be updated periodically as the study progresses. Metro-North will determine which printed study materials (e.g., Scoping Document, etc.) are appropriate to be posted on the web site. All notices of public outreach opportunities and events and meeting schedules will be posted on the web site. The web page will not be interactive. Web visitors will be invited to ask questions or request information and provide comments via the study's toll-free telephone line or to send questions/comments in writing to Metro-North.

The following is a suggested list of components for the web page:

About The Study

- Study Overview
- Study Area
- Improving Regional Connectivity
- Metro-North Penn Station Access Corridors
- Purpose And Need
- Study Schedule
- Related Studies

Meeting Dates

Study Documents

Be A Part of The Study

- Meeting Dates
- Join Our Mailing List
- Study Documents
- Toll-Free Number
- Contact the Study Manager

E. OUTREACH MATERIALS

To maintain standardization throughout the public outreach/interagency coordination program, formats have been developed for all outreach materials to be used throughout the Penn Station Access MIS/DEIS. The following outlines the standard formats and procedures developed for meeting minutes, transcripts/public hearing records, public notification materials, informational

materials, presentation materials, outreach checklist, and outline for final public involvement documentation.

1. Meeting Minutes

All agency and public involvement meetings will be documented with minutes. Meeting minutes will include questions/comments received, answers given, and any follow-up actions required. Agendas will be prepared for all meetings and will be attached to the minutes. An attendance sheet will be circulated to document participation at the meeting and will be attached to the minutes.

As with all study materials, Metro-North will review meeting minutes and agendas prior to distribution.

Minutes for agency/public meetings will be distributed by standard mail to the meeting attendees, other appropriate people identified by Metro-North, and a copy will be maintained in the central project file.

2. Transcripts/Public Hearing Records

A Court Reporter will record all the proceedings of the Public Hearing(s). Transcripts will be taken of the hearing comments.

3. Public Notification Materials

Public notification materials to be prepared for this project will include a Notice of Intent to prepare an Environmental Impact Statement (EIS), meeting notices, and a Notice of Availability of the Draft EIS. These notifications will be mailed to interested parties and targeted community groups and organizations. They will also be published in newspaper/media publications and on the web site as determined by Metro-North.

A news-clipping library will be kept in the project file of all news articles relevant to the Metro-North Penn Station Access MIS/DEIS and will be periodically distributed to appropriate study team members.

4. Informational Materials

In addition to the outreach tools described in Section D, handouts and other informational materials will be prepared for agency and public meetings throughout the course of the project. The format for these materials will be kept flexible to accommodate the data that need to be presented and the group to whom the information is to be communicated. These materials may be in a bound format, as appropriate. Examples of such materials may include descriptive

information on analytical methodologies, summaries of findings, matrices presenting findings of alternatives analysis, maps of alternatives, and sketches of facilities/structures.

5. Presentation Materials

Presentation materials will be prepared for each of the agency and public meetings. These materials may include, as appropriate, computer-generated/delivered presentation overheads, slides, boards, conceptual plans, renderings and photographs.

6. Outreach Meeting Checklist

Agency and public meetings require a significant amount of organization prior to the meetings. The outreach meeting checklist below includes general requirements for typical meetings. While this list is not exhaustive, it provides a general guide to items needed to organize these meetings:

- Presentation boards/maps/photos
- Easels/other display aids
- Handouts
- Agendas
- Sign-in sheets
- Comment sheets
- Name tags
- Slide projector
- Computer projector/laptop computer

7. Public Involvement/Interagency Coordination Documentation

For input into the final project documentation materials for the MIS/DEIS, a summary will be provided detailing the public involvement/interagency coordination activities conducted as part of the Penn Station Access MIS/DEIS. The documentation will include:

- Executive summary (concise summary of the objective, conduct and results of the public involvement/interagency coordination process)
- Introduction (overview of project background and process; background on regulations/guidelines pertaining to public involvement/interagency coordination in the MIS/DEIS process)

- Review of public involvement meetings (including discussion of comments received and methods used to gain public involvement)
- Results of activities (summary of public comments from meetings, hearing(s) and correspondence, with details in appendices, and note of disposition of comments)
- Recommendations/Conclusions (influence of public comments on study issues, e.g., transportation problems and needs; goals and objectives; and definition of alternatives)
- Appendix (supporting documentation: minutes from meetings, feedback from public, and relevant news clips).

APPENDIX A: TECHNICAL ADVISORY COMMITTEE (TAC) MEMBERSHIP LIST

Amtrak
Borough of Bronx, Borough President's Office
Borough of Manhattan, Borough President's Office
Borough of Queens, Borough President's Office
Connecticut State Department of Transportation
CP Railway
CSX Transportation
Dutchess County Department of Planning & Development
Dutchess County Executive
Empire State Development Corporation
Federal Highway Administration
Federal Railroad Administration
Federal Transit Administration
Greater Bridgeport Regional Planning Agency
Housatonic Valley Council of Elected Officials
Metropolitan Transportation Authority
Metropolitan Transportation Authority – Long Island Rail Road
Metropolitan Transportation Authority – New York City Transit
Mid Hudson South Transportation Coordinating Council
New Jersey Transit
New Jersey Transportation Planning Authority
New York City Department of City Planning
New York City Department of Environmental Protection
New York City Department of Parks & Recreation
New York City Department of Transportation
New York City Economic Development Corporation
New York City Landmarks Preservation Commission
New York City Mayor's Office of Environmental Coordination
New York City Mayor's Office of Transportation
New York Metropolitan Transportation Council
New York State Department of Economic Development
New York State Department of Environmental Conservation
New York State Department of Transportation
New York State Historic Preservation Office
New York State Office of Parks, Recreation & Historic Preservation
New York State Power Authority
Orange County Department of Planning/NOCTC
Orange County Executive
Pennsylvania Station Redevelopment Corporation
Permanent Citizens' Advisory Committee To MTA
Port Authority of New York / New Jersey

Poughkeepsie-Dutchess County Transportation Council
Putnam County Department of Planning
Putnam County Executive
Regional Plan Association
Rockland County Department of Planning
Rockland County Executive
South Central Regional Council of Governments
South Western Regional Planning Agency
United States Army Corps of Engineers
United States Environmental Protection Agency
Valley Regional Planning Agency
Westchester County Department of Transportation
Westchester County Executive

APPENDIX B: COMMUNITY LIAISON COMMITTEE (CLC) MEMBERSHIP LIST

34th Street Business Improvement District
Bridgeport Chamber of Commerce
Bronx Community Board No. 1
Bronx Community Board No. 2
Bronx Community Board No. 3
Bronx Community Board No. 4
Bronx Community Board No. 5
Bronx Community Board No. 6
Bronx Community Board No. 7
Bronx Community Board No. 8
Bronx Community Board No. 9
Bronx Community Board No. 10
Bronx Community Board No. 11
Bronx Community Board No. 12
Bronx Chamber of Commerce
Connecticut Commuters Council
Connecticut Fund for the Environment
Co-Op City c/o Riverbay Corporation
Danbury Chamber of Commerce
Dutchess County Executive
Greater Bridgeport Regional Planning Agency
Greater New York Chamber of Commerce
Greater Waterbury Chamber of Commerce
Greenwich Chamber of Commerce
Housatonic Valley Council of Elected Officials
Manhattan Community Board No. 4
Manhattan Community Board No. 5
Manhattan Community Board No. 6
Manhattan Community Board No. 7
Manhattan Community Board No. 8
Manhattan Community Board No. 9
Manhattan Community Board No. 10
Manhattan Community Board No. 11
Manhattan Community Board No. 12
Metro-North Commuter Council
MetroPool
New Haven Chamber of Commerce
New York Building Congress
Norwalk Chamber of Commerce
Orange County Executive
Permanent Citizens' Advisory Committee To MTA

Putnam County Executive
Queens Community Board No. 1
Queens Community Board No. 2
Queens Community Board No. 3
Riderworks of Greater New Haven
Rockland County Executive
South Central Regional Council of Governments
South Dutchess Chamber of Commerce
South Western Regional Planning Agency
Southwest Corridor Action Council
Stamford Chamber of Commerce
Times Square Business Improvement District
Valley Regional Planning Agency
West Side Chamber of Commerce
Westchester County Chamber of Commerce
Westchester County Executive
Westchester Municipal Officials Association