



## STAKEHOLDER INVOLVEMENT PLAN

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# GEORGIA COASTAL COMPREHENSIVE PLAN

## STAKEHOLDER INVOLVEMENT PLAN

### INTRODUCTION

The Georgia coast is one of the most pristine and natural coastal environments on the eastern seaboard. In recognition of the significant growth pressures facing the coast and the importance of protecting the fragile natural resources, Governor Purdie issued an Executive Order directing the development of a Comprehensive Coastal Master Development Plan, also referred to as the Coastal Comprehensive Plan. The order also established the Coastal Comprehensive Plan Advisory Committee (CCPAC) to guide the planning process. The Georgia Department of Community Affairs is the state agency charged with the development of this plan. During the early part of the planning process, several tasks were identified as critical to the planning process. The tasks identified include:

❖ **Task 1: Stakeholder Involvement**

Stakeholder and public involvement is a critical element in the comprehensive planning process. This task will ensure the full range of community values and desires are reflected throughout the process and will include a diverse spectrum of stakeholders. This task will be based on the tools recommended by the Georgia Department of Community Affairs (DCA) and the Coastal Comprehensive Plan Advisory Committee (CCPAC). The Stakeholder Involvement Plan will provide detailed components regarding outreach activities throughout the planning process.

❖ **Task 2: Alternative Development Scenarios**

The baseline conditions throughout the region will be established and provide the foundation for the development of the future alternative development scenarios. Three future scenarios for the six-county coastal region will be developed based on:

- the projection of existing conditions;
- the projection of growth based on existing local regulations and ordinances;
- quality growth principles as defined by DCA in conjunction with the project team.

Each of these alternatives will be assessed at the regional level based on the defined parameters and impacts. In addition to the regional assessment, two to three areas will be selected in conjunction with DCA for a micro-level assessment and analysis and site specific plans will be developed to demonstrate various principles and evaluation results.

❖ **Task 3: Assessment of Local Government Regulations**

Regulations and ordinances from each of the local governments will be reviewed and analyzed. A smart growth audit will be developed in coordination with DCA through the completion of a survey by local governments.

This Stakeholder Involvement Plan is the first step of the stakeholder involvement process and will provide the vision, guidelines and mechanisms for sharing information with stakeholders, local governments, planning agencies, environmental groups and interested citizens. It will also serve as a blueprint for the coordination of project activities with key stakeholders and ensure that all segments of the community are involved in developing a vision for the region's future.

## **1.0 Plan Context**

### **1.1 Project Purpose**

The purpose of this planning effort is address the complexities and often competing interests of tourism, economic development, housing, transportation, environmental management and other growth-related issues facing the coast. Furthermore, the Coastal Comprehensive Plan is intended to provide local governments in the coastal region with the tools and strategies needed to address tremendous growth and these diverse issues. The plan will assess alternatives for future development and provide a policy framework for local governments to continue to develop while maintaining the integrity of the area and its special characteristics and communities.

The recommendations developed as part of this planning process will provide an implementable long range plan for the coastal region. It is important the implementation program be dynamic enough to address changing conditions, yet stable enough to ensure the needed tools and strategies are in place. The most successful implementation programs will provide for the easy update of projects and related priority-setting schedules based on changing conditions and political realities in the state and in the region. As the growth in the region continues and the local governments face increasing pressures to provide and maintain infrastructure and services, implementation of the plan will provide a framework for addressing these needs in a feasible and efficient manner.

### **1.2 Study Area**

The study area includes the six coastal counties in Georgia and the municipalities within each county. These counties include Chatham, Bryan, Liberty, McIntosh, Glynn and Camden, as shown in Figure 1



### 1.3 Study Duration

The development of the Coastal Comprehensive Plan began in early 2005 and is scheduled to be completed in September 2007. This schedule was set in the Governor's Executive Order to develop the plan. Throughout the study, a number of opportunities will be available for both stakeholders and the public to learn more about the study and to make comments.

### 1.4 Relationship to Other Plans and Initiatives

This project relates to several other planning initiatives that have regional significance. Coordination with these efforts will be a key element in the process and include:

- ❖ Coastal Management Plan (Georgia Department of Natural Resources)
- ❖ Coastal Uplands Advisory Group
- ❖ Marsh Hammock Collaborative Dialogue
- ❖ Green Growth Guidelines
- ❖ EarthCraft Coastal Communities
- ❖ Coastal Advisory Council
- ❖ Docks and Marinas Advisory Committee
- ❖ Ft. Stewart/HHA Joint Land Use Study
- ❖ Coastal Georgia Greenway Plan
- ❖ Regional Transportation Plans
- ❖ Atlantic Heritage Coast
- ❖ Local Comprehensive Plans
- ❖ Coastal Georgia Regional Plan (Coastal Georgia Regional Development Center)
- ❖ DCA Resource Team Reports (Hinesville, Camden County, Tybee Island)
- ❖ Kings Bay Study
- ❖ Comprehensive Wildlife Conservation Strategy (DNR)
- ❖ Conservation in the Carolinian Ecoregion
- ❖ Hurricane evacuation plans (GEMA)
- ❖ Comprehensive Statewide Water Management Plan
- ❖ Coastal Water Management Plan
- ❖ Georgia Tech Population Study of the six coastal counties

## 2.0 Public Involvement Goals and Objectives

The nature of this project implies some innovative approaches to the involvement philosophy, organizational structure, and implementation of activities. Unlike other many other comprehensive planning initiatives, this project has some unusual characteristics:

- ❖ The study is regional in scope and includes a large number of political jurisdictions.
- ❖ The composition of the region varies widely, containing large urban cities to very small, rural communities. The ability of the governments to provide both staff and services to meet the needs of citizens is also widely varied.
- ❖ The need to maintain the unique characteristics of each community while supporting the overall goals and vision of the region.
- ❖ The number of stakeholders with a strong interest in the area is relatively large, although many of these stakeholders focus primarily on one component of the region; thus the stakeholder identification and strategies for inclusion must be all-inclusive in scope.

With these considerations in mind, the following goals and objectives are proposed for the Stakeholders Involvement Plan. The goal statements are broad expressions of the desired state of involvement activities. Objectives are statements that express in more detail how each of the goals will be achieved.

- ❖ *Goal 1: Provide opportunities for stakeholders, citizens and interested parties to learn about and help shape policies and strategies through an active engagement process that is open, inclusive, and accessible and recognizes citizen and stakeholder perspectives.*
  - Objective 1.1: Provide learning and participation opportunities for anyone who chooses to participate.
  - Objective 1.2: Develop partnerships with local governments, agencies, the Regional Development Center, and other community organizations interested in the region.
  - Objective 1.3: Build credibility and trust among all stakeholders, citizens, and project participants.
- ❖ *Goal 2: To provide clear, accurate, timely, and useful information which can be transmitted through a variety of ways to reach stakeholders, citizens, and other interested parties.*
  - Objective 2.1: Use non-technical language and simple graphics to explain the technical aspects of the project.
  - Objective 2.2: Use a variety of media, including a website, fact sheets, presentation materials, electronic mail inquiries, and other methods to exchange information about the project with interested parties, especially prior to key decision points. Take a pro-active approach in disseminating accurate information.

- Objective 2.3: Provide informational materials in a timely manner to allow sufficient time for stakeholders, citizens and other interested parties to properly consider and respond to the information.
- Objective 2.4: Look for opportunities to reach out and obtain input from a diverse spectrum of stakeholders, including low-income and ethnically diverse communities that may not consistently participate in planning processes.
- ❖ *Goal 3: Provide mechanisms to receive input from stakeholders and citizens and integrate this information into the development of the project.*
  - Objective 3.1: Continuously monitor the progress of the technical analysis through team meetings, e-mails, and stakeholder involvement activities to systematically identify potential issues of concern to citizens and stakeholders.
  - Objective 3.2: Document issues and concerns received from stakeholders and citizens throughout the project. Ensure that voices are heard equally and that one group does not dominate the process.
  - Objective 3.3: Acknowledge the input on issues and concerns received from stakeholders and citizens during the project.
- ❖ *Goal 4: Continuously monitor the progress and effectiveness of the public involvement program in communicating and receiving information among stakeholders, citizens, planning partners, and the project team.*
  - Objective 4.1: Conduct short questionnaires of those participating in the public involvement activities on their understanding and level of satisfaction with the process.
  - Objective 4.2: Solicit feedback from the Coastal Comprehensive Plan Advisory Committee and the Technical Advisory Committee on their level of satisfaction with the stakeholder coordination activities.
  - Objective 4.3: Solicit feedback from the Project Team (DCA and consultants) on the level of satisfaction with the public involvement process.
  - Objective 4.4: Maintain constant communication via email with DCA project manager and CCPAC on status.

### 3.0 Stakeholders and Participants

The Coastal Comprehensive Plan will involve many participants, including community stakeholders and citizens from throughout the region, local governments; metropolitan planning organizations; and other interested parties. The wide range of interested parties and their areas of interest require an organized approach to stakeholder coordination. The following section describes the overall organization of the stakeholder coordination element of the project as well as the key players involved in the study.

#### 3.1 Key Participants

The individuals and groups expected to be involved in the study are likely to fall into the following major groups of participants.

##### ❖ Project Team

The Project Team has two elements: the DCA Office of Planning and Quality Growth and the Consultant Team. The DCA is responsible for leading the project on behalf of the State of Georgia. The DCA participants include the Project Manager and other planning professionals responsible for providing technical support and guidance to the project. The Project Team also includes members of the consultant team, Lott + Barber Architects and Reynolds, Smith & Hills, including the Consultant Project Manager, task leaders, and their technical team members. The Coastal Georgia Regional Development Center and the Georgia Conservancy are also providing consulting services, and other consultants may be added as needed.

##### ❖ Project Advisory Committee

In order to receive a wide variety of perspectives on the region, DCA has established an advisory committee for this study. This committee is the Coastal Comprehensive Plan Advisory Committee (CCPAC), which is composed of individuals who are influential at the policy level. This committee includes elected officials, experts in specific areas, and other decision makers from each of the included communities, as well as key individuals from state agencies. This committee serves as the overall steering committee for process. Their responsibilities include providing feedback, advising the planning team (DCA and consultants) and generally helping to guide the entire planning process.

##### ❖ Stakeholders

Stakeholders from communities across coastal Georgia which have a general or specific interest in the plan development will be invited to participate in public workshops for the project. Stakeholders will be identified through input from the Plan Advisory Committee, Technical Advisory Committee, interviews with local government officials, and input received from stakeholders regarding others to involve in the process.

Local governments in the project area are among the critical stakeholders in this process. Therefore, a special purpose committee has been established, as recommended by DCA's publication, *Planning for Community Involvement*. This committee is the Technical Advisory Committee (TAC). This committee is comprised of city and county managers, administrators, and planning staff from each of the local

governments in the region. This technical advisory committee has an in-depth understanding of, and can provide input on, the day to day issues faced by local governments in the provision of infrastructure and services. This committee is comprised of those who will be the primary users of the plan, being charged with locally implementing the policies and procedures recommended by the plan.

The planning team also reserves the right to appoint additional special purpose committees, to address specific issues. The activity of these special purpose committees may be of short duration during the process.

Potential stakeholders include:

- Local elected officials
- Local appointed officials (planning commission, etc.)
- Local government staff
- State and federal government agencies (i.e., Department of Natural Resources, Georgia Department of Economic Development, Fort Stewart/Hunter Army Airfield, King's Bay Submarine Base, Coastal Georgia Regional Development Center)
- Chambers of Commerce
- Homebuilder Associations
- Industrial Development Authorities
- Environmental organizations
- Coastal scientific community
- Non-profit organizations
- Historic organizations
- Regional and Interstate Groups (Florida and South Carolina)
- University system and Department of Technical and Adult Education
- Cultural and historic resources organizations
- Agriculture and silviculture interest groups
- Local government organizations, including the Association County Commissioners of Georgia (ACCG) and the Georgia Municipal Association (GMA)

#### ❖ **Community Groups**

Community-based organizations with a general interest in community and planning, such as Chambers of Commerce, regional or local development authorities, civic and neighborhood groups, and others, may have an interest in the study. These groups will have an opportunity to attend public workshops throughout the region to learn about the project and provide input to the study as it progresses. Members of the consultant team will also be available to meet with these organizations at their regularly scheduled meetings. Community groups will be identified through input from the Plan Advisory Committee, Technical Advisory Committee, interviews with local government officials, media references, and other sources.

#### ❖ **Elected Officials**

The input and involvement of state and local elected officials is critical in addressing the planning issues which benefit and/or impact their communities. Those elected officials not participating on the CCPAC will be advised of public workshops for the study and will be encouraged to participate.

❖ **Metropolitan Planning Organizations (MPOs)**

Three MPO areas are located within the region. Because transportation is such a key component of the plan, it is expected that MPO representatives will participate in the stakeholder coordination process for this study.

Note: MPOs are planning agencies established under federal guidelines to provide a continuing, comprehensive, urban transportation planning process undertaken cooperatively by state and local governments in urbanized areas of over 50,000 in population.

❖ **Regional Development Center (RDCs)**

The Coastal Georgia Regional Development Center represents the interests of all six of the counties and municipalities included in the project scope of the Georgia Coastal Comprehensive Plan and will therefore play an important role in both development of the plan and communication with the local governments.

### 3.2 Stakeholder Coordination Structure

The structure of the Project Team and the elements related to public involvement and stakeholder coordination ensures that three important principles guide the structure of the Advisory Committee/Stakeholder Involvement process:

- ❖ Continuous communication and exchange of key information through the stakeholder coordination and involvement processes are conveyed to the project team for use in the development of the plan.
- ❖ The process also provides for a direct communications and interaction link between DCA's Project Manager and the Advisory Committees to minimize any confusion in the overall direction of the project at the policy level.
- ❖ Continuous communication is maintained throughout the project between the Advisory Committees/Stakeholder Involvement team and all of the parties interested in participating in the study.

### 3.3 Roles and Responsibilities

Effective implementation of the stakeholder involvement and coordination program for this project relies on an understanding of clearly described roles and responsibilities.

❖ **DCA Project Manager**

The DCA Project Manager is responsible for directing the overall project on behalf of DCA and is the leader of the project team.

❖ **DCA Project Team**

The role of the DCA Project Team is assist the DCA Project Manager and the consultant team, if needed, to achieve the overall goals of the project.

❖ **Consultant Project Manager**

The Consultant Project Manager is responsible for directing the work of the consultant team.

❖ **Consultant Team**

The role of the consultant team is to conduct the contractual requirements for the project as specified in the Scope of Work, including the completion of all work consistent with professional standards on time and on budget.

❖ **Project Advisory Committee**

The purpose for the Project Advisory Committee is to:

- Assist in achieving its overall goals and objectives for the project;
- Serve as a sounding board in considering proposed policies, technical procedures, and study recommendations.
- Serve as experts to assist in the consideration of potential strategies to ensure a sustainable future for the coastal region.

The operation of the advisory committee is described more fully in the next section.

❖ **Stakeholders, Citizens and Interested Parties**

These persons are interested individuals and groups who seek to participate in the development of the plan. A list of potential stakeholders is identified above.

## 4.0 Public Involvement Activities, Strategies, and Tools

A variety of activities, strategies and tools will be used to ensure that the stakeholder involvement process is both adequate and meaningful. The tools and strategies proposed for public outreach include proven techniques that have been successfully utilized for previous planning efforts. The following sections describe in detail these tools, strategies and mechanisms that will be utilized throughout the course of the planning process.

### 4.1 Coastal Comprehensive Plan Advisory Committee (CCPAC)

The Plan Advisory Committees will be involved over the course of the plan development. The Plan Advisory Committee will meet on a quarterly basis to provide input and feedback to the project team. The Project Team will attend and participate as needed in these meetings.

### 4.2 Technical Advisory Committees

Technical Advisory Committees will meet as needed. The Project Team will attend and participate as needed in these meetings. The Local Government Technical Advisory Committee (LGTAC), comprised of city and county managers and planning staff, has been formed. Other committees will be formed as needed.

### 4.3 Project Website

A project website will be developed and maintained with current information on the project status, meetings, and plan development. Information will be posted as available, including meeting summaries and draft documents for review. The website will include an email address for submittal of public comments at any point during the planning process and may also include surveys for receiving targeted public input.

The website will also provide up-to-date information on the planning process, including a list of all upcoming meetings for the CCPAC, public meetings, etc. Status reports will be included on the project website as well.

### 4.4 'Community Choices' Survey

A "Community Choices" pictorial survey and presentation will be presented during the public workshops and will help the public to visualize various elements of community and urban design. This tool will be used to assist the public in articulating preferred development patterns.

### 4.5 Media Relations

Working with the DCA and the members of the Project Team, information will be disseminated to the general public through local media outlets and will be an important resource for those unable to attend meetings or participate in other public outreach events. The project team will help to prepare press releases and identify important opportunities in support of media related efforts, including announcement of public meetings. Only DCA staff will provide and/or arrange interviews and responses to media inquiries. Information will be presented to the media in a proactive manner through formal press releases to encourage the most accurate reporting of information.

#### 4.6 Public Meetings

Public meetings will be held at key milestones throughout the course of the study to gather feedback and to disseminate study findings. Three rounds of public meetings, each consisting of three public meetings, will be held throughout the study. These meetings will be held in locations throughout the region. Potential locations include Savannah, Midway and St. Marys. These locations throughout the region provide the opportunity for participation without undue hardship or travel arrangements. The schedule will be flexible based on the progress of the study and the milestones reached.

The tentatively scheduled workshop dates and topics are:

- ❖ *Workshop #1: late October, early November, 2006*  
The meetings will provide an overview of the process and an introduction to quality growth principles. Participants will be asked to provide input into the issues and opportunities facing the coast, the identification of character areas and will be provided the opportunity to participate in a 'Community Choices' presentation.
- ❖ *Workshop #2: late March, early April, 2007 (dates to be determined to avoid Easter holidays and spring break)*  
The second round of meetings will provide the opportunity to give feedback and react to alternative development scenarios. This session will also continue the visioning process started during the first workshops.
- ❖ *Workshop #3: August 2007*  
The final round of workshops will present the findings of the quality growth audits, conducted for each of the 28 local governments. These workshops will also present a draft of the Coastal Comprehensive Plan.

#### Public Meeting Materials

A variety of meeting materials will be utilized to effectively communicate information to the meeting participants. These materials can include display boards, fact sheets, and electronic presentations. Following each public meeting, all meeting materials will be made available on the project website for download to provide access for participants who were not able to attend the meetings. Comment forms will also be made available at public meetings to encourage public feedback.

#### 4.7 Interviews

Individual interviews with representatives of each county and city government in the region will be conducted, along with interviews of the RDC staff and board members. A standard survey will be developed and utilized to ensure consistency of the questions asked and for comparison of the results.

#### 4.8 Contingency Meetings

The project team will be available to meet with, and or provide information to other community groups, such as Chambers of Commerce and civic organizations. These additional meetings will provide the opportunity to communicate project information as well as collect additional input. A general presentation about the planning process will be available to share with these organizations.

#### **4.9 Project Team Meetings**

Regular project meetings will be held with DCA and the project team. These Project Team meetings are anticipated monthly beginning in November 2006 through September 2007, with bi-weekly meetings through October 2006.

## 5.0 Public Involvement Schedule

The stakeholder involvement program and activities associated with the Advisory Committees have been scheduled in a manner that encourages public and stakeholder input prior to major decisions being made during the study. The initial set of public workshops is scheduled for October, 2006 with the second set of public workshops planned for March-April, 2007 with the final round scheduled for August, 2007. Technical committee meetings will occur regularly throughout the course of the project and could potentially meet as frequently as monthly. Table 1 shows the general timing of the major meetings associated with the project.

**Table 1: Meeting Schedule**

Timeframe	Event	Location
Quarterly, September 2006 – September 2007	Coastal Comprehensive Plan Advisory Committee Meetings	Varies
October 2006	Public Meetings – Round 1	Savannah, Midway, St. Marys
March-April 2007	Public Meetings – Round 2	Savannah, Midway, St. Marys
August 2007	Public Meetings – Round 3	Savannah, Midway, St. Marys
Monthly or Quarterly, September 2006 - September 2007	Technical Advisory Committee Meetings	Varies
September 2006 - September 2007	Project Team Meetings	Savannah

## 6.0 Public Involvement Program Evaluation

### 6.1 Evaluation Process

Efforts will be made throughout the project to ensure that effective tools and practices are used to engage the Advisory Committees and all of the interested parties that seek to participate in the project. These efforts will include:

- ❖ Short questionnaires distributed to the members of the CCPAC and CCTAC at their meetings to determine the level of satisfaction with the efforts used to solicit and use the input.
- ❖ Short questionnaires distributed at public workshops to gauge the level of understanding of project concepts and the level of satisfaction with the public involvement activities.
- ❖ Feedback sessions with the DCA Project Manager and project team to gauge the level of satisfaction with the overall stakeholder involvement and coordination activities.

The Project Team will also use a set of performance measures to gauge the overall success of the stakeholder involvement program. These measures are described in the following section.

### 6.2 Performance Measures

Planning organizations are increasingly using performance measure systems to continuously improve the quality of the services and products they deliver. In keeping with this philosophy, certain stakeholder involvement performance measures have been established. These measures relate directly to the overall goals and objectives of the stakeholder involvement and Plan Advisory Committees activities. The specific objectives and performance measures related to each one are shown in Table 2:

**Table 2: Public Involvement Performance Measures**

Public Involvement Objective (As listed in Section 2)	Performance Measure
<p><b>Objective 1.1</b> Provide learning and participation opportunities for anyone who chooses to participate.</p>	<p>Public meetings were advertised, held in convenient locations, held at convenient times, and presented materials were easily understandable.</p>
<p><b>Objective 1.2</b> Develop partnerships with local governments, agencies, the RDC, and other community organizations interested in the region.</p>	<p>Local governments, agencies, and other community organizations were invited to participate and were engaged in the planning process.</p>

<p><b>Objective 1.3</b> Build credibility and trust among all stakeholders, citizens, and project participants.</p>	<p>The project team was welcoming and accessible and available to answer questions, present accurate information, and work cooperatively with stakeholders during project development.</p>
<p><b>Objective 2.1</b> Use non-technical language and simple graphics to explain the technical aspects of the project.</p>	<p>Materials presented to the public were reviewed to eliminate overly technical language hinder understanding of the subject matter.</p>
<p><b>Objective 2.2</b> Use a variety of media, including a website, fact sheets, presentation materials, electronic mail inquiries, and other methods to exchange information about the project with interested parties, especially prior to key decision points. Take a pro-active approach in disseminating accurate information.</p>	<p>Techniques other than public meetings were used when appropriate to obtain citizen and stakeholder input on the project.</p>
<p><b>Objective 2.3</b> Provide informational materials in a timely manner to allow sufficient time for stakeholders, citizens and other interested parties to properly consider and respond to the information.</p>	<p>Information was provided prior to project activities to stakeholders, elected officials, agencies, and citizens.</p>
<p><b>Objective 2.4</b> Look for opportunities to reach out and obtain input from a diverse spectrum of stakeholders, including low-income and ethnically diverse communities that may not consistently participate in planning processes.</p>	<p>Beginning early in the planning stage, the potential participation for those populations traditionally not engaged in the planning process was assessed to determine where special efforts to engage those populations should be made.</p>
<p><b>Objective 3.1</b> Continuously monitor the progress of the technical analysis through team meetings, e-mails, and stakeholder involvement activities to systematically identify potential issues of concern.</p>	<p>Project team members exchanged information about issues and concerns received from stakeholders, citizens, and other interested parties.</p>
<p><b>Objective 3.2</b> Document issues and concerns received from stakeholders and citizens throughout the project. Ensure that voices are heard equally and that one group does not dominate the process.</p>	<p>Public and stakeholder inputs were systematically captured throughout the project and shared with the project team for consideration during the planning process.</p>
<p><b>Objective 3.3</b> Acknowledge the input on issues and concerns received from stakeholders and citizens during the project.</p>	<p>Written (regular mail or e-mail, as appropriate) acknowledgement of the receipt of comments from the public or stakeholders was provided.</p>

<p><b>Objective 4.1</b> Conduct short questionnaires of those participating in the stakeholder involvement activities on their understanding and level of satisfaction with the process.</p>	<p>Objective data were obtained from participants about their levels of understanding of the planning issues and satisfaction with the public involvement process.</p>
<p><b>Objective 4.2</b> Solicit feedback from the Advisory Committees on their level of satisfaction with the stakeholder coordination activities</p>	<p>Obtain data and information from the Advisory Committees on the level of satisfaction with the stakeholder activities.</p>
<p><b>Objective 4.3</b> Solicit feedback from the Project Team (DCA and consultants) on the level of satisfaction with the public involvement process</p>	<p>Obtain and analyze information from DCA and the consultant team about the effectiveness of the public involvement activities in helping to guide the project development process.</p>
<p><b>Objective 4.4</b> Maintain constant communication via email with DCA project manager and CCPAC on status.</p>	<p>Email correspondence with the DCA project manager and CCPAC occurs on a regular basis.</p>