

# Stakeholder Involvement Plan

North Carolina Department of Transportation  
Strategic Transportation Corridor Master Plans

**Corridor D: US 321/CSX**  
(South Carolina state line to Tennessee state line)

**Corridor U: US 74/CSX**  
(I-26 in Polk County to US 117 in Wilmington)

Updated: May 22, 2018



# Table of Contents

<b>Chapter</b>	<b>Pages</b>
1. Background	1
2. Stakeholder Involvement Plan (SIP)	2
3. STC SIP Goals	3
4. Audiences	4
5. SIP Activities	5
6. SIP Performance Measurement	9
7. Title VI	10
Appendix A. Corridor D Stakeholders	13
Appendix B. Corridor U Stakeholders	17

# 1. Background

The North Carolina Department of Transportation (NCDOT) adopted the Strategic Transportation Corridors (STC) Network in 2015 to establish a multimodal, high-priority system of highways, rail lines, ports, and airports vital to the state's economic prosperity. *The North Carolina Transportation Network and Strategic Transportation Corridors Framework*, August 2015 (STC Framework), calls for development of individual strategic corridor master plans in each of the designated corridors. The master plans will result in consistent transportation visions for each corridor, based on stakeholder input and sound technical assessment that recognizes statewide economic development objectives, advances subsequent regional planning and corridor project development activities, and can streamline the project development process.

The corridor master plans for Corridor D: US 321/CSX – South Carolina state line to Tennessee state line and Corridor U: US 74W/US 74E – I-26 in Polk County to US 117 in Wilmington - are being advanced from their more general network-level identification to corridor-specific master plans built upon a common technical framework. NCDOT, through its Transportation Planning Division (TPD), is undertaking this project.

This work is a planning-level assessment of corridor needs and opportunities. The assessment will be conducted using existing data and evaluation tools such as statewide or regional travel demand models and syntheses of existing statewide or regional studies. Such studies include Metropolitan Planning Organization (MPO) Metropolitan Transportation Plans (MTP), Comprehensive Transportation Plans (CTP), and statewide modal and freight plans.

The study will examine potential multimodal solutions to achieve Strategic Transportation Corridor objectives for preserving or achieving inter-regional person and freight mobility, considering intercity passenger and freight planning, local and regional transit services, and the potential for high-occupancy vehicle and special-use lanes.

The overall Master Plan will address the following general tasks:

1. Corridor condition assessment
2. Stakeholder involvement and interagency consultation
3. Problem statement development
4. Mobility concept alternatives assessment
5. Corridor strategies development and implementation
6. Master plan vision development and implementation

In addition to complying with federal and state planning public involvement requirements, this SIP also will incorporate the Interagency Coordination Protocol (Protocol) developed by NCDOT for communications with resource agencies.

The Protocol represents a major NCDOT process improvement with the goal of integrating the long-range transportation planning process with the project development process, identified through the Integration Project. In MPO areas, there are additional federal requirements for long-range transportation plans (often called Metropolitan Transportation Plans or MTPs), including for plans to be fiscally constrained. The project development process in North Carolina may be handled through the Section 404/NEPA Merger 01 process (called the Merger process) or other means to follow the National Environmental Policy Act (NEPA) and its state counterpart, State Environmental Policy Act (SEPA). The Integration Project was designed to improve the linkage between any type of long range transportation plan (CTPs or MTPs) and project development, whether handled through the Merger process or other means. Features of the Integration Project will be an integral part of this SIP's process for involving resource agencies.

## 2. Stakeholder Involvement Plan (SIP)

The technical scope for STC master plan development is closely tied to the decisions made by state, regional and local government, transportation community, and business leaders about local and regional transportation networks. Those decisions could impact local transportation planning and project development efforts as well as land-use planning. During development of the STC Master Plans, the project team will work closely with the representatives of several decision-making bodies to help ensure broad state goals are preserved, local corridor visions are retained, and North Carolina effectively meets the logistics and mobility needs of public and private sector interests.

While stakeholder involvement will be the primary focus of this initiative, opportunities will be offered for public input because of communication with MPOs, RPOs and other identified stakeholders. This is consistent with NCDOT's UPEP, which requires NCDOT planning studies to utilize MPOs and RPOs for disseminating information and gathering public input. For the purposes of this SIP, a stakeholder is identified by his/her relationship with organizations associated with the project. The public refers to those who will receive information via mass media, including social media, broadcasting or print.

This document describes the activities that will be carried out to involve stakeholders in the development of Corridor D and Corridor U Master Plans, as well as to disseminate information to both stakeholders and the public. This Stakeholder Involvement Plan (SIP) includes outreach program goals, methods for distributing information and gathering input, anticipated timelines, and suggested methods for evaluating SIP outcomes.

The activities outlined in the SIP will be carried out for both Corridor D and Corridor U, although separate sets of stakeholders will be identified for each corridor and information disseminated for each corridor will be specific to that corridor. In cases where stakeholders overlap, informational materials for both corridors will be provided.

The SIP must be flexible to accommodate trends in stakeholder communications or to ensure information is distributed and input is gathered from all audiences. Therefore, elements of this plan likely will evolve, as the STC Master Plan process proceeds, and the SIP will be updated as needed.

### 3. STC SIP Goals

The goals of the SIP for the STC Master Plans are intended to allow for participation from a broad range of North Carolina interests. The goals for the STC stakeholder involvement program include:

1. Generate awareness of and transmit the importance of participating in the STC master planning process among key government, transportation, community and business leaders at the local, regional and state levels, and obtain input at key decision points during the study from these stakeholders
2. Allow for RPO, MPO and stakeholder access to timely information about the STC Master Plans and provide multiple opportunities for providing feedback
3. Development of a comprehensive list of stakeholders, along with contact information
4. Ensure all stakeholders are offered an opportunity to participate
5. Ensure opportunities to be involved in the process are extended to Indian tribal governments
6. Demonstrate how stakeholder input is addressed in the STC Master Plans
7. Build stakeholder consensus and support for the implementation of the Master Plans as addressed in the SIP Performance Measurement section of this document
8. Achieve the performance measures established for this SIP

## 4. Audiences

In general terms, there will be four categories of audiences associated with the STC Master Plans for the two corridors.

- 1) Corridor Steering Committee (CSC) – An advisory group comprised of NCDOT modal and Division leaders, MPO and RPO representatives and USDOT staff will meet throughout the study. This group will assist with data collection, offer insight into programs or activities that could impact the corridor master plans, and provide feedback on master plan findings and recommendations.
- 2) Key Stakeholders – This category consists of agencies, organizations, economic development groups, businesses, environmental groups and institutional entities that may have an interest or stake in the master plan.
- 3) Resources Agencies – This category consists of representatives from environmental and technical agencies that may have an interest or stake in the master plan.
- 4) Public – This category includes all users of any transportation system within the state, including residents, visitors, business owners, students, commuters, and a host of others.

The Appendix provides a preliminary list of identified stakeholders, per corridor.

## 5. SIP Activities

As previously stated, activities carried out for the SIP will occur in both corridors and will primarily focus on stakeholders and elected officials, MPO/RPO representatives and other organizations and agencies with an interest in the project.

### Timeline

Preliminary timelines for some activities are included in this SIP. A final schedule for outreach activities will be developed upon approval of the SIP by the NCDOT.

### Stakeholder Database

A database will be developed containing the names, titles, organizations and email addresses of representatives of each of the stakeholder audience groups defined in Section 4. The database will be used to send stakeholders notices, informational materials, and links to website information and surveys or questionnaires designed to solicit meaningful input for the study. The database will be housed in Constant Contact, which will allow the most efficient method of sending emails. (A preliminary list of Stakeholders is in Appendix A, for Corridor D, and Appendix B, for Corridor U.)

The stakeholders identified in the appendices are identified essential employers who are near or in the immediate area of the projects. They are typically the largest employers in each of the county; and therefore, may have in unknown interest in the project and/or mechanisms to provide communications to employees who also may have an interest in the project. Research of the immediate areas indicates that the chambers of commerce may not have consistent outreach to the identified stakeholders.

Constant Contact is an effective, cost-effective mechanism for storing a database and easily transmitting email to large groups of individuals. Many Outlook and iMac email applications have limited capacity for distribution. Constant Contact has a wider range of options and can be accessed by any member of the project team and NCDOT.

### MPO/RPO Staff Interviews

One-on-one or group interviews will be conducted early in the study with staff of MPOs and RPOs to provide information about the STC Master Plan process and gather feedback about opportunities for and challenges to achieving the STC vision described in the STC Framework.

Anticipated Outcome: Deeper understanding by those more actively engaged in the process so that they may serve as information ambassadors to their colleagues and the public. Have an opportunity to ask how they can help with data collection and public involvement.

### MPO/RPO Briefings

General briefings to MPOs and RPOs will take place using a speakers' bureau. A speakers' bureau allows for a wider sharing of knowledge with a collective voice. The speakers' bureau will be made up of NCDOT and project consultant staff. The consultant team will coordinate with the MPOs and RPOs to present two briefings.

The consultant team will prepare a set of briefing materials to speakers' bureau members to conduct an initial round of briefings that would introduce MPOs and RPOs to the STC Master Plan effort and gather feedback about existing conditions and facets of the corridor that would help facilitate the movement of goods and services. Briefing materials will be sent to MPOs and RPOs based on their schedules for collecting and releasing meeting agendas.

Considering the varying dates MPOs and RPOs meet, the first round of briefings is expected to begin in May 2018 and be complete by September 2018, during Phase 2 of the master planning effort.

The consultant team will prepare a second set of briefing materials will be provided to speakers' bureau members to conduct a second round of briefings that would present preliminary STC Master Plan recommendations. The second round of briefings is expected to be completed on an as-needed/requested



basis and will conclude by January 2019, toward the expected conclusion of the Corridors D and U master plan study.

The consultant team will familiarize speaker bureau members with the project, discuss anticipated questions and answers, and provide speakers' bureau training. Up to two training sessions are anticipated – one prior to each round of MPO and RPO briefings.

Anticipated Outcome: Deeper understanding by those more actively engaged in the process so that they may serve as information ambassadors to their colleagues and the public.

#### Public Official and Key Stakeholder Interviews

A series of one-on-one or group interviews will be conducted with mayors, city managers, county leaders, chamber officials, large employers and institutions to provide information about the STC Master Plan process and gather feedback about opportunities for and challenges to the study. Officials and stakeholders will be asked to serve as ambassadors for the Master Plans by forwarding notices of MPO and RPO briefings to their respective communities via websites or social media.

Anticipated Outcome: Project understanding and support by local officials.

#### Online Stakeholder Outreach Tools

An online feedback/collaboration tool will be employed to supplement MPO and RPO briefings and discussions with key stakeholders.

Publicinput.com is an online survey tool that allows respondents to answer a set of customized questions that will allow the consultant team to gather opinions and utilize survey data in the shaping of the decision-making process. An additional multi-dimensional service is MetroQuest, which has additional functionality that provides a relationship management system. Results may be coordinated by the consultant team or through the relationship management system.

Up to two surveys will be released at two different points in the study. The first survey will ask questions about the type of facility envisioned for the corridors, what features of the corridor should be preserved, what features should be improved, and whether there are any circumstances the study team should be aware of as they develop the master plan. A link to the survey will be distributed to key stakeholders, who also will be asked to distribute the link to customers, members, clients, employees, constituents and any others who would be interested from the public.

The second survey is expected to be distributed to only the key stakeholders of the study and will focus on more detailed corridor elements anticipated to be included in the master plan.

Survey results will be compiled, and a final survey report will be prepared to assist the team in decision-making. It is important to note that general information will be collected through the selected online service.

Anticipated Outcome: Gathering of information about existing corridor conditions and vision elements.

#### Public Official and Key Stakeholder Workshops

Workshops will be conducted to explore the visions stakeholders have about corridors. It is anticipated that up to four workshops will be conducted (2 for Corridor D and 2 for Corridor U). This workshop will include a discussion of the measures of performance success for visioning elements.

A second round of four workshops (2 for Corridor D and 2 for Corridor U) involving public officials and key stakeholders will be conducted after preliminary corridor master plan visions have been developed.

Anticipated Outcome: Deeper understanding by those more actively engaged in the process so that they may serve as information ambassadors to their colleagues and the public. Obtain input to validate acceptance of concept master plans.

### Resource Agencies Briefings

Resource Agency outreach will be guided by the Interagency Coordination Protocol, specifically Protocols 1, 2, and 3. Early in the study, a meeting or Webinar will be conducted to kick off the study with resource agencies. The briefing will introduce the agencies to the STC project and allow a two-way conversation about any opportunities and challenges that may apply to the corridors.

After the kick-off meeting, communications with resource agencies will continue using email.

It is anticipated that a second meeting or Webinar will take place to present master plan concepts and gather feedback.

### Website

NCDOT's current STC website will be updated to provide study information. Web page content will be updated up to three times during Phase 2 of the study as follows:

1. Initial content will be announced in late spring 2018.
2. An update in fall 2018 would provide information about preliminary master plan concepts.
3. A third update that provides the final, approved Master Plans would occur in early 2019.

The consultant team will provide NCDOT with updates to post on the website. It is important to note that this information will be for both internal and external audiences and on the external website.

Anticipated Outcome: One-dimensional dissemination of project information.

### Media Relations

MPO and RPO briefing materials will include a media release template for the speaker to send to MPOs and RPOs prior to a briefing so that the MPO or RPO may issue a public notice about the briefing. The media release will include an explanation about the STC briefing and provide the date and time of the briefing.

Anticipated Outcome: One-dimensional dissemination of project information.

### Collateral Materials

An initial fact sheet will be developed for each corridor that provides basic information about the study, schedule information, and ways to provide input. The fact sheet will be created prior to the first speakers' bureau presentation.

The document will include STC Master Plan goals and the study schedule.

The fact sheet will be updated twice following the initial creation. They will serve as the talking points and handouts for one-on-one or group meetings and the project team's speakers' bureau.

Anticipated Outcome: Supporting documentation tool for easy project referencing.

### eNewsletters

The three fact sheets for each corridor will be combined into brief eNewsletters that will provide a comprehensive explanation about the STC purpose and process for both corridors, an invitation to participate, and information about how to do so. The eNewsletters are for web or email distribution by NCDOT. Stakeholders will be sent a link to the newsletters. The eNewsletter tool will be utilized at the discretion of NCDOT's communications department.

Anticipated Outcome: Supporting documentation tool for easy project referencing.

### CSC Meetings

Multiple meetings of the CSC are anticipated throughout the duration of the Master Plan process, including one during Phase 1. It is expected that a CSC meeting will take place prior to each round of MPO and RPO briefings and at major study milestones.

Anticipated Outcome: Deeper understanding by those more actively engaged in the process so that they may serve as information ambassadors to their colleagues and the public.

### Corridor Identification

The official names for the two corridors involved with this SIP are as follows:

Corridor D: US 321/CSX (South Carolina state line to Tennessee state line); and

Corridor U: US 74/CSX (Polk County to Wilmington)

For ease of reference and communications, the simple names of Strategic Transportation Corridor US 321 (STC US321) for Corridor D and STC US74 for Corridor U. In communications about the corridors, information will be included that explains the routes in more detail. These monikers will be used on all collateral materials, the website and in presentations.

Anticipated Outcome: Enhancement of project identification for public officials, stakeholders and the public.

### Stakeholder Involvement Reports

Summaries of stakeholder workshops will be prepared and submitted to NCDOT within five days of each workshop. Monthly reports of any comments received will be prepared and submitted to the project manager. Reports from any surveys or online collaborative activities will be prepared following closure of any period for gathering input.

A comprehensive stakeholder involvement report that describes activities that took place and the comments received during the master plan process will be developed for the final report for each corridor.

Anticipated Outcome: Capturing of performance measurements.

## 6. SIP Performance Measurement

An important component of successful stakeholder involvement planning and implementation is performance measuring. For both corridors, performance measurements shall be administered through the following three mechanisms.

1. Qualitative Analysis of Information Provided to MPOs/RPOs. Although these are transportation-oriented organizations, much of the information the consultant team provides will be detailed and comprehensive. We need to ensure that our verbal and written (fact sheets) information to these organizations is high level yet useable. Through post-meeting feedback, we will be able to ascertain that the information provided to these organizations meets their needs and is compiled in a way that is useful and easy for them to disseminate among their peers. The consultant team speaker for each MPO/RPO meeting will conclude by asking the organization's representatives three key questions:
  - a. Does the information clearly communication the project goals?
  - b. What elements of the information were helpful?
  - c. What information could have been helpful but was not presented?

This information will be compiled and evaluated following the first presentations so that the second set of presentations can provide more helpful information.

2. Qualitative Analysis of Survey Responses. This is an opportunity for the consultant team to identify themes, issues and potential threats to the project goals. Survey questions will be broad, yet structured so that the consultant team may easily identify and categorize responses from the public and stakeholders with specific knowledge of the projects. As input from stakeholders is obtained through meeting notes and survey tools, the consultant team will review the information monthly to see what issues and information need to be addressed and/or clarified.
3. Quantitative Analysis of Email Contacts. The number and geographic range of contacts with public and elected officials, key stakeholders and other community leaders will demonstrate the study team's efforts to reach potentially interested parties in each corridor.
4. Quantitative Analysis of Agency Participation. The number of agencies and organizations participating in the stakeholder outreach initiatives will be compared to the number of agencies and organizations invited to participate. This may be presented as a number or as a percentage of invitees.

## 7. Title VI

The N.C. Department of Transportation is committed to ensuring that no person shall – on the ground of race, color, national origin, limited English proficient, income status, sex, age or disability – be excluded from participation in, be denied the benefits of or be otherwise subjected to discrimination under and NCDOT program or activity, as provided by Title VI of the Civil Rights Act of 1964 and other related non-discrimination laws and authorities.

These projects are subject to Title VI. If any person believes they have been discriminated against, they should contact the NCDOT's Title VI Coordinator Shantray Dickens at 919.508.1896 or [sddickens@ncdot.gov](mailto:sddickens@ncdot.gov).



# APPENDICES

# Appendix A. Corridor D Stakeholders

The following lists include major employers and identified organizations that may be impacted. The lists are in addition to all county elected officials, municipal elected officials, county and municipal public officials, and state representatives and senators. Rail and freight representatives will be identified in phase 2. These lists are supplemental to the identified governmental agencies and organizations. Major employers are those identified as having 500 or more employees.

**Table 1. STC US 321 (Corridor D)**

<u>Government</u>	<u>Stakeholders</u>
<b>Burke</b>	Blue Ridge Healthcare Hospitals
	Burke County Chamber of Commerce
	Burke Middle College
	County and city EMS
	Foothills Regional Airport
	Greenway Public Transportation System
	Municipal and county managers
	North Carolina Dept. of Health & Human Services
	North Carolina Dept. of Public Safety
	Public schools
	Western Piedmont Community College
<b>Caldwell</b>	Bernhardt Furniture Company
	Blue Ridge Electric
	Caldwell Community College & Technical Institute
	Caldwell County Chamber of Commerce
	County and city EMS
	Greenway Public Transportation System
	Municipal and county managers
	Public schools
<b>Catawba</b>	Catawba County Chamber of Commerce
	Catawba Memorial Hospital



	Catawba Valley Community College
	Commscope
	Corning Optical Communications
	County and city EMS
	DLP Partner Frye
	Duke Energy
	Gardner -Webb University at Hickory
	GKN Driveline Newton
	Greenway Public Transportation System
	Hickory Regional Airport.
	Human Resources Dept.
	Lenoir-Rhyne University
	Public schools.
	Municipal and county managers
	Wal-Mart Associates, Inc.
<b>Gaston</b>	American & Efirid
	Belmont Abbey College
	Caromont Health (A Corp.)
	Cherryville Chamber of Commerce
	County and city EMS
	FKA Wix Filtration Corp.
	Freightliner Corp.
	Gaston College
	Gaston County Public Transit
	Gaston Regional Chamber of Commerce
	Gastonia Municipal Airport
	Gastonia Transit
	Municipal and county managers
	Public schools

	Rutherford Electric Membership Corp.
	Wal-Mart Associates, Inc.
<b>Lincoln</b>	County and city EMS
	Lincoln County Chamber of Commerce
	Lincolnton-Lincoln Chamber of Commerce
	Lincolnton-Lincoln County Regional Airport
	Municipal and county managers
	Public schools
	Transportation Lincoln County
<b>McDowell</b>	Baster Healthcare Corp.
	County and city EMS
	IAC Old Fort, LLC
	Mayland Community College
	Montreat College
	Municipal and county managers
	Public schools
	Rutherford Electric Membership Corp.
<b>Mitchell</b>	Blue Ridge Hospital
	County and city EMS
	French Broad Electric Membership
	Municipal and county managers
	Public schools
<b>Watauga</b>	AppalCart Public Transportation Authority
	Appalachian Regional Healthcare System
	Appalachian State University
	Beech Mountain Chamber of Commerce
	Boone Area Chamber of Commerce

	Cherokee Tribe
	County and city EMS
	Municipal and county managers
	New River Light & Power Company
	Public schools
<b>Yancy</b>	Blue Ridge Medical Center
	Burnsville Yancy Chamber of Commerce
	County and city EMS
	French Broad Electric Membership
	Mars Hill University
	Mayland Community College, Yancy Learning Center
	Mountain Air Airport
	Municipal and county managers
	Public schools
<b>Corridor D MPOs &amp; RPOs</b>	Gaston Cleveland Lincoln MPO
	Greater Hickory MPO
	High Country RPO

# Appendix B. Corridor U Stakeholders

The following lists include major employers and identified organizations that may be impacted. The lists are in addition to all county elected officials, municipal elected officials, county and municipal public officials, and state representatives and senators. Rail and freight representatives will be identified in phase 2. These lists are supplemental to the identified governmental agencies and organizations.

**Table 2. STC US 74 (Corridor U)**

<b>Government</b>	<b>Stakeholders</b>	
<b>Anson</b>	Anson Community College	
	Anson County Chamber of Commerce	
	Anson County transportation system	
	County and city EMS	
	Municipal and county managers	
	NC Department of Public Safety	
	Pee Dee Electric	
	Public schools	
	South Piedmont Community College	
<b>Brunswick</b>	Brunswick Community College at Bolivia	
	Brunswick Community College at Shallotte	
	Brunswick Community College at Southport	
	Brunswick County Chamber of Commerce	
	Brunswick Electric Membership Corp.	
	Brunswick Transit System at Bolivia	
	Brunswick Transit System at Shallotte	
	Cape Fear Community College	
	College of Wilmington	
	County and city EMS	
	Municipal and county managers	
	Progress Energy Service	
	Wilmington International Airport	

	Public schools
<b>Cleveland</b>	
	Cleveland Community College
	Cleveland County Chamber of Commerce
	Cleveland County Transit -Public Transportation
	County and city EMS
	Duke Power
	Gardner-Webb University
	Municipal and county managers.
	Wal-Mart Associates, Inc.
	Public schools
<b>Columbus</b>	
	North Carolina Dept. Of Public Safety
	Brunswick Electric Membership Corp.
	Columbus Chamber of Commerce and Tourism
	Columbus County Municipal Airport
	Columbus County Transportation
	County and city EMS
	Greater Whiteville Chamber of Commerce
	Municipal and county managers
	Southeastern Community College
	Public schools
<b>Gaston</b>	
	American & Efirid
	Belmont Abbey College
	Caromont Health (A Corp.)
	Cherryville Chamber of Commerce
	County and city EMS
	FKA Wix Filtration Corp.

	Freightliner Corp.
	Gaston College
	Gaston County Public Transit
	Gaston Regional Chamber of Commerce
	Gastonia Municipal Airport
	Gastonia Transit
	Municipal and county managers
	Public schools.
	Wal-Mart Associates, Inc.
<b>Mecklenburg</b>	American Airlines, Inc.
	Bank of America
	Carolina Health System
	Central Piedmont Community College
	Charlotte Area Transit System
	Charlotte Chamber of Commerce
	Charlotte Dept. of Transportation
	Charlotte Douglas Airport
	Charlotte Housing Authority
	Charlotte Mecklenburg Black Chamber of Commerce
	Charlotte Mecklenburg Hospital
	Charter Communications, Inc.
	Coca Cola Bottling Company
	Cognizant Technology
	Crothall Healthcare, Inc.
	County and city EMS
	Daimler Trucks North America
	Davidson College
	Duke Energy Business Services

	Duke Energy Carolinas
	Food Lion (Corporate Office)
	Harris Teeter (Corporate Office)
	Insperty PEO Services
	Johnson C. Smith University
	King's College
	Latin American Chamber of Commerce of Charlotte
	Mecklenburg Emergency Medical Services Agency
	Mecklenburg Transportation System
	Municipal and county managers.
	Novant Health Corp.
	Presbyterian Medical Center Hospital
	Public schools
	Queens University.
	Teachers Insurance & Annuity Assoc.
	The Art Institute of Charlotte
	Universal Protection Service
	University Of North Carolina at Charlotte
	U.S. Postal Service
	Wal-Mart Associates, Inc.
	Wells Fargo Bank NA (A Corp.)
	Wilgrove Air Park
	Young Mens Christian Association
<b>New Hanover</b>	Cape Fear Public Transportation Authority
	Cape Fear Regional Jet Airport
	CEO Partnership
	City and county managers
	County and city EMS
	Duke Energy

	Greater Wilmington Chamber of Commerce
	Miller Motte College - Wilmington
	Municipal and county managers
	New Hanover Regional Medical Center
	Pilots Ridge Airport
	PPD Development
	University of Mount Olive at Wilmington
	University of North Carolina at Wilmington
	Wave Transit
	Wilmington International Airport
	Public schools
<b>Polk</b>	County and city EMS
	Isothermal Community College
	Municipal and county managers
	Polk County Chamber of Commerce
	Polk County Transportation Authority
	Public schools
	Richmond transit area
	Saluda Grade Rail Line
<b>Richmond</b>	County and city EMS
	Municipal and county managers
	Pee Dee Electric
	Perdue Products Incorporated
	Public schools
	Richmond Community College
	Richmond County Chamber of Commerce
	Lumbee River Electric Membership Corporation
<b>Robeson</b>	County and city EMS



	Lumbee Tribe
	Lumberton Chamber of Commerce
	Lumberton Municipal Airport.
	Mountaire Farms Of North Carolina, Inc.
	Municipal and county managers
	Robeson Community College
	Robeson County Chamber of Commerce
	South East Area Transit System
	Southeastern Regional Medical Center
	University of North Carolina at Pembroke
	Public schools
<b>Rutherford</b>	County and city EMS
	Dry Pond Airport
	Isothermal Community College
	Municipal and county managers
	NC Department of Public Safety
	Public schools
	Rutherford County Chamber of Commerce
	Rutherford County Transit
	Rutherford Electric Membership Corporation
	Rutherfordton Chamber of Commerce
<b>Scotland</b>	Brookhaven College
	County and city EMS
	Laurinburg Institute
	Laurinburg/Scotland County Area Chamber of Commerce
	Lumbee River Electric Membership Corporation
	Municipal and county managers
	North Carolina Dept. Of Public Safety

	Scotland County Area Transit System
	St. Andrews University
	Public schools
<b>Union</b>	Charlotte Monroe Executive Airport
	County and city EMS
	Harris Teeter
	Municipal and county managers
	Pfeiffer University
	Public schools
	South Piedmont Community College at Monroe.
	TDY Industries
	Tyson Farms, Inc.
	Union County Chamber of Commerce
	Union County Transportation System
	Union Power Cooperative
	Wingate University
<b>Corridor U MPOs &amp; RPOs</b>	Cape Fear RPO
	Charlotte Regional TPO
	Gaston Cleveland Lincoln MPO
	Isothermal RPO
	Lumber River RPO
	Rocky River RPO
	Wilmington MPO