



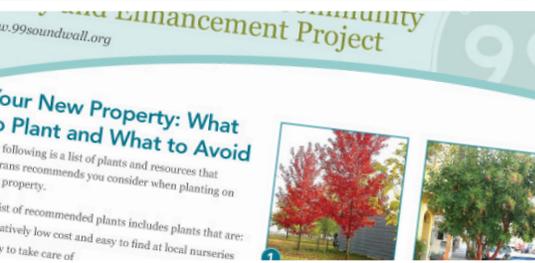
Public Participation Outreach Projects



final project summary report



outreach
lessons
tools
success
results



prepared by



February 2011

Public Participation Outreach Projects Final Project Summary Report

prepared by

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Overview

In November 2006, Caltrans engaged MIG, Inc. in an on-call Public Participation and Engagement Contract (PPEC) to foster public participation processes that enable the Districts and Headquarters staff to increase community involvement in discussions about transportation and mobility improvements across the State. A total of 46 task proposals were issued during the four-year contract period. The projects varied widely in scale, scope and location, ranging from one-day meetings to multi-year processes, from local to regional and statewide, and from rural to urban. Public participation and engagement methods utilized ran the gamut from the traditional to precedent-setting activities. What all of the projects had in common were a commitment to engaging involved communities as inclusively as possible, and to making the best possible use of the valuable input gained through public participation activities.

In addition, every project completed as part of the contract complemented and informed future projects. For instance, the Public Participation Plan designed to ensure broad and inclusive outreach for the California Transportation Plan (CTP) and Federal Statewide Transportation Improvement Program

(FSTIP) led to the creation of a continuously updated web portal and a robust program of public participation for the California Interregional Blueprint, which integrates State and Regional transportation plans and regional blueprint planning in relationship to SB 375 and AB 32 goals. The District 3 Corridor Stakeholder Consensus Facilitation served as a model for other districts wishing to facilitate public involvement in the development and acceptance of Corridor System Management Plans (CSMPs), and paved the way for an overall statewide CSMP website, www.corridormobility.org, which serves both Caltrans and the general public.

This compendium details how the public participation process was successfully implemented in a variety of local, regional, and statewide projects.



Public Participation and Engagement Contract Results

The projects engaged under the Contract benefited both Caltrans staff and the agency as a whole, resulting in a greatly enhanced capacity to effectively involve stakeholders and the public in transportation planning throughout the State. Results included the following:

Executive Summary *(continued)*

- Meeting and exceeding SAFETEA-LU public engagement requirements
- Substantially increasing in-house capabilities to communicate effectively with stakeholders and the public
- Building and/or renewing positive relationships with stakeholders and communities in Caltrans districts
- Improving and honing Caltrans' abilities to successfully interact with Environmental Justice communities
- Demonstrating Caltrans' commitment to the guiding principles of inclusive public participation and engagement
- Increasing interagency cooperation and collaboration
- Incorporating public input into transportation plan updates
- Effectively communicating and documenting project results
- Savings in costs and resources for Caltrans Maintenance

Meeting and Exceeding SAFETEA-LU Public Engagement Requirements

MIG's use of varied and innovative public involvement techniques assisted Caltrans in its goal of meeting the public engagement requirements stipulated in Section 450.210 of SAFETEA-LU. Each project built public involvement into the process as early as possible, engaging the public on a continuous basis throughout and providing opportunities for public review at key project milestones. A complete palette of public involvement tools and techniques was utilized, including:

- **Effective workshop planning**—Successful workshops are dependent on both the large and small details being addressed in an effective and timely manner. MIG processes encompassed everything from meeting logistics and pre-workshop stakeholder interviews to identifying key community concerns and issues. Attention to details such as meeting venue selection, availability of bilingual child care, and provision of light meals during lunch time and early evening meetings helped increase participation, especially from low-income participants.
- **Reaching the public**—Participants often respond best when hearing about a community meeting from multiple sources and MIG advised on these techniques to maximize coverage that ensured a strong turnout and participation.
- **Visualization techniques**—MIG made use of visualization tools such as “process graphics,” maps, illustrations or photo-simulations of suggested improvements, and PowerPoint presentations to foster engaged and informed discussions.
- **Workshop activities**—Workshops were educational and engaging events that featured multiple activities to solicit input, including large and small group exercises and discussions, “trade-off” games, interactive polling (“clicker technology”), and written comment cards. Wallgraphic recording, a method of using colored markers to record workshop comments on a large sheet of paper, helped participants see that their comments were noted and served as a useful tool to guide conversations.
- **Websites**—Several projects made use of MIG's TownSquare™, a flexible and powerful suite of web portal software tools specifically designed to improve decision-making and share information. These informational resources were updated throughout the life of the project so the public could stay up-to-date on project activities.

Executive Summary *(continued)*

Substantially Increased In-House Capabilities to Communicate Effectively with Stakeholders and Public

The projects implemented under this Contract served a dual purpose, not only increasing public participation in Caltrans planning, but also increasing agency staff skills and capacity in this important arena. Caltrans' technical expertise was linked with the public's irreplaceable input to improve project design and delivery and generated support for Caltrans' effort to improve mobility statewide.

Building and/or Renewing Positive Relationships with Stakeholders and Communities in Caltrans Districts

Caltrans staff built and/or renewed positive relationships with stakeholders and communities in their districts. Positive results and proven successes not only contributed to specific projects, but also increased the communities' trust in Caltrans' credibility and laid the groundwork for ongoing constructive relationships as Caltrans returns to these communities for input in the future.

Improving and Honing Caltrans' Abilities to Successfully Interact with Environmental Justice Communities

In all projects, particular attention was paid to seeking out the involvement of traditionally underrepresented communities. In coordination with District staff, stakeholder lists were carefully compiled to include those representing Title VI communities, and these groups were engaged directly or through a Community Based Organization. Whenever a non-English speaking community was represented among stakeholders, potential participants were invited and provided with information about participation opportunities through local partners. Outreach and

meeting materials were translated into the appropriate languages, and interpreters were engaged for meetings. If a project focus was on training agency personnel or improving internal processes, emphasis was placed on considering how this could increase capacity to involve Environmental Justice communities in future planning. Several task proposals specifically funded work with tribal communities, communities of color, and low-income populations throughout the State, assisting Caltrans in its goal of meeting and exceeding SAFETEA-LU public engagement requirements regarding Title VI outreach.

Demonstrating Caltrans' Commitment to the Guiding Principles of Inclusive Public Participation and Engagement

Wherever possible, Caltrans proactively reached out to engage low-income, minority and Limited English Proficient populations, so these residents would have an opportunity to participate. Public participation activities were tailored to match the needs and interests of the participant groups, designed to accommodate participation in a variety of ways, and adjusted as needed. Activities had a clear purpose and were described in language that was easy to understand. Project information provided was accurate and trustworthy, and issues and supporting technical data were framed so that its significance and relevance were understood by participants. Clear indications of where and how participants could provide input and influence decision making were provided. All feedback received was given careful and respectful consideration. Finally, Caltrans maintained transparency, communicating the results of stakeholder and general public input in terms of its impact on decisions. This helped to achieve a sense of satisfaction with people who took the time to

Executive Summary *(continued)*

participate and provide feedback that their opinions were heard, accurately documented, and considered in the decisions at hand.

Increasing Interagency Cooperation and Collaboration

Identifying and engaging local agencies and jurisdictions as partners in public participation efforts added to the success of these planning processes. In turn, project successes improved cooperation and collaboration in working relationships between Caltrans and local agencies and improved Caltrans' image with the general public.

Incorporating Public Input into Transportation Plan Updates

Public involvement techniques were also incorporated into updating a number of the Districts' and Headquarters' Statewide plans, including CSMPs, Transportation Concept Reports (TCRs), District System Management Plan (DSMPs), Project Initiation Document (PIDs), Project Study Reports (PSRs), city, county, regional, and Statewide transportation and circulation plan updates. Based on this Contract, Caltrans District 4 involved stakeholders in a formal evaluation of its CSMPs and sought their advice on how to improve future updates.

Effectively Communicating and Documenting Project Results

Communicating and documenting results is a necessary step for keeping the public continuously informed and engaged in the planning process. For each project, this compendium lists deliverables such as meeting summaries, final reports, mobility guides, and website content that serve to let the public know that their comments are being heard and what the project status is.



Lessons Learned and Recommendations for Future Projects

One important element of a successful process is determining agency and community readiness. By constantly reviewing lessons learned with each project, Caltrans staff is reminded of all the critical steps needed to ensure success and to improve the process for the next project. Lessons learned and associated recommendations for improvement in the ongoing Caltrans Public Participation process include:

Successful public involvement projects will continue to position Caltrans as a leader in the movement to coordinate transportation and land use planning decisions.

- Caltrans must always determine how “ready” the agency, its partners, and the public are for a proposed plan, program or project. Efforts taken to ensure agreements within Caltrans have helped surface innovative solutions and pilot activities. Information gleaned through stakeholder interviews and public surveys have helped Caltrans test public acceptance and understanding of a range of ideas. In many cases, the results indicated Caltrans would need to do substantial public education before these activities could be considered.
- Caltrans can successfully improve working relationships with local partners through ongoing dialogue and planning discussions at the strategic and technical level. Additionally, multiple Caltrans districts can effectively coordinate their stakeholder and public engagement efforts with the technical planning process to develop a unified approach and messages while still allowing for flexible, tailored activities to address localized needs.
- Caltrans can serve as a lead agency in the

Executive Summary *(continued)*

development of coordinated outreach related to local transportation and land use planning programs and apply lessons learned through this Contract to future projects.

- Caltrans works with a broad base of diverse stakeholders across the State and their proactive efforts to improve public engagement efforts will continue to distinguish the department nationally. Convening staff from Headquarters and District offices provides a unique opportunity to reflect on recent engagement efforts, lessons learned and identify future focus areas.

Coordination with partner agencies improves Caltrans' image and strengthens project outcomes.

- The public perception of Caltrans is greatly enhanced by agency staff participation, demonstrating Caltrans' commitment to innovative transportation and land use planning approaches.
- For public outreach on a statewide transportation plan, it is very important to leverage the local expertise of the Caltrans District staff and to use them effectively to bring stakeholders to the workshops. Close communications with Caltrans staff is critical throughout projects. For the future, it is recommended that more resources be put toward communications with Caltrans on large projects.

Coordinated timing and communication is crucial to project success.

- Successful public involvement requires significant preparation and collaboration. These efforts need to be undertaken with adequate timing and attention.
- The timing of public engagement activities is reliant on the coordinated effort of Caltrans and Caltrans' technical consultants. Public engagement activities are often not 'ripe' until

progress on technical work has been completed and there is an opportunity for generated input to guide the remaining technical work and analysis.

- Scheduling stakeholder meetings, such as Technical Advisory Committee (TAC) meetings, with the technical consultant at key project milestones provides an opportunity for community members to give useful and meaningful input that strengthens the technical analysis and generates ongoing support for the project.
- Given the complexities of Caltrans projects and the required coordination for a successful public engagement effort, a dynamic, engaged and pro-active project manager is extremely helpful for any project.



Websites with MIG Project Documentation

Documentation of the project work carried out under the PPEC can be found on the following websites:

- California Interregional Blueprint and California Transportation Plan: www.californiainterregionalblueprint.org
- Caltrans District Corridor Studies (CSMP/TCR), including I-80 HOT Lane Feasibility Study Outreach: www.dot.ca.gov/hq/tpp/corridor-mobility
- Caltrans Public Engagement Website, including Planning Horizons Training: www.dot.ca.gov/hq/tpp/offices/ocp/pp.html
- SR 99 Soundwall Community Safety and Enhancement: www.99soundwall.org
- District 5 – San Luis Obispo 46East Corridor Study: <http://www.dot.ca.gov/hq/tpp/offices/oasp/corridor-mobility-org/pages/d5-page.html>
- District 2 – Bike Guide: www.dot.ca.gov/dist2/pdf/bikeguide.pdf
- Smart Mobility Framework Workshop: www.dot.ca.gov/hq/tpp/offices/ocp/smf.html

list of projects

PROJECT NUMBER	PROJECT TITLE
2929.01 and 2929.03	District 9 - Chalfant Community Visioning
2929.02 and 2929.08	District 5 - SR 46 East Comprehensive Corridor Study
2929.04	Headquarters - Active Transportation and Livable Communities (ATLC) Committee Workshop
2929.05 and 2929.07	Headquarters - Public Participation Plan for the CTP and FSTIP
2929.06.....	District 9 - Benton Community Visioning
2929.09.....	District 3 - Kroy Pathway Conceptual Improvement Outreach
2929.11 and 2929.12	District 4 - Alameda-Oakland Estuary Crossing Feasibility Study
2929.13.....	District 2 - Cycling Guide
2929.14	District 2 - Building a Bicycle Transportation Partnership
2929.15.....	District 3 - Corridor Stakeholder Consensus Facilitation
2929.16	Headquarters - California Interregional Blueprint/ California Transportation Plan Web Portal
2929.17.....	District 3 - Corridor System Management Plans
2929.18	District 7 - Downtown Los Angeles US 101 Cap Concept Study
2929.19 and 2929.24	District 4 - Corridor System Management Plan Outreach
2929.20.....	District 4 - SR 82 Grand Boulevard Initiative Public Forum

list of projects

PROJECT NUMBER	PROJECT TITLE
2929.21.....	Headquarters - California Interregional Blueprint/ California Transportation Plan Public Outreach Activities
2929.22	Headquarters - Public Participation Internet Webpage: Contents Review and Improvement Implementation
2929.23 and 2929.34.....	District 5 - SR 1 and 183 Corridor System Management Plan
2929.25	Districts 7 and 5 - US Route 101 Corridor System Management Plan
2929.26	Headquarters - Project Initiation Document (PID) Improvement Facilitated Discussion
2929.27	District 12 - Corridor System Management Plans
2929.28	Headquarters - Caltrans Planning Horizons Presentation: Public Participation
2929.29	Headquarters - Corridor System Management Plan Educational Web Portal
2929.30 and 2929.39	District 10 - SR 49 TCR/CSMP Public Engagement Plan Development
2929.31 and 2929.38	Districts 10, 4, 3 - SR 12 Corridor Outreach Plan to Support MIS Study
2929.33	Headquarters - Strategic Planning Workshop for the Crenshaw Community of Los Angeles
2929.35	District 3 - I-80 High Occupancy Toll (HOT) Lane Feasibility Study Outreach

list of projects

PROJECT NUMBER	PROJECT TITLE
2929.36	Headquarters - Smart Mobility Framework Stakeholder Workshop
2929.37	District 4 - BART to Livermore Community Meetings
2929.40	District 3 - Grant Avenue/SR 128/ Russell Blvd. Complete Streets (City of Winters)
2929.41	Highway 99 Soundwall Community Safety and Enhancement Project
2929.42	District 3 - Colusa Market Street/SR 20 and 45 Complete Streets
2929.43	District 3 - SACOG MTP 2035 Update Environmental Justice Focus Groups
2929.44	District 3 - Corridor System Management Plan Transit/ Bicycle Performance Measures
2929.45	Headquarters - Tribal Employment Rights Office (TERO) Listening Session
2929.46	Headquarters - Caltrans Planning Horizons Presentation: Public Participation Best Practices
2929.47	District 1 - Broadway Engineered Feasibility Study Outreach Program

District 9—Chalfant Community Visioning

Project Summary

Caltrans District 9 and Mono County, with assistance from MIG, engaged residents of Chalfant in discussions about the future of this rural 600-person community located 15 miles north of Bishop, on US Highway 6. The process featured three community workshops that yielded a vision statement and set of principles that will guide County land use planning decisions through 2030.



Project Success

In addition to benefiting the community of Chalfant, the documents resulting from the visioning process were incorporated into the Mono County General Plan. They will also be used by Caltrans to inform future potential rural blueprint planning for the region, including the Regional Transportation Plan, the Benton Area Plan and the Mono County Environmental Assessment Report.



Outreach Methods

- Advertise in local newspaper
- Write and distribute Public Service Announcement (PSA) and community calendar announcements to local radio stations
- E-mail announcements through existing lists
- Post-meeting announcement on County website



Public Involvement Tools

Red, Yellow, Green Cards

Colored cards were used during facilitated large group discussion to gauge the level of community acceptance for any type of proposal (policy statement, development type, design strategy, etc.). Following the presentation of a concept, participants were asked to raise a red, yellow, or green card to indicate their level of agreement. A green card indicated agreement, a red card indicated disagreement, and a yellow card indicated a need for clarification or possible support for the concept with certain modifications. This technique allowed the meeting facilitator to quickly move through proposed concepts.

Comment Cards

MIG provided comment cards for participants who did not wish to speak publicly. Participants could fill out the cards and turn them in at the workshop itself or mail them afterward.

Graphic Recording

Wallgraphic recording is a hallmark of MIG meeting facilitation whereby workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted and serves as a useful tool to guide the conversation as well as serving as a formal record following the meeting.

Facilitated Large Group Discussion

MIG staff facilitated three large group discussions around questions designed specifically to solicit input that could be utilized by Caltrans planning staff.

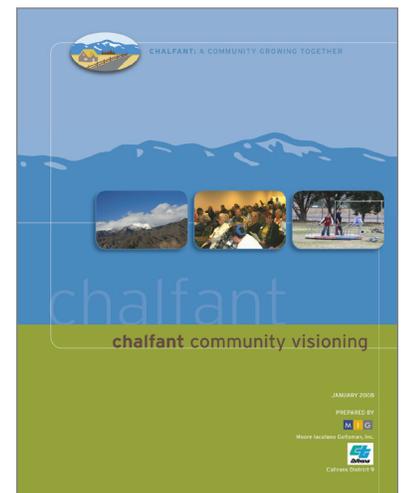
Environmental Justice Community Involvement

Meeting invitations were sent to all residents of the rural Chalfant community, which is an environmental justice community by virtue of being both rural and largely low-income.



Lessons Learned

Projects outside of Caltrans' responsibilities may have a significant impact on the process. In this case, the local school district was considering siting a new school in Chalfant. The school's location could have a significant impact on what was proposed in the future; however, the school district was not fully ready at the time of this process to identify specific school locations and related impacts.



Deliverables

Meeting Summaries
Final Project Report

District 5–SR 46 East Comprehensive Corridor Study

Project Summary

Caltrans District 5 worked with MIG to provide strategic facilitation services to complete a Comprehensive Corridor Study for a critical east/west transportation corridor for local, regional, and interregional traffic in California’s Central Coast. The resulting multi-agency collaboration featured a successful public engagement process that helped to identify interim and long-term corridor improvements, and was unanimously accepted by the San Luis Obispo Council of Governments (SLOCOG) Board, SLO County and endorsed by the City of Paso Robles.



Project Success

The successful planning process has improved working relationships between Caltrans and local agencies, and was honored by the California Transportation Foundation as the 2009 Public Outreach Program of the Year.



Outreach Methods

- Project branding (logo and tagline)
- Project newsletter
- Project fact sheets
- Press releases
- Workshop announcements: postcards, door hangers, canvassing
- Speaking engagements at local Rotary Club and on radio
- Local media coverage



Public Involvement Tools

Stakeholder Interviews

MIG conducted stakeholder interviews with individual and institutional representatives suggested by Study Team members. These interviews helped MIG develop the overall public involvement process and provided a preview of issues to be addressed.

Large Group Discussions

MIG facilitated large group discussions to generate dialogue about the experience of driving on SR 46 East. Meeting attendees provided a user perspective of the highway, a complement to the technical Caltrans perspective. The large group discussion, driven by key questions developed by MIG and Caltrans, served as a powerful method for residents to discuss their personal experience on the highway and build a sense of common purpose among meeting participants.



Small Group Exercises

Small group exercises allowed participants to provide feedback on transportation improvement scenarios by making use of aerial photographs and graphic game pieces depicting various improvement options.

Comment Cards

MIG provided comment cards for participants who did not wish to speak publicly. Participants could fill out the cards and turn them in at the workshop itself or mail them afterward.

Spanish Translation

MIG created Spanish-language meeting materials to encourage participation from Latino community members.

Visualization Techniques

MIG utilized visualizations of the proposed transportation improvements alternatives to make it easy for meeting attendees to understand the available options and provide their preferred recommendations.



Deliverables

- Community Engagement Plan
- Stakeholder Interview Summary
- Study Team Meeting Summaries
- Community Workshop Summaries
- Final Project Report

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District 5–SR 46 East Comprehensive Corridor Study

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Training Planners on Public Engagement Techniques and Strategies

The District staff partnered with MIG at every step in the process, and had the opportunity to discuss and implement a variety of successful public engagement techniques and strategies.

Project Website

The project website, www.46eastforthefuture.org, served as a virtual project portal. The site featured planning and background documents as well as a description of the Comprehensive Corridor Study (CCS) planning process and opportunities for public involvement. Project documents can now be viewed at www.dot.ca.gov/hq/tpp/offices/oasp/corridor-mobility-org/pages/d5-page.html. This project was featured as a case study at the April 22, 2009, Caltrans Planning Horizons. (See pages 23-27, www.dot.ca.gov/hq/tpp/offices/opd/past_files/PlanningHorizons_April22FINAL.pdf.)

Environmental Justice Community Involvement

MIG translated essential written materials into Spanish and coordinated with the Economic Opportunity Council, a local community-based organization and a local educator, to do outreach to the Latino community and youth so individuals would know they were welcome and would be able to fully participate in planning discussions. The Informational Workshop held on March 5, 2008, educated the public on the CCS process so that they could be better prepared to take part.



Results

The project resulted in greater agency partnerships and collaboration, increased public awareness of long-range, multi-jurisdictional transportation planning issues, integration of Caltrans policies (such as Context Sensitive Solutions) into the process, and the articulation of a long-term vision for the corridor, as well as improving Caltrans' image in the area.

The project demonstrated Caltrans' leadership on transportation and land use and improved relationships with key partners by developing a corridor study that accounted for Local Circulation patterns in conjunction with the development of the City of Paso Robles General Plan Traffic Circulation Element Update.

The final results of the process are reflected in the content of the Comprehensive Corridor Study and will be referenced in other local plans such as the Caltrans Corridor System Management Plan (CSMP) for State Route 46 and the SLOCOG Regional Transportation Plan.



Lessons Learned

Caltrans can successfully improve working relationships with local partners through ongoing dialogue and planning discussions at the strategic and technical level.

Headquarters–Active Transportation and Livable Communities (ATLC) Committee Workshop

Project Summary

Caltrans headquarters requested MIG's assistance to provide graphic recording services for the Active Transportation and Livable Communities (ATLC) Workshop on April 20, 2007 in Sacramento. MIG assisted the facilitator and helped create a visual record of the meeting's proceedings. The meeting provided an opportunity for Caltrans and external stakeholders to discuss ways to improve collaboration on methods for improving mobility and community livability. The meeting featured use of the "World Café" and graphic recording methods.



Outreach Methods

- Targeted stakeholder outreach: phone, letter and e-mail invitations



Public Involvement Tools

"World Café"

The "World Café" is a method for hosting conversations about questions that matter to a specific group. These conversations link and build on each other as people move between groups, cross-pollinate ideas, and discover new insights into the questions or issues that are most important in their life, work, or community. As a process, the "World Café" can evoke and make visible the collective intelligence of any group; thus, increasing people's capacity for effective action in pursuit of common aims.

Graphic Recording

Graphic recording is a hallmark of MIG meeting facilitation in which workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted, it serves as a useful tool to guide the conversation, and it provides a formal record of the meeting.

Small Group Exercises

Small group exercises allowed participants to provide feedback on transportation improvement scenarios by making use of aerial photographs and graphic game pieces depicting various improvement options.

Environmental Justice Community Involvement

Targeted invitations ensure participation from these groups or their representatives. Organizations representing housing, air quality, health, and environmental issues were active participants in this meeting.



Lessons Learned

The format of the "World Café" is useful for brainstorming issues and solutions, while building a sense of common purpose among diverse stakeholders. Graphic recording helps participants visualize emerging themes and areas for further exploration.



Results

- Improved partnerships
- Goals for collaboration



Deliverables

Wallgraphic

Headquarters—Public Participation Plan for the CTP and FSTIP

Project Summary

Caltrans headquarters requested assistance from MIG to conduct research on the most effective public outreach methods appropriate for the California Transportation Plan (CTP) and the Federal Statewide Transportation Improvement Program (FSTIP). The requirement was based on the passage of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) included changes to public involvement. In particular, 23 Code of Federal Regulations (CFR) § 420.210 directed a coordinated public involvement process for the California Transportation Plan (CTP), as well as the Federal Statewide Transportation Improvement Program (FSTIP). This federal law also called for broad, inclusive participation, including the participation of stakeholders and the general public. MIG spoke directly with individuals in a one-on-one setting, conducted small group discussions, and solicited opinions from people throughout the state using a web-based survey. The results of the research were used to develop a Public Participation Plan (PPP) for Caltrans' statewide transportation plans and programs. As part of this project, MIG edited and designed an attractive, user-friendly document: *PPP for the CTP and FSTIP* (dated June 2008).



Outreach Methods

The final PPP for the CTP and FSTIP recommends the following outreach methods:

- Attractive, easy-to-use website with a searchable online database of projects, organized by region
- An updated and comprehensive database of stakeholder groups, including underrepresented communities
- List of partner organizations that can distribute information and collect feedback on the CTP and FSTIP
- Newspaper announcements, flyers, posters, and other printed materials
- Statewide meetings in several locations
- Presentations by staff to local or statewide stakeholder groups
- A positive working relationship with the press

Early and continuous public involvement opportunities were provided.

Project Website

Information for the Public Participation Plan for the CTP and FSTIP is available online at: www.dot.ca.gov/hq/tpp/offices/osp/ppp.html. This helped fulfill the SAFETEA-LU requirements

regarding community involvement and use of visualizations, as specified under Section 450.210.



Public Involvement Tools

Stakeholder Interviews

During October and November 2007, MIG undertook a phone survey of 41 representatives of stakeholder organizations (public agencies, non-profit organizations, and the private sector) from around California. The organizations included representation from the broad categories listed in 23 CFR, Section 450.210.

Focus Groups

Using an on-line recruiting tool, MIG recruited participants for focus groups held in Oakland, Sacramento, Fresno, and Long Beach. MIG carefully screened participants to ensure each group had participants reflective of the State's cultural and economic diversity.

Process Graphic

MIG created a concept diagram or "process graphic" to help participants understand Caltrans' approach for developing the CTP and FSTIP.

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Deliverables

Research Methods Reports
Final Report and
*Public Participation Plan
for the CTP and FSTIP*

Headquarters—Public Participation Plan for the CTP and FSTIP

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Web Survey

MIG developed an on-line survey to solicit feedback on a statewide basis. Participants were asked questions similar to those asked in the focus groups and interviews.

Environmental Justice Community Involvement

Focus Group participants were screened to ensure participation of ethnically diverse and low-income participants. Targeted outreach was done to recruit some participants from local tribes. A \$60 stipend was paid to all focus group participants. The web survey tracked demographic information of the survey respondents.



Results

Caltrans developed its PPP, which incorporated many of the methods and ideas of this research project, and launched a CTP 2035 web portal (www.californiainterregionalblueprint.org). A web survey on the Draft PPP (also sent out to tribes by mail) received mostly positive feedback. Interviewees from stakeholder groups were very cooperative in getting the word out to their constituents on the PPP and the new web portal.



Lessons Learned

The process to develop the *Public Participation Plan for the CTP and FSTIP* effectively demonstrated that communities throughout the state do have an interest in the policymaking activities of the Department of Transportation. Focus groups from representative areas were able to assist the Department in identifying important strategies for disseminating information to, and collecting input from, the general public and key stakeholders. The guidance captured in the PPP will help to ensure that California citizens have access to the CTP and FSTIP processes.

District 9–Benton Community Visioning

Project Summary

Caltrans District 9 and Mono County, with assistance from MIG, engaged the small rural community of Benton, California in an extensive community initiative to plan for anticipated growth, development, and associated impacts to public facilities, including the state highway system, specifically US Highway 6 and State Route 120. The Benton Community Visioning was a proactive process resulting in a community vision statement, guiding principles, and a list of future build-out scenarios.



Project Success

In addition to benefiting the community of Benton, the documents resulting from the visioning process were incorporated into the Mono County General Plan. They will also be used by Caltrans to inform future potential rural blueprint planning for the region, including the Regional Transportation Plan, the Benton Area Plan and the Mono County Environmental Assessment Report.



Outreach Methods

- Print advertising in local newspapers
- Workshop announcements: local radio, e-mail, County website



Public Involvement Tools

Graphic Recording

Graphic recording is a hallmark of MIG meeting facilitation in which workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted, helps guide the conversation, and provides a formal record.

Small Group Exercise

MIG designed a land use scenario exercise to solicit resident attitudes towards growth and site-specific preferences for potential growth, circulation improvements and access to recreation. Using a land use map as a reference, participants were encouraged to mark areas of concern or opportunity on the map.

MIG developed a guide that each small group facilitator used to lead the conversation.

Large Group Discussion

Following the small group exercise, attendees reconvened and listened to designated “reporters” share the results of the small group discussions. These reports highlighted key themes and presented unique ideas.

Comment Cards

MIG provided comment cards for participants who did not wish to speak publicly. Participants could turn in the cards at the workshop or mail them.

Environmental Justice

Community Involvement

Benton is a rural, low-income community. All residents received outreach mails and methods were selected to reach the entire community. The project team also actively engaged the Benton-Paiute Tribe, conducting stakeholder interviews with Tribal representatives and promoting participation in the workshops to all Tribal members. A number of Tribal members attended the workshops.



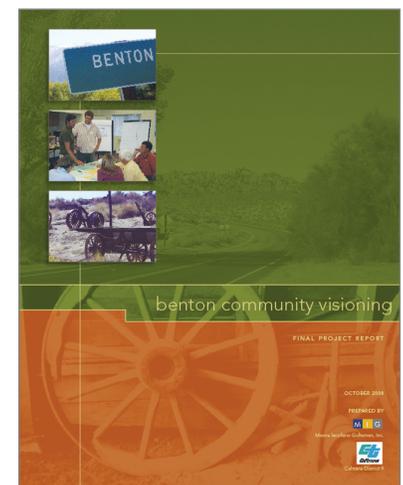
Lessons Learned

Even in a very small community, conflicts occur in scheduling meetings and must be addressed early in the process. Residents also need to receive information from multiple sources. In order to encourage the best input from participants, project team members should always take care to characterize small group activities as discussion and exercises, so they are not perceived as “games.”



Results

The public involvement process resulted in a clear community vision about how best to plan for future growth while preserving the qualities that residents value most. The project allowed the community to consider land use and transportation issues within a larger regional context, offering a proactive, “big-picture” approach. This project was featured at the April 22, 2009 Planning Horizons (see pages 19-22 @ www.dot.ca.gov/hq/tpp/offices/opd/past_files/PlanningHorizons_April22FINAL.pdf).



Deliverables

Meeting Summaries
Final Project Report
Maps of Preferred Growth

District 3–Kroy Pathway Conceptual Improvement Outreach

Project Summary

Caltrans District 3 partnered with the City of Sacramento to involve area residents and businesses in an open process to improve the safety and functionality of the Kroy Pathway. This short off-street pathway joins Kroy Way to 65th Street and is a key link between the Tahoe Park neighborhood and the 65th Street corridor and light rail station. The project was highly controversial and unpopular with neighbors due to the poor condition of the pathway. Through community input and participation, MIG helped Caltrans develop a collaborative approach to addressing neighborhood concerns and revising the project. The process involved MIG's facilitation of the staff working group and two community workshops that featured visualizations and conceptual drawings of phased pathway improvements.



Project Success

The Sacramento City Council approved the conceptual pathway design that resulted from this public involvement process. Land was relinquished to the City, resulting in savings in costs and resources for Caltrans Maintenance. The project was fully funded for engineering and construction by the 65th Street Redevelopment Agency. The new Kroy Pathway ribbon-cutting was held in early 2010. A ground-breaking event for the newly improved trail less than one year after this process is proof of success!



Outreach Methods

- Workshop announcements: postcards
- Mailers to key stakeholders, including public agencies, California State University, Sacramento, and interest groups
- Hand distribution of postcard mailers to light rail station users and the Tahoe Park Neighborhood Association
- Stakeholder interviews: phone



Public Involvement Tools

Open House/Workshop

MIG staff facilitated two workshops, each of which combined large group presentations followed by an open house. During the open

house portion of the workshop, participants were invited to visit "stations" of wall posters illustrating proposed improvements to the pathway, along with plans, lists of individual improvements, and preliminary costs. At each station, a working group member was available to answer questions and discuss the information. Post-it notes were available for people to write their ideas and comments and apply them to the posters and plans.

Large Group Discussion

At the second workshop, in June 2008, MIG facilitated a discussion following the informational presentation to answer questions about the proposed improvements, the process for paying for them, and the schedule for construction.

Agenda Packets and Comment Cards

Staff provided agenda packets that provided information for meeting attendees but also served as stand-alone documents for those unable to attend. The agenda packets included comment cards for attendees to use in addition to the opportunity to put post-it notes on the wall posters.

Illustrative Drawings

Plan and elevation view illustrations at the workshops allowed all participants to visualize proposed pathway improvements. The plan view drawings were also placed on an aerial view photograph of the current

pathway alignment so everyone could see how the pathway would be altered from its current alignment.

Environmental Justice Community Involvement

Meeting invitations were sent to all area residents and businesses.



Lessons Learned

Community input and participation are instrumental in developing a collaborative approach to addressing neighborhood concerns and revising a controversial and unpopular project so that it is well-received by the public and stakeholders.



Deliverables

Community Meeting Summaries
Final Report

District 4—Alameda-Oakland Estuary Crossing Feasibility Study

Project Summary

Caltrans District 4 partnered with the City of Alameda, the City of Oakland, and the Alameda County Transportation Improvement Authority (ACTIA), with MIG's assistance, to engage residents in discussions about a potential bicycle and pedestrian crossing of the Oakland Estuary. The crossing would provide an alternative to the narrow, poorly lit bicycle/pedestrian path in the Posey Tube, which is the only connection available between West Alameda and Downtown Oakland. The process featured a series of technical and policy advisory committee meetings and five community workshops that yielded three preferred crossing alternatives for further study.



Outreach Methods

- Print advertising in local newspapers
- Online advertising
- Project brochure
- Workshop announcements: postcards, e-mail, local radio, City website
- Project stands at local festivals
- Brochures and promotional items for Bike-to-Work Day
- Meetings of local transportation commissions
- Meetings with Chinatown and Webster Street business districts
- Meetings with local advocacy groups

Graphic Recording

Graphic recording is a hallmark of MIG meeting facilitation in which workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted, serves as a useful tool to guide the discussion, and provides a formal record of the meeting.

Comment Cards

MIG provided comment cards for participants who did not wish to speak publicly. Participants could fill out the cards and turn them in at the workshop itself or mail them afterward.

Policy and Technical Advisory Committees

The project team invited local and regional agency representatives to serve on a policy advisory committee to review and comment on project work and identify strengths, weaknesses, and potential regulatory constraints. Staff from these agencies and organizations was invited to join a technical advisory committee, which reviewed materials for technical feasibility, operability, efficiency, and other key issues.

Environmental Justice Community Involvement

Bilingual Chinese/English meeting invitations were sent to community residents, with special attention to the Chinatown neighborhood in Oakland. Posters included both Chinese-language and Spanish-language text, and a Cantonese interpreter provided language services at meetings upon request.



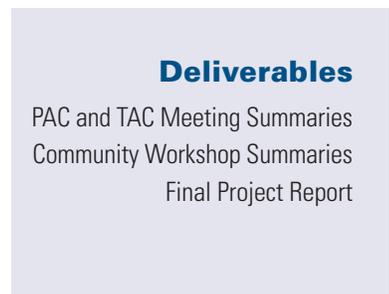
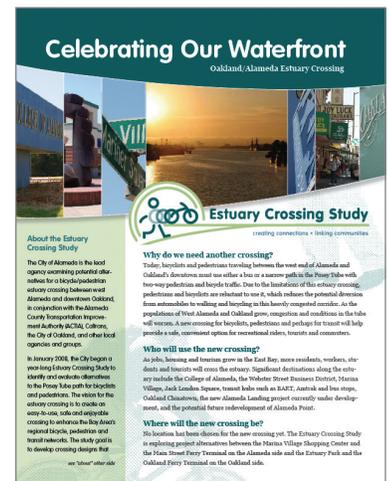
Public Involvement Tools

Community Meetings

Meetings held at different times on both the Oakland and the Alameda sides of the estuary ensured that any obstacles to crossing did not prevent attendance. This served a dual purpose—providing accessible locations for both Oakland and Alameda residents and offering alternative times.

Large Group Discussion

MIG staff facilitated a large group discussion around questions designed specifically to solicit input that could be utilized by the cities of Alameda and Oakland and Caltrans planning staff.



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District 4–Alameda-Oakland Estuary Crossing Feasibility Study

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Lessons Learned

The value of public participation is greatly increased by providing materials and interpretation in all languages spoken by community members, and taking steps to engage members of all communities affected by a plan. These considerations aid in ensuring environmental justice in community involvement. Engagement of stakeholders, including elected officials, from other communities affected by the project is also critical to building strong local support for implementation.



Results

Oakland and Alameda communities came together for a common purpose and helped select three preferred alternatives for further study. Staff and officials from throughout the region came together for the first time to identify feasible solutions.

District 2–Cycling Guide

Project Summary

Caltrans District 2 worked with MIG to update a cycling guide for rural state highways in Northern California. District 2 has an active cycling community, and the District’s highways provide bicycle access through the amazing landscape of Northern California. The District includes Lassen, Modoc, Plumas, Shasta, Siskiyou, Trinity, and Tehama Counties. District 2’s cycling guide had not been updated since 2003. MIG updated the route information and redesigned the guide in 2008 with a fresh new look and color coding to make it a quick reference guide for cyclists while on the road.



Outreach Methods

Through various forms of distribution including print and web, Caltrans reached a diverse cycling population. The District 2 Cycling Guide has been distributed via a number of channels, including:

- Mail lists of Chambers of Commerce, environmental organizations, California Highway Patrol, transportation commissions, city agencies, and local bike shops
- Bicycle transportation workshops
- Local festivals and bike day events
- Online PDF posted to Caltrans website (www.dot.ca.gov/dist2/pdf/bikeguide.pdf)



Public Involvement Tools

Planning Resource

The District 2 Cycling Guide continues to serve as a resource for planners interested in improving the bicycle network in their district. Additionally, it can be used in public meetings as a tool to provide information for participants in small group visioning and/or planning exercises.

Environmental Justice Community Involvement

Caltrans mailed the guide to key stakeholders and showcased it at workshops held in Summer 2008.



Lessons Learned

Feedback to the guide received from the public was very positive. Caltrans has a great store of bicycle transportation information that the public wants and needs. Presenting this information in an attractive, easy-to-use format extends its use and reach, and demonstrates a valuable service that Caltrans provides. Similar efforts on the part of other districts would increase the public’s ability to enjoy and access local routes.



Results

MIG created an informative, easy-to-use, and visually appealing cycling guide that cyclists from District 2 enjoy using. The bike guide has been positively received by cyclists within District 2. Other districts have been commenting on the guide and have been considering creating similar guides for their districts.



Deliverables
Final Cycling Guide

District 2—Building a Bicycle Transportation Partnership

Project Summary

Based on increasing interest in bicycling as a mode of transportation in northeastern California, MIG assisted Caltrans District 2 with the organization of a public/private partnership to promote bicycling and bicycle planning in the region. District 2 held two phases of workshops with a diverse set of stakeholders from both the public and private sectors. The first two were identical workshops, in Susanville and Redding. The purpose was to bring stakeholders together, inform them about the issues and opportunities, and assess the level of support for a partnership. Because the support was enthusiastic, a follow-up workshop, held in January 2009, focused on refining a proposed partnership charter and ideas for future collaboration. All of these ideas were recorded for future action.



Project Success

District 2 bicycle stakeholders have now successfully organized into a bicycle partnership, called the Norcal Bicycle Partnership. This group is meeting regularly, and held very successful Bike to Work weeks in Spring 2009 and 2010.



Outreach Methods

- Workshop invitation postcards
- Stakeholder outreach (an e-mail list of public agencies, bicycle groups, bicycle shop owners, health interest groups, colleges, etc.)



Public Involvement Tools

Stakeholder Workshops

Prior to the workshops, MIG trained Caltrans staff to facilitate small groups. The August 2008 workshops included PowerPoint presentations made by experts, including the California Bicycle Coalition and Caltrans staff, followed by small group conversations and a report-out to the larger group, with results graphically recorded. Each participant received a workshop binder with useful information. For the follow-up workshop in January 2009, the attendees again heard from experts and statewide officials and then broke into small groups to give feedback on the group charter.

Graphic Recording

Graphic recording is a hallmark of MIG meeting facilitation in which workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted, it serves as a useful tool to guide the conversation, and it provides a formal record of the meeting.

Discussion Questionnaire

In the August 2008 workshops, a questionnaire was designed for small group discussion that included space for participants to write individual comments. These were collected at the end of the meeting and incorporated into the workshop report along with the notes taken on flip charts and the graphic recording.

Environmental Justice Community Involvement

While the initial meetings involved bicycle stakeholders, project staff solicited ideas about other potential partners. This list was used to recruit others for the follow-up workshop as well as for the partnership database. Organizations on the list included schools, large employers, religious organizations, and health agencies, all of which are sensitive to environmental justice issues. A key result of the meetings was the conclusion that the bicycle system must be responsive to all users regardless of age, ability, or socio-economic status.

continued next page



Deliverables

Informational Workshop Binder
Workshop Summary Reports
Final Project Report

District 2—Building a Bicycle Transportation Partnership

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Lessons Learned

District 2 staff was very supportive of this project. Having a project champion, usually the project manager, is extremely helpful for any project, and it virtually guaranteed that this project ran very smoothly.



Results

This project brought together people from many different public and private organizations within District 2, including the California Bicycle Coalition and Shasta County Public Health.

Copies of the District 2 Bike Guide (Project 2929.13) were provided to all participants. The Guide is available online at www.dot.ca.gov/dist2/pdf/bikeguide.pdf. It's expected that this project will lead to more bicycle plans produced by the jurisdictions in District 2, more applications for state bicycle funding, and more local resources applied to bicycle facilities.

Clearly, the image of Caltrans District 2 has been enhanced among all of the individuals brought together for this bicycle partnership.

This project increased community partnership and successful networking with local partner agencies. It also assisted District 2 to not only meet but exceed the SAFETEA-LU public engagement requirements, and to support Caltrans DD-64-R1 (Complete Streets) to create bicycle advisory councils in each District.

District 3–Corridor Stakeholder Consensus Facilitation

Project Summary

MIG worked with Caltrans District 3 staff to facilitate stakeholder and public understanding and involvement in the development of six Corridor System Management Plans (CSMPs) (I-80/SR 51, US 50, I-5/SR 99, SR 65, SR 49, and SR 99N). The CSMPs focus on near-term capital and operational improvements to these congested corridors and must have the buy-in of all partner agencies to be effective. District 3 was the first in the state to conduct this level of outreach, and the project served as a model for other Caltrans districts. This project has enhanced the relationship between stakeholders and District 3 by focusing on the advantages of a cooperative approach.



Project Success

As a result of this process, all six CSMP documents were approved by regional transportation agencies.



Outreach Methods

- Project branding
- Focus meetings
- CSMP Website (www.corridormobility.org)*
- Corridor Updates (newsletters for each corridor)*



Public Involvement Tools

CSMP Brochure

The CSMP brochure explained the intent and process for developing the plans. It included a schematic that conveys the basic concepts of managed multi-modal corridor operations in symbolic form. This schematic is now in use at the statewide level.

Process Graphic

The process graphic, used in numerous formats, showed the process through time, including end products and public involvement.

PowerPoint Presentations

A PowerPoint template was designed using the project's logo and design elements, and was used in meetings throughout the process.

Working Paper and Final CSMP Document Template

MIG designed a working paper cover for each corridor and created a design template for the draft and final CSMP documents for each of the six corridors, including photos, maps, call-out boxes, graphics and color-keyed tables of information.

Maps

MIG worked closely with District staff to enhance GIS maps of corridor features, using Adobe Illustrator. The enhanced maps are easier to view and understand for the stakeholders and the public.

Focus Meetings and Graphic Recording

MIG facilitated three focus meetings that brought together key stakeholders to discuss major questions about the CSMP corridors. These meetings featured wallgraphic recording, where the facilitator used a large sheet of paper and colored markers to record answers to the agenda topics, allowing participants to see their comments recorded and fostering a more creative discussion. The wallgraphics were later photo-reduced and sent electronically to Caltrans and the meeting participants. Wallgraphic recording was also used effectively for all team meetings with District staff.

Project Website

Project information is available on the Corridor-specific pages of the statewide CSMP website at www.corridormobility.org. This helped fulfill the SAFETEA-LU requirements regarding community involvement and use of visualizations, as specified under Section 450.210.



Deliverables

CSMP Brochure
 Process Graphic,
 working paper covers
 Corridor Maps
 Meeting Summaries and
 Wallgraphic Reproductions
 Final CSMP documents

*included in a related project, #2929.17

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District 3–Corridor Stakeholder Consensus Facilitation

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Environmental Justice Community Involvement

The project addresses environmental justice through the involvement of stakeholders representing the interests of the traditionally under-represented, such as low-income transit users. The website and corridor updates were designed for both the stakeholders and the general public.



Lessons Learned

After the project began, District 3 staff decided for convenience and flexibility to use Microsoft Word for the working papers instead of InDesign. MIG designed the covers in InDesign and enhanced the maps. This approach provided needed flexibility and used software that more staff were likely to have experience using.



Results

The brochure, process graphic, working papers, corridor updates and final CSMP documents were distributed to stakeholders, and three successful focus meetings were held. Stakeholders developed a clear idea of corridor management, their roles, and the role of Caltrans in improving corridor operations. All six CSMP documents were approved by regional transportation agencies.

Headquarters—California Interregional Blueprint/ California Transportation Plan Web Portal

Project Summary

In 2008, Caltrans launched the interactive web portal, www.californiatrnsportationplan2035.org (or www.ctp2035.org) as a major public involvement tool for the California Transportation Plan 2035 (CTP 2035). The web portal was designed and administered by MIG using TownSquare™ technology. When the CTP update was postponed to allow time to develop and integrate the California Interregional Blueprint (CIB), MIG redesigned and revised the web portal to include information on both the CIB and CTP. Throughout the life of the project, the web portal was continuously updated with meeting announcements, agendas, progress reports, summaries, workshop packets and archived webcasts of stakeholder workshops. The web portal also provided opportunities for user input.



Outreach Methods

- E-mail announcements to public agencies
- Distribution by regional transportation planning agency Public Information Officers
- Promotion through partner agencies' newsletters and websites
- Promotion through League of Cities and the California State Association of Counties



Public Involvement Tools

The web portal included the following features designed to facilitate public involvement:

Document Library

A document library included the Public Participation Plan, stakeholder workshop materials, the Stakeholder Workshops Summary Report, the CIB Progress Report, and other documents that provide a comprehensive view of transportation planning and programming at the statewide level.

Meetings and Events

The meetings and events link provided information about upcoming symposiums and meetings and also included workshop packets, PowerPoint slide shows and webcasts from each session.

E-mail Updates

Users were able to sign up for e-mail updates and RSS feeds, as well as post and view comments.

Website Search Feature

The entire website was fully searchable, so users were able to access information quickly and easily.

Usage Reports

Key Caltrans staff held "administrator rights" to the portal, which allowed them to see all site visitor statistics and the list of users who signed up for updates.

Updates

The web portal served as an efficient and effective method to notify Regional Transportation Planning Agency and Metropolitan Planning Organization staff of recent updates, helping to fulfill Caltrans' goal of improving connections with these agencies. An e-mail was sent to all of those who had subscribed to updates whenever a major update or announcement was available.

Environmental Justice

Community Involvement

The web portal was a user-friendly means for people from all communities to learn about the CIB and CTP efforts and register their comments. One key attribute of the portal is website accessibility for those with limited vision.

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Deliverables

Final Web Portal,
continuously updated

Headquarters–California Interregional Blueprint/ California Transportation Plan Web Portal

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Lessons Learned

Mass notification through regional agencies and statewide organizations is needed to get the word out about efforts such as a new web portal.



Results

By getting the word out to regional agencies, the Web portal was well publicized. Hundreds of sign-ups for e-mail updates were received, creating a very useful list for specific e-mails at key points in the process, and over 650 people attended the CIB stakeholder workshops via webcast. This project also helped Caltrans meet SAFETEA-LU requirements to make public information available in an electronically accessible format, such as the worldwide web. Finally, feedback on the web portal was very positive.

District 3—Corridor System Management Plans

Project Summary

Caltrans District 3 staff worked with MIG to inform the public and stakeholders about the development of Corridor System Management Plans (CSMPs) through a series of outreach tools, including a dedicated website (www.corridormobility.org). These tools provide opportunities for stakeholders to download and view working papers and other documents, and also provide opportunities for feedback. The website has now been expanded as a statewide CSMP web portal, with links for each Caltrans District. This project builds on the work developed in Project 2929.15.



Outreach Methods

- E-mails
- Web search engines (Google, etc.)
- Stakeholder outreach



Public Involvement Tools

Webpage

MIG designed and operated a project webpage (now statewide), www.corridormobility.org, using Townsquare™ technology. The website used the same look and feel as the other CSMP products (see Project 2929.15), as part of a uniform approach to all materials. The home page featured links to each corridor's page, a welcome box with rotating photos, links to information about CSMPs in general, a document library, a calendar, and up to three featured mini-articles with links. The home page provided a link for users to sign up for e-mail updates and includes a commenting feature. The entire website was searchable. Each individual corridor page has downloadable documents, maps, and other relevant links.

MIG hosted this website through the contract period, which ended February 28, 2011. For continuity and continued usage, Caltrans kept the same URL and redirected this information to the Caltrans corridor planning website. This helped fulfill the SAFETEA-LU requirements regarding community involvement and use of visualizations, as specified under Section 450.210.

Newsletters

MIG designed newsletters (called Corridor Updates) for the US 50 Corridor and the I-80 Corridor. The newsletters were intended for stakeholders and the public as on-line newsletters that can be downloaded and printed. The corridor updates were educational about corridor operations, provided specifics of the corridor networks, and explained the process and schedule of the CSMPs.

Environmental Justice

Community Involvement

The website and newsletters are readily available to the general public, although these outreach methods are primarily intended for public agencies and others who are major stakeholders in planning for the District 3 CSMP corridors.



Lessons Learned

As the project progressed, it became clear that it would not be possible, for reasons of staff time, to produce more than one informational newsletter for each corridor. Resources were then focused on the webpage.



Results

Once the webpage was fully operational, it became a major portal for information and resources related to the District 3 CSMP process, useful both internally at Caltrans

and to all CSMP partners. For example, CSMP partners were referred to the website for the latest version of the CSMP working papers and final documents for downloading so that they could provide comments. The final design of the District 3 website, as well as all of the information on it, has now been successfully expanded to the statewide level, through Project 2929.29. The website has become and continues to be an extremely useful tool for communications between all 12 Caltrans Districts and their partner agencies.



Deliverables

Website
Corridor Updates

District 7–Downtown Los Angeles US 101 Cap Concept Study

Project Summary

Caltrans District 7 engaged MIG to collaborate with area stakeholders and EDAW in collecting stakeholder input on a proposal to cap US 101 in downtown Los Angeles. Student interns, managed by EDAW, participated in a community-based visioning process, to develop a range of ideas for an innovative, context-sensitive urban design concept for the site.



Outreach Methods

- Stakeholder interviews: elected officials, community leaders, city officials
- Los Angeles Times Op-Ed
- Extended outreach through Neighborhood Councils
- Web communication: blogs



Public Involvement Tools

Neighborhood Meetings

EDAW staff invited neighborhood representatives from specific groups, such as El Pueblo and the Downtown Los Angeles Neighborhood Council. These participants provided resource presentations and critiqued student products.

“On-the-Street” Interviews

Interns spent one day in the field interviewing residents and business owners from Chinatown and Boyle Heights, whose comments were then integrated into the final presentation.

Lectures and Panel Discussions

During lectures and panel discussions, private, non-profit, and public agency representatives with expertise in the history of Los Angeles, historic resources, urban design, local demographics, and other applicable topics were brought in to share their knowledge regarding the project area and surrounding context. Interns and experts shared questions and answers.

Environmental Justice Community Involvement

The community outreach component of the internship program for the Downtown Los Angeles US 101 Cap Concept Study was intended to “...energize the efforts of stakeholders and city agencies and engage the residents and business owners of adjacent neighborhoods such as Chinatown, Angelino Heights, El Pueblo, Boyle Heights, Civic Center and Little Tokyo...” These neighborhoods include residents with significant ethnic, cultural, and language diversity.

During the development of the internship program, EDAW did considerable “groundwork” in meeting with city and elected officials and their staffs to identify potential topics of concern for discussion. EDAW staff also made efforts to engage organizations that serve diverse communities, including El Pueblo and the Downtown Los Angeles Neighborhood Council.



Lessons Learned

Professionals and politicians were well-represented throughout the process and their involvement shaped how the interns came to understand the site, and the overarching social and political context. Greater involvement of community representatives throughout the process would increase student understanding of residents’ concerns about how best to design the site to meet their needs for parks and community amenities. This early involvement can also affect how

the project proceeds through local approval and implementation processes.



Results

The conceptual plans produced by interns, along with MIG’s extended outreach recommendations, will assist civic leaders, city planners, and transportation officials in further advancing urban revitalization goals in the future development of the 101 Freeway Cap concept.



Deliverables

Meeting Summaries
Conceptual Plan
Final Project Report

District 4–Corridor System Management Plan Outreach

Project Summary

Caltrans District 4, with assistance from MIG and in partnership with the Metropolitan Transportation Commission (MTC), the Alameda County Congestion Management Agency (CCMA) and the Contra Costa Transportation Authority (CTTA), engaged agency representatives from eight corridors throughout the Bay Area to describe the Corridor System Management Planning (CSMP) process and solicited corridor-specific input. During meetings held at key milestones, the Technical Advisory Committee (TAC) reviewed existing and future corridor conditions and brainstormed potential mitigation strategies.

Project Success

Based on the successful work done in this project, the District conducted an evaluation process to determine how to improve the development of future CSMPs.

Outreach Methods

- Identify and recruit TAC members from local agencies
- Advise TAC members of meetings via e-mail and telephone calls

Public Involvement Tools

Overall CSMP Brochure

In coordination with District staff, MIG produced color fold-out educational brochures that described the CSMP process. A color map identified the CSMPs underway in District 4.

Fact Sheets

MIG developed corridor Fact Sheets for eight corridors in District 4. Fact Sheets included an overview of the CSMP process, specific corridor descriptions, identification of preliminary corridor issues, a corridor map depicting congestion locations, and a list of Corridor Mobility Improvement Accounts (CMIA).

Graphic Recording

Wallgraphic recording is a hallmark of MIG meeting facilitation whereby workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted, and helps guide the conversation as well as serving as a formal record following the meeting.

Facilitated TAC Sessions

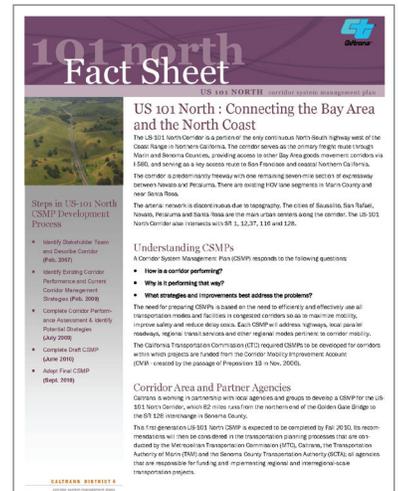
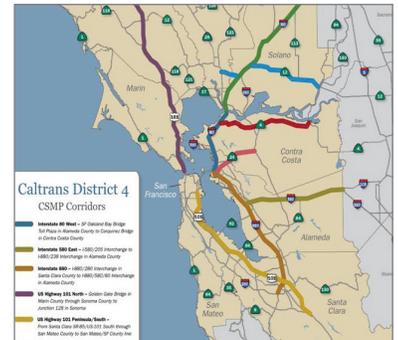
MIG staff facilitated TAC meetings in multiple corridors at key project milestones.

Project Website

Project information is available on the Corridor-specific pages of the statewide CSMP website at www.corridormobility.org. This helped fulfill the SAFETEA-LU requirements regarding community involvement and use of visualizations, as specified under Section 450.210.

Leadership Group/Stakeholder Roundtable Sessions on “Next-Generation” CSMPs

MIG worked with District 4 managers to develop a series of workshops to evaluate the first round planning effort for the CSMPs and to establish a framework for the next-generation documents. Two separate audiences were identified: first, a Leadership Group composed of executives from Department Headquarters, District 4, MTC, and the county CMAs; next, planners and staff from each of the representative groups, including city and county public works agencies.



Deliverables

Meeting Summaries
Fact Sheets
CSMP Brochure

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District 4–Corridor System Management Plan Outreach

continued from previous page

Environmental Justice Community Involvement

The project addresses environmental justice through the involvement of public agency stakeholders representing the interests of the traditionally underrepresented.



Lessons Learned

MIG and Caltrans developed an outreach plan in preparation for the project, including scheduling TAC meetings with the technical consultant at key project milestones. These meetings provided an opportunity for TAC members to provide useful and meaningful input that strengthened the technical analysis and generated ongoing support for CSMPs.

Following any extensive planning process, it is critical to reflect on successes and weaknesses, and to identify corrective actions, as necessary, to support further collaborative efforts.



Results

Ten draft CSMPs are being completed by District 4 staff. Local stakeholders are engaged in the planning process and have been able to provide input at key project milestones.

District 4–SR 82 Grand Boulevard Initiative Public Forum

Project Summary

Caltrans, with assistance from MIG and in partnership with the City of Redwood City, the San Mateo County Transit District, the Santa Clara Valley Transportation Authority, the City/County Association of Governments of San Mateo County, Joint Venture: Silicon Valley Network and San Mateo County Economic Development Association, hosted a public forum to educate the community about the Grand Boulevard Initiative for transforming the El Camino Real corridor. Changing trends in land use and consumer preferences have put this once thriving major urban arterial road in decline. The Grand Boulevard Initiative is geared to revitalize the El Camino Real corridor through land use decisions, transportation planning, and policy shifts, transforming it into a true “Grand Boulevard.”



Project Success

The well-attended Forum generated discussion, increased public involvement and aided in the formation of a Task Force for the ongoing El Camino Real Grand Boulevard Initiative. The continued success of the Initiative has included the release of the Final Grand Boulevard Multimodal Transportation Corridor Plan and Phase I of the Economic and Housing Opportunities Assessment, two state-level awards from the American Planning Association, and the securing of major planning grants from the US Department of Transportation and the Metropolitan Transportation Commission.



Outreach Methods

- Mass e-mail invitation
- Mass e-mail reminder
- Newspaper ads



Public Involvement Tools

Public Forum

MIG was responsible, in coordination with the event partners, for developing the agenda and coordinating speakers for the day-long public forum. The Forum featured thoughtful and provocative presentations by elected officials and transportation and planning

professionals, including Caltrans Director Will Kempton, on the history of El Camino Real and the Grand Boulevard concept, as well as possible strategies for addressing the policy, planning and investment shifts necessary to bring the El Camino Real Grand Boulevard Initiative into reality.

Graphic Recording

Graphic recording is a hallmark of MIG meeting facilitation in which workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted, it serves as a useful tool to guide the conversation, and it provides a formal record of the meeting.

Comment Cards

MIG provided comment cards for those who wished to give feedback on the issues discussed. Participants could fill out the cards and turn them in at the workshop itself or mail them afterward.

Environmental Justice

Community Involvement

The project addresses issues of environmental justice through the involvement of stakeholders representing the interests of those who are traditionally underrepresented, including local educational, housing, environmental, trade and economic associations.



Lessons Learned

The public perception of Caltrans was greatly enhanced by Director Will Kempton’s participation in the forum, demonstrating Caltrans’ commitment to innovative transportation and land use planning approaches. Although attendance and participation in the forum demonstrated great interest on the part of stakeholders and the public, there is a continued need for collaboration and coordination of policy by partner agencies in order for the Initiative to succeed in fulfilling its vision.



Results

Approximately 275 people attended the forum and participated in discussion. The process of bringing the El Camino Real Grand Boulevard into reality is ongoing. A task force has been formed to continue the work, and attendees were invited to stay involved in the local and regional conversations that will be part of the continuing project.

Deliverables

E-mail Invitation
E-mail Reminder
Agenda and Handouts
Final Summary Report and
Wallgraphic Reproduction

Headquarters—CIB/CTP Public Outreach Activities

Project Summary

Caltrans Office of State Planning, with MIG's assistance, launched this project in September 2008 to engage stakeholders and the public in the development of the California Transportation Plan (CTP) 2035 (Plan) with the intention that the Plan would include public input and have greater buy-in and support. This effort was planned to employ a variety of methods and strategies, based on recommendations in the recently updated Caltrans Public Participation Plan. In September 2009, the outreach workshops, which were the project's centerpiece, were postponed several months to accommodate a new and more broadly effective initiative, the California Interregional Blueprint (CIB). This additional time allowed Caltrans to highlight its efforts to integrate regional Blueprints for transportation and land use planning decision making at the state level. The workshops were redesigned to solicit the involvement of regional and local transportation planners, as well as Caltrans District staff.



Project Success

The stakeholder workshops informed the California Interregional Blueprint (CIB) Progress Report. The report completes the first phase of the overall CIB effort, giving a snapshot of the best planning information available to date to address new state and Federal requirements, including an analysis of greenhouse gases, while improving upon project delivery. This report will now guide Caltrans through a second phase of critical planning updates, including the development of robust modeling and data programs and a fully developed California Interregional Blueprint that will then become the foundation of the next update to the State's long-range transportation plan—the California Transportation Plan 2040.



Outreach Methods

- CIB/CTP Web portal (www.californiainterregionalblueprint.org); described in separate report on project 2929.16, the CIB/CTP Web Portal)
- Focus group recruitment ads on Craigslist
- Stakeholder workshop flyer, e-mailed and distributed by Caltrans Districts to regional and local transportation agencies
- Promotion of the workshops through invitations to Indian Tribes



Public Involvement Tools

CTP Scope/Focus and Summary Timeline Documents

Graphical documents explaining the CTP and the update process were produced for the public and stakeholders.

Brochure

A user-friendly summary of the CTP 2035 process and content was published in a brochure format.

Focus Groups

Six focus groups were held around the state in early 2009, presenting major new initiatives for the Plan and asking for reactions and ideas. Three of the focus groups were with individuals from stakeholder groups, and three were with members of the general public. The focus groups elevated the level of interest and involvement in the Plan among attendees and yielded many useful suggestions.

Stakeholder Workshops

MIG organized and facilitated stakeholder workshops in six locations—Redding, Sacramento, Fresno, Los Angeles, San Diego, and Oakland—during February-April 2010. Although open to the public, the workshops were specifically aimed at soliciting initial feedback on the CIB concept from stakeholders that included transportation professionals from regional agencies.



Deliverables

Scope/Focus Document
 Summary Timeline
 CTP Brochure
 Focus Group Summary Report
 PowerPoint Template
 Workshop Organization, Design,
 and Facilitation
 Workshop Packet
 Stakeholder Workshops
 Summary Report
 CIB Progress Report

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Headquarters–CIB/CTP Public Outreach Activities

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The workshops included educational presentations and handouts, with each presentation followed by electronic polling, a process in which participants' opinions on specific questions were solicited via FM radio input terminals, tabulated and immediately presented back to the group as a catalyst for discussion.

Webcasts

Five of the six stakeholder workshops were webcast, with handout materials available on the web portal for those attending via webcast. A link was also supplied to allow remote viewers to submit questions and input.

Project Reports

MIG wrote, edited and designed the Focus Groups Summary, Stakeholder Workshops Summary, and CIB Progress Report in an attractive, easy-to-read format.

Environmental Justice Community Involvement

For the CTP focus groups involving members of the general public, MIG carefully screened participants to ensure each group had participants reflective of the diversity within each community. The project addressed environmental justice through the involvement of stakeholders from public agencies representing the interests of the traditionally underrepresented, such as low-income transit users. The web portal was designed for both the stakeholders and the general public.



Lessons Learned

For such a large undertaking as public outreach on a statewide transportation plan, it is very important to leverage the local expertise of the Caltrans District staff and to use them effectively to bring stakeholders to the workshops. It has

also been important to be flexible in our approach to the workshops as their timing and purpose changed. Close communications between MIG and Caltrans staff has been critical throughout the project, due to the complex and comprehensive nature of the CIB/CTP outreach. For the future, we recommend that adequate resources be put toward communications with Caltrans on large projects.



Results

In combination with the Web portal described in the summary of project 2929.16, this public involvement effort has produced an effective box of tools for outreach and engagement of both stakeholders and the general public on statewide transportation plans. By leveraging the use of staff from the 12 Caltrans Districts and the regional transportation agencies, the reach of public and stakeholder involvement has been extended. Electronic communications – websites and e-mail – are now fully used as a quick and effective means to engage Caltrans' planning partners.

This project also assisted Caltrans in meeting new SAFETEA-LU Public Engagement Requirements as outlined in Section 450.210 (23 CFR 450.21), and is improving the integration of land use and transportation planning.

Headquarters—Public Participation Internet Webpage: Contents Review and Improvement Implementation

Project Summary

Caltrans' Office of Community Planning requested MIG to review the content and presentation of the Department's Public Participation and Engagement webpage and make specific recommendations and improvements to create an easy-to-use, visually appealing webpage, which provides improved information to encourage the use of best practices in public participation related to transportation decisions and assisted in meeting SAFETEA-LU documentation requirements. The webpage provides a showcase for specific public involvement projects, as well as examples of tools and best practices to help Caltrans project managers enhance their public outreach efforts.



Outreach Methods

Caltrans promoted the website internally to Districts interested in receiving funding support from the Public Participation and Engagement Contract (PPEC). This task was designed to improve the site so that it was more likely to engage District staff in using proven public participation techniques and illustrate the types of projects that could utilize these funds.



Public Involvement Tools

Project Webpage

The webpage, at www.dot.ca.gov/hq/tpp/offices/ocp/pp.html, includes a number of features designed to facilitate Department use of best practices in public participation, including:

Featured Presentations

The Featured Presentations element of the webpage includes links to MIG's two Planning Horizons presentations: both a video and a pdf of the PowerPoint presentation by MIG's founding principal, Daniel Iacofano, "Getting the Most Out of Public Involvement;" and a pdf of the PowerPoint for the Planning Horizons presentation by MIG's Carolyn Verheyen and Lou Hexter, on Public Engagement Best Practices.

Featured Project and Project Archives

The Project Archives provide a listing of all projects that utilized the Public Participation and Engagement process, with links to a printable project plate giving detailed information on each project. In order to assist Caltrans staff in quickly identifying appropriate project examples, the projects are sorted into the following categories:

- Corridor Planning
- Bicycle-Pedestrian Planning
- Meeting Facilitation
- Complete Streets
- Rural Planning
- Soundwall Health Safety Issues
- Information Portals
- California International Blueprint and California Transportation Plan
- Meeting Facilitation
- Community Visioning

Best Practices

The Caltrans "Best Practices in Public Participation" overview identifies success factors for achieving positive outcomes in public participation processes, and presents a series of case studies of PPEC projects that exemplify best practices for Caltrans' public participation and engagement. The Best Practices document incorporated innovative public participation techniques and included updated legislative requirements as directed by SAFETEA-LU and CFR 450.210.



Deliverables

Final Webpage Design Pages updated with new project examples on a regular basis throughout the term of the contract.

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Headquarters—Public Participation Internet Webpage: Contents Review and Improvement Implementation

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Information for Caltrans Staff and the General Public

The webpage provides a method of sharing project information, as well as a quick link for guidelines on meeting FHWA, FTA and Caltrans reporting requirements. The site also provides contact information for the PPEC project manager for those seeking PPEC resources on Caltrans outreach projects.

Environmental Justice Community Involvement

The purpose of the PPEC webpage is to share best practices that encourage and build capacity for Caltrans to engage the Environmental Justice community. The webpage provides links to other internal Caltrans webpages with valuable public information regarding Title VI, Environmental Justice and Context-Sensitive Solutions (CSS), making it easy to incorporate these elements in PPEC project proposals.



Lessons Learned

There is a real desire for Caltrans staff to see positive examples of public engagement. Public engagement is often perceived as difficult and sometimes negative. MIG's process is to emphasize the preparation and collaboration that needs to be done before Caltrans engages with the public to ensure that the first interaction is positive.

The PPEC projects are well documented and these examples can provide a strong foundation for District and Headquarters staff when considering the development of future public participation projects.



Results

The webpage continues to assist Caltrans staff in making the utmost use of Public Participation and Engagement practices and available funding in order to increase and improve the use of effective public participation in local, regional, and statewide transportation decisions. The webpage continues to function as an excellent method of sharing project results statewide.

This project also assisted Caltrans in meeting new SAFETEA-LU public engagement documentation requirements, as outlined in Section 450.210 (23 CFR 450.210).

District 5–State Routes 1 and 183 Corridor System Management Plan

Project Summary

Caltrans District 5, with assistance from MIG, developed a plan to engage stakeholder agencies including the Transportation Agency for Monterey County (TAMC), Santa Cruz County Regional Transportation Commission (SCRTC), and the Association of Monterey Bay Area Governments (AMBAG) in the development of the SR 1/183 Corridor System Management Plan (CSMP). The District had intended to complement the work of this internal group by engaging a broader audience including other local cities, groups, and the public at strategic project milestones. The process was postponed due to technical issues that needed to be resolved before a productive public engagement process can occur.



Outreach Methods

- Stakeholder recruitment through existing transportation committees and groups
- Electronic distribution including e-mail and website posting
- Informational webpage (www.corridormobility.org)



Public Involvement Tools

Fact Sheets and Graphics

MIG developed a corridor fact sheet for SR1/183, including an overview of the planned CSMP process, specific corridor descriptions, identification of preliminary corridor issues, a corridor map depicting locations of congestion and a list of Corridor Mobility Improvement Accounts (CMIA). Additionally, MIG developed a graphic that depicted the concurrent Transportation and Land Use planning activities in the corridor. The graphic illustrates the common timelines of these similar processes.

Project Website

Project information is available on the Corridor-specific pages of the statewide CSMP website at www.corridormobility.org. This helped fulfill the SAFETEA-LU requirements regarding community involvement and use of visualizations, as specified under Section 450.210.

Facilitated Technical Advisory Committee (TAC) Sessions

MIG staff facilitated TAC meetings in multiple corridors at key project milestones.

Environmental Justice Community Involvement

The public outreach plan included the development of appropriate project materials in English and Spanish, and suggested that outreach efforts be designed to reach members of the Latino community living along the SR1/183 corridor.



Lessons Learned

In most transportation planning processes, the technical data forms the foundation of facts upon which consensus with the community is built. Caltrans and its technical consultants must be in agreement on the timing and readiness of the technical data before the public is involved. In this project, Caltrans made a very important decision to delay engaging stakeholders and the public in this project until several issues were resolved. Timely engagement and coordination with key stakeholders will result in a more impactful public engagement process. Caltrans can serve as a lead agency in the development of coordinated outreach related to local transportation and land use planning programs.



Results

Work completed on the SR1/183 CSMP resulted in a commitment on the part of stakeholder agencies to coordinate public engagement activities related to transportation and land use activities including the CSMP, Regional Transportation Plan (RTP), and Blueprint planning process. Agreed upon messages for the CSMP include:

- Traffic and transit are key to coastal access.
- Local and state governments are working together, coordinating efforts to increase value for the public.
- Preparing CSMPs will increase safety and economic vitality for the region as a whole.

Deliverables

Fact Sheet
Meeting Summaries
Web Ready Content

Districts 7 and 5—US Route 101 Corridor System Management Plan

Project Summary

Caltrans Districts 7 and 5 worked with MIG to facilitate stakeholder input into developing a Stakeholder Engagement Plan for the U.S. Route 101 Corridor System Management Plan (CSMP) between Ventura and Santa Barbara. Because the corridor stretches across both Districts, each with unique planning contexts and outreach needs, the Stakeholder Engagement Plan provided a shared, over-arching approach for an optimal level of engagement of stakeholders on the corridor that is manageable and appropriate for the planning process, but also flexible with targeted and tailored outreach approaches within each District. MIG facilitated planning sessions using strategic visioning techniques with staff from both Districts and key partners from Metropolitan Planning Organizations (MPOs), Regional Transportation Planning Agencies (RTPAs), transit providers, local jurisdictions, and community leaders along the corridor.



Outreach Methods

- Joint planning sessions throughout the corridor
- An updated and comprehensive database of stakeholder groups and partner agencies
- CSMP frequently-asked-questions tailored to each District
- CSMP brochure
- Presentations by staff to local stakeholders
- Project website
- Shared outreach with related concurrent planning efforts



Public Involvement Tools

Strategy Sessions and Graphic Recording
MIG helped to design and facilitate two strategy sessions that brought together key stakeholders to discuss major questions about the CSMP process and how to engage stakeholders. These sessions featured strategic visioning techniques including wallgraphic recording, where the facilitator uses a large sheet of paper and colored markers to record answers to the agenda topics, issues and areas of agreement on process design. This system allows participants to see that their comments have been recorded and fosters a more creative discussion, supporting Caltrans' efforts to enhance its image. The wallgraphics are later photo-reduced and sent electronically to Caltrans and the session participants.

CSMP Brochure

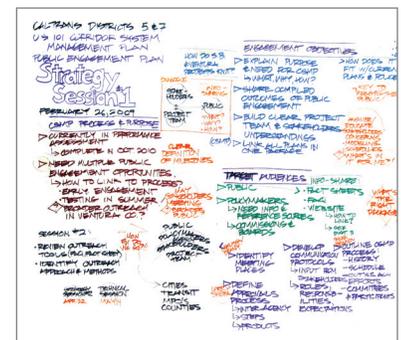
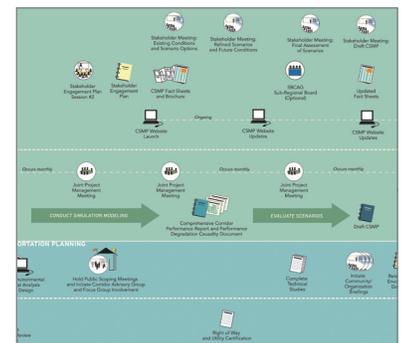
Based on the CSMP brochure designs created for other Districts, staff created a brochure specific to this project that explains the intent and process for developing the plans. It included a schematic that conveys the basic concepts of managed multi-modal corridor operations in symbolic form.

CSMP Frequently-Asked-Questions

Each District created its own frequently-asked-questions document, which provided project information tailored to their respective planning contexts, related and concurrent planning efforts, issues and opportunities.

Project Website

Project information is available on the Corridor-specific pages of the statewide CSMP website, which MIG created and maintained at www.corridormobility.org. MIG hosted this website through the contract period, which ended February 28, 2011. For continuity and continued usage, Caltrans kept the same URL and redirected this information to the Caltrans corridor planning website. This helped fulfill the SAFETEA-LU requirements regarding community involvement and use of visualizations, as specified under Section 450.210.



Deliverables

- Process Graphic
- Stakeholder Engagement Plan
- CSMP Brochure

continued next page

Districts 7 and 5–US Route 101 Corridor System Management Plan

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Process Graphic

MIG created a concept diagram or “process graphic” to help stakeholders understand the Districts’ approach for developing the CSMP overall, as well as District-specific activities for stakeholder engagement.

Environmental Justice Community Involvement

The project addresses environmental justice through the involvement of stakeholders, from both public agencies and local community-based organizations, representing the interests of the traditionally underrepresented, such as low-income transit users. The website and corridor updates were designed for both the stakeholders and the general public.



Lessons Learned

Caltrans can successfully improve working relationships with local partners through ongoing dialogue and planning discussions at the strategic and technical level. Local partners are critical to developing engagement processes and activities that address localized needs and contexts and effectively use limited project resources. Additionally, multiple Caltrans districts can effectively coordinate their stakeholder and public engagement efforts with the technical planning process to develop a unified approach and messages while still allowing for flexible, tailored activities to address localized needs.



Results

The Stakeholder Engagement Plan integrated the CSMP technical process with outreach activities to provide the optimal level of involvement of key stakeholders and the public throughout the corridor. It provided District staff and its broader planning staff with a clear, coordinated approach to stakeholder engagement throughout the corridor, while also providing tailored and targeted activities to fit each District’s unique context. Additionally, new and accessible communication materials provided District staff with appropriate tools to keep stakeholders and interested members of the public aware of and engaged in the process.

Headquarters–Project Initiation Document (PID) Improvement Facilitated Discussion

Project Summary

Caltrans engaged MIG to help facilitate a public engagement/outreach discussion focused on improving the Project Initiation Document (PID) process. A PID is a project-planning document that develops the cost, scope, and schedule for major projects on the State Highway System. The efficient use of PID resources has been a major issue, since PIDs should only be developed when there is a reasonable chance that the project will be programmed. On December 17, 2008, representatives from Caltrans Headquarters and various districts were joined by transportation representatives from San Mateo County to discuss opportunities to improve the PID implementation process. The meeting provided an important opportunity to test perceptions and gain feedback on how the PID process could be improved for both Caltrans and its partner transportation agencies.



Outreach Methods

Caltrans identified stakeholders who would take part in the all-day discussion. Representatives from San Mateo County agreed to host the meeting for Caltrans and participated to provide a stakeholders perspective.



Public Involvement Tools

Large Group Discussion

MIG facilitated a large group discussion in which attendees could express expectations for improvements to the PID process; review policy guidance; consider the needs of local partners; discuss the balance between Caltrans' and partner needs in PID development; explore opportunities for change in the PID process; and develop an action plan and next steps.

Environmental Justice Community Involvement

An improved PID process may help surface community issues, especially those in Environmental Justice communities, earlier in the process.



Lessons Learned

There is a tremendous benefit to Caltrans in engaging key stakeholders in review of relevant processes. Partner agency comments helped Caltrans identify mutual priorities and improvement processes.



Results

Participants in the discussion identified opportunities for change in the PID process and suggested many possible actions for improvement. While there were many areas of agreement, participants thought that some topics need further focused discussion by a topic "champion" supported by a small working group. Each group agreed to convene at least once before January 30, 2009, and report their progress or accomplishments to the Office of Projects/Plan Coordination. A final report documenting these actions was completed by MIG.



Deliverables

Final Meeting Summary
Draft Reminder Memo
with Action Items

District 12—Corridor System Management Plans

Project Summary

Caltrans District 12, in partnership with their Regional Transportation Planning Agency (RTPA), Orange County Transportation Authority (OCTA), and their Metropolitan Planning Organization (MPO), Southern California Association of Governments (SCAG), worked with MIG to inform the public and stakeholders about the development and final results of three Corridor System Management Plans (CSMPs) that included SR 57, SR 91, SR 22, I-405, and I-605, through a series of outreach tools and summary documents. These tools provided stakeholders with basic, essential and accessible project information, including how to provide feedback. The approach and deliverables were modeled on the work developed for the District 3 CSMPs (Project 2929.17), contributing to a consistent, statewide branding of CSMP, and supporting Caltrans' efforts to enhance its image.



Outreach Methods

- Project branding
- CSMP brochure
- CSMP fact sheets
- Project website (www.corridormobility.org)
- Partner meetings with local stakeholders
- Final CSMP Executive Summary document design



Public Involvement Tools

Partner Meetings with Local Stakeholders

Early in the CSMP process, Caltrans staff met directly with local jurisdictions throughout the three corridors to explain the purpose and background of the process, as well as to hear initial concerns and ideas from partners. Throughout the process Caltrans maintained regular contact with these stakeholders, particularly the MPO and RTPA.

CSMP Brochure

Based on the CSMP brochure designs developed for other Districts, MIG created a brochure specific to the District 12 CSMPs that explained the intent and process for developing the plans. It included a schematic that conveyed the basic concepts of managed corridor operations in symbolic form, as well as multiple ways to provide feedback to the process.

CSMP Fact Sheets

MIG created a fact sheet and map (also based on designs developed for other Districts) specific to each of the three CSMPs that provided detailed information about each project, as well as multiple ways to provide feedback to the process. In addition to explaining the corridor and CSMP purpose, each fact sheet highlighted corridor-specific issues, projects receiving Corridor Mobility Improvement Account funds, and congested locations throughout the corridors.

Maps

MIG worked with Caltrans staff to enhance technical maps of corridor features. The maps are featured in the fact sheets, brochure, presentation materials, and the final CSMP Executive Summary document. The enhanced maps were easier to view and understand for stakeholders and the public.

Final CSMP Document Template

MIG designed the CSMP Executive Summary draft and final documents for each of the three corridors, including photos, call-out boxes, graphics, and color-keyed tables of information.

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Deliverables

CSMP Brochure
CSMP Fact Sheets
Final CSMP Executive Summary
Document Design

District 12—Corridor System Management Plans

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Project Website

Project information is available on the corridor-specific pages of the statewide CSMP website at www.corridormobility.org. This helped fulfill the SAFETEA-LU requirements regarding community involvement and use of visualizations, as specified under Section 450.210.

The website features extensive project documentation—including brochures, fact sheets, maps and final CSMP documents—which are readily available to the general public and key stakeholders.

Environmental Justice Community Involvement

The project addresses environmental justice through the involvement of public agency stakeholders representing the interests of the traditionally underrepresented.



Lessons Learned

Caltrans can successfully improve working relationships with local partners through early and continuous dialogue and planning discussions at the strategic and technical level.



Results

Early outreach efforts provided local jurisdictions with a strong understanding of the CSMP purpose and outcomes. The brochure and fact sheets, as well as the statewide CSMP website, provided excellent visualization tools that assisted District staff in broadening outreach efforts. The draft and final CSMP Executive Summary documents enabled Caltrans to provide the primary, top-line results in an accessible, easy-to-read and concise format to support ongoing education and outreach efforts with key stakeholders.

Headquarters–Caltrans Planning Horizons Presentation: Public Participation

Project Summary

Daniel Iacofano, founding principal of MIG, Inc., made the presentation “Getting the Most Out of Public Involvement” as part of the Caltrans Office of Professional Development Planning Horizons series on April 22, 2009. Mr. Iacofano’s presentation provided an overview on the purpose and value of public involvement, reviewed a number of successful District and Headquarters projects recently completed or underway, and identified strategies and tools for improving public involvement efforts. The 45 minute presentation was followed by questions and discussion with a variety of Caltrans planning staff. A video presentation of the entire session and a copy of the presentation are available on the Caltrans Public Participation and Engagement (PPEC) Website at www.dot.ca.gov/hq/tpp/offices/ocp/pp.html, and is also archived on Caltrans’ Past Planning Horizons Presentation website (Presentation #55) at www.dot.ca.gov/hq/tpp/offices/opd/pastpresentations.html.



Presentation Summary

The presentation began with an overview of Caltrans’ legal and legislative requirements for public involvement, including SAFETEA-LU, Title VI, and Executive Order 12898 (Environmental Justice).

Mr. Iacofano explained that beyond these requirements, public involvement activities are an opportunity for Caltrans staff to improve project design and implementation. Public involvement accomplishes the following:

- Fulfills legal requirements
- Meets community expectations for review and consideration
- Provides critical information about proposed projects and related impacts
- Allows community to state preferences and priorities for alternative proposals
- Creates opportunities to mediate conflicting interests and priorities

When done well, public involvement activities can improve projects and build credibility and trust in Caltrans.

Mr. Iacofano presented a variety of important elements in public involvement, including:

- Reaching All Stakeholders
- Providing Project Information
- Getting Feedback

- Resolving Conflict
- Quantifying Results
- Achieving Outcomes

Project case studies included Benton Community Visioning, the SR 46 East Comprehensive Corridor Study, Kroy Pathway Conceptual Improvement, the *Public Participation Plan for the CTP and FSTIP*, and Public Involvement for CSMPs.

Environmental Justice Community Involvement

Mr. Iacofano reviewed a variety of methods for satisfying and exceeding Environmental Justice (EJ) requirements, including materials translation, ways to recruit EJ and underprivileged groups, and coordination with local community groups.



Lessons Learned

Caltrans works with a broad base of diverse stakeholders across the state and pro-active efforts to improve and innovate public engagement efforts will continue to distinguish Caltrans nationally. Convening staff from Headquarters and District offices provided a unique opportunity to reflect on recent engagement efforts, lessons learned, and identify future focus areas.



Results

The training provided Caltrans staff with a variety of techniques and strategies for using public involvement to develop stronger projects and an overview of recent successful public involvement efforts across the state.

- Improved partnerships
- Goals for collaboration

This project also assisted Caltrans in meeting SAFETEA-LU public engagement requirements, as specified under Section 450.210.



Deliverables

PowerPoint Presentation

Headquarters–Corridor System Management Plan Educational Web Portal

Project Summary

With over 40 Corridor System Management Plans (CSMP) underway throughout the State of California, the CSMP Educational Web Portal, www.corridormobility.org, was an important informational outlet for Caltrans staff, local agency staff and the public. The website featured general descriptions of the CSMP process and had unique webpages for each district and corridor with a CSMP underway. The site featured corridor descriptions, maps, and technical reports as they became available.



Outreach Methods

The web portal was promoted using the following methods:

- E-mails to Caltrans staff
- Listing on CSMP fact sheets and brochures
- Web search engines (Google, etc.)
- Stakeholder outreach



Public Involvement Tools

Project Website

MIG designed and operated the web portal, www.corridormobility.org, using Townsquare™ technology and templates. The website used the same look and feel as the other CSMP products, as part of a uniform approach to all materials. The home page featured prominent links to each Caltrans District's page, a welcome box with rotating photos, links to information about CSMPs in general, a document library, a calendar, and up to three featured mini-articles with links. The home page provided a link for users to sign up for e-mail updates and a commenting feature. The entire website was searchable. On each individual corridor page, there are downloadable documents, maps, and other relevant links.

MIG hosted this website through the contract period, which ended February 28, 2011. For

continuity and continued usage, Caltrans kept the same URL and redirected this information to the Caltrans corridor planning website. This helped fulfill the SAFETEA-LU requirements regarding community involvement and use of visualizations, as specified under Section 450.210.

MPO/RTPA Partnerships

Links to relevant Regional Transportation Planning Agencies (RTPAs), and Metropolitan Planning Organizations (MPOs) are provided on each district and corridor page. These links allow the user to visit the homepages of stakeholder agencies and increases the online profile and visibility of the overall site.

Environmental Justice Community Involvement

The website and newsletters were readily available to the general public, although due to the technical nature of these documents, these outreach methods were primarily intended for public agencies and others who are major stakeholders in planning for CSMP corridors.



Lessons Learned

The centralized web portal served both Caltrans and the greater public in learning about CSMPs. The integrated site provided the tools to understand this statewide planning effort at the corridor and district level.



Deliverables

Project Website
Site Updates and Maintenance
Staff Trainings

continued next page

Headquarters–Corridor System Management Plan Educational Web Portal

continued from previous page



Results

The full range of CSMPs underway are identified and described in one central online location that is easily accessible for Caltrans staff and the public. This resource provides a unique district-by-district glance at the innovative CSMP concept and will serve as an ongoing resource for future versions. It also serves to demonstrate Caltrans' leadership on coordinating transportation and land use planning activities. This web portal has served as an excellent method of information sharing for all Caltrans districts.

MIG staff trained Caltrans personnel to upload documents to the site and perform routine maintenance to keep site content current.

This project also supported Caltrans in meeting SAFETEA-LU Section 450.210 Public Engagement Requirements that included providing opportunities for public review at key decision points, providing adequate public notice, using visualization techniques, and documenting consultation with Metropolitan Planning Organizations and Regional Transportation Planning Agencies.

District 10–SR 49 TCR/CSMP Public Engagement Plan Development

Project Summary

Caltrans District 10, with assistance from MIG, led a multi-agency Transportation Concept Report (TCR) planning process. The TCR is a long-term planning document prepared in the Districts for each state highway. The project was guided by core TCR stakeholder agencies, including the Amador County Transportation Commission, Calaveras Council of Governments, Mariposa County Local Transportation Commission, and Tuolumne County Transportation Commission. Public workshops in three of the four counties focused on reviewing draft TCR corridor segment analyses and soliciting public input.



Outreach Methods

- Print advertising in local newspapers
- Write and distribute public service announcements (PSAs) and community calendar announcements to local websites
- Workshop announcements: e-mail, County website
- Flyers



Public Involvement Tools

Community Meetings

MIG coordinated with Caltrans and local partners to design and conduct workshops in four locations throughout the corridor study area. Community meetings featured technical presentations and a variety of interactive techniques including large and small group discussions, project prioritization, and mitigation brainstorming exercises. Other meeting techniques such as graphic recording and comment cards were used as well.

Project Development Team Meetings

MIG and Caltrans convened agency stakeholders from each county, as needed, to develop outreach activities and review technical planning issues. MIG facilitated these meetings and provided strategic process advice, as needed.

Project Website

Project information is available on the Corridor-specific pages of the statewide CSMP website at www.corridormobility.org. This helped fulfill the SAFETEA-LU requirements regarding community involvement and use of visualizations, as specified under Section 450.210.

Environmental Justice Community Involvement

Spanish translation was made available at the public workshops. Tribal representatives have been invited to participate in Project Development Team Meetings and Public Workshops. Tribal participation was strong in both Calaveras and Amador counties.



Lessons Learned

Information sharing and review with local agency partners at strategic intervals is critical to project success. Clear definition of the scope and purpose of the Transportation Concept Report contributes to community understanding and acceptance.



Results

Input generated at Project Development Team meetings and Community Meetings generated greater understanding and support for the TCR. Local agencies and Caltrans continue to work together to develop a highly usable long-range planning document.



Deliverables

Public Engagement Plan
Stakeholder Coordination Plan
Meeting Summaries
Workshop Summary Report
Speakers Kits
Posters

Districts 10, 4, 3–SR 12 Corridor Outreach Plan to Support MIS Study

Project Summary

Caltrans Districts 10, 4 and 3, with assistance from MIG, undertook a complex planning process to gain input from local agencies and the public regarding future investment along the SR 12 corridor. The Project Development Team (PDT) included representatives from Caltrans Districts 3, 4, and 10 and the Sacramento Area Council of Governments (SACOG), San Joaquin Council of Governments (SJCOG), and the Metropolitan Transportation Commission (MTC).



Outreach Methods

- Print advertising in local newspapers
- Write and distribute public service announcements (PSAs) and community calendar announcements to local radio stations
- Workshop announcements: local radio, e-mail, County website, www.corridormobility.org
- Postcards
- Speakers Kits
- Public Involvement Tools
- Project website (www.movingsr12forward.com)



Public Involvement Tools

Technical Advisory Group Meetings

MIG, Caltrans, and the technical consultant convened a Technical Advisory Group (TAG) to review technical planning issues and draft technical documents. MIG facilitated these meetings and provided strategic process advice as needed.

Public Meetings

MIG coordinated with Caltrans and the technical consultant to design and host two community meetings in the corridor. The community meetings featured technical presentations and other interactive techniques including large and small group discussions, and project prioritization. Other meeting techniques such as graphic recording and comment cards were used as well.

Project Branding

MIG worked with the PDT to develop a unique project brand so that all printed and electronic project materials were cohesive, represented all of the partners, and had a unified look and feel.

Fact Sheets

MIG produced easy-to-understand informational handouts that described the project and planning process. The handouts included graphics supplied by the technical consultant and visually depicted the extent of the planning area.

Project Newsletter

Project newsletters were produced in advance of the Existing Conditions and Improvement Options workshops. Newsletters were mailed to corridor residents and made available online.

Project Website

Products and updates were posted on the website at www.movingsr12forward.com, which is hosted on the statewide CSMP website, www.corridormobility.org. This helped fulfill the SAFETEA-LU requirements regarding community involvement and use of visualizations, as specified under Section 450.210.

Environmental Justice Community Involvement

Project materials were developed in both English and Spanish and outreach efforts were designed to reach members of the Latino community living along the SR 12 corridor.



Lessons Learned

Information sharing and review with local agency partners at strategic intervals is critical to project success. It is important to carefully plan for participation by a range of stakeholders, interested parties, and the general public.



Results

MIG facilitated strategic dialogue and planning with the PDT to support a regional consensus of the need and purpose for corridor planning and investment.

The process integrated transportation and land use planning decisions for consideration by stakeholders and the general public.

Deliverables

- Meeting Summaries
- Public Engagement Plan
- Print Advertisements
- Project Logo
- Postcards
- Informational Handouts
- Speakers Kits
- Project Display Boards
- Final Project Report

Headquarters—Strategic Planning Workshop for the Crenshaw Community of Los Angeles

Project Summary

MIG worked with Caltrans District 7 to involve the Los Angeles Urban League (LAUL), the California Department of Business Transportation and Housing Agency (BTH), the California Department of Housing and Community Development (HCD), the Southern California Association of Governments (SCAG), and key stakeholders in a strategic planning workshop for the Crenshaw community of Los Angeles. The workshop convened over 50 community stakeholders to identify opportunities that will further enhance and improve the quality of life in the Crenshaw community. Along with designing the workshop and documenting results, MIG prepared an overview of the outreach methods, and evaluated which program-stated goals were reached, including lessons learned and recommendations.



Outreach Methods

- Workshop invitations: e-mail, personal phone calls



Public Involvement Tools

Personal Invitations to Key Stakeholders

MIG worked with the project partners to identify key stakeholders with an existing or potential interest in improving the Crenshaw community. Personal invitations were extended and follow-up calls made to encourage participation.

Small Group Discussions

MIG facilitated topic-related discussion groups designed to encourage participant feedback on transportation and housing needs in the community and along the Crenshaw corridor. They also shared project, program, and funding opportunities and identified potential priority projects and partnerships.

Graphic Recording

Graphic recording is a hallmark of MIG meeting facilitation in which workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted, serves as a useful tool to guide conversation, and provides a formal record of the meeting.

Agenda Packets

Agenda packets contained resource information for meeting attendees and served as stand-alone documents for those unable to attend. The packets included agendas, copies of the presentations, a summary of existing community needs, and background information on the LAUL.

Networking

As a follow-up to the breakout group discussions, workshop participants were encouraged to network with potential partners and other colleagues to further discuss project ideas and next steps in pursuing priorities.

Environmental Justice Community Involvement

Project Team members worked with the project sponsors to develop a list of key stakeholders. This list served as a basis for developing a group of invitees, representing a variety of cultural and socio-economic backgrounds and interests.



Lessons Learned

Caltrans can successfully support housing and transportation opportunities that will meet the needs of communities by engaging with a variety of stakeholders at the local, regional, and state level. By providing the occasion to discuss issues and develop solutions, strategic planning workshops can provide future direction and enable partnerships.



Results

Workshop results included beginning discussion on a Community Action Plan to enhance the economic standards of the Crenshaw community; improved partnerships and coordination with local agencies, organizations, and stakeholder groups; identification of key projects and programs to meet unmet housing and transportation-related needs; engagement of a variety of stakeholders; and preparation and dissemination of a workshop summary report that lays the foundation of a workplan for the Crenshaw Corridor.



Deliverables

Meeting Summary
Final Project Report

District 3–I-80 High Occupancy Toll (HOT) Lane Feasibility Study Outreach

Project Summary

District 3, in partnership with Placer County Transportation Planning Agency (PCTPA) and Sacramento Area Council of Governments (SACOG), engaged stakeholders in examining the feasibility of establishing High-Occupancy Toll (HOT) lanes on a stretch of I-80, from I-5 to State Route 65, in Sacramento and Placer Counties. Since this would be the first HOT lane project in the Sacramento region, it was important to both educate stakeholders about how HOT lanes operate, as well as record their questions and concerns, as part of an overall assessment of HOT lane feasibility.



Outreach Methods

- Stakeholder interviews
- Public telephone survey
- Policy Advisory Committee meetings
- E-mails and phone calls
- Meeting agendas
- Client agency websites
- Informational webpage (www.corridormobility.org)



Public Involvement Tools

Stakeholder Interviews

Stakeholder interviews were conducted by MIG and technical consultants with 15 individuals and groups. Comments were graphic recorded on flipcharts. The interviews were conducted early in the study to determine if there were any “red flags” or specific questions that needed to be considered about the concept of HOT lanes. Individual interviews were also conducted with the six members of the Policy Advisory Committee.

Public Telephone Survey

MIG and an opinion research sub-consultant developed the research survey. Four hundred (400) residents in the general area of the proposed HOT lanes were surveyed by telephone. The survey included questions about knowledge and attitudes regarding High-Occupancy Vehicle (HOV) lanes, HOT lanes, and tolling.

Technical Advisory Committee Meetings

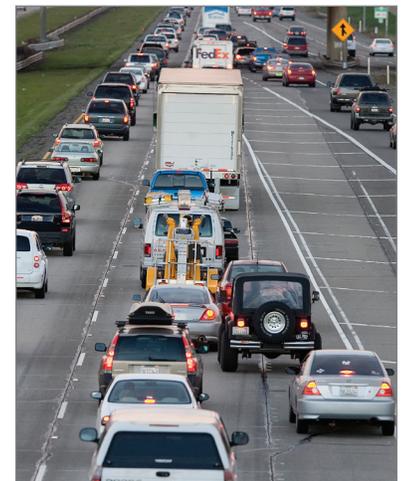
MIG created agendas, facilitated meetings, and provided meeting summaries for four Technical Advisory Committee (TAC) meetings. The TAC was composed of staff from agencies potentially affected by HOT lanes in this corridor, including regional transportation agencies, two counties, three cities, Caltrans, and the Federal Highway Administration.

Policy Advisory Committee Meetings

MIG created agendas, facilitated meetings, and provided meeting summaries for two Policy Advisory Committee (PAC) meetings. The PAC was composed of six officials from the Placer County Transportation Planning Agency (PCTPA) and the Sacramento Area Council of Governments (SACOG) Boards of Directors in whose jurisdictions the corridor lies.

Graphic Recording

At the PAC meetings, MIG used the technique of wallgraphic recording so that the elected officials who participated could see that their comments were heard and recorded. Graphic recording is a hallmark of MIG meeting facilitation in which workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted, it serves as a useful tool to guide the conversation, and it provides a formal record of the meeting. The wallgraphics were photo-reduced and included in the meeting summaries.



Deliverables

Stakeholder Interview Questions and Summary Report
 Public Telephone Survey Questions and Summary Report (Godbe Research)
 Fact Sheet
 Agenda Packets and Meeting Summaries
 Public Involvement Report

continued next page

District 3–I-80 High Occupancy Toll (HOT) Lane Feasibility Study Outreach

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Project Fact Sheet

MIG wrote and designed a one-page fact sheet that summarized the concept of HOT lanes, explained the variations that were possible for tolling, vehicle occupancy requirements, possible uses for excess revenue, and provided examples of where HOT lanes have already been implemented.

Project Website

Project information is available on the corridor-specific pages of the statewide CSMP website at www.corridormobility.org. This helped fulfill the SAFETEA-LU requirements regarding community involvement and use of visualizations, as specified under Section 450.210.

Environmental Justice Community Involvement

Several of the stakeholder interviews specifically targeted representatives of groups that are normally underrepresented in transportation planning efforts, such as low-income and transit-dependent individuals. The public telephone survey included a representative sample of residents of all income levels and cultural/racial groups in the zip codes surrounding the proposed facility.



Lessons Learned

Caltrans benefited from conducting the public involvement activities to gain an advance understanding of public attitudes regarding HOT lanes in the project area. The findings helped Caltrans determine a lack of readiness for this approach. Should Caltrans have proceeded with the HOT lanes proposal without the outreach process, the project would have encountered significant opposition and would probably not have achieved a positive outcome. The relationships that Caltrans has developed over time with stakeholders and members of the public in the project area could also have been negatively impacted.



Results

The very robust and detailed outreach process helped Caltrans to reach the conclusion that the public in District 3 is not yet ready for HOT lanes, and that current congestion does not warrant an immediate focus on implementing HOT lanes. The process also aided Caltrans in identifying issues that will need to be examined if further consideration is to be given to HOT lanes in the I 80 corridor and elsewhere.

Headquarters—Smart Mobility Framework Stakeholder Workshop

Project Summary

Caltrans headquarters hosted a stakeholder workshop on June 16, 2009, attracting 200 transportation and land use planners, focusing on the Smart Mobility Framework (SMF) Handbook, which featured breakout sessions organized along two tracks, the Handbook Contributor's Track and the Tools and Techniques Track. Caltrans requested assistance from MIG to ensure that the sessions on the Handbook Contributor's Track were interactive and provided opportunities for good discussion and feedback.



Public Involvement Tools

Project Website

Information regarding the SMF June 16th stakeholder workshop and the Handbook is available online at: www.dot.ca.gov/hq/tpp/offices/ocp/smf.html.

Stakeholder Workshop

The Handbook Contributor's Track featured two sessions, one focused on the place type definitions and transitions, as described in Chapter 3 of the Draft Handbook, and the other focused on the performance measures described in Chapter 4. Both sessions included an opening presentation on the material to be discussed and time for questions and clarification, followed by small breakout group discussions. The sessions closed with small group report backs and final remarks by the presenters.

Small Group Discussions

MIG designed small group exercises to solicit stakeholder feedback on two separate decision support tools outlined in the Smart Mobility Handbook: Place Types and Performance Measures. MIG's contribution included the creation of a detailed guide for those facilitating the small group sessions and a questionnaire for participants designed to elicit specific input. The groups were encouraged to reserve the last few minutes of each discussion to agree on the points reported back to the larger group.

Large Group Discussion

At the conclusion of the breakout group discussions, the larger group reconvened to hear reports from each breakout group. MIG facilitated the discussion and summarized the key points that emerged.

Graphic Recording

Graphic recording is a hallmark of MIG meeting facilitation in which workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted, is a useful tool to guide the conversation, and provides a formal record of the meeting.

Environmental Justice Community Involvement

Throughout the development of the Smart Mobility Framework, Caltrans actively sought the participation of a broad spectrum of groups involved in mobility issues and worked with key stakeholders to seek out the participation of Environmental Justice communities, grassroots organizations, and other groups interested in mobility issues whose input had not yet been gathered.



Lessons Learned

MIG and Caltrans met stakeholder expectations that materials are clear and understandable and discussion topics are manageable. Inviting public participation sets high expectations for follow-up on actions identified at the meeting.



Results

The workshop allowed the public and stakeholders to participate in the development of the Smart Mobility Framework Handbook and supply valuable feedback and suggestions for improvement. Documentation on the website helped Caltrans meet SAFETEA-LU Public Engagement Requirements regarding the use of visualizations, as specified under Section 450.210.



Deliverables

Small Group Discussion Facilitator Guides
Small Group Discussion Participant Guides
Summary Report and Wallgraphic Reproduction

Headquarters—BART to Livermore Community Meetings

Project Summary

The San Francisco Bay Area Rapid Transit District (BART) prepared an Environmental Impact Report (EIR) for its expansion to Livermore, which will take place primarily within the Caltrans right of way. Given the high level of community interest in this project, Caltrans District 4, in cooperation with the City of Livermore (City), requested assistance from MIG to engage the public in discussing the alternatives in the EIR. MIG, Caltrans, and the City worked with technical consultants to conduct three interactive workshops that helped community members identify goals for the project. These goals were then used to provide a framework for evaluating the alternatives. MIG worked with the technical team to develop interactive exercises that allowed for discussing these issues. MIG also facilitated the workshops, trained City facilitators, and summarized, transcribed, and synthesized all workshop results for the technical team and the City. The results were used to inform the Livermore City Council of project recommendations.



Project Success

In April 2010, the Livermore City Council unanimously supported the locally-preferred alternative to extend BART to Livermore. The City considered the workshops to be instrumental in garnering community involvement and intends to discuss this outreach process at various planning and engineering conferences as a model for other processes.



Outreach Methods

- Newspaper advertisements in local newspapers (Independent and Times Herald)
- Meeting Flyers/Posters in English and Spanish posted in Tri-Valley community centers
- Bus Cards displayed in Livermore Amador Valley Transit Authority buses
- Electronic meeting notices sent to EIR scoping meeting and community workshop participants



Public Involvement Tools

Informational Presentations

MIG provided guidance to the technical consultants, who provided information about the purpose and history of the expansion and EIR process, concerns and benefits of station area

planning, and information regarding transit area transportation, economics, and placemaking.

Small Group Exercises

MIG developed large worksheets, which clearly detailed the proposed alternatives for location, configuration, and character of the BART expansion stations. This made it easy for meeting attendees, working within small facilitated groups, to understand the available options, identify and prioritize community objectives, and provide their preferred recommendations.

Large Group Discussions

Following the small group exercises, attendees reconvened and listened to designated “reporters” share the results of the small group discussions. These reports highlighted key themes and presented unique ideas.

Roundtable Discussion

MIG trained approximately 50 City staff members and volunteers to facilitate small roundtable discussions. In the discussions, workshop participants assessed how well each proposed station alternative met identified community objectives and then prioritized the list.

Comment Cards

MIG provided comment cards for participants who did not wish to speak publicly. Participants could fill out the cards and turn them in at the workshop itself or mail them afterward.



Matching Station Types with Community Goals																																																																																																			
Infill Station Inserts into existing transit corridor	Downtown Station Serves downtown area with high density of jobs and services	Freeway Intercept Station Serves freeway corridor with high density of jobs and services	Community Goals From General Plan 1. Provide for a high quality of life for all residents. 2. Maintain and enhance the City's natural resources. 3. Provide for a safe and secure environment. 4. Provide for a high quality of transit system. 5. Provide for a high quality of public services. 6. Provide for a high quality of public facilities. 7. Provide for a high quality of public works. 8. Provide for a high quality of public utilities. 9. Provide for a high quality of public safety. 10. Provide for a high quality of public health. 11. Provide for a high quality of public education. 12. Provide for a high quality of public culture and recreation. 13. Provide for a high quality of public housing. 14. Provide for a high quality of public transportation. 15. Provide for a high quality of public infrastructure.																																																																																																
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Deliverables

Memorandum of Input on Public Outreach Plan
 Outreach Materials – Meeting Posters, Flyers, and Newspaper Ads
 Group Worksheets and Picture Review Worksheet for Community Workshops
 Community Workshop Summaries

continued next page

Headquarters–BART to Livermore Community Meetings

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Visual Preference Workshop Exercise

MIG facilitated a Visual Preference Exercise to solicit input on station character possibilities for BART station types. Participants filled out Picture Review Worksheets to provide input on potential station design.

Environmental Justice Community Involvement

Project outreach materials were developed in English and Spanish and outreach efforts were designed to reach members of the Latino community in the Tri-Valley area.



Lessons Learned

MIG and Caltrans worked collaboratively with City staff, consultants, and community member expectations to develop and conduct education and input opportunities related to a significant transit expansion project. The community highly valued the opportunity to weigh in on this important issue during these early stages. There are many additional decisions and future controversies that will need to be resolved as additional planning work is completed and before the project is fully funded. This process allowed the City to involve residents early in a well-managed

and productive process and for Caltrans to demonstrate its commitment to improving mobility along the 580 corridor. This process may serve as a model for other communities desiring to reflect community opinion during the development and review of environmental documents for significant infrastructure projects.



Results

Approximately 125-150 participants attended all three workshops and participated in discussion. Community members expressed satisfaction with the process and gave feedback that the workshops were informative, interesting, and fun.

District 3–Grant Avenue/SR 128/Russell Blvd. Complete Streets (City of Winters)

Project Summary

MIG's Complete Streets team worked with Caltrans District 3, the City of Winters, and the community to identify safety and aesthetic improvement concepts along the SR 128 corridor. Preliminary concepts were developed to make the corridor a safer place for pedestrians and bicyclists while maintaining mobility for vehicle travel and access to local businesses. Special attention was given to the needs of the primarily Spanish speaking residents of the El Rio Villa community that have to walk across the I-505 bridge to get to work and school in Winters.



Project Success

The Complete Streets Concepts Plan was unanimously approved by the Winters City Council on February 15, 2011. City officials stated their appreciation for the MIG team's work on the project. The Plan met with support on all levels, from the community through to City of Winters and Yolo County officials and Caltrans District 3 staff. This represented a significant achievement of consensus between the community, the City and Caltrans that sets an important foundation for transportation improvements and development in the years ahead. These concepts will also be included as an addendum in future planning document updates such as the General Plan and the Caltrans Transportation Corridor Concept Report for SR 128.



Outreach Methods

- Print advertising in local newspapers
- Write and distribute public service announcements (PSAs) and community calendar announcements to local paper
- Workshop announcements: local radio, e-mail, County website
- English/Spanish Flyers at El Rio Villa Housing
- Postcards



Public Involvement Tools

Key Stakeholder Interviews

MIG conducted key stakeholder interviews in advance of the workshops to get a better understanding of the project area, project history and key issues to consider in the development of public involvement activities.

Community Meetings

MIG hosted two community meetings. The first meeting presented the project and solicited input for how to improve the corridor. Small group discussions provided opportunities for attendants to discuss improvement options in depth. Draft improvement concepts were presented for discussion and review at a second workshop.

Visual Simulations

MIG developed visual simulations to depict potential improvement options in the corridor. These simulations provided an additional method for residents to understand how the potential improvement option might look along the corridor.

Environmental Justice Community Involvement

Project materials were developed in English and Spanish and translation services were available at the workshops. A special Spanish-language workshop was conducted by bi-lingual MIG staff at the El Rio Villa housing development, specifically hosted to involve the Spanish-speaking population that lives there.



Deliverables

Meeting Summaries
Public Engagement Plan
Postcards
Visual Simulations
Proposed Plan and Section Views
PowerPoint Presentations
Final Project Report

continued next page

District 3—Grant Avenue/SR 128/Russell Blvd. Complete Streets (City of Winters)

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Lessons Learned

Complete Streets concepts are not yet integrated in Caltrans Design Guidelines, requiring an ongoing dialogue with Caltrans staff, the design team, and local partners. This supports Caltrans Complete Streets Deputy Directive DD-64-R1.

When planning for a corridor that includes a variety of conditions, breaking it up into specific sub-areas and phasing improvements in both the short- and long-term can clarify the issues for stakeholders and help create more appropriate plans that are easier to implement.

Caltrans facilities can be redesigned to accommodate truck traffic, agricultural equipment, and recreational vehicles while increasing safety and mobility for bicyclists and pedestrians.



Results

MIG's designs were informed by an extensive public involvement process that included focus group discussions with business owners and Spanish speakers along the corridor. The Complete Streets concepts that met with community approval included roundabouts, Class I and II bicycle facilities, and improved sidewalks for pedestrians. The concepts identified community-supported locations for improvements such as roundabouts at key intersections. Final concepts were unanimously approved by the Winters City Council and Planning Commission in February 2011, and will serve as a guide for corridor improvements in the future.

District 3–Highway 99 Soundwall Community Safety and Enhancement Project

Project Summary

Caltrans District 3, the City of Sacramento, and Sacramento County, with assistance from MIG, partnered to address health and safety concerns in the right of way between the Highway 99 soundwall and several properties on the east side of Highway 99. MIG coordinated and facilitated a public outreach process to incorporate stakeholder input on outreach implementation strategies, to discuss issues and concerns, effectively present the community benefits of eliminating this buffer area by selling the State right of way to property owners, and facilitate the steps in the process. This relinquished right of way will result in savings in costs and resources for Caltrans maintenance.



Project Success

This planning and outreach work will be used as a model for future partnerships between Caltrans, local jurisdictions, and low-income communities. The project resulted in the creation of a guide which other Caltrans districts can utilize in similar processes.



Outreach Methods

- Door-to-door outreach and outreach packets (English and Spanish language materials)
- Letters to community members in English and Spanish
- Postcard invitations for community meetings
- Project web page (www.99soundwall.org)
- Meeting amenities including food and bilingual childcare



Public Involvement Tools

Community Meetings

The project team organized and facilitated two community meetings in order to provide project information to property owners and residents in the project area. Both meetings were held at convenient locations in the project area. Food and bilingual childcare were provided. All meeting materials were provided in both English and Spanish.

On the Ground Outreach and Communications

The MIG Team included a grass-roots subcontractor who conducted door-to-door outreach in the project area. This provided a “friendly face” for the project, and provided project updates and an opportunity for property owners to ask questions and voice their concerns. This helped the project team remain responsive to community requests for information and action, as needed.

Environmental Justice Community Involvement

One of the primary objectives for this project was to promote environmental justice through improved public safety within the project area, which is a predominantly low-income residential area. Public participation in this process was necessarily targeted towards property owners and residents of the project area. All project information and community meeting materials were provided in English and Spanish languages.



Lessons Learned

This project represents Caltrans’ first effort to sell excess highway right of way lands to adjacent property owners to address public safety concerns and improve the environment for community members. Key lessons learned include the importance of working collaboratively within Caltrans and with local jurisdictions, and identifying answers

and solutions to key process points prior to sharing information regarding the project and project timeline with the community.



Results

MIG’s facilitation of this planning process helped result in a strong and effective collaboration between Caltrans District 3 Planning, Right of Way, Maintenance and Surveying departments. Approximately 25 percent of the property owners in the project area have already expressed intentions to participate and the vast majority of key issues and challenges associated with this process have been addressed and resolved.

Deliverables

PDT and Community Meeting Summaries
 Community Meeting Outreach Materials–Postcard Invitations, Flyers and PowerPoint
 “Frequently Asked Questions”
 Step by Step Guide to the Property Purchasing Process
 Visualizations/Sketches of Current Conditions and Potential Improvements to Property
 Project Guide for Other Caltrans Districts

District 3—Colusa Market Street/ State Routes 20 & 45 Complete Streets

Project Summary

Market Street serves as Colusa's Main Street, a regional thoroughfare for truck traffic, a local connection for traveling farm equipment and as the convergence of SR 20 and SR 45. MIG's Complete Streets team worked with Caltrans District 3, the City of Colusa and the community to identify safety and aesthetic improvement concepts along this rural corridor. Preliminary concepts were developed to make the corridor a safer place for pedestrians while maintaining mobility for vehicle travel and access to local businesses.



Outreach Methods

- Flyers delivered to local businesses
- Press Release to local newspaper
- Workshop announcements: e-mail, Chamber of Commerce listserve
- Postcards



Public Involvement Tools

Community Meetings

MIG hosted two community meetings. The first meeting presented the project and solicited input on assets and opportunities for improving the corridor. A set of preliminary improvement concepts was presented for discussion and review at a second community workshop.

Focus Workshops

MIG also held focus workshops with business owners along the corridor and Colusa Tribal representatives to solicit input specific to these groups.

Illustrative Drawings

MIG developed a series of plan views and sections to depict potential improvement options in the corridor. These drawings, along with built examples from other communities, helped residents understand how the potential improvement options might look along the corridor.

Environmental Justice Community Involvement

Colusa is a rural, agriculturally-based community with a strong historic small-town character, and concepts were developed with respect to these qualities. Project materials were developed in English, and Spanish translation services were available at the workshops. A special focus group session was held with Colusa Tribal representatives to solicit Tribal-specific input.



Lessons Learned

Complete Streets concepts are not yet integrated into Caltrans Highway Design Manual, requiring an ongoing dialogue with Caltrans staff, the design team, and local partners. Early and ongoing stakeholder engagement increases the likelihood of designing concepts suitable to the specific conditions in a particular community. Not all Complete Streets elements are appropriate for all corridors.

Caltrans facilities in rural agricultural communities can be redesigned to accommodate truck traffic, agricultural equipment and recreational vehicles while increasing safety and mobility for bicyclists and pedestrians.

A budgetary decision was made to omit the stakeholder interviews, which would have occurred before the outreach process. In hindsight, this put the effort at a disadvantage, because key decision makers did not share the same level of enthusiasm for Complete Streets



Deliverables

Meeting Summaries
Public Engagement
Plan Postcards
Proposed Concept Plan
and Section Views
PowerPoint Presentations
Final Project Report

continued next page

District 3—Colusa Market Street/ State Routes 20 & 45 Complete Streets

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planning as the general public. The Project Team would have benefited from having this information earlier in the process and would have modified the timing and approach for how these stakeholders were involved.

Communications between consultants, Caltrans headquarters, Caltrans District Project Managers and city staff should be well coordinated, and all public workshops, briefings and meetings should be completely documented. When introducing new transportation concepts to a community, the local governing board should be brought into the process as early as possible. City staff can also be the main speakers at workshops and briefings, with support from consultants and Caltrans, in order to gain greater receptivity on the part of local decision makers.

The development of support and capital cost estimate ranges for various types of Complete Streets components would be extremely useful to inform and assess local interest during feasibility studies.



Results

MIG's designs were informed by an extensive public involvement process that included focus group discussions with property, business owners and Tribal representatives along the corridor. Two community workshops were held to solicit input and present preliminary concepts.

The Complete Streets concepts, which identify design treatments for the entry blocks and middle blocks along the corridor, will be prioritized by local officials for funding as it becomes available. Two final community-supported concepts were presented to the City Council, Planning Commission and County Transportation Commission during the fall of 2010. Implementation of these concepts depend on a variety of factors including funding and technical feasibility. The Colusa Complete Streets Concept Plan will serve as a basis for future efforts.

District 3–SACOG MTP 2035 Update Environmental Justice Focus Groups

Project Summary

District 3 Planning and Local Assistance engaged MIG on behalf of the Sacramento Area Council of Governments (SACOG) to assist as they update their Metropolitan Transportation Plan (MTP) 2035, which addresses the new SB 375 mandates for a Sustainable Communities Strategy. As part of SACOG's innovative outreach for the MTP 2035, MIG conducted eight focus groups with environmental justice (EJ) community representatives throughout the SACOG region. The goal was to increase the breadth and depth of community participation from those typically not engaged early in planning processes. The input gleaned from these focus groups will be compared to responses from a similar effort in 2007 in order to analyze changes in perception and attitudes toward travel options within ethnic, low-income, and limited-English proficiency communities since the economic downturn.



Project Success

The focus group process drew participants who would likely not have attended a conventional community meeting, and yielded rich, detailed in-depth information regarding the transportation needs of communities who have very specific needs but fewer options, due to income and other factors.

In addition to informing SACOG's MTP 2035 Update, the comparative analysis will be extremely insightful for Caltrans, SACOG, and other agencies throughout the state working with EJ communities on the state highway system and local transportation planning; looking at land use and transportation patterns; assessing how to rescale investments; and contributing to decisions on how to address access to employment and housing, reduce greenhouse gases, and improve air quality.



Outreach Methods

- Focus group recruitment ads on Craigslist
- Flyers distributed through local community-based organizations (CBOs), tribes, and key community leaders
- Collaboration with a CBO representative to recruit English as a Second Language class participants



Public Involvement Tools

Focus Groups

Using Craigslist and working with local CBOs, MIG recruited participants for focus groups held in Sacramento, Yuba City, Placerville, and Woodland. MIG carefully screened participants to ensure each group had participants reflective of the diversity within each targeted community. Each focus group included 7-15 participants.

Mapping and Dot Voting Exercises

Group exercises allowed participants to provide feedback on desired transportation improvements. Using county-wide and region-wide maps of essential services and current public transit routes as a reference, participants were encouraged to mark where they lived and the places that are essential for them or their families to get to on the map. Participants were also asked to use colored dots to indicate their preferred priorities for local and regional transportation funding from among a list of options. In both exercises, color coding was used to distinguish those who drive from those who are reliant on other transportation modes.

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Transportation Funding Priorities Group Worksheet	
Priorities	Rating
Improve public transit services: Bus Service	•••••
Improve public transit services: Light Rail	•••••
Improve public transit services: Commuter Bus (or rail?)	•••••
Improve public transit services: Neighborhood Shuttles	•••••
Projects to provide bicycle lanes, sidewalks	•••••



Deliverables

Project Team Meeting Summaries
Outreach Strategy
Focus Group Summary Report and
2007-2010 Comparative Analysis

District 3–SACOG MTP 2035 Update Environmental Justice Focus Groups

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Environmental Justice Community Involvement

The project was specifically designed and geared to soliciting input from representatives of EJ communities within the SACOG region, including minority, low-income, and limited-English proficient communities. The recruitment message included an on-line survey that MIG used to assess income level, primary language, and ethnic background and reach participants with specific demographic characteristics. These included low-income populations; Spanish-, Mandarin-, and Vietnamese-speaking communities; as well as Asian, African American, Native American/American Indian, and Hispanic/Latino participants. The survey also enabled MIG to ensure gender balance and age diversity within the targeted demographics. Working through CBOs also drew several disabled participants who could speak specifically to the transportation needs of people with disabilities, especially as they relate to wheelchair users and Dial-a-Ride services.



Lessons Learned

Doing outreach through local CBOs enabled SACOG to engage participants from EJ communities who otherwise were unlikely to hear about the focus group opportunities. MIG worked closely with SACOG and a variety of CBOs to supplement its recruitment activities. The refreshments provided and the \$60 stipend paid for participation were very attractive to the participants, and proved to be an extremely cost-effective way to ensure participation from these communities.

The venue and availability of transit were also very important, and recent evening transit service reductions had a very real impact on some participants' ability to participate. Also, different cultural groups have different communication styles, so the energy and level of discussion in the groups may vary.



Results

Conducting outreach in communities that are traditionally underrepresented in transportation planning efforts helped engage participants who had never before attended community meetings. These participants were most interested in having their immediate transportation needs addressed, especially given the service reductions and fare increases experienced by those who relied on public transit. Some participants were less optimistic of longer term transportation planning, given current economic conditions.

In the future, Caltrans and SACOG can build on partnerships with CBOs to increase opportunities for EJ community involvement. Results from these focus groups will be available on SACOG's website (www.sacog.org); they will also inform SACOG's MTP 2035 and future funding decisions.

District 3–Corridor System Management Plan Transit/Bicycle Performance Measures

Project Summary

In developing Corridor System Management Plans (CSMPs) and the annual State of the Corridor (SoTC) Reports, Caltrans found that performance measures are an integral part of identifying the best improvement actions to generate desired results. The 2009 CSMP and 2010 SoTC for District 3 include numerous state highway system (SHS) performance measures. This data is regularly collected and reported, making it relatively easy to measure results. Caltrans is striving to provide more emphasis on non-SHS transportation modes in future plans and believes this can be achieved by developing similar performance measure for travel conducted on transit and bicycle. These measures are not readily available, and Caltrans requested assistance from MIG to involve stakeholders in identifying and developing bicycle and transit related performance measures that will help Caltrans determine if mobility is improving along the corridors.



Outreach Methods

- Bicycle and transit stakeholder outreach
- Workshop invitations: e-mails, formal letter, and phone calls
- Group interviews
- Working group sessions
- Meetings with Project Management Team (PMT)



Public Involvement Tools

Best Practices Discussion

MIG convened the PMT, consisting of stakeholders and agency partners, for a discussion of best practices to help inform development of the transit/bicycle performance measures.

Key Stakeholder Group Interviews

MIG conducted group interviews with key stakeholders early in the process to gather their advice on the project approach and best practices.

Working Group Sessions

MIG worked with the PMT to identify stakeholders willing to participate in working group sessions. MIG facilitated one two-hour bicycle working group session and one two-and-a-half-hour transit working group session. Key findings from the sessions established the foundation to develop, draft, review, and finalize the performance measures.

Environmental Justice Community Involvement

Environmental Justice communities, including low-income, limited-English proficiency, and minority populations, could benefit from enhanced transportation mode options along specific state highway corridors. Improved pedestrian and bicycle performance can increase low-cost mobility opportunities.



Lessons Learned

Developing the first transit and bicycle performance measures for identified state highway corridors required a clear purpose, method, and desired outcome. The process provided an opportunity for increased cooperation and collaboration with bicycle and transit advocates in CSMP planning. The process also provided an opportunity for stakeholders and the public to understand Caltrans' CSMP process and interest in bicycle and transit system improvement. These final performance measures will be used to inform future planning activities.



Results

Outreach participants identified opportunities to improve mobility along the CSMP corridors by focusing on the integrated management of the entire transportation network, including select freeway and parallel roadways, transit,

and bicycle components of the corridor. Participants agreed that improving transit and bicycle systems is a priority, though there was discussion regarding the most appropriate method to advance these modes. Participants requested clarification on the parameters of a corridor and how it applied to the mode and related travel patterns. Draft and final performance measures were developed in consultation and coordination with local partners and stakeholders. The performance measures will be incorporated into future CSMPs.



Deliverables

- Best Practices Summary Memo
- Stakeholder Groups Interview Summaries
- Bicycle and Transit Working Session PowerPoint Presentations
- Bicycle and Transit Working Session Summaries
- Draft and Final Bike/Transit Performance Measures

Headquarters–Tribal Employment Rights Office (TERO) Listening Session

Project Summary

In September 2010, Caltrans requested MIG assistance to facilitate a Listening Session with the California Tribes regarding the Tribal Employment Rights Office (TERO) ordinances dictating Caltrans' policies that apply to Tribal employment on transportation projects near Tribal lands. The Caltrans' TERO policy had been suspended for the past five years, leading to tensions between Caltrans and the California Tribes. Caltrans Director Cindy McKim approved updating the Caltrans' TERO policy and invited the Tribes to participate in its development. California Tribes are an underrepresented population and their early inclusion in TERO policy discussion was a historic event. The Listening Session focused on understanding the TERO ordinances, identifying TERO issues and barriers that exist in the State of California, and ultimately, forming a team and strategy to address the challenges identified and update Caltrans' policy on the issue.



Project Success

The meeting was well attended and participation was positive with members demonstrating mutual respect and cooperation by adhering to ground rules set by the facilitator. This constructive tone to the discussions enabled Caltrans to authentically listen to Tribal concerns. One of the main objectives of the meeting, which was to identify a small Action Team to create a framework on which to build the TERO policy update, was achieved and enabled an opportunity for Caltrans and the California Tribes to seek a collective resolution. This meeting and the formation of the Action Team was just one step in the ensuing TERO Deputy Directive (DD-74-R2) update; however, the neutral facilitation provided by MIG allowed for a productive work session and agreement on the tasks and outcomes that created a good foundation for the update to be achieved.



Outreach Methods

- Caltrans invited 30 TERO and Tribal representatives from 14 different tribes throughout the State of California.



Public Involvement Tools

Informational Presentations

Tribal TERO officers gave a presentation on how their ordinances operate, their expectations, and some of the issues they face. The presentations were followed by an overview from Caltrans staff on TERO, and a special presentation by a consultant from the National Council for Tribal Employment Rights of examples on how TERO-related issues have been addressed in other states.

Large Group Discussions

MIG facilitated and graphically recorded several discussion segments during the meeting, which helped identify and prioritize issues related to implementing TERO in California. The group discussions resulted in the identification of an Action Team, a list of action items, and next steps. The Action Team held its first meeting in September 2010.

Graphic Recording

Graphic recording is a hallmark of MIG meeting facilitation in which workshop comments are recorded with colored markers on a large sheet of paper. This method allows participants to see that their comments have been noted, helps guide the conversation, and provides a formal record.

Environmental Justice Community Involvement

The sole purpose of this project was to enhance communication and cooperation on TERO policy and its implementation with the California Tribes, an Environmental Justice community.



Lessons Learned

Caltrans can create a positive environment for discussing controversial issues between groups where there has been some tension, by involving a variety of presenters and outside specialists to get multiple perspectives on the issues. Graphic recording during informational presentations, in addition to that usually done during group discussion, helped surface and frame issues that can be more easily discussed by the group. Creating a visual reference for decisions made during the meeting, including using color coding to clarify priorities, helped to focus and advance the discussion.

Deliverables

Meeting Facilitation
Wallgraphic

Headquarters—Caltrans Planning Horizons Presentation: Public Participation Best Practices

Project Summary

Carolyn Verheyen, Principal and Lou Hexter, Senior Facilitator with MIG, Inc., made the presentation “Public Participation Best Practices” as part of the Caltrans Office of Professional Development Planning Horizons series on February 2, 2011. The presentation provided an understanding of the importance of public involvement in transportation planning, identified success factors for creating positive results, and reviewed a number of successful District and Headquarters projects that exemplify these best practices. The hour-long presentation was followed by questions and discussion with Caltrans planning staff. A copy of the presentation is available on the Caltrans Public Participation and Engagement (PPEC) Website at www.dot.ca.gov/hq/tpp/offices/ocp/pp.html, and is also archived on Caltrans’ Past Planning Horizons Presentation website (Presentation #73) at www.dot.ca.gov/hq/tpp/offices/opd/pastpresentations.html.



Presentation Summary

The presentation began with an overview of Caltrans’ four-year Public Participation and Engagement partnership with MIG. Ms. Verheyen noted that demonstrated successful outcomes of the contract included:

- Substantial increase in Caltrans staff outreach skills
- Improved relationships with stakeholders and agency partners
- Increased response to community concerns and advancement of responsive solutions
- Improved interagency partnerships
- Increased community collaborations
- Heightened environmental justice community involvement
- Public participation levels that exceeded SAFETEA-LU requirements
- Demonstrated receptivity to public input
- Improved overall project results

Ms. Verheyen then reviewed overall findings of the research conducted as part of the process of developing Caltrans’ Public Participation Plan for the CTP 2035 and FSTIP. This research indicated that Californians want to know more about how the transportation system is planned, programmed and funded, and that members of the general public provide invaluable insight into how the state’s transportation system is working and

what can be done to improve it. Caltrans agency partners and stakeholder groups also recognize and support the importance of participation, and everyone wants Caltrans to maintain transparency and keep the public informed.

Toward achieving these ends, Ms. Verheyen identified success factors for public participation processes—strategies likely to achieve positive outcomes, while ensuring that the project team is flexible and prepared for managing the unpredictable nature of public interactions. The success factors identified were:

- Develop shared goals and objectives
- Identify your partners and key stakeholders up front and throughout the process
- Develop agreements within Caltrans
- Develop agreements with your partners
- Create a solid foundation of facts
- Determine your readiness to go out to the public
- Start where you have agreement
- Understand where there are disagreements
- Focus on outcomes
- Evaluate your results

Mr. Hexter then presented a series of detailed case studies of PPEC projects that exemplify best practices for Caltrans’ public participation and engagement. Project case studies included Kroy Pathway Conceptual Improvement, the Crenshaw Neighborhood Workshop, the BART to Livermore



Deliverable

PowerPoint Presentation

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Headquarters–Caltrans Planning Horizons Presentation: Public Participation Best Practices

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Community Workshops, the SACOG Environmental Justice Focus Groups, the SR 46 East Comprehensive Corridor Study, the Highway 99 Soundwall Community Safety and Enhancement Project, the Chalfant and Benton Community Visioning processes, Corridor System Management Plan Outreach, and the City of Winters SR 128 Complete Streets Project.

Environmental Justice Community Involvement

Ms. Verheyen and Mr. Hexter showed numerous examples of how Environmental Justice (EJ) requirements were met and exceeded in all of the projects under this contract. All promoted the involvement of underrepresented communities through methods such as coordination with local community groups, targeted recruitment of EJ and underprivileged community members, materials translation, and consideration of how transportation projects can be geared to the needs of diverse areas such as rural, agriculturally-based communities. They also emphasized both the requirement and the need to engage the community in a fully inclusive way, in both the “Success Factors” and the characteristics of best practice in public engagement.

Several of the case studies specifically highlighted how MIG enabled Caltrans staff to achieve greater success in engaging EJ communities. In particular, the SACOG Environmental Justice Focus Groups demonstrated how working with local CBOs can draw participants who might not otherwise have heard about the participation opportunities, and yielded in-depth information about their transportation needs. The Highway 99 Soundwall project successfully engaged a predominantly low-income community, and the Chalfant, Benton and Winters projects educated staff on how to accommodate the distinct needs of rural, largely agricultural communities.



Lessons Learned

Pro-active efforts to engage diverse stakeholder groups and the public lead to a greatly increased ability for Caltrans to plan projects that meet public and stakeholders’ needs. Reviewing the best practices identified over four years of innovative public participation processes assists staff from Headquarters and District offices to continue utilizing public involvement as inclusively and successfully as possible.



Results

Forty Caltrans staff members attended the training, with over 30 participating via the Web. The training provided Caltrans staff with an understanding of the best practices for using public involvement to develop stronger projects. This allows community members to understand and support plans, designs, policies and programs; decision makers to move forward confidently; Caltrans to enjoy constructive relationships with the community, agency partners, and local staff and officials; and leads to mobility improvements which enhance the quality of life for all Californians.

This presentation and the related Best Practices overview served as an excellent method of sharing information and educating Caltrans planners statewide on public engagement best practices.

This project also assisted Caltrans in meeting SAFETEA-LU public engagement requirements, as specified under Section 450.210, summarized below:

- Provide early and continuous public involvement throughout planning process
- Provide adequate notice and allow public to comment at key decision points
- Consult with non-metropolitan local agencies & officials, MPOs, and RTPAs
- Seek out the traditionally underserved (low-income, minority, seniors, youth, rural communities)
- Public meetings held in convenient locations at reasonable times
- Use visualization techniques to describe statewide plans
- Public access for technical and policy information on statewide plans
- Public information made electronically accessible (websites)
- Allow access for public comment and demonstrate a response
- Provide periodic review of public involvement process
- Provide documented process for consulting non-metropolitan local officials
- Document process for consulting with Tribal governments

District 1–Broadway Engineered Feasibility Study Outreach Program

Project Summary

Caltrans and its local partners including the City of Eureka, Humboldt County and the Humboldt County Association of Governments have been working together for almost a decade to identify improvements that will address traffic and safety issues along a heavily-constrained three mile stretch of Broadway (Highway 101) through the City of Eureka. Caltrans developed a micro-simulation model that helped simulate the results of proposed improvements on Highway 101, as well as related impacts on local streets. While Caltrans communicated with stakeholders throughout the process of developing the model, they were having limited success engaging the business community. During Phase 1, Caltrans sought MIG's assistance to identify and engage business stakeholders in providing input on the model and proposed improvements and then developing a strategy for reaching the general public in the next phase of the project.



Outreach Methods

- Door-to-door outreach
- In-person and telephone communications with stakeholders
- Informational meeting invitation mailer to local property and business owners and operators
- Project brochure that was also used to promote the informational meeting
- Informational meeting to present the feasibility study



Public Involvement Tools

On the Ground Outreach and Communications

Property and business owners are often difficult to engage through traditional outreach methods and their involvement will be critical to Caltrans' success with the study. In order to develop an accurate contact list including information for both property owners and business operators and gauge their level of interest in participating in the feasibility study development, the MIG Team conducted door-to-door outreach with businesses in the project area.

Stakeholder Interviews

MIG contacted stakeholders in-person and by phone to encourage their attendance at the informational meeting and gauge receptivity to the study. Stakeholders contacted included: primarily property and business owners and operators and social service providers.

Informational Meeting

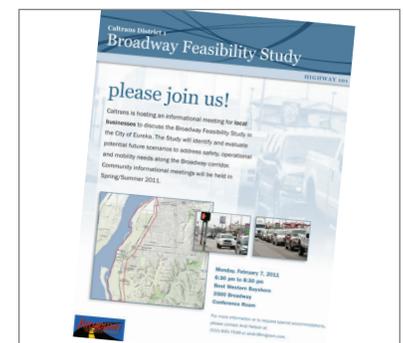
On February 7, 2011, MIG facilitated an informational meeting for stakeholders to provide them with an opportunity to learn about the Broadway feasibility study, share their issues and concerns, and provide feedback on public involvement activities that will be conducted.

PowerPoint Presentation

Working with District 1 staff, MIG developed a PowerPoint presentation for use in the informational meeting. The presentation reviewed the need for and purpose of the study, explained the study methodology, and shared the planned schedule.

Environmental Justice Community Involvement

The project is located in an area that is home to over one-quarter of the state's federally recognized Native American tribes, and the region is the ancestral territory of several of these tribes. The outreach process noted protocols regarding communications between Caltrans and tribal



Deliverables

- Stakeholder Contact List and Mailer
- Feasibility Study Brochure
- Informational Meeting Materials including PowerPoint Presentation
- Phase 1 Outreach Summary
- Phase 2 Outreach Strategy

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District 1–Broadway Engineered Feasibility Study Outreach Program

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representatives in order to ensure their positive participation. Attention was also paid to involve social service providers located on or near Broadway. These social service providers can help to effectively involve people with disabilities, low-income and minority residents, and the homeless and to ascertain that their safety needs are considered as they travel to and from these service providers.



Lessons Learned

Caltrans benefits greatly from direct communications with stakeholders and many property and business owners who were eager to help identify solutions to congestion and safety issues along Broadway. Also, the property and business owners were pleased to have a focused meeting dedicated to their needs because their issues are very different from the general public.



Results

Due to limited time and funding remaining in the PPEC contract, only Phase 1 of the planned outreach program was possible at this time. However, Caltrans now has a vetted contact list for key stakeholders and a strategy for their Phase 2 Outreach efforts.



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