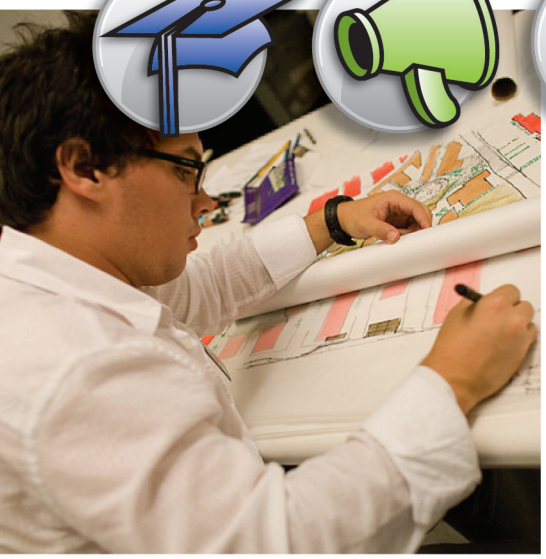

Caltrans

Public Participation Outreach Projects

project summary report

lessons
outreach
tools
results

prepared by

MIG

NOVEMBER 2009

Executive Summary

Overview

In November 2006, Caltrans engaged MIG, Inc., in an on-call contract 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. During the third year of the contract, public involvement processes and protocols continue to become more coordinated and effective at the district level, with direct public engagement tools becoming an intrinsic part of Caltrans planning.

Every project completed as part of the contract complements and informs 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 2035 CTP update. 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 is being successfully implemented in a variety of local, regional and statewide projects.

Project Successes

Meeting and Exceeding SAFETEA-LU Public Engagement Requirements

MIG's use of varied and innovative public involvement techniques assists Caltrans in its goal of meeting the Public Engagement Requirements stipulated in Section 450.210 of SAFETEA-LU. Each project builds 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 is 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 encompass everything from meeting logistics and pre-workshop stakeholder interviews to identifying key community concerns and issues.

- **Reaching the public**—Participants often respond best when hearing about a community meeting from multiple sources and MIG advises on these techniques to maximize coverage that will ensure a strong turnout and participation.
- **Visualization techniques**—MIG makes 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 are educational and engaging events that feature multiple activities to solicit input, including large and small group exercises and discussions, 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, helps participants to see that their comments have been noted and serves as a useful tool to guide conversations.
- **Websites**—Several projects have 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 are updated throughout the life of the project so the public can stay up-to-date on project activities.

Environmental Justice Community Involvement

In all projects, particular attention is paid, wherever possible, to seeking out the involvement of traditionally underrepresented communities. In coordination with district staff, stakeholder lists are carefully compiled to include those representing Title VI communities and these groups are engaged directly or through a Community Based Organization. Whenever a non-English speaking community is represented among stakeholders, potential participants are invited and provided information about potential participation through local partners. Outreach and meeting materials are translated into the appropriate languages, and interpreters engaged for meetings. If a project focus is on training agency personnel or improving internal processes, emphasis is placed on considering how this could increase capacity to involve Environmental Justice communities in future planning.

Training Agency Staff on Public Engagement Techniques and Strategies

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

Increasing Interagency Cooperation and Collaboration

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

Contributing to Plan Updates

Public involvement techniques are 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.

Communicating and Documenting 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 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 constantly reviewing lessons learned with each project 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 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 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.

- Caltrans' public perception 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, provide an opportunity for community members to provide useful and meaningful input that strengthen the technical analysis and generate 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.

Highlights of Upcoming Projects

There are three exciting new projects that Caltrans and MIG are just beginning work on. It is too early in the process to include detailed project summaries for these efforts, which address local issues and will serve as a basis for future public outreach projects incorporating new standards and best practices in transportation and mobility planning.

Winters Grant Avenue/State Route 128 Complete Streets Public Outreach (2929.40)

MIG will be assisting District 3 in a public outreach project in the City of Winters, California. This project represents an opportunity to incorporate the requirements of AB 1358, the California Complete Streets Act of 2008, and DD-64-R1, which require streets that equally respect the needs of all users – pedestrians, bicyclists, and cars. State Route 128 is Grant Avenue in Winters, California and acts as a 'main street' for the community with local businesses, on-street parking, and slower speeds. The Circulation Element of the City of Winters General Plan recommends it be widened and signals installed. The Draft Grant Avenue Access Study completed in May 2006 identified several alternative options for improvement. The overall goal is to effectively capture community input and result in a shared understanding and Council approval on what improvements should move forward on SR 128/Grant Avenue. This consensus would generate a written document that the City of Winters can use as a basis for future project phase prioritization. In addition, the agreed upon Complete Streets concepts will be captured and included as an addendum to the Caltrans Transportation Corridor Concept Report for SR 128.

City of Livermore BART to Livermore Community Visioning Workshops (2929.37)

The San Francisco Bay Area Rapid Transit District (BART) is preparing a Program Environmental Impact Report (EIR) for its westward expansion of the Dublin/Pleasanton line to Livermore. The proposed expansion will take place primarily within the Caltrans right of way. Caltrans District 4, in cooperation with the City of Livermore, has asked MIG to plan, coordinate and implement a concurrent community workshop process to reach out to residents and community stakeholders, elicit community discussion and input concerning the potential configuration and character of the BART expansion, and provide education on the latest in best practices in planning related to transit facilities and station areas.

State Route 99 Soundwall Public Outreach Project (2929.41)

Caltrans District 3, the City of Sacramento, and Sacramento County are partnering to address health and safety concerns in the State right of way between

the State Route 99 soundwall and several properties on the east side of SR 99. This is a very low-income, diversified area. MIG is tasked to design non-technical fact sheets in four languages, in addition to English. MIG has also engaged a subcontractor who plans to conduct door-to-door and phone communications with property owners and residents to answer questions and encourage participation. MIG will plan, coordinate, and facilitate a public outreach process, incorporating 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. An accompanying goal is for the planning and outreach work to be used as a model for future partnerships between Caltrans, local jurisdictions, and low-income communities.

list of projects

PROJECT NUMBER	PROJECT TITLE
2929.02 and 2929.08	District 5 - SR 46 East Comprehensive Corridor Study
2929.06	District 9 - Benton Community Visioning
2929.11 and 2929.12	District 4 - Alameda-Oakland Estuary Crossing Feasibility Study
2929.14	District 2 - Building a Bicycle Transportation Partnership
2929.15	District 3 - Corridor Stakeholder Consensus Facilitation
2929.16	Headquarters - California Transportation Plan 2035 Web Portal
2929.17	District 3 - Corridor System Management Plans
2929.19 and 2929.24	District 4 - Corridor System Management Plan Outreach
2929.20	District 4 - Grand Boulevard Initiative Public Forum
2929.21	Headquarters - CTP 2035 Public Outreach Activities
2929.22	Headquarters - Public Participation Internet Webpage: Contents Review and Improvement Implementation
2929.23 and 2929.34	District 5 - State Routes 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

list of projects

PROJECT NUMBER	PROJECT TITLE
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
2929.36	Headquarters - Smart Mobility Framework Stakeholder Workshop

PROJECTS #2929.02 and #2929.08

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 succesful 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. The sucessful planning process has improved working relationships between Caltrans and local agencies.

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.

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 features planning and background documents as well as a

continued next page

Route 46 East for the future

Deliverables

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

District 5 - SR 46 East Comprehensive Corridor Study

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description of the Comprehensive Corridor Study (CCS) planning process and opportunities for public involvement.

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.

Lessons Learned

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

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 RTP.

PROJECT #2929.06

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. These items will be incorporated into the Mono County General Plan and used by Caltrans to inform future potential rural blueprint planning for the region, including the Regional Transportation Plan, the Mono County General 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 guide 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

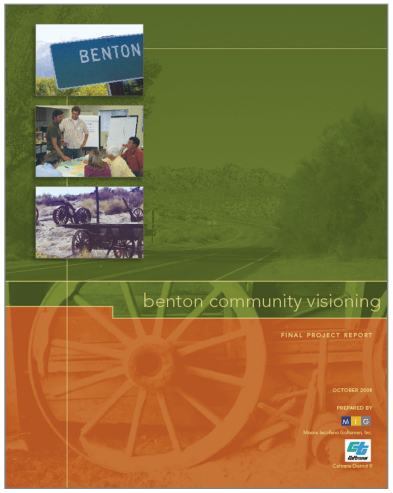
The project team actively engaged the Benton-Paiute Tribe, conducting stakeholder interviews with tribal representatives and promoting workshops to all tribal members. A number of tribal members attended the workshops.

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 page 19 @ www.dot.ca.gov/hq/tpp/offices/opd/past_files/PlanningHorizons_April22FINAL.pdf).



Deliverables

Meeting Summaries
Final Project Report
Maps of Preferred Growth

PROJECTS #2929.11 and #2929.12

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

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.

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.

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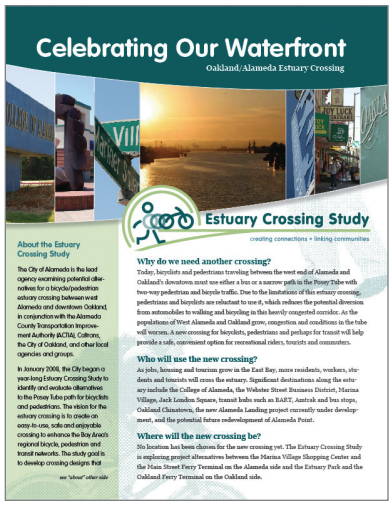

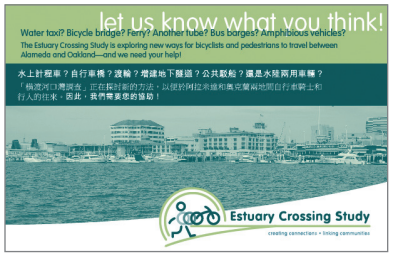

Deliverables

PAC and TAC Meeting Summaries
Community Workshop Summaries
Final Project Report

PROJECTS #2929.11 and #2929.12

District 4 - Alameda-Oakland Estuary Crossing Feasibility Study

continued from previous page

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.

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PROJECT #2929.14

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.

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 have 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.

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.

continued next page

Deliverables

Informational Workshop Binder
Workshop Summary Reports
Final Project Report

PROJECT #2929.14

District 2 - Building a Bicycle Transportation Partnership

continued from previous page

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. District 2 bicycle stakeholders have now successfully organized into a bicycle partnership, called the Norcal Bicycle Partnership. This group is meeting regularly, and held a very successful Bike to Work week this past spring.

Copies of the District 2 Bike Guide (Project 2929.13) were provided to all participants. The Guide is available online at http://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.

PROJECT #2929.15

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 (CSMP) (I-80/SR 51, US 50, I-5/SR 99, SR 65, SR 49, and SR 99N). The plans 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 serves as a model for other Caltrans districts. This project has enhanced the relationship between stakeholders and District 3 by focusing the advantages of a cooperative approach.

Outreach Methods

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

*included in a related project, #2929.17

Public Involvement Tools

CSMP Brochure

The CSMP brochure explains the intent and process for developing the plans. It includes 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, shows 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 used InDesign for the entire CSMP draft and final 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 uses a large sheet of paper and colored markers to record answers to the agenda topics, allowing participants to see that their comments have been recorded and fostering a more creative discussion. The wallgraphics are 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.

Environmental Justice Community Involvement

The project addresses environmental justice through the involvement of stakeholders 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.

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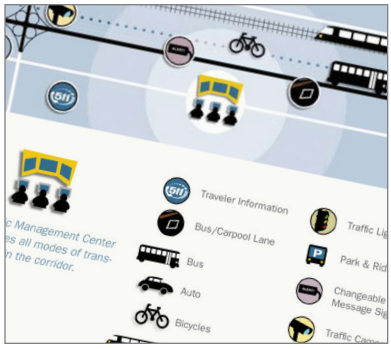

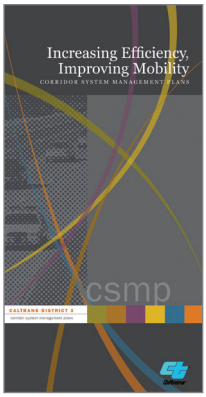

Deliverables

CSMP Brochure

Process Graphic, working paper covers

Corridor Maps

Meeting Summaries and Wallgraphic Reproductions

Final CSMP documents

PROJECT #2929.15

District 3 - Corridor Stakeholder Consensus Facilitation

continued from previous page

Lessons Learned

After the project began, District 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 turned out to be a better approach than what was originally scoped.

Results

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

PROJECT #2929.16

Headquarters - California Transportation Plan 2035 Web Portal

Project Summary

In 2008, Caltrans launched the interactive Web portal, www.californiatransportationplan2035.org (or www.ctp2035.org) as a major public involvement tool for the California Transportation Plan 2035 (CTP 2035). This year, the Web portal was continuously updated with: meeting announcements, agendas, and summaries; rotating "what's new" features with an "instant poll" on different transportation-related questions such as "If you could change one thing about your community to make it more livable, what would it be?" and a rotating "Did You Know?" feature. In addition, preparations were made for a survey of users on the major issues, policies, and strategies that will be included in the CTP 2035. The Web portal also provides opportunities for input in many locations. Comments submitted through the portal are sent automatically to specified Caltrans staff.

Outreach Methods

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

Public Involvement Tools

The web portal includes a number of features designed to facilitate public involvement, including:

Document Library
A document library includes the Public Participation Plan, Brochure, CTP Framework, 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 provides information about upcoming symposiums and meetings and also includes PowerPoint slide shows and webcasts from each session.

E-mail Updates
Users can sign up for e-mail updates and RSS feeds, as well as post and view comments.

Website Search Feature
The entire website is fully searchable, so users can access information quickly and easily.

Usage Reports
Key Caltrans staff hold "administrator rights" to the portal, which allows them to see all site visitor statistics and the list of users who have signed up for updates.

Updates
The web portal serves 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.

Environmental Justice Community Involvement
The web portal is a user-friendly means for people from all communities to learn about the CTP 2035 and register their comments. One key attribute of the portal is website accessibility for those with limited vision.

Lessons Learned

Mass notification through regional agencies and statewide organizations is needed to get the word out about the web portal.

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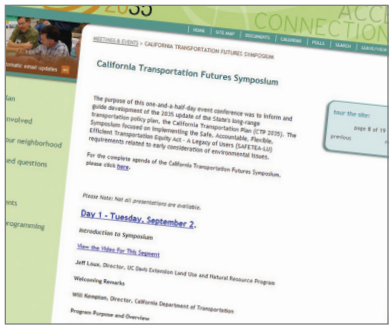

Deliverables

Final Web Portal

PROJECT #2929.16

Headquarters - California Transportation Plan 2035 Web Portal

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Results

By getting the word out to regional agencies, the Web portal now shows up prominently when an Internet user puts "California Transportation Plan" or "California transportation" into a search engine. Signups for e-mail updates are increasing every day, and at this point there are 438 signed-up users. The e-mail addresses of these users form a very useful list for specific e-mails at key points in the process. This project also helps 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 has been very positive.

PROJECT #2929.17

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 is operating a project webpage (now statewide), www.corridormobility.org, using Townsquare™ technology. The website uses 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 features 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 provides a link for users to sign up for e-mail updates and includes a commenting feature. The entire website is searchable. Each individual corridor page has downloadable documents, maps, and other relevant links.

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

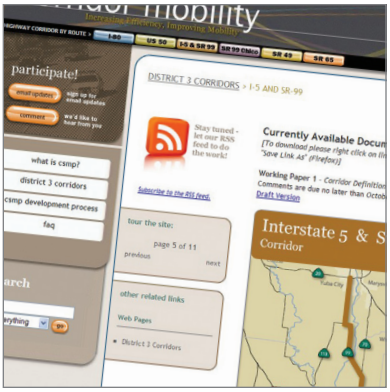
The website and newsletters are readily available to the general public, although these outreach methods are primarily intended for public agencies and others who are major stakeholders in planning for the District 3 CSMP corridors.

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 an extremely useful tool for communications between all 12 Caltrans Districts and their partner agencies.



Deliverables

Website

Corridor Updates

PROJECTS #2929.19 and #2929.24

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 Costs Transportation Authority (CCTA), engaged agency representatives from eight corridors throughout the Bay Area to describe the Corridor System Management Planning (CSMP) process and solicit corridor-specifc input. During meetings held at key milestones, the Technical Advisory Committee (TAC) reviewed existing and future corridor conditions, and brainstormed potential mitigation strategies.

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 which MIG has created and maintains at www.corridormobility.org. This helps fulfill the requirements of SAFETEA-LU regarding community involvement and use of visualizations.

Environmental Justice Community Involvement

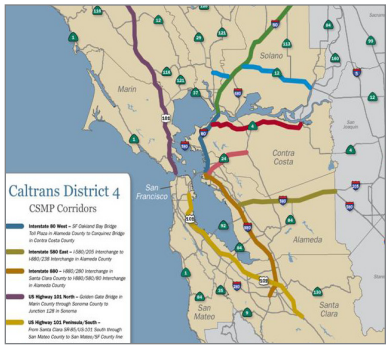
Project planning discussions have identified potential groups and techniques for involvement but the project has not yet progressed to an appropriate point for involvement of those groups.

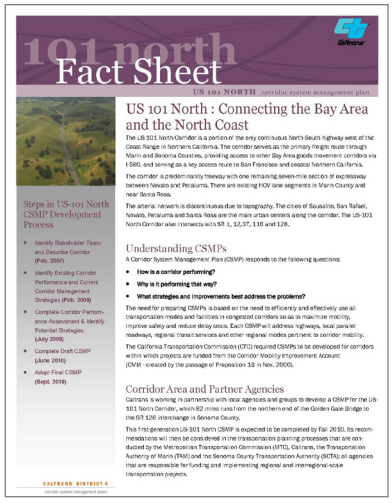
Lessons Learned

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.

Results

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.





Deliverables

Meeting Summaries
Fact Sheets
CSMP Brochure

PROJECT #2929.20

District 4 - 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."

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

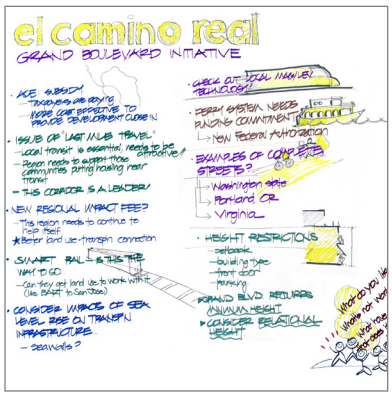
The project addresses issues of environmental justice through the involvement of stakeholders representing the interests of those who are traditionally under-represented.

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 involved.



Deliverables

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

PROJECT #2929.21

Headquarters - CTP 2035 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 (including under-represented groups) in the development of the California Transportation Plan (CTP) 2035 (Plan) so that the Plan will include public input and have greater buy-in and support. Based on recommendations in the recently updated Caltrans Public Participation Plan, this effort employs a variety of methods and strategies. In September 2009, the outreach workshops, which are the project's centerpiece, were postponed several months to accommodate a new initiative, the Interregional Blueprint. This additional time will allow Caltrans to highlight its efforts to integrate transportation and land use planning decision making at the regional and state levels. An important lesson learned was to keep the 12 Caltrans districts engaged in the process, so that their efforts can leverage the statewide outreach efforts. The CTP 2035 is still on track to be completed by its original date, September 2010.

Outreach Methods

- CTP 2035 Web portal (www.ctp2035.org); described in separate report on project 2929.16)
- Media releases to major news outlets in each of the six cities hosting a workshop
- Paid advertising with ethnic media in these same cities
- Workshop flyer, e-mailed and distributed by Caltrans Districts
- Promotion of the workshops and Web portal through regional transportation agencies, League of Cities, and the California State Association of Counties

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 CTP2035 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.

Workshops

Public workshops will be held in six locations – Redding, Sacramento, Fresno, Los Angeles, San Diego, and Oakland – during February-March 2010 and are in the process of design. Marketing and outreach for these workshops is described above. The workshops will feature educational presentations and handouts, small group discussions, and electronic polling. MIG will organize and facilitate these workshops, at least one of which will be webcast.

"Workshops in a Box" - Rural Areas

MIG has designed a workshop that can be conducted by Caltrans District staff to public groups in their districts, particularly important in rural areas not covered by the workshops held in the six cities. A PowerPoint slide show, questionnaire, and detailed instructions for running the workshop are included, as well as training by MIG staff.

Final CTP 2035 Document

MIG will edit and design the final CTP 2035 document in a publications program so that it is attractive and easy to read.

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Deliverables

Scope/Focus Document
Summary Timeline
Brochure
Focus Group Report
PowerPoint Template
Workshop Organization, Design, and Facilitation
"Workshop in a Box" Design and Training
Final Public Involvement Report
Editing and Design of Final CTP 2035 Document

Headquarters - CTP 2035 Public Outreach Activities

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Environmental Justice Community Involvement

- Targeted workshops: the "Workshop in a Box" toolkit is designed to be used by Caltrans district staff in rural areas and with groups that are traditionally underrepresented in transportation planning, in addition to the general public.
- Spanish translations: major documents have been or will be translated into Spanish, and Spanish interpreters have been arranged for the six major workshops.
- Special needs individuals are accommodated in all of the workshops upon request.
- Paid ads in language-specific media are being purchased in the cities that host a major workshop.

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. During this project it has also been important to be creative in our approach to the workshops as their timing and purpose has changed. Close communications with Caltrans staff has been critical throughout the project, due to the complex and comprehensive nature of the CTP 2035 outreach. For the future, we recommend that more 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 the CTP 2035. By leveraging the use of staff from the 12 Caltrans Districts and the regional transportation agencies, the reach of public 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.

PROJECT #2929.22

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. The webpage provides a showcase for specific public involvement projects, as well as examples of tools and best practices to help Caltrans decision makers enhance their public outreach efforts.

Outreach Methods

Caltrans promotes 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.

Public Involvement Tools

Project Webpage

The webpage, at http://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 both a video and a pdf of the PowerPoint presentation for the Planning Horizons presentation by MIG's founding principal, Daniel Iacofano, "Getting the Most Out of Public Involvement."

Featured Project and Project Archives

The Project Archives provides a listing of all projects utilizing the Public Participation and Engagement process, with links to a printable project plate giving detailed information on each project.

Best Practices

The Best Practices Overview lists a variety of methods to ensure successful public outreach and engagement, including wall graphic recording, interactive land use scenarios, map-based planning exercises and stakeholder surveys. It also includes a link to a Project Toolkit developed to provide project managers with a comprehensive list of the tools and methods available, along with appropriate uses for each. The Best Practices document incorporated innovative public participation techniques and included updated legislative requirements as directed by SAFETEA-LU and CFR 450.210.

Information for Headquarters and District Staff

The webpage gives contact information for the PPEC project manager for District and Headquarters staff seeking PPEC resources and assistance for a Caltrans project.

Environmental Justice Community Involvement

The purpose of the PPEC is to share best practices that encourage and build capacity for Caltrans to engage the Environmental Justice community. The webpage provides links to other sites 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.

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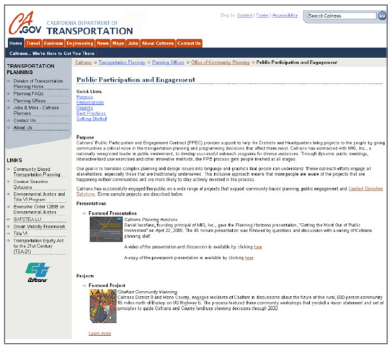

Deliverables

Final web pages that are updated with new project examples on a regular basis.

PROJECT #2929.22

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

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Lessons Learned

There is a real desire for Caltrans staff to see positive examples of public participation. 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.

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.

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

PROJECTS #2929.23 and 2929.34

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

Project Summary

Caltrans District 5, with assistance from MIG, will engage stakeholder agencies including the Transportation Agency for Monterey County (TAMC), Santa Cruz County Regional Transportation Commission (SCCRTC), and the Association of Monterey Bay Area Governments (AMBAG) in the development of the SR 1/ 183 Corridor System Management Plan (CSMP). The work of this internal group will be complemented by engagement with a broader audience including other local cities, groups and the public at strategic project milestones.

Outreach Methods

- Recruitment through existing transportation committees and groups
- Electronic distribution including e-mail and website posting

Public Involvement Tools

Fact Sheets and Graphics

MIG developed a corridor Fact Sheet for SR1/183, including an overview of the 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 depicts the concurrent Transportation and Land Use planning activities in the corridor. The graphic illustrates the common timelines of these similar processes.

Website - Print and Electronic Newsletters

Corridor specific content is included on the statewide CSMP website, www.corridormobility.org.

Facilitated Technical Advisory Committee (TAC) Sessions

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

Speakers Kits

MIG will develop speakers kits that can be used by community and TAC members for educational presentations about the project.

Environmental Justice Community Involvement

Appropriate project materials will be developed in English and Spanish, and outreach efforts will be designed to reach members of the Latino community living along the SR1/183 corridor.

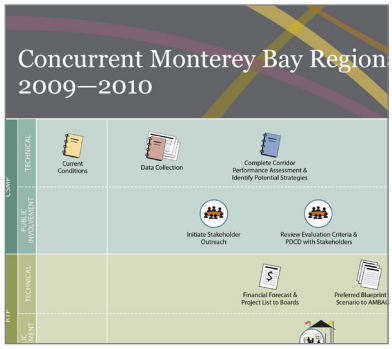
Lessons Learned

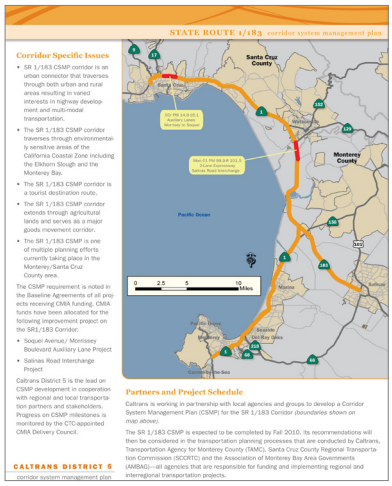
The timing of public engagement activities is reliant on the coordinated effort of Caltrans and Caltrans' technical consultants. Public Engagement activities are often not 'ripe' until progress on technical work has been completed and there is an opportunity for generated input to guide the remaining technical work and analysis. 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 to date has 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 government 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

Outreach Process Evaluation Memo
Fact Sheet
Meeting Summaries
Web Ready Content
Speakers Kits

PROJECT #2929.25

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 includes 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 provides project information tailored to their respective planning contexts, related and concurrent planning efforts, issues and opportunities.

Project Website

The CSMP project is featured on the www.corridormobility.org website, which can be accessed through the District 7 or District 5 sections of the website. The website features extensive project documentation—including the brochure and frequently-asked-questions documents—which are readily available to the general public and key stakeholders.

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.

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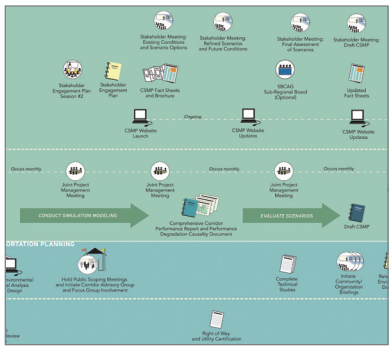

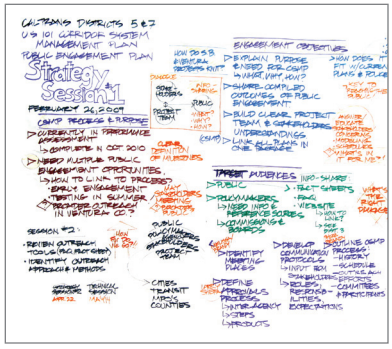

Deliverables

Process Graphic
Stakeholder Engagement Plan
CSMP Brochure

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

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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 integrates the CSMP technical process with outreach activities to provide the optimal level of involvement of key stakeholders and the public throughout the corridor. It provides 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 provide District staff with appropriate tools to keep stakeholders and interested members of the public aware of and engaged in the process.

PROJECT #2929.26

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 and 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 participate 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

PROJECT #2929.27

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), is working with MIG to inform the public and stakeholders about the development of three Corridor System Management Plans (CSMPs) (SR-22, I-405 and I-605) through a series of outreach tools. These tools provide stakeholders with basic, essential and accessible project information, including how to provide feedback. The approach and deliverables are 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
- Partner meetings with local stakeholders

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, as well as to hear initial concerns and ideas from partners. As needed, Caltrans staff may re-engage some or all of these partners near the completion of the CSMP process, which will include, at minimum, the MPO and RTPA. MIG may provide facilitation and graphic recording support as part of this additional outreach.

CSMP Brochure

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

CSMP Fact Sheets

Also based on designs developed for other Districts, MIG created a fact sheet and map specific to each of the three CSMPs that provide 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 highlights 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 documents. The enhanced maps are easier to view and understand for stakeholders and the public.

Final CSMP Document Template

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

Project Website

The CSMP projects are featured on the www.corridormobility.org website, which can be accessed through the District 12 section of the website. The website features extensive project documentation—including brochure, fact sheets, maps and final CSMP documents—which are readily available to the general public and key stakeholders.

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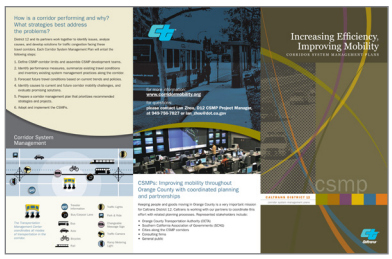

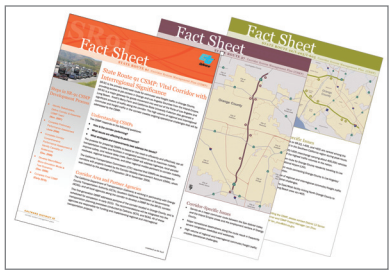

Deliverables

CSMP Brochure
CSMP Fact Sheets
Final CSMP Report Covers and Templates

District 12 - Corridor System Management Plans

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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, provide excellent visualization tools that will assist District staff in broadening outreach efforts. As the draft and final CSMP documents are developed, Caltrans staff will engage MIG in outreach activities, as needed, to facilitate feedback and finalize the documents.

PROJECT #2929.28

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 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 of the entire session and a copy of the presentation are available on the Public Participation and Engagement (PPEC) and Planning Horizons Website (http://www.dot.ca.gov/hq/tpp/offices/ocp/pp.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 requirements, including materials translation 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 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.

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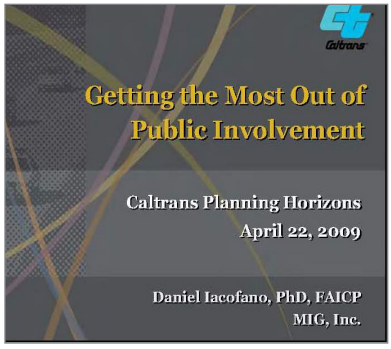

Deliverables

PowerPoint Presentation

PROJECT #2929.28

Headquarters - Caltrans Planning Horizons Presentation: Public Participation

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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 assists Caltrans in meeting SAFETEA-LU public engagement requirements.

PROJECT #2929.29

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, is an important informational outlet for Caltrans staff, local agency staff and the public. The website features general descriptions of the CSMP process and has unique webpages for each district and corridor with a CSMP underway. The site features corridor descriptions, maps, and technical reports as they become available.

Outreach Methods

The web portal has been 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

MIG designed and is operating the web portal, www.corridormobility.org, using Townsquare™ technology and templates. The website uses the same look and feel as the other CSMP products, as part of a uniform approach to all materials. The home page features 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 provides a link for users to sign up for e-mail updates and a commenting feature. The entire website is searchable. On each individual corridor page, there are downloadable documents, maps, and other relevant links.

Links

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 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 CSMP corridors.

Lessons Learned

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

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.

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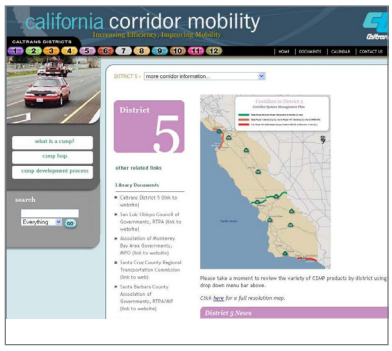

Deliverables

Project Website
Site Updates and Maintenance
Staff Trainings

PROJECT #2929.29

Headquarters - Corridor System Management Plan Educational Web Portal

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

This project also supports Caltrans in meeting SAFETEA-LU Section 450.210 Public Engagement Requirements including 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.

PROJECTS #2929.30 and #2929.39

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

Project Summary

Caltrans District 10, with assistance from MIG, will lead a multi-agency Transportation Concept Report (TCR) planning process. The project will be guided by core TCR stakeholder agencies, including the Amador County Transportation Commission, Calaveras Council of Governments, Mariposa County Local Transportation Commission, Mariposa County Local Transportation Commission and Tuolumne County Transportation Commission.

Educational and outreach activities will be coordinated with other regional transportation planning processes, and identify opportunities for further coordination of transportation and land use planning activities in the corridor.

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
- Posters
- Speakers kits

Public Involvement Tools

Community Meetings

MIG will coordinate with Caltrans and local partners to design and conduct workshops in four locations throughout the corridor study area. Community meetings will feature technical presentations and may feature 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 will be used as well.

Agency Stakeholder Meetings

MIG, Caltrans, and the technical consultant will convene agency stakeholders, as needed, to develop outreach activities and review technical planning issues. MIG will facilitate the meetings and provide strategic process advice, as needed.

Project Website

Products and updates will be posted on the District 10 webpage at www.corridormobility.org.

Environmental Justice Community Involvement

Project materials will be developed in English and Spanish and outreach efforts will be designed to reach members of the Latino community living along the SR-49 corridor.

Results

Phase I activities have produced a clear plan of action for public involvement activities related development of the SR 49 TCR. Phase II activities will begin in 2010. Project efforts will be geared towards fostering strategic dialogue and planning to integrate transportation and land use planning decisions. Results will be used to assist Caltrans in the development of the SR 49 TCR.

Deliverables

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

PROJECTS #2929.31 and #2929.38

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

Project Summary

Caltrans District 10 is leading a complex planning process with assistance from MIG to gain input from local agencies and the public regarding future investment along the SR 12 corridor. Caltrans District 10 will lead the process in coordination with Caltrans Districts 3 and 4, Sacramento Area Council of Governments (SACOG), San Joaquin Council of Governments (SJCOG), and the Metropolitan Transportation Commission (MTC). Phase I, the public involvement planning phase, has been completed and activities will be coordinated with the work of a technical consultant during 2010 to ensure that usable input is solicited at strategic project milestones.

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

Community Meetings
MIG will coordinate with Caltrans and the technical consultant to design and host up to three community meetings at multiple locations within the corridor. Community meetings will feature technical presentations and may feature 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 will be used as well.

Project Branding
MIG will work with Caltrans staff to develop a unique project logo that can be used on all printed and electronic project materials.

Informational Handouts
MIG will produce easy to understand informational handouts that describe the project and planning process. The handouts will include graphics supplies by the technical consultant and visually depict the extent of the planning area and location of potential corridor improvements.

Agency Stakeholder Meetings
MIG, Caltrans, and the technical consultant will convene agency stakeholders, as needed, to develop outreach activities and review technical planning issues. MIG will facilitate the meeting and provide strategic process advice as need.

Project Website
Products and updates will be posted on the CSMP website at www.corridormobility.org.

Environmental Justice Community Involvement
Project materials will be developed in English and Spanish and outreach efforts will be designed to reach members of the Latino community living along the SR 12 corridor.

Results

Phase I efforts have produced a Public Engagement Plan that will be revised with input from Caltrans and local stakeholders during 2010 when Phase II activities begin. Project efforts will be geared towards fostering strategic dialogue and planning to integrate transportation and land use planning decisions. The project is also intended to support a regional consensus of the need and purpose for CSMP planning and initial acceptance of TCR/CSMPs by stakeholders and the general public.

Deliverables

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

PROJECT #2929.33

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 include 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

PROJECT #2929.35

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), plans to engage 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 is 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
- Advisory Committee meetings
- E-mails and phone calls
- Meeting agendas
- Client agency websites
- Develop informational webpage

Public Involvement Tools

- MIG is creating agendas, facilitating meetings, and providing meeting summaries for three Technical Advisory Committee (TAC) meetings and two Policy Advisory Committee (PAC) meetings. At this point, there has been one TAC meeting. At the PAC meetings, MIG will use the technique of wallgraphic recording so that the elected officials who are participating can see that their comments are heard and recorded. These wallgraphics will be photo-reduced and included in the meeting summaries.
- A public opinion telephone survey of 400 residents in the general area of the proposed HOT lanes was designed by MIG and the project team, and is now being conducted by a MIG subconsultant, Godbe Research. The survey is statistically valid and is due to be completed in mid-November 2009. Questions include knowledge and attitudes about HOV lanes, HOT lanes, and tolling.
- Stakeholder interviews are being conducted by MIG and technical consultants HNTB, a nationally recognized engineering firm, with 15 individuals and groups, using graphic recording tools (easel and flipchart). Most of the interviews are planned early in the study to determine if there are "red flags" or specific questions that need to be considered about the concept of HOT lanes. At a later time, the PAC members, who are all elected officials, will be interviewed.
- MIG will develop a project webpage on www.corridormobility.org, maintained under Project 2929.29.
- MIG will produce well-designed fact sheets at two points during the process – one at the beginning for the education of the TAC, the PAC, and the interviewees, and another towards the end, with the study's recommendations.
- MIG will coordinate information on the project so that it appears uniformly on the websites of the three project sponsors (PCTPA, SACOG, and Caltrans District 3).

Environmental Justice Community Involvement

- Several of the stakeholder interviews specifically target representatives of groups that are normally under-represented in transportation planning efforts, such as low-income and transit-dependent individuals.

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Deliverables

Stakeholder Interview Questions and Summary Report

Public Telephone Survey Questions and Summary Report (Godbe Research)

Two Fact Sheets

Agenda Packets and Meeting Summaries

Public Involvement Report

PROJECT #2929.35

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

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- The public telephone survey will include a representative sample of income levels and cultural/racial groups in the zipcodes surrounding the proposed facility, so that the attitudes of the community can be assessed.

Results

At this early point in the project, there are no final results. Expected results include a thorough understanding of the attitudes and issues of stakeholders, as well as the level of support in the Sacramento region regarding the tolling of freeway lanes.

PROJECT #2929.36

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 Handbook (viewable online at http://www.dot.ca.gov/hq/tpp/offices/ocp/smf.html), 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

Stakeholder Workshop

The Handbook Contributor's Track featured two sessions, one focusing on the place type definitions and transitions as described in Chapter 3 of the Draft Handbook, and the other focusing 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 has 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 with interest in mobility issues whose input has 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 indevelopment of the Smart Mobility Framework Handbook, and they supplied valuable feedback and suggestions for improvement. Documentation on the website helped Caltrans meet SAFETEA-LU Public Engagement Requirements.

Deliverables

Small Group Discussion Facilitator's Guides

Small Group Discussion Participant Guides

Summary Report and Wallgraphic Reproduction

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