***Community Engagement Approaches and Best Practices: Synthesis***

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*Transportation Synthesis Reports (TSRs) are brief summaries of currently available information on topics of interest to WSDOT staff. Online and print sources may include newspaper and periodical articles, NCHRP and other TRB programs, AASHTO, the research and practices of other state DOTs and related academic and industry research. Internet hyperlinks in the TSRs are active at the time of publication, but host server changes can make them obsolete.*

**Synthesis Topic Summary**

This synthesis includes research papers, and other sources of published information on approaches, background, surveys, guidelines, and examples of innovative approaches for effective community engagement. This Synthesis is background for WSDOT's Strategic Plan implementation, Goal 5: Community Engagement: Strengthen partnerships to increase credibility, drive priorities and inform decision making.

D**atabases Searched**

- TRID - A Transportation Research Database at the Transportation Research Board (TRB)
- Research in Progress (RiP) – A Database of Current Transportation Research at TRB
- Previous Synthesis Reports on WSDOT Research Website
- Google
- Wisconsin DOT Transportation Synthesis Reports
- Federal Transit Administration (FTA) website
- Federal Highway Administration (FHWA) website
- International Transportation and other Research Websites

## *Publications, Websites, Articles, and Other Sources*

***Get Connected: Your Questions Answered!***
MNDOT Citizen Portal; www.dot.state.mn.us ; 2014

Get Connected is a citizen portal the Minnesota Department of Transportation created to help citizens get information about Minnesota transportation and transportation funding.
http://www.dot.state.mn.us/

***Create an Online Citizen Participation Portal***
Open Government Dialog; National Academy of Public Administration; 2014

The creation of an online portal for citizen participation would be an institutionalized government portal that would allow citizens to research, discuss, and oversee formation of public policy as well as locate and log community service.
http://opengov.ideascale.com/a/dtd/Create-an-Online-Citizen-Participation-Portal/2557-4049

***10 Lessons in More Engaging Citizen Engagement***
By James Brasuell, Brent Toderian, Jillian Glover; Planetizen; March 5, 2014

This article looks across Metro Vancouver (a region known internationally for its public consultation) for recent best practices and lessons in better community engagement. While some new methods are bringing key services online, others are as simple as changing the location of council meetings or getting people walking and talking in their neighborhoods. All of these lessons involve moving beyond traditional consultation practices that cities have relied on for decades.
http://www.planetizen.com/node/67656

***Citizen Engagement: Latest Resources***
Smart Cities Council; www.smartcitiescouncil.com ; 2014

This website provides links to successful citizen engagement efforts including Envision Charlotte: Connecting People with Information and Insights; Smarter Cities through Smarter Citizens. In this interview, George Karayannis of Schneider Electric discusses technologies that help make cities smarter, more efficient, sustainable, resilient and more livable and how they empower citizens' daily choices about energy consumption and many others.
http://smartcitiescouncil.com/smart-cities-information-center/citizen-engagement

***Engaging with Hear Every Voice: Best Practices in Community Involvement***
Prepared by: Anthony Filipovitch, Shkelqim Daci, Courtney Kramlinger, Joey Robison, Center for Transportation Research & Implementation, Minnesota State University, Mankato; Task Report 1: Review of Literature and Cases; MnDOT Contract No. 01037; Minnesota Department of Transportation; August 2012

This report is the summary of a reconnaissance of a representative sample of the national literature and of a number of case studies in Minnesota, and will be used to develop an updated manual and materials for training staff in community engagement.

BestPracticesinCommunityEngagement.doc

***Going the Distance Together: Context Sensitive Solutions for Better Transportation: A Practitioner's Guide***
FHWA Context Sensitive Solutions; FHWA website, www.FHWA.dot.gov ; 2014
Section 4.1 - What Can Communication, Collaboration, and Consensus Accomplish?

Includes links from State DOT Guidebooks on Public Involvement.
http://www.fhwa.dot.gov/context/practitionersguide/4_1.html

***Public Involvement/Public Participation***
FHWA Public Involvement; FHWA Website, www.FHWA.dot.gov ; 2014

Public participation is an integral part of the transportation process which helps to ensure that decisions are made in consideration of and to benefit public needs and preferences. Early and continuous public involvement brings diverse viewpoints and values into the decision-making process. This process enables agencies to make better informed decisions through collaborative efforts and builds mutual understanding and trust between the agencies and the public they serve. Successful public participation is a continuous process, consisting of a series of activities and actions to both inform the public and stakeholders and to obtain input from them which influence decisions that affect their lives.
http://www.fhwa.dot.gov/planning/public_involvement/

***Citizen Participation-by-Objectives (CPO)***
Institute for Participatory Management and Planning, IPMP; IPMP Website, http://www.ipmp.com/ ; 2014
For the past 40+ years, using IPMP's systematized process, neither your discipline nor level matters. What matters is that as part of your professional mission, you are working on legitimate problems or opportunities, and the solution you are proposing is reasonable and responsible. Give us a few days and we will teach you how to get that legitimate and important work implemented, regardless of how controversial the issues related to your project may be. You won't learn how to do more public-involvement... but how to do it differently and effectively.
http://www.ipmp.com/

***Making Local Democracy Work: Municipal Officials' Views about Public Engagement***
By William Barnes and Bonnie Mann; National League of Cities, Center for Research and Innovation; Copyright NLC, www.nlc.org ; 2010

In June 2009, NLC surveyed elected and managerial municipal officials regarding public engagement — "proactive efforts to involve people in deliberating public issues and in helping to solve public problems." The report presents the findings, offers analysis and suggests further research opportunities.
http://www.nlc.org/find-city-solutions/city-solutions-and-applied-research/governance-and-civic-engagement/democratic-governance-and-civic-engagement/better-city-plans-through-more-public-engagement
Link to the report:
http://www.nlc.org/Documents/Find%20City%20Solutions/Research%20Innovation/Governance-Civic/making-local-democracy-work-rpt-10.pdf

***Enterprise Mobility: Transforming Public Service and Citizen Engagement***
A Strategy Paper from the Center for Digital Government; CDG and NAISCO; 2013

This white paper presents these findings from a research study and discusses the top benefits of mobile technologies to government agencies as identified by survey respondents. It also discusses the top four areas in which mobile technologies have the promise of delivering the greatest impact and provides specific examples of municipalities that are achieving success in these areas.
http://www.nascio.org/events/sponsors/vrc/Enterprise%20Mobility-Transforming%20Public%20Service%20and%20Citizen%20Engagement.pdf

***NCDOT is engaging citizens to improve government — the open source way.***
NC Department of Transportation - Citizen Engagement; NC DOT; 2013

New Kind partnered with the Communications Office of the North Carolina Department of Transportation (NCDOT) to find new ways for the department to engage with its "customers"—the citizens of North Carolina. Together, we designed and implemented three collaborative sessions that invited citizens to participate in improving their government. Using an open source approach, we collected feedback and concerns from citizens, and then generated ideas and prototypes for solutions to NCDOT's complex communications challenges.
http://newkind.com/nc-department-of-transportation/

***Synthesis Reports Containing References to Citizen and Public Outreach***
Research Office; Research Synthesis Reports, WSDOT, http://www.wsdot.wa.gov/Research/Synthesis/ ; 2012, 2013

The following Synthesis Reports include references to the importance of community involvement/engagement in transportation planning, design, and construction projects:

- Best Practice in Practical Design: Synthesis, (pdf 200.2 kb), August 2013.
- Transportation Asset Management (TAM) Plans including Best Practices: Synthesis, (pdf 458 kb), April 2012.
- Least Cost Planning in Transportation: Synthesis, (pdf 212 kb), April 2012.
- Best Practices in Corridor Planning: Synthesis (pdf 83 kb), June 11, 2007.
- WSDOT Public Involvement Activities: Synthesis (pdf 154 kb), May 16, 1998.

***Active Transportation, Citizen Engagement and Livability: Coupling Citizens and Smartphones to Make the Change***
Marc Schlossberg, Cody Evers, Ken Kato, and Christo Brehm; Journal of the Urban & Regional Information Systems Association, Vol. 25, No. 2; 2012

This paper describes the development and testing of an iPhone-based transportation livability audit tool called the Fix This Tool, designed to engage and empower citizens across the country to easily collect active transportation data helping local communities and transportation agencies meet current needs in creating livable communities.
http://pages.uoregon.edu/schlossb/articles/Schlossberg_URISA_active_transport.pdf

***Community Engagement Toolkit***
www.sunderland.gov.uk; Community Places; 2012

This section of the toolkit focuses on:

- Community Engagement providing guidance on the issues you need to consider when planning and designing your community engagement process
- Quality and effective participation in community engagement processes
- Tools to help you plan and implement community engagement processes
- Methods and techniques appropriate to your community engagement process

http://www.communityplanningtoolkit.org/community-engagement
http://www.communityplanningtoolkit.org/sites/default/files/Engagement.pdf

***Hear Every Voice Case Studies: MNDOT's Hear Every Voice Initiative (PPP)***
Cindy Zerger, ASLA, APA, Research Fellow, U of MN, Humphrey School of Public Affairs; CTS Research Conference; May 23, 2012

MNDOT wants to meet people where they are, identify what is important to them, and make the most of participation opportunities to invest in a safe, sustainable system that gets them where they want to go.
http://www.cts.umn.edu/events/conference/2012/documents/presentations/5-zerger.pdf

***Hear Every Voice Case Study: Driving95: I-95 Planning and Finance Study***
Case Studies Developed by: Carissa Schively Slotterback, PhD, AICP, Humphrey School of Public Affairs, University of Minnesota; Cindy Zerger, ASLA, APA, Center for Changing Landscapes, University of Minnesota in partnership with the Center for Transportation Studies, University of Minnesota; Minnesota DOT; 2011

Project briefings and presentations were held during the summer months of 2010. Seven "Citizens Informational Workshops" were held at key locations along the corridor. Spanish translators were available at all public meetings (Brooks, 2011). The meetings allowed the public to view study information and maps, talk with NCDOT representatives, and submit comments or questions about the project (Brooks, 2011).
Project Website: http://www.dot.state.mn.us/planning/publicinvolvement/index.html
http://www.dot.state.mn.us/publicinvolvement/pdf/casestudies/HEV-driving95--final.pdf
http://www.dot.state.mn.us/publicinvolvement/policy.html

***7 Emerging Trends in Citizen Engagement: Using Place as an Enabler for Citizen Engagement***
ESRI Advertising Supplement; ESRI; Copyright © 2011 Penton, ESRI; 2011

Government directives and increasingly powerful communication technologies are driving a more open, transparent, and collaborative relationship between agencies and citizens. Beyond making public information accessible with the click of a mouse instead of a formal record request, web and mobile technologies are enabling powerful two-way communication between leadership and constituents. Government organizations of all sizes are rapidly developing interactive tools that enable a stronger dialog on nearly every aspect of civic life, from disclosing details on spending and development projects to streamlining requests for public services. The technology that is proving to be one of the most effective platforms for citizen engagement—geographic information systems (GIS)—is already widely used by most governments.
http://www.esri.com/~/media/Files/Pdfs/industries/gov20/pdfs/7-emerging-trends.pdf

***Hear Every Voice Part II: Project Development***
Minnesota Department of Transportation; MNDOT, http://www.dot.state.mn.us ; 2011

Public involvement must happen at every stop along the road. Stakeholder consultation and public involvement play an integral role in MN/DOT's decision-making processes at every step of a project from planning to project maintenance and operations. In order to fulfill the department's mission, MNDOT is committed to involving members of the public throughout the state in the development and implementation of its plans and programs.
http://www.dot.state.mn.us/publicinvolvement/pdf/HEVII.pdf

***Tools for Citizen Engagement***
GSA Office of Citizen Services and Innovative Technologies; www.gsa.gov; June 2010

GSA can help you implement the Open Government Directive and reach a higher level of citizen engagement. Give us a call and we'll tell you how your agency can: Learn how your agency can more

effectively and affordably meet its citizen engagement goals with services from GSA's Office of Citizen Services and Innovative Technologies.
http://www.gsa.gov/graphics/staffoffices/OCS_ToolsForCitizenEngagement.pdf

***Developing Effective Citizen Engagement: A How-To Guide for Community Leaders***
By Allan Bassler, Kathy Brasier, Neal Fogle, and Ron Taverno, Pennsylvania State University Cooperative Extension; Center for Rural Pennsylvania, a legislative agency of the Pennsylvania General Assembly; April 2008

At the heart of this guide is the belief that local governments, community organizations and public agencies make better decisions and have greater positive impact on their communities when they increase the frequency, diversity, and level of engagement of community residents. Significant gaps and barriers exist to effective citizen engagement. In many rural communities across Pennsylvania (and the nation), most citizens do not participate in the decisions that affect their daily lives, and there is often a lack of trust between citizens and local officials. A crucial bridge over this gap is the use of appropriate strategies and tools to encourage citizens and local officials to interact regularly, increase their knowledge of each other, and develop trust. This guide:

- Describes processes for meaningful citizen engagement;
- Offers recommendations for inviting participation from a broad cross-section of the community;
- Provides guidelines for communicating and developing trust between community leaders and citizens; and
- Describes ways to create an environment that encourages consistent and long-term engagement in community affairs.

http://www.rural.palegislature.us/effective_citizen_engagement.pdf

***Community Engagement, Planning with People***
By RR Donnelley; Prepared for the Scottish Executive, Edinburgh; © Crown Copyright; 2007

Scotland's planning system is undergoing its most radical overhaul in 60 years. Scottish Ministers are determined to make the planning system more inclusive and accessible to people, with greater openness and accountability in the decision-making process. This cannot be achieved without reforming how planning involves people – but more importantly how people are involved in planning. It also requires real culture change – from everyone involved in the planning process.
http://www.scotland.gov.uk/Resource/Doc/169453/0047204.pdf

***Public Deliberation: A Manager's Guide to Citizen Engagement***
Carolyn J. Lukensmeyer , President, America*Speaks*; Lars Hasselblad Torres, Researcher, America*Speaks;* IBM Center for Business of Government; 2005

This report documents a spectrum of tools and techniques developed largely in the nonprofit world in recent years to increase citizens' involvement in their communities and government. It also highlights ways in which public managers can develop an active approach to increasing citizens' involvement in government at all levels. We trust that this report will be useful and informative to managers across the nation seeking new, innovative ways to engage citizens.
http://www.whitehouse.gov/files/documents/ostp/opengov_inbox/ibmpubdelib.pdf

***Best Practices for Public Involvement in Transportation Projects***
Prepared for Executive Offices, Prepared by CTC & Associates LLC, WisDOT RD&T Program; September 23, 2003

This synthesis provides examples of state practices, technological tools, and national and state guidelines. Most campaigns to involve the public entail a variety of approaches and tools, from simple press releases, door-to-door solicitations, and public meetings, to sophisticated visualization presentations, public comment database software, and interactive state Web sites. A review of the practices outlined below offers a clear sense that Web sites and visualization software have become critical to successful, sophisticated public information campaigns. Furthermore, processes must be fluid enough to adapt to demographics and geography of sites, accessible to publics of all income profiles and urban or rural locations. This report reviews the practices of several states recognized for effective public involvement campaigns, look at articles and Web sites devoted to various traditional and high technology tools, and identify guidelines and tips found on transportation sites and in journal articles.
http://wisdotresearch.wi.gov/wp-content/uploads/tsrpublicinvolvement1.pdf

***Engaging Queenslanders: A guide to Community Engagement Methods and Techniques***
Queensland State Government, Department of Communities; www.getinvolved.qld.gov.au ; 2003

Engaging Queenslanders: Evaluating community engagement has been developed by the Department of Communities, in collaboration with government agencies. It aims to assist public officials in evaluating community engagement activities and provides guidance in:

- Developing an evaluation framework
- Developing data collection tools
- Interpreting and analyzing data and,
- Ensuring evaluation outcomes feed into future planning and decision-making.

The resource also provides guidance in developing key evaluation questions, performance criteria and indicators, and, importantly, how the results of evaluation will be reported and shared across agencies, across government and across the sectors.
http://www.qld.gov.au/web/community-engagement/guides-factsheets/documents/engaging-queenslanders-methods-and-techniques.pdf

***Hear Every Voice: A Guide to Public Involvement at MN/DOT***
Minnesota Department of Transportation; June 1999

The following public involvement guidelines were developed to assist MN/DOT personnel in implementing public involvement plans and activities. They reflect the mandates of ISTEA, reinforced by TEA-21, as well as public agency best practices.

1. For all MN/DOT plans and projects, public involvement plans should be developed and tailored to the complexities of the project.
2. Solicit public involvement as early as possible.
3. When possible and appropriate, MN/DOT employees will plan for smaller, more informal group meetings and discussion.
4. Mailing lists, including known neighborhood associations, civic and cultural groups, environmental organizations, citizens advisory committees, and organizations and associations with low income, minority, elderly, and disabled constituents will be kept up-to-date as appropriate.
5. MN/DOT employees will make an effort to go where the people are.
6. Communication must be two-way, continuing, and consistent.
7. MN/DOT is committed to being clear about the process of public involvement and how it ties into decision-making.
8. Innovative tools and media will be used to communicate to the public.

9. Varying types of incentives may be necessary given the type of project, or plan, and the people who are invited to the meeting.

http://contextsensitivesolutions.org/content/reading/hear-every/resources/hear-every/

## *Journals*

***Public engagement in strategic transportation planning: An analytic hierarchy process based approach***
Author: de Luca, Stefano; Serial: Transport Policy, Volume: 33; 2014-5

This paper investigates whether and how multiple-criteria decision analysis, based on the analytic hierarchy process (AHP) approach, may support the participatory process of the public in the whole transportation planning process, especially in strategic planning and at the initial stages during which planning options are drawn up and the public are rarely involved. The AHP makes it possible to consider the multiple objectives of decision makers and allows public engagement to be deliberative, participatory, dynamic and flexible, which is independent of planning options. . .
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

***Increasing Citizen Voice in Transportation Related Decision-Making: A Model for Citizen Engagement***
Author: Triplett, Kimberly L.; TRB 93rd Annual Meeting Compendium of Papers, Report Numbers: 14 4746; 2014

Although, it is understood that public participation is fundamental to the planning process, practitioners struggle with low levels of participation. Transportation planners, practitioners, and scholars have had difficulty in selecting an appropriate public participation model to help solve the problem by applying the Public Participation Process (PPP) Model for management. This paper expands the relevance of the public participation models by introducing the PPP Model to help in the understanding and implementation of citizen participation in transportation decision-making. Previous literature have models of public participation models, but this Model goes beyond other public participation models by integrating additional steps of public participation in order to gain a fuller picture of evaluating and measuring effectiveness of public participation outreach efforts. Key elements of the PPP Model include six steps: Inform; Access; Listen; Engage/Involve; Standing/Influence; and Influence-Policymaking.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

***A Virtual Platform for Improving Coordination and Promoting Cooperation on Traffic Safety***
Author: Reffat, Rabee Mohamed; International Journal of Transportation Science and Technology, Volume: 3, Issue Number: 1; 2014

Successful management of traffic safety requires effective community participation in the process of traffic awareness, planning and management along with the executive bodies concerned with traffic planning and management. Just as important to reinforcing a shared vision among people and management bodies is the idea of people participation in decision making. There is a strong need for cooperation among traffic users, planners and managers. Traffic users play a significant role in running the traffic and have been vocal about management issues. Users should be encouraged to be as involved and active as possible in all decisions that affect their traffic safety. Community Corporations go further and encourage participation by forming user organizations. Encouraging user participation also requires training for oversight and conflict resolution, in order to work through unresolved problems. It is also important that users should try out their ideas in an open exchange, see how the ideas fare; and

hopefully, the best ones will survive and users learn through each other. Therefore, there is a great need to provide users, traffic planners and managers with a platform that fosters such activities and allows traffic users to discuss, report and document their views, events, experiences related to their traffic safety, i.e. report on faults, cracks, breakdown, damages, etc. Making a good use of such data can substantially assist in improving the operation and management of traffic safety. Virtual environments can provide traffic users, planners and managers with an atmosphere to participate in a computer generated world. . .
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

***Deliberative Democratic Evaluation: Using Stakeholder Input to Address Transportation Casualties***
Authors: McNamara, Madeleine W, Morris, John C; Public Works Management & Policy, Volume: 19, Issue Number: 1; 2014

The issue of citizen and stakeholder engagement is a topic of growing importance in the academic literature. Although there has been an effort to examine this phenomenon in the arena of highway transportation, little attention has been given to how stakeholder engagement can be applied to the maritime transportation industry. By employing a deliberative democratic model of participation drawn from the evaluation literature, the authors report on efforts to engage maritime industry stakeholders on the Ohio River in policy implementation discussions. They find that, in addition to the benefits of deliberation noted elsewhere in the literature, such engagement can result in the identification of workable, low-cost solutions to seemingly expensive infrastructure issues.
[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]

***Effective and Innovative Community Engagement: A Case Study - Edmonton's Downtown Light Rail Transit Project***
Authors: Sprou L; Calgary 2013 - The Many Faces of Transportation - Technical Compendium
Corporate Authors: Institute of Transportation Engineers, District 7, Canada; 2013

Community engagement is often taken for granted as a box to tick in the project process. Lack of attention and emphasis placed on the benefits of community engagement can results in a sub-standard information feedback cycle between communities and the respective planning bodies (i.e. city planning departments, regional transportation authorities, etc.). Regardless of preconceived notions around community engagement, effective and meaningful engagement is not as challenging as one might presume. In collaborating with the City of Edmonton on the Downtown Light Rail Transit project, Steer Davies Gleave's has gained in-depth community engagement skills/knowledge by way of working with the City and the Quarters community. During the Downtown LRT planning process although unintentional, community engagement and input was not readily sought by the City of Edmonton, thereby overlooking the Quarters and, in particular, the Chinese community in relations to the LRT development. This paper discusses how the initial and conventional public engagement methods employed by the City of Edmonton failed; the innovative community engagement methods used by the City to capture the views of this particular group; and, the final results of successful information gathering and integration. (A) For the covering abstract of this conference see ITRD record 201309RT334E.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***New Westminster Downtown Parking Strategy: A Case Study in Collaborative Community Engagement and Communicating Detailed Data***
Clavelle, A, McNeely S.; Allison, M.; Calgary 2013 - The Many Faces of Transportation - Technical Compendium; 2013

Parking policy can be a lever to accomplish economic, social, and sustainability goals. At the same time, parking demand responds to land use, economic, and policy changes. Effective stakeholder engagement around parking requires the communication of complex technical concepts, as well as consensus building around trade-offs and priorities. Downtown New Westminster provided an interesting case study in parking strategy and policy development. New Westminster's Downtown Core is forecasted to increase in density, adding residents, jobs, and retail space to the already developed area. The area faces a number of existing and future parking challenges and opportunities. The complexity of local issues combined with the presence of an interested and passionate public made clear communication an essential component of the project plan. The public consultation component of the project was designed to lead stakeholders through technical analysis, enhancing their understanding of their issues as well as those of other stakeholders by clearly presenting data and facilitating communication. The process was based on the principles of the International Association for Public Participation, engaging the general public at a "consult / involve" level, while a stakeholder advisory group was engaged at an "involve / collaborate" level. The active involvement of the stakeholder advisory group and their understanding of the data and analysis was a key factor in the project's success. The presentation will feature a demonstration of the parking utilization time-lapse model used during consultation. For the covering abstract of this conference see ITRD record number 201309RT334E.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Public partnership: citizens help drive bridge project in Illinois***
Author: Prange, Steve; Roads & Bridges, Volume: 51, Issue Number: 11; November 2013

The replacement of the Morgan Street Bridge in Rockford, IL is an example of a project that showcases a city's commitment to sustainability, as well as the betterment of its community. The ambitious and diverse goals attached to the project, which focused around revitalizing an impoverished area of town - quality-of-life enhancement - could not have been achieved without soliciting and implementing public input throughout the design and construction phases. A context-sensitive solution (CSS) process was used to encourage community input throughout the project. Details of that process, as well as the construction process itself, are presented here.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Public Engagement for Planning and Designing Transportation Systems***
Authors: Cascetta, Ennio; Pagliara, Francesca; Procedia - Social and Behavioral Sciences, Volume: 87; 2013

Public Engagement (PE) can be considered as the process of involving stakeholder concerns, needs and values in the transport decision-making process. The overall goal of engagement is to achieve a transparent decision-making process with greater input from stakeholders and their support of the decisions that are taken. Often transportation planning and infrastructure design follow a DAD (Decide, Announce, Defend) approach, i.e. neglect to involve stakeholders throughout the project, right from the inception to its implementation, thus inducing oppositions of different levels up to outbursts of the so called NIMBY syndrome. The objective of this paper is to highlight the role of PE in planning and

designing transportation systems, describing its interactions with other more formal phases of decision-making and some of the tools that can be used for the various levels of PE. The case study of the Regional Metro System project of Campania region will be described as an example of a successful experience of PE in Italy.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Role of Passengers in a Modern Urban Rail Transit System***
Authors: Xu, Xiaofan; Shen, Liping; Li, Hong; ICTE; American Society of Civil Engineers; 2013

One inherent quality of the passenger transportation industry is that passengers are directly involved in the entire production process--the transportation itself, and they are always in the center of everything we do in managing the operations of an Urban Rail Transit (URT) system. Hence, a full understanding of the role and the impact of URT passengers is fundamental to the success of the operation of any URT system. With new technologies being introduced into URT systems, the role of URT passengers has been changing. Traditionally, the role of URT passengers has been a passive one. However, modern URT systems are increasingly witnessing passengers taking a more and more active role. Thus, a review and rethink of the passenger's role in an URT system is extremely necessary.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Making Accessibility Analyses Accessible: A Tool to Facilitate the Public Review of the Effects of Regional Transportation Plans on Accessibility***
Authors: Golub, Aaron; Robinson, Glenn; Nee, Brendan; Journal of Transport and Land Use, Volume: 6, Issue Number: 3; 2013

The regional transportation planning process in the United States has not been easily opened to public oversight even after strengthened requirements for public participation and civil rights considerations. In the effort to improve the public review of regional transportation plans, this paper describes the construction of a proof-of-concept web-based tool designed to analyze the effects of regional transportation plans on accessibility to jobs and other essential destinations. The tool allows the user to analyze disparities in accessibility outcomes by demographic group, specifically income and race, as required by civil rights-related planning directives. The tool makes cumulative-opportunity measures of the number of essential destinations reachable within certain times by public transit and automobile. The tool is constructed to analyze the San Francisco Bay Area's 2005 regional transportation plan. Users can choose to make measures for a particular neighborhood or for all neighborhoods in the region with certain demographic characteristics. Two example analyses are shown with an interpretation and discussion of calculator outputs.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

**Using Technology to Build and Manage a Two-Way Public Conversation on Transportation Issues**
Authors: Griffith, Reema, Young, Bill; Transportation Research Record: Journal of the Transportation Research Board, Issue Number: 2397; 2013

The Washington State Transportation Commission (WSTC) has pioneered a new approach to involving the public in transportation policy by using online surveying and survey panels. To broaden outreach to Washington State residents and improve public engagement with government, WSTC created the Ferry Riders' Opinion Group (FROG) survey panel in 2007. WSTC, whose responsibilities include setting ferry

fares and highway tolls, began by surveying ferry riders' views on customer service, ferry fares, and fare policies. After discovering how eager ferry riders were to share ideas and opinions, WSTC created an online survey panel of ferry riders to listen and communicate with them about more detailed, focused topics such as ferry service levels, assessment of mode shift potential, and system investment priorities. In 2012 WSTC took this two-way, dynamic interaction with the public to the next step, launching the Voice of Washington State (VOWS) online survey statewide panel. The FROG and VOWS programs elicit citizen views on transportation policy and funding, generating unique data that WSTC then shares with state and local decision makers. These survey panels engage the silent majority in policy making in a manner never before offered. This paper describes the development of the FROG and VOWS survey panels, the recruitment and retention of panel members, and how survey results are analyzed and reported to decision makers and panel members. The many participants and the real and responsive policy changes resulting from the survey data demonstrate the success of these programs.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Understanding Public Involvement Practice in North Carolina Metropolitan Planning Organizations: An Analysis of Goals and Tactics***
Author: Miles, Jeff; Transportation Research Board, 92nd Annual Meeting, 2013

Transportation planning in the United States is conducted by a range of federal, state and local agencies, each with its own interests and constituencies. Metropolitan planning organizations (MPOs) have emerged as one of the dominant forces in shaping the future of America's major highways and transit systems. As a part of their federally-mandated duties for planning for major transportation infrastructure, MPOs have been charged with involving the public in their decision making. Though certain state and federal public participation requirements apply to all 17 of North Carolina's MPOs, there are differences in the ways that these organizations engage with those requirements and provide or do not provide meaningful opportunities for public involvement in the planning that they do. This paper explores and records those differences. Through a comparison of the tactics that MPOs used in their public involvement programs and the goals that MPOs set for those programs, this paper outlines several strengths and weaknesses of current practice. Major strengths of current practice include a diversity of tactics and opportunities for involvement throughout the process. A prevalence of tactics that are more informational in nature, a lack of online participation methods, and inadequate attention on underserved groups are some of the key weaknesses. These strengths and weaknesses suggest four key recommendations for moving forward. MPOs should pay more attention to underserved groups, seek to get feedback from residents (as opposed to educating them), move some participation online and move beyond simply meeting federal requirements.
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***Citizen Participation for Sustainable Transport: Role of Self-organizing Civil Society Organizations to Innovate in Complex City and Transport Planning Systems***
Author: Sagaris, Lake; Transportation Research Board, 92nd Annual Meeting; 2013

20th century, citizen "revolts" against urban highway projects have influenced thinking about public transport (Toronto, Vancouver, New York), governance (Portland), and cycling (The Netherlands) to this day. Less is known, however, about how these emerge in developing countries, and what they can tell us about citizens' role in innovation to achieve more sustainable transport systems. Using a complexity-based methodology, this case study examines a social movement that emerged in opposition to the country's first major highway concession, in Santiago, Chile (1997), challenging and changing urban

planning paradigms. In 2000, the anti-highway campaign founded a citizen institution, Living City (Ciudad Viva). Twelve years later, it has become a prize-winning, citizen-led planning institution. Although participation's role in improving transport systems has become increasingly recognized in recent years, it still tends to be rather ritualistic. This experience offers insight into how strategic approaches to participation can reinforce the role of self-organizing civil society organizations in introducing innovation into existing systems. Findings suggest that traditional large formats should be supplemented by small groups, with more attention paid to the quality of communication and how new consensuses are transmitted (or not) through networks of relationships. This experience suggests that rethinking the city and transport as complex systems, and providing room for leadership from citizen, as well as "technical" and "governmental" planners, opens the way to more effective strategies for innovating in transport, to address the social, environmental and other challenges humanity faces today.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Measuring Performance of Public Engagement in Transportation Planning: Three Best Principles***
Author: Wagner, Jason; Transportation Research Record: Journal of the Transportation Research Board, Issue Number: 2397; 2013

Measuring performance provides a variety of benefits: establishing accountability with the public, enabling management and performance improvements, increasing transparency, and building public trust. The most recent transportation authorization bill, Moving Ahead for Progress in the 21st Century, includes a heavy focus on performance measurement. Despite such strong reasons, measuring the performance of public engagement in transportation planning has proved difficult for a variety of issues, including unclear goals, limited funding, and the situational nature of engagement activities. To address some of these issues, the literature of best practices for public engagement in transportation planning is analyzed, and three principles that encapsulate the contained concepts are derived. The three principles include accessible events, engaging interactions, and an outcome-oriented process. The author developed a performance scorecard rubric to operationalize the three principles. The scorecard provides an intuitive and concise method to measure and display performance information. This paper organizes the disparate and fragmented literature of recommended practices into a usable framework that enables practitioners to understand more easily the important aspects of public engagement and to better measure the performance of engagement activities. The paper also advances the discourse surrounding public engagement and performance measurement. Additional study would provide opportunities for further refinement and investigation of the efficacy of the system developed in a real-world setting.
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***Public Involvement Performance Measurement Tool***
Authors: Kramer, Jeffrey; Pontoriero, Domenico; McCarville, Melissa Rose; Williams, Kristine M.; TRB 92nd Annual Meeting Compendium of Papers; 2013

The Florida Department of Transportation (FDOT) wants to ensure that all interested parties have an opportunity to participate fully in the transportation decision-making process and that public input is carefully considered. Although public involvement is now an integral part of project development, few efforts have been undertaken to evaluate the effectiveness of FDOT public involvement activities. What efforts have been undertaken tend to focus on outputs (e.g. number of participants at meetings), rather than outcomes (e.g. participant satisfaction with the process). In an effort to improve public involvement performance measurement, FDOT contracted with the Center for Urban Transportation

Research (CUTR) at the University of South Florida to develop performance measures and tools to gauge the effectiveness of FDOT public involvement activities. This paper describes the process undertaken in the development of the Public Involvement Performance Measurement Data Collection and Analysis Tool (PIPM Tool) a software tool to enable FDOT project managers and senior management to document, track, and evaluate the agency's public involvement efforts. The tool is a graphic user interface built on a Microsoft Access database. The paper will be of value to transportation professionals looking to develop a public involvement performance measurement system of their own or any transportation agency currently engaged in public involvement performance measurement that is looking to improve upon their current measurement structure.
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***The Perils of Participation: The Effect of Participation Messages on Citizens' Policy Support***
Authors: Risner, Genevieve; Bergan, Daniel; Journal of Public Transportation, Volume: 15, Issue Number: 2; 2013

While scholars have found several benefits to citizens, government, and society resulting from participatory policy processes, other research suggests that citizens are apathetic and uninterested in participating in policy-making. Also, in some cases, knowing that similar others participated in making a decision can decrease support for the result. The current research attempts to determine whether knowledge that similar citizens participated in public transportation policymaking or elites designed a transit policy affects support for the policy as well as general support for the policy process. Results from a survey experiment suggest that who participates, matters. Citizens do not want "people like them" developing public transportation policies. These findings pose implications for the promotion of participatory processes.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Public participation in municipal transport planning processes - the case of the sustainable mobility plan of Ponta Delgada, Azores, Portugal***
Authors: Gil, Artur; Calado, Helena; Bentz, Julia; Journal of Transport Geography, Volume: 19, Issue Number: 6; November 2011

Public participation in transport planning is a recent trend. There are an increasing number of cases in Europe where the public is involved in the decision-making process. In Portugal, where the use of a motor vehicle as a means of transportation still enjoys a deep approval in the society, a participatory approach is an opportunity to change perceptions towards more sustainable transport modes. In Ponta Delgada (Archipelago of the Azores), for the first time in Portugal, the relevant stakeholders were involved in the development process of a sustainable mobility plan. It proved that, on a participatory basis, sustainable transport planning provides more satisfactory and efficient solutions. This paper presents the methodology and results of a participative transport management planning model. This model can be adapted to the specific needs and problems of other small island cities.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Suggested Design and Management Techniques for Enhancing Public Engagement in Transportation Policymaking***
Authors: Quick, Kathryn S; Zhao, Zhirong Jerry; Center for Transportation Studies, Minneapolis, MN; 2011

This report analyzes how the public can be effectively engaged in democratic decision-making and implementation of technically complex transportation policies. Its contribution is to compile and analyze strategies for enhancing public engagement specifically in transportation planning and policy via a review of the literature, identification of key design choices in organizing public engagement, a case study, and recommendations for further research. It incorporates the following sections: 1. Highlights from existing knowledge about the benefits, purposes, and challenges of public engagement. 2. An assessment of the state of public engagement in transportation and an evaluation of participatory designs currently being used in the sector. 3. A framework that the authors suggest transportation policy-makers utilize in deciding how to design public engagement processes. 4. Description and analysis of two cases of participatory transportation planning efforts in Grand Rapids, Michigan. 5. Recommendations for further research and proposals for how to engage the public in several current transportation policy issues in Minnesota.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Citizen Involvement in Promoting Sustainable Mobility***
Authors: Ibeas, Ange; Dell'Olio, Luigi; Montequin, Rosa Barreda; Journal of Transport Geography, Volume: 19, Issue Number: 4; 2011

This article proposes a methodology for promoting public involvement in the planning process for the promotion of sustainable mobility. The concept of the focus group (FG) is widened and a method based on holding larger groups defined as mega focus groups (MFG) is proposed. These MFG allow all sections of society to be represented in the participation process, thereby involving the population at a strategic level in subjects of general interest to society and later, holding smaller FGs on more specific subject matters (tactical level). The advantage of the larger MFG over the smaller FG is that they can obtain more information (between 40 and 60 people take part) from easily run meetings (similar to the FG). The MFG also provide a territorial representation of peoples' opinions and serve as a mechanism for selecting the participants in the smaller focus groups. The information extracted from both the MFG and FG about people's perceptions of sustainable mobility provides the background to the design of pilot surveys on urban mobility. For a better understanding of the development of this method and its possible applications in any town or city the article includes its practical application in the medium sized city of Santander (Northern Spain).
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Enhancing Community Participation in Metropolitan Strategic Transport Planning Through Shared Analysis***
Authors: Sunter, P; Wigan, M; Road and Transport Research, Volume: 20, Issue Number: 1; 2011

This paper assesses and explores the existing potential for new approaches to software and data, such as the open source movement, to contribute to more open and contestable strategic land-use and transport planning processes. Issues with the current state of practice of modelling and analysis in such processes have been reviewed; developments for addressing them have been profiled; and practical efforts exemplified by the use of modelling in recent large-scale processes, such as Chicago Go To 2040, have been assessed. We then specifically developed a proposal for how the open source approach to software development and management can be an important part of this process, and illustrate and profile the progress thus far of two of the largest urban modelling projects that have embraced at least aspects of this approach - UrbanSim and MATSim. Finally, we assess the key open governance and

technical issues involved in moving such efforts from an academic research context, to an operational application in group decision-making for urban and transport planning.
**[Not available online -- contact the WSDOT Library for assistance in obtaining this resource: Library@wsdot.wa.gov]**

***Participation of Citizens in Road Infrastructure Projects***
24th World Road Congress Proceedings: Roads for a Better Life: Mobility, Sustainability and Development; World Congress; 2011

Participation is first of all a political approach. But it also has technical and even economic aspects, which can be demonstrated by several examples. Experience has shown that the sustainability and quality of projects is influenced by the process of planning in which participation may increase the feeling of ownership and support good governance on the local level. People can participate in various ways and on several levels. Political participation consists of elections, formal participation, informal participation, public hearings or referendums. Financial participation involves different ways of contributions such as taxes, tolls and donations. Physical participation means honorable engagement and communitary work, which may include physical activities during realisation or continuous maintenance work. Different types of participation are used around the world, which vary depending on the national or local situation, but all of them try to improve the relationship between decision makers and the population in order to find an optimum among the possible solutions. Examples from Germany and Rwanda show the variety of different approaches: highly elaborated patterns of participation and activities of inhabitants and shopkeepers in Aachen as well as traditional forms of meetings and communitary works in Kigali.
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***Building Support for New Transportation Funding and Financing Program: Linking Investments to Stakeholder Priorities through Collaboration and Economic Impact Analysis***
Author: Lorenz, Julie; Transportation Research Record: Journal of the Transportation Research Board, Issue Number: 2245; 2011

The transportation community is well aware of the universal problem of (a) infrastructure investment needs, associated funding requirements, and the need for more flexible financing approaches and (b) public uncertainty over the efficacy of investing in transportation as opposed to other uses of their money. These are long-standing issues regardless of economic cycles, and they relate to the state of infrastructure needs and shifting economic and demographic patterns as well as public desires for public processes that are fair, equitable, efficient, and transparent. Recognizing these challenges, the Kansas Department of Transportation (DOT) embarked on a multiyear experiment to reinvent transportation planning and project selection processes in an effort to achieve greater support through stakeholder consultation, collaboration, and adoption of improved and expanded methods for ranking and selecting projects that appeal to broader issues of public concern (such as job creation) instead of merely engineering measures of need. Seven years of experimentation in consultation, collaboration, and revising processes provides many lessons for the transportation community that may be applicable in whole or in part for other state or regional transportation agencies. This paper critically examines the methods and tools used by the Kansas DOT, including surveys, road rallies, collaborative planning efforts, social media outreach, economic impact analysis, and expanded project selection processes. Taken together, this work has produced a positive outcome, including the recent funding by the Kansas legislature of a new 10-year transportation improvement program.
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***Project, Policy and Public consultation: The Art of Government of Mega Urban Transport Projects***
Author: Sturup, S; World Congress on Transport Research, 12th, Lisbon, Portugal; 2010

Mega urban transport projects (MUTPs) are increasingly being used in urban environments to produce new transport infrastructure and thereby facilitate a range of policy objectives including improved environmental outcomes and increased accessibility. However, the articulation of problems in a form for which MUTP is the solution, often leads to poorly integrated projects that lack public acceptance. Studies of this phenomenon have recommended various methods for inclusion of the public in consultation on the development and implementation of projects as the solution. Despite these good recommendations, MUTPs continue to show a pronounced imperviousness to genuine public consultation. This paper uses the findings from a study into the "art of government" of MUTPs based on three Australian case studies from Melbourne, Perth and Sydney. The purpose being to shed light on the attraction of MUTPs as a solution to policy problems, and the reasons for the relative imperviousness of project to genuine public consultation.
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## *Research in Progress(RiP)*

***Building Local Agency Capacity for Public Engagement in Local Road Systems Planning and Decision Making***
Contract Numbers: 99008-55; Sponsor Organizations: Minnesota Department of Transportation, St. Paul, MN; 2012

The research methodology for this project takes a problem-solving approach to designing solutions to issues identified by local public works leaders. The combination of this approach and the proposed training components offer both immediate benefits in terms of increased engagement and public communication capacities of public works agencies addressing budgeting and other local road system sustainability questions around the state and longer-term and more generalizable benefits for local government agencies working on a variety of resource allocation and systems sustainability issues. Local public works leaders will have opportunities to utilize and provide feedback to improve the budgeting communication and public engagement techniques, which will then be further refined by the researchers for ongoing use. Evaluation measures for public communication and engagement are not well developed in transportation or for public policy-making more generally, but this project will ensure the effective implementation ISTEA standards for public involvement (at a minimum) and develop additional evaluation measures proposed in our previous report.
http://trid.trb.org/view/2012/P/1235205

***Measuring the Effectiveness of Public Involvement***
Sponsor Organizations: Federal Highway Administration, Washington, DC; Arizona Department of Transportation, Phoenix, AZ; 2014

Abstract: The Arizona Department of Transportation (ADOT) seeks to engage Arizonans in meaningful public participation in the planning, design, construction, and operation of transportation facilities. While all public participation opportunities are currently developed with high quality process and performance in mind, ADOT believes there is room to improve community relations through more effective public involvement. Currently, the Communications Division, which has primary responsibility

for public involvement on ADOT projects, does not have the means to measure how well its efforts meet the agency's objectives or the expectations of the public and other stakeholders. Thus, there is a need to define effectiveness within the context of ADOT's public outreach, e.g., in light of National Environmental Protection Act (NEPA) requirements, to better understand the degree to which past public involvement efforts have been effective, and to determine the strategies, tools, and techniques that have been more effective than others. There is also a need to measure the success of public involvement on current and future projects, and to modify efforts to more closely match identified targets for effectiveness. This study will develop and test measures of the effectiveness of public involvement efforts on a range of ADOT projects in both rural and urban areas, and will develop recommendations for the implementation of such measures at the department.
http://trid.trb.org/view/2014/P/1285750