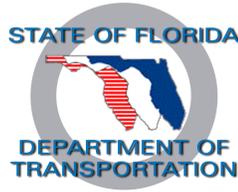




U.S. Department  
of Transportation  
**Federal Highway  
Administration**



# **Public Involvement in the Development of the Long Range Transportation Plan**

# **FLORIDA**

## **Benchmarking Study Report**

*Sponsored by the Federal Highway Administration, Florida Division, in cooperation  
with the Florida Department of Transportation and the Florida Metropolitan Planning  
Organizations*

October 2001

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# **Executive Summary**

## Background

The United States Department of Transportation, Federal Highway Administration (FHWA), has sponsored, in cooperation with the Florida Department of Transportation (FDOT), a benchmarking study entitled “Public Involvement in the Development of the Long-Range Transportation Plan.” The study was designed to provide metropolitan planning organizations (MPOs) with new tools and innovative techniques to enhance their public participation and outreach during the long-range transportation plan development process.

As required by federal law (Code of Federal Regulations Title 23, Part 450.322), MPOs must prepare a transportation plan addressing at least a 20-year planning horizon. The plan should include both long- and short-range strategies and actions that lead to the development of an integrated intermodal transportation system facilitating the efficient movement of people and goods. The transportation plan is reviewed and updated at least triennially in non-attainment and maintenance areas, and at least every five years in attainment areas, to confirm its validity and consistency with current and projected transportation and land use conditions and trends within the forecasted time period.

A major element in the long-range transportation planning process is providing opportunities for the public to comment and actively participate in the planning and decisionmaking process.

The MPOs in the state of Florida have expressed frustration over the difficulty of getting the public to participate in the process. For the most part, the public involvement activities at this long-range level are not widely attended. The MPOs have had more success in engaging the public at a more project-specific level.

Therefore, the Florida Division of the Federal Highway Administration, in cooperation with FDOT, offered to conduct a special study to research those organizations that exhibit exemplary public involvement techniques.

The research approach that was used is called “benchmarking.” As defined in *Quality Digest* (1992)

“ Benchmarking is the practice of being humble enough to admit that someone else is better at something and being wise enough to try to learn how to match and even surpass them at it.”

One of the main themes of benchmarking is that organizations must first examine their own processes, products, and services to discover where there are successes and areas for improvement.

The methodology used in this study was adopted from the American Productivity and Quality Center’s four-phase approach. These phases are **planning**, **collecting**, **analyzing**, and **adapting** information from the team and partner organizations to discover and highlight best practices to share nationwide.

## Planning

During the planning stage, a scope proposal was developed based on feedback from participating MPO member organizations, FDOT, and FHWA. These organizations were recognized as “benchmarking partner organizations”, as identified in appendix A. Training sessions on the benchmarking process were conducted during this phase in Tallahassee, Orlando, and Ft. Lauderdale. The training focused on the key principles of benchmarking and code of conduct, and any issues of concern about the benchmarking study.

Secondary research validating the topic and identifying best practice organizations was also conducted during this phase. Over 200 organizations were identified as possible benchmarking best practice organizations and were sent a brief screening questionnaire. The benchmarking partners then selected six best practice organizations; these are described in appendix B.

Appendix C has been provided in the report as a reference guide to relevant government publications for use in transportation planning and public involvement activities.

## Data Collection

The data collection phase included obtaining written information on processes and conducting site visits to gather additional information and validate findings. All

six best practice organizations and the participating benchmarking partners provided information responses. Information was requested in the following focus areas:

- developing a long-range plan,
- obtaining public involvement,
- communication strategies, and
- planning and implementing effective public meetings.

## Analysis

During the analysis phase, the data from the detailed site visit were compiled in a compendium report, which is included here as appendix D. Feedback from benchmarking partners and best practice organizations revealed several overarching principles that have led to success in public involvement as organizations plan for the long term.

### 1. Several key themes emerged from the benchmarking study:

- Education of the public is continuous.
- Involve key stakeholders early and throughout the process.
- Develop partnerships with media resources.
- Collaboration is a method for maximizing public involvement resources.
- Personalize public involvement activities.
- Provide incentives to increase participation.
- Provide alternatives to traditional meeting places.
- Use innovative techniques to define “communities” and traditionally underserved populations.
- Public involvement activities are continuously evaluated.

### 2. Best practice organizations and benchmarking partners use a variety of methodologies for communicating with the public.

Widely used communication strategies included:

- newsletters,
- citizen/public advisory committees,
- workshops,
- informational materials, and
- surveys.

### 3. Best practice organizations and benchmarking partners are employing innovative public involvement techniques.

These include:

- games,
- traveling information centers,
- tours,
- computer simulation, and
- school curriculum.

### 4. Technology is playing an important role in public involvement.

These include:

- Geographic Information Systems,
- Databases for mailing lists and
- Website and E-mail.

## Adapting

The benchmarking partners met in October 2001 to discuss the study’s key findings at a Knowledge Transfer Session (KTS). The Florida MPOs used this event to review their public involvement processes and determine to how best adapt the best practices for improving their public involvement program. Additionally, the benchmarking partners agreed to publish this report and share its findings nationwide. This effort supports FHWA’s metropolitan capacity-building programs initiative to educate and provide technical assistance to metropolitan planning organizations.



# Section 1:

## PUBLIC INVOLVEMENT THEMES



## Several key themes on public involvement appeared throughout the study.

### *Education of the public is continuous.*

All benchmarking partners agree that education is a continuous theme throughout the long-range planning process. Educating the public on, and obtaining its involvement in, planning are mutually reinforcing activities. The techniques used for this education process vary widely.

### *Involve key stakeholders early and throughout the process.*

Several best practice organizations found that involving key stakeholder groups from the onset of the process was essential to creating buy-in for the long-range transportation plan.

One best practice organization defined key stakeholders as local and state officials, planners, business leaders, conservationists, developers, landowners, and church and citizen groups. Many benchmarking team members added to this grouping anyone in or around their adjacent jurisdictions.

### *Develop partnerships with media resources.*

Some best practice organizations have found tremendous value in obtaining assistance from media resources.



These resources include television (local and government access); radio (via advertisements, public service announcements, and talk radio); and newspapers (articles, press releases, and newspaper inserts and surveys). Many best practice organizations and benchmarking partners use all these media to educate and obtain public feedback and participation.

One best practice organization suggested checking with television and radio resources to find out the time of the year when advertising rates are lowest so as to best leverage financial resources. This organization also noted that it was helpful to issue special invitations for the media to attend an information-sharing meeting—similar to a press conference—whose purpose is to disseminate information

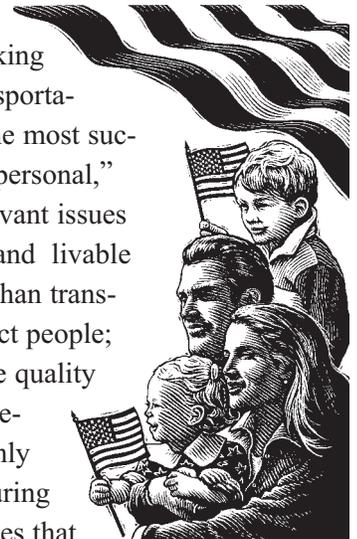
about a project or program. This special meeting helps maximize staff resources by providing information to all media at one time.

Another best practice organization stressed the importance of airing information on the radio at different times throughout the day. This organization suggested using one script with several “trailers” or public service announcements, each indicating the type of public feedback desired. One organization used a “scrolling” message across the bottom of the television screen to advertise a meeting.

One best practice organization sends a quarterly calendar of events to the local media to keep them informed of upcoming events. Many best practice organizations and benchmarking partners found that keeping the media involved is a low-cost way to publicize a project.

### *Collaboration is a method for maximizing public involvement resources.*

Best practice organizations emphasized to the benchmarking team “It’s not just about transportation.” They explained that the most success comes from “making it personal,” specifically by including relevant issues involving safety, air quality, and livable communities. These, rather than transportation per se, directly affect people; addressing them increases the quality and quantity of public involvement. Collaboration is a highly effective mechanism for ensuring that the issues and perspectives that speak to the public are included.



One best practice organization tackled transportation in the context of a clean air initiative. The organization collaborated with an asthma organization and various gas stations. A “stop at the click” program was instituted to encourage customers to stop pumping gas when the pump clicked, and thereby avoid gas spillage and promote cleaner air. Another best practice organization also teamed with gas stations; this one had them display posters promoting public involvement activities. The

organization also posted signs along affected project areas, advertising public involvement events.

One best organization developed a partnership with the American Lung Association and several transportation, environmental, and health groups to send a message to the public that everyone needs to work together to reduce air pollution.

One best practice organization initiated “Our Town” events, where the city devoted a day for the community to address different issues of importance to the locality. The events were festive and informative, and was considered a success.

“Piggybacking” on local events and entities is another method of collaboration. Almost all best practice organizations regularly staff information booths at local events such as neighborhood and community fairs. Several benchmarking partners and best practice organizations staff displays with project information at key employment sites or local shopping malls.



Best practice organizations believe that their planning efforts do not stop at their jurisdictional lines. Many collaborate and conduct public involvement activities with adjoining jurisdictions.

Another successful collaborative initiative for soliciting feedback was used by one best practice organization in compiling its Year 2040 long-range plan. This effort involved partnering with a coffee shop chain and holding

“Coffee Talks” for the public. Similarly, another best practice organization plans local “Coffees,” with neighborhood associations sponsoring in-home meetings with small groups of neighbors to discuss a project of particular concern to the citizens. This best practice organization trains individuals as facilitators to manage these meetings. Invitations are usually extended by the host of the coffee and are held during weekdays, evenings, and weekends at the convenience of the target audience.

One best practice organization made multiple copies of a video detailing its growth strategies; it then partnered with a video chain to distribute free copies of the video to store customers.

### ***Personalize public involvement activities.***

As with collaboration, the issue here is to bring the topic to the individual in a meaningful way. Collaboration makes meaning through combined perspectives; personalizing makes meaning by reaching out to the specific individual.

One best practice organization “made it personal” by conducting door-to-door canvassing. Public involvement staff and/or their volunteers go door-to-door to meet residents and business owners to ensure that they know about a project and have the opportunity to receive more information or to become more involved in the project.

Another best practice organization individually signs invitation and thank you letters. In addition, this organization makes itself available to anyone interested in the long-range transportation plan. The organization does not use voice mail, and, by using a “planner on call” methodology—whereby a transportation planner is assigned each day to answer all calls—it provides the public with outstanding customer service and information.

### ***Provide incentives to increase participation.***

Some best practice organizations and benchmarking partners use incentives to increase participation in public involvement activities. One best practice organization always tries to provide some type of refreshments at its meetings. Two other



organizations provide small mementos for individuals who provide responses to survey questionnaires.

***Provide alternatives to traditional meeting places.***

A majority of the best practice organizations agreed that traditional public meetings and meeting places are not particularly conducive for soliciting active participation from the public. They have instead turned to more innovative settings, where participants can feel they affect the decisionmaking process by offering input that adds value and substance.

Locations of meetings have been adjusted to better attract and accommodate participations. For example, best practice organizations and benchmarking partners have held meetings in such nontraditional locations as schools, churches, senior centers, libraries, fairgrounds, fire stations, and hospitals.

Similarly, times of meetings have been varied to accommodate more individuals. One best practice organization communicated with and received feedback from factory workers by holding discussions at the 4 a.m. “graveyard” shift. This organization also communicated with an affected neighborhood by holding discussions following church services in the area.

***Use innovative techniques to define “communities” and traditionally underserved populations.***

One component of the long-range transportation planning process is identifying the needs of low-income and minority populations and assessing how the benefits and burdens of the transportation system are distributed across these groups. Organizations are employing various methodologies to define these local communities.

Many benchmarking partners have identified the community impact assessment process as a method for defining communities and conducting community outreach. Community Impact Assessment is “ an assessment process to address proposed transportation actions on communities, neighborhoods, and people.” Other best practice organizations and benchmarking partners have relied on community-based or social service organizations as sources of information.



One best practice organization has used church groups, minority publications, and chambers of commerce to help identify needs of low-income and minority populations. This organization also collects and tracks school enrollment information and subsidized school lunch program data.

***Public involvement activities are continuously evaluated***

Every best practice organization and benchmarking partner evaluates, either formally or informally, their public involvement techniques. The most commonly used tool for evaluation is the survey questionnaires. Most best practice organizations and benchmarking partners used surveys to seek input about elements of the long range plan or the effectiveness of a public meeting.

Some best practice organizations used key stakeholder interviews to obtain input on the success of their process. A few organizations developed yearly evaluations to ascertain the effectiveness of their public involvement strategies.

One best practice organization stated that it supplies comment sheets at every meeting attended by the public. Not only does this provide feedback about the meeting and the process, but it also compiles names and addresses to be added to the organization’s mailing list.

# Section 2:

## COMMUNICATION STRATEGIES



## **Best practice organizations and benchmarking partners use a variety of methodologies for communicating with the public.**

**B**est practice organizations and benchmarking partners are employing various communications strategies to actively engage the public in the planning process.

These strategies are selected after careful examination of the characteristics and culture of the local community. Organizations have recognized that the characteristics of the populations of our cities are as diverse as our geographical terrain. To meet their diverse communication needs and target audiences, innovative and creative approaches are sometimes needed.

The benchmarking study identified several communication strategies for obtaining public involvement, including the following:

- newsletters,
- citizen/public advisory committees,
- workshops,
- informational materials, and
- surveys.

### ***Newsletters***

Newsletters are a highly popular method for communicating with the public. Most study team members and best practice organizations use a print and/or electronic newsletter issued generally on a monthly or quarterly basis. The newsletter outlines organization activities and promotes public involvement opportunities. One best practice organization uses its newsletters to highlight how its staff “practices what they preach.”

### ***Citizen/Public Advisory Committees***

Most study organizations have some type of citizen advisory council, committee, or board that actively participates in the development of the long-range transportation plan. The membership of most of these committees is diverse and represents the jurisdictions they serve.

Committee members are either elected or appointed to serve. Many organizations provide tool kits or other educational materials to committee members to help familiarize them with the planning process.

Several study organizations reported that they rely on these committees in a variety of ways for support of their public involvement initiatives. For example, many best practice organizations have developed a “speakers’ bureau” where they prepare presentation materials and coordinate speaking engagements for committee members—and local elected officials, as well—to discuss transportation planning initiatives at civic and community groups or clubs.

### ***Workshops***

Workshops are another popular method for eliciting public comment. The specifics of workshop logistics and activities vary widely. One best practice organization sends personal invitations to participants; another sends e-mail reminders to workshop attendees.

Many best practice organizations do not have in-house staff available to facilitate their workshops; instead, they make use of volunteers. To enrich and enlighten workshop proceedings and participants with useful perspectives, they draw these volunteers from the ranks of allied organizations (e.g., the American Institute of Architects) or adjacent counties and municipalities. In this way, related information and quality of life issues are brought into the activities.

### ***Informational Materials***

Best practice organizations and many benchmarking team members have published educational and informational documents, covering a broad range of writing and dissemination styles and approaches. For example, one benchmarking team member developed a cartoon book for adults as a fun and humorous way to explain how the long-range plan is developed. Another best practice organization distributed its public involvement and transportation-related information by handing out brochures at local sporting events.

Another best practice organization created project-specific



workbooks that include maps, options, and worksheets. Participants are asked to complete the workbook with their family members and bring it to an “open house” to review technical data, compare options, and assess the pros and cons and trade-offs. If participants cannot attend the open house, they are asked to call a hotline number where they can request “Tech Facts”—technical summaries—that are then mailed to the participant.

Most of the study members and best practice organizations publish an informational document summarizing their long-range transportation plans. One member titled its summary document “The Livable Community Reinvestment Plan.” The material was then presented, not

as multi-pages of text, but as a large one-page overview of the organization’s 2020 Transportation Plan.

Another best practice organization distributes a publication, “Getting There,” that includes a series of sub-regional publications that further identifies projects/programs for its 20-year regional transportation blueprint for the county.

The annual report, like the newsletter, is another popular publication used by most study members to convey information to the public. Generally, this report is widely distributed and reports the year’s progress and projected activities.

### **Surveys**

Many of the best practice organizations and benchmarking partners use surveys to gauge public opinion and the effectiveness of their organization’s outreach activities. These surveys may be conducted over the phone, in person, or via the Internet.

Using a related technique, one best practice organization solicits public involvement by randomly cold calling residents and asking them if they would participate in events.



# Section 3:

## INNOVATIVE TECHNIQUES



## Best practice organizations and benchmarking partners are employing innovative public involvement techniques.

### Games

Some benchmarking partners and best practice organizations have used games to elicit public involvement. Games were used in settings such as, transportation day at the mall, workshops at senior centers, and public meetings. These games include the following:

- One best practice organization created the “Chips” game to give citizens participating in a workshop an understanding of the impacts of alternative growth scenarios. The participants were given poker chips and a map; they were then asked, “Where should we grow?” The participants placed the chips on the map to show where development should take place, where open space should remain, and where transportation corridors should be located. Participants were next asked, “How should we grow?” Participants again used their chips to show their preferences regarding community types on a map that reflected increased population, businesses, and transportation.
- “Strings and Ribbons Simulation Game” has been used by a benchmarking team member to generate data for project selection criteria analysis, develop a sidewalk and bikeway needs list, and train citizens regarding the MPO process. Each player receives a one-year allocation of road funding and sidewalk funding at the scale of a GIS map with an Existing plus Committed network. The game cleverly and subtly teaches citizens about funding flexibility, funding constraints, priorities, and community consensus. Further, the use of GIS makes the game entertaining and realistic.



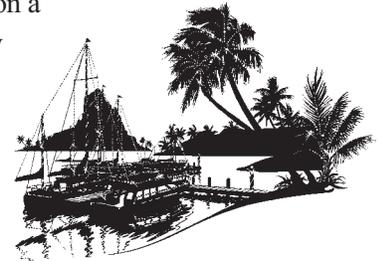
### Traveling Information Center

One best practice organization instituted a “Transportation InfoMobile.” This mobile interactive exhibit, housed in a

modified 40-foot passenger bus, traveled the local area, bringing information about transportation options directly to communities. The InfoMobile was filled with interesting interpretive exhibits and graphics, multi-media computers, brochures, and hands-on activities for young and old; for added interest, murals were painted on the exterior of the bus. Through these devices, the InfoMobile involved and informed people about the many transportation issues and activities in their area.

### Tours

Tours get the people to the place, allowing them to experience sites first-hand and up close. One best practice organization uses a coach bus to take public involvement participants and elected officials on a tour of selected sites, followed by an on-site discussion of relevant issues. Another best practice organization holds “Walking Tours,” at which citizens and local officials meet at a site and walk around and discuss issues concerning possible changes to the area.



### Computer Simulation

Computer simulations allow planners and decisionmakers—and the public—to envision alternative scenarios for specific locations. Such simulations have been used most successfully by many team members and best practice partners. Pictures taken at specific locations are modified based on the application of various transportation planning scenarios. Citizens and elected officials can thus see and evaluate how different alternatives will work in affected areas before any changes are actually made.

### School Curriculum

The concept of reaching communities and neighborhoods through their local schools was a popular technique used by many best practice organizations. One organization created a “Planning for a Livable Future” lesson plan for area teachers. The lesson plan addresses land use, transportation, environment, and population/housing.

Another best practice organization hosts tours of its facilities for local schools. During the tour, transportation issues are discussed and relevant materials distributed.

# Section 4:

## INFORMATION TECHNOLOGY



## Technology is playing an important role in public involvement.

**T**echnology creates new media for soliciting public involvement in the development of the long-range transportation plan.

### ***Geographic Information Systems***

Some benchmarking partners and best practice organizations are using geographic information systems (GISs) along with the recent census or other data to capture project communities. One best practice organization has placed a GIS on every transportation planner's computer. This enabled every planner with the opportunity to use GIS as a tool for researching databases and



### ***Databases for Mailing Lists***

Best practice organizations and benchmarking partners are preparing sophisticated databases for use in direct mail and e-mail. These databases allow for rapid electronic sorting of project-specific information so that the right citizens and communities can be contacted for each project and public involvement activity.

The databases allow for collection and compilation of large amounts of useful information, including mailing lists. One best practice organization suggested corresponding with other civic associations to ask them to distribute information to their members. This effort enables this best organization to reach a wider audience than just relying on their own databases.

### ***Websites and E-mail***

Websites and e-mail are being used to post information, like newsletters and organizational information, as well as gather information and promote public involvement activities.

All best practice organizations maintain a website, although their interactive ability varies. Some organizations use the Internet to post reports, meeting minutes, and advertisements, while others, may use it as another method to solicit input via surveys and comment forms. One best practice organization recommended including a "links" section on websites as a way to lead users to organizations with similar interests and objectives.

One best practice organization designed a survey that citizens could access through a website address or by telephoning a special number. A consultant was retained for managing this activity, which included provided a summary report of the comments. The activity was deemed so successful that the organization plans to use this type of public comment solicitation for future projects as well.



# Appendix A:

## BENCHMARKING STUDY TEAM MEMEBERS

**Benchmarking Study Manager:** Lori Susan Byrd, Corporate Management Specialist  
Federal Highway Administration, Florida Division

**Subject Matter Expert:** Sabrina David, Transportation Planning Specialist  
Federal Highway Administration, Florida Division

**Editor:** Nita Congress

**Benchmarking Organizations:** There were several Federal, state and local agency personnel that contributed to this study. Those listed below are the primary study contacts.

### **Federal Highway Administration, Florida Division**

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Robert Wright, Assistant Division Administrator  
Erik Steavens, Planning and Intermodal Coordinator  
Maxine Robinson, Administrative Operations Assistant  
Denise Shoaf, Secretary

### **Federal Highway Administration, Headquarters**

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### **Florida Department of Transportation**

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Joye Brown, District 2  
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Joey Gordon, Turnpike

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Lisa Beaver, Charlotte County - Punta Gorda Metropolitan Planning Organization  
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David Hunt, Lee County Metropolitan Planning Organization  
Sivani Kantamneni, Martin County Metropolitan Planning Organization  
Muffet Robinson, METROPLAN Orlando  
Clinton Forbes, Miami - Dade County Metropolitan Planning Organization  
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Ali Atefi, Pasco County Metropolitan Planning Organization  
Gary Kramer, Pensacola Metropolitan Planning Organization  
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Jill Weinischke, Polk Transportation Planning Organization  
Michael Maholtz, Sarasota/Manatee Metropolitan Planning Organization  
Cheri Fitzgerald, St. Lucie County Metropolitan Planning Organization  
Greg Burke, Tallahassee - Leon County Metropolitan Planning Organization  
Lois Bollenback, Volusia County Metropolitan Planning Organization

**Partner Organizations:**

Community Planning Association  
Des Moines Area Metropolitan Planning Organization  
Envision Utah  
Metro Oregon  
Operations Management International, Inc.  
Wilmington Area Metropolitan Planning Council

# Appendix B:

## PARTNER PROFILES

### Community Planning Association

Community Planning Association is a regional planning organization for Treasure Valley, Idaho. Its mission is to: provide a forum to address and prioritize region-wide issues, serve as a catalyst to ensure local government involvement in building region-wide consensus, develop and support policies to achieve region-wide solutions, and maintain resources to support efficient region-wide planning and development.

### Des Moines Area Metropolitan Planning Organization

The Des Moines Area Metropolitan Planning Organization serves as the formal transportation planning body for the Des Moines metropolitan area. This organization cooperates with many agencies in fulfilling its transportation planning responsibilities. These agencies include the Federal Highway Administration, the Federal Transit Administration, the Iowa Department of Transportation, the Des Moines Metropolitan Transit Authority, the Central Iowa Regional Transportation Planning Alliance, 15 member communities, and three member counties.

### Envision Utah

Formed in 1997, Envision Utah is a public-private community partnership dedicated to studying the effects of long-term growth in the Greater Wasatch Area of northern Utah. Sponsored by the Coalition for Utah's Future, Envision Utah and its partners have—with extensive input from the public—developed a publicly supported growth strategy that will preserve the state's high quality of life, natural environment, and economic vitality during the next 50 years. The Envision Utah partnership includes state and local government officials, business leaders, developers, conservationists, landowners, academicians, church group members, and general citizens. This unique and diverse coalition is working together to implement a common vision for the Greater

Wasatch Area as it faces the prospects of immense growth in the coming decades.

### Metro Oregon

Metro Oregon provides a regional forum where cities, counties, and citizens can resolve issues related to growth—things such as protecting streams and open spaces, transportation and land-use choices, and increasing the region's recycling efforts. Metro was formed in 1979, when voters of the region approved the transition from an appointed council of governments to an elected body. In 1992, voters approved a home-rule charter that gave Metro primary responsibility for regional land use and transportation planning. Metro serves more than 1.3 million residents in Clackamas, Multnomah, and Washington Counties and the 24 cities in the Portland, Oregon, metropolitan area. Metro's primary mission is to manage growth in this region; its other responsibilities include solid waste disposal, and operation of arts and cultural facilities, parks, and the zoo.

### Operations Management International, Inc.

Operations Management International, Inc. (OMI), a member of the American employee-owned CH2M HILL Companies, Ltd., offers complete infrastructure development, financing, design, and operations and maintenance services. Headquartered in Denver, the company manages 170 water and wastewater facilities in the Americas, Middle East, and Asia. In the United States, the company manages facilities in 30 states. OMI received the Malcolm Baldrige National Quality Award in April 2001.

### Wilmington Area Metropolitan Planning Council

The Wilmington Area Planning Council (WILMAPCO) is the designated metropolitan planning organization for the region that includes New Castle County, Delaware, and Cecil County, Maryland. The WILMAPCO staff is comprised of engineers, planners, transportation analysts, public outreach coordinators, and administrative staff.



# Appendix C:

## RELEVANT GOVERNMENT PUBLICATIONS

Several useful publications are listed here for your reference in utilizing public involvement in the development of transportation planning. These publications are available on-line at [www.fhwa.dot.gov](http://www.fhwa.dot.gov).

The Transportation Equity Act for the 21st Century was enacted June 9, 1998, as Public Law 105-178. TEA-21 authorizes the Federal surface transportation programs for highways, highway safety, and transit for the 6-year period 1998-2003.

Intermodal Surface Transportation Efficiency Act of 1991 - PL 102-240

1997 Federal Highway Cost Allocation Study - Final Report

1999 Status of the Nation's Highways, Bridges and Transit: Conditions and Performance - Report to Congress

21st Century Transportation Infrastructure Symposium: Linking Regional Planning and Operations for Effective ITS Deployment: Proceedings

A Citizen's Guide to Transportation Decisionmaking

Connecting America—1999 Report to the Nation

Contribution of Highway Capital to Industry and National Productivity Growth, September 1996

An Evaluation of the TE-045 Innovative Finance Research Initiative - Final Report

Excellence in Highway Design - 1996 Biennial Awards

Federal Highway Administration 1998 National Strategic Plan

FHWA FY2000 Performance Plan

FHWA FY2000 Performance Plan - Appendices I & II

FHWA FY2002 Performance Plan & FY2000 Performance Report

Financing Federal-Aid Highways

A Guide to Federal-Aid Programs and Projects

Highway Trust Fund Primer

Meeting the Customer's Needs for Mobility and Safety During Construction and Maintenance Operations

Productive Highway Capital Stock Measures, January 1999

Program Guide: Utility Adjustments and Accommodation on Federal-Aid Highway Projects

Public Involvement Techniques for Transportation Decision-making

Report to Our Customers: Who We Are and What We Do

Value of Information and Information Services



# Appendix D:

## DETAILED SITE VISIT SURVEY COMPENDIUM

