PERFORMANCE MEASURES TO EVALUATE THE EFFECTIVENESS OF PUBLIC INVOLVEMENT ACTIVITIES IN FLORIDA

Technical Memorandum #1
Literature Review
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Table of Contents

INTRODUCTION

In 2006, the Center for Urban Transportation Research (CUTR) at the University of South Florida (USF) completed a comprehensive assessment of public involvement practices and processes in Florida for the Florida Department of Transportation (FDOT). The assessment considered public involvement practices at all phases of transportation decision making and included practices of the FDOT Central Office, FDOT Districts, and Florida metropolitan planning organizations (MPOs).

The study resulted in a series of generalized observations, lessons learned and suggestions to improve the practice of public involvement in Florida. Among the findings was that, with few exceptions, FDOT and Florida MPOs have no formal evaluation methods to measure the effectiveness of their public involvement activities. In addition, many of those interviewed felt that the effectiveness of their public involvement efforts could be improved through the creation of formal public involvement evaluation methods. The CUTR research report recommended that FDOT, in cooperation with Florida MPOs, develop a systematic method for evaluating the effectiveness of public involvement activities. The report also emphasized the need to develop public involvement performance measures that focus on desired outcomes, as well as process, and that advance the strategic objectives and business plan of the transportation agency.

To that end, FDOT asked CUTR to develop a systematic method, based on defined performance measures, to evaluate the effectiveness of public involvement processes and practices. The project objectives include:

- Document current performance measure practices, both generally and as they relate to public involvement,

- Develop a systematic evaluation methodology to evaluate the effectiveness of public involvement processes and practices based on defined performance measures, and

- Coordinate the evaluation methodology with established FDOT performance management processes.

The first phase of the study involved a comprehensive literature review to identify related efforts on performance measures both generally and as they relate to public involvement. A scanning survey of state transportation agencies and MPOs was also conducted to identify existing efforts to systematically evaluate the effectiveness of public involvement processes and practices using performance measures. The FDOT business plan and customer surveys were also reviewed to facilitate coordination between the findings of this project and FDOT's established performance management processes. This technical memorandum details the findings of these research activities.

REVIEW OF THE LITERATURE

The notion of performance measurement in government started prior to the 1940s.[1] During the 1960s and 1970s, renewed interest in performance measurement occurred due to the program

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[1] Ridley, C. and Simon, H. (1943). Measuring Municipal Activities: A Survey of Suggested Criteria for Appraising Administration. Chicago: The International City Management Association.

budgeting and program evaluation movements.[2]   During the 1980s, performance measurement waned, in part, because "most governmental jurisdictions did not have the capability for measuring the performance of their programs."[3] In 1993, then Vice President Al Gore advocated the National Performance Review which led to the passing of the Government Performance and Results Act (GPRA). The Act required federal agencies to establish strategic plans and produce annual performance plans and reports based on performance measures. The federal government reiterated the importance of performance measurement, particularly in transportation planning, with the passage of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) in 2005.

There are numerous resources and publications on the use of performance measures to evaluate public sector performance. However, little research has been done on the use of performance measures to evaluate public involvement activities in transportation planning and decision-making. The key resources on performance measurement are identified in the bibliography. This review of the literature focuses on research related to the development and use of performance measures in public sector evaluations and in evaluating public involvement in transportation projects and plans. The objective was to explore the methods and findings of others, particularly as they relate to performance evaluation, as well as to identify potential performance measures for public involvement in transportation planning.   Details of those studies and publications determined to be most relevant to the project are included in the Appendix and highlights are summarized below.

Fundamentals of Performance Measurement

- **United States General Accounting Office (GAO). (2005). "Performance Measurement and Evaluation: Definitions and Relationships."** *GAO Report***, GAO-05-739SP.**

This report defines key terms used in performance measurement and program evaluation as defined by the GAO.

> Performance measurement: the ongoing monitoring and reporting of program accomplishments, particularly progress toward pre-established goals and objectives
>
> Performance measures: address the type or level of program activities conducted (process), the direct products and services delivered by a program (outputs), or the results of those products and services (outcomes).
>
> Program: any activity, project, function, or policy that has an identifiable purpose or set of objectives.
>
> Program evaluations: individual systematic studies conducted periodically or on an ad hoc basis to assess how well a program is working. They are often conducted by experts external to the program, either inside or outside the agency, as well as by program managers. A program evaluation typically examines achievement of program objectives

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[2] Altman, S. (1979). "Performance Monitoring Systems for Public Managers." *Public Administration Review*, 39(1), 31-35; Hatry, H. and Fisk, D. (1971). *Improving Productivity and Productivity Measurement in Local Government*. Washington, DC. The Urban Institute.

[3] Poister, T. and Streib, G. (1999). "Performance Measurement in Municipal Government: Assessing the State of the Practice." *Public Administration Review*, 59(4), 325-335.

in the context of other aspects of program performance or in the context in which it occurs.

Performance measurement determines a program's success in meeting established goals and objectives; whereas, program evaluations are typically a more in-depth examination of program performance and can determine if a program is working and identify adjustments that may improve results. The GAO identifies four approaches to program evaluation: (1) evaluate process/implementation, (2) outcomes, (3) impacts, and (4) cost-benefit/cost-effective analysis. The GAO definitions of these approaches are provided below.

> Process or Implementation Evaluation: assesses the extent to which a program is operating as it was intended. Typically, assesses program activities' conformance to statutory and regulatory requirements, program design, and professional standards or customer expectations.

> Outcome Evaluation: assesses the extent to which a program achieves its outcome-oriented objectives. Focuses on outputs and outcomes, including unintended effects, to judge program effectiveness. May also assess program process to understand how outcomes are produced.

> Impact Evaluation: assesses the net effect of a program by comparing program outcomes with an estimate of what would have happened in the absence of the program. This form of evaluation is employed when external factors are known to influence the program's outcomes, in order to isolate the program's contribution to achievement of its objectives.

> Cost-Benefit and Cost- Effectiveness Analyses: compares a program's outputs or outcomes with the costs (resources expended) to produce them. When applied to existing programs, they are also considered a form of program evaluation. Cost-effectiveness analysis assesses the cost of meeting a single goal or objective and can be used to identify the least costly alternative for meeting that goal. Cost-benefit analysis aims to identify all relevant costs and benefits, usually expressed in dollar terms.

- **United States General Accounting Office (GAO). (1997). "Managing for Results: Analytic Challenges in Measuring Performance.** *GAO Report***, GAO/HEHS/GGD-97-138.**

The GAO developed this report to assist federal agencies with meeting the requirements of the Government Performance and Results Act of 1993 (GPRA). The report documents the challenges pilot program agencies (participants) experienced while working towards the GPRA requirements. The GPRA requirements fall into three broad categories: strategic planning, performance plan, and performance report. Each category corresponds with tasks that must be met to satisfy each requirement.

Strategic Planning:

- Identify the agency's mission and long-term strategic goals
- Describe how the agency will achieve goals through activities and resources
- Describe how the agency's annual performance goals relate to the long-term goals
- Identify external factors that could affect goal achievement
- Describe program evaluations used to establish or revise goals and develop a schedule for future evaluations

Performance Plan

- Specify annual performance goals for each program activity
- Identify the performance measures the agency will use to assess progress
- Describe the data verification and validation process

Performance Report

- Compare performance data for the previous fiscal year with the goals in the annual performance plan
- Describe plans for meeting unmet goals or explain why the goal should be modified
- Summarize program evaluation findings

According to the report, there are four stages in the performance measurement process: (1) identifying goals, (2) developing performance measures, (3) collecting data, and (4) analyzing the data and reporting the results. The report includes the following table that demonstrates the relationship between the performance measurement process and the GPRA requirements.

Stage of the Performance Measurement Process	Stage 1: Identifying Goals	Stage 2: Developing Performance Measures	Stage 3: Collecting Data	Stage 4: Analyzing Data and Reporting Results
GPRA Requirement	Strategic Plan	Performance Plan		Performance Report

Participants were asked to describe the most difficult challenges encountered during each stage of the performance measurement process. The responses are summarized below by stage.

Stage 1: Identifying Goals

- Distinguishing between outputs and outcomes
- Specifying program operations to produce the desired outputs and outcomes
- Translating general, long-term strategic goals to specific, annual performance goals and objectives

Stage 2: Developing Performance Measures

- Getting beyond program outputs to develop outcome measures for activities
- Specifying quantifiable, readily measurable performance indicators
- Developing interim or alternative measures for program effects that may not show up for several years
- Estimating a reasonable level for expected performance

Stage 3: Collecting Data

- Ascertaining the accuracy and quality of performance data

Stage 4: Analyzing Data and Reporting Results

- Separating the impact of a program from the impact of other external factors

According to participants, distinguishing between outputs and outcomes was a challenge for several reasons. Most participants struggled with the conceptual meaning of an outcome. In

addition, participants experienced difficulty developing measurable outcomes due to the nature of their program's mission, the role of external factors on performance, and anticipated data collection problems. Data collection issues included using data collected by others, determining the accuracy and quality of performance data, and acquiring the data in a timely manner.

- **Behn, Robert. (2003). "Why Measure Performance? Different Purposes Require Different Measures."** *Public Administration Review*, **63(5), 586-606.**

Behn (2003) asserts there are eight managerial purposes for performance measurement in the public sector. Each purpose aims to answer specific questions to aid public managers. The eight purposes and corresponding questions are listed below.

> Evaluate: How well is my public agency performing?
>
> Control: How can I ensure that my subordinates are doing the right thing?
>
> Budget: On what programs, people, or projects should my agency spend the public's money?
>
> Motivate: How can I motivate line staff, middle managers, nonprofit and for-profit collaborators, stakeholders, and citizens to do the things necessary to improve performance?
>
> Promote: How can I convince political superiors, legislators, stakeholders, journalists, and citizens that my agency is doing a good job?
>
> Celebrate: What accomplishments are worthy of the important organizational ritual of celebrating success?
>
> Learn: Why is what working or not working?
>
> Improve: What exactly should who do differently to improve performance?

Behn acknowledges several purposes are not included in his list, such as planning, decision-making, setting performance targets, informing stakeholders, and promoting accountability. He intentionally omits these purposes because he deems them sub-purposes of the initial eight.

According to Behn, performance measurement varies depending on the purpose for the evaluation. Characteristics of performance measures that should be used are summarized below by purpose.

> Evaluate: Outcomes, combined with inputs and the effects of external factors
>
> Control: Inputs that can be regulated
>
> Budget: Efficiency measures (specifically outcomes or outputs divided by inputs)
>
> Motivate: Almost-real-time outputs compared with production targets
>
> Promote: Easily understood aspects of performance about which citizens really care
>
> Celebrate: Periodic and significant performance targets that, when achieved, provide

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people with a real sense of personal and collective accomplishment

Learn: Disaggregated data that can reveal deviation from the expected

Improve: Connects changes in operations to changes in outputs and outcomes

For evaluating performance, Behn recommends the use of past performance, professional or industry standards, similar agency performance, or political expectations. He notes that without a basis for comparison it will be impossible to determine performance. He also stresses the need for outcome-based measures to evaluate the performance of a public agency. Outcome measures allow an agency to determine if effectiveness was achieved. When effectiveness is ascertained, managers can divide the effectiveness outcome by an input measure to determine efficiency.

Assessing the impact allows public managers to determine the effect the agency had in accomplishing or advancing an actual outcome, which would not have occurred without the agency's involvement. Measuring the agency's performance against the best practices of others is another approach to evaluating performance. This requires process measures that are based on the internal operational standards of other agencies. Behn emphasizes that no single comparison should be used to measure performance. Instead, he recommends using multiple measures compared with multiple standards to generate a "credible picture" of performance.

Behn suggests the use of input measures to assess for control. Input measures determine individual and organizational behavior towards achieving established goals. For budgeting purposes, public managers should use efficiency measures. This requires cost data as well as data on outcomes and/or outputs. To determine the efficiency, the outcomes and outputs should be divided by the associated costs. The cost data used should include both direct and indirect costs. In addition, public managers should use input data on employees to determine the budgeting costs associated with staffing.

According to Behn, "organizations don't produce outcomes; organizations produce outputs." He discourages measuring employee productivity for motivational purposes; reasoning it is difficult to develop widely accepted performance measures for employee productivity. He adds public sector performance often cannot be determined in months or years, but in decades. Instead, he recommends developing output targets that can be used to motivate employees. Celebratory performance requires public managers to develop performance targets that give employees a sense of personal and collective accomplishment. This type of measure may be the same as measures used for motivation.

For promotional purposes, Behn encourages the use of meaningful performance measures that will be of interest to the public, not just political and higher level officials. Whatever the performance measure developed, Behn emphasizes the need to make the performance data physically and psychologically available to the public to attain the benefits of agency promotion. Toward that end, "people must be able to obtain – perhaps not avoid – the measures; they must also find them easy to comprehend."

A multitude of performance measures and measurement types are needed for learning purposes. Measures should provide detailed and disaggregated information on agency operations. Using disaggregate data may reveal deviances in performance that would have not been discovered otherwise. These deviances provide managers an opportunity to correct or modify performance and develop methods to fix or exploit the deviance. Traditionally, benchmarking has been the measurement type used to facilitate learning.

Employees produce outputs that can be converted to outcomes. To improve organizational performance, public managers must look "inside-the-black box" to understand how they can influence employee behavior. This data "explains how the inputs, environments and operations … can change (influence or inspire) do (can or might) cause (create or contribute to) improvements in outputs and outcomes." In addition, public managers should include measurements that illustrate how management's behavior and activities are influencing employee behaviors.

Behn asserts abstract measures are worthless and that organizations need "a specific, comparative gauge, plus an understanding of the relevant context" to extract useful information. Measures for any purpose need a baseline for comparison; however, the baseline will vary depending on context. Behn concludes by warning against the desire to search for the "one best" performance measure because it is impossible to develop a measure for all eight purposes that will actually measure what you intended.

- **Poister, Theodore. (2003). Measuring Performance in Public and Nonprofit Organizations. San Francisco, CA.**

Poister (2003) defines performance measurement as "the process of defining, monitoring, and using, objective indicators of the performance of organizations and programs on a regular basis." Performance measures are objective, quantitative indicators of aspects of an organization's performance, which are used as monitoring tools to assess performance and enhance decision-making and accountability. Performance measurement systems consist of three components: (1) data collection and processing, (2) analysis, and (3) consequent action or decision-making.
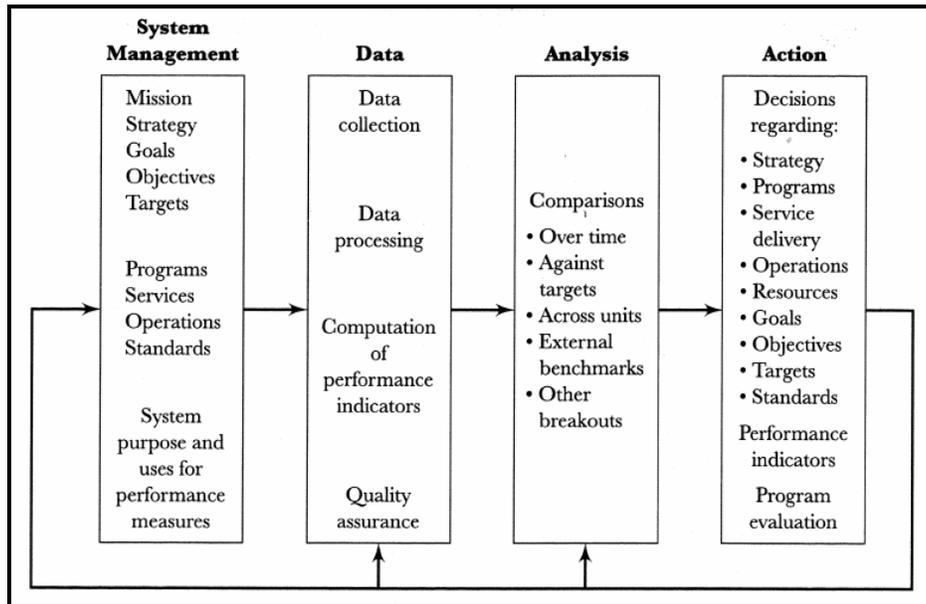
Prior to implementing a performance measurement system, management should clarify and communicate the strategic framework to be used. This includes the agency's mission, goals and objectives, and targets to be attained. Next, management should clarify the purpose for the performance measurement system to ensure it is designed to serve as intended. "Finally, for the system to be successful, management must not only define or approve the measures and system design but also be committed to using the data to improve performance."

The data component of the performance measurement process tends to be the most time consuming and costly. This can be attributed to the decentralization of organizational units inputting data. Once the raw data is inputted, it must be computed into indicators, usually in the form of averages, percentages, ratios, etc. These figures must then be included in reports using meaningful formats.

Poister cautions that performance measures alone are not particularly useful. Performance indicators must be put into a context to convey information and then compared to something to facilitate meaningful interpretation. Of the approaches listed in Figure 1, Poister states the comparisons over time are generally the most important because they demonstrate trends (improving, deteriorating, static).[4]

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[4] Reproduction of original figure (page 16)

Figure 1: Performance Measurement Systems

System Management	Data	Analysis	Action
Mission Strategy Goals Objectives Targets	Data collection		Decisions regarding:
		Comparisons	• Strategy • Programs • Service delivery
	Data processing	• Over time • Against targets	• Operations • Resources
Programs Services Operations Standards	Computation of performance indicators	• Across units • External benchmarks • Other breakouts	• Goals • Objectives • Targets • Standards
System purpose and uses for performance measures	Quality assurance		Performance indicators Program evaluation

Policy oriented agencies and programs, such as planning agencies and research programs, do not lend themselves as easily to performance measurement as production-oriented agencies. Often policy-oriented units experience difficulty because the agency's influence on tangible results is difficult to determine and results can take decades to materialize.

According to Poister, the process for designing and implementing performance measurement systems requires:

- Securing management commitment
- Organizing the system development process
- Clarifying purpose and system parameters
- Identifying outcome and other performance criteria
- Defining, evaluating, and selecting indicators
- Developing data collection procedures
  - Providing for quality assurance

- Specifying the system design
  - Identifying reporting frequencies and channels

  - Determining the analytical and reporting formats

  - Developing software applications

  - Assigning responsibilities for maintaining the system

- Conducting a pilot and revising if necessary (optional step)
- Implementing the full-scale system
- Using, evaluating, and modifying the system as appropriate.

The distinction between outputs and outcomes has frequently been reported as an issue for public managers. Poister explains "outputs represent what a program actually does, whereas outcomes are the results it produces." Generally, outputs are used to determine program efficiency, and

outcomes determine program effectiveness. The author warns that outputs have little inherent value because they do not directly reflect benefits. However, outputs are necessary because they lead to a causal sequence of changes, which lead to benefits and desired results.

According to Poister, performance measures typically fall within one of seven measurement categories. The performance measurement categories are discussed below.

Output: a program's direct outputs; often measures volumes of programmed activities; can be measured at different stages of service delivery

Efficiency: ratio of outputs to cost (dollars) of collective resources used to produce output

Productivity: rate of production per a specific unit of resource (ie. employees); may include ratios of two productivity measures (i.e. task hours by tasks completed)

Service Quality: compliance measures frequently based on standard operating procedures for service delivery; common indicators include turnaround time, accuracy, thoroughness, accessibility, convenience, courteously, and safety

Effectiveness: "single most important category … because they represent the degree to which a program is producing its intended outcomes and achieving the desired results;" most important effectiveness measures are tied to the purpose of the program/agency

Cost-effectiveness: ratio of costs to outcomes

Customer Satisfaction: common indicators include customer complaints, feedback from response cards and customer surveys

Customer satisfaction measures are closely related to service quality measures; however, Poister cautions that these measures are not identical and should be used separately. Resource and workload measures are two additional measures that are generally not considered stand alone measures; they are often used to compute other performance measures. Resources measures determine the resources that support a program and are measured in their natural measurement unit (i.e. number of employees, computers). Workload measures vary with agency type; a common example would be the amount of time required to complete a task.

Performance indicators are used to compare actual performance with desired performance, or performance targets. Generally, indicators use numerical or statistical forms and can include raw numbers, average, percentages, ratios, rates, and indexes. A brief summary of indicator categories is presented below.

Raw Numbers: portray actual scale of operations and impacts; used for program outputs, output targets, and many effectiveness measures

Averages: used to summarize raw data; often used for customer service and effectiveness

Percentages: used to express desired outcomes or "successes;" can be more definitive than averages; standardized measure

Ratios: used for efficiency, productivity, and cost-effectiveness measures; standardized

measure

Rates: used to put performance into a contextual perspective representing exposure or potential (i.e. crash rate per 1,000 drivers); standardized measure

Indexes: a scale variable computed by combining multiple measures into a single measure (ex. Air quality index)

Data used to evaluate performance can be obtained from a variety of sources. The more common sources of performance data include existing data, agency records, administrative records, surveys, follow-up contacts, customer response cards, direct observation and surveys/tests. Data stored in statistical databases used for other purposes are often a source of performance data (i.e. US Census). Using existing data can be advantageous in terms of the reduction in time, effort and cost expended. Poister cautions that existing data may not suit every purpose and stresses that any data used should have a high level of validity and reliability.

Reliability refers to the objectivity, precision, and dependability of the data. Validity refers to the appropriateness of the measure or "the extent to which an indicator is directly related to and representative of the performance dimension of interest." Poister emphasizes a key point on the reliability and validity of performance data: "… *reliability problems result from random error in the measurement process, validity problems arise when there is a systematic bias in the measurement process, producing a systematic tendency to either to overestimate or underestimate program performance.*"

Poister suggests using one of four "bases" to validate performance measures. The four bases of validity are defined below.

Face validity: clearly valid measures

Consensual validity: an apparent consensus is met by experts and others working in the field on the validity of the measure

Correlational validity: measure statistically correlates with another indicator as a proven measure

Predictive validity: measure can be reliably used to predict a future outcome

Poister recommends using specific criteria to develop useful performance measures. Each measure should be valid and reliable, meaningful and understandable, balanced and comprehensive, clear regarding the preferred direction of movement, timely and actionable, resistant to goal displacement, and cost sensitive or non-redundant. Toward that end, Poister proposes the following guidelines for developing successful performance measures:

- "Work directly from clear program/agency goals, objectives, and service standards to define performance indicators."
- "Attempt to develop balanced sets of performance indicators, but avoid overly redundant or only tangentially related measures."
- "Reject proposed indicators that will not be meaningful to managers, policymakers, and other relevant stakeholders."
- "Wherever possible, define indicators that will have a high degree of face validity to intended users or external audiences."

- "Examine the validity and reliability of proposed measures, and everything else being equal, select those that are the least problematic given their intended usage."
- "Use proximate measures when necessary, but avoid those that are only tenuously related to the performance criteria of interest."
- "Try to anticipate problems of goal displacement and incorporate other indicators to counteract it as appropriate."
- "Make judicious assessments of trade-offs between the quality of performance indicators versus the cost of collecting the data."
- "Define measures for which clear 'data trails' will be available in order to allow for effective quality assurance procedures."
- "Provide clear definitions of data sources and data collection procedures to facilitate uniform reporting from decentralized sites."

State DOT Public Involvement Performance Measurement

- **FHWA/FTA Transportation Planning Capacity Building Program. "Minnesota DOT Case Study." Process Evaluation.**
  www.planning.dot.gov/Documents/Rural/MNDOT.htm

The Minnesota Department of Transportation (MnDOT) launched a study in 1995 to examine ways to enhance the involvement of those traditionally under represented in the transportation decision-making process. The study, called the Non-Traditional Transportation Stakeholder Dialogue Project, was aimed at helping these groups better understand their ability to influence transportation decision-making. MnDOT initiated a series of "dialogue meetings" on public involvement with representatives from formally recognized district councils in St. Paul, community councils in Minneapolis, community-based institutions, and neighborhood groups throughout the metropolitan area. One hundred and forty-one (141) people participated in these meetings.

New ideas for outreach and communication included printing meeting notices in languages appropriate to the target audience, using brochures instead of reports to communicate summary information, using visual preference surveys to test alternatives, and providing child care and meals to encourage meeting attendance. These and other suggested methods are documented in a handbook for MnDOT Planning and Project Development entitled *Methods and Approaches to Enhance Involvement in Non-Traditional Transportation Stakeholder Communities and Neighborhoods*.

MnDOT also launched a second initiative to solicit advice on how the public would like to be involved in the transportation decision-making process - information used in the development of the public involvement plan (PIP). A Public Involvement Task Force was established in 1997 composed of MnDOT Planning and Project Development staff, and charged with developing a proactive and internally coordinated public involvement plan. As part of this effort, MnDOT undertook an internal and external evaluation of its public involvement activities.

Internally, employees were queried on prior experiences in conducting public involvement efforts. A questionnaire in the form of a "Technique Template" was distributed to all project managers, communicators, functional group and office directors, district engineers, planners and select consultants that queried them on why they used a particular technique, how it contributed to the decision or project outcome, what if any, the particular drawbacks of using the technique were and what they would do differently. These Templates are included in the PIP as examples of the application and effectiveness of a given tool or technique within the scope of a plan or

project. Four case studies were also included in the PIP that documented all outreach activities employed during a project.

Externally, two focus groups were held in each of four major cities to assist MnDOT in identifying ways to improve the effectiveness of its current outreach activities. The groups were comprised of randomly selected participants and averaged 9 to 10 persons for a total of approximately 75 to 90 respondents. The following conclusions emerged from these groups: "people respond to being addressed personally and politely; it works best to provide a forum where everyone is listened to, and just as importantly, afforded a response; people want to be given a real chance to affect decisions that affect their lives; and finally, people want to not only be given a choice, but to be given information to help make a reasoned decision."

For a broader sample of public opinion a statewide telephone survey was conducted of households randomly selected from all Minnesota telephone exchanges by the University of Minnesota's Center for Survey Research in 1997/98. The response rate for 800 telephone surveys was sixty-five percent (65%). Three questions were included in the survey to gauge public satisfaction with current involvement opportunities in transportation project decisions. Most indicated they were very to somewhat satisfied and indicated that television, radio and newspaper articles were the best way to inform them, followed by public notices, public meetings and the internet. Regional differences in the level of interest in becoming more involved in project decisions were also observed.

The MnDOT public involvement plan (PIP), called *Hear Every Voice,* incorporated public ideas and suggestions into a single resource and was adopted in 1999. It also provides guidance on the evaluation of public involvement activities. Specifically, it includes detailed matrices of techniques and accompanying "Technique Templates," designed to correlate with a set of public involvement objectives. A resource matrix is also included that identifies tools/techniques and ranks them according to the level of resources (time, money, staff) required.

The PIP also includes a draft public involvement "family of measures" developed by the Task Force. Outcomes include building the agency's credibility, making public involvement accessible to all segments of the public, involving group representative from the study area, responsiveness to the input provided and the development of plans/projects that support community values. Measures include timing, meeting convenience, documenting the demographics of participants, integration of concerns and support of community interests and affected units of government.

- **Poister, T. (1982). "Developing Performance Indicators for the Pennsylvania Department of Transportation."** *Public Productivity Review,* **6(1/2), 51-77.**

In his paper, Poister (1982) discusses the development of performance indicators for the Pennsylvania Department of Transportation (PennDOT) and presents a conceptual base and analytical approach for use by other transportation departments. Poister asserts that performance monitoring in state departments of transportation can be used to "review progress and trends in the provision of transportation services, provide guidance for resource allocation decisions, assist in budget formulation and justification, facilitate in-depth program evaluation and program analysis, encourage employee motivation, asses the performance of contractors, provide quality control checks on efficiency measures, and improve communication between citizens and government officials."

At PennDOT, the primary strategy for developing performance indicators relied heavily on

existing data in departmental databases. Most of the data was stored in separate databases with few linkages and incompatible formats, which posed a major issue in the development process. Considerations PennDOT used during the data selection process included the data reliability, validity, sensitivity, and collection costs.

Poister likens performance measurement, or monitoring, in the public sector to a goal seeking system. He states that "public programs should be designed to accomplish certain specified objectives and produce real physical, economic, social, or attitudinal changes out in the environment." Toward that end, public managers must specify program design and identify the following:

- inputs;
- components/activities;
- outputs;
- linking variables; and,
- intended effects.

Once identified, each should be related to the underlying program logic and objectives.

Poister differentiates performance measurement from process monitoring. He defines process monitoring as the tracking the implementation of programs and activities, which does not directly represent outcomes. Monitoring processes provides public managers with information on the quantity and quality of work completed. Efficiency is the primary criteria for process monitoring and is often measured by time or cost. Impact measures, a subset of effectiveness measures, is the most difficult to interpret because impacts are heavily influenced by other variables.

His paper suggests several performance indicators. A sample of indicators and measurement types are provided below.

- Ratio of administrative and support costs per 100 man-hours of production (efficiency)
- Average cost per citizen of vehicle repairs caused by road conditions (effectiveness)
- Change in time spent commuting from residences to work (effectiveness)
- Percentage of citizen indicating traffic congestion causes difficulty getting to work or other places (effectiveness)
- Percentage of citizens indicating road conditions have improved over the last year (effectiveness)

Poister encourages the use of surveys to gain citizen's perspectives on transportation departments' performance. Questions should address DOT activities, such as mass transit, vehicle inspections, and driver licensing. He suggests that citizen perceptions often compliment hard data gathered for performance measurement. In addition, Poister recommends that survey results should be synthesized to provide a descriptive view of responses to major items categorized by district, area-type, and other classifications.

PennDOT developed a report card to disseminate information gleaned from their performance indicators, such as outputs, efficiency, and effectiveness. The report card was intended for primarily as "public relations tool" to communicate the agency's progress in various areas external audiences, specifically legislators.

MPO Public Involvement Performance Measurement

- **FHWA/FDOT. (2001). "Public Involvement in the Development of the Long Range Transportation Plan: Benchmarking Study Report." [See also Byrd, Lori and David, Sabrina, "Public Involvement in Long-Range Transportation Planning: Benchmarking Study Identifies Best Practices," TR News No. 220, Transportation Research Board, May-June 2002, pp. 6-7.]**

The Federal Highway Administration, in cooperation with the Florida Department of Transportation, sponsored a benchmarking study of public involvement in the development of long range transportation plans by Florida metropolitan planning organizations. The study was aimed at addressing concerns raised by Florida MPOs about the difficulty of engaging the public in long range transportation planning decisions. Rather, most participation has occurred in response to project-level decisions.

The study was aimed at identifying exemplary public involvement techniques and best practices for MPOs to address this issue. The methodology involved a technique of the American Productivity and Quality Center (APQC) called "benchmarking" - a four phase approach to identify best practices through *planning*, *collecting*, *analyzing* and *adapting* information from the study team and partner organizations. The "planning" phase involved validating the research topic and identifying "best-practice organizations" that could serve as benchmarks. The "collecting" phase involved site visits to identify successful strategies and lessons learned.

The "analyzing" stage involved compiling information from the site visits with a report on trends and innovative techniques. In this phase, the study team reviewed the findings and were able to identify certain themes or overarching principles for effective public involvement in long range planning, as well as techniques for communication with the public, innovative involvement techniques and technology's role in the process. These principles, some of which could also serve as performance measures, are:

- Educate the public continuously.
- Involve key stakeholders early and throughout the process.
- Develop partnerships with the media.
- Collaborate to maximize resources for public involvement.
- 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.
- Evaluate public involvement activities continuously.

The "adapting" phase involved bringing the "best practice" organizations together with the benchmarking partners for a knowledge transfer session. The final report includes numerous strategies for engaging the public in long range transportation planning. For example, the community impact assessment process was identified as providing effective strategies for defining the affected community (e.g. community profile) and conducting outreach. It did not provide best practices or techniques for continuously evaluating the effectiveness of the public involvement process.

- **FHWA/FTA Transportation Planning Capacity Building Program. (nd). "Public Involvement Evaluation: Brevard Metropolitan Planning Organization (Viera, FL); Understanding the Purpose Upfront." Process Evaluation. www.fhwa.dot.gov/environment/brevard.htm**

The Brevard Metropolitan Planning Organization (MPO) adopted a new Public Involvement Plan (PIP) and Evaluation Handbook in November 2000. The PIP provides the policy to support evaluation and details the full complement of public involvement techniques and their application. The Evaluation Handbook delineates evaluation criteria, performance goals and methods to meet each goal for all techniques in the PIP. The result is an effective framework to simultaneously conduct, evaluate, and refine public involvement policy and techniques.

Performance goals and methods for meeting those goals are identified for each public involvement tool. For example, for public meetings, the performance goal is for at least 3%-5% of the affected population in the study area to be in attendance. Methods identified to accomplish the goal are to schedule meetings at convenient times and locations, hold multiple workshops, and use other tools to increase awareness.

The project to update public involvement planning grew out of project-related public involvement. During a second round of outreach on a controversial project, MPO staff decided to conduct an external and internal evaluation of the public involvement process. A five-minute telephone survey was conducted with 1500 participants in the first round of public involvement for the project. Internal stakeholders were sent a written survey that asked them to identify areas for improvement and lessons for the future.

For internal evaluations, the MPO developed a general evaluation form to be completed by agency staff and consultants for public involvement efforts. It addresses type of study, point at which the evaluation was conducted, public involvement tools employed, target audience and type of evaluation conducted. A similar form was developed for project specific evaluations. In addition, an Improvement Strategies Form was developed for practitioners to recommend potential improvements to the public involvement effort. These results are reviewed by MPO staff and forwarded to FDOT, where applicable. The results are also provided to the technical advisory committee and the citizen's advisory committee.

For external evaluations, a workshop evaluation form was developed that is administered to meeting participants. It asks how participants found out about the meeting, whether they felt the information provided was clear and informative, what their best source of information has been, and how they would rate the public involvement process.

The MPO uses the information collected to budget for public involvement activities with better knowledge as to what works, what doesn't, and the general cost of these activities. Paying for enhancements to the process is a continuing challenge. Another key challenge is identifying concerns and issues of those that have not traditionally participated in the process. The Public Involvement Plan and Evaluation Handbook are on the web at http://www.brevardmpo.com/publications/PIP.htm.

- **Rathbone, D., ed. (1998). "Public Participation in Transportation," The Urban Transportation Monitor.**

In early 1998, the *Urban Transportation Monitor* conducted a national survey of metropolitan planning organizations to obtain information and opinions on public participation in

transportation. Sixty-eight responses were received for a 30% response rate. The survey was an effort to assess how MPOs had changed their public involvement practices in light of ISTEA and corresponding federal planning regulations addressing public involvement (23 CFR 450).

The vast majority (76%) indicated that the regulations have increase the representation of broad public opinion in transportation planning and that the amount of resources allocated to public participation had also increased (92%). However, most indicated that the level of satisfaction of the public with transportation plans is about the same (58%). Sixty percent said they had no public involvement specialist on the planning staff. The majority (63%) said they had embarked on a vision (strategic) planning effort within the past 3-4 years prior to the survey. Wide variations were observed in the techniques used most frequently by MPOs.

Most (75%) said that they had reviewed their public involvement policy within the past 3-4 years, but 58% said they have not tried to measure the success of their public participation process in any way. Those who did indicated they used the following techniques (actual responses):

- Monitor attendance rates at meetings and number of calls on ads and surveys.
- Relative response to previous efforts.
- Follow-up letters to participants.
- Convened a public involvement review committee of citizens and interest group members to review our process.
- On a comparative basis with previous goals in terms of comments provided.
- Self certification.
- Survey in newsletter and evaluation forms filled out be participants after a public forum,
- Number of participants mixed by geographic areas
- Subcommittee of board met for self examination of current public involvement elements.

FDOT Business Plan

The FDOT management process combines performance measures with a goal-oriented business planning strategy. As part of this process, FDOT developed a business plan that "translat[ed] traditional system performance goals and objectives into management goals and objectives through the development of business plans for every office activity" within the FDOT (Llort and Golden, 2007). The FDOT Business Plan is a tiered system consisting of five tiers. It was implemented in a staged process beginning in 2004 with the development of the broad conceptual plan and ending in 2007 with the completion of plans for every tier.

Tier 1 is based on the Department's mission, vision, values and objectives as defined in the FDOT Strategic Plan and includes statewide planning documents, such as the Florida Transportation Plan (FTP). Tier 1 is updated annually by the FDOT Executive Board; however, major changes in strategic direction are updated immediately. Changes in Tier 1 then become incorporated in the other tiers though a quarterly update cycle. Tiers 2 through 4 are updated and reported to senior management and the next higher tier on a quarterly basis.

Tier 2 consists of twenty-four primary functional or organizational plans for major statewide departmental units and defines how each function contributes to the accomplishment of the agency's mission. These plans are district- or division-level plans that provide direction to the lower level plans and parallel the Statewide Functional Plans. Functional units included in Tier 2 include intermodal systems development, design, project management, right-of-way, and public information. Tier 2 functional plans are required to:

- Use the standard business plan form;
- Provide direction in the form of objectives, measures and responsible parties for statewide deployment of the plan;
- Identify the functional units that should prepare Tier 3 plans to continue the deployment;
- Include linkages to higher level plans showing support for higher level objectives;
- Contain a higher level of detail than the State FDOT Plan and may include objectives that are not linked to specific objectives in the State FDOT Plan; and
- Include the seven business model criteria.

Tier 3 includes individual offices within a functional or organizational unit. Tier 3 level plans must support the Statewide Functional Plans. In addition, these plans must use the standard business plan form, show linkages to higher level plans, and contain specific details on how the unit will support higher level objectives.

Tier 4 is created by each office or unit within a functional or organizational unit. Tier 4 plans define how each office/unit contributes to the accomplishment of the agency mission and are guided by Tier 3 plans.

Tier 5 plans are at the individual level and define how each individual contributes to the accomplishment of the agency mission. These plans are developed for each employee using the Employee Performance Accountability and Bonus System (EPABS) with input from both the supervisor/manager and subordinate. Tier 5 (individual) plans, are reviewed with the employee at least three times each year. Reviews occur when the plan is established in April of each year, at the mid-cycle review in October and at the close-out review in March. Major changes to an employee's duties and responsibilities or the need for performance improvement require additional reviews and updates to the plan.

Plans for each tier must address the seven criteria of the FDOT Business Model. The criteria to be addressed include 1) leadership, 2) strategic planning, 3) customer and market focus, 4) measurement, analysis, and knowledge management, 5) human resource focus, 6) process management, and 7) organizational performance results. Within each area, several elements must also be addressed. Key elements to be addressed for each criterion are defined below:

Objectives: broadly defined issues that need to be addressed or accomplished

Activities: specific statements of actions to address or accomplish the stated objectives

Performance Indicators: measures used to determine the effectiveness of activities and progress in addressing or accomplishing objectives

Targets: standards (or ranges) that performance indicators are expected to meet to be considered acceptable or as achieving expectations; may be expressed as a number, percentage, date (as in a deadline), score, etc.

Performance Measurement and Public Involvement

- **O'Connor, R., Schwartz, M., Schaad, J.and Boyd, D. (1999). "State of the Practice: White Paper on Public Involvement."** *Transportation Research Board, Committee on Public Involvement (A1D04) White Paper.*

In a review of the state of the practice, the TRB Committee on Public Involvement identified the

following key benefits of effective public involvement:

- Public ownership of policies/sustainable and supportable decisions
- Decisions that reflect community values
- Efficient implementation of transportation decisions
- Enhanced agency credibility

Authors state that the objectives of good public involvement practice revolve around outcomes, not process. These outcomes relate to the benefits noted above and include supporting issues such as the extent the process builds consensus, informs citizens about transportation issues, and clearly incorporates citizen input. The white paper identifies several guiding principles of successful public involvement. These are:

1. Distinguish public relations and public information from public involvement.
2. Public involvement programs should be inclusive and involve as many decision-makers and interested stakeholders as possible and emphasize partnering on defining the problems and finding solutions.
3. Communication with participants should be respectful and practitioners need to listen and give the opinions of others serious consideration.
4. Public involvement activities should begin early and be proactive and ongoing throughout the plan or project development.
5. The decision process should be defined, structured and transparent.
6. Agencies should provide appropriate leadership to public outreach efforts.

Continuing challenges to effective public involvement include institutional barriers, reaching a broader audience with improved communication tools, dealing with complexity, dealing effectively with timing issues, developing standards and tools for assessing public involvement efforts, and developing standards and training programs for the public involvement professional. The Committee is working to define performance measures for public involvement, building on those in the FTA/FHWA Interim Policy and Guidance on Public Involvement, and notes that such measures should relate to how well the expectations of participants were met, costs in relation to benefits, and effects on decision-making.

- **Transportation Research Board, Committee on Public Involvement on Transportation (A1D04). (1999). "Assessing the Effectiveness of Project-Based Public Involvement Processes: A Self-Assessment Tool for Practitioners." White Paper.**

The TRB Committee on Public Involvement developed a self assessment tool to assist practitioners in evaluating their public involvement processes. The tool uses indicators and a score card format to provide a structured approach for evaluating project-based public involvement processes. It builds upon the concepts in D. Lach and P. Hixon, "Developing Indicators to Measure Values and Costs of Public Involvement Activities," *Interact*, Vol 2, No 1, 1996.

Fourteen indicators are used to measure public acceptability, accessibility, good decision-making, education and learning, time commitments, trust, and indirect costs of involvement. The first nine of these measures address values and outcomes, and the remaining measures address costs. The indicators are evaluated on a scale of 1 to 5, with 1 being the least effective and 5 the most effective. The results are translated onto score pages, which are summarized on a scorecard that is similar to a scattergram.

- **Public Participation and Accountability Subcommittee of the National Environmental Justice Advisory Council. (1996). "The Model Plan for Public Participation." U.S. Environmental Protection Agency, Washington D.C.**

The U.S. Environmental Protection Agency (EPA) developed a model public involvement plan in 1996 that provides guidance on critical elements of public involvement plans, and establishes core values and guiding principles for the practice of public participation (below). It concludes with a checklist of considerations for effective involvement of low-income and minority populations.

Core Values and Guiding Principles for the Practice of Public Participation

Items 1-7 were adopted from *Interact: The Journal of Public Participation*, Volume 2, Number 1, Spring 1996. Items 8-14 are The Guiding Principles for Public Participation developed by the NEJAC's Public Participation/Accountability Workgroup to ensure the early involvement of the public.

*1. People should have a say in decisions about actions which affect their lives.
*2. Public participation includes the promise that the public's contribution will influence the decision.
*3. The public participation process communicates the interests and meets the process needs of all participants.
*4. The public participation process seeks out and facilitates the involvement of those potentially affected.
*5. The public participation process involves participants in defining how they participate.
*6. The public participation process communicates to participants how their input was, or was not, utilized.
*7. The public participation process provides participants with the information they need to participate in a meaningful way.
8. Involve the public in decisions about actions which affect their lives.
9. Maintain honesty and integrity throughout the process.
10. Encourage early and active community participation.
11. Recognize community knowledge.
12. Use cross-cultural methods of communication.
13. Institutionalize meaningful public participation by acknowledging and formalizing the process.
14. Create mechanisms and measurements to ensure the effectiveness of public participation.

- **Szyliowicz, Joseph S. (2002) "Measuring the Effectiveness of Public Involvement Approaches," TR News 220, May-June, 35-38.**

Szyliowicz (2002) notes that few have attempted to measure the effectiveness of public involvement efforts in transportation. Any such evaluation requires a common understanding of public involvement, which he characterizes as "a partnership between the public and policy makers". In his view, such a partnership is rarely achieved. It would require that planners, citizens, and officials each understand their responsibilities in the participatory process, which he summarizes as follows:

1. Planners – developing and implementing the necessary studies,
2. Citizens – identifying the goals and objectives, defining the problem with the aid of the transportation agency's staff, and developing and evaluating alternatives, and

3. Officials – decision-making, implementing, monitoring, providing feedback, and determining goals and objectives.

Szyliowicz identifies lack of organizational commitment to public involvement as an ongoing barrier. "An appropriate organizational culture and resources are necessary for any approach to public involvement to be effective and for any evaluation to be useful." He notes that in the absence of such commitment, the decision-making process can readily be manipulated to limit participation.

For evaluating public involvement efforts, he suggests first establishing a framework that categorizes various activities in the planning process. Such a framework might be as follows:

1. Identify public involvement practices,
2. Develop criteria to evaluate the practices,
3. Develop a typology of transportation policies and project types and appropriate (public involvement) mechanisms,
4. Analyze the case material to ascertain relationships between policy and project types and appropriate mechanisms, and
5. Undertake additional research to fill the gaps.

Szyliowicz acknowledges the difficulty of establishing such a framework given the scarcity of past research on the subject. Rather, most evaluations represent conclusions of sponsors or their consultants, or they focus on the degree of success achieved by the public process in a given context. He concludes that evaluations of public involvement should "identify the most effective ways of minimizing conflict, enhancing the quality of transportation decisions, and restoring the public's trust in government institutions."

- **Ward, Beverly, et al. (2005).** *Measuring the Effectiveness of Community Impact Assessment: Recommended Core Measures.* **Tampa, FL: Center for Urban Transportation Research, University of South Florida.**

Community Impact Assessment (CIA) is a process for community involvement in transportation planning. It was not established by law, instead arising from several related statutes such as the National Environmental Protection Act (NEPA), Title VI of the Civil Rights Act, and the Federal Aid Highway Act of 1970.

Eight basic qualities of effectiveness are identified by this publication. The "eight qualities of a balanced [transportation] project" are drawn from a policy speech made by FDOT District 4 Secretary Rick Chesser in 1998. An overview of each measure is provided and data sources for evaluation and applications also are recommended. Many of the public involvement strategies recommended rely heavily on qualitative methods. Each of the eight qualities of effectiveness are discussed below, along with the needed data sources and measures.

1. A Safe Facility (or Service) for the User and the Community

   Description: The proposed facility enhances- or leaves unchanged- the level of safety risk. This applies to both the active users of the facility and the people who live/work near it. Crime can be exacerbated by isolating neighborhoods and preventing the efficient access by police and ambulance.

   Measures: Effect on emergency response times, user's perception of safety, resident perception of safety, crime in the area

Data Needed: primary survey results, police crime statistics, data from emergency departments/hospitals, crash statistics

Public Involvement Methods: GIS mapping, focus groups, interviews, survey, walkability audits

2.   Satisfies the Purpose and Need Established by All the Parties Involved

Description: The facility is proven to be an efficient use of taxpayer funds.

Measures: Level of service improvement, social demand, system linkage, transportation demand reduction, interface with other modes.

Data Needed: traffic counts, demand modeling, network connectivity analysis, linkage with other modes, demand for express service, neighborhood support for express service.

Public Involvement Methods: visioning, revision of the purpose and needs statement, opinion surveys,

3.   The Action is in Harmony with the Community

Description: The facility limits the disruption of the environmental, aesthetic, or cultural dynamics in place prior to construction. Ideally, the project will enhance these factors.

Measures: Effect on aesthetics, effect on cultural resources, number of affected resources, number of displaced persons, number of damaged or isolated resources, public support for changes to the community fabric

Data Needed: Inventories of culturally significant places, inventory of landscape features, housing and demographic information, review of historic photographs and other visual representations, design standards of resources.

Public Involvement Methods: Focused public meetings, windshield surveys, interviews with key informants, visual records

4.   The Action Made Efficient and Effective Use of Resources

Description: The return on investment is high. The project has the intended outcome.

Measures: Results consistent with purpose and need, support for the results, resources expended responsibly, engagement in the decision-making process

Data Needed: Stated goals and objectives, public comments, primary survey responses, public satisfaction with the process.

Public Involvement Methods: Surveys, interviews, public meetings, visualization. Some methods employed after project completion

5.   The Action Sustains and Preserves Resources

Description: The facility is sustainable and preserves resources.

Measures: effects on natural resources, effect on land uses, important resources identified by the community, enhancement activities

Data Needed: air quality analysis, runoff analysis, locations of wildlife habitats, wetland delineation, water quality action plans, location of brownfields, location of active farmland, inventories of parks, inventories of conservation areas, inventories of sensitive habitats, reclamation sites status, rails to trails inventory, local government plans

Public Involvement Methods: Stakeholder advisory groups, public meetings, surveys

6. The Action Exceeds the Expectations of the Designers and Other Stakeholders

Description: Periodically through the planning and construction process, the facility should be reviewed for how it is meeting the expectations. This includes the original goals of the designers and the expectations expressed by the public at early stages of the process.

Measures: Goals met from the statement of purpose and need, stakeholder's visions of the project, special population's needs met, commitments made to stakeholders are met

Data Needed: commitments to stakeholders and special needs groups, documentation of facility impacts, evaluation of project at the end of construction, demographic information

Public Involvement Methods: Revisiting the statement of purpose and need, post-completion surveys, workshops, and focus groups

7. The Action Was Designed, Built, or Otherwise Implemented with Minimal Disruption to the Community

Description: The facility or initiative should be evaluated for its potential to disrupt the normal activities of residents, businesses, and travelers. This evaluation should take place before, during, and after the project is completed.

Measures: Catalog of impacts on affected parties, eminent domain use, loss of access, loss of economic activity during implementation, relocations needed

Data Needed: Plans to minimize disruption, property appraiser parcel data, change in revenues for businesses, change in tenant makeup, business license application data

Public Involvement Methods: Cognitive mapping, Visual overlays, public meetings, establishment of an impacts hotline

8. The Action is Perceived by All Parties as Having Added "Lasting Value" to the Community

Description: This quality holistically evaluates the project's value to the community. This is where the goals, impacts, and community assessments are balanced against each other.

Measures: Safe facility, meets the purpose and need, sustains and preserves cultural resources, adds economic value, impacts avoided or mitigated, exceeds stakeholder expectations

Data Needed: crash statistics, crime statistics, inventories of cultural resources, level of service improvements, feedback from stakeholders, air and water quality data, business activity data, system linkage

Public Involvement Methods: Dissemination of findings

SCANNING SURVEY

A scanning survey was conducted to identify existing efforts from across the country to systematically evaluate the effectiveness of public involvement processes and practices using performance measures. The key findings of the scanning survey and subsequent follow-up research are described in this section.

Methodology

The scanning survey occurred in two phases. First, a brief survey was disseminated to state departments of transportation, metropolitan planning organizations as well as regional and local planning agencies. Respondents were asked if their agency used performance measures to evaluate public involvement practices and processes. Demographic information (organization type, functional area), contact information, and links to relevant information or documents were also requested.

The goal of the survey was to identify performance measurement practices in public involvement that may provide ideas to the current effort, rather than to obtain a statistically significant sampling of the use of performance measures in public involvement. A definition of performance measurement and performance measures was not provided to respondents. Therefore, survey results are based on each agency's definition. Initial survey results were not evaluated to ensure that performance measures used qualified as performance measures according to definitions established in the literature.

The survey was distributed electronically through three listservs:

- National Association of Regional Councils (NARC);
- Association of Metropolitan Planning Organizations (AMPO); and
- A listserv of more than 200 individuals at federal and state-level departments of transportation and other relevant organizations compiled by the Center for Urban Transportation Research.

Survey responses and attached documentation and comments were catalogued upon receipt. Any links provided were later used to locate and download documentation not provided initially. Follow-up telephone interviews also were conducted to identify salient components of individual methodologies. Seventy-four responses were received electronically from respondents at the federal, state, and local level. In three instances, multiple responses were received from the same organization.

Survey Synopsis

Although the number of agencies using public involvement performance measures varied by agency type and location, there was some consistency in the type of data collected. Attendance at events was the most common data collected. Generally, attendance was counted at community outreach events; public meetings, hearings, and forums; neighborhood meetings; and project specific open houses or workshops. MPOs and RPCs also tabulated attendance at MPO committee meetings, booths at outreach events, and Speaker's Bureaus. In addition, attendance by invited community groups at MPO meetings or events was also assessed.

Media appearances and publications were another commonly gathered data type. Agencies documented television and radio products aired, press releases, newsletters, visitors to the agency's website, brochures, and newspaper advertisements. Data was also collected on media appearances and publications targeted at special populations. Efforts such as calls using the TTY relay service, distribution of audio-visual materials, and the availability of materials in other languages (i.e., Spanish, Braille) were also recorded.

Although most organizations gathered similar types of data, some organizations gathered unique data types. For example, one organization monitored the return rate for notices mailed to non-

traditional stakeholders (notices not received due to mailing error) while another recorded the time required to provide MPO materials and documents in Braille after a request was made. Several MPOs and RPCs monitored comments received from the public for evaluation purposes. Areas monitored included:

- The percentage of comments tracked by method received;
- Response time to comments received;
- Calls/letters received;
- Issues identified through public input; and
- Documented revisions to plans based on citizen input.

Data pertaining to MPO and RPC Board and staff practices were also recorded by several organizations. Data collected included staff attendance at local commission/council meetings and appearances on television or radio by governing board members, committee members, or staff. In addition, the frequency of MPO visits to community advocacy groups was also recorded. Many MPOs and RPCs monitor data input into the agency database. Data monitored included stakeholder and public comments received.

While many agencies collect the same data, a few agencies collect public involvement data not collected by other agencies. Unique data collected include the amount of positive coverage by the media, demographic data to determine the diversity of representation on MPO committees, and the number of external awards received by the agency.

Several agencies included feedback in the responses to the survey in addition to providing relevant documents and information. Multiple respondents expressed interest in the topic of developing public involvement performance measures and requested for research findings to be sent to their agency upon the project completion. Comments received from respondents included:

- "We do have formal performance measures … in practice, we are too busy to worry about them." (MPO)
- "No [we do not use public involvement performance measures]. Sounds like a good idea though." (MPO)
- "We are just beginning to design some evaluation instruments as part of our Performance Measures initiative … It's a particularly challenging subject!" (State DOT)
- "We have been utilizing the quantitative measure to track our public meeting attendance. However, the situation is that I do not attend all public meetings and thus have to rely on the project manager or consultant to relay those attendance figures to me." (State DOT)
- "We have used keypad polling for the last five years that records number and demographic profiles of participant's records issues and level of opinion concern." (RPC)
- "Initially we thought that attendance at meetings was not a good measure of effective public involvement. But it has given us some best practices as we evaluate the techniques that different districts utilize to entice customers to attend and participate in the decision-making process." (State DOT)
- "It is difficult to apply performance measures to some of the most useful public involvement activities. For example, there may be no way to know if a media release has been published or broadcasted by a radio station or community newspaper or what influence that information may have had on the people who heard it. Also, when a media release appears in a local newspaper, as opposed to [a major newspaper], there is no way to track that." (MPO)

The majority of comments received in regards to the scanning survey were specific and succinct.

However, one response received from one metropolitan planning organization provided a few key insights into public involvement performance measurement, particularly in regards to measurement approaches and outcomes. Portions of this commentary are provided on the following page.

SCANNING SURVEY COMMENTARY

"… [My] view has put me (sometimes) at loggerheads with others who are more interested in measuring the numbers of participants, rather than the effectiveness of the planning process in being open and participatory and in generating consensus. This opposing view frequently gets brought up in federal certification reviews and elsewhere, so I think it is an important topic of discussion and further research. While I can play the numbers game … I think that is the wrong tack to take for measurement of the transportation planning public participation process, which requires a more cautious approach which is not necessarily dependent on budget, staff expertise or other dependent variables which any well financed and reasonably competent marketing/outreach effort can generate.

So the issue in part rests in identifying correctly what we are trying to measure, and whether the measures chosen are appropriate to the real task at hand … [it is] difficult however, to consistently (and with any real scientific validity, quantify) measure the openness of the public process and its ability to generate regional consensus …Most MPO's can't afford the staff time or money it requires to go back and measure these kinds of activities consistently and scientifically—yet in many respects, that is what the feds have been suggesting to me now for at least six years in my past two certification reviews. I spent about 2-3 million dollars and can document we can save the taxpayers between $1.5-4.5 billion in transportation costs, preserve the equivalent of three townships of ag land and open space and lower emissions in the tens of thousands of kg's a day, and have a 92 percent public approval rating—and the feds are hung up on measuring the effectiveness of my participation process?

By way of example-- I rely heavily on providing lots of open task forces, multiple participation opportunities with extensive use of nominal group mechanisms with lots of voting to reach community consensus. American Idol also provides multiple voting opportunities & generates fantastic voting participation numbers, but can anyone really describe that effort as an open participatory public process where the outcomes generate regional consensus?

The point is that if we get too hung up on measuring the numbers of participants and votes as the measures of effectiveness, then we are probably measuring the wrong thing, when what we are trying to accomplish is measure the effectiveness of a process that is ongoing, cumulative and continuous, which provides full notice, full availability of public information, multiple opportunities and formats for directly participating in decision making, where those opportunities have a direct influence on the outcomes, where there is full transparency and where there is participatory decision making which is focused on outcomes and decision making where consensus on regional transportation funding and policy decisions are the desired result.

In this view, a check list and qualitative assessment of outcomes can be just as an effective set of measures as more quantitative methods which may end up measuring the wrong things-- such as how much money or what kind of staff expertise was available to finance and manage the effort, a set of measures which many small MPO's simply can not compete with the larger ones on, and which many of the larger ones can't muster continuously for all their efforts either.

Missouri Department of Transportation's *MoDOT Tracker*

One of the most promising examples of performance measurement at the state and regional level was the Missouri Department of Transportation (MoDOT) Tracker. In January 2007, MoDOT

published *Tracker: Measures of Departmental Performance,* a report detailing agency performance. *Tracker* measures performance in eighteen "tangible results" categories. Each "tangible" category is then divided into specific performance measures. A few examples of tangible categories and corresponding performance measures include:

Personal, Fast, Courteous and Understandable Response to Customer Requests (Inbound)

- Percent of overall customer satisfaction
- Percent of customers who contacted MoDOT that felt they were responded to quickly and courteously with an understandable response
- Percent of documented customer requests responded to within 24 hours
- Average completion time on requests requiring follow up

Customer Involvement in Transportation Decision-Making

- Number of customers who attend transportation-related meetings
- Percent of customers who are satisfied with feedback they receive from MoDOT after offering comments
- Percent of customers who feel MoDOT includes them in the transportation decision-making process
- Percent of positive feedback responses received from planning partners regarding involvement in transportation decision-making

Accurate, Timely, Understandable and Proactive Transportation Information (Outbound)

- Number of public appearances
- Percent of customers who feel MoDOT provides timely, accurate and understandable information
- Percent of positive newspaper editorials

For each measure, MoDOT describes the measure's purpose, data collection and measurement methodology, and improvement status. The following is an example of a MoDOT performance measure and a graph charting the progress of the measure.

MoDOT Performance Measure Example

Percent of customers who are satisfied with feedback they receive from MoDOT after offering comments

Purpose of the Measure:
This measure tracks MoDOT's responses to its customers. MoDOT routinely asks people who attend public meetings/hearings to submit comments that will be examined by the project team and will become part of the project's official record. It is important that people who avail themselves of this opportunity know that their comments are taken seriously.
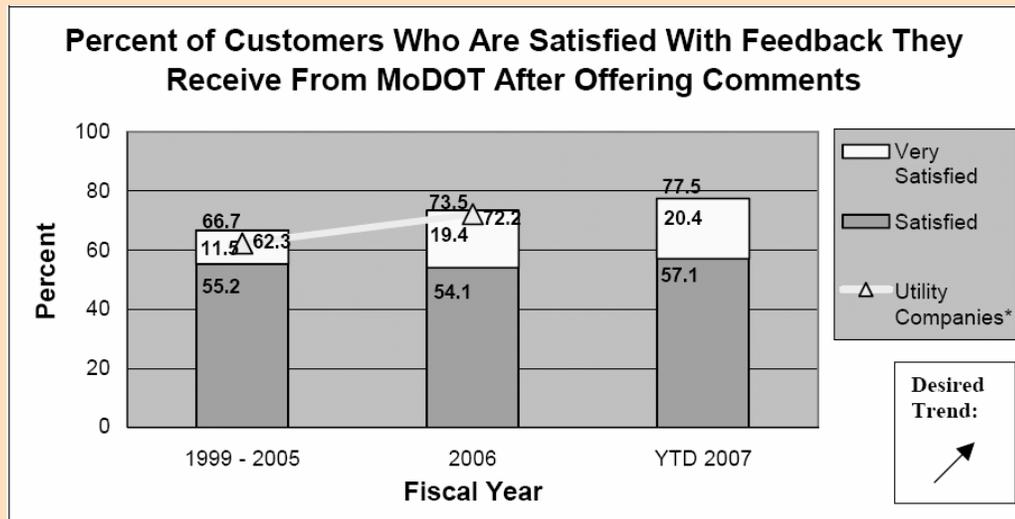
Measurement and Data Collection:
MoDOT Design, Community Relations and Organizational Results developed a survey in cooperation with the Missouri Transportation Institute for persons who attend project-specific meetings and hearings. The initial survey was sent to more than 4,500 persons who attended meetings in a five-year period. A survey process continues, with contacts made each time a project reaches the official public hearing milestone. This is an annual measure based upon a fiscal year, and data is analyzed twice each year.

Improvement Status:
So far in fiscal year 2007, people who attended public hearings for 14 projects in four MoDOT districts were surveyed, and their overall satisfaction with MoDOT continues to rise. An all-time high of 77.5 percent said they were satisfied with how their questions and comments were handled by MoDOT. A record-high response was also realized in the number of people who said they clearly understood the information and explanations given by MoDOT (90.3 percent) and in the number of people who said the decision-making process was open, transparent and fair (75.2 percent).

Quarterly discussions and reviews of Tracker measures with CR managers across the state continue to help enhance performance in the area of public involvement and proactive communication with MoDOT customers. MoDOT's satisfaction rate compares favorably with that of utility companies whose customer satisfaction is evaluated by the American Customer Satisfaction Index, coordinated by the University of Michigan.

Percent of Customers Who Are Satisfied With Feedback They Receive From MoDOT After Offering Comments

Kansas Department of Transportation

The Kansas Department of Transportation's (KDOT) public involvement (PI) activities focus on building relationships between internal and external parties. Public involvement has become a "way of life" for KDOT staff. Public involvement programs and processes have helped change the KDOT culture with staff genuinely seeking input from their constituency, a departure from previous practice. KDOT has received better vibes from the public regarding the work they perform with the public feedback helping the agency better prepare for meetings and provide/deliver information. The positive responses have also encouraged KDOT to develop more creative meeting and public involvement formats which now includes more extensive use of technology. However, staff notes that there are limits to the use of technology based on the widespread availability of such things as high-speed internet access in a state where many residents rely on dial-up internet connections.

KDOT's public involvement plan discusses ways in which the agency will assess the progress of their public involvement activities. Questions and factors developed to guide assessment of public involvement activities include the following:[5]

Questions	PI Effectiveness Factors
• How well did we get timely participation and keep it focused on the real issues? • How did we keep interested people informed? • How did we help people understand the issues? • What were the varieties of views we heard? • How well did we reach a diversity of affected stakeholders? • What convenient opportunities for meaningful participation did we provide? • How did we integrate public concerns into decisions? • How did we provide feedback on the effects of public input on decisions? • How was the outcome of the project or program affected by the public's participation? • How were our relationships with citizens, local officials, businesses, and others effected (sic)? • What, if any, "surprises" did we encounter?	• Proactive • Tailored to local needs and conditions • Focused and ongoing • Inclusive of all concerned • Innovative, using a variety of techniques • Having educational components • Supported by strong project leadership and agency support • Intended to affect the results of the decision process

Although the guidance has been developed for evaluating public involvement activities, there is no explicit method to gauge public involvement programs or processes. KDOT currently does not use performance measures, baselines, or benchmarks to evaluate public involvement processes and programs. KDOT staff members indicate that using such evaluation tools has been impractical due to their focus on building relationships with the public. Instead, surveys have been used to evaluate transportation plans, to understand how people are informed about plan elements under consideration and the level of support for specific proposals. KDOT does collect standard public involvement process figures such as the number of meeting attendees.

The KDOT Bureau of Public Involvement is currently engaging private contractors to develop customer satisfaction surveys to provide additional data KDOT can use to address the questions

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[5] Adapted from Kansas Department of Transportation (2007, p. 17).

and factors developed in their public involvement plan. The surveys' anticipated completion is by September 2007, but a more conservative deadline is six to eight months away. In the mean time, KDOT strives to instill the importance of public involvement in the field staff. As a result, their staff is more willing to talk to the public and to make changes based on public feedback. Two-way communication has become an important input for improving decisions made for planning studies, long-range transportation plans, or other projects.

Metropolitan Transportation Commission (San Francisco, CA)

The Metropolitan Transportation Commission (MTC), the metropolitan planning organization for the San Francisco Bay region, has been involved in surveying the public to evaluate their public involvement efforts since 2002. Their efforts stem from very intense public participation activities and plans, seeking input from constituents from their nine-county San Francisco Bay jurisdiction. Input is sought through public outreach initiatives, which focus on three specific goals derived from the MTC *Public Involvement Action Plan*:

- Involve individuals who have had little to no experience with transportation planning and encourage them to participate in current and future planning activities;
- Ensure low-income and under-represented communities are involved in public planning activities and that their opinions are heard; and
- "Complement the simultaneous process of county congestion management agencies to develop lists of projects they are submitting for inclusion in the plan."[6]

Input evaluating their public involvement activities is sought from and through numerous sources: individual citizens, special interest organizations, the business community, under-represented groups (elderly, minority, and youth populations), and the media; through web, mail-in, and telephone surveys. MTC uses the comments to help improve future public involvement activities and their Public Participation Plan. The feedback is also a valuable resource in MTC's internal assessment of agency public involvement efforts, which has been conducted three different times.

MTC has performed two evaluations for their 2001 Regional Transportation Plan (RTP) and Transportation 2030 Plan (long-range transportation plan). The evaluations use five performance measures to gauge their public involvement activities, with each performance measure accompanied by a set of performance indicators. The tables contained at the end of this section summarize the performance measures and indicators used to evaluate the public involvement activities during the 2001 Regional Transportation Plan and Transportation 2030 Plan review periods. Important differences in similar performance indicators used in each plan are show in italics.

MTC's performance measures were first developed for their 2001 Regional Transportation Plan public involvement activities. These performance measures and accompanying indicators were adopted by MTC in 2002, and were again used for the Transportation 2030 Plan update in 2003. The use of these performance measures has been helpful in properly allocating resources that further the agency's public involvement goals. In general, the performance measures help the MPO to push the envelope, so they may continue to improve upon all their previous efforts.

Recommendations from both the 2001 RTP and Transportation 2030 Plan evaluations have

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[6] Metropolitan Transportation Commission, *Public Involvement Action Plan*, San Franscico, CA (2002, p. i).

resulted in organizational and process changes that have proven to be beneficial to MTC's public involvement activities. MTC staff members believe that it is important to have many public involvement opportunities and to make these opportunities available to the public as early in each planning process as possible. Hosting more meetings in earlier stages of the planning process gives greater opportunity for MTC to collect public feedback providing the public with greater opportunity to impact agency plans. Having meeting in the early stages also helps MTC gain public buy-in on major policy undertakings.

In addition to hosting multiple meetings early in the planning stages, the public involvement evaluations have helped MTC enhance their methods of gaining public input. To supplement traditional meetings through which they receive most of their feedback, MTC has begun instituting such activities as:

- Structuring outreach to reach people directly in their communities;
- Using intercept surveys;
- Communicating with the public at public events and major gatherings (such as key transit transfer points); and
- Making better use of citizen advisory committees.

MTC has put a great deal of effort and agency resources into working with citizen advisory committees. These advisory committees are able to better connect with the local community to introduce them to MTC's purpose and activities. MTC has found they have better results in the public involvement activities when community organizations help bring constituents to various meetings. The agency contracts with these local organizations to provide the resources necessary for the citizen advisory committees to host local public involvement meetings.

Over the years, MTC has faced several challenges when evaluating public involvement activities. One such challenge has been getting the public to provide personal demographic data for agency use as many people are wary of sharing any personal information. This data would be valuable in demonstrating if MTC is making strides to include populations covered under Title VI in their transportation decision-making processes. Limited staff and funding has been another challenge MTC has encountered in getting public feedback for large-scale comprehensive planning efforts. MTC has had challenges in working with newspapers and the media to publicize their activities, as many of these outlets do not feel MPO projects and programs sufficiently compelling to report upon. Another challenge relates to individual bias from individuals who complete public involvement surveys. People who respond to public involvement surveys seem to have an interest in a particular project(s) under evaluation and their feedback appears to be more biased or polarized in nature.

While MTC uses baseline measurements to gauge their progress, efforts to benchmark have been avoided. Most MPOs in California cover a single county while MTC covers a nine county region. This significant difference in coverage makes it impractical to reasonably compare themselves to other MPOs in the state. MTC also feels that they are unique, in that they are a three-city MPO, making comparisons to MPOs in other regions even more difficult.

Although MTC has only undergone two rounds of public involvement evaluations, they have learned some valuable lessons over the years. It is important to ask participants what they think of the process ("How can we do a better job of conveying information?"). Securing detailed demographic and socioeconomic information is important in determining agency activities are reaching diverse populations, even if attaining the data is difficult or resource intensive. It is important to offer translation services for public involvement materials, especially for diverse

communities. Partnering with community organizations helps MTC reach diverse populations by broadening their network of potential public contacts and by relying on the good will of the partner organization.

Performance Measures and Indicators for the 2001 Regional Transportation Plan[7]

Accessibility	Reach	Diversity	Impact	Participant Satisfaction
• Meetings are held in all nine counties. • 100% of meetings are accessible by transit. • All meetings are accessible under the requirements of the Americans with Disabilities Act. • Meetings are linguistically accessible to 100% of participants.	• 2,000 or more comments logged *into comment tracking and response system.* • *1,800* individuals actively participate in outreach program. • *800-1,000* visits to the RTP section of the MTC website. • RTP update mentioned in at least *30* newspaper articles. • RTP is mentioned in at least *five* opinion or editorial pieces. • MTC participates in at least 20 radio or TV broadcasts.	• Demographics of targeted workshop groups roughly mirrors (sic) the demographics of the Bay Area. • *70% of targeted organizations and groups participated in at least one RTP meeting.* • Participants represent a cross-section of people of various interests, places of residences, and primary modes of travel.	• 100% of written comments received are logged *into the comment tracking and Response System*, analyzed, summarized, and communicated in time for consideration by staff and Commissioners. • 100% of written comments are acknowledged so that the person making them knows whether their comment is reflected in the outcome of a Commission action, or conversely why the Commission acted differently.	• Accessibility: (Meeting locations, materials presented in appropriate languages for targeted audiences). • Adequate notice of the meetings was provided. • Sufficient opportunity to comment. • *Educational value of presentations and materials.* • Understanding of other perspectives and priorities. • Clear information at an appropriate level of detail. • Clear understanding of items that are established policy versus those that are open to public influence. • Quality of the discussion. • Responsiveness to comments received.

[7] Adapted from Metropolitan Transportation Commission, *Public Involvement Action Plan*, San Francisco, CA, (2002, pp. iii – vi).

Performance Measures and Indicators for the Transportation 2030 Plan[8]

Accessibility	Reach	Diversity	Impact	Participant Satisfaction
• Meetings are held in all nine counties. • 100% of meetings are accessible by transit. • All meetings are accessible under the requirements of the Americans with Disabilities Act. • Meetings are linguistically accessible to 100% of participants, *with three working days advance request for translation.*	• 2,000 or more comments are logged. • *2,000* individuals actively participate in the Transportation 2030 outreach and involvement program. • *20,000* visits to the MTC website during active periods of the public outreach and involvement program. • Transportation 2030 Plan or elements are mentioned in at least *50* newspaper articles *or other print media.* • Transportation 2030 Plan is mentioned in at least *10* opinion or editorial pieces. • MTC participates in at least 20 radio or TV broadcasts during the update.	• Demographics of targeted workshop groups roughly mirror the demographics of the Bay Area population. • Participants represent a cross-section of people of various interests, places of residences, and primary modes of travel.	• 100% of written comments received are logged, analyzed, summarized, and communicated in time for consideration by staff and Commissioners. • 100% of written comments are acknowledged so that the person making them knows whether their comment is reflected in the outcome of a Commission action, or conversely why the Commission acted differently.	• Accessibility: (Meeting locations, materials presented in appropriate languages for targeted audiences). • Adequate notice of the meetings was provided. • Sufficient opportunity to comment. • Understanding of other perspectives and priorities. • Clear information at an appropriate level of detail. • Clear understanding of elements that are established policy versus those that are open to public influence. • Quality of the discussion. • Responsiveness to comments received. • *Public outreach and involvement made a positive contribution to the Plan.*

Boston Region Metropolitan Planning Organization

The Boston Region Metropolitan Planning Organization (MPO) consists of 14 transportation, planning, public works, and governmental entities. It covers a 1,405 square-mile area of 101 cities and towns in eastern Massachusetts and offers diverse multimodal transportation options. These options serve many constituents with special needs, who provide the MPO with critical feedback on various projects and activities through their public involvement process.

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[8] Adapted from Metropolitan Transportation Commission, *Public Involvement Action Plan*, San Francisco, CA, (2005, pp. ii – v).

Boston Region MPO strives to make their public involvement process inclusive of all viewpoints. The following eight principles—also serving as the objectives of their activities—highlight their approach to public involvement.

- Respect the views of participants who express their transportation concerns.
- Ensure that opportunities for public involvement are made available. Reasonable efforts should be made to remove limiting barriers, and the public should be enthusiastically engaged so as to provide comments comfortably in a meaningful, constructive manner.
- Be responsive to comments made by the public. Consider all input toward the decision-making process and document all received comments. Provide final solutions and explanations for creating those solutions.
- Encourage participants to offer meaningful input by presenting useful information for them to consider.
- The process must be predictable and consistent to allow the public to adequately plan for their involvement.
- Take advantage of multimedia innovation to communicate information effectively to the public.
- In addition to groups that are naturally interested in transportation issues, strive to include less representative groups, such as low-income, minority, and elderly people.
- Review the public participation program periodically to ensure that it continues to meet the needs of the public and MPO.

Public involvement information is gathered to aid in the MPO's document development and planning activities. Numerous sources are used to gather pertinent information, including interactive workshops, open houses, outreach groups that serve underrepresented communities, and small group discussions. Groups representing the interests of specific populations and needs—bicyclists; pedestrians; the elderly, low-income and minority people; the youth; and people with disabilities—comprise some of the comments that are collected for guidance in project and activity improvements. Information is delivered to the public through a myriad of outlets: print material, the MPO web site, their monthly publication *TRANSREPORT,* monthly Regional Transportation Advisory Council meetings, legal notices, press releases, flyers, and e-mail messages. It is disseminated in a way that equally meets the needs of non-English communicators or those using special communication methods. Additionally, the MPO reaches out to groups through their "Invite-Us-Over" program, where information is shared about the planning process and current projects.

The public involvement program supports all certification activities, such as the MPO's Regional Transportation Plan, and information derived from the program is gathered to support all decision-making at the MPO. Such activities represent Boston Region MPO's public involvement milestones that occur at various times of each year. Nonetheless, public involvement is viewed as a continuous program, with efforts to gain feedback on specific as well as general public involvement activities made throughout every year.

Boston Region MPO has conducted numerous surveys to collect feedback on public meetings and conducted an internal evaluation of their public involvement efforts for their 2000-2025 Regional Transportation Plan Update. Quantitative and qualitative measures were used to gauge the effectiveness of their efforts. Both written and verbal comments were collected and used to improve the program. The measures used for their evaluation process are outlined in the table below. It should be noted that targets were not used as part of the evaluation process. The

MPO's primary goal was to focus on gaining a good understanding of how they were functioning from the public's perspective.

Performance Measures for Boston Region MPO 2000-2025 Regional Transportation Plan Update

Quantitative Measures	Qualitative Measures
• Level of Event Attendance	• Citizens' Level of Comfort
• Number of Comments	• Outcome
• Use of Web	• Sense of Fair Treatment

Over the course of their public involvement activities, Boston Region MPO has faced its share of challenges with the process. They have typically found it difficult to receive feedback from the public; some people are more willing than others to take the time to fill out evaluation forms. Knowing what measures to consider and what questions to ask to improve the success of their public involvement process have also been issues of concern for the MPO. They have found some measures and questions challenging to use during evaluations because the public may not always clearly convey how well the public involvement program is working for them.

In spite of these difficulties, Boston Region MPO has learned some valuable lessons throughout their public involvement activities and evaluations. One lesson is that, in terms of managing the evaluation process, it is important to make an effort to be consistent. The other lesson is that, based on feedback received from evaluations, it is critical to disseminate clear and concise presentation material—meeting handouts that describe the MPO or documents needing to be reviewed for certification activities—to make the public participation process work. They continuously apply these lessons to revise their evaluation processes as needed.

The MPO has also made progress over the years in enhancing their public involvement activities. They have found that the performance measure evaluations have helped them rethink the formats used for outreach; specifically, they have incorporated focus groups and workshops into their mix of public involvement activities. Additionally, Boston Region MPO is now more sensitive to the content of outreach material, making sure it is concise and understandable to diverse populations.

Sample Performance Measures

The following is a list of sample performance measures and targets collected from the responses to the scanning survey. This illustrates the scope and language used in current public involvement related performance measures found around the country.

- Percent of customers who feel completed projects are the right transportation solutions
- Percent of customers who are satisfied with feedback they receive from (insert agency name) after offering comments
- Percent of customers who feel (insert agency name) includes them in transportation decision-making process
- Percent of positive feedback responses received from planning partners regarding involvement in transportation decision-making
- Number of public appearances
- Percent of customers who feel (insert agency name) provides timely, accurate and understandable information
- Number of contacts initiated by (insert agency name) to media
- Percent of (insert agency name) information that meets the media's expectations

- Percent of positive newspaper editorials
- Number of repeat visitors to (insert agency name) web site
- Customer satisfaction with completed projects
- Customer satisfaction with complaint resolution
- Coordinate with local agencies to participate in their outreach events in the community
- Track all correspondence that comes into the office
- Track how comments were received
- Establish a protocol promoting prompt response to comments
- Select locations for community outreach activities based on availability of alternative transportation, particularly mass transit
- Ensure committee representation from cross section of population including racial, gender, age, etc.
- Provide opportunities for individuals and organizations to be added to the (insert agency name) mailing list/email list through the various public participation activities
- Provide a wide variety of opportunities and mediums for affected citizens to communicate suggestions/opinions/concerns and integrate these comments into the planning process
- Select locations for community outreach that accommodate elderly, handicapped, minority, low-income etc.
- Partner with human service agencies and other healthcare and social service providers in their professional and public participation activities.
- Simplify the reading level of documents, publications and web pages (readability at 8th – 10th grade levels)
- Maximize the accessibility of the (insert name of agency) website for visually impaired individuals
- Issues identified through public input and responded to by the MPO and documented revisions to plans based on citizen input
- Percentage of public inquiries responded to within 1 working day
- Add a stipulation that the (insert agency name) will provide opportunity for public comment on Purpose and Need Statements developed as part of the Efficient Transportation Decision Making (ETDM) screening process
- Identify clear purpose and objectives for public involvement at the beginning of each program or project
- Work with other agencies, community-based organizations and others to identify groups for outreach
- A summary, analysis and report on the disposition of comments
- Maximum of 2% return rate per project related mailing
- Minimum of 15% of meeting attendees/survey respondents indicate that they saw the (meeting) ad
- Newsletters/direct mailings reach a minimum of 80% of persons that are affected by a project
- 3% - 5% of affected population (based on study area) attend project specific open houses/workshops/public hearings
- 60% of meeting attendees fill out a form -OR- 2% of visitors to a web site submit a form -OR- 20% of mail recipients return the form
- Minimum of 15% of meeting attendees/ survey respondents indicate that they saw the meeting notice
- Minimum 1% of flier surveys returned or mailings reach at least 90% of the people who are affected by a project

- Newsletter reaches at least 50% of people who are affected by a project
- Number of attendees survey respondents indicating that they saw a meeting notice and/or project information
- Accessibility and Convenience of Process – participant survey
- Diversity of Participants – survey and visual accounting
- Effectiveness of Formats and Communication Tools – participant survey
- Plan Changes from Public Comment – listing of plan changes
- Public Understanding of Process and Information – participant survey
- How Public Concerns were Addressed – participant survey

KEY FINDINGS

The literature and scanning survey provides several key insights into various aspects of performance measurement. Key findings of value to the development and implementation of public involvement performance measures for state departments of transportation and other planning agencies are provided below.

- Performance measurement is a process of defining and monitoring objective indicators to assess and report organizational performance on a regular basis. It is particularly used to assess progress towards accomplishing pre-established goals and objectives. Although there is general consensus on the definition and components of performance measurement (i.e., output, outcomes, targets, etc.), practitioners often experience difficulty differentiating between *outputs* and *outcomes*. *Outputs* are the direct products and services delivered by a program or agency. *Outcomes* are the results of those outputs.

- The common features of a successful performance measurement system appear to be: a) a foundation in an agency's mission and goals, b) strong support from senior management, and c) obvious validity to the public and policy-makers. Prior to implementing a performance measurement system, agency management should clarify and communicate the strategic framework for the system. This includes the agency's mission, goals and objectives. Vaguely worded goals, policies and objectives are not conducive to performance measurement.

  Management support for the performance measurement regime must be ongoing. Public sector performance often cannot be determined in months or years, but in decades. Additionally, the value of performance measurement is to evaluate the ability of agency programs and activities to achieve the agency's mission and goals over the long haul. Performance measurement provides management with a tool to assess the value of new or existing approaches and to make resource allocation decisions. Therefore, it is important for management to clarify the purpose for the performance measurement system to ensure it is designed to serve as intended. For the system to succeed, management must not only define or approve the measures and system design, but also be committed to using the data to improve performance and provide sufficient resources to the performance measurement effort.

  Agencies should use meaningful performance measures that will be of interest to the public, including policymakers. Public agencies should make performance data available and understandable to the public to attain the benefits of agency promotion. Performance measures that are overly abstract or will not be meaningful to managers, policymakers, and stakeholders are of little value and can be misleading or result in poor decision-making.

- Public agencies should focus on outcome-based measures to evaluate performance, because they allow an agency to determine effectiveness. However, it has been said that "organizations don't produce outcomes; organizations produce outputs.[9]" But outputs alone have little inherent value because they do not directly reflect benefits or progress toward achieving an agency's mission or goals. That said, most agencies have difficulty developing performance measures that go beyond program outputs to measure the outcome of program activities. However, the literature does indicate that output measures, particularly groupings of output measures, can lead to a causal sequence of changes, which lead to benefits and desired results.

  In addition, policy-oriented agencies do not lend themselves as easily to performance measurement as production-oriented agencies. The reason is that policy-oriented agencies tend to have great difficulty separating the impact of a program from the impact of other external factors. The interplay between actions and external factors presents a significant challenge in analyzing performance measurement data, reporting results and modifying agency activities and processes to enhance their efficiency and effectiveness. Another challenge in developing outcome-based performance measures for policy-oriented agencies is how best to measure the effects of programs whose benefits may not show up for several years. Issues here include what is an appropriate measure for estimating interim progress and what is a reasonable level for expected performance. One method for estimating reasonable levels for expected performance is to compare agency measures against those of other, similar agencies—a process known as benchmarking. Unfortunately, none of the agencies surveyed for this research tracked their public involvement performance measures in a way that provides a useful benchmark for comparison.

- The agencies surveyed used a wide variety of terms to define their public involvement activities. There does not appear to be a standard terminology within public involvement circles when discussing performance measurement.

- Local agencies do not appear to be using a performance measurement methodology that was suggested or required by their state.

- Historically, public agencies have relied solely or primarily on quantitative measures for evaluation. However, recent trends encourage the use of qualitative research to compliment quantitative data. That said, many agencies continue to rely on quantitative measures due to a lack of resources or a lack of commitment on the part of senior management to develop measures that rely on qualitative data, as it requires more time and effort to collect. Some agencies or managers may also question the value of qualitative data to the decision-making process.

- The importance of data to the success of a performance measurement system cannot be overstated. The data component of the performance measurement process tends to be the most time consuming and costly, in many ways making it the most challenging aspect of performance measurement. Management must assess trade-offs between the quality of performance indicators versus the cost of collecting the data. Using existing data is

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[9] Behn, Robert. (2003) "Why Measure Performance? Different Purposes Require Different Measures." Public Administration Review, 63(5), 586-606.

advantageous in terms of time, effort and cost, but existing data may not suit the purpose of the performance measurement activity. Any data used should have a high level of validity (appropriateness for the purpose) and reliability (objective and dependable). Accuracy of the data and the collection methodology should be documented regardless of the source. In addition, data sources should be clearly defined and data collection procedures should always be provided by a central source to facilitate uniform reporting from decentralized sites.

- The terms "reliability" and "validity" apply not just to the data collected, but to the performance measures, as well. Reliability refers to the dependability of the information provided by the performance measure and the consistency of that measure over time for trend analysis. Validity refers to the appropriateness of the measure or "the extent to which an indicator is directly related to and representative of the performance dimension of interest.[10]" Agencies should examine the validity and reliability of proposed measures and, all else being equal, select those that are the least problematic given their intended use. Measures that are not reliable and valid are meaningless and will not provide the agency with the type of information needed for good decisions.

- Avoid looking for a "silver bullet." The literature warns that it is impossible to develop a measure that will actually measure what you intended and that no single comparison should be used to measure performance. Instead, multiple performance measures should be developed that, when taken collectively, indicate whether agency activities and programs are achieving agency goals. While attempting to craft a balanced performance measurement system, avoid redundant and only tangentially relevant measures. Performance measures should be put into a context and explanatory information should be included when reporting on performance measures. Comparisons over time are generally the most important and informative because they demonstrate trends and allow management to make changes to enhance agency effectiveness.

- The key benefits of effective public involvement include public ownership of policies, sustainable and supportable decisions, decisions that reflect community values, efficient implementation of transportation decisions, and enhanced agency credibility. As previously mentioned, the objectives of good public involvement practice revolve around outcomes, not process. These outcomes relate to the key benefits of public involvement and include supporting issues such as the extent the process builds consensus, informs citizens about transportation issues, and clearly incorporates citizen input. To that end, performance measurement systems to evaluate public involvement should identify the most effective ways of minimizing conflict, enhancing the quality of transportation decisions, and restoring the public's trust in government institutions.

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APPENDIX A: HIGHLIGHTS OF FDOT PUBLIC INVOLVEMENT STUDY

- **Kramer, J., Williams, K. Seggerman, K. and Hopes, C. (2006). "Assessing the Practice of Public Involvement in Florida."** *Florida Department of Transportation Report No. BD544*

This report provided a comprehensive assessment of public involvement practices of the Florida Department of Transportation (FDOT) and Florida's metropolitan planning organizations (MPOs) during all phases of transportation decision making and suggested research recommendations for the future development of public involvement performance measures. General observations that resulted from interviews with FDOT District and Central Office included:

- When Districts make extra efforts to involve the public, the results are generally, but not always, productive.
- FDOT Districts have a decentralized organizational structure for providing public involvement, with primary responsibility for public involvement resting with project managers.
- The FDOT Central Office has a broad oversight role in statewide public involvement and a direct role in providing public involvement for the Florida Transportation Plan and the Strategic Intermodal System.
- The majority of District public involvement activities appear to occur during the project development and environment phase (PD&E). Later phases place somewhat more emphasis on public information, versus public involvement.
- Districts are working to improve public involvement in design, but design still appears to be a weak link in the public involvement process.
- Right-of-way staff are proactive in their efforts to reach out to the public early and often, beginning in the PD&E phase.
- District construction staff are actively seeking to engage the public and to improve customer satisfaction. Nonetheless, issues occasionally fall through the cracks.
- FDOT relies heavily on consultants for providing public involvement, although the role of consultants varies across Districts and project phases. A concern is whether staff cutbacks and resource constraints are impacting the role of FDOT project managers as lead contacts for the public.
- Districts do not conduct formal evaluations of the effectiveness of their public involvement efforts; however, the Construction Office conducts an annual public satisfaction survey. MPOs are required to periodically evaluate their public involvement efforts, but most seem to rely on informal feedback methods.
- Key challenges faced when involving the public included balancing the needs and desires of all citizens, poor meeting attendance, managing the timing of public input, maintaining continuity of involvement in light of changing public expectations, and encouraging FDOT staff and the public to remain open-minded throughout the transportation decision making process.
- Many thought that the effectiveness of public involvement efforts could be improved by creating formal public involvement evaluation methods, increased public education and outreach, and increased communication and coordination across functional units and agencies.

The report offered recommendation to help address issues in current practice the identified during the comprehensive assessment of the public involvement practices of the FDOT and Florida's

MPOs. The suggestions provided below are a combination of ideas conveyed by MPO and FDOT staff in the report, as well as observations of the research team.

Involvement and Outreach

- Maximize opportunities for one-on-one or small group dialogue.
- Create opportunities for staff to build relationships with the public and to provide education on transportation issues, both within and outside of project development.
- Provide opportunities other than public meetings for people to have input into project decision making.
- Look for ways to coordinate and communicate with other agencies on public involvement or outreach activities.

Continuity and Commitments

- Establish a process for passing project information on public concerns and comments from phase to phase.
- Increase communication between functional units within FDOT Districts on project development issues of importance to the public. Consider instituting regular cross-functional debriefing meetings and cross-functional area attendance at key project meetings.
- Consider a project management approach or a single point of contact for the public who has the necessary technical knowledge and would follow a project from planning or project development through to construction.

Training and Information Exchange

- Provide regular public involvement training and target the training, where appropriate, to specific topics of interest or concern and to specific functional units or responsibilities.
- Provide organized opportunities for FDOT Districts, as well as MPO staff, to share experiences, ideas and best practices in working with the public.
- Performance Measures and Evaluation
- Develop a systematic method, based on defined performance measures, that can be used by the FDOT functional units and MPOs for evaluating the effectiveness of their public involvement process.
- Develop performance measures that focus on desired outcomes and that correspond with and advance the business plan of that functional unit.

APPENDIX B: PERFORMANCE MEASUREMENT INDICATORS AND FORMULAS

Indicators

Raw Numbers: portray actual scale of operations and impacts; used for program outputs, output targets, and many effectiveness measures

Averages: used to summarize raw data; often used for customer service and effectiveness

Percentages: used to express desired outcomes or "successes;" can be more definitive than averages; standardized measure

Ratios: used for efficiency, productivity, and cost-effectiveness measures; standardized measure

Rates: used to put performance into a contextual perspective representing exposure or potential (i.e., crash rate per 1,000 drivers); standardized measure

Indexes: a scale variable computed by combining multiple measures into a single measure (e.g., air quality index)

Formulas

$$\text{Outputs} = \frac{\text{\# of final products or services}}{\text{unit of time}} \qquad \text{Example:} \quad \frac{\text{20 comments from the public}}{\text{1 month}}$$
(Absolute)

$$\text{Inputs} = \frac{\text{\# of inputs required for product or service delivery}}{\text{unit of time}} \qquad \text{Example:} \quad \frac{\text{\$100,000 in salaries to develop public involvement plan}}{\text{100 hours of work}}$$

$$\text{Productivity} = \frac{\text{All outputs}}{\text{All inputs}} \qquad \text{Example:} \quad \frac{\text{\# of newsletters mailed to the public}}{\text{Resources used (staff time, printing and mailing costs, etc.)}}$$
(total)

$$\text{Productivity} = \frac{\text{All outputs}}{\text{specific inputs}} \qquad \text{Example:} \quad \frac{\text{\# of newsletters mailed to the public}}{\text{staff time to produce}}$$
(partial)

$$\text{Quality} = \frac{\text{Characteristic(s) of the product or service}}{\text{customer satisfaction}} \qquad \text{Example:} \quad \frac{\text{public involvement activity}}{\text{customer satisfaction ratings from survey at event}}$$
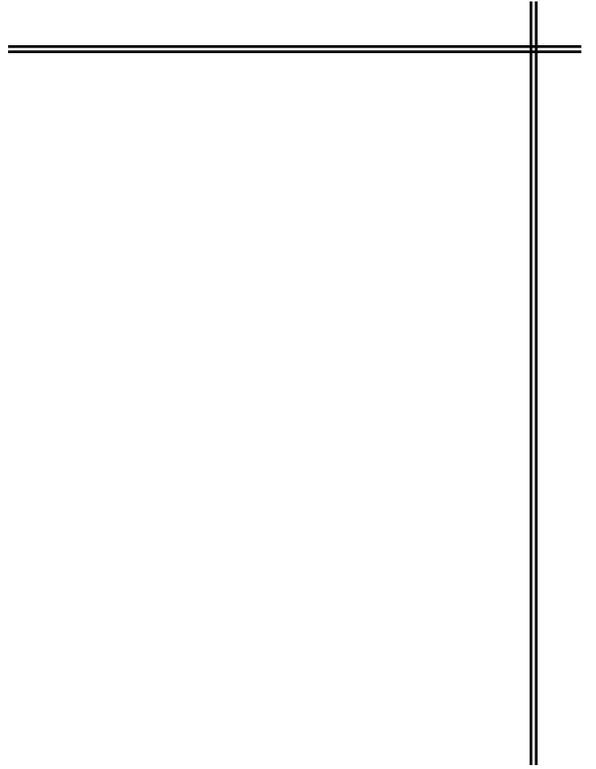
APPENDIX B: RESPONDENTS USING PIPMS

State Level Organizations

Idaho Department of Transportation
http://www.itd.idaho.gov/

Louisiana Department of Transportation and Development
http://www.dotd.state.la.us/

Missouri Department of Transportation
http://www.modot.org/

Montana Department of Transportation
http://www.mdt.mt.gov/

Local or Regional Level Organizations

Atlanta Regional Commission (Georgia)
http://www.atlantaregional.com/cps/rde/xchg/

Boston Region Metropolitan Planning Organization (Massachusetts)
http://www.bostonmpo.org

Brevard Metropolitan Planning Organization (Florida)
http://www.brevardmpo.com/

Broward County Metropolitan Planning Organization (Florida)
http://www.broward.org/mpo/

Durhan-Chapel Hill-Carrboro Metropolitan Planning Organization (North Carolina)
http://www.dchcmpo.org/

East Central Wisconsin Regional Planning Commission (Wisconsin)
http://www.eastcentralrpc.org/AppletonMPO/index.htm

Hillsborough County City-County Planning Commission (Florida)
http://www.hillsboroughmpo.org

Lake Sumter Metropolitan Planning Organization (Florida)
http://www.lakesumtermpo.com/

Lexington Area Metropolitan Planning Organization (Kentucky)
http://www.lexareampo.org/

Lima-Allen County RPC (Ohio)
http://www.lacrpc.com/

Maricopa Association of Governments (Arizona)
http://www.mag.maricopa.gov/display.cms

METROPLAN Orlando (Florida)
http://www.metroplanorlando.com

Metropolitan Transportation Commission (California)
https://www.mtc.ca.gov

Miami-Dade County Metropolitan Planning Organization (Florida)
http://www.miamidade.gov

Northeastern Illinois Planning Commission (Illinois)
http://www.nipc.org/

New York Metropolitan Transportation Council (New York)
http://www.nymtc.org

Ohio-Kentucky-Indiana Regional Council of Governments (Indiana/Kentucky/Ohio)
http://www.oki.org

Pinellas County Metropolitan Planning Organization (Florida)
http://www.pinellascounty.org

Sacramento Area Council of Governments (California)
http://www.sacog.org

Sarasota-Manatee Metropolitan Planning Organization (Florida)
http://www.sarasota-manateempo.org

South Alabama Regional Planning Commission (Alabama)
http://www.sarpc.org

Southwest Florida RPC (Florida)
http://www.swfrpc.org

Tri-County Regional Planning Commission (Illinois)
http://www.tricountyrpc.org/

Wasatch Front Regional Council (Utah)
http://www.wfrc.org/cms/index.php

APPENDIX C: SELECTED PERFORMANCE MEASURES

Missouri Department of Transportation:

PERCENT OF SIGNS THAT MEET CUSTOMERS' EXPECTATIONS
Sign-quality attributes that define user expectations have been developed based on an industry-wide literature review. Attributes selected for this measure are those that can be captured during a night sign log and include location and condition of the signs, particularly how visible the signs are with headlights. MoDOT employees collect the data annually in the fall.

PERCENT OF STRIPES THAT MEET CUSTOMERS' EXPECTATIONS
Striping quality attributes that define user expectations have been developed based on an industry-wide literature review. The attribute selected for this measure is the retroreflectivity of the striping or the visibility of the striping at night. Data is collected by taking retroreflectivity readings on random road segments in the fall and spring of each year. This data is then compared to our benchmarks of 150 for white and 125 for yellow.

PERCENT OF OVERALL CUSTOMER SATISFACTION
Annual measure. Data is collected as part of a study commissioned by the Missouri Transportation Institute each May. The study interviews 3,500 randomly selected adult Missourians. Community Relations targeted Federal Express as the benchmark for this measure. Based on information compiled by the American Customer Satisfaction Index (ACSI), Federal Express has the highest customer satisfaction rate – 86 percent – out of the 200 companies and government agencies that the ACSI scores. Community Relations continues to research customer satisfaction rates for other state departments of transportation. Some of the findings: Alaska had an 80.3 percent customer satisfaction score in 2005; Virginia had an 82 percent satisfaction rate in 2001.

PERCENT OF CUSTOMERS WHO CONTACTED MODOT THAT FELT THEY WERE RESPONDED TO QUICKLY AND COURTEOUSLY WITH AN UNDERSTANDABLE RESPONSE
Customers who contact MoDOT Customer Service Centers are asked to complete a short telephone survey when their business with the customer service representative is complete. Callers who agree are forwarded to an automated survey that asks three "yes or no" questions on the timeliness, accuracy and courtesy of the call.

PERCENT OF DOCUMENTED CUSTOMER REQUESTS RESPONDED TO WITHIN 24 HOURS
This information comes from the customer service database, where customer requests requiring follow-up are documented from the time the call comes in until the time the request is completed. This may include requests for signs, traffic signal review, pothole patching or work zone congestion. More than 90 percent of our total customer requests are responded to immediately, including basic phone call transfers, questions, or requests for general information. These routine contacts are not documented here.

AVERAGE COMPLETION TIME ON REQUESTS REQUIRING FOLLOW UP
Customer requests in the customer service database requiring a completion time of more than 24 hours are tracked for average completion time. Longer-term requests that require more than 30 days to complete are removed from the results, because a few of these longer-term requests would skew the overall results. Time is measured in working days; weekends and holidays are excluded.

NUMBER OF EXTERNAL AWARDS RECEIVED
Each district and division office tracks the awards presented to the department by external organizations, to include all awards presented to individuals, teams, districts, divisions and MoDOT as a whole. Data collection began for this measure on Jan. 1, 2005 and is updated quarterly.

PERCENT OF CUSTOMERS WHO FEEL COMPLETED PROJECTS ARE THE RIGHT TRANSPORTATION SOLUTIONS
MoDOT districts identified 30 projects – three per district – in three different categories (large – major route listed as or funded through major project dollars; medium – district-wide importance; and small – only local significance). These projects were completed within the past year and are open to traffic. The Truman School of Public Affairs at the University of Missouri, in collaboration with MoDOT, developed a survey that was directed to the users of each specific facility. A sample of residents was drawn from zip code areas adjoining the roadway where the project was recently completed. The sample included 400 addresses per project area for a total of 12,000 surveys sent. Nearly 2,900 surveys were returned.

This measure will be reported annually. Districts will continue to identify one project in each of the three categories to be surveyed, although it is recognized that in the future it might not be possible for every district to have three projects that meet the criteria each year.

CUSTOMER SATISFACTION WITH TIMELINESS OF MOTOR CARRIER SERVICES RESPONSE
Each quarter, the Missouri Transportation Institute surveys a pool of motor carriers who contacted MCS in the previous three months. These customers are asked to evaluate their satisfaction with 12 customer service factors across the four MCS program divisions, International Registration Plan/International Fuel Tax Agreement, Safety and Compliance, Over-dimension/Overweight Permitting and Operating Authority. "Timely Response" is one factor carriers evaluate with a four-point scale: 4 = Very Satisfied, 3 = Satisfied, 2 = Dissatisfied and 1 = Very Dissatisfied.

PERCENT OF CUSTOMERS SATISFIED WITH TRANSPORTATION OPTIONS
Data was collected through an annual statewide customer satisfaction telephone survey, which is conducted and reported in July. The survey included interviews with 3,500 Missouri adults with an overall margin of error of +/- 3 percent.

NUMBER OF CUSTOMERS WHO ATTEND TRANSPORTATION-RELATED MEETINGS
Attendance is determined by analyzing sign-in sheets used at public meetings or by head counts conducted by MoDOT staff. This is an annual measure and the data is updated quarterly.

PERCENT OF CUSTOMERS WHO ARE SATISFIED WITH FEEDBACK THEY RECEIVE FROM MODOT AFTER OFFERING COMMENTS
MoDOT Design, Community Relations and Organizational Results developed a survey in cooperation with the Missouri Transportation Institute for persons who attend project-specific meetings and hearings. The initial survey was sent to more than 4,500 persons who attended meetings in a five-year period. A survey process continues, with contacts made each time a project reaches the official public hearing milestone. This is an annual measure based upon a fiscal year, and data is analyzed twice each year.
PERCENT OF CUSTOMERS WHO FEEL MODOT INCLUDES THEM IN TRANSPORTATION DECISION-MAKING PROCESS

Data for this measure is collected annually. The most recent data, gathered from a statewide random telephone survey of 3,500 Missourians, was collected in May 2006. Survey data originally collected for MoDOT's long-range planning initiative called Missouri Advance Planning (MAP) in May 2005 provided a baseline for comparison of the 2006 survey data. One focus of the MAP initiative was to improve the public's involvement in transportation decision-making. To accomplish this, six citizen groups, called Regional Working Groups, were created, representing economic development leaders, educators, farmers, bankers, community leaders and local elected officials. RWG members helped MoDOT analyze transportation policies and develop new ideas in an effort to plan for Missouri's transportation future.

PERCENT OF POSITIVE FEEDBACK RESPONSES RECEIVED FROM PLANNING PARTNERS REGARDING INVOLVEMENT IN TRANSPORTATION DECISION-MAKING
MoDOT Transportation Planning works with Missouri Transportation Institute to administer a survey measuring planning partners' involvement in the transportation decision-making process. The survey answers are based on the following scale: strongly disagree, disagree, agree and strongly agree. This measure is changing to an annual measure.

PERCENT OF CUSTOMERS SATISFIED WITH REST AREAS' CONVENIENCE, CLEANLINESS AND SAFETY
MoDOT measures this attribute with both internal and external data collection. MoDOT receives information in the form of a survey card offered at all rest areas. The survey cards ask a variety of questions with three of the questions specifically asking if the rest area is convenient, clean and safe. This provides direct input from our customers and is considered our external source. All comments from the cards are sent to the districts and sheltered workshop contractor on a quarterly basis to ensure concerns are addressed in a timely manner.

To ensure the customer satisfaction, all rest areas are inspected using an attribute list developed and based on an industry-wide literature review. The attribute list includes characteristics rest-area users identified as what they consider convenient, clean and safe. MoDOT maintenance employees inspect all rest areas and the work of the sheltered workshop contractor at least two times per month using this list and are considered our internal source. MoDOT works with Extended Employment Sheltered Workshops to provide the cleaning at all 19 rest areas in the system. This measure is an annual measure updated quarterly.

PERCENT OF CUSTOMERS SATISFIED WITH COMMUTER LOTS' CONVENIENCE, CLEANLINESS AND SAFETY
MoDOT receives information in the form of survey cards distributed by MoDOT employees at 20 commuter lots. Three questions specifically ask if the commuter lot is convenient, clean and safe. This is a baseline measure that provides direct input from the department's customers and is considered an external source. This is an annual measure and the data is updated each January.
To ensure customer satisfaction, all commuter lots are inspected based upon attributes identified in an industry-wide literature review as to what commuter lot customers' consider convenient, clean and safe. MoDOT maintenance employees inspect all commuter lots each quarter. This internal inspection is an annual measure updated quarterly.

PERCENT OF ROADSIDES THAT MEET CUSTOMERS' EXPECTATIONS

A list of roadside quality attributes were developed and approved based on an industry-wide literature review. The attributes selected for this measure were used to develop a quality assurance checklist for roadside attractiveness. Data collection for this measure is based on a yearly inspection of a number of randomly selected sample sites located throughout the state. The random sites are inspected yearly for each attribute. This is an annual measure and the data is updated each January.

PERCENT OF CUSTOMERS WHO VIEW MODOT AS MISSOURI'S TRANSPORTATION EXPERT
The data has been collected in statewide telephone surveys conducted in May 2005 and 2006. The surveys were conducted by Abacus Associates; first through the Missouri Advanced Planning initiative, and then by contract with Missouri Transportation Institute. Each year, MoDOT surveys public opinion to collect information that will tell the department whether or not the public views MoDOT as the primary transportation expert in Missouri. This is an annual measure updated each July.

NUMBER OF PUBLIC APPEARANCES
This is a quarterly measure updated in each issue. District Community Relations managers collect appearance information from their administrators on a quarterly basis and send it to Central Office Community Relations where it is combined with data from divisions and business offices to create a statewide report. Data collection began April 1, 2005. The numbers seem to change from quarter to quarter because certain events and other public appearance opportunities are seasonal, such as school visits and fairs.

PERCENT OF CUSTOMERS WHO FEEL MODOT PROVIDES TIMELY, ACCURATE AND UNDERSTANDABLE INFORMATION
This is an annual measure. New data will be available in May 2007. Data is collected as part of a study commissioned by the Missouri Transportation Institute each May. The study interviews 3,500 randomly selected adult Missourians.

NUMBER OF CONTACTS INITIATED BY MODOT TO MEDIA
All contacts (news releases, e-mail, phone and correspondence) initiated by MoDOT staff are included. Central Office Community Relations collects quarterly results, including submissions from districts.

PERCENT OF MODOT INFORMATION THAT MEETS THE MEDIA'S EXPECTATIONS
Community Relations sends out surveys asking statewide media if MoDOT's outreach efforts meet their expectations. They are asked to rate their level of satisfaction in the areas of press releases, public meetings and events. Each area is further rated in newsworthiness, timeliness, and how understandable it is.

PERCENT OF POSITIVE NEWSPAPER EDITORIALS
Using a newspaper clips database, Community Relations staff reviews statewide newspaper editorials and determines whether they're positive or negative toward MoDOT and/or the issues it advocates. Only editorials written by newspaper staff are included; guest editorials and letters to the editor are not. Results are charted quarterly

NUMBER OF REPEAT VISITORS TO MODOT'S WEB SITE
Data is gathered using Web Trends software. Web Trends measures site activity and produces reports in graphic and tabular formats.

Pinellas County Metropolitan Planning Organization

Objective	Strategy and Tool/Activity	Measurement	Performance Goal
Raise the level of understanding of the transportation planning process in the region and identify how interested citizens can become involved.	Produce public education materials explaining how transportation decisions are made and how citizens can participate	Number of brochures distributed	500 brochures to be distributed through County Connection Centers, libraries, and other public facilities.
		Number of hits to web page	One web page PDF
	Produce print materials intended for public (brochures, posters, flyers, etc.) in a user-friendly format that is easily understood by the general population	Number of new brochures written and old revised	2 brochures to be per year evaluated/rewritten/revised As appropriate for 6th – 8th grade reading levels
	Produce a two page MPO newsletter annually providing information concerning current and future MPO activities	Number of newsletters distributed	Newsletter developed during 2006. 80% of test group receive newsletter
	When appropriate, the MPO shall produce a newsletter or other correspondence (direct mailing, brochure, poster, advertisement, press release, etc.) specifically oriented for major plans and programs it initiates such as the Long Range Transportation Plan, corridor strategy plans, and Pinellas Mobility Initiative.	Number of newsletters distributed	To be combined with other methods of distribution, such as press releases, public service announcements, advertisements, etc. calculated to reach at least 10% of county or 50% of affected area if local,
	Maintain and promote the MPO web site to provide useful information concerning current and future MPO planning activities.	Web information	For all appropriate events, provide web links to event details (time, place, map, etc.) Publish URL in MPO publications. Print and distribute bookmarks at libraries, etc. with URL for website
	Attend community meetings to present	Number of meetings	N/A (To be determined)

	current planning initiatives as well as provide an overview of the entire MPO planning process.	attended Audience evaluations	Average satisfaction level "good" to "very good" (2.5 to 3.0) on audience evaluations
	Continue to publish an Annual Report to be inserted into the St. Petersburg Times and the Pinellas edition of the Tampa Tribune.	Record number of calls, letters, verbal communication ns, etc.	Apply SMOG Formula to pre-test for readability 8th – 10th grade at beginning, middle and end article. Analyze all public comments. To determine what items receive favorable comments and what to improve upon next time
	Work with the local media to attract attention to and provide notice of MPO planning activities.	Number of press releases sent /printed	Receive free announcements in minimum two newspapers per event
	Develop "branding" (formatting for consistent visual appearance) that will enhance public recognition of the MPO and its various programs	Template for brochures Standards document given to all consultants	N/A As new brochures are created or existing are revised by staff or consultants, new visual format will be applied.
Maximize opportunities for public participation in the transportation process	Select locations for community outreach activities based on availability of alternative transportation, particularly mass transit.	Location of meetings	Meetings to be located within .5 miles of transit service
	Utilize citizen's advisory and technical committees to gather technical expertise and citizen input regarding the development of plans, projects and programs.	Presentations of committee feedback at MPO meetings	N/A As need occurs.
	Ensure that representation on the MPO Citizen's Advisory Committee (CAC) is reflective of the different segments of the county's population.	Adjusted committee profile	Representation from cross section of population including racial, gender, age, etc.
	Provide copies of draft planning documents to affected local jurisdictions for their review and comment.	Number of affected jurisdictions sent documents	Conduct test to determine that documents reached 100% of appropriate staff in 100% of all appropriate jurisdictions.

	Place copies of MPO documents in selected locations throughout the county for citizens to review such as municipal government centers and public libraries.	Distribution mailing/delivery list	Develop distribution plan using Pinellas County distribution list. Select all appropriate agencies on list and distribute a minimum of 5 copies of collateral piece to each agency.
	Utilize the MPO Internet site to provide an alternative means of accessing MPO planning documents.	Available web files	Add new documents or update old documents on Home Page at dropdown menu. 100% of appropriate MPO-approved documents should be represented.
	Display the MPO email address prominently during board meetings	Times used	Display email address at opening, Chair announces, and at end of Power Point presentations
Maintain contact with interested citizens and key stakeholders throughout the process of developing MPO plans and projects.	Provide opportunities for individuals and organizations to be added to the MPO mailing list/email list through the various public participation activities.	Number in database	Create common databases that can be edited by staff as changes/additions/deletions occur. Delete defunct addresses (returned mail) and add new. Increase total number on list by 20%.
	Identify key individuals representing groups or organizations most directly affected by an MPO-sponsored project or program and initiate correspondence with them as deemed appropriate.	Number of correspondences initiated	Add 100 new mail/email addresses of key individuals in social services, government, neighborhood associations, religious organizations, community organizations Create new mailing list for elected officials.
	Update addresses for Home Owners Associations and Press	Lists	Reduce the number of returned mailings to fewer than 5%.
Be responsive to citizens	Provide a wide variety of opportunities and mediums for affected citizens to communicate suggestions/opinions/concerns and integrate these comments into the planning process.	Surveys, web email response, phone calls, etc.	At workshops, collect and analyze surveys from 50% of attendees. Include invitations to comment in all print materials and website. In annual report, include one article on how public input affected transportation decision making

			during previous year.
	Respond to all phone and web inquiries by the next working day	Log	90% of all inquiries will be responded to or acknowledged within one additional working day.
Involve traditionally under-served persons - those who are of minority, low-income or elderly or those addressed by the Americans with Disabilities Act (ADA.) in transportation planning issues.	Select locations for community outreach that accommodate elderly, handicapped, minority, low-income etc.	Locations	Locate events within .5 mile of transit services and in buildings that are ADA accessible.
	Partner with human service agencies and other healthcare and social service providers in their professional and public participation activities.	Number of meetings, focus groups, fairs, etc.	Participate in at least two meetings per year of the Human Service Coalition and other appropriate coalitions Participate in fairs and other events when invited
	Place paid announcements in selected newspapers and publications targeting traditionally under-served population segments.	Newspaper advertisement	One paid advertisement per year, possibly for the DBE. Include address of appropriate media sources in database to receive press releases
	Update MPO Spanish brochure and place on the website.	Volunteer reviews	Spanish speaking volunteer tests 20 copies to be mailed to each English as a Second Language program in Pinellas County
	Add the statement for persons with disabilities to all paid newspaper advertisements for MPO events.	Presence of the ad in all appropriate paid advertisements for events	100% of all appropriate paid ads.
	Simplify the reading level of documents, publications and web pages.	Formula	Apply SMOG Formula for readability to reach 8th – 10th grade levels.
	Continue to provide electronic amplifiers as needed for hard of hearing at our meetings and other events	N/A made available by request	N/A Amplifiers are available at all meetings in MPO conference room.
	Continue to participate in the TTY relay service that is available in our County	Number of calls	N/A User contacts TTY relay when needed.
	Maximize the accessibility of the MPO website for visually impaired individuals	Guidelines Pinellas Co. webmaster to provide	Apply the following wherever possible and appropriate:

		review and comment.	1. Alt tags will be used on all images. 2. Text will be produced as text, as opposed to image files. 3. Background colors, font size will be chosen to provide maximum contrast and readability, avoiding the use of text scrolls and flashing text. 4. PDF files will be produced from document files, as opposed to scanned text. 5. Flash files, animation and other technical devices that may slow download times and present difficulty for disabled persons who use the web will be avoided. 6. In addition, the MPO site is reviewed for accessibility by the Pinellas County webmaster. 7. A text-only option will be made available to users
	and for blind individuals who use optical character recognition, screen magnifier, screen readers, voice recognition, speech synthesizers, etc.		
Inform and educate incoming MPO Board members and local commissioners/council members regarding MPO's functions, responsibilities, and programs	Develop and maintain orientation manuals for new board members serving the MPO and its citizen-based advisory committees.	Manual	Update existing orientation manual
	Participate in local commission/council meetings to present and discuss information, issues and programs relating to the MPO and its responsibilities.	Number of meetings	Participate in 100% of appropriate meetings

Broward County Metropolitan Planning Organization

PI Techniques	Indicators	Objective	Strategies to Improve Performance
Public meeting announcements, flyers, marketing materials, etc.	Number of places documents distributed	Increase number of exposures to announcements	Determine recipient. Discuss posting location and visibility to public. Consider redesign of the announcement and determine if it's posted in a timely manner.
Press releases	Number of press releases submitted to the media	Increase number of press releases	Contact local news media to get more air time/news space. Broaden scope and subject of releases.
Number of websites linked to MPO webpage	Number of people who attend a meeting or event because they saw an announcement on the internet	Increase the number of people who have attended a meeting or event because they saw an announcement to the internet	Let the network administrator know when an advertisement, flier, etc. is available to post on the web page. Look for community calendar of events on other websites to post meeting/event announcements.
Agenda Packages	Feedback comments regarding agenda packages	Post agendas on website	Annually, survey MPO members and committee members regarding agenda packages. As a result of comments, take action as needed.
MPO Orientation Workshop	Feedback comments regarding orientation	Increase the number of comments received regarding orientation	After each orientation, survey attendees. Revise orientation accordingly.
Distribution of plans and summaries	Feedback comments regarding the plans or summaries	Increase in number of comments received regarding plans or summaries	Try to get "early and often" public review of draft plans and provide a comment form or responses. When final plans or summaries are distributed, include a comment form. Consider comments for development of future plans and summaries.
Brochures	Number of publications distributed	Increase in number of brochure distribution points	Keep brochures current. Distribute brochures in places where the public can have access to them. Periodically, check status of displays and replenish supply of brochures as necessary. If brochures are not being picked up, consider changing brochure design and locations of the displays. During presentations, encourage planners to take copies of the brochure.
Web page	Number of hits; Feedback on "user friendliness"	Increase the number of hits	Keep information on web page current. If hits are decreasing, consider redesign of web page.
Videos, CDs, audio tapes about transportation	Distribution or showing of video tape, CDs or audio tape material in	Increase the distribution or showing of a video tape, CD or audio tape	Order video tapes, CDs or audio tapes and review for applicability to educational efforts of the MPO. If suitable, make video tapes, CDs, or audio tapes available for public viewing.

planning or services	presentations or events		
Newsletter articles	Number of articles appearing in external newsletters	Increase the number of articles appearing in newsletters	Look for opportunities to submit articles to local government, regional planning council, and government agency newsletters.
TV or radio appearances	MPO members, committee members, or staff appearances on TV or radio	Increase in TV or radio appearances by MPO members, committee members, or staff	PI director establishes contacts with local media representatives. Staff keeps abreast of newsworthy issues relating to transportation planning and decision making.
Responding to office visits, phone calls, e-mail and U.S. mail	Respond to all visits, phone calls, inquiries in timely manner.	Increase response time to inquiries from public	MPO staff document number of inquiries and topic.
Public hearings/forums	Public attendance at MPO public hearings/forums	Increase in public attendance at public hearing /forums	Look at time and location. Look at accessibility of meeting room Review meeting announcements for timeliness, clarity, and distribution. Consider redesign of announcements
Surveys or comments forms	Number of comments / surveys	Increase in the number of comments / surveys received	Make sure a survey or comment form is available at every event. Keep survey forms simple and quick to complete. Make sure they stand out
Follow-up responses	Response time	Shorten response time	Use pre-printed thank-you notes. Make notes available to consultants and/or staff responsible for mailings.
Outreach events	Number of people visiting MPO booth at outreach events	Increase in the number of surveys received from people attending outreach events.	PI director develops a network of contacts for outreach events. PI coordinator schedule and organize outreach events in neighborhoods.
Media advertisements with distribution in specific community groups	Public attendees who indicate they saw or heard the ads in community-oriented media	Increase in number of attendees representing the diversity of the MPO planning area.	PI director ensures ads are placed in publications oriented toward specific community groups PI coordinator devise a survey to help assess how attendees knew of the event
Developing community knowledge	Number of community events attended	Increase number of community events attended	Attend festivals, special events, lectures. Add contact names to mailing list, develop community profiles
Involvement from diverse community groups	Attendees to MPO meetings or events who were invited from community groups	Increase in representation from diverse community groups to reflect composition of the planning area	Attend meetings of community groups and solicit involvement in the transportation planning process. Build a network of contacts in different communities.

Hillsborough County Metropolitan Planning Organization

Measuring Public Interest and Feedback
- Returned comment cards distributed with newsletters/other MPO publications
- Verbal comments received at open forum discussions, public hearings and at any other opportunity for public interaction
- Inquiries and comments receipt overview
- Calls received on the MPO Event Hotline
- Visitors to MPO web site and MPO documents, plans and reports available on the web site
- Documents & Maps Available on the MPO Web Site
- Visitors to the Planning Commission Library

Measuring Input Results
- Issues identified through public input and responded to by the MPO and documented revisions to plans based on citizen input
- Percentage of public inquiries responded to within 1 working day

Refining the Public Involvement Process
- Periodic public involvement process surveys
- Update the Public Participation Plan as part of the LRTP Update cycle
- Follow up on recommendations from the last Measures of Effectiveness report
  - Develop checklists for displays & public meetings.
  - Continue efforts to increase use of roadside meeting notices for community or area-wide meetings.
  - Update newsletter mailing list with current data from the jurisdictions' neighborhood liaison offices & continue to expand distribution of the newsletter with a special focus on electronic distribution.
  - Continue to augment and populate the web site, and provide Spanish translation as planned.
  - Explore coverage of MPO committee meetings, especially Citizens Advisory Committee (CAC), on HTV22 or via live streaming on the MPO web site.
  - Continue efforts to achieve citizen representation that reflects the population of Hillsborough County, including active pursuit of additional Hispanic representation on the CAC and other MPO advisory committees.
  - Continue cooperative efforts with the Planning Commission and with the Chairs Coordinating Committee.
  - Add an objective specifically discussing the use of visualization techniques, particularly in the development of the Long Range Transportation Plan (LRTP) and Transportation Improvement Program (TIP).
  - Change the Public Participation Plan update cycle to be consistent with the revised LRTP update cycle per legislation regarding our air quality attainment status.
  - Add as a measure of effectiveness the number of MPO publications available on the MPO web site.
  - Add a requirement for a roll call vote of the MPO Board members for adoption of the *LRTP*, *TIP* and *TIP Amendments* affecting the first 3 years of the program.
  - Document the membership positions of the MPO Advisory Committees.
  - Add a stipulation that the MPO will provide opportunity for public comment on Purpose and Need Statements developed as part of the Efficient Transportation Decision Making (ETDM) screening process.

Lima-Allen Regional Planning Council

GOAL 1: ENSURE THE PUBLIC IS PROVIDED THE OPPORTUNITY TO ACTIVELY PARTICIPATE IN THE EVALUATION AND DECISION MAKING PROCESSES OF THE TRANSPORTATION PLANNING PROCESS.		
Policy	**Objectives**	**Performance Measures**
In order to ensure that the general public is served by its internal committee structure, the MPO will assess the relevancy and representation of its existing internal committee structure (policy, technical, and advisory committees).	The MPO will ensure active participation of legislatively mandated stakeholders (including elected officials, faith based groups, the transportationally disadvantaged, environmental justice advocates, other SAFETEA-LU mandated stakeholders). The MPO will review the representation and effectiveness of its current committee structure and annually evaluate its internal committee membership roster to assess geographic and socio-demographic variability and representativeness.	The MPO will assess internal committee composition predicated upon boundary area representativeness, Title VI, EJ and those identified by SAFETEA-LU legislation, such as: those responsible for land use management, natural resources, environmental protection, conservation, and historic preservation as well as those from the transportationally disadvantaged communities/sector. Deficiencies will be noted immediately and omitted representation addressed accordingly.
		The MPO will assess the need for new committees to be formed.
The MPO will work to identify the most pressing transportation needs within the region in an attempt to help committee structure, and the general public, prioritize programmed improvements.	The MPO will prepare, distribute, and post the results of surveillance activities, safety studies, and model results which support local decision making. The MPO will assess/utilize various mechanisms to identify, solicit, and prioritize the communities transportation problems and concerns, including such forums as: information booths, open houses, surveys, neighborhood meetings and local media, to include: newspaper, television, and radio – not only in the form of news articles, but also call-in talk and interview formats.	The MPO will solicit and prioritize community concerns using a biennial survey timed with the development of the TIP/STIP process. The MPO will facilitate at least two (2) open houses per year with an attendance of twenty (20) people. The MPO will address one neighborhood meeting per month. The MPO will staff and solicit feedback at an information booth during the Allen County Fair.
	The MPO will solicit and integrate citizen concerns and needs into the development	The MPO will attempt to ensure balance between safety and mobility and the preservation of historic, natural and man-

	process ensuring that any context sensitive solution be recognized and implemented, thus reflecting the needs of the community.	made environments, and other community values. The MPO will track and monitor the public participation commentary and outreach efforts during the plan development process of local projects using number of events, attendees/hours.
The MPO will develop alternatives to address transportation problems, and work to identify and evaluate the alternatives on the basis of collaboratively identified criteria with its stakeholders and members of the general public.	As part of the transportation planning process the MPO will develop and assess potential solutions, including a wide range of public transportation alternatives designed to address identified transportation problems at a corridor or sub-area level of analysis.	The MPO and project sponsors will need to identify and evaluate alternative designs to address localized problems. The MPO will utilize and review the agency's travel demand model to assess effectiveness of alternative designs when appropriate. ACRTA staff will be involved in all alternative review processes until the preferred alternative is established. Air quality conformity determinations will be requested for alternative analyses. Projects will be tracked by type to assess design options and effectiveness.
	Sufficient information will be provided to enable stakeholders to make their own findings regarding project justification and local financial commitment prior to the adoption of the locally preferred alternative. Such information regarding available options will be made available in a format and in such a manner as that the material is easily understood by the traditionally underserved.	The MPO will support and monitor local project sponsor compliance with the ODOT Plan Development Process. The MPO will encourage and support project sponsors to develop and deliver meaningful communications with the media and general public on a regular basis. The MPO will monitor the extent of public involvement and the degree to which the Title VI and EJ stakeholders were targeted/involved
The MPO will conduct its public involvement process in a manner to ensure accountability and ensure that the public has the ability to participate in the transportation planning process prior to final decisions.	The MPO will provide opportunities for anyone who chooses to become involved in the maintenance, improvement, and/or further development of the region's transportation system by affording opportunities to participate in meaningful ways throughout the planning process by providing solid information, maintaining continuous communication, ensuring consistent approaches and delivering timely	The MPO will maintain the names and contact information for interested parties. The MPO routinely fills advisory committee membership rosters with persons claiming interest. The MPO will make all reports available in digital and paper copy formats. The MPO will release a quarterly newsletter and will provide quarterly status updates on Federal fund projects to its internal committee structure, stakeholders, and members of the general public.

	decisions.	
GOAL 2: PROVIDE THE OPPORTUNITY FOR LOCAL CITIZENS TO HELP SHAPE THE FUTURE OF THE REGION'S TRANSPORTATION SYSTEM THROUGH A PUBLIC INVOLVEMENT PROCESS THAT ENSURES AN EDUCATED PUBLIC WITH REASONABLE ACCESS TO COMPLETE INFORMATION ABOUT TRANSPORTATION PLANNING ISSUES AND EVENTS.		
The MPO will evaluate and improve the manner in which the Agency's roles and responsibilities are understood within the planning area.	The MPO will re-evaluate its organizational structure and documentation for effectiveness in communicating the 3C Process and the MPO's roles and responsibilities. The MPO will target for consideration its committee structure and composition as well as its core business program and its outreach efforts to assess the organization's effectiveness in communicating the roles and responsibilities of the MPO, relevant transportation issues, current transportation funding, and projects under consideration.	The MPO will re-evaluate its newsletter and website to ensure content provides timely, relevant information that addresses the planning process and related programs. Effectiveness will be assessed by the MPO internal committee structure based on survey results. The internal structure of the 4-core business documents (LRTP, TIP/STIP, PPP, and UPWP), as well as summary reports, will be evaluated to assess stated rationale and objectives. Newsletters will be assessed based on coverage of the 3C process, project, and meeting date information. Website interest will generate 25 hits per month. Noted deficiencies will be updated quarterly. MPO staff will meet at least once annually to discuss MPO responsibilities with elected officials in each planning area community.
		The MPO will develop summary sheets of the TIP, LRTP, PPP, UPWP, and AQCR as well as summary reports. Such summaries will use non-technical language targeting the general population. All such summaries shall be developed prior to the initiation of the public involvement process and updated as required. Web site postings shall be monitored for hits.
		MPO project sponsors will develop fact sheets on current transportation programs, projects, and/or services that will utilize audience appropriate language to explain respective technical aspects. Project fact sheets shall be posted to respective web sites. Project progress reports will be released as warranted. Web site postings shall be monitored for hits.
The MPO will promote a wider understanding of transportation	The MPO will work with the local media on an ongoing basis to cover and promote	Electronic media interviews will be solicited; events, coverage areas, listenership/viewership, and demographics

planning and transportation issues with the general public, using appropriate public outreach techniques in an attempt to broaden public support and acceptance of MPO responsibilities, policies and actions.	proactive aspects of transportation planning, traffic engineering, traffic safety, transit services, and the implications of a well developed, balanced transportation system on the region.	will be tracked for each. Newspaper coverage will be sought regarding current transportation programs, projects, and services; circulation and demographics will be tracked for each event. Increased media focus will generate coverage of at least one per month transportation program, project, or service.
	The MPO will continue to work with interested non traditional stakeholders attending public meetings to discuss current events and relevant planning initiatives/projects and processes.	The MPO will evaluate its stakeholders list to ensure that all (100%) affected parties (SAFETEA-LU mandated stakeholders as well as other interested citizens) are being notified and served. The MPO will continue to advertise the availability of documents and public meetings in appropriate and accessible places employing visualization techniques where necessary to better convey plans, issues and concerns.
The MPO will ensure reasonable access to complete information about transportation planning issues and events.	The MPO will make available for public consumption draft and final reports on specific programs, projects, and/or services, using its office location and staff, the agency website (www.lacrpc.com) and the Lima Public Library. Members of the internal committee structure will be provided with paper copies of draft and final documents for their review and reference. With a 14-day notice, MPO staff will make reasonable attempts to provide report copies in audio, Braille or large-font format.	To ensure reasonable public access, the public's access to information, staff, staffing levels, business hours, and telecommunication capabilities, will be assessed based on such access within similar-sized MPOs. The MPO will monitor report accessibility based on web site hits, copies generated, reviews/participants, and events held. Site accessibility using available public transportation services and ADA standards per event will be monitored; a checklist to monitor site accessibility will be developed. The need for translators (language or hearing impaired), Braille, or large-font, will be assessed. An acronym table and/or glossary will be developed to aid the public's understanding of MPO planning documents.
GOAL 3: THE PUBLIC INVOLVEMENT PROCESS WILL ENSURE THE PUBLIC IS PROVIDED WITH TIMELY NOTICE OF ALL TRANSPORTATION ISSUES AND EVENTS.		
The MPO will evaluate and develop a notification process that ensures adequate representation and feedback from affected parties.	The MPO will assist local political subdivisions and project sponsors utilizing newsletters, web sites, internal committee schedules, etc. Surveys targeting the adequacy of public meetings/committee	Return rates will not exceed 2% for notices mailed to committee members; return rates for newsletters will not exceed 10%. Participatory rates will be monitored to ensure adequate representation. Surveys targeting the internal committees will be conducted annually. Public meetings will

	meetings notification, as well as, feedback will be conducted. The MPO will re-evaluate its notification process for effectively communicating the project and timelines including meeting dates in project/plan development.	be surveyed after each event.
		The MPO will evaluate its PPP at least every 2 years to incorporate any improvement strategies identified during public involvement evaluations.
	The MPO will work with the local media to further and develop an effective public notification process. The MPO will review the use of press releases, earned media, and public service announcements (PSAs).	Press releases will be used to announce public involvement events for all Federal aid projects, plans, and/or programs. Requests for media interviews will be supported. PSAs will be developed annually to support ongoing programming messages/concerns. Coverage areas, media saturation, and demographics will be tracked for each.
	The MPO will use its stakeholders list to ensure that all affected parties are being notified. Non-traditional stakeholders will require non-traditional outreach approaches, including meeting announcements posted in locations used by the underserved populations to ensure timely and relevant notification of meetings.	Stakeholder lists will be developed and annually updated. Return rates will not exceed 10% for notices mailed to non-traditional stakeholders regarding planning events. Locations serving the underserved populations will be identified and assessed for access annually. The usage of postings will be assessed annually to ensure adequate geographic and demographic coverage.
The MPO will seek to ensure that its committee membership and the general public receive adequate notification of committee meetings.	The MPO will post anticipated committee meeting dates annually on the agency website (www.lacrpc.com). The MPO will send committee members notification of committee meetings and agendas, or meeting cancellation notices, by mail prior to any scheduled meeting. The MPO will use *The Lima News* newspaper to print general notification of committee meeting dates immediately prior to any committee meeting. All meetings are public meetings and meeting notices are sent to the local electronic and written media outlets.	Meeting dates shall be established each year in January and posted to the agency website. Such postings will be monitored and updated weekly as the need arises. Committee members will receive notification of committee meetings, or meeting cancellation, by surface mail at least six (6) days, and by email three (3) days, prior to any meeting. Internal committee meeting notices will be posted weekly in *The Lima News*, the most widely distributed local newspaper. Newsletters will be released quarterly with committee meeting dates identified. Return rates for mailed notices will not exceed 10%.

The MPO will ensure that the general public is notified during preparation or amendment of the agency's TIP, LRTP, AQCR or PPP.	The MPO will review, verify, and integrate all public notice requirements for all Federal aid projects, programs, services, and/or publications in consultation with the adopted PPP. The MPO will ensure the minimum public involvement process timeline compliance for each project, program, and/or plan adoption, as follows: 45-days - TIP, LRTP, PPP; 30-days - AQCR, UPWP, TDP, transit service modifications, and other MPO summary reports.	The MPO will recognize the minimum public involvement period and secure legal notices advertising the public meeting date(s). Said notice shall document availability for the TIP/STIP and LRTP in the Lima, Delphos, Spencerville, and Bluffton newspapers. Transit-based reports announcements will secure legal notices advertising the public meeting date(s) and document availability in *The Lima News*. The MPO will send to stakeholders public meeting notification, by surface mail at least thirty (30) days prior, and by email at least 13 days prior. Notification will be posted to the agency website (www.lacrpc.com) and at the Lima Public Library. The MPO will also issue a press release to all written and electronic media outlets to assist in notification of the general public. The MPO will ensure a minimum 30-day public involvement process timeline compliance for each (100%) Federal-aid activity.
The MPO will strongly encourage local transportation providers to aggressively seek to identify and involve the affected and interested public, including those traditionally under-served by existing transportation systems and facilities.	The MPO will work to identify advocates for the transportationally disadvantaged groups. To enable participatory representation and advocacy, the MPO will target those agencies and organizations that service those populations most often associated with Title VI, EJ, and ADA populations, as well as, other mandated SAFETEALU stakeholders.	The MPO will identify those entities that serve, or claim to serve, the following demographic groups commonly identified as the transportationally disadvantaged including: minority populations, elderly population, mobility limited population, population existing below poverty levels, and the population without access to a motor vehicle. Federal legislation also targets representatives of public transportation employees, freight shippers, and private providers of transportation services, as well as, representative users of public transportation, pedestrian walkways & bicycle transportation facilities, and representatives of the disabled. Finally, the MPO will identify those entities responsible for land use management, natural resources, environmental protection, conservation, and historic preservation such lists will be forwarded to project sponsors. The MPO will work to establish and maintain an annually updated database of the

		aforementioned stakeholders; such contact information will be indexed by representative population.
	Outreach in non-traditional public spaces must be identified and targeted for inclusion within the transportation planning process to afford the opportunity for affected parties to attend public meetings whenever possible.	The MPO will geographically identify concentrations of the following demographic groups identified by Title VI, EJ, and ADA legislation. Such populations include minority, elderly, mobility limited, poverty, and those without access to a motor vehicle. Maps and tables will be prepared using GIS to identify the residential location of such population concentrations, enabling project sponsors to target proven effective techniques supporting their inclusion in the planning process. Such databases will be forwarded to each project sponsor upon project identification. Locations serving the underserved populations will be identified and assessed for access annually. The use of placards will be assessed annually to ensure adequate geographic and demographic coverage of events and effectiveness.
		Public meetings will be conducted in readily accessible buildings served by public transportation services and without architectural barriers barring the disabled from attending.
The MPO will promote a wider understanding of transportation planning and transportation issues in an attempt to broaden public support and acceptance of MPO responsibilities, policies and actions especially those supporting environmental justice and context sensitive design.	The MPO will continue to work with interested nontraditional stakeholders attending public meetings to discuss current events and relevant planning initiatives/projects and processes that support the transportationally disadvantaged.	The MPO will work to strengthen its internal committee structure to better represent the transportationally disadvantaged and their respective advocates. The MPO will work to address one transportationally disadvantaged neighborhood per quarter on transportation and transportation-related issues. The MPO will visit and solicit feedback from one advocacy group per quarter in order to establish and foster a mutual understanding and lasting relationship with service advocates within the community.
The MPO will provide opportunities for public involvement through various techniques and means.	The MPO will assess/utilize various mechanisms to facilitate the 3C planning process. The MPO will maintain a presence in the community and develop an internal committee structure of representative	The MPO will facilitate at least two (2) open houses per year with an attendance of twenty (20) people. The MPO will continue to maintain an office with technical staff, open telecommunications, and web site access to facilitate public involvement. The MPO will address one neighborhood

	stakeholders in order to identify and prioritize the communities transportation problems and concerns, including: the use of information booths, open houses, surveys, neighborhood meetings, newspaper and talk-radio venues, etc.	meeting per month. The MPO will staff and solicit feedback at an information booth during the Allen County Fair.
	The MPO will provide opportunities for anyone who chooses to become involved in the maintenance, improvement, and/or further development of the region's transportation system by affording opportunities to participate in meaningful ways throughout the planning process. Non-traditional avenues of participation will be provided such as: neighbor-to-neighbor meetings/surveys at project/corridor levels, as well as, project sheets distribution at grocery and discount stores; laundromats; senior citizen facilities; deputy registrars' offices, schools and colleges, etc. As much as possible, visualization techniques will be utilized to promote ease of understanding regarding complex information, such as: maps, simple graphs, effective use of space and color, photographs, computer generated graphics, etc.	The MPO will distribute project sheets utilizing various visualization techniques at three (3) grocery stores, three (3) laundromats, three (3) schools/colleges, three (3) deputy registrar offices, and two (2) senior citizen centers.
The MPO will present information utilizing various means that will reach individuals with a disability.	The MPO will address all areas of transportation concerns raised by the general public and develop/utilize presentation techniques suitable to the individual situation.	The MPO will provide large-font, Braille, or audio recordings of material presented when necessary and/or requested within fourteen (14) days. The MPO will work with local stakeholders to define the extent of the needs in the community and the availability of Braille and translator services.
	In order to facilitate a planning process that	The MPO will work to strengthen its internal committee

	is more inclusive the MPO will increase its efforts to identify and educate those service providers who can be reasonably expected to advocate on behalf of and report back to the disabled community on the extent of Federal aid program projects, programs and services available within Allen County.	structure to better represent the needs of the transportationally disadvantaged by meeting ADA regulations. The MPO will visit and solicit feedback from one advocacy group per month in order to establish a better understanding of the needs within the disabled community.
	To comply with ADA mandates to provide "equal opportunity in employment, transportation, telecommunications, and places of public accommodations for individuals with disabilities" the MPO facilitate a planning process that is more inclusive and will increase its efforts to identify and accommodate those with a disability.	The MPO will work to identify those residents who have a stated interest in transportation program, projects, or services who suffer from a disability and need specialized transportation services to attend informational meetings/events. The MPO will track such residents and the services required to ensure agency sensitivity and promote increased public participation.
The MPO will present information in a manner that will be readily and easily understood by the general public.	The MPO will strive to simplify terms and scenarios to present facts in the most efficient and easily understood manner. The MPO will utilize visualization techniques including PowerPoint presentations, graphics, maps, illustrations, etc., in order to ensure the information is received and comprehended. The MPO will readily answer questions that may arise and/or provide clarification of information.	The MPO/project sponsors will develop summary sheets of local planning documents and project fact sheets on current transportation programs, projects, and services. The MPO will post and distribute such information to the agency webpage; and encourage that such be posted to project sponsor's webpage. Written/verbal requests for explanations/clarification will be honored; such requests/responses will be monitored and tracked by topic.

Sacramento Area Council of Governments

Public Involvement Activities	Applicable Program/Project	Evaluation Criteria	Performance Goals	Methods to Meet Goals
REQUIRED ACTIVITIES				
1. Purpose and Objectives for Public Involvement	Metropolitan Transportation Plan (MTP), Transportation Programming (Regional TIP, MTIP), Air Quality/ Transportation Conformity, Major Investment Study (MIS)	Written purpose and objectives for public feedback.	Identify clear purpose and objectives for public involvement at the beginning of each program or project.	• Written purpose and objectives for public feedback • Reviewing the effectiveness of procedures and strategies
2. Consultation and Coordination with Other Agencies	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	• List of agencies involved with program/project. • Written contact with appropriate agencies	Work with agencies responsible for land use management, natural resources, environmental protection, and conservation and historic preservation in developing plans and projects.	Notify, consult and coordinate with appropriate Federal, State, and local agencies of new programs/projects and significant revisions.
3. Identify Stakeholders and Target Audience	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	List of stakeholders and target audiences contacted.	Identify stakeholders and target audience, specifically those potentially affected by the project/program.	• Maintain database of parties required and recommended for consultation • Work with other agencies, community-based organizations and others to identify groups for outreach • Regular project/program updates communicated to

				affected and interested parties..
4. Public Hearings	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	Attendance; input received	Opportunities for direct public input to decision makers and staff on project specifics. Hearings are typically held during regularly scheduled Board meetings.	• 15-day notice via website, project printed materials and media • Meetings at convenient and accessible locations • Visualization techniques used (where feasible) • Work with other agencies, community-based organizations and others to identify groups for outreach
5. Advisory Committees	MTP, TIPs, Air Quality/ Transportation Conformity, MIS	Attendance; input received	Each project or program area has at least one ad hoc or standing advisory committee. These committees consist of community members, elected officials, staff from other agencies, and interested individuals. Committees should hold an appropriate number and scope of meetings.	• Communicate meeting time, location and topics in project materials (in addition to regular notification) • Meetings at convenient and accessible locations
6. Public Access to Technical and Policy Information	MTP, TIPs, Air Quality/ Transportation Conformity MIS, Special Projects	Brown Act and applicable portions of federal law, including SAFETEA-LU	Transparency in every planning process is important to maintaining credibility with the public. Beyond legal requirements, reasonable accommodations should be made to provide public access to technical and policy information.	• Provide information on how to request access to technical and policy information to the public • Make accommodations and provide reasonable staff support for visually impaired persons • Provide reasonable staff availability to explain information.

7. Distribution of Final Documents	MTP, TIPs, Air Quality/Transportation Conformity, MIS, Special Projects	• Final documents posted to website • List of libraries and other locations where copies are available.	Provide electronic and printed copies of final documents.	• Post documents on SACOG website • Distribute copies to local libraries and other locations for public access • Notify affected and interested parties of availability and how to view or request
8. Response to Public Input	MTP, TIPs, Air Quality/ Transportation Conformity, MIS	• Responses to public comments • A summary, analysis and report on the disposition of comments (MTP and TIP only).	Periodic updates on process, programs and/or projects will be provided directly in writing, either by e-mail, direct correspondence, or newsletter update to anyone that provides input or requests information.	• Respond to comments individual when feasible • When significant written oral and comments are received, respond with a more general explanation of how concerns are being addressed. •
9. Review of Public Involvement Process	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	Consideration and response to public input.	Periodically review strategies to ensure their effectiveness and make changes as needed.	• Review Public Participation Plan annually • Undergo more extensive update at least every three years • Review effectiveness of activities for each project
10. The Brown Act	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	Compliance with all applicable portions of the Brown Act.	Conduct meetings that are open to the public at convenient and accessible locations that meet all requirements of the Brown Act.	• Use Public Participation Plan and Brown Act for applicable compliance requirements. • Agendas and items for discussion distributed one week prior to meetings.
11. American with Disabilities Act	MTP, TIPs, Air Quality/ Conformity, MIS, Special Projects	Compliance with all applicable portions of the Americans with Disabilities Act.	Conduct meetings that are held in accessible locations and meet all requirements of the Americans with	Ensure wheelchair accessibility, elevators with floor numbers posted in Braille, communication devices for the hearing impaired and sign

			Disabilities Act.	language interpreters shall be made available upon request.
12. Native American Tribal Governments	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	Attendance; input received	Involve Indian Tribal governments in the development of the metropolitan transportation plan and the TIP.	• Inform Indian Tribal governments and encourage input on SACOG projects and programs. • Invite participation of Indian Tribal members on the various advisory committees. • Distribute agendas to Indian Tribal governments • Consultative communication with Indian Tribal representatives during MTP and TIP.
13. Environmental Justice Communities	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	Attendance; input received	Obtain input and feedback from socioeconomically disadvantaged or ethnically diverse groups, especially those that are considered underrepresented. Engage Environmental Justice communities early in the planning process.	• Special outreach to ethnically diverse groups encouraging them to participate in the planning process. • Seek feedback from disproportionately affected communities. • Provide culturally appropriate materials in different languages.
OPTIONAL ACTIVITIES				
14. Public Meetings, Workshops and Open Houses	MTP, TIPs, MIS, Special Projects	Attendance; input received	Present information to the public and obtain informal input from citizens early on in the planning process.	• 15-day notice via website, project printed materials and media • Meetings at convenient and accessible locations • Visualization techniques used

				• (where feasible) • Work with other agencies, community-based organizations and others to identify groups for outreach
15. Special Advisory Committees	MTP, Air Quality/ Transportation Conformity, MIS, Special Projects	Attendance; input received	Encourage participation of all interest groups and residents of the region.	• Communicate meeting time, location and topics in project materials (in addition to regular notification) • Meetings at convenient and accessible locations • Work with other agencies, community-based organizations and others to identify groups for outreach
16. Focus Groups	MTP, MIS, Special Projects	Attendance; input received	Seek detailed feedback from a broad cross-section of the region.	• Work with other agencies, community-based organizations and others to identify groups for outreach • Use interactive activities or open-ended questions to gather detailed feedback
17. Media Strategies	MTP, TIPs, MIS, Special Projects	Print, TV and radio coverage	Seek coverage from media outlets that reach the target audience.	▪ Press releases to media list ▪ Identify targeted media outreach
18. Newsletters	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	Number of persons reached; input received	Reach local government elected officials, key agencies and organizations, media contacts chambers of commerce, and interested individuals**.**	▪ Articles in *Regional Report* ▪ Special newsletters as appropriate
19. Information via Internet	MTP, TIPs, Air Quality/ Transportation	Website traffic data; input received	Make general information available to the public and	▪ Develop project website ▪ Regularly post information

	Conformity, MIS, Special Projects		receive comments from the public.	
20. Speaker's Bureau	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	Number of persons reached; input received	Schedule speakers to present for any groups interested in learning about what SACOG is doing in the region.	Make project staff available to speak to groups.
21. Citizen Surveys	MTP, Special Projects	Number of respondents; input received	50% of contacted persons participate in the survey OR 20% of mail recipients return the survey.	Distribute surveys to self-identified interested parties and workshop participants.
22. Video Presentations	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	Number of persons reached; input received	Make general information available to groups interested in learning about the projects in our region and receive comments.	Typically used for major projects, when funding is available.
23. Transportation and Environmental Fairs	MTP, TIPs, Air Quality/ Transportation Conformity, MIS, Special Projects	Number of persons reached; input received	Make general information available to the public and receive comments from the public.	▪ Work with other agencies and community-based organizations to identify appropriate fairs for public education ▪ Provide project information for distribution

Sarasota-Manatee Metropolitan Planning Organization

Public Involvement Tool	Evaluation Criteria	Performance Goal(s)	Methods to Meet Goal(s)
Public Participation Plan	No measure - PIP should reflect the practices of the MPO	N/A	Update at least every 3 years to incorporate the improvement strategies resulting from public involvement evaluations.
MPO Web Site	Number of hits	Minimum of 90 hits/month, 5% increase hits/quarter	Use other public involvement tools to increase advertisement of the web site.
MPO Master Database	Number of returned items	Maximum of 2% return rate per mailing	Make immediate corrections when items are returned.
Legal Advertisements	No measure - required by Florida Statutes	N/A	N/A
Quarterly Newsletter	Calls, letters, etc.; Number of returns	N/A. Return rate is addressed under MPO Master Database.	Continue items that receive favorable comments and correct or improve mistakes or items that receive negative comments.
Display Ad	Calls, letters, etc.; Number of persons contacted	Minimum of 15% of meeting attendees/ survey respondents indicated that they saw the ad. Ad formats may be modified based on specific comments received.	Pursue publication in a prominent location in the paper. Increase the size or modify the layout to make ads more visible.
Project Specific Newsletters	Calls, letters, etc.; Number of persons contacted	Minimum of 15% of meeting attendees/ survey respondents indicated that they received a newsletter. -OR- Reaches a minimum of 85% of persons that are affected by a project.	Increase or decrease distribution to more accurately target an area that may be affected.
Other Newsletters (Cities, Homeowners Associations, etc.)	Calls, letters, etc.; Number of persons contacted	If no project specific newsletter: Minimum of 15% of meeting attendees/ survey respondents were contacted. -OR- Reaches a	Provide information to the publishers of these newsletters in a timely fashion. Investigate all possible newsletters that may

		minimum of 80% of persons that are affected by a project. If in addition to project specific newsletter: Minimum of 5% of meeting attendees/ survey respondents were contacted - OR- When combined with project newsletter contacts a minimum of 95% of persons that are affected by a project.	reach an affected area.
Direct Mailings	Calls, letters, etc.; Number of persons contacted	Minimum of 15% of meeting attendees/ survey respondents indicated that they received the mailing. - OR- Reaches a minimum of 85% of persons that are affected by a project	Increase/ Decrease mailing list to more accurately target affected areas. Use the most up-to-date information from the Sarasota and Manatee County Property Appraiser to maintain the mailing list.
Press Releases	Calls, letters, etc.	No standard. Format may be modified based on specific comments received.	Encourage publication of press releases by keeping the media informed.
TV Message Boards	Calls, letters, etc.; Number of persons reached	Minimum of 15% of meeting attendees/ survey respondents indicated that they saw the meeting notice.	Provide information to Government Access TV as soon as it is available to increase the air time. Encourage making the announcements prominent.
Project Specific Web Sites	Calls, letters, etc.; Number of hit.	Minimum of 30 hits per month. Increase of at least 10% over the life of the project. Expectations may be higher depending on the size of the study area.	Use other public involvement tools to increase advertisement of the web site.
Project Specific Open Houses/ Workshops	Calls, letters, etc.; Attendance	3% - 5% of affected population (based on study area) in attendance.	Schedule at convenient times and locations. Hold multiple workshops. Use other tools to

		increase awareness.
Small Group Meetings	Calls, letters, etc., Met the expectations of the group	N/A. These meetings are held at the request of affected groups.	MPO staff and any consulting staff should be available in a timely manner to hold small group meetings regarding any MPO activity or issue. The meeting should be formatted to provide specific information requested by the group and should highlight issues that are of interest to the group.
E- mail Announcements/ Internet Message Boards	Calls, letters, etc.; Number of persons reached	Calls, letters, etc.; Number of persons reached	Increase e-mail list by advertising the availability of e-mail announcements using other public involvement tools.
Citizen Advisory Committees	Calls, letters, etc.; Attendance	N/A. These committees are part of most planning studies. Members are appointed by elected officials in the study area.	MPO and consultant staff should encourage appointed members to attend committee meetings.
Fact Sheets	Calls, letters, etc.; Number of persons reached	Positive comments.	
MPO Logo	Calls, letters, etc.	Recognition of the logo	The MPO logo should be used on all MPO products and publications, and on materials for all MPO sponsored activities.
Public Hearings	Calls, letters, etc.; Attendance	3% - 5% of affected population (based on study area) in attendance	Schedule hearings at convenient times and locations. Use other public involvement tools to increase awareness of hearings.
Comment Forms	Calls, letters, etc.; Number of responses	60% of meeting attendees filled out a form -OR- 2% of visitors to a web site submitted a form -OR- 20% of mail recipients return the	Encourage responses by explaining the importance of receiving comments.

		form	
Surveys	Calls, letters, etc.; Number of responses	60% of contacted persons participate in the survey -OR- 20% of mail recipients return the survey	Encourage responses by explaining the importance of receiving feedback.
Government Access TV	Calls, letters, etc.; Number of persons reached	Minimum of 15% of meeting attendees/ survey respondents indicated that they saw the meeting notice.	Provide information to Government Access TV as soon as it is available to increase the air time. Encourage Government Access TV to make the announcements prominent.
Posters and Fliers	Calls, letters, etc.; Number of persons reached	Minimum of 15% of meeting attendees/ survey respondents indicated that they saw a poster	Increase distribution to common areas where posters will be more visible to the general public.

Appleton Metropolitan Planning Organization

Participation Techniques	Evaluation Criteria	Performance Goals	Methods of Meeting Goals
Public Participation Plan.	Consultation documentation As Per SAFETEA-LU	Correspondence from operating agencies and the various stakeholders	MPO staff will review the PPP annually to determine if modifications are necessary.
Citizens Advisory Committees.	Attendance	Average committee meeting attendance of at least 50 percent during a planning effort.	Distribute committee materials before meetings, establish consistent meeting schedules, when possible.
Direct Mailings (letters, fliers, etc.).	Completed flier surveys returned, number of people reached by the mailings, etc.	Minimum 1 percent of flier surveys returned or mailings reach at least 90 percent of the people who are affected by a project.	Design the fliers and other mailings in ways that encourage people to open and read them.
Community Visioning Sessions/Public Informational meetings	Attendance.	Minimum 100 attendees at each session.	Schedule at convenient times and accessible locations
Website	Number of hits; comments received	Minimum of 20 hits per month	Advertise the site in public notices and other, encourage people to obtain information from the site.
Project-Specific Newsletter Articles.	Comments from project participants and others.	Newsletter reaches at least 50 percent of people who are affected by a project.	Encourage publishers to place articles in prominent locations within newsletters.
Public Hearings.	None – required by Wisconsin Statutes, (not required under SAFETEA-LU for attainment areas)	N/A	Schedule meetings at convenient times and accessible locations.
Legal Advertisements.	None – required by Wisconsin Statutes.	N/A	N/A
Presentations to Professional, Citizen, and Student Organizations.	Comments from participants.	Most comments indicate that presentations are clear and informative.	Use pictures and other visuals to demonstrate concepts.
Press Releases, Meetings with	Publication and broadcasting of	No standard.	Inform media representatives of

Local Media Representatives.	planning-related stories.		planning issues, be available to answer questions, develop and maintain relationships with media representatives, etc.
Presentations by Experts on Transportation- Related Subjects.	Attendance, comments from attendees.	Most comments indicate that presentations are clear and informative.	Hold presentations at convenient times and accessible locations, publicize the presentations thoroughly.
Surveys (telephone).	Number of responses.	At least 90 percent of target number.	Call at times when people are often home (evenings, weekends, etc.), keep surveys relatively short, inform people of importance of survey.
Surveys (transit patrons).	Number of responses.	At least 10 percent of average daily ridership.	Keep surveys relatively short, work with operator to determine best distribution method, offer to help riders complete the surveys.

Lake Sumter Metropolitan Planning Organization

Public Involvement Strategy	Quantitative	Qualitative
Public Workshops and Transportation Forums	Number of attendees Number of comments received Number of comment responses Number of events/opportunities for public involvement	Effectiveness of meeting format Public understanding of process Quality of feedback obtained Timing of public involvement Meeting convenience: time, place and accessibility Was public's input used in developing the plan?
Public Hearings	Number of attendees Number of comments received Number of comment responses	Public understanding Meeting convenience: time, place and accessibility Was public's input used?
MPO Board	Number of meetings Number of attendees Number receiving agendas Number receiving full packets Number of public comments	Effectiveness of meeting format Input is captured and made available for consideration
Technical Advisory Committee (TAC)	Number of meetings Number of attendees Number receiving agendas Number receiving full packets	Effectiveness of meeting format Input is captured and made available for consideration
Citizen Advisory Committee (CAC)	Number of meetings Number of attendees Number receiving agendas Number receiving full packets Diversity of representation	Effectiveness of meeting format Input is captured and made available for consideration
Transportation Disadvantaged Coordinating Board (TDCB)	Number of meetings Number of attendees Number receiving agendas Number receiving full packets	Effectiveness of meeting format Input is captured and made available for consideration
Bicycle Pedestrian Advisory Committee (BPAC)	Number of meetings Number of attendees Number receiving agendas Number receiving full packets	Effectiveness of meeting format Input is captured and made available for consideration

Public Involvement Process (PIP) Mailing List	Number of contacts added Number of groups	How and when contact is made Categorize contacts by area and affiliation
LSMPO Publications	Number of work products distributed including but not limited to: newsletter, TIP, UPWP, LRTP, TDP, TOP, B/P Masterplan	Concise and clear information Effectiveness of news articles Continue items that receive favorable comments and correct or improve mistakes or items that receive negative comments
Public Media coverage	Number of news releases Number of direct mailings Number of public access cable TV spots Number of avenues used to reach audiences Number of attendees survey respondents indicating that they saw a meeting notice and/or project information Amount of positive media coverage	Effectiveness of notification and communication tools How and when contact is made
Public Surveys/Comment Forms	Percentage of meeting attendees who filled out comment forms Number of surveys/comment forms Number of calls Number of letters	Input is captured and made available for consideration
LSMPO Website	Number of visitors Number of comments received Number of comment responses Number of survey respondents Number of links established Number of documents downloaded	Monitor effectiveness of website format/presentation Monitor the use of public involvement tools to increase advertisement of the website
Special Efforts for Underserved/ Underrepresented	Number of notices placed in grocery stores, laundromats and places frequented by the traditionally underserved. Number of notices of involvement opportunities and informational materials provided to community leaders. Number of avenues or techniques used to reach underserved/underrepresented	Increase or decrease distribution to more accurately target an area that may be affected
Efficient Transportation Decision Making (ETDM) Process	Provide project and community data	Review summary report containing key recommendations and conclusions for the effects identified