Community Engagement Plan

2016 Update

Public Review DRAFT

WSDOT

Revised October 13, 2016

Title VI Notice to Public

It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin or sex, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its federally funded programs and activities.

Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equal Opportunity (OEO). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OEO's Title VI Coordinator at (360) 705-7082.

Americans with Disabilities Act (ADA) Notice to Public

The Washington State Department of Transportation will ensure that no qualified disabled individual shall, solely on the basis of his or her disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any of its programs, services, or activities as provided by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA). WSDOT further ensures that every effort will be made to provide nondiscrimination in all of its programs and activities regardless of the funding source.

WSDOT's Office of Equal Opportunity is responsible for monitoring all ADA/504 compliance activities. The Office of Equal Opportunity, Internal Civil Rights Branch has been appointed to coordinate the Section 504/ADA provisions of 49 CFR § 27.13. The Office of Equal Opportunity may be contacted at 360-705-7085.Any individual, group of individuals, or entity that believes they have been subjected to discrimination prohibited by nondiscrimination requirements may file a complaint by contacting the Disability Program Manager/ADA Compliance Officer, Office of Equal Opportunity, at 360-705-7097. Written complaints may be sent to Washington State Department of Transportation, Transportation Building, 310 Maple Park Avenue SE, Olympia, Washington 98504-7300.

This material can be made available in an alternate format by emailing the WSDOT Diversity/ADA Affairs team at wsdotada@wsdot.wa.gov or by calling toll free, 855-362-4ADA (4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

Notificación de Titulo VI al Público

Es la póliza de el Departamento de Transportación del Estado de Washington de asegurar que ninguna persona sea excluida de participación o sea negado los beneficios, o sea discriminado bajo cualquiera de sus programas y actividades financiado con fondos federales sobre la base de raza, color, origen nacional o sexo, como proveído por el Título VI de el Acto de Derechos Civiles de 1964. Cualquier persona que cree que sus protecciones de Titulo VI han sido violadas, puede hacer una queja con la Oficina de Igualdad de Oportunidades (OEO). Para información adicional con respecto a procedimientos de quejas de Titulo VI y/o información con respecto a nuestras obligaciones sin discriminación, por favor de comunicarse con le Coordinador de Titulo VI de la Oficina de Igualdad de Oportunidades (OEO) (360) 705-7082.

Información del Acta (ADA) de Estadounidense con Discapacidad

Este material se puede hacer disponible en un formato alternativo por correo electrónico al equipo de Asuntos de diversidad/ADA WSDOT en wsdotada@wsdot.wa.gov o llamando gratis, 855-362-4ADA (4232). Personas sordas o con problemas de audición pueden solicitar llamando el relé de estado de Washington al 711.

How to use this document

This guide presents best practices for community engagement for the Washington State Department of Transportation (WSDOT). This document is intended to provide guidance to WSDOT employees and the general public on WSDOT's community engagement program and process.

The information provided here is not intended to cover all situations and contexts in the community for the service delivery process.

The resources in this guide should be used in coordination with other department guidance such as the Disadvantaged Business Enterprise Plan, Title VI Plan, Limited English Proficiency Plan, Design Manual, Communications Manual, and environmental justice guidance.

Chapter 1

Chapter 1 provides an introduction to the legal and policy requirements for community engagement.

Chapter 2

Chapter 2 provides a resident's guide to engaging in the WSDOT practical solutions approach to decision-making.

Chapter 3

Chapter 3 is intended to provide guidance for WSDOT staff including an overview of WSDOT's planning and project development process for community engagement, basic engagement strategies, and resources for community engagement activities. It also provides strategies and recommendations for collecting and using demographic data and details about tailoring outreach activities to traditionally underserved populations.

Chapter 4

The purpose of this chapter is to guide staff in the assessment of engagement effectiveness including strategies to analyze culturally sensitive outreach. Next steps for the Community Engagement Plan are also provided.

Appendices

Important diverse case studies are shared to highlight different successful methods for community engagement. Additional resources are shared, as is a simple chart of the community engagement process for the long range statewide transportation plan and a list of targeted outreach groups.

Community Engagement Plan

Public Review DRAFT

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INTRODUCTION

Washington state has a variety of beautiful landscapes from the Puget Sound to the Columbia River, from the Pacific Ocean to the Idaho border. WSDOT staff, as residents and employees, take pride in living and working in that beautiful environment alongside people of different cultures and life experiences.

The mission of WSDOT is to provide and support safe, reliable and cost-effective transportation options that support livable communities and economic vitality for people and businesses. WSDOT achieves this through operating and maintaining the state portions of the transportation system, identifying performance gaps, and developing strategies to address the performance gaps and aligning effectively with other transportation providers.

Each of these responsibilities require interaction and/or coordination with community and advocacy groups, chambers of commerce, downtown associations, tribes; local, state, and federal government agencies, other stakeholders, and the general public - but in different ways. For example, WSDOT must find a way to build informed consent from these stakeholders during the planning and project development process. Informed consent means agreeing on desired outcomes from a plan, program or project to ensure that the public's best interest is met. WSDOT strives to balance the unique goals of a community, while still adhering to state and federal requirements and best practices. The goal is to focus on finding options together that work to achieve multiple measures of success not just a single transportation measure such as the quality of traffic service (i.e. level of service) or speed.

Community engagement is also required by federal and state law and WSDOT policy. The practices to implement meaningful and inclusive community engagement in WSDOT policy, plans, programs and projects is driven by our Community Engagement Guiding Principles. These principles are based on existing WSDOT guidance and federal and state requirements. They help carry out WSDOT Practical Solutions approach to project delivery. When done well, community engagement helps to ensure projects are developed within appropriate contexts, avoids costly delays, provides an opportunity for educating the public on what WSDOT does and why it's done, and builds community support and trust.

This guide identifies and expresses WSDOT's commitment to public participation in decision making in plans, programs and projects that will affect how their communities will benefit. It provides tools and strategies to optimize communications.

For more information on WSDOT's public involvement program, please contact the Multimodal Planning Division:

Washington State Department of Transportation
310 Maple Park Ave SE
Olympia, WA 98504
(360) 705-7968
www.wsdot.wa.gov/planning/

Community Engagement Plan

Chapter 1 - Reaching out to Communities

How to use this Chapter

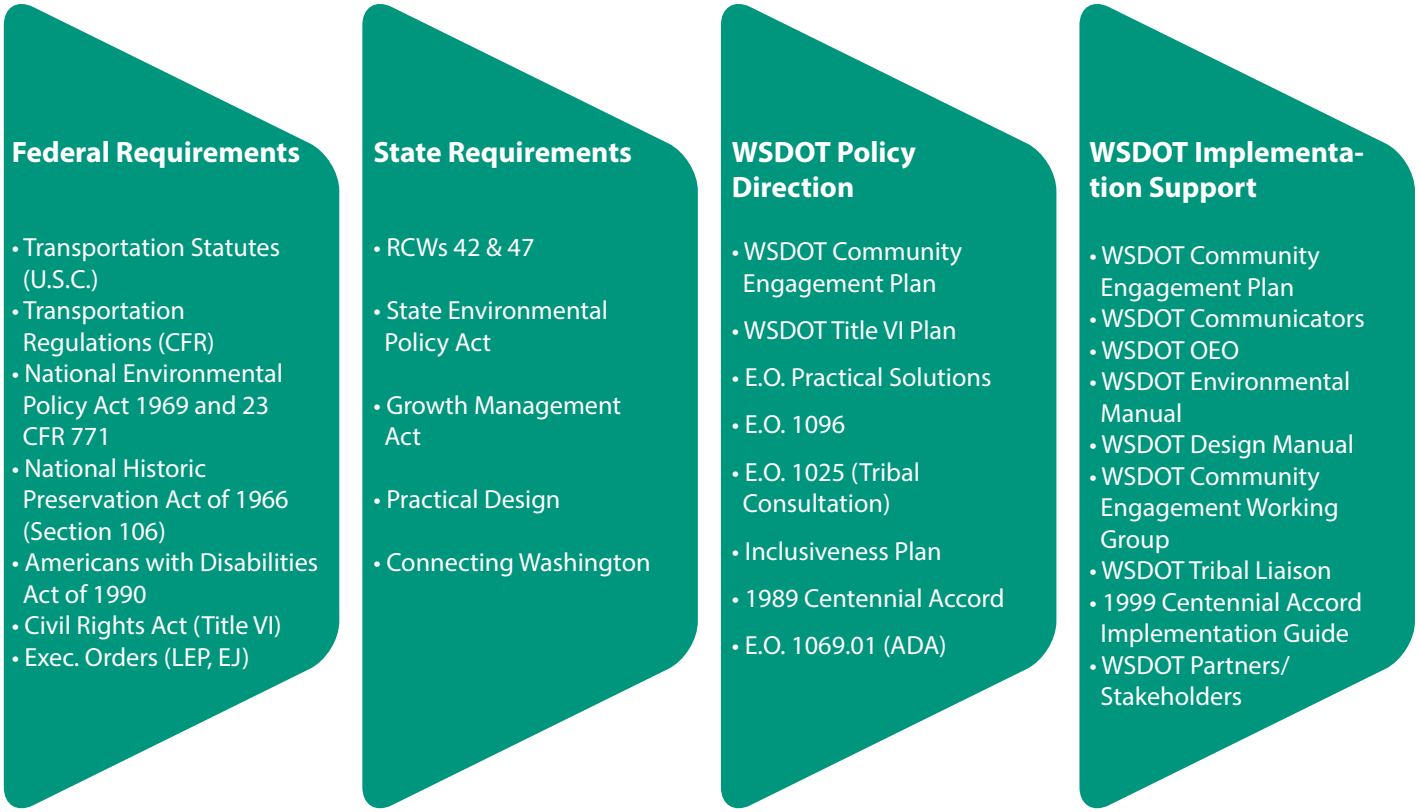
The purpose of this chapter is to provide background and context for all WSDOT staff on community engagement. It includes the following:

- Introduction to federal and state requirements for community engagement
- Overview of WSDOT's Community Engagement Guiding Principles, and
- Introduction to WSDOT's Community Engagement Policy.

Guidance on how to implement these requirements is discussed in the ensuing chapters.

Community Engagement: It's the Law

State and federal law are where the majority of the requirements for involving the community in transportation decision making can be found. However, public involvement is more than just following requirements and regulations. Engaging the public and communities at specific and key points in the transportation decision making process can result in better projects and more timely project delivery. WSDOT has also developed policies around inclusion and project delivery that set a high bar for community engagement. The figure below represents the elements of the starting point for development of a community engagement program. The level of effort, resources required and strategies used will vary from project to project and from plan to plan.



For a list of these citations, please see Appendix B.

Federal Requirements

Federal requirements for community engagement illustrate the important role it plays in understanding, assessing and addressing effects of transportation decisions on individuals and communities.

United States Code (USC) and the Code of Federal Regulations (CFR) call for public involvement (synonymous with community engagement) in numerous locations including 23 USC, 49 USC, 23 CFR and 40 CFR. Additional requirements for involving the public are found in the Americans with Disabilities Act, Title VI of the Civil Rights Act of 1964, the National Environmental Policy Act, Executive Order 13166; Limited English Proficiency, and Executive Order 12898; Federal Actions to Address EJ in Minority Populations and Low-Income Populations. Specific details on federal requirements can be found in the legislation which is available online at www.gpo.gov. Links are provided in Appendix B.

The objectives identified in federal requirements as applied to this Community Engagement Plan can be summarized as:

- Nondiscriminatory processes/activities
- Early and continuous public involvement
- Inclusionary practices in activities and notifications
- Consideration of the needs of the traditionally underserved
- Collaboration with other agencies, local governments, private sector representatives, and other officials
- Convenient and accessible meeting times and locations
- Reasonable access to information
- Timely notice of engagement activities, including review periods, and
- Acknowledgment and consideration of public comments.

Fixing America's Surface Transportation ACT (FAST Act)

In December 2015, President Obama signed into law the current federal transportation authorization act which governs federal surface transportation. The FAST Act funds surface transportation programs for fiscal years 2016 through 2020. The FAST Act builds upon the previous surface transportation act, Moving Ahead for Progress in the 21st Century (MAP-21), which was enacted in 2012. Under the FAST Act, public involvement remains a key factor in the planning process. Accordingly, WSDOT strives to enhance its efforts to:

- Provide explicit consideration and response to public comment
- Provide timely information about public meetings
- Provide convenient and accessible public meeting locations, and

- Engage a variety of stakeholders in transportation decision making including; but not limited to; residents, public agencies, public and private transportation providers, persons with disabilities, and bicycle and pedestrian facility users.

Washington State Requirements

Washington's requirements for community engagement emphasize the commitment to the public made by the legislature, governor, and agencies in Washington. State requirements can be found in:

- Revised Code of Washington (RCW)
- Washington's Growth Management Act (GMA)
- Washington Administrative Code (WAC)
- The State Environmental Policy Act (SEPA), including the Environmental Impact Statement (EIS) and Environmental Assessment (EA) Processes
- Secretary's Executive Orders, and
- WSDOT Centennial Accord Plan.

In addition to reinforcing the objectives identified in federal requirements, state requirements for this Community Engagement Plan can be summarized as:

- Provide open actions and deliberations in the conduct of the people's business
- Encourage involvement in decisions that affect environmental quality
- Ensure there are fair and equal opportunities to participate in decision making, and
- Ensure that every voice is heard.

WSDOT Vision:
The Washington State Department of Transportation's vision is to be the best in providing a sustainable and integrated multimodal transportation system.

WSDOT Mission
The Washington State Department of Transportation provides and supports safe, reliable and cost-effective transportation options to improve livable communities and economic vitality for people and businesses.

Community Engagement Guiding Principles

In February 2015, WSDOT developed Guiding Principles for Community Engagement for all policies, plans, programs and projects.

To more clearly articulate how our vision, mission, goals and values work together and provide consistency in application toward the Community Engagement Goal of Results WSDOT, this Community Engagement Plan lays the groundwork for WSDOT to strengthen partnerships to increase credibility, drive priorities and inform decision making with the communities WSDOT serves.

Washington State Department of Transportation Community Engagement Guiding Principles (in no particular order):

Connect and engage
Become active members of communities and go to the places they gather. Take advantage of opportunities to work with community members, volunteers and leaders and find out their priorities and perspectives. Reach out to interested parties that cannot attend meetings and receive their feedback. Seek out voices not traditionally heard, including people who are traditionally unable to participate due to age, disability, income or national origin.

Listen and Act
Focus on listening to what people are sharing before responding. Confirm that the intended message is understood. Receive and act on feedback.

Facilitate communications
Help groups listen to each other and explore new ideas. Solicit input by encouraging everyone to speak up. Check in with the group as a whole, as well as with individual participants, to gauge their comfort levels.

Help each other succeed
Share resources and information with the various WSDOT regions, divisions, and offices to achieve success. Be aware that success is defined in different terms and outcomes. Be creative in defining work teams and understand how team members define success.

Maximize creativity and innovation
Seek out and use successful community engagement tools and techniques when conducting outreach. Prevent requirements from being the only focus of outreach.

Blend diverse inputs
Be sensitive to other perspectives when receiving input. Understand that how WSDOT evaluates and responds to comments from governments, stakeholders and the public is critical, especially if there are opposing viewpoints. Remember that all comments are considered, even if they are not directly incorporated.

Provide access to the process and foster inclusiveness
Rely on effective one-way and two-way communication throughout the process. Strive for transparent

conversations that include diverse people, opinions, ideas, and information. Remember that what works for one process or group may not be as effective for others.

Be a wise steward of the public's money
Be mindful of the use of everyone's time and money while ensuring adequate time and funding for community involvement in planning and project development. Achieve effective two-way engagement without exceeding limited budgets.

Consider the needs of the multimodal system
There are a variety of ways to move people and goods on Washington's transportation system. Consider all modes and offer choices and opportunities. Do not focus on just the goals of individual modes.

Be clear and open about the process
Inform and involve users of the transportation system in planning, construction, maintenance and stewardship of the transportation system. Encourage input at decision points, and involve interested parties throughout the process. Continue to exhibit a high level of integrity.

Involve communities
Engage governments, stakeholders, and the public early and continuously in our decision making process to lay the groundwork for success. Discuss what success means to WSDOT and then jointly define what success means to the community.

WSDOT Strategic Plan: Results WSDOT

RESULTS WSDOT
MOVING WASHINGTON FORWARD

Results WSDOT, the agency's strategic plan for 2014 - 2017, provides the vision, mission, values, goals, priority outcomes and strategies to guide the work of the agency. It includes six goals for WSDOT: Strategic Investments, Modal Integration, Environmental Stewardship, Organizational Strength, Community Engagement, and Smart Technology. Results WSDOT represents a shift in the way WSDOT does business to get the most capacity of the entire multimodal transportation system, leverage our limited funding and engage with communities and partners.

The strategic plan places more emphasis on working across all modes to enhance our operations. PThe goals of Results WSDOT ensure that we meet our mission to provide and support safe, reliable, and cost-effective transportation options to improve livable communities and economic vitality for people and businesses.

The Community Engagement goal is an integral part of changing the way WSDOT interacts with the communities around our projects, plans, and activities. The other Results WSDOT goals feed into the Community Engagement goal. For example, our community engagement efforts can be effective for some audiences by using Smart Technology to collect and document input or how WSDOT uses multi-disciplinary teams as part of Organizational Strength.

Results WSDOT Goals

Strategic Investments	• Effectively manage system assets and multimodal investments on corridors to enhance economic vitality
Modal Integration	• Optimize existing system capacity through better inter-connectivity of all transportation modes
Environmental Stewardship	• Promote sustainable practices to reduce greenhouse gas emissions and protect natural habitat and water quality
Organizational Strength	• Support a culture of multi-disciplinary teams, innovation, and people development through training, continuous improvement, and Lean efforts
Community Engagement	• Strengthen partnerships to increase credibility, drive priorities, and inform decision making
Smart Technology	• Improve information system efficiency to users and enhance service delivery by expanding the use of technology

Results WSDOT Goals: www.wsdot.wa.gov/Secretary/ResultsWSDOT.htm

How WSDOT carries out these goals is important. We base the plan's actions on six values. WSDOT suggested and adopted these strong, positive values in order to provide employees with clear guidance as to how they conduct themselves at work. They resonate with our employees because they are no different than how they live everyday.

Results WSDOT Values

Safety has and always will be one of WSDOT's main values. Everything WSDOT does is about promoting the safety of the public and employees at all times. This means that WSDOT has a responsibility to locate community engagement meetings close to transportation options and locations that are safe and accessible for everyone.

The **Inclusion** goal helps to ensure that a wide array of perspectives, disciplines and backgrounds are represented in our outreach, decision making and workforce. For engaging our communities, this goal encourages reaching out to impacted communities in ways that are part of their cultural norms.

WSDOT has long made a commitment to **Innovation** in order to foster an environment of trust that encourages creativity, finding solutions for challenges and leveraging opportunities.

Building trust with each other and our communities by being ethical, accountable, responsive and honest will help build our integrity within the community. If WSDOT doesn't follow through or doesn't include people in decision making we lose their trust and our **Integrity**.

Leadership for Results WSDOT means that WSDOT will inspire, motivate and support in each other the confidence to do great things. It does not mean that WSDOT will make decisions on behalf of

"At WSDOT, inclusive engagement means reaching out to all community members, so that they can choose to have a voice in the process and know their ideas were heard and considered."
Secretary of Transportation Roger Millar

a community. Instead we will strive to provide an environment where residents and employees can provide leadership at appropriate points of decision making.

Making decisions and taking actions that promote the conservation of resources for future generations by focusing on the balance of economic, environmental and community needs is our definition of **Sustainability**.

WSDOT Commitment to Community Engagement: One Size Does Not Fit All

Outreach strategies that are culturally sensitive and tailored to the affected community can help achieve full and fair participation. Not all communities have the same level of understanding regarding public processes or community consultation processes. Understand the barriers to participation in each community and work to remove them.

Public involvement efforts should be flexible. Community engagement with one group or community may not be effective for other groups and communities. For example, some individuals do not have access to the internet or subscribe to newspapers. In these situations, engagement may need to be through different means such as working with community based organizations, posting notices at community gathering places, and so on. Tailoring outreach efforts to the affected community provides the opportunity for meaningful participation.

The engagement process should be tailored to match the specific context and complexity of the project and the community's information needs.

In developing a community engagement approach, it is important to recognize that various ethnic groups and communities may have existing social networks or non-traditional methods of communicating within their groups. The traditional methods of community outreach, including public hearings, is an uncomfortable and foreign concept for some ethnic groups. Their lack of participation does not necessarily represent a lack of interest or concern but rather a discomfort with the form of the meeting notice, setting, or method of engagement.

To genuinely and effectively engage "local" communities, the outreach approach may be non-traditional in the sense that it requires staff or consultants to explore and utilize a variety of sources and means of communicating. In many communities there are existing social networks that can assist in identifying the most effective means of engaging these communities.

Why does WSDOT consider Culturally Sensitive Outreach?

Washington state is a diverse place full of communities with a rich fabric of cultural diversity. WSDOT considers culturally sensitive outreach out of respect for that diversity and to help ensure we acknowledge and consider viewpoints that may not be initially apparent.

It is important to develop culturally sensitive methods of communication depending on individual community cultural norms. These methods can help address culturally sensitive issues, reduce costly project delays and assure legal compliance.

Environmental Justice at the Washington State Department of Transportation

WSDOT strives to include all voices in transportation decisions. The agency is committed to inclusive community engagement. As part of this commitment, WSDOT is strengthening its dedication to Environmental Justice (EJ) as it improves and maintains the state's transportation system.

Environmental Justice Principles

The United States Department of Transportation's environmental justice strategy strives to achieve equitable distribution of transportation benefits and burdens associated with the programs, policies, and activities that it and its recipients/subrecipients administer. The following are the fundamental principles of environmental justice:

- Avoid, minimize, and mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority populations and low-income populations
- Ensure full and fair participation by all potentially affected communities in the transportation decision making process
- Prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations

WSDOT incorporates these environmental justice principles into its programs, policies, and activities. This involves working with all communities in the planning, developing and operations of transportation projects. Additional information about WSDOT's approach to environmental justice can be found in the agency's Title VI plan.

Environmental justice is the fair treatment and meaningful involvement of all people regardlss of race, color, national origin, or income.

"**Fair treatment**" means that no group of people should bear a disproportionate share of the negative environmental consequences resulting from industrial, governmental, or commercial operations and policies. It also means that all groups should receive benefits without delay, equally.

"**Meaningful involvement**" means that the public should have opportunities to participate in decisions that could affect their environment and their health, their contributions should be taken into account by regulatory agencies, and decision-makers should seek and facilitate the engagement of those potentially affected by their decisions.

Community Engagement Plan

Chapter 2 - Resident's Guide

Purpose of this Guide

This guide provides an overview of the state's transportation activities and describes how WSDOT conducts its work. It is tailored to the user's perspective to help Washingtonians understand how to navigate the process and what they can expect from WSDOT:

- What happens at each stage of the transportation decision making process?
- How are decisions made and how can I get involved to influence those decisions?
- What are the opportunities for engagement at each stage? What types of feedback are sought?

It's important to keep in mind that one size does not fit all. While this section describes in general terms the type of work WSDOT does in the various stages of delivering transportation services, WSDOT teams tailor their approaches for different kinds of activities based on the type of work, the complexity, and the communities affected.

Demographic analysis gives us an idea of how to tailor activities to meet the needs of communities, but that's only part of the story. We need residents to let us know what's needed. For example, if written materials are needed in an alternative format or language, or if specific equipment is needed to accommodate people with disabilities at a public meeting. Chapter 3 includes strategies for staff to consider when performing demographic analysis.

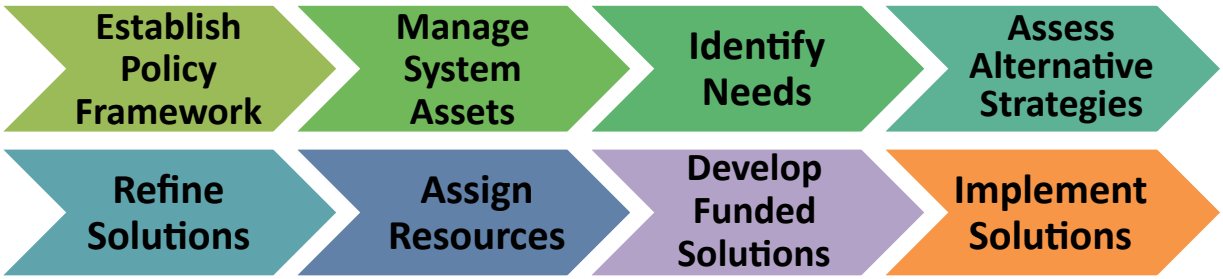
Delivering Transportation Services: Understanding the Process

The Washington State Department of Transportation delivers transportation plans, projects and services using an approach called Practical Solutions. This approach focuses on the performance objectives that need to be addressed. There are eight stages in the lifecycle of transportation systems and this Practical Solutions approach applies throughout. Each stage has varying opportunities for the public to engage. Below is a simple visualization of the "process map," and a description of how to engage during each step.

More detail about each step is provided in the following pages:

- What actions occur and what decisions are made at this stage in the process?
- What tools/activities are typically used?
- What is my role at this stage?

Practical Solutions Performance-based Business Process Map



Establish Policy Framework

Policy direction includes legislation, direction from the governor, federal rules and laws, and long-range plans developed by the state. The public can be involved in legislation through legislative members, the governor through the governor's office, and federal laws and rules through Congressional representatives. Transportation plans that direct transportation policy in Washington include the Washington Transportation Plan and the Washington State Strategic Highway Safety Plan: Target Zero.

A few examples of statewide transportation plans produced in Washington state:

Washington Transportation Plan	www.wsdot.wa.gov/planning/wtp/default.htm
Aviation System Plan	www.wsdot.wa.gov/aviation/
Ferries System Plan	www.wsdot.wa.gov/Ferries/Planning/ESHB2358.htm
Highway System Plan	http://wsdot.wa.gov/planning/HSP
Strategic Highway Safety Plan: Target Zero	http://targetzero.com
Public Transportation Plan	www.wsdot.wa.gov/Transit/TransportationPlan
Rail System Plan	www.wsdot.wa.gov/Rail/Plans.htm
Freight Mobility Plan	www.wsdot.wa.gov/Freight/freightmobilityplan

What actions occur and what decisions are made at this stage in the process?

Statewide plans establish a transportation vision and goals for the state, identify the future needs for the transportation system, and outline the strategic direction necessary to achieve these goals.

What tools/activities are typically used?

- Public meetings with break-out sessions
- Web Pages
- Folios
- Emails
- Press Releases
- Newsletters
- RTPO/MPO Meetings
- Workshops
- Advisory Group
- Social Media

What is my role at this stage?

Community input at this stage is to provide input to help shape the vision, set the goals and outline a strategic direction. Roles for engagement include taking part in surveys, attending public meetings, participating in advisory groups or steering committees, or providing comments on or about draft documents.

Manage System Assets

Managing assets refers primarily to the operations, maintenance, and preservation of transportation systems and facilities including roadways, bridges, ferries, and other facilities.

What actions occur and what decisions are made at this stage in the process?

Engagement at these stages is designed differently than at the policy direction phase. This is because at this level of service delivery, the asset already exists and we know we need to maintain, preserve and operate it. WSDOT strives to provide information and receive feedback.

What tools/activities are typically used?

- Governmental or quasi-governmental meetings
- Folios/Literature
- Television/Radio
- Responses to Emails/Phone Calls
- Newsletters/Newspaper Inserts
- Mailings
- Travel Displays
- Open Houses
- Community Meetings
- RTPO/MPO Meetings
- Informal (acquaintance, friend, family, et al)
- One-on-One Conversations/ Door Knocking
- Web Pages
- Press Releases
- Social Media
- Rest Area Billboards
- Face to Face On-Site Meetings

- Portable Changeable Message Signs
- Proving Information to and through Schools
- Service Schedule Changes
- Vehicle Reservations System

Examples:

For conditions related to managing assets, you can use the WSDOT mobile app, look at cameras online, view travel time signs, follow us on Facebook or Twitter, or call 511.

For a system performance map, visit www.wsdot.wa.gov/Maintenance/Accountability

The Maintenance Accountability Process (MAP) is a tool which measures and communicates the outcomes of the maintenance activities. It provides the tools to link strategic planning, the budget and maintenance service delivery. Once a year, field inspections are made of randomly selected sections of highway. The results of WSDOT's work are measured, recorded and compared to the MAP criteria to determine the level of service (LOS) delivered.

Gray Notebook: www.wsdot.wa.gov/accountability
According to Governing Magazine, WSDOT is the "gold standard" in government performance reporting. Our performance reports are transparent, credible and accurate.

Report a highway maintenance issue
WSDOT Highway Maintenance oversees the day-to-day needs of maintaining our state's highway system. Our job is to maintain the highway infrastructure in good working order, keep people safe, and goods moving 24-hours-a-day, 365-days-a-year.

Online feedback form: www.wsdot.wa.gov/contact/feedback.htm

What is my role at this stage?

As noted above, activities as this stage are primarily related to the operations, maintenance and preservation of the transportation system. Engagement at this stage often consists of keeping people informed and providing input into impacts of expected activities.

Identify Needs and Assess Alternative Strategies

At these stages, WSDOT works with local partners, stakeholders, and communities to evaluate performance of the integrated multimodal transportation system, identify additional transportation needs, and prioritize needs. Then strategies for addressing identified needs are examined.

What actions occur and what decisions are made at these stages in the process?

As WSDOT identifies the needs of the transportation network and assess strategies to address the needs, opportunities for engagement exist both with the state and local governments. WSDOT region planning offices are a good place to get started, or you can attend local meetings such as those held by metropolitan planning organizations (MPOs), regional transportation planning organizations (RTPOs), tribal planning organizations, and local governments. WSDOT reaches out to other interested groups where appropriate or if requested. Examples of groups WSDOT may reach out to include transit providers, senior groups, bicycle and pedestrian groups, environmental groups, business organizations, chambers of commerce, school districts, neighborhood organizations and others. Contact information for MPOs, RTPOs and WSDOT regions can be found at www.wsdot.wa.gov/planning/TribalRegional.htm.

What tools/activities are typically used?

- Stakeholder and executive committees
- Open houses
- Presentations to local groups (Kiwanis, Chambers of Commerce, and others.)
- Surveys with social media (Facebook, Twitter)
- Public meetings with break-out sessions
- Web pages
- Folios
- Emails
- Press Releases
- Newsletters
- RTPOs/MPOs
- Workshops

What is my role at this stage?

At these stages, engagement opportunities are to provide input on transportation system needs and related goals, offer suggestions, voice concerns, stay informed, and provide input into conceptual strategies.

Refine Solutions and Assign Resources

What actions occur and what decisions are made at this stage in the process?

As WSDOT works to refine solutions and assign resources, it's important to understand the previous steps that have taken place. At these stages, the need for a plan, project or service has already been established and alternative strategies to meet the need have been examined. Engagement may focus on design elements of the solution and getting the most "bang for the buck" from available resources.

What tools/activities are typically used?

- Focus groups
- Web pages
- Social media
- Open houses
- Stakeholder group meetings
- Presentations to local groups
- Surveys
- Folios
- Email
- Press releases/Newspapers
- Mailings
- Newsletters
- Displays/Kiosks/Fairs
- Existing community meetings

Example: Community Engagement & Tribal Consultation Procedures for the Statewide Transportation Improvement Program

The Statewide Transportation Improvement Program (STIP) is a four-year fiscally constrained prioritized program of projects. The projects have been identified through local, regional and state planning and programming processes as the highest priorities for available funding to preserve and improve the state's transportation network. Federal law requires each state to have a federally approved STIP in order for projects to be authorized for federal funding.

Local agencies are required to develop and adopt six-year transportation programs. All local agencies are required to hold at least one public hearing during the development of the six-year transportation program. Local agencies work through their metropolitan planning or regional transportation planning organizations and county lead agency as appropriate to include projects into their Transportation Improvement Programs (TIPs) and the STIP. Agencies submitting projects to the TIPs for project selection conduct public involvement. In addition, the Governor's Office and the state legislature seek public involvement during all phases of the biennial budget development and approval process.

Tribal nations are required by federal law to develop a Long Range Transportation Plan and Tribal Transportation Improvement Program (TTIP). TTIPs include all tribal transportation program funded projects programmed for construction in the next 3-5 years and can include other federal, state, county and municipal transportation projects. The Bureau of Indian Affairs (BIA) or the tribal nation must solicit public involvement in the development of the long range plan and the TTIP. TTIPs are forwarded to BIA for inclusion in the Tribal Transportation Program Transportation Improvement Program (formerly known as Indian Reservation Road Inventory TIP). TTIPs are integrated into the STIP by the federal contracting agency (BIA or Federal Highway Administration) annually.

In metropolitan areas, each Metropolitan Planning Organization (MPO) develops a federally-required Metropolitan Transportation Plan (MTP) and a Metropolitan Transportation Improvement Program (MTIP). The MTP is a 20-year transportation plan for state highways, county roads, city streets, and tribal roads in the MPO planning area boundary. Plans are required to be updated at least every four years in air quality nonattainment and maintenance areas and at least every five years for the others. MTPs are presented publicly and the community is provided opportunity to participate as per the MPO's public participation process. MTPs are approved by the MPO and then submitted to the Governor, Federal Highway Administration (FHWA), and Federal Transit Administration (FTA) for informational purposes.

The MTIP is a four year prioritized listing/program of transportation projects that are consistent with the MTP. Before a project is included in the MTIP, projects are presented publicly and the community is provided opportunity to participate as per the MPO's public participation process. The MTIP includes all federally funded projects and regionally significant projects that are submitted by tribes, cities, counties, the state, and transit providers. MTIPs are approved by the MPO and the Secretary of Transportation as delegated by the Governor and are included in the STIP without change per federal rule (23 CFR 450.216). MPOs may, but are not required to, submit monthly updates to their MTIP for inclusion in the STIP. These are known as TIP amendments.

A Regional Transportation Planning Organization (RTPO) is a state funded, voluntary association of local governments within a county or contiguous counties that includes membership from cities,

counties, WSDOT, tribes, ports, transportation service providers, private employers and others within their organizational boundary. RTPOs were authorized by Washington State's 1990 Growth Management Act to ensure local and regional coordination of transportation planning and to develop a regional transportation plan (RTP) and a six-year transportation improvement program (RTIP) as applicable. RTPOs can cover both urban and rural areas. Based upon agreed procedures, county lead agencies, rural cities, tribes, transit providers and the state can submit federally funded and regionally significant projects directly to WSDOT for inclusion in the STIP or to the RTPOs. Before a project is included in a RTIP, projects are presented publicly and the community is provided opportunity to participate as per the RTPO's public participation process. WSDOT ensures the RTP and the RTIP are consistent with state law. If they are consistent, WSDOT includes the first four years of the RTIP in the STIP without change. RTPOs may, but are not required to, submit monthly updates to their RTIP projects for inclusion in the STIP.

WSDOT encourages community engagement throughout the entire STIP process. STIP process information can be found on the STIP website at www.wsdot.wa.gov/LocalPrograms/ProgramMgmt/STIP.htm:

- Public Involvement - STIP Document (page 10)
- Annual STIP Development - STIP website (scroll to the bottom), and
- STIP Amendment - STIP Document (page 11).

What is my role at this stage?

Engagement at this stage consists of providing information to support technical review, providing input to draft plans, and staying informed. Opportunities may include participation in local groups, stakeholder, or community meetings, or attending an open house. Visiting the WSDOT web site or social media is a good way to stay informed and to provide feedback. WSDOT region communicators can help you get involved. Contact information for the communicators is available at: www.wsdot.wa.gov/Communications/default.htm.

Develop Funded Solutions

What actions occur and what decisions are made at this stage in the process?

At this point in the service delivery process, a need has already been established, alternative strategies have been considered, a solution has been identified, and resources have been assigned. Engagement at this point often includes learning about what to expect when a project goes to construction or influencing decisions about design elements of the solution.

What tools/activities are typically used?

- Focus groups
- Web pages
- Social media
- Open houses
- City council meetings
- Stakeholder group meetings
- Presentations to local communities (Rotary, etc)
- Folios
- Email
- Press releases
- Newsletters
- Mailings
- Travel displays
- Charrettes/workshops

What is my role at this stage?

In this phase, WSDOT engages with stakeholders and the public to provide information about what to expect when a project goes to construction and to get input on proposed design. A key to success at this stage is clarity about what phase of the service delivery process we are in. At this point, we have already looked at the alternatives, refined a solution, and assigned resources.

Engagement at this phase is often conducted through WSDOT Regions (www.wsdot.wa.gov/Regions/). You can also contact WSDOT's Development Division (www.wsdot.wa.gov/Design/Contacts.htm).

Implement Solutions

What actions occur and what decisions are made at this stage in the process?

When a solution is at this phase, engagement should have occurred that shaped transportation policy, identified needs, assessed alternative strategies, refined the solution, assigned resources, and developed a funded solution. Engagement at prior stages should have set this stage up for success.

As the solution has already been through all of the development steps, this stage is primarily about implementation of the strategy that emerged from the prior process and engagement. Most engagement at this stage consists of sharing information about impacts from implementing the solution.

What tools/activities are typically used?

- Print, radio and television stories
- Web pages
- Social media
- Mailings
- Flyers
- Door to door interactions/one-on-one conversations
- Folios
- Newspaper inserts
- Kiosks
- Fairs
- Open houses
- Local and community meetings
- RTPO/MPO meetings
- Piggybacking on other community meetings
- Workshops

What is my role at this stage?

Ideally, engagement at this stage consists of recieving information in advance of and as work progresses. To achieve a successful construction outcome, interaction is expected and necessary. On complex and multi-season projects, consulting and collaborating are necessary to satisfy or mitigate unanticipated community needs and demands.

Project specific information can often be found on the WSDOT website (www.wsdot.wa.gov/projects/) or through the WSDOT Regions (www.wsdot.wa.gov/Regions/).

Community Engagement Plan

Chapter 3 - Engagement Strategies

This chapter provides:

- An overview of WSDOT's Practical Solutions approach and how community engagement is incorporated at each step
- Strategies for community engagement including culturally sensitive involvement and a description of strategies for tailoring culturally sensitive and inclusive outreach methods
- Information about Tribal relations and expectations
- Information about Limited English Proficiency
- Multiple Reference Resources, and
- Some helpful tools to use in effectively engaging EJ communities.

This chapter is not intended to:

- Include every strategy for every situation
- Require that all strategies included be used for every engagement effort, and
- Limit engagement to only the methods provided in the guide.

"When we conduct meaningful community engagement on the front end, we can avoid costs associated with project scope, schedule and budget changes on the back end."
Secretary of Transportation Roger Millar

Community Engagement and Practical Solutions

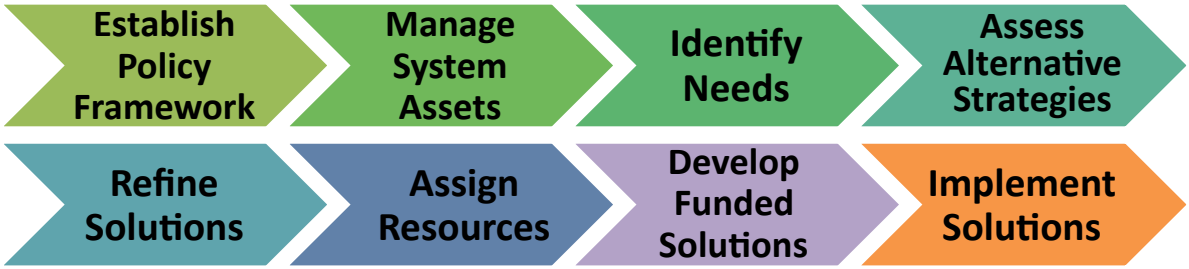
With completion of the interstate system, WSDOT is building fewer roads and focusing more on meeting the needs of all users of the transportation system most effectively and efficiently. The transportation system is aging; infrastructure is outliving its design life expectancy, and there are more issues than money to fix it all.

To address this situation, WSDOT is using a Practical Solutions approach to decision-making that is defined by:

- Data driven asset management
- Performance based solutions
- A focus on need and least-cost solution
- Results geared to benefit the transportation system
- An emphasis on inclusive, meaningful community engagement
- Interdisciplinary and collaborative decision-making, and
- Designing based on land use and transportation context.

The diagram below is an illustration of the transportation lifecycle, that shows how WSDOT implements a collaborative process to develop Practical Solutions for transportation issues. On the following pages, detail is provided about engagement opportunities and types of input sought during the process.

Practical Solutions Performance-based Business Process Map



Community Engagement Plan - 2016 Update
WSDOT's Community Engagement approach based on Practical Solutions

Below is a matrix describing WSDOT's Community Engagement during each planning and project development phase. The purpose of this table is to show how WSDOT's community engagement objectives align within Practical Solutions, which is how we approach this process.

Practical Solutions Performance Framework and Community Engagement Objectives								
Functional Framework	**Establish Policy Framework**	**Manage System Assets**	**Identify Needs**	**Assess Alternative Strategies**	**Refine Solutions**	**Assign Resources**	**Develop Funded Solutions**	**Implement Solutions**
Functional Description	*Develop policy objectives and framework to guide decisions for the state system*	*Manage day to day operation and maintenance of the multimodal transportation system to meet performance objectives.*	*Evaluate performance of the integrated multimodal transportation system, identify additional transportation needs on and off the state system, and work with stakeholders to prioritize needs.*	*Consider and evaluate operations, demand management, capital, and other strategies to address the identified needs. Define what the strategy will accomplish, responsible partners, and conceptual strategies.*	*Analyze technical context and develop specific, implementable solutions and cost estimates to address identified and prioritized needs.*	*Review ranked solutions and prepare a proposed funding plan that addresses prioritized performance needs and enhances the combined effect of funded solutions.*	*Design the funded solutions to meet the performance expectations and can be delivered at the lowest cost.*	*Manage the delivery of the designed solutions and evaluate the completed project or program activity against stated expectations.*
What is my role at this stage?	*Provide input to help shape the vision and policy framework and strategic direction for the transportation system.*	*Stay informed and provide feedback on the quality of service.*	*Provide input on the transportation needs and related goals. Offer suggestions and voice concerns. Stay informed.*	*Offer suggestions and voice concerns. Provide input on the conceptual strategies. Stay informed.*	*Provide information to support technical review. Stay informed.*	*Provide input and feedback on the draft plan. Stay informed.*	*Provide feedback on the proposed design. Stay informed.*	*Stay informed and provide feedback.*
How is WSDOT engaging me?	*WTP Modal Plans Other*	*Website ITS travel alerts*	*MPO/RTPO Website*	*Corridor-specific outreach Mode-specific outreach*	*Website STIP*	*Website STIP*	*Website Community Meetings Environmental Review (NEPA/SEPA)*	*Social media ITS Detour notices*
System Impact for Engagement	*Statewide*	*Statewide*	*Corridor / Local*	*Corridor / Project*	*Project / Activity*	*Statewide*	*Project*	*Project*

Note: This table provides examples of WSDOT's community engagement. It is not intended to include every strategy for every situation; require that all strategies included be used for every engagement effort; or limit community engagement to only the methods provided in the table.

Strategies for Engagement and Decision-Making with Communities

Specific strategies for engaging communities in a meaningful way are identified early in the process. This engagement:

- Facilitates information sharing between partners, agencies, and stakeholders
- Assures that WSDOT information is relevant, timely, and credible, and
- Builds trust.

Transportation efforts can vary greatly in the length of time required for planning, design and construction and in the level of consultation appropriate.

WSDOT takes steps to assure that no person shall be excluded from participation in, be denied the benefits of, or be otherwise subject to discrimination under any program or activity on the grounds of race, color, national origin, or income.

In general, WSDOT strategies for meaningful engagement have included, but are not limited to:

- Providing opportunities for communities, partners, and external stakeholders to help shape the future of the state's transportation vision, strategy, and infrastructure by involving them early, consistently, and continuously
- Developing ongoing partnerships with stakeholders, local agencies, communities, organizations, tribes, and businesses to provide an integrated, comprehensive, multimodal approach to transportation decision-making
- Providing timely information, at appropriate decision points, that is easy to understand and accessible by affected communities
- Integrating community needs, values, and input into the decision-making process
- Working with the traditionally underserved to consider their transportation desires and needs
- Consistently working to build trust with external stakeholders
- Ensuring full and open access to revisions of the community engagement process
- Explaining actions in plain talk that can be understood by the widest possible audience
- Developing engagement plans for major projects and plans that describe engagement and consultation opportunities relative to project milestones
- Sharing appropriate information with appropriate partners at the appropriate time
- Defining what actions the department is proposing, what expected costs will be, and sharing what the expected outcome of the action will be
- Identifying pre-existing meetings of interested groups and sharing appropriate information
- Ensuring that public meetings are held at convenient and accessible locations and times
- Using visualization techniques, and
- Providing for periodic review of the effectiveness of community engagement strategies.

Basic Community Outreach Strategies

The following are examples of typical methods WSDOT uses. This list should not be construed as the approved list of communication methodologies. Each community is unique and not all of these strategies will work in every community.

Public meetings/workshops

WSDOT requests that discussions are included on meeting agendas of community-based organizations, agencies and stakeholder groups such as the Washington State Transportation Commission, MPOs, RTPOs, community cultural events, business associations, and other agencies and organizations with a transportation focus.

Additional meetings will be established as needed to discuss specific efforts such as the Long-Range Statewide Transportation Plan or the STIP. These meetings are held at low-or-no cost, accessible facilities and scheduled at reasonable times to facilitate public participation.

Visualization techniques

To the extent practicable, WSDOT employs visualization techniques, which may include:

- Maps
- Charts
- Graphs
- Web content
- Slide shows
- Artist's renderings
- Animation, and
- Videos.

WSDOT's Visual Resource Group (VERG) are available to provide help with visualizations, video, photography, and UAV (drone) footage.

Polls/surveys

When appropriate, polls including telephone polls, electronic surveys through the internet or email, or hard-copy printed surveys distributed at meetings or by mail are used for outreach activities. Web based surveys may be employed, including those through the Washington Transportation Commission's "Voice of Washington State" survey and those created using the SurveyMonkey tool. These surveys allow community members to provide input at a time and location of their choosing. Surveys may be sent to established email lists such as those for local agencies; RTPOs; MPOs; WITPAC; TTPO; tribal planners, engineers, or project managers; and state agencies.

In addition to using these existing lists, there is a Statewide Planning Email/Text update list on WSDOT's homepage at: www.wsdot.wa.gov/. Those who do not have internet access can call or write the Multimodal Planning Division at P.O. Box 47370, Olympia, WA 98504.

Public involvement materials

To minimize expense, WSDOT will limit the use of printed materials. Where necessary, printed materials should be presented in reader-friendly format and should use visualization techniques as much as possible. WSDOT tries to provide timely information about transportation issues and

decision-making processes simply, efficiently, concisely and correctly. Examples of materials used for public involvement include:

- Fliers
- Brochures
- Visualizations
- Maps
- Drawings
- Photographs
- Presentations
- Fact sheets
- Charts and Graphs
- Newsletters, and
- Websites.

Publications

Documents are published on the WSDOT website and emails are sent to distribution lists when materials are published. Hard copies are made available upon request for those lacking internet access.

Targeted mailings, fliers, and email

Letters and/or postcards announcing input opportunities may be sent to targeted audiences encouraging them to comment. Fliers may be developed and delivered to community organizations announcing updates.

Working with local media

During the community engagement process, meetings may be held at various locations throughout the state. Local media will be notified when locations have been chosen. Local non-English speaking media will be notified if available. Some ways that WSDOT may notify local media:

- News release(s)
- Purchased advertising
- Written commentary pieces
- Display advertising
- Public service announcements
- Agency spokesperson on public access or cable television programming
- Neighborhood or regional publications/newsletters, and
- Non-English publications in areas with LEP populations.

Electronic access to information

To the extent practicable, WSDOT provides materials electronically to the widest possible audience. To achieve this, materials are typically posted on the WSDOT website and sent out by email. Materials

WSDOT takes steps to ensure that all voices are heard, including those traditionally underserved by the transportation decision-making process. The National Cooperative Highway Research Program (NCHRP) report 710, Practical Approaches for Involving Traditionally Underserved Populations in Transportation Decisionmaking serves as a guide. The report is available online at: onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_710.pdf.

may also be sent or posted to social media sites. WSDOT has an FTP site that can be used to transfer large files.

Public notifications

Public notification may be through:

- Notices on the web
- Email
- Newsletters
- Announcements at public meetings
- Advertisements
- Local media
- Libraries
- Local groups
- Services for underserved populations
- Fliers
- Exhibits; and
- Twitter, Facebook, and the WSDOT Blog.

How will WSDOT consider and respond to public comment?

Public comment is an integral part of WSDOT's decision-making process. WSDOT reviews, documents and considers comments. Each comment received should be acknowledged. This encourages continued involvement and confirms that each comment has been considered. Acknowledgement helps facilitate future communication and builds trust and credibility within the community. Detailed outreach plans for individual efforts should include a description of how comments are considered and what the process for responding will be.

Collecting and Using Demographic Data

Identifying the size and location of low-income and minority population groups is an important first step toward assessing whether or not transportation system investments disproportionately burden or fail to meet the needs of any segment of the population.

When developing an outreach plan, a demographic analysis should be conducted paying special attention to protected populations including minority, low-income, and non-English speaking. Once determined, demographic information should be used to shape WSDOT's outreach strategy including how the agency will engage with protected populations.

An effective tool for performing demographic analyses is the U.S. Environmental Protection Agency's EJScreen website, formerly called EJView. It uses data from the U.S. Census Bureau and the American Community Survey to calculate demographic data through a geospatial map interface. Reports generated using this website are usually sufficient, though additional data may be needed for Environmental Assessment and Environmental Impact Statement level projects.

Instructions about using EJScreen including a link to the site are available on WSDOT's environmental justice web page at: www.wsdot.wa.gov/Environment/EJ/

FHWA requires verification of demographic data because the U.S. Census data is only collected every ten years. The preferred secondary data source is school demographic data from the Office of

Superintendent of Public Instruction (OSPI) website. Instructions for using the OSPI website to verify demographic data is available at the following URL: www.wsdot.wa.gov/NR/rdonlyres/9E3B6A76-ACC9-40F2-9CBC-643C74C1C440/0/EJ_SchoolDemographics.pdf.
The WSDOT EJ web page at: www.wsdot.wa.gov/Environment/EJ/ has links to additional information and resources.

Title VI of the Civil Rights Act of 1964

WSDOT's Title VI Program's primary goal is to ensure all management, staff, contractors, local agencies, and service beneficiaries are aware of the provisions of Title VI and the responsibilities associated with Title VI of the Civil Rights Act of 1964. Additonal information about WSDOT's committment to Title VI can be found on the Office of Equal Opportunity's website at: www.wsdot.wa.gov/EqualOpportunity/default.htm.

Document Language

Proper Title VI Language for Publications, Communications, and Public Involvement can be found in our language guide: www.wsdot.wa.gov/sites/default/files/2016/08/09/TitleVI_and_ADA_Language.pdf

Limited English Proficiency (LEP)

WSDOT provides language assistance to people with limited English proficiency consistent with Title VI of the Civil Rights Act and Presidential Executive Order (EO) 13166 "Improving Access for Services for Persons with Limited English Proficiency."

Who is an LEP individual?

A limited English proficient individual, as defined by the U.S. Department of Justice and the U.S. Department of Transportation (Federal Highway Administration and Federal Transit Administration), is an individual who does not speak English as their primary language and has a limited ability to read, write, speak, or understand English.

What is WSDOT's process for engaging LEP individuals?

It is WSDOT's policy to ensure that programs, activities, and services normally provided in English are accessible to LEP individuals and thus do not discriminate on the basis of national origin. These processes include, but are not limited to, providing resources such as bilingual staff, interpreters, and translated materials to ensure that information and services are made available in languages readily understood by WSDOT customers and those affected by its activities and services. For specific guidance on WSDOT LEP policy check WSDOT's LEP plan at: www.wsdot.wa.gov/sites/default/files/2007/09/11/LEPPlan.pdf.

Translation services

If the demographic data indicates that 5 percent of the population or more than 1,000 persons within 1/2 mile of your project "speak English less than well," you will need to provide equal access to project information in their language. This may be accomplished by posting a notice on your web page in the appropriate language(s) and printing and distributing translated project brochures, meeting

invitations, and newsletters in the appropriate languages(s). You do not need to translate all of the documents for your project if you have provided a way for people to request that information.

Resources:

- WSDOT LEP web page: www.wsdot.wa.gov/equalopportunity/limited-english-proficiency
- WSDOT LEP Plan: www.wsdot.wa.gov/NR/rdonlyres/520580DF-C463-4870-8E03-D7E4536132FB/0/LEPPlan.pdf and
- English to Spanish Transportation Terms: www.wsdot.wa.gov/NR/rdonlyres/B8B5F5EE-186F-4220-BAA7-59ECD69B1AC0/0/EnglishSpanishTranslation.pdf.

Planning For Culturally Sensitive Public Involvement: It Helps To Be Proactive!

Community Engagement, in general, needs to be both proactive and sensitive to the communities the project team is interacting with. Outreach is sensitive when it is done in a way that is responsive to the needs of the people or group. Examples of culturally sensitive outreach include:

- Meeting times, places, or formats chosen by the community and
- Materials in formats preferred by the community (web or print, braille, different language, etc.)

Early engagement assures that any information, comments, or concerns about the plan or project can be addressed in a timely manner and mitigated to avoid unnecessary delays or, in extreme cases, litigation.

More importantly, proactive and sensitive community outreach conveys a respect for the community that will be directly affected by the proposed project. Early consultation, and integrity with local issues and concerns, indicate that the community's voice and participation is valued and an important part of the overall project process. Essentially, it comes down to building respect and trust.

Extra effort may be needed to elicit involvement from people unaccustomed to participating in the public involvement process. They often have different needs and perspectives than those who traditionally participate in transportation decision-making, and they may have important, unspoken issues that should be heard. They not only may have greater difficulty getting to jobs, schools, recreation, and shopping than the population at large, but also they may be unaware of transportation proposals that could dramatically change their lives.

Early research and outreach will help to determine the likelihood that there will be an impact on EJ populations.

WSDOT embraces our tribal government-to-government relationships and engages with tribes consistent with our Centennial Accord Plan, Tribal Consultation Protocol, and Communication and Consultation Protocols.

How do I tailor community engagement to an underserved population?

Many people in low-income communities, as well as those with low literacy and/or limited English proficiency, have traditionally been underserved by conventional outreach methods. People that an agency wishes to reach may not read notices in an English language newspaper. People may not feel safe or welcome at a meeting held in government offices. People may be unable to attend public events if they do not own a car, if they cannot afford childcare, or if they work late shifts or more than one job.

What is low literacy? What is limited English proficiency? National surveys have determined that about 14 percent of Americans can't read. Twenty one percent of Americans read and comprehend English below a fifth-grade level. The 2000 Census found that about 18 percent of Americans speak a language other than English at home. Limited English proficiency individuals have low English literacy and may or may not be literate in their primary language. In many cases, there is a direct correlation between low literacy, limited English proficiency, low educational attainment, and low income.

Failing to account for variety in cultural expectations, language, literacy, or income and affordability can create barriers to full participation. In order to have participation that can ultimately inform decisionmaking, agencies must identify the area demographic(s) and develop an effective approach for outreach and communication.

What guidelines apply to underserved groups?

Transportation plans should avoid a disproportionately high and adverse impact of transportation policies or investments on traditionally underserved communities. The USDOT's Statewide and Nonmetropolitan Transportation Planning; Metropolitan Transportation Planning; Final Rule, effective May 27, 2016, requires "a process for seeking out and considering the needs of those traditionally underserved by existing transportation systems, such as low-income and minority households, who may face challenges accessing employment and other services."

Executive Orders also direct federal agencies to conduct their programs, policies, and activities to ensure that they do not exclude persons from participation in or benefits of the programs. Since WSDOT receives federal money, it is also subject to these executive orders. Presidential Executive Order 12898, the EJ Order of 1994, requires Federal agencies to identify programs, policies, and regulations with a disproportionately high and adverse effect on minority and low-income populations. Presidential Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, requires Federal agencies to create a system by which limited English proficiency individuals can meaningfully access agency services.

What is tailored outreach?

Tailored outreach simply means selecting and adjusting community engagement techniques in order to effectively connect with the people affected by a project, whoever and wherever they are. Tailored outreach recognizes that "traditional" techniques are not always the most effective. Creating effective outreach requires knowing the constituency and taking steps to ensure that the public involvement process is accessible to everyone in the community. WSDOT must also be sensitive to the limitations experienced by some individuals due to any number of reasons.

WSDOT needs input from the traditionally underserved to assure equity in the distribution of services and impacts. Typical meeting announcements in newspapers and on the radio, for example, may not reach underserved populations. Agencies need to understand how these populations get information.

This could be via bulletins from religious centers, on grocery store or laundromat bulletin boards, or at community meeting places.

Tailored outreach has several objectives in addition to the basic goals of public involvement:

- Convey issues in ways that are meaningful to all constituents
- Bridge cultural and economic differences that affect participation
- Use communication techniques that enable a wide variety of people to interact
- Develop partnerships on a one-to-one or small group basis to assure representation of all demographics, and
- Increase participation by underrepresented groups so they have an impact on decisions.

When is tailored outreach used most effectively?

Outreach should always be tailored to ensure a connection with the constituency. A key activity for WSDOT staff is to learn about the affected constituency(s) and identify the most effective means of outreach and communication in the earliest public involvement planning stages. The Denver Transit Agency sends out meeting notices to schools for children to take to their parents. It also provides bilingual, educational coloring books as an incentive to attract children who, in turn, involve their parents.

Tailoring outreach efforts to the underserved starts early and extends throughout the process, including fine-tuning other public involvement efforts to most effectively reach the project's constituency, and can also be integrated with other public involvement efforts. Informing communities of events and providing status reports helps to establish a good working relationship. This approach is also very effective in diffusing potentially controversial issues by addressing concerns early.

The advantages of tailoring outreach early in both project development and long-range planning include:

- Allowing more people to understand a process, plan, or project
- Broadening the range of approaches and project alternatives
- Enhancing opportunities for creative solutions for transportation needs
- Reducing the potential need to re-do an environmental analysis
- Establishing good relationships with traditionally underserved groups
- Getting people to help in the planning process
- Breaking down historical barriers, and
- Improving opportunities for obtaining consensus.

Why is it important to tailor outreach to underserved groups?

Outreach to traditionally underserved groups helps assure that all constituents have opportunities to affect the decision-making process. It sets the tone for subsequent project activities, promoting a spirit of inclusion. The greater the consensus among all community members, the more likely the position will aid in decision-making for that plan or project. Tailored outreach efforts are particularly useful

because they:

- Provide fresh perspectives
- Give first-hand information about community specific issues and concerns of which WSDOT may not have been aware
- Flag potential controversies
- Provide feedback on how to get these communities involved, and
- Provide solutions that best meet the communities' needs.

Understanding the full range of a community's needs enables WSDOT to be more responsive and agree or disagree with proposed plans or projects. The perspective of traditionally underserved people can inform the goals and outcomes of planning and project development. Such individuals can suggest fresh approaches to transportation issues that otherwise would not be raised. However, input from underserved people is not "separate" from other input or given more weight; rather, to be most useful, it is integrated with and balanced by the needs and concerns of all interests.

Considerations when Tailoring Outreach to the Traditionally Underserved

Traditional public involvement techniques, such as formal meetings, may not be effective in engaging underserved populations. A variety of public involvement techniques may be needed when working with underserved populations. In order to have active participation, it is valuable to hold meetings and conduct outreach in the community itself. Practitioners can identify activity centers as meeting locations and venues for informal outreach. When disseminating information to the public, agencies must recognize the need to communicate with those who have limited English proficiency by instead communicating in their native language. Announcements in minority or ethnic news media can also heighten interest in a process.

Effective outreach approaches should be identified to overcome potential barriers. Outreach efforts should not rely exclusively on traditional communication such as written media (newspapers, email, and websites).

Presentations may need to rely on verbal communication and visual explanations and avoid the need for participants to read or write. One starting point in effective interaction is asking people how they want to be referred to (e.g., Hispanic or Latino; American Indian or Native American).

Effective outreach approaches must be matched to the characteristics of the community being contacted. WSDOT staff must initially determine the most effective communication techniques for reaching the community affected by the project. A variety of techniques may need to be employed to reach more than one underserved group.

WSDOT staff may first need to learn about the constituency, both in general and, more specifically, the individuals in the local community (e.g., how many are recent immigrants). In addition, agencies should discover whether the group is literate in its own language or in English or neither. Agencies should also talk with community leaders to find out the best techniques for working with a particular group: which approaches to use, where to hold events, how to recruit people, what to avoid doing. Once contacted, the community can suggest alternative times, places, and methods.

Identify which underserved groups require special attention for a transportation plan or project because of its impact on them.

Strategies for Tailoring Outreach to the Traditionally Underserved

- **Understand the community.** Carefully research the communities potentially affected by a plan or project to identify a diverse group of community leaders. This can be done by contacting local governments to determine the leaders in the community, through word of mouth, conducting interviews, and by being alert to advertisements/fliers for community activities. It is also important to maintain up-to-date contact lists for community-based organizations and key individuals in the community who can be tapped for discussions. Human service coalitions, such as the United Way, colleges and universities, and national organizations, often maintain similar contact lists.
- **Access information from community members.**
    - Community organizations and their leaders are invaluable in building communication between agencies and underrepresented groups. Canvassing key community leaders individually may help determine the best ways to conduct outreach within their communities. These community leaders play an important role; they often represent their communities in the process, especially when those working long hours cannot attend grass root events.
    - Community groups provide access to individuals and can serve as forums for participation. Agencies sometimes focus initial attention on active community groups to prepare for later approaches to the general public. Community groups, like Civic Advisory Committees, can provide an underserved community with a meaningful way to participate, as well as a sense of empowerment.
    - Religious organizations are often an effective way to reach a particular local community. Most religious organizations have civic as well as religious activities and interests along with a strong geographic base. Religious organizations have broad constituencies and often have a strong ethnic or cultural focus. They are particularly good avenues for reaching people who are not active in the community in other ways.
- **Concept mapping** is a technique that involves mapping the ideas of residents and using those results in strategic plans. It includes a brainstorming activity and is very inclusive in the sense that no idea or input is excluded or "edited" in the final result. Underserved people can be invited to participate in civic advisory committees, task forces, and other policy bodies. Such inclusion empowers these communities and provides access to the whole participatory effort.
- **Citizen Advisory Committee (CAC).** One of the best ways to engage with EJ and limited-English proficient populations is to establish a CAC composed of local residents. If possible, it is a good idea to recruit individuals who are trusted and well-known in the community and who represent a wide range of stakeholder viewpoints that may be affected by a project. CAC members can serve as a good liaison between the project team and the community. They can also advise the project team on messaging and outreach tactics. While they can be effective, advisory groups require a substantial amount of initial planning to determine the role of the CAC and the frequency and content of meetings. Serving on a CAC also involves a substantial commitment for stakeholders.

- **Partnering with community-based and social service agencies.** Some ethnic groups and communities may have existing social networks or non-traditional methods of effectively communicating within their groups. The traditional methods of community outreach, including public meeting notices and public hearings, can be an unfamiliar concept and seem unnatural for some ethnic groups. In many communities there are existing social networks that can assist in identifying the most effective means of engaging their communities. Consult with key community leaders in the project area who can assist in identifying existing community social networks such as churches, social groups, tribal representatives, homeowners associations, or school principals, to name a few. Be sure to ask key community leaders for appropriate places to convene public meetings. Community-based and social service agencies may be willing to support the public involvement process if they feel that it will help their constituents or clients. They may offer meeting space and staff, or they may have other effective ways of conveying information. If the project team enlists their help, it is important to remember that these organizations are typically overextended and rarely have the capacity and resources to take on new responsibilities. The project manager or communications lead may, for example, need to consider dropping by during lunch time at a local senior center or other gathering place on a more regular basis, to become a familiar face within a community before conducting outreach specific to a project.
- **Sensitively-designed workshops and meetings.** Some residents may be uncomfortable participating in large public meetings or speaking up in group settings. Therefore, it is important to design meetings and workshops that are sensitive to those differences and offer a variety of methods of interaction. If possible, providing food may be a good idea, especially when the food comes from a local business or restaurant. To reach out to families, setting up a table with coloring or other child-friendly activities is an effective way to draw more people to a meeting. If the target audience is likely to have irregular work schedules or other scheduling challenges, it helps to hold multiple meetings at various times or host an all-day open house. That way, people who work night shifts can attend during the day. Always select meeting venues that are served by transit and ADA accessible. Consider language interpretation needs when designing a workshop. When working in a community where multiple languages are spoken, it may be more manageable and comfortable for participants and staff alike if sessions are specific to one language, rather than conducting simultaneous interpretation as part of a large meeting where multiple languages are spoken. It is also necessary to provide reasonable accommodation for people with disabilities, including visual, hearing, or mobility impairments.
- **Identify popular communication methods.** Various language groups may have a variety of preferred methods of communications. For example, Vietnamese speakers may prefer Vietnamese-language newspapers, whereas Spanish-speakers may get most of their information from Spanish-language radio and television. Once a demographic analysis has been completed, target audiences should be evaluated to determine which communications methods are most favored and appropriate. Community organizations and churches can be a good source of information to aid in understanding the preferred methods of communication in the project area.
- **Community assessment.** Conventional planning processes might not always capture detailed information about specific community challenges or priorities. A community assessment

can empower residents to fill those gaps. In a community assessment, community members gather, analyze, and report information to produce a more complete picture of current conditions, needs, and available resources. An assessment typically focuses on a priority issue in a specific area, such as housing or transportation options in a neighborhood. Examples include walkability audits, which evaluate the safety and convenience of the walking environment, and community food assessments, which analyze the availability of healthy food options. Community assessments provide credible data that community organizations and government staff can use to document needs, secure grants, and inform future neighborhood investments. They can also lead to helpful new relationships among residents, organizations, and government partners.

- **Hold community planning and visioning workshops.** Defining a shared vision and goals for a site, neighborhood, city, town, or region is the first step in the planning process and the foundation for subsequent land use policy and regulatory changes and investments in the community. Community planning and visioning workshops can be sponsored by public agencies, non- governmental organizations, and private developers. These workshops are usually managed by facilitators who lead participants through structured discussions and design exercises, and they often produce visual representations of the community's desired future, such as maps and drawings. After the workshop, the results, along with recommendations on how to achieve the vision, are shared with the broader public and decision-makers and integrated into planning processes. Workshops can be completed in one day or include multiple meetings scheduled over several months. Multi-day collaborative planning events where stakeholders create a plan and implementation strategy are known as charrettes. The costs of a workshop or charrette vary depending on their complexity, technical needs, and duration.
- **Community meeting times.** WSDOT needs to consider the times at which members of a community are available to participate in the transportation decision-making process. Agencies should discover whether work schedules interfere with evening and weekday meeting times. Many low-income people do not have private transportation and are limited to times and locations accessible by public transit. In addition, issues of child and elder care can impact an individual's schedule. In winter months, many elderly people can be reluctant to drive when it is dark outside. It is important, therefore, to consider expanding hours of operation for public meetings and other functions that might be typically held in the evening. For some informational meetings, expanding hours of operation might consist simply of staffing a desk with informational materials, perhaps even showing a short informational video or slide presentation on the project. In addition, individuals can be offered an opportunity to put their names on a mailing list for additional information or to be included in the formal review process for a particular project. A more formal public meeting can be held in addition to these open hours; however, it should be emphasized that all input taken during the open hours will be considered.
- **Traditional methods for communication.** WSDOT also needs to recognize communication and decision-making expectations of whatever community they are communicating with. WSDOT staff members can learn about traditions and behavioral patterns by careful observation or by tactfully and privately asking group members what is going on. In some cultures, for example, it is considered improper to disagree with authority. In other cultures, discussion with the

entire community precedes decisions by its leaders, and elders may have a particular role in decision-making. In some groups, speaking up is interpreted as "making trouble." Group members familiar with mainstream culture are particularly good sources of such information. WSDOT need to make special efforts to communicate with people who use languages other than English. Translation of material and bilingual speakers are often necessary to reach the non-English speaking population.

Resources for Accessible Meeting Planning

- FHWA and FTA, Public Involvement Techniques, People With Disabilities (Chapter 1.A.b): www.planning.dot.gov/ PublicInvolvement/ pi_documents/ 1a-b.asp and
- U.S. Department of Justice, Accessible Information Exchange: Meeting on a Level Playing Field: www.ada.gov/business/ accessiblemtg.htm.

Who leads tailored outreach efforts?

Existing staff may lead outreach activities, provided they have the appropriate skills or training. To be successful, staff needs to have an open-mind, process skills, and sensitivity to cultural differences. They also must be committed to encouraging diverse group participation, not only because it takes persistence and creative thinking to foster inclusion of people who have historically been excluded, but also because lack of such commitment is easily perceived and undermines trust and credibility. To enhance the effectiveness of interaction, staff should come from a variety of backgrounds.

Special outreach coordinators such as WSDOT communicators can provide particularly strong leadership and demonstrate the agency's sincere commitment to responding to concerns of traditionally underserved communities. A number of agencies hire staff specifically charged with outreach to the traditionally underserved. By communicating with an intermediary, WSDOT staff better understand the community's culture, dress code, language, and beliefs, as well as their specific transportation needs and concerns.

Consultants with special expertise or skills can also enhance the process.

What are the challenges of tailoring outreach to the constituency?

Staff time and resources may be significant. Administering an outreach program involves monitoring inquiries and responses as well as documenting and answering numerous requests for meetings or briefings. In addition, tailored outreach to specific groups may require substantial staff time and energy. For example, some people lack a tradition of participation in government and require extra staff effort to encourage their participation.

It takes time, effort, and sensitivity to develop relationships. Agencies should be aware that communities are usually complex entities; every individual in a community has their own way of viewing and responding to an issue. There may be a history of changing influence of one or more subgroups within a community. For example, a community leader identified by WSDOT may not actually represent the full range of views held by the constituency.

Native American Government to Government Consultation

WSDOT maintains government-to-government relations with 35 federally recognized tribes. Twenty

nine tribes are located within Washington and an additional six tribes are located outside of the state, but who have interests, traditional territory or treaty rights within the state.

WSDOT is committed to consulting with tribes on issues that affect their interests. Government-to-Government consultation occurs independent of the public involvement process.

WSDOT has a number of policies that guide employees on how and when to consult with tribes. These include our Centennial Accord Plan, Secretary's Executive Order on Tribal Consultation, Consultation and Communication Protocols for Statewide and Policy Issues and Model Consultation Process for the National Environmental Policy Act (NEPA).

Federally recognized Indian tribal governments have a unique relationship with the United States government as a result of treaties, legislation, and Executive Orders. Their status as sovereign nations entitles them to a direct government-to-government relationship with the Federal Government, independent of the states or local jurisdictions where these tribes may reside. In transportation, for example, tribes work directly with the Federal Government to receive allocated funding for roads on their reservations. These allocations are independent of any funding they may also be eligible to receive through the states or Metropolitan Planning Organizations (MPOs).

WSDOT should identify Native Americans' cultural concerns, transportation needs and related plans, projects, and outreach early in the process. Many tribes currently reside at locations distant from their original homelands. Therefore, they may attach religious and cultural significance to sites that are associated with their original home and history well outside of any current reservation boundaries. Agencies should be aware of sites that may hold historical or cultural significance. In addition, agencies are required to identify and consult with tribes who may have concerns about potential effects to these areas even when the tribe no longer resides in the immediate area or even in the same State. Expert guidance (for example, from members of an intertribal council) should be sought in developing relationships with tribes, tribal leadership, and individuals. Since tribes are eligible to apply for and receive Federal funding through the State and MPO, transportation practitioners should consult with both Federal transportation agencies and local tribes to coordinate plans and projects.

While all WSDOT policies are available online at www.wsdot.wa.gov/tribal, the following is an explicit expectation on policies that refer back to EPA Policy on EJ for Working with Federally Recognized Tribes and Indigenous Peoples and was designed to better clarify and integrate EJ principles in a consistent manner.

WSDOT recognizes the strong connection many federally recognized tribes and indigenous peoples have to the environment and their past and present role in the protection and sustainability of the environment and public health.

The following principles are adapted from EPA principles and apply:

1. WSDOT consults with federally recognized tribes and provides meaningful involvement opportunities for indigenous peoples throughout the United States, and others living in Indian country, and considers the potential impact of Agency actions that may affect their human health or environmental interests.
2. WSDOT seeks to be responsive to the EJ concerns of federally recognized tribes, indigenous peoples throughout the United States, and others living in Indian country.
3. WSDOT works to understand definitions of human health and the environment from the perspective of federally recognized tribes, indigenous peoples throughout the United States, and others living in Indian country.

4. WSDOT uses legal authorities, as appropriate, to advance EJ goals in its work throughout the United States, including in Indian country.
5. WSDOT strives to understand cultural and communication differences of federally recognized tribes and indigenous peoples to establish common understandings of, and opportunities to address, EJ issues.
6. WSDOT encourages, as appropriate and to the extent practicable and permitted by law, the integration of Traditional Ecological Knowledge into the Agency's environmental science, policy, and decision-making processes, to understand and address EJ concerns and facilitate program implementation.
7. WSDOT considers confidentiality concerns regarding information on sacred sites, cultural resources, and other traditional knowledge, as permitted by law. WSDOT acknowledges that unique situations and relationships may exist in regard to sacred sites and cultural resources information for federally recognized tribes and indigenous peoples.
8. WSDOT recognizes the right of the tribal governments to self-determination and acknowledges the federal government's trust responsibility to federally recognized tribes, based on the U. S. Constitution, treaties, statutes, executive orders, and court decisions.
9. WSDOT provides advice and recommendations to federally recognized tribes supporting the integration of EJ principles and programs into tribal government programs, policies, and activities, including procedures designed to ensure fair treatment and meaningful involvement of both tribal members and others living in areas affected by the tribal program.
10. WSDOT assists federally recognized tribes in building capacity to establish public participation, community involvement, education, and communication systems to engage with tribal members and others living in areas affected by the tribal program and to conduct their own EJ analysis.
11. WSDOT seeks to maintain relationships with indigenous peoples and communities based mutual understanding and respect.
12. WSDOT strives for open communication and meaningful involvement with indigenous peoples and communities and also encourages an appropriate level of involvement by other state, federal and nonfederal government agencies in matters in which WSDOT is involved.
13. WSDOT strives to identify key points of contact in affected communities to facilitate meaningful involvement and fair treatment on EJ issues, and to better understand the unique aspects and nature of the communities.
14. WSDOT recognizes and supports the use of federal, tribal, and indigenous peoples' conflict management and dispute resolution processes and tribal and indigenous peoples' traditional consensus building and decision-making practices, as appropriate, to address disputes and potential conflicts.
15. WSDOT encourages and seeks to facilitate discussions among and between government entities with an interest in EJ issues affecting federally recognized tribes and indigenous peoples.
16. WSDOT collaborates and cooperates with other state and federal agencies to leverage resources to better communicate, share information, and address the EJ concerns of federally recognized tribes and indigenous peoples.

Community Engagement Plan

Chapter 4 - Assessing Effective Engagement

Measuring Success

Measuring the effectiveness of community outreach is a vital step in the engagement process. A key element is to think about how you will do engagement at the beginning of your plan, project or program. Have an outreach plan, carry out the plan, and then measure the success of your engagement on a case-by-case basis. It can often be helpful to obtain feedback in order to differentiate between how you think you did and how communities think you did. Asking for basic contact information and permission to follow up will allow you to build a contacts list for individuals and groups to contact for feedback. Sample ways to obtain feedback:

- Interviews at events
- Form distributed at public meeting
- Follow-up phone calls with participants after an event, and
- A survey sent out via email.

Some sample performance measures:

- Number of engagement events held, meetings attended, or persons interacted with
- Number of participants at transportation related meetings
- Number/percent of customers satisfied with feedback received after offering comments
- Percent of overall customer satisfaction
- Percent of customers that felt their concerns were addressed
- Percent of customers (public and partners) who feel that they are included in the decision making process
- Percent of positive versus negative comments received
- Number of positive news stories, and
- Percent of customers who feel completed projects, plans, or programs are (or present) the right solution.

A less effective but still useful way to measure the success of your outreach may be to have an “after action” session with your team and document where you were successful and where you think you could improve. Some sample questions to ask include:

- Did we provide enough opportunities for engagement?
- Did we inform people about the opportunities to engage?
- How did we help people understand the issues?

- What convenient opportunities for meaningful engagement did we provide?
- How was the outcome of the project, plan or program affected by the participation?
- How were our relationships with residents, local officials, businesses and other affected?
- What surprises did we encounter, and
- What could we do better next time?

Measuring Success of Culturally Sensitive Outreach

Measuring the success of your "culturally sensitive outreach" doesn't have to be difficult, expensive, or overly time-consuming. Evaluation can be based on qualitative or quantitative measures or both. Ideally, you would use a combination of qualitative and quantitative measures to evaluate your outreach. You may have difficulty determining quantitative information about race, income, or LEP status, but you should try to capture whatever quantitative data you can. This may include:

- Number of self-identified minority and/or low-income people interacted with
- Number of meetings held in minority and/or low-income neighborhoods
- Number of translated documents requested, provided or distributed
- Number of community groups contacted that specialize in services for minorities, low-income persons, or the disabled
- Number of efforts to reach out to media targeting minority, low-income, and disabled persons, and
- Number of responses to a survey.

It can be helpful to set up objectives for culturally sensitive outreach ahead of time. Some sample objectives could be:

- Increase the number of phone calls, emails, and web hits related to your project
- Publish 5 stories in media targeting protected populations
- Translate materials into languages appropriate for your targeted populations, and
- Make sure that minorities, low-income persons, and the disabled are aware about meetings and that they know accommodations will be available.

Collecting qualitative data isn't always as clear-cut as quantitative, but there are some steps you can take.

- Contact community organizations directly and ask them if they felt included in the process

- Do a survey to see if people felt their voices were heard
- You may see support increase for your plan, project, or process
- You may see a reduced number of complaints or inquiries
- You may avoid an expected legal challenge or Title VI complaint
- You may receive a favorable review or avoid an expected negative review, and
- You may see the tone of media coverage change.

The bottom line for measuring success is that if you evaluate your outreach and document the results, you can continue to get better at it. You will see what works and what doesn't. You also set yourself up for positive reviews and continued acceptance and trust in your communities.

NEXT STEPS

This Community Engagement Plan lays the groundwork for WSDOT to strengthen partnerships to increase credibility, drive priorities and inform decision making. It is consistent with the agency's emphasis areas of Inclusion, Workforce Development, and Practical Solutions. It applies to WSDOT Community Engagement activities "stem-to-stern" from the earliest stages of planning through project and service delivery continuing into maintenance and operations. Strategies contained in this guide can be implemented immediately to increase consent on decisions, improve understanding, and improve public access to information and decision making.

This policy document should be used to guide specific plans and detailed guidance. A sample of other WSDOT engagement plans and guidance is provided in Appendix B.

As implementation continues, the effectiveness of this plan and the strategies it contains will be evaluated and updated. A focused update is scheduled for 2017. We will continue to engage with partners and communities to assess effectiveness of WSDOT's engagement policy and will respond to and act on comments and feedback we receive. Individual Community Engagement efforts will continue to assess their processes and recommend areas for improvement or update of the Community Engagement Plan.

Significant updates to the Community Engagement Plan will be available for public review and comment for at least 45 days.

RESULTS WSDOT

GOAL 5 COMMUNITY ENGAGEMENT

Strengthen partnerships to increase credibility, drive priorities and inform decision making

GOAL 5 PRIORITY OUTCOMES:

Increase consent on decisions made by WSDOT, communities, stakeholders and the Legislature based on a shared understanding of needs and opportunities.

Improve the understanding of transportation expenditures and investments and respective benefits (outcomes).

Improve public access to information and decision making so that WSDOT is recognized as the most credible source for information.

- **EXTERNAL CONSULTATIONS STRATEGY**: Develop and institutionalize an early and ongoing consultation process with external stakeholders for WSDOT activities, including project selection and modal integration considerations.
- **PLANNING PARTNERS STRATEGY:** Consistently engage with Metropolitan Planning Organizations (MPOs), Regional Transportation Planning Organizations (RTPOs), tribes, other regional planning entities and other stakeholders during their planning processes (project development plans, long range plans, funding plans, etc.) during the next plan update cycle (2014-2016), or when initiated by MPOs, RTPOs, tribes, etc.
- **PROJECT PARTNERSHIPS STRATEGY:** Build community relationships to reduce project costs through local partnerships and taking opportunities to combine projects with different funding sources.

Community Engagement Plan

Appendices

APPENDIX A: BEST PRACTICES FOR INCLUSIVE COMMUNITY ENGAGEMENT

The following section is intended to be a resource for practitioners to share agency community engagement success stories, lessons learned, and techniques to engage successfully. It is in its earliest stages and will be further expanded in subsequent updates. By sharing these best-practices, we are able to learn from one another and further a best-in-class community engagement culture at WSDOT.

Like Results WSDOT, this Community Engagement Plan is a continuous process. There will always be room to expand and improve as we continue engaging with our customers. Future editions of this plan will include additional success stories, lessons learned, and best practices.

The Washington State Department of Transportation is replacing the Alaskan Way Viaduct, a seismically-vulnerable elevated highway that carries State Route 99 (SR99) along the downtown Seattle waterfront. To replace the viaduct, a giant tunneling machine, nicknamed Bertha, is digging an approximately two-mile-long tunnel beneath downtown Seattle. In April 2016, Bertha's route took her beneath the viaduct itself, calling for a temporary closure of the structure.

The viaduct carries 90,000 vehicles and 25,000 bus riders a day, and is one of only two north-south highways through Seattle. WSDOT needed drivers to plan ahead and, if possible, alter the time or mode of their commutes.

WSDOT decided early that social media would be a leading component of the outreach effort. Traffic is a real-time story, and social media would give WSDOT the ability to help drivers find alternate routes, while keeping WSDOT ahead of the inevitable public frustration and speculation.

A two-week highway closure would dominate the news cycle, and generate a tremendous amount of social media chatter. WSDOT sought to center the Twitter conversation around the #99closure hashtag, drive traffic to the program website, inform and engage the public about the closure and its necessity, and demonstrate the agency's responsiveness to questions and emerging issues. To achieve these goals, WSDOT used a handful of techniques both tried and new to keep the media and public fed on a diet of factual and actionable information.

- **Focus the conversation**. WSDOT and its partners used #99closure everywhere – on Twitter, in web and print materials, and in City Council briefings – to keep the conversation from splintering. When news media deviated to other hashtags, WSDOT media relations requested they switch back (and they did).
- **Make it easy to find information.** The project's website URL is long and cumbersome, so WSDOT bought the print-friendly www.99closure.org as a redirect address, creating consistency with the hashtag.

- **Geographic coordination.** WSDOT placed a communicator in the closure's command center 24/7, giving the social media team quick access both to tunneling and traffic information, and to technical review.
- **Anticipate public interest.** WSDOT expected the public's two biggest questions to be, "How do I avoid congestion?" and "How is tunneling coming?" In answer, WSDOT released a five-video series sharing tips for commuters. The communications team also created a map showing Bertha's progress under the viaduct, updating it daily and sharing it widely on social media.
- **Demonstrate progress.** How to show progress on a project that's mostly underground? Besides the aforementioned tunneling map, WSDOT created a video of the completed section of tunnel behind Bertha. WSDOT used a trendy technology (drones) to give the public an exclusive view of a cutting-edge engineering project (Bertha).
- **Use every platform.** WSDOT used three different Twitter accounts, Facebook, reddit and Periscope to monitor conversations, share updates and messages, and answer questions. It was only the second time WSDOT had used reddit to push information and engage the public.

The closure affected traffic on a regional level, which meant the audience for WSDOT's social media outreach was broad and diverse. The #99closure campaign's primary targets were the hundreds of thousands of commuters and travelers in the Seattle metropolitan area. Within that cohort, WSDOT created different messages and resources for drivers, bicyclists and pedestrians, and the ridership of six different transit agencies employing buses, vans, light rail trains, water taxis and ferries. Additional audiences included major regional employers, downtown businesses likely to be affected by the closure, non-English speaking populations, and freight traffic.

The local news media was a separate and demanding audience entirely. The Alaskan Way Viaduct Replacement Program was already high profile, so a two-week major highway shutdown would earn a tremendous amount of media coverage. To satisfy widespread public interest and ensure the public was hearing accurate and timely information, WSDOT engaged the media through dozens of briefings, phone calls and press releases. But WSDOT knew the media would also look at social media and use public interviews to tell the story of the closure's impact on residents' lives. Here WSDOT's social media campaign would pay additional dividends. If WSDOT could cultivate an informed and patient public through effective social media, that would in turn generate more positive media coverage of the closure itself.

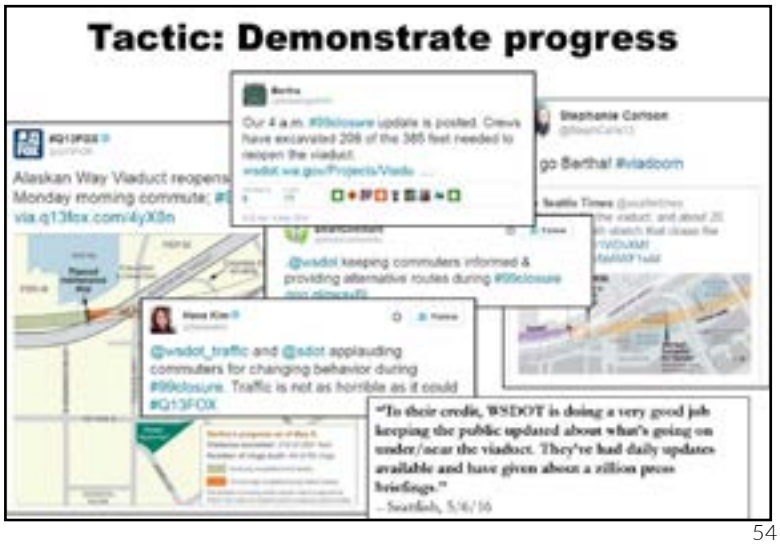
While WSDOT had talked about the closure at the end of 2015, the closure hit mainstream attention on April 11, 2016 when program leadership briefed Seattle City Council about the upcoming closure. WSDOT announced the closure's start date on April 15, and closed the viaduct on April 29. While it was expected to last approximately two weeks, the tunneling contractor made good progress, the viaduct remained stable, and WSDOT reopened the viaduct to traffic on May 8.

By all measures, the #99closure social media campaign was an overwhelming success.

- **Make information easy to find.** The program website drew 613,000 pageviews during the closure, a 360 percent increase in traffic compared to a typical month. This was supported by 18,000 URL clicks from the program Twitter feed (@BerthaDigsSR99), a 260 percent increase. In May the @ BerthaDigsSR99 account gained over 900 followers, compared to an average monthly gain of 190 during the previous twelve months.
- **Focus and harness the conversation.** The three WSDOT Twitter accounts involved combined for 2.5 million impressions and 41,000 engagements over the course of the month, including 168 @replies answering questions. WSDOT's closure-related posts on Facebook reached 1.5 million people and generated 172,000 clicks, 32,000 reactions, 6,700 shares and 5,100 comments, all while WSDOT spent only $340 on boosted Facebook posts.
- **Demonstrate progress.** The Bertha tunneling progress map was repeatedly shared on social media and used in mainstream media coverage. The drone video broke agency records, reaching over a million people, viewed 375,000 times on Facebook, and inducing over 10,000 comments and shares. The video was viewed an additional 143,000 times on YouTube, and received both local and national media attention.

WSDOT judged the closure's success by tunneling progress, and by traffic patterns and the public's patience with that traffic. The closure went very well, and WSDOT's #99closure strategy was critical to that success. Local transit agencies saw record ridership during the 10-day closure; bicycle commuting spiked, and despite dire predictions of "viadoom", highway and local road travel times did not skyrocket. This suggests that the region's commuters heard and took seriously WSDOT's request to plan ahead and change their normal commutes, a request made most persuasively by the #99closure campaign.

The closure's media coverage repeated WSDOT's messages: plan ahead and pack your patience, and helped keep the Twitter conversation focused on the #99closure hashtag. This way, more people learned their information directly from WSDOT. The agency received substantial positive press at closure's end for opening ahead of schedule, and communicators' long hours were rewarded by an outpouring of gratitude on social media. Seattle Weekly's headline on May 11, which would have been ridiculed if published prior to the closure, summarized the #99closure campaign's value: "The Viaduct Disaster That Just Wasn't: Searching for traffic jams, and not finding them, in a world without SR-99."



Eastern Region Hosts 2016 Online Town Hall

At 6 p.m. Tuesday, April 5, 2016, WSDOT's Eastern Region hosted its first online public forum to discuss safety concerns along US 195 and State Route 26 near Pullman. The interactive, town hall-style meeting provided 170 participants the opportunity to stream live and submit questions and comments in real time.

Representatives from WSDOT, Washington State University and the Washington State Patrol were on the panel. The organizer of an online petition that asked WSDOT to address the public's safety concerns also participated. WSDOT presented information on upcoming improvements to the highways and WSP addressed driver-safety issues.

Two fatalities on US 195 and SR 26 last Thanksgiving weekend led to increasing concerns regarding collisions and driver safety on these highways, the main routes to and from the WSU campus.
Those participating remotely signed in with a Google user name and password. Questions or comments were also be submitted in advance or during the meeting via email. WSDOT partnered with WSU, which provided the studio location and technical expertise, to produce the forum.

WSDOT had 44 peak concurrent viewers (approximately 170 total views: 83% viewed from their computer, 10% from mobile, 6.5% from tablet. 72% of viewers had the link directly to the stream. The average view duration was 24:48. WSDOT received 48 chat messages during the forum.

Demographics of those who tuned in: 74% male, 26% female. 25-34 age group had the highest viewing rate, with 31%

The archived video on YouTube has received 567 views to date (July 25, 2016). You can watch the video at the following URL: www.youtube.com/watch?v=15_WjrLEf5g

JBLM widening lanes and reconstructing interchanges: property acquisition would lead to displacement in Tillicum

Project

I-5 – Mounts Road to Thorne Lane Interchange – Corridor Improvements

Issue

Widening lanes and reconstructing interchanges at the Joint Base Lewis-McChord required property acquisition that would lead to residents' displacement in Tillicum.

Project Background

Originally built in the 1950s, Interstate 5 is a national highway of strategic importance. It moves goods and people between two borders and links major cities. It is a critical corridor for military use. Over the past several years, traffic has increased along the entire I-5 corridor, and nowhere has that increase been more noticeable than in south Pierce County through the Joint Base Lewis-McChord (JBLM) vicinity.

In 2013, a joint planning study looked at the best way to improve transportation through the JBLM vicinity. The options advanced forward from the study are now undergoing environmental review. They are as follows:

- Add one lane each direction from Steilacoom-DuPont Road to Thorne Lane.
- Rebuild interchanges using roundabouts at Thorne Lane and Berkeley Street.
- Build a new local connector road between Gravelly Lake Drive and Thorne Lane.
- Build a bicycle/pedestrian path along the I-5 corridor.
- Improvements between the Mounts Road and Steilacoom-DuPont Road interchanges are still in development.

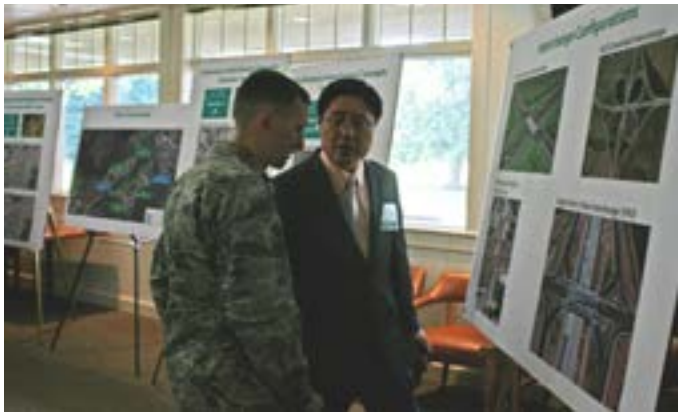
In July 2015, the Washington State Legislature included $495 million to fund the I-5 Mounts Road to Thorne Lane Interchange - Corridor Improvements project, as part of the Connecting Washington transportation revenue package.

The Good News

The proposed changes would reduce chronic traffic congestion through the JBLM corridor. New interchanges that incorporate roundabouts instead of signals would improve traffic flow and reduce the potential for collisions.

The Challenge

Currently the only access into the Tillicum community is via I-5. The proposed Gravelly-Thorne connector would give the neighborhoods of Tillicum and Woodbrook access to Lakewood without using I-5. The proposed shared use path for bicycles and pedestrians would give Woodbrook and Tillicum residents a multi-modal option to commute to work or school.



Olympic Region has been holding open houses in an accessible location in a reasonable timeframe regarding the project for a couple of years (June 11, 2014; May 5, 2015; September 1, 2015; and May 4 and 23, 2016) in order to inform residents of the project and property acquisition needed to complete the project. The region posted notices about the open houses in Spanish and posted fliers in apartments where people would be displaced. Unfortunately, staff were still not able to reach everyone who would be impacted by the property acquisition.

After the September open house held at the community center (which also housed the library and a medical clinic for low income populations), WSDOT staff wanted to make sure that all the residents who were going to be displaced heard about the project, why it was being done, what was going to happen to their home, and how they would be compensated for their displacement.

They assembled a letter and sent it out ahead of time to let residents know they were coming. For one full day, they went doorbelling to make sure they reached everyone. They returned the following morning to follow-up if someone wasn't home. If they were still not able to reach a resident, they would leave a note and a business card to follow-up for more information.

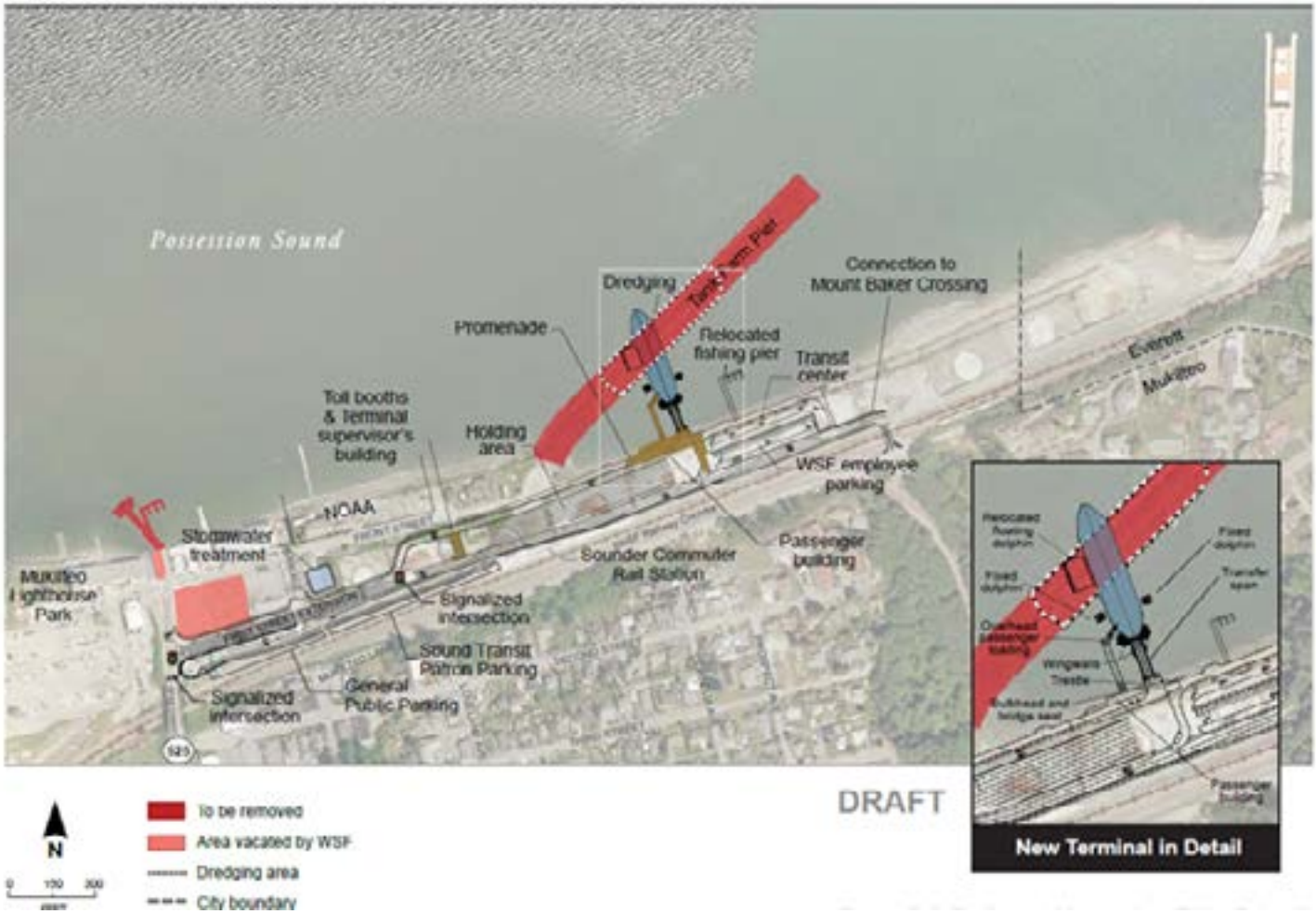
During the doorbelling, most people said they got the letter and were receptive to talking to WSDOT. WSDOT experienced a full array of responses, from accepting to sad to angry. If they were invited in, they would accept. Sometimes, they sat on back decks and chatted with residents. Some residents were so appreciative of the time WSDOT took to reach out to them, they offered hugs. Though WSDOT was sharing a difficult message with some Tillicum residents, most people were appreciative that WSDOT took the time to reach out to them.

Tribal Consultation on Mukilteo Multimodal Project

BACKGROUND

The Washington State Ferries Division (WSF) proposed to relocate the Mukilteo terminal to the former Air Force tank farm property in an effort to reduce congestion and safety concerns; improve operations and efficiency, improve multimodal connections and accommodate growth. The Ferries Division began working on the Mukilteo Multimodal Project in 2002 until it was shelved in 2007. The project was reinitiated in January 2010 and is scheduled to begin construction of Phase I in the of Summer 2015. Both efforts included extensive tribal consultation. The summary below focuses on consultation on the reinitiated project.

The location of the project is very significant to tribes. For centuries, the Mukilteo vicinity was well known as a gathering place for Native Americans. The project site was the location of the signing of the Point Elliott Treaty in 1855. In January 2010, WSF and the Federal Transit Administration (FTA) re-initiated consultation with all eleven tribes whose ancestors signed the Treaty of Point Elliott: Lummi, Nooksack, Upper Skagit, Swinomish, Samish, Stillaguamish, Tulalip, Sauk-Suiattle, Snoqualmie, and Suquamish Tribes. The Nooksack, Upper Skagit and Muckleshoot Tribes either declined consultation or deferred to other consulting tribes. WSF and FTA have worked closely with consulting tribes to avoid, minimize and mitigate for effects on cultural resources, habitat, and treaty fishing activities.



EARLY AND ONGOING CONSULTATION

The project team consulted with tribes at key project milestones throughout project development. Project documents were distributed for tribal review and comment and engaged in frequent technical and policy level discussions on project elements and report findings. Key milestones included:

- Project scoping
- Purpose and need
- Range of alternatives
- Discipline reports for cultural and environmental resources
- Draft Environmental Impact Statement
- Biological Assessment
- Project design elements
- Memorandum of Agreement under Section 106 of the National Historic Preservation Act
- Government-to-Government agreements with three tribes related to treaty fishing activities
- Final Environmental Impact Statement
- Joint Aquatic Resources Permit Application

The project team met with tribes 36 times in a variety of ways including:

- Individual meetings between the Secretary of Transportation and / or Director of Ferries and tribal chairs and councils.
- Individual meetings with technical staff from each consulting tribe. Meetings were held at the tribal offices.
- Intertribal meetings with tribal leadership and technical staff.

Tribal Canoe Journey Landing at Mukilteo 2007

RESOLVING CONCERNS AND THINKING OUTSIDE THE BOX

It was important to the tribes, WSF and FTA that the terminal designs reflect the historical and ongoing cultural significance of the site. The project team invited each consulting tribe to participate on a design committee. We engaged an architectural firm to work with tribes and identify opportunities to incorporate culturally appropriate elements into our terminal design.

WSF worked with tribes and other agencies to identify ways to minimize overwater coverage and effects to habitat and treaty fishing activities.

ONGOING RELATIONSHIPS

Our consultation with the tribes did not stop when we received our environmental permits for the project.

- WSF is working with the four tribes that have treaty fishing rights in the project area to develop Operations Protocols. The purpose of these protocols is to coordinate WSF vessel and construction activities with tribal fishers.
- Design Team is continuing to meet.
- WSF and tribal cultural resource monitors will be on site during project construction.

It took a significant amount of trust on the part of the tribes to work with WSF and FTA on the development of a project located on such a significant and sensitive location. Throughout project development we were mindful that our relationships with tribes go far beyond this individual project. The successful implementation of this project will help foster good relationships was we work together on future projects.

Community engagement: I-5 Chamber Way

ISSUE

On July 22, 2016 a semi-truck hauling an oversized load struck the southbound span of the I-5 Chamber Way overpass in Chehalis, damaging the structure beyond repair. WSDOT engineers deemed that a portion of the overpass must be removed due to the safety risk that could be created if another oversized load were to hit the bridge.

The road serves as a vital link to area businesses by connecting a vibrant commercial area with the city center. A long-term closure of the overpass would have a severe adverse effect on the local economy.

In less than two weeks, WSDOT reopened the road using a temporary span, known as an Acrow Bridge, similar to the one used following the I-5 Skagit River Bridge collapse in 2013.

BACKGROUND

Originally built in 1958, the overpass has a clearance of 14 feet 11 inches and has been struck nine times in the last 10 years by oversized loads. Each one of these incidents resulted in varying degrees of damage that range from a minor scrape of concrete to significant structural issues. The overpass is scheduled to be replaced as part of the Connecting Washington transportation package that was passed by the Legislature in 2015. However, due to the complex funding structure, the preliminary engineering cannot begin until 2019.

Community engagement strategy

WSDOT staff members live and work in the communities they serve, and Lewis County is no different. Agency personnel strive to demonstrate respect and empathy to those whose lives are impacted as if they were a member of their own family. To do this, WSDOT adopted three strategies for community engagement:

- Be proactive
- Be authentic
- Build trust

WSDOT's desire is to be the first and best source of information related to the Chamber Way overpass emergency response. To accomplish this, the agency used several methods to connect with key leaders in the Legislature, local government and the business community. Regional engineering staff, as well as government relations and communications staff sent regular progress updates to legislators and staff. The agency also met in person with legislators and congressional staff to discuss the details of the

challenges and potential next steps. WSDOT updated the Chehalis city council during their scheduled meeting, and also during a special session that was called in the days following the response to discuss the agency's short-term and long-term solutions for Chamber Way.

Connect with businesses: From the on-set of the emergency closure of the Chamber Way overpass, local businesses were very concerned about the effects to their bottom line. WSDOT met with the Centralia-Chehalis Chamber of Commerce to establish a line of communication with the business community. The agency also organized a meeting with chamber members to provide updates and outline challenges that were ahead. The feedback from the in-person meeting was overwhelmingly positive. One attendee wrote the agency an email afterwards with the subject line "thank you," adding that, "it certainly is good to have some answers."

Talk to transit: The twin cities of Centralia and Chehalis are serviced by Twin Transit. With one of their key routes traveling along Chamber Way across I-5, their service was also impacted. WSDOT coordinated the reopening of Chamber Way with Twin Transit to notify riders and transit operators. Additionally, due to the confined space on the temporary span, pedestrians are prohibited until walkway connections are designed and completed.
In a collaborative effort to provide access to all users, Twin Transit agreed to install a temporary stop near the bridge to pick up and carry riders free of charge.

Drive the conversation with social media: During the initial emergency response to the incident, WSDOT communications used Periscope and Facebook Live to brief the public and members of the media, and answer questions in real time.

Residents in Lewis County receive their information from local radio stations and a newspaper that publishes three times a week. For more immediate information, a significant amount of people in the area discuss emerging issues on the "Lewis County Sirens" Facebook group that reaches roughly a third of all county residents.

In addition to WSDOT's posts to the agency Facebook page, regional communications staff posted updates to Lewis County Sirens directly and answered questions in a timely manner. As a result, built credibility with community members, and residents appreciated WSDOT's efforts to keep them connected.

Leverage traditional media: News coverage also reflected that businesses felt confident with agency direction. In an interview with KING-TV, Ralph Hubbert, the owner of a local tire shop was impressed by the agency's efforts saying, "I'm overwhelmed with what they have done in a short amount of time."

NEXT STEPS

WSDOT is continuing to develop next steps for the Chamber Way overpass. The goodwill and relationships that have been created through this emergency situation will undoubtedly serve the agency well as it continues discussions with the community on a permanent bridge repair and ultimately, a longer-term proposal for this low clearance structure.

APPENDIX B: Resources

WSDOT - Office of Equal Opportunitiy

Program Website: www.wsdot.wa.gov/EqualOpportunity/default.htm

WSDOT Title VI Program website: www.wsdot.wa.gov/EqualOpportunity/titlevi.htm

Limited English Proficiency (LEP): www.wsdot.wa.gov/equalopportunity/limited-english-proficiency

LEP Plan: www.wsdot.wa.gov/sites/default/files/2007/09/11/LEPPlan.pdf

Environmental Justice: www.wsdot.wa.gov/Environment/EJ/

WSDOT Tribal Liaison

Program Website: www.wsdot.wa.gov/tribal/

Centennial Accord Plan: www.wsdot.wa.gov/tribal/centennial_accord

WSDOT Tribal Communication and Consultation Protocols for Statewide Policy Issues: www.wsdot.wa.gov/NR/rdonlyres/CD65B79A-24AD-49D0-AB2C-3DB5E40F2FE7/0/WSDOT_TribalCommunicationandConsultationProtocolsforStatewidePolicyIssues.pdf

Communications at WSDOT

www.wsdot.wa.gov/Communications/

WSDOT Publications Services Index

Guidance for Community Engagement is included in many manuals for design, development services, environmental and local agency guidelines.
www.wsdot.wa.gov/Publications/Manuals/index.htm

MPO/RTPO/WSDOT Directory

www.wsdot.wa.gov/NR/rdonlyres/91717186-9193-4054-807D-3B229D016FE8/0/MPO_RTPO_WSDOTDirectory050115.pdf

NCHRP Practical Approaches for Involving Traditionally Underserved Populations in Transportation Decisionmaking

onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_710.pdf

WSDOT Visual Engineering Resource Group (VERG) - Visualizations, Video, Photography & UAV:

www.wsdot.wa.gov/business/visualcommunications/default.htm

Federal Requirements

Americans with Disabilities Act of 1990: https://www.ada.gov/ada_intro.htm

Title VI of the Civil Rights Act of 1964: https://www.justice.gov/crt/fcs/TitleVI-Overview

Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations: https://www.epa.gov/laws-regulations/summary-executive-order-12898-federal-actions-address-environmental-justice

Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency: https://www.lep.gov/13166/eo13166.html

U.S.C. Title 23, Highways: https://www.gpo.gov/fdsys/pkg/USCODE-2015-title23/pdf/USCODE-2015-title23.pdf

23 CFR, Federal Highway Administration (FHWA):

- 23 CFR 450: https://www.gpo.gov/fdsys/pkg/CFR-2016-title23-vol1/pdf/CFR-2016-title23-vol1-part450.pdf
- 23 CFR 771: https://www.gpo.gov/fdsys/pkg/CFR-2016-title23-vol1/pdf/CFR-2016-title23-vol1-part771.pdf

National Environmental Policy Act (NEPA): https://www.epa.gov/nepa

APPENDIX C

WSDOT's Long-Range Statewide Transportation Plan

Planning Process

Step 1: Understand Needs

Determine current condition and future needs of the statewide multimodal transportation system. Review statewide policies, goals, visions, and objectives.

Step 2: Identify Options

Collect input from public, stakeholders, and partners on condition and needs and for options to improve the statewide multimodal transportation system.

Coordinate and Consult

Coordinate and consult with federal, state, county, local and tribal government officials. Share information and discuss how their needs can be met in the statewide multimodal transportation system.

Step 3: Technical Analysis

Discuss feasibility of high priority options and needs, using particular scenarios.

Step 4: Final Plan

After incorporating comments from public comment period, present and discuss draft final long-range statewide transportation plan to Steering Committee.

Community Engagement

Resource agencies provide plans, maps, and inventories to WSDOT. These agencies review the draft plan at Step 4.

1st Round

Washington State Transportation Commission
Steering Committee

2nd Round

Steering Committee
Metropolitan Planning Organizations
Regional Transportation Planning Organizations
Standing and ad-hoc Advisory Groups
Public Meetings

Consult with established groups such as the MPO/RTPO/WSDOT Coordinating Committee, Tribal Transportation Planning Organization. Gather feedback at public meetings of MPOs, RTPOs, Transit Agencies, and Washington State Transportation Commission.

3rd Round

Steering Committee
Metropolitan Planning Organizations
Regional Transportation Planning Organizations
Standing and ad-hoc Advisory Groups
Public Meetings

4th Round

Draft out for 45-day public comment

WSDOT Secretary Adopts Final Long-range Statewide Transportation Plan. Final placed on WSDOT website and copies forwarded to FHWA and FTA.

APPENDIX D

Targeted Outreach Groups: Washington Transportation Plan Phase 2

In addition to reaching out the public, WSDOT will invite participation from the following groups during development of the Statewide Long-Range Transportation Plan, aka the WTP Phase 2. Additional details will be provided in an upcoming Outreach plan.

Steering Committee

Metropolitan Planning Organizations
WSDOT
Washington State Transportation Commission

Indian Tribes within the state

Chehalis Confederated Tribes
Colville Confederated Tribes
Cowlitz Indian Tribe
Hoh River Tribe
Jamestown S'Klallam Tribe
Kalispel Tribe of Indians
Lower Elwha Klallam Tribe
Lummi Nation
Makah Tribe
Muckleshoot Tribe
Nisqually Tribe
Nooksack Tribe
Port Gamble S'Klallam Tribe
Puyallup Tribe
Quileute Nation
Quinault Indian Nation
Samish Nation
Sauk-Suiattle Tribe
Shoalwater Bay Tribe
Skokomish Tribe
Snoqualmie Nation
Spokane Tribe of Indians
Squaxin Island Tribe
Stillaguamish Tribe of Indians
Suquamish Tribe
Swinomish Tribe
Tulalip Tribes
Upper Skagit Tribe
Yakama Nation

Federal agencies:

Army Corps of Engineers
Bureau of Land Management
Federal Highway Administration
Federal Transit Administration
National Park Service
US Forest Service
US Fish and Wildlife Service

Washington State Agencies

African American Affairs
Asian Pacific American Affairs
Commerce
County Road Administration Board
Dept of Social & Health Services
Disability Issues and Employment
Ecology
Freight Mobility Strategic
Governor's Office
Health
Hispanic Affairs
Investment Board
Licensing
Natural Resources
Northwest Justice Project
Office of Financial Managment
Puget Sound Partnership
State Council on Aging
State Independent Living Council
State Patrol
Transportation Commission
Traffic Safety Commission

Metropolitan Planning Organizations:

Benton-Franklin COG
Chelan-Douglas Transportation Council
Cowlitz-Wahkiakum Council of Governments
Lewis Clark Valley MPO
Puget Sound Regional Council
Skagit MPO
Southwest Washington RTC
Spokane Regional Transportation Council
Thurston Regional Planning Council
Walla Walla Valley MPO
Whatcom Council of Governments
Yakima Valley Conference of Governments.

Others

Oregon & Idaho Depts of Trans.
Voice of Washington State (VOWS)

Regional Transportation Planning Organizations

Benton-Franklin COG
Chelan-Douglas Transportation Council
Northeast Washington RTPO
Palouse RTPO
Peninsula RTPO
Puget Sound Regional Council
Quad-County RTPO
Skagit/Island RTPO
Southwest Washington RTPO
Spokane Regional Transportation Council
Thurston Regional Planning Council
Walla Walla Valley Sub-RTPO
Whatcom Council of Governments
Yakima Valley Conference of Governments.

Out of State Indian Tribes

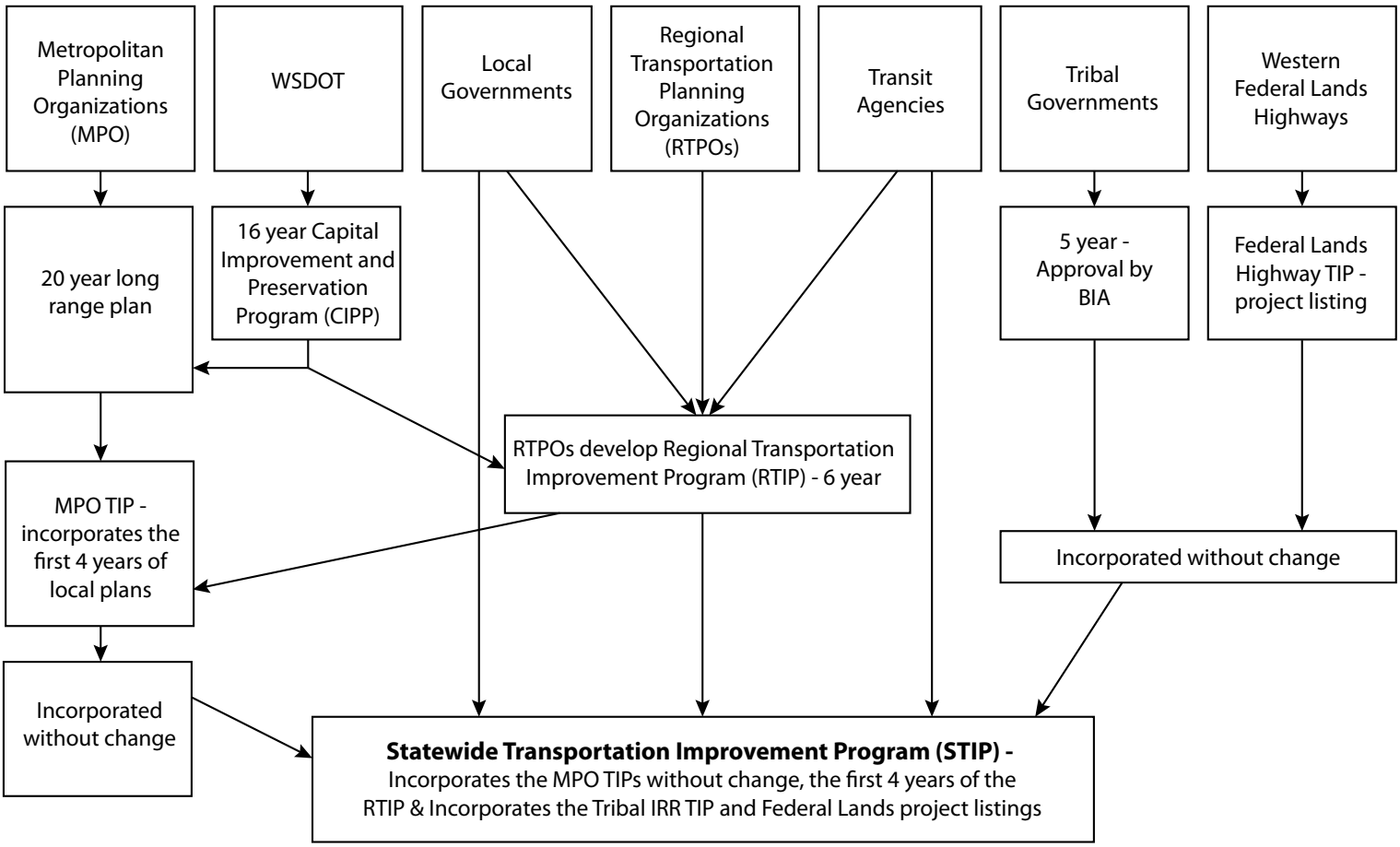
Coeur d'Alene Tribe
Confederated Tribes of the Umatilla
Nez Perce Tribe
Confederated Tribes of Grande Ronde Community of Oregon
Confederated Tribes of Warm Springs

Advocacy Groups:

Association of Washington Business
Association of Washington Cities
Cascade Bicycle Club
feet first
Futurewise
Transportation Choices
Washington Roundtable
Washington State Transit Association
Washington Public Ports Association
Washington State Association of Counties
Washington Bikes

APPENDIX E

Statewide Transportation Improvement Program (STIP) Development



http://www.wsdot.wa.gov/LocalPrograms/ProgramMgmt/STIP.htm