

17th National Conference on

**Tools of the Trade**

Boise, ID • August 29–31, 2022

# Taking Action

## Creating Transit Equity Through Enhanced Communications and Outreach

How to increase your community's diverse outreach, tribal engagement, environmental justice efforts, and integration of advanced technology with limited resources



# Moderator: Lana Graybeal

Senior Communications Manager, Strategic Initiatives



**Lana Graybeal** (she/her) is the Senior Communications Manager, Strategic Initiatives and the Refugee Community Liaison for the City of Boise. She provides leadership, vision, and accountability for diverse communications, public engagement and policy to support the Mayor's vision of making Boise a City for Everyone.



## Contact Lana



[lgraybeal@cityofboise.org](mailto:lgraybeal@cityofboise.org)



208.972.8500



[cityofboise.org](http://cityofboise.org)

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# Keith Scott

Chief Executive Officer & Managing Partner



**Keith Scott** (he/him) is an accomplished IT and management consulting services leader with over 29 years of professional experience supporting local, state, and federal government agencies. His consulting experience includes internationally renowned firms such as Deloitte Consulting, LLP, and Gartner, Inc. Now, he is the CEO of K.L. Scott & Associates, where he continues providing advisory services for the government's mission-critical priorities.



## Contact Keith



[keith.scott@klscottassociates.com](mailto:keith.scott@klscottassociates.com)



404.692.5552



[klscottassociates.com](http://klscottassociates.com)

# Jenna Tourjé-Maldonado

Senior Director



**Jenna Tourje-Maldonado (she/her)** is a Senior Director with Kearns & West. Jenna engages with communities to incorporate placemaking, sustainability, and healthy communities policies. She is experienced in tribal engagement, equity and environmental justice, active transportation plans, complete streets plans, and safe routes to school. She is certified by IAP2 and instructs at UC Irvine.



## Contact Jenna



[jtourje@kearnswest.com](mailto:jtourje@kearnswest.com)



760.296.9355



[kearnswest.com](http://kearnswest.com)

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# Bryant Kuechle

Executive Director



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**Bryant Kuechle** (he/him) is an Executive Director with The Langdon Group. His practice includes public involvement, facilitation and strategic communication for public lands, aviation, ground transportation, municipal infrastructure, and other environmental issues for local, state and federal agencies. Formerly an Idaho Transportation Department Communications Officer, he is based in Boise.



## Contact Bryant



[bk@langdongroupinc.com](mailto:bk@langdongroupinc.com)



**208.739.3048**



[langdongroupinc.com](http://langdongroupinc.com)

# Amanda Roberts

Partner and Chief Marketing Strategist



**Amanda Roberts** (she/her) leads public involvement efforts for transportation planning in mid-sized communities, tribal engagement on public lands, and diversity, equity, and inclusion planning. She is a partner at Avid Core, an 8(a) woman and minority-owned small business that brings together decision-makers, experts, and the public through consultation and communication.



## Contact Amanda



[aroberts@avid-core.com](mailto:aroberts@avid-core.com)



703.635.4394



[avid-core.com](http://avid-core.com)

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# Community Engagement Lifecycle



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# Assessment, Planning, Execution, and Evaluation Process



## Assessment

Understand the current landscape

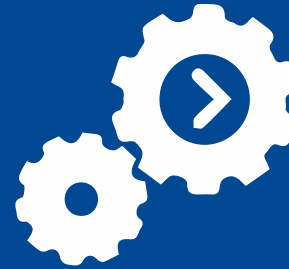
Analyze goals and assess needs



## Planning

Design tactics to reach target audience

Develop Key Performance Indicators (KPIs)



## Execution

Implement plan

Generate engaging content

Capture success stories



## Evaluation

Capture analytics and evaluate KPIs

Measure ROI

Refine strategy

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# Assessment

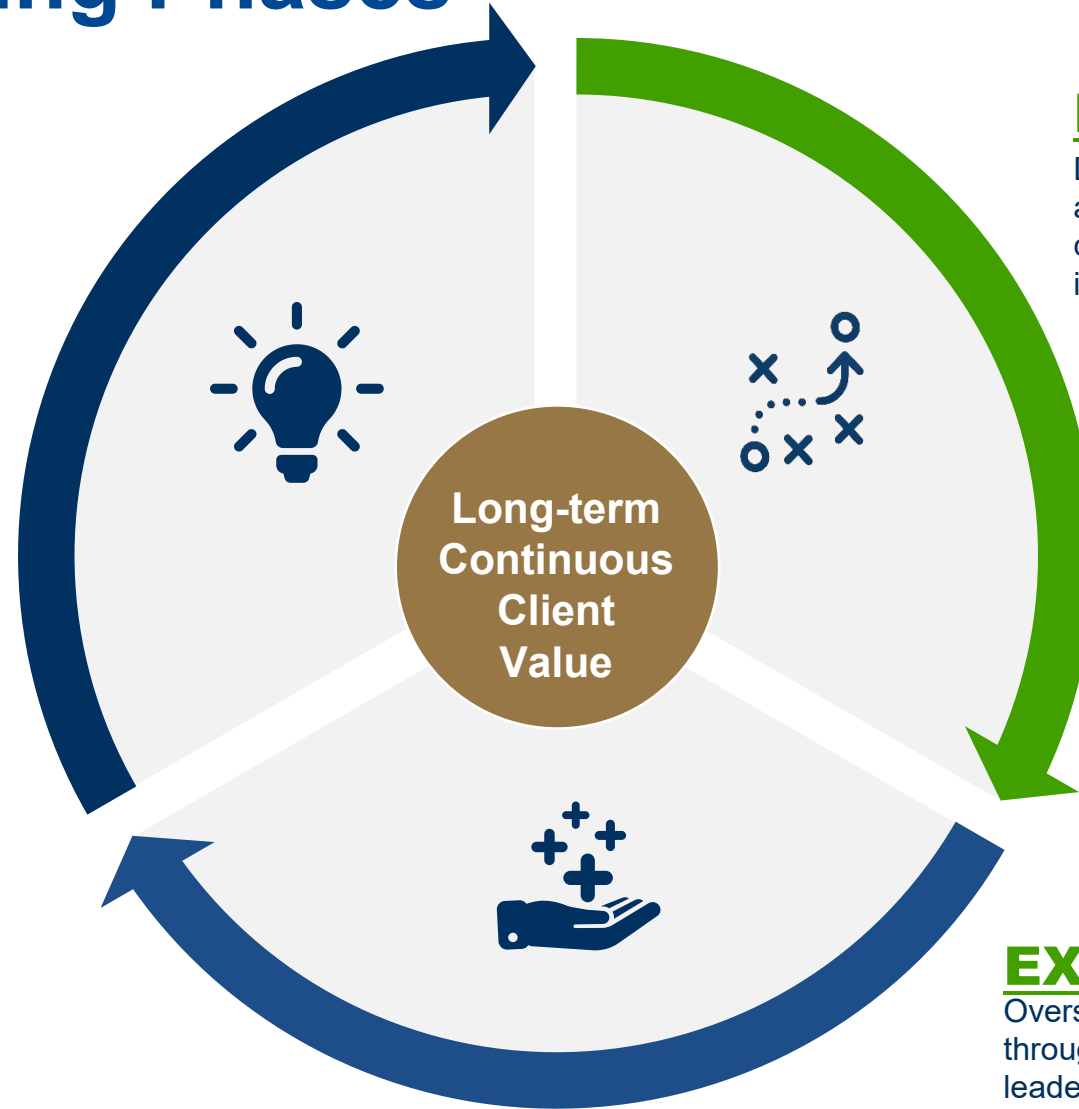


**Keith Scott**

K.L. Scott & Associates

# Strategic Planning Phases

**Assessments**  
Evaluate current state to identify and prioritize key recommendations to accelerate value.



## **Planning Strategy**

Develop a business or organizationally aligned strategy, investment options, case for change and roadmap of initiatives.

## **Execution of Value Realization**

Oversee and assure success initiative execution through the program management office, change leadership and expert advisory services.



## Assessment

### Assess Current State of Government



### Build a Case for Change



## Vision

### Develop the Mission & Vision Statement



### SWOT Analysis

	Helpful	Harmful
Internal	<ul style="list-style-type: none"> <li>Specialized staff</li> <li>Strong customer relationships</li> <li>Highly skilled workforce</li> <li>Excellent customer service</li> <li>Low operating costs</li> <li>High quality</li> <li>Low risk</li> </ul>	<ul style="list-style-type: none"> <li>Outdated technology</li> <li>High operating costs</li> <li>High risk</li> <li>Low quality</li> <li>High customer service</li> <li>High risk</li> <li>High risk</li> </ul>
External	<ul style="list-style-type: none"> <li>Strong customer relationships</li> <li>Highly skilled workforce</li> <li>Excellent customer service</li> <li>Low operating costs</li> <li>High quality</li> <li>Low risk</li> </ul>	<ul style="list-style-type: none"> <li>Outdated technology</li> <li>High operating costs</li> <li>High risk</li> <li>Low quality</li> <li>High customer service</li> <li>High risk</li> <li>High risk</li> </ul>

### Benchmark Analysis

	University 1	University 2	University 3	City	University 4	University 5	University 6
Strategy & Structure	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Structure & Culture	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Processes & Procedures	4.5	4.5	4.5	4.5	4.5	4.5	4.5
System & Services	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Staff & Governance	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Alumni & Media	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Equipment & Facilities	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Financial & Human	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Midpoint	63.50	67.70	60.20	60.1	66.25	69.70	42.35

### Gap Analysis

Strategic Objective	Current Standing	Deficiency	Action Plan
Goals	Application Portfolio	Application Portfolio	Application Portfolio
Goals	Customer Experience	Customer Experience	Customer Experience
Goals	High Skills and Workforce	High Skills and Workforce	High Skills and Workforce
Goals	Change Management	Change Management	Change Management
Goals	Customer Experience	Customer Experience	Customer Experience

# Assessment Phase

- What is the business case for change?
- Collect quantitative and qualitative data through interviews, surveys, focus groups, etc.
- Determine the organization's "North Star" and define the mission, vision, and core values.
- Identify organizational strengths, weaknesses, opportunities, and threats.
- Compare your organization against your peers to analyze industry performance.
- Determine gaps in the organization and develop recommendations to address them.



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& ASSOCIATES  
ANALYTICS ANALYSIS ADVICE

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# Planning



**Bryant Kuechle**  
The Langdon Group

# Planning Phase

## IAP2 Spectrum

### of Public Participation



*Increasing Level of Public Impact*

#### **Inform**

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

#### **Consult**

To obtain public feedback on analysis, alternatives and/or decisions.

#### **Involve**

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

#### **Collaborate**

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

#### **Empower**

To place final decision-making in the hands of the public.

Public participation goal



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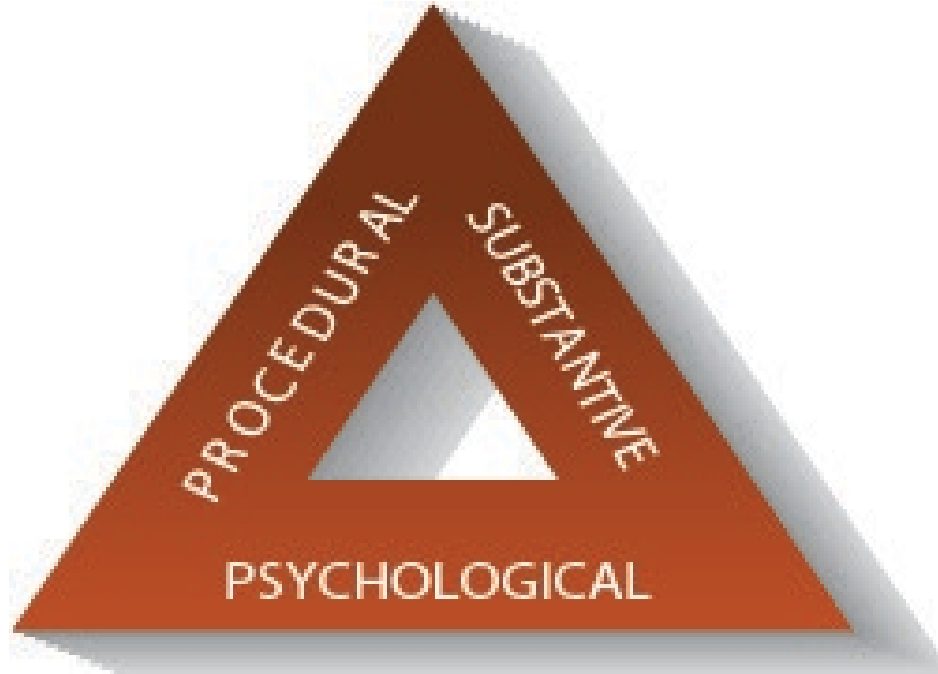
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# Planning Phase

Situational Assessment produces a customized approach



- **PROCEDURAL**
  - Desire for participation.
  - Preferred processes and pace for thinking through issues and making decisions.
- **PSYCHOLOGICAL**
  - How we want to be treated.
  - How we want to feel about ourselves and the other persons.
- **SUBSTANTIVE**
  - Tangible, measurable outcomes or results.



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Minidoka WWII Internment Camp, Idaho



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# Execution



**Jenna Tourje-Maldonado**  
Kearns & West



# Execution – How to Implement Public Engagement

- Questions to consider:
  - Is it accessible – who can attend and meaningfully engage? Who cannot?
  - Who is prioritized?
  - Are there many ways to participate, and do they match your “promise to the public”?
  - Are expectations set for what decision will be made?
  - Do I have the right staffing, supplies, and technology?
  - What about the children?

*There is no execution without planning!*

# Alabama Hills Story

I traveled from...



## Multipronged approach

- Pop-up events on-site
- Verbal and written feedback
- Virtual workshops
- Monthly Hills Happenings updates
- Partner support and development
- Local business engagement





# Evaluation



**Amanda Roberts**

Avid Core

# Evaluation Sample

## Survey Statistics

Organization and Survey	Population Size (estimated)	Length of Survey	# of Responses	Responses Per Population	Responses Per Day	Per Day, Per Population (normalized over a year)
HRMPO LRTP Visioning Survey	83,560	30 days	638	0.76%	21.27	9.29%
PlanRVA LRTP Visioning Survey	1.1 million	60 days	949	0.09%	15.82	0.52%
Hastings Transportation and Master Plan	25,000	30 days	187	0.75%	1.56	2.28%
Sandy Springs Transportation and Master Plan	108,000	70 days	571	0.53%	3.81	1.29%
Cheyenne MPO LRTP	60,000	45 days	84	0.14%	0.47	0.28%

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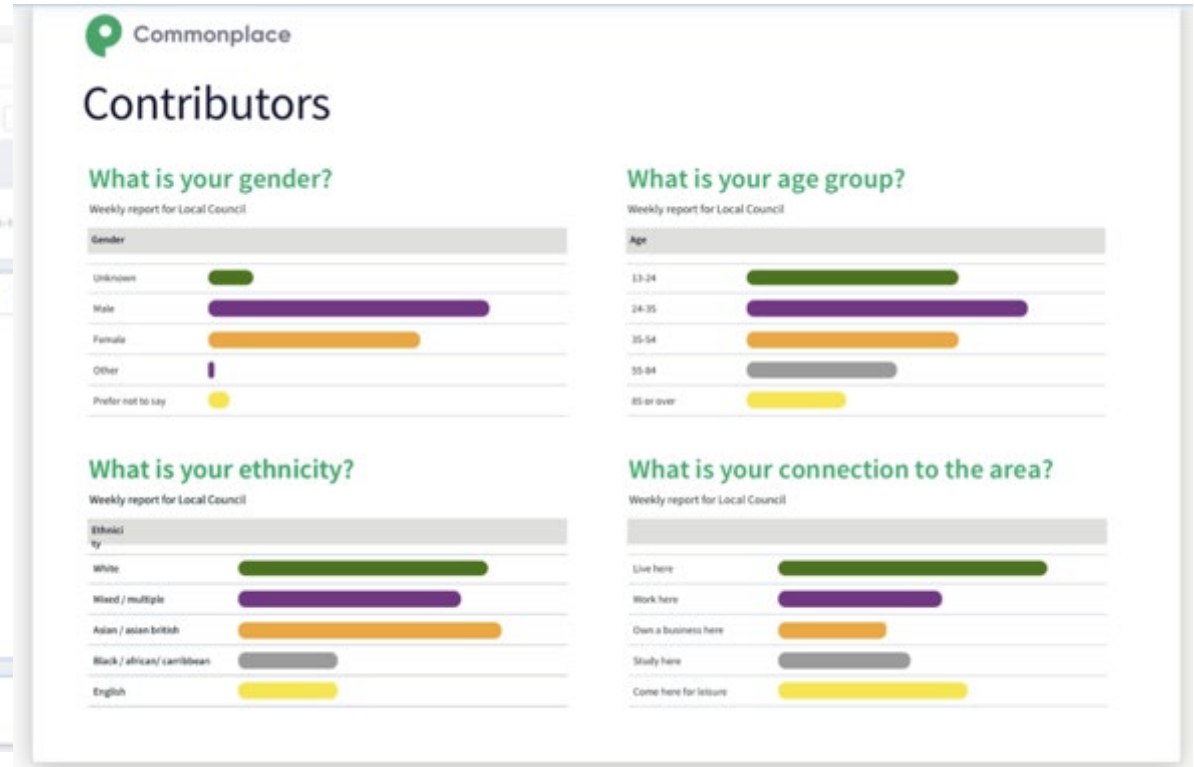
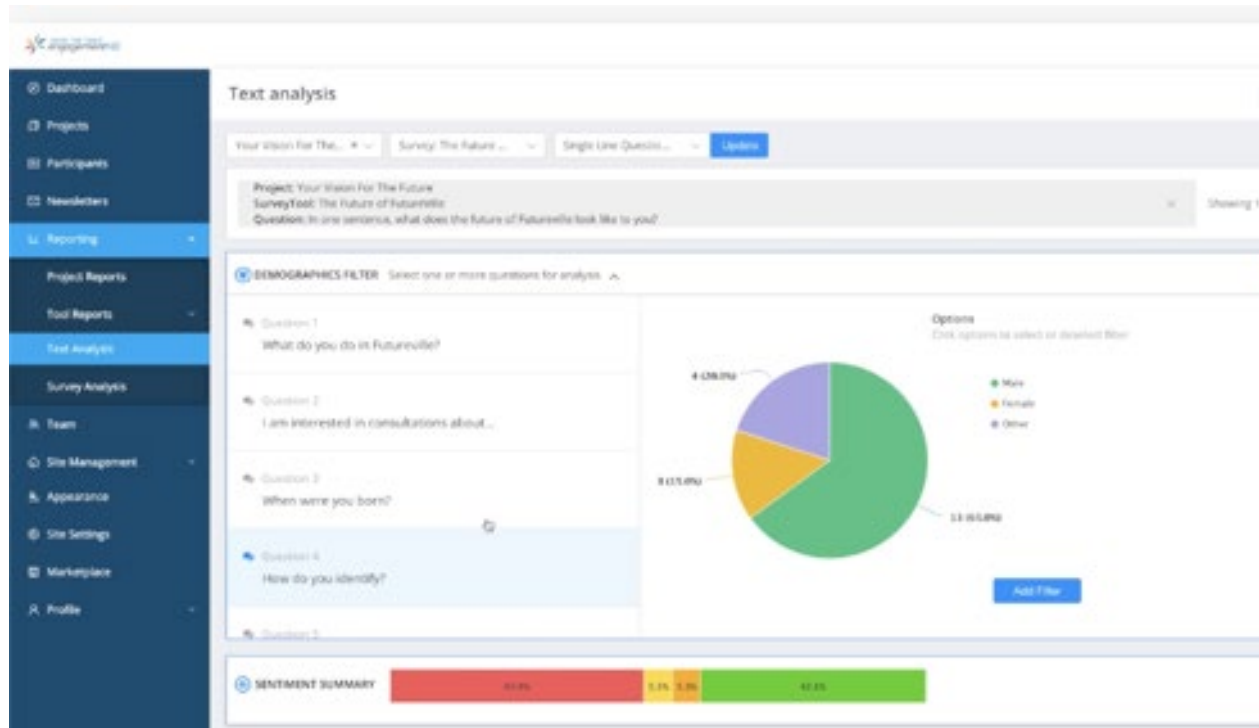
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# Evaluation Samples

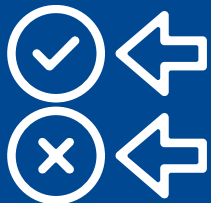
## Analysis Dashboards



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# Poll Questions

1. What is your familiarity with a public engagement process?
2. What is your favorite part of public engagement?
3. What worries you the most?
4. What questions do you have on public engagement?



Visit **INSERT POLL ANYWHERE LINK** to begin

# Questions?



# Thank You for Attending!



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