

People-centered planning, projects and services
Denver Regional Council of Governments
Public engagement plan

DRAFT

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I. Introduction: DRCOG and public engagement

A message from the executive director

Great places don't just happen. DRCOG has been bringing local governments together for more than 60 years to work on some of the region's most challenging issues. We're the third oldest council of governments in the nation, and since inception, we've recognized the need for public engagement and participation in our work. Because DRCOG is a voluntary association of city, town and county governments, our Board of Directors is made up of people their communities have elected to represent them. As such, DRCOG is, by our very nature – accountable to all residents of the Denver metro area. The people who live, work and play here have varying needs and priorities related to transportation, growth and development, aging in our communities and a host of other important issues. Their voices must be heard if we're to make this the best region for everyone. While this plan serves first and foremost as a guide for DRCOG employees, I hope it demonstrates — to anyone who might read it — our organization's commitment to meaningful public engagement and participation.

This document's title, "***People-centered planning, projects and services,***" serves as a reminder to keep the best interests of our residents at the forefront. There's no question that DRCOG is well-known for our region's ambitious, aspirational plans and involvement in high-profile infrastructure projects. It's my hope that this plan strengthens our reputation for meaningful engagement with the many and diverse people who make their homes in our region.

Douglas W. Rex
Executive Director

Let's get started!

Public engagement and participation is essential to our mission. This plan will help ensure DRCOG:

- seeks early and ongoing input from people and organizations throughout the region
- is responsive
- addresses ideas and concerns raised

While this plan's primary purpose is to serve as a guidebook for staff, it also stands as a written declaration to our region's residents: "We take meaningful public engagement seriously." It also documents the actions to be carried out by DRCOG to ensure that opportunities exist for the public to be involved specifically in transportation planning activities, pursuant to 23 CFR part 450.316 of Metropolitan Transportation Planning and Programming and 40 CFR part 93.105(a) Conformity to State or Federal Implementation Plans of Transportation Plans, Programs, and Projects. In addition, this plan responds to the Federal Highway Administration's and Federal Transit Administration's recommendations from their most recent four-year planning process review, completed in 2016.

We want to be sure that DRCOG employees feel confident when called upon to represent our organization's role within the region and invite community participation in our activities. So this plan begins with an overview of our organization and a statement of our commitment to engagement, along with guiding principles. It then outlines how to prepare for public engagement and presents an eight-step process. The third section, "Public engagement in regional transportation planning," provides a detailed description of engagement efforts specific to transportation planning. The document concludes with an overview of implementation techniques and tools. Detailed implementation information is provided in the appendices, which can be customized and adapted for each project.

While this plan contains resources and a guide to inform our efforts, only follow-through and commitment by DRCOG employees will ensure success. And ultimately, it's a team effort with support from senior staff as well as resources throughout the organization, including an engagement specialist.

A refresher: The Denver region and DRCOG

The Denver metropolitan area is a thriving region with more than 3 million people living in a wide range of places – from open, relatively undeveloped spaces to the lively, dense cities of its core and fast-growing suburban communities. Together these communities, spread across nine-plus counties, make up the Denver Regional Council of Governments (DRCOG). The region's scenic setting, climate and economic vitality have long attracted residents, and years of careful planning and a collaborative Western spirit have contributed to making metro Denver one of the best places to live in the country.

At the heart of the region's vitality are planning activities that guide how we grow while protecting and enhancing our quality of life. And grow we will, from our current population to roughly 4 million by 2040. In addition to the rise in raw numbers of residents, the area is undergoing a transformation, becoming increasingly diverse with especially fast growth in key demographic groups, including our aging residents and minority populations.

To someone without a planning background, it may seem that conversations around growth, development, transportation and demographics focus on the physical elements of infrastructure – the roadways and built environment. Rather, good planning is ultimately rooted in the needs of the people.

As the designated planning agency for the greater Denver area, DRCOG is committed to hearing the full range of voices at the table.

DRCOG is responsive to the people of the region, provides clear and concise information and addresses the ideas and concerns raised by members of the community.

What is DRCOG?

In 1955, when Denver Mayor Quigg Newton invited fellow elected officials from Adams, Arapahoe, Boulder and Jefferson counties to talk about joint issues and concerns, our region was experiencing a post-World War II growth spurt. These leaders decided working together to enhance our region's quality of life was a much better approach than going it alone, and created what would become the Denver Regional Council of Governments to foster collaboration and cooperation and to speak with one voice.

DRCOG endures today as one of the nation's three oldest councils of governments. Representatives of our region's counties, cities and towns work together to make life better. They are guided by the Metro Vision regional growth and development plan, which defines goals and actions needed to ensure the region remains a great place to live, work and play.

- DRCOG is a **council of governments**, serving as a planning organization, technical assistance provider and forum for visionary local member governments.
- DRCOG functions as a **regional planning commission** per Colorado state statute and prepares the plan for the physical development of the region, known as Metro Vision.
- DRCOG is the region's federally designated **area agency on aging**.
- DRCOG serves as the federally designated **metropolitan planning organization** for the region's transportation planning process.

DRCOG's planning area consists of Adams, Arapahoe, Boulder, Clear Creek, Douglas, Gilpin and Jefferson counties, the City and County of Broomfield and the City and County of Denver, and southwest Weld County.

DRCOG creates the long-range development plan for the region, called Metro Vision, and facilitates its implementation. The current version looks out to the year 2040 and was unanimously adopted by DRCOG's Board of Directors in early 2017. Metro Vision is dynamic and evolves as conditions and priorities change. The region's progress toward outcomes and milestones are being measured as a shared effort among the area's communities. The region's success in meeting its aspirational goals depends on many partners, contributing by various methods and at different speeds.

In addition to Metro Vision, the organization constantly works to help shape the region in positive ways and fulfill its mission.

Is DRCOG federal, state or local?

DRCOG is a nonprofit, voluntary association of local governments in the Denver region. Although DRCOG is a public agency, it isn't a unit of government. DRCOG does not have statutory authority to require local governments to be members or to follow its plans. DRCOG also can't tax, issue bonds or legislate.

How is DRCOG funded?

Federal dollars constitute the majority of DRCOG's funding sources. The work of DRCOG's Area Agency on Aging is primarily funded through the Older Americans Act and the Older Coloradans Act. Participating member jurisdictions pay dues (based on their population and assessed valuation), which contribute 7 percent of DRCOG's budget and provide important local matching funds for federal funds. In addition, the dues facilitate the organization's state and federal legislative advocacy efforts. The DRCOG Board of Directors adopts its operating budget each fall.

What does DRCOG do?

DRCOG has three major and distinct areas of focus: transportation and mobility; regional planning and development; and aging and disability services. The organization's regional reach includes a wide range of projects and partnerships. Its staff represents a breadth and depth of expertise, maintains connections with diverse professional networks and interacts with various stakeholder groups and members of the public. ***DRCOG influences the lives of the region's residents.*** Residents are affected by DRCOG's work when they travel within the region by car, bus or bike; when they visit a neighboring community to use a park, retail establishment, service, restaurant or arts venue; and when a loved one 60 or older needs a little assistance to live safely and independently at home. Because the people whose lives are affected by DRCOG represent the diversity of the entire region, the organization involves a range of public representatives in its activities.

Mission statement

The Denver Regional Council of Governments is a planning organization where local governments collaborate to establish guidelines, set policy and allocate funding in the areas of:

- transportation and personal mobility
- growth and development
- aging and disability resources

DRCOG prepares plans to improve transportation and mobility, to guide growth and development and to enhance and protect the lives of some of our community's most vulnerable populations.

The Board of Directors, committees and working groups convene to establish policy and to provide guidance and direction in a host of areas. DRCOG staff works with local governments across the region to develop strategic and tactical approaches to some of the area's biggest challenges. Similarly, the organization coordinates delivery of critical services such as meals and transportation for aging Coloradans, helps veterans stay safe and independent at home, and assists communities in becoming more livable for residents of all ages.

DRCOG's commitment to engagement

DRCOG is committed to meaningful public participation.

This public engagement plan provides the vision, the framework and the process for meaningfully engaging the public in regional decision-making.

DRCOG is committed to transparency and access to services, information and the decision-making process for people throughout the region. Because planning is about people and the communities they call home, it is about where and how the region's residents live, work and play, making life better for people of all ages, incomes and abilities. Community participation improves the relevance of plans, policies, services and projects, and helps DRCOG meet people's needs today and into the future.

Throughout this plan, there is an emphasis on engaging individuals and segments of the public who are directly affected by a project. DRCOG staff is encouraged to both reach out to groups of people traditionally under-represented and significantly affected by the decisions a project entails. However, leveraging DRCOG's existing, robust relationships with the jurisdictions where the members of the public reside will also be useful. Many DRCOG employees (especially within Regional Planning and Development and Transportation Planning and Operations divisions) are in regular conversation with jurisdiction staff. Colleagues should approach one another for their insights and for help reaching out to their established connections at member governments. In addition, employees in the Executive Office can help discern the best ways to reach out to elected officials from our member governments.

DRCOG is committed to an engagement model that fosters shared problem-solving, supportive partnerships and reciprocal relationships. DRCOG believes that the region's decision-makers need to hear its residents' full range of perspectives to better understand issues, explore alternatives and create a shared action plan. Through the principles outlined in this plan, DRCOG intends to demonstrate that it provides clear and concise information, is responsive to the people of the region and addresses ideas and concerns raised.

Tip: Regardless of whether public engagement is sought around a project, program, initiative, decision or project phase, this plan will use the word "project" throughout.

Principles

To support the commitment described above, DRCOG uses the following principles to guide engagement:

Early engagement: DRCOG engages the public toward the beginning of each project, or when members of the public can have the greatest effect on shaping the direction of DRCOG's efforts.

Ongoing engagement: DRCOG engages the public throughout development of a project, or at specific phases identified early in the process. DRCOG provides members of the public with clear and specific timelines and methods for providing their perspectives.

Timely and adequate notice: DRCOG ensures that the public receives timely and adequate notice of opportunities for public engagement.

Consistent access to information: DRCOG follows state, federal and funding partner requirements, as well as organization policies, regarding making supporting material available for topics on which it has invited members of the public to provide their perspectives.

Invitation for public review and comment: DRCOG invites public review of, and comment on, essential plans and programs. Invitations will be made no later than is required by federal and state requirements or funding partners (typically 30 to 45 days). For projects lacking specific partner requirements for public engagement, DRCOG will determine the appropriate length of the review period. Copies of public review drafts are made available at DRCOG’s office and website. Comments are accepted by mail, email and via drcog.org. Although DRCOG maintains a robust social media presence and promotes opportunities for public involvement through social media, comments are not directly accepted through social media (such as Facebook, Twitter or Instagram).

Current plans and programs with specific public engagement requirements

The following is a list of current plans and programs with established public engagement processes:

product	public review period	public hearing
Active Transportation Plan	■	
Area Agency on Aging four-year plan	■	■
Metro Vision Regional Transportation Plan (MVRTP), major updates and amendments	■	■
Metro Vision, major updates and amendments	■	■
MVRTP and/or TIP-associated documents demonstrating conformity with state air quality implementation plans	■	■
other various regional or modal transportation plans	■	
public engagement plan	■	
Transportation Improvement Program (TIP)	■	■

Public hearing

When DRCOG conducts a formal public hearing, members of the public may testify for a maximum of three minutes each. Action is typically scheduled for the next regular meeting of the Board of Directors. Some plans and projects are also discussed in committee meetings prior to the formal public hearing.

Consideration of public input

Comments collected during formal public comment periods and hearings are provided in their entirety to the Board of Directors when it is slated to take action. In other instances, DRCOG balances its employees' professional expertise and technical analysis with perspectives gathered from the public during project development.

Response to public input

For formal comment periods and hearings, all comments are provided to the Board of Directors for consideration. During other opportunities for the public to provide their perspectives, DRCOG responds as is appropriate to the situation.

Invitation and consideration of perspectives from those traditionally under-represented: DRCOG invites participation by members of populations traditionally under-represented in regional decision-making processes due to demographic, geographic or economic circumstances, to allow DRCOG to appropriately consider their needs. Such populations include, but are not limited to, individuals who speak languages other than English, individuals representing diverse cultural backgrounds, low-income individuals, people with disabilities, older adults and young adults. DRCOG uses demographic and stakeholder analysis to identify communities for projects for which it seeks public engagement. Specific engagement strategies for seeking out and considering the needs of those traditionally underserved groups are detailed in Appendices D, E and F of this document. DRCOG's [Limited English Proficiency plan](#) guides staff in providing customer service to, and facilitating participation by, members of the public whose proficiency in English is limited.

Regular review of public engagement processes: DRCOG regularly reviews the implementation of this plan and the ability of the principles, steps, techniques and tools in this document to advance meaningful public engagement. DRCOG will use a variety of means to determine the effectiveness of engagement strategies including data collection, feedback from participants of public events, review of attendance at public events and evaluation of the implementation of a variety of techniques and tools. In addition to DRCOG's commitment to continuous improvement and evaluation of its public engagement activities, the organization's efforts are periodically reviewed by funding partners and agencies such as the Federal Highway Administration and Federal Transit Administration during every four-year MPO planning process certification reviews.

Tip: See Communications and Marketing for help:

- *placing timely public notices in mass and niche media (for example, publications serving speakers of languages other than English)*
 - *ensuring that media alerts and releases are distributed to diverse news outlets*
 - *posting announcements to DRCOG's website and social media properties*
-

II. Preparing for public engagement: The process

Purpose and application

The primary purpose of this plan is to help DRCOG employees prepare for — and invite the region’s residents to share their perspectives on — essential regional issues. This plan also documents the organizational commitment to a robust process of public engagement and outreach. In addition, it outlines the actions to be carried out by DRCOG to ensure that opportunities exist for the public to be involved in transportation planning activities, as required by federal regulations.

Among other projects, DRCOG uses public engagement processes to guide development of its:

- Metro Vision, the region’s plan for physical development
- Metro Vision Regional Transportation Plan
- Transportation Improvement Program
- four-year plan for delivering aging services



Learn more about DRCOG’s relationships with the Regional Transportation District and the Colorado Department of Transportation, and other regional transportation partners, in Section III: “Agency integration for transportation planning” (page 26).

As part of its designation as a metropolitan planning organization, DRCOG’s Board of Directors allocates and programs federal and state transportation funds throughout the region. Like its MPO counterparts nationwide, DRCOG is required to adhere to federal and state regulations. Throughout this document,



look for the  symbol for more information about public engagement as it relates specifically to transportation planning. Section III, “Public engagement in regional transportation planning” (page 19) covers topics related to state and federal transportation planning regulations in more detail.

For projects without partner or funding agency requirements for public engagement, DRCOG will pursue appropriate levels of public engagement, especially when projects affect older adults, specific ethnic or language groups, youth, people with disabilities, people with low incomes and those previously under-represented in the region’s planning processes.



For more information on the federal and state requirements for transportation planning, see “Federal and state regulations for transportation planning” (page 20).

Building upon existing relationships

By following the practices recommended in this plan and reaching out across organizational divisions, DRCOG staff can go beyond existing networks. The practices outlined in this plan may help staff identify regional residents who may never have been invited to participate in previous decision-making efforts, or who are valued contributors to another division's programs but who are unfamiliar with the entirety of DRCOG's activities.

In addition to relationships with our member governments, DRCOG also maintains robust relationships that include, but are not limited to, the following organizations that may also be important partners in public engagement activities:

area agencies on aging
Centers for Medicare and Medicaid Services
chambers of commerce
Colorado Department of Human Services
Colorado Department of Local Affairs
Colorado Department of Public Health and Environment
Colorado Department of Transportation
Colorado Governor's Office of Information Technology
community-based nonprofit service providers
Denver Regional Mobility and Access Council
Department of Veterans Affairs
Federal Highway Administration
Federal Transit Administration
health care providers
member governments
Regional Air Quality Council
Regional Transportation District
transportation providers
U.S. Census Bureau

The role of DRCOG employees in public engagement

In many circumstances, DRCOG staff for whom public engagement is not an explicit part of their job description will be called upon to provide their professional expertise to support formal and informal engagement. Roles of employees related to public engagement are ultimately at the discretion of their supervisor. The engagement work for each project will typically be planned and implemented by a project team (formal or informal) that includes the project manager, the engagement specialist, and other members of DRCOG staff as needed. Although any employee may take on (or be assigned) roles related to gathering public input and fostering public engagement, there are staff who have formal roles related to such endeavors.

The **public engagement specialist** will assist other staff members with:

- determining relevant approaches to public engagement and opportunities for engagement of stakeholders, partners and the public

- coordinating, leading and implementing engagement strategies
- developing processes for evaluation and measurement
- supporting formal and informal events such as public meetings, hearings, open houses, workshops, focus groups and stakeholder or partner meetings
- developing and implementing integrated communications to support engagement by coordinating all communications and marketing needs related to engagement activities

Steps for public engagement

DRCOG is committed to building meaningful relationships with partners, stakeholders and members of communities throughout the Denver region. While the process will vary somewhat with each engagement effort, this section describes eight important steps that will likely be integrated. Note that these steps may not be entirely linear; many steps may occur at the same time, or may be implemented in a different order depending on the specific project.

1. determining federal, state or other partner requirements
2. defining the goal of the project
3. determining the goal of public engagement (inviting public participation)
4. determining the appropriate level of public engagement
5. identifying potential participants
6. identifying the right tools and techniques
7. implementing public engagement efforts
8. measuring, demonstrating and reporting results of engagement

Because DRCOG is ultimately accountable to its Board of Directors, funding partners and the region's residents, determining the members of the public from which to solicit perspectives may seem like a daunting task. This plan is intended to help staff discern the appropriate level of public involvement.

Step 1: Determine state, federal and funding partner minimum requirements

If the project will receive state, federal or partner funding, there are likely specific requirements to solicit public participation in specific ways. Funding of the project — or consideration for future funding — may be contingent on demonstrating how the public has been involved.

This step addresses only minimum requirements for public engagement in each division of DRCOG. If it is determined that the project is subject to no minimum requirements by state, federal or partner funding, this step may be skipped.



Public comment, review and response for transportation planning in the Denver region has a defined and Board-approved process and requirements. See “Agency integration for transportation planning” (page 26)

Area Agency on Aging

Every four years, the Area Agency on Aging is required to submit to the Colorado Department of Human Services an **Area Plan on Aging**, a four-year plan for providing aging and disability services. Although the plan always requires a public review and comment period and a public hearing, as well as community input in the form of community conversations and key informant sessions, other State Unit on Aging requirements for public engagement vary with each quadrennial submission requirement. Staff involved in preparing this document must be sure to review the current requirements.

Communications and Marketing

DRCOG's public engagement plan (this document, **People-centered planning, projects and services**) requires a 45-day public review and comment period, and a public hearing per federal regulations.

Regional Planning and Development

Metro Vision updates and amendments require public review and comment periods, and public hearings.

Transportation Planning and Operations

The following products prepared by the Transportation Planning and Operations division require public review and comment periods, and public hearings:

- **Metro Vision Regional Transportation Plan**, updates and amendments
- **Transportation Improvement Program**, updates and major amendments
- associated **documents demonstrating conformity** with state air quality implementation plans

Public review and comment periods, but not public hearings, are required for:

- **Active Transportation Plan**
- other various regional and modal transportation plans

DRCOG considers the requirements noted above the minimum standards for public engagement. Even if a project lacks formal requirements for public engagement, as a responsible, representative organization, DRCOG considers the perspectives of the region's residents integral to its work. Once the minimum requirements for public engagement have been determined, exceeding them is encouraged.

The considerations throughout this plan will help to determine the approach and clarify goals. They can also help determine how public engagement will enhance the project, invite participation, publicize opportunities to provide comment, document efforts and measure success.

Step 2. Identify the overall goal of the project

Intentionally inviting the public to shape the discussions, deliberations – and sometimes the decisions – that affect them is something with which some staff may have little experience. Combined with DRCOG's long organizational history of engagement with its member governments and the expertise of other staff members, this plan can help navigate the main stages of public involvement:

- creating a plan to solicit public input
- inviting perspectives from the public
- incorporating public perspectives into the project plan
- evaluating the success of engagement efforts

Before inviting the public to share its perspectives on a project, staff should take some time to consider the broader goal of the effort. The project likely has several phases, so it may be helpful to consider the approach to inviting input for each phase of the process. A well-defined structure for the various phases involved in the project has probably already been created. Staff should determine which project phases are best suited for public involvement. There may be a different goal for each project phase, and – as such – each phase may involve different levels of public engagement.

If the design of the project plan or scope has been deliberate, the prompts below should be easy for a staff member to complete. If completing the prompts below is difficult, or if they are found to be so broad as to be meaningless, revisiting the project plan or scope is advised before resuming public engagement planning.

- The goal of this project is to ...
- This project will result in ...
- The project will be successful if ...

Step 3. Identify the purpose for inviting public participation

Once it has been determined what the project is desired to accomplish, articulating why DRCOG wishes to invite public engagement will be easy. Without understanding the purpose for public engagement, it will be harder to determine the levels of participation to invite (see “Step 4. Determine the appropriate level of public engagement,” later in this section on page 15).

The following prompts may help determine the objectives for inviting public participation:

- The purpose of public engagement for this project (or phase) is ...
- Successful public engagement will involve ...

See “Appendix B: Project Purpose Form” (page 39) for DRCOG’s project purpose form, which can help staff discern and document a project’s purpose and the expectations for public engagement as planning begins.

Step 4. Determine the appropriate level of public engagement

The goal identified for the project, as well as the purpose for public engagement, will help determine the appropriate level to pursue.

The following four levels of public engagement, based loosely on concepts developed by the International Association for Public Participation, can help determine how to invite public participation around a project’s goals.

The appropriate level of public engagement will be different for each project. As the right level is discerned for a project, staff must consider the number of people who will be affected and the role of the public in informing decisions.

Inform	Consult	Involve	Collaborate
DRCOG provides fair and balanced information to help people understand the issue, alternatives, challenges, opportunities or solutions.	DRCOG obtains feedback on analysis, alternatives or decisions.	DRCOG works directly with members of the public to ensure that stakeholder concerns and aspirations are accurately understood, represented and considered.	DRCOG forms partnerships with members of the public for every aspect of decision-making, including development of alternatives and identification of the preferred solution.

If the project is likely to affect most of the region’s residents or wide range of people from various backgrounds, “inform” and “consult” approaches are likely most appropriate. If the project will affect a smaller number of people, or those in specific neighborhoods, communities or with particular demographic characteristics, “involve” or “collaborate” approaches may be more suitable. Each project is unique and may warrant a different level of engagement.

Consider the role for the public in making decisions related to the project. A consultative role may mean that people provide their perspectives in advance of key decision-making milestones, but those decisions are ultimately made by another entity (for example, DRCOG’s Board of Directors). A collaborative role for the public would equip them to provide direction or develop alternatives.

Step 5. Identify potential participants

The specific segments of the public who will be invited to provide input must be identified. To help better define who will be engaged, staff should consider analyzing who will be affected by the project and how to ensure their perspectives are considered, with the help of the engagement specialist. Other staff may be able to help leverage existing tools for not only identifying segments of the public from whom input is desired, but also those who may have provided input on similar projects. If the project budget allows, other staff members may be able to help compile, analyze and interpret the demographic profiles of the neighborhoods and communities potentially affected by the project. They may be able to help with relevant data for information including race, ethnic background, income, educational attainment, and household size of the people in the areas the project will affect.

Employees in other DRCOG divisions may help determine whether they maintain partnerships or can leverage relationships with people in the communities that have been identified, to help solicit the best input from the public in the affected areas or demographic profiles. A list of community services and organizations that may help to determine which segments of the public to approach for engagement can be found in “Appendix C: Potential participants” on page 41.

Consider how the involvement of a representative cross-section of the region or affected communities, including people of all races, colors, national origins, languages and incomes will be facilitated. With the help of the engagement specialist, staff should identify a range of strategies that may invite and encourage the participation of:

- business leaders
- civic organizations
- community organizations

- faith-based organizations
- individuals with disabilities
- neighborhood associations
- older adults
- partner organizations
- people who speak languages other than English (see DRCOG's [Limited English Proficiency plan](#))
- populations traditionally under-represented in similar projects (consider demographic, geographic and economic factors)
- youth and young adults

Step 6. Identify tools and techniques

Once the goals for public participation, the appropriate level of public engagement and the members of the public to engage have been determined, the foundation for outreach has been established. As noted previously, these steps might not be linear for each project and some steps may need to be completed concurrently or reassessed as the project is further planned or implemented. For instance, the potential participants might need to be modified based on the tools and techniques that are chosen, or the appropriate level of engagement might be determined after identifying possible participants.

As planning the engagement activities begins, DRCOG staff should identify, with the help of the engagement specialist:

- the techniques and tools selected to achieve the goal for engagement
- the effort expected to be invested by those engaged

If people are asked to provide more information than will be used, they may form a negative opinion of DRCOG or be reluctant to participate in future projects. Consider not only how people's perspectives will be collected, but also how DRCOG will communicate to them:

- how the information they provide will be used
- how their perspectives will inform decision-making
- how their participation reflects the diversity of the region
- the outcome of the decisions for which they provided input
- how they can provide feedback on their experiences of the public engagement process

The budget available to conduct public engagement must also be considered. The level to which other DRCOG divisions will be involved, and whether their time will be charged to a specific grant or project, is an important part of this consideration. Also, the extent of work needed with Communications and Marketing to produce printed materials, develop and analyze surveys, obtain translation services or engage contractors to conduct focus groups must be considered. Many potential techniques, tactics and tools will require time and effort from employees in different divisions or work groups, so enough time and funding must be incorporated into the project plans to accommodate the contributions of the various DRCOG staff involved.

Step 7. Implement public engagement activities

After the tools, techniques and potential participants have been identified, the public engagement efforts can be implemented. A strategy should be developed with the help of the engagement specialist to coordinate each activity with timelines of the various engagement efforts. This strategy should be

easy to develop using the work completed in the previous steps. While the strategy will provide a helpful guide to organize efforts, engagement activities can and should be modified as needed throughout the process. See Section IV on page 30 for more information on implementation.

Step 8. Measure, demonstrate and evaluate results of engagement

After public engagement activities have been implemented, they must be evaluated for their effectiveness. Staff should begin to consider how the success of the public engagement efforts will ultimately be measured and evaluated before engagement begins and while activities are taking place. User feedback should also be reviewed, such as including a final question at the end of an online survey that asks how to improve the process or by considering the number of participants who gave input and evaluating if certain strategies are more effective in encouraging involvement. In addition, participants should know what happens to their input, what happened to the project as a result of the engagement process, and how decision-makers were influenced by their participation. Appendices D and E on pages 44 and 52 provide techniques and tools, as well as guidance for the level of engagement for which each is best suited, and potential evaluation metrics for evaluating the success of public engagement activities.

Evaluation of public engagement activities should be based on the metrics in Appendices D and E and the relevant evaluation criteria for the objectives in Appendix F. Using this evaluation process, the success of the various techniques and tools will inform future engagement efforts.

III. Public engagement in regional transportation planning

Introduction

As noted in Section II, DRCOG expects its employees to determine whether federal, state or partner requirements will inform the public engagement process they pursue. Among all DRCOG employees, those engaged in transportation planning are most frequently required to meet federal and state regulations related to public engagement.

Regardless of whether they are part of the Transportation Planning and Operations division, if a staff member is engaged in transportation planning (especially if working on a Unified Planning Work Program-funded project), or is providing professional expertise to those engaged in transportation planning, it is helpful to become acquainted with the requirements set out by the federal government and State of Colorado, the formal arrangements among DRCOG and its planning partners, and DRCOG's expectations of its employees.

Tip: For public engagement efforts that do not involve transportation planning, please feel free to skip this section.

DRCOG ensures the public has opportunities to be involved in transportation planning activities, pursuant to the Code of Federal Regulations. Specifically, public involvement in transportation planning is addressed in Title 23, Section 450.316, "Interested parties, participation and consultation" and Title 40, Section 93.105(a): "Consultation."

For more information on Code of Federal Regulations requirements, see "Appendix A: Federal transportation planning regulations" (page 33)

Although the other sections of this document outline **guidance for staff** related to public engagement, this section includes **required public involvement guidelines and policies** which specifically apply to development of regional transportation planning products. Agencies that implement projects (such as the Colorado Department of Transportation, the Regional Transportation District and member governments) define public involvement procedures and practices for specific projects.

DRCOG may occasionally make minor administrative and informational edits to nonpolicy sections of this section. Major policy changes go through the complete federally required public review and Board adoption process.

Federal and state regulations for transportation planning

Federal regulations require a public participation component to the metropolitan transportation planning process. The Fixing America's Surface Transportation (FAST) Act was signed into law in 2015. As the metropolitan planning organization for the Denver region, DRCOG is required to implement the FAST Act through plans and programs that consider all modes of transportation, and which are "continuing, cooperative and comprehensive to the degree appropriate" per FAST Act § 1201; 23 U.S.C. 134. The FAST Act emphasizes broadening public participation to include people who have not traditionally been involved. The FAST Act specifies that transportation planning be performed in conjunction with state and local officials, transit operators and the public.

Metropolitan planning organizations are responsible for conducting the locally developed public participation process as required by the joint Federal Highway Administration and Federal Transit Administration planning rule (Code of Federal Regulations, Title 23, Section 450.316; and Title 49, Section 613). The legislation requires that the metropolitan planning process "include a proactive public involvement process that provides complete information, timely public notice, full public access to key decisions and early and continuing involvement of the public in developing plans and transportation improvement programs (TIP)" (Code of Federal Regulations, Title 23, Section 450.316). Additional metropolitan planning organization public involvement requirements and criteria are specified in "Appendix A: Federal transportation planning regulations" (page 33).

The State of Colorado also requires public involvement related to transportation. The public records law of Colorado states that all public records shall be open for inspection by any person at reasonable times (Colorado Revised Statutes 24-72-201). Public records include all writings made, maintained or kept by the state or any agency, institution or political subdivision for use in the exercise of functions required or authorized by law or administrative rule or involving the receipt or expenditure of public funds.

DRCOG employees facilitating public engagement for transportation planning are expected to provide the opportunity for full and fair participation of all interested parties and populations. (For a list of potential participants, see "Appendix D: Techniques for public engagement" on page 44.) By doing so, DRCOG ensures that the public engagement process fully adheres to the principles and guidance outlined in the following federal actions:

Low-income communities and minority communities

Executive Order 12898, "Federal Actions to Address Environmental Justice in Minority and Low-Income Populations" promotes nondiscrimination in federal programs affecting human health and the environment. It ensures that minority and low-income communities have an opportunity to participate in matters relating to transportation and the environment. See "Appendix A: Federal transportation planning regulations" for more information about Executive Order 12898.

Improving access to services for individuals with limited English proficiency

Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency" ensures that programs and activities normally provided in English are accessible to individuals with limited English proficiency and do not discriminate based on national origin. See "Appendix A: Federal transportation planning regulations" for more information about Executive Order 13166.

Americans with Disabilities Act

The Americans with Disabilities Act requires that individuals from disabled communities be involved in the development and improvement of transportation services. See “Appendix A: Federal transportation planning regulations” for more information about the Americans with Disabilities Act.

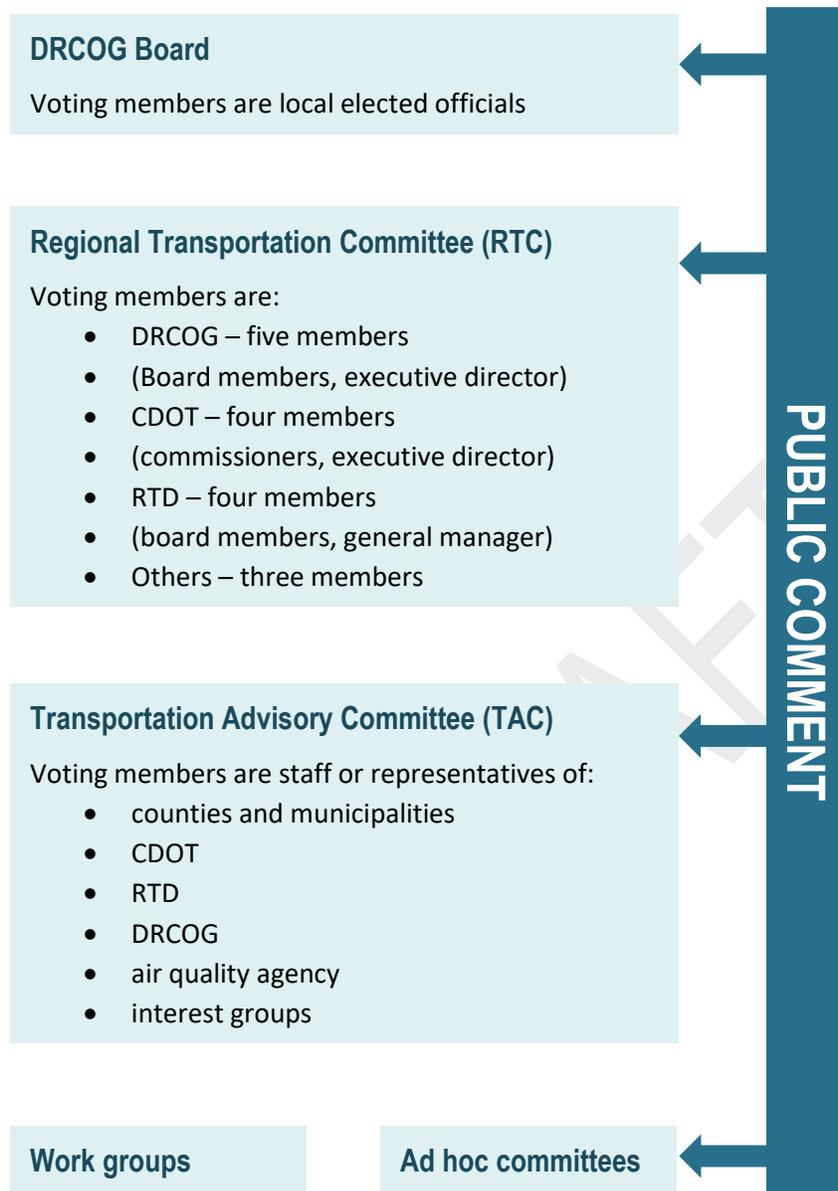
DRCOG employees engaged in transportation planning are responsible for ensuring that DRCOG and its partner agencies provide opportunities for – and encourage individuals from – such communities to participate in long-range planning.

Transportation planning process and public involvement

DRCOG believes that constructive public involvement is essential at all levels of transportation planning. DRCOG is responsible for proactively engaging the public in the regional transportation planning process and embracing federal regulations that require metropolitan planning organizations to provide the public with complete information, timely public notice, full public access to key decisions, and early and continuing involvement in developing planning products.

DRAFT

Transportation planning committee structure



Composition and responsibilities of the DRCOG Board of Directors and transportation committees

	DRCOG Board	Regional Transportation Committee	Transportation Advisory Committee
Authority	<ul style="list-style-type: none"> State and federal statutes DRCOG Articles of Association 	<ul style="list-style-type: none"> Federal statute 2001 MOA DRCOG Board adopts committee description 	<ul style="list-style-type: none"> 2001 MOA DRCOG Board adopts committee description
Responsibilities	<ul style="list-style-type: none"> Prepares, maintains and regularly reviews comprehensive regional plan (Metro Vision) Adopts all regional transportation planning products, including the Metro Vision RTP and TIP Products and policies are adopted when the Board and Regional Transportation Committee both take favorable action Board holds regularly-scheduled non-voting work sessions (typically monthly) at which every Board member is invited to participate 	<ul style="list-style-type: none"> Assists the DRCOG Board in regional transportation planning Prepares regional transportation planning policy recommendations for action by the DRCOG Board 	<ul style="list-style-type: none"> Facilitates dialogue and cooperation among local governments, regional agencies, the state and other stakeholders on regional transportation issues Provides advice and guidance on methods of planning and implementation, and helps develop policy options Assists the DRCOG Board and RTC by reviewing planning products and processes Makes recommendations to the Regional Transportation Committee on transportation plans and improvement programs
Membership	<ul style="list-style-type: none"> Each municipality, county, and city-and-county within the nine-plus county region is eligible to be a member of DRCOG Each member may designate one local elected official as its member representative and one as its alternate <ul style="list-style-type: none"> Denver may designate two members Governor appoints three non-voting members, including one member from CDOT RTD has one non-voting member 	<ul style="list-style-type: none"> Five from DRCOG – the chair, vice-chair, two Board directors and the executive director Four from CDOT – three Denver-area transportation commissioners and the executive director Four from RTD – three board members and the general manager DRCOG, CDOT and RTD may designate alternates in writing Three others – appointed annually by the Regional Transportation Committee chair upon unanimous recommendation of the DRCOG, CDOT and RTD executives (DRCOG executive will consult with the chair prior to the three agency executives forming a recommendation) 16 voting members total 	<ul style="list-style-type: none"> 15 local-government representatives appointed by the DROG chair: <ul style="list-style-type: none"> two each from Adams, Arapahoe, Boulder, Douglas and Jefferson counties, and one from southwest Weld County <ul style="list-style-type: none"> at least three are appointed from counties at least seven are appointed from municipalities (at least two but no more than three are from cities smaller than 35,000 in population) two from Denver and one from Broomfield one from the non-MPO (Mountains and Plains) area of the transportation planning region appointees are city or county managers/ administrators; public works, transportation or planning directors; or equivalent CDOT directors (or their designees) for regions 1 and 4, division of transit and rail, and transportation development division RTD's assistant general manager of planning DRCOG's transportation planning and operations director Regional Air Quality Council executive director One representative each of environmental, freight, transportation demand management/ non-motorized, senior, aviation, non-RTD transit and business/ economic development interests (nominated by the DRCOG chair and confirmed by the Regional Transportation Committee) Alternates may be designated in writing FHWA and FTA have ex officio representation 29 voting members total
Quorum	<ul style="list-style-type: none"> One-third of all voting member representatives 	<ul style="list-style-type: none"> 12 voting members or designated alternates 	<ul style="list-style-type: none"> 15 voting members or designated alternates
Decisions Made	<ul style="list-style-type: none"> Regular questions: With a majority of voting member representatives present Adoption or amendment of elements of regional plan: With a majority of all voting member representatives 	<ul style="list-style-type: none"> With 12 affirmative votes 	<ul style="list-style-type: none"> With 15 affirmative votes

Reaching community members, stakeholders and interest groups: transportation planning

Tip: Consult DRCOG's [Limited English Proficiency plan](#) for information about interacting with those whose proficiency of English is limited.

Goals

Staff's diligence in inviting public engagement will ensure that decisions regarding a proposed plan or project are made only after the public is made aware of, and is provided the opportunity to comment on, the proposal. DRCOG has established the following goals for public involvement specifically related to the transportation planning process:

- **present information and educate the public** about the regional transportation planning process.
- **continually solicit public input** through its Board of Directors, public forums, public hearings, local community and interest group meetings, questionnaires and newsletters — especially at the beginning of planning processes, at key decision points, and when final drafts are prepared. DRCOG makes maximum use of opportunities to speak to communities and organizations at their scheduled meetings. DRCOG has discovered it is more productive to go out to the public rather than expecting the public to come to a DRCOG-hosted meeting.
- **facilitate information flow between the public and decision-makers** by compiling public issues, comments and concerns into complete and concise documents.
- **consider and respond to public concerns** in preparing draft documents. The transportation committees and the DRCOG Board consider expressed public concerns when making decisions. DRCOG is responsible for drafting responses to identified concerns and for documenting the consideration given to major issues by decision-makers. For certain processes (specifically, the Metro Vision Regional Transportation Plan and Transportation Improvement Program), if a significant number of comments are received on the draft documents, DRCOG prepares a summary, analysis and report on the disposition of those comments.

Broadening public engagement efforts

Recent federal regulations and executive orders have emphasized broadening public participation in transportation planning to include affected groups that have not traditionally been very involved such as minority constituents and people with disabilities, and those with lower incomes or [limited English proficiency](#). All DRCOG-hosted public hearings and forums are held in venues that are Americans with Disability Act accessible, and DRCOG accommodates and provides services for people with other disabilities when such services are requested in advance.

Coordination of public participation

The DRCOG transportation planning process corresponds with coordinated efforts by metropolitan planning area partner agencies to ensure public participation at all levels of the region's transportation system – local, regional, state and federal. However, public participation takes place at the city, county, corridor and project levels, too. Individuals concerned about a specific project or citywide plan, for example, will often find their participation to be more meaningful in a public involvement process

conducted specifically for that project or plan by the project sponsor or the subject community. While DRCOG provides opportunities for further public comment on proposed projects during development of regional products such as the [Metro Vision Regional Transportation Plan](#) or [Transportation Improvement Program](#), DRCOG’s public involvement is intended to augment, not replace, project-specific public involvement activities.

Regular opportunities for public comment in transportation planning activities

The role of DRCOG employees engaged in transportation planning includes encouraging the public to attend committee meetings or contact representatives with comments and concerns. The DRCOG Board of Directors, Regional Transportation Committee, Transportation Advisory Committee and ad hoc committees provide an opportunity for public comment on the agenda of all meetings. Visit drcog.org for a calendar of meeting dates and associated agendas.

DRCOG transportation planning process meetings – standing meeting times and dates

Board of Directors	6:30 p.m.	Third Wednesday of every month
Board of Directors work session	4 p.m.	First Wednesday of every month
Regional Transportation Committee	8:30 a.m.	Third Tuesday of every month
Transportation Advisory Committee	1:30 p.m.	Fourth Monday of every month

Policy action process for transportation planning

DRCOG employees involved in transportation planning follow a policy action process to ensure the Board of Directors has ample opportunity to consider all aspects of an issue or action in question, including the perspectives of the public. Such major actions are associated with:

- Metro Vision, update or amendment
- Metro Vision Regional Transportation Plan, update or amendment
- Transportation Improvement Program, update or amendment
- associated air quality conformity determination document

Policy action steps

Employees involved in conducting, coordinating or publicizing major actions must ensure that they follow the policy action steps below related to soliciting and considering public comments:

1. The chair of the DRCOG Board of Directors sets a public hearing date that allows at least a 30-day period for document review before the public hearing. The hearing date is announced at the next Board of Directors meeting (which may be fewer than 30 days from the close of the review period). The 30-day period may be reduced by the Board chair in the event of a special or emergency circumstance that necessitates prompt action by the metropolitan planning organization. In such circumstances, every effort will be made to provide a minimum of 15 days’ notice before the public hearing.
2. After setting the public hearing date, a legal notice of the hearing is published in the media of record (currently the *Denver Post*) at least 30 days in advance of the public hearing (or at least

15 days in unique cases to respond to federal legislation requiring immediate action). Notices may also be published in other media. The notice includes the time, date and location of the public hearing as well as how documents or materials can be reviewed. The document and public hearing notice are also made available on the DRCOG website (drcog.org).

3. The public may provide comment during the 30-day public comment period through the end of the public hearing. (Occasionally the comment period is extended beyond the hearing.) Those who desire to provide public comment may:
 - contact the Transportation Planning and Operations administrative assistant to express their intent to speak at the public hearing
 - sign in to speak immediately before the public hearing
 - submit written comments during the 30-day comment period
 - post comments online

Written and online comments receive the same consideration as comments made at the public hearing. Such comments must include the name of the person submitting them. Anonymous comments will not be included in the staff-prepared summary.

4. A formal public hearing is conducted at which the public can testify on the policy document. Individuals are typically allowed a maximum of three minutes to testify. Action on the policy document is then typically scheduled for the next regular meeting of the Board.
5. DRCOG staff prepares a written summary of the comments presented at the hearing and received via email, website or letter during the comment period. Staff responses are provided. The summary of public comments and staff responses is provided to the Transportation Advisory Committee, Regional Transportation Committee and the Board of Directors prior to their next regular meetings.
6. After considering public comment and DRCOG staff responses, the Transportation Advisory Committee recommends an action to the Regional Transportation Committee.
7. After considering public comments, DRCOG staff responses and the Transportation Advisory Committee recommendation, the Regional Transportation Committee recommends an action to the Board.
8. After considering all comments and recommendations, the DRCOG Board of Directors takes action.
9. The summary of public comments and responses is included in the final published policy document or made available as a separate document.

Agency integration for transportation planning

The regional transportation planning process, and its corresponding public participation process, is a coordinated approach among DRCOG, the Regional Transportation District and the Colorado Department of Transportation. In 2018, the three agencies updated the memorandum of agreement for transportation planning and programming outlining their plans for communication, collaboration and coordination in transportation processes. This updated agreement serves as the [metropolitan planning agreement](#) (MPA) in accordance with the Code of Federal Regulations, Title 23, Section 450.

[Transportation Planning in the Denver Region](#), published by DRCOG, outlines coordination efforts of the three agencies, augments the memorandum of agreement and was revised in 2017.

Additionally, staff from the CDOT, DRCOG, RTD, the Regional Air Quality Council, the Colorado Air Pollution Control Division, Federal Transit Administration, Federal Highway Administration and Environmental Protection Agency meet to ensure coordination among the agencies. The Agency Coordination Team reviews the transportation planning activities of CDOT, DRCOG, RTD, the Federal Transit Administration and the Federal Highway Administration and coordinates the Unified Planning Work Program activities and timing with individual agencies' planning activities. Agencies consult as appropriate with federal, state and local resource agencies responsible for land management, natural resources, environmental protection, conservation and historic preservation.

Air quality coordination tasks are conducted under the auspices of the Interagency Consultation Group. The Interagency Consultation Group usually meets right after the Agency Coordination Team to address air quality conformity planning topics.

Key transportation planning activities

The framework described in the table that follows ("Key planning activities and public engagement methods") identifies types of planning products, the most appropriate agency responsible for the public engagement activity and the usual methods for ensuring public engagement. Additional methods to obtain public input may be used, as appropriate. Agendas for all DRCOG committee meetings are posted on the DRCOG website calendar and offer a period to provide public comments.

Table: Key planning activities and public engagement methods

Activity	Responsibility	Opportunities and Methods
People-centered Planning, Projects and Services	DRCOG	guides DRCOG employees in public engagement approaches; describes implementation of federal and state transportation planning regulations
Metro Vision plan and Metro Vision Regional Transportation Plan	DRCOG	public interest forums at key points throughout the development process; DRCOG committee review and recommendation; public hearing and comment period before adoption and amendment; staff outreach to communities and organizations using workshops, presentations, questionnaires, website techniques
Transportation Improvement Program	DRCOG, local governments, CDOT, RTD	project sponsor conducts public outreach in communities regarding specific projects; DRCOG committee review and recommendation; public hearing before adoption of new TIP or a TIP amendment requiring conformity finding; posting of all amendments on website as part of agenda packet prior to committee discussion and Board action
conformity of the RTP and the TIP	DRCOG	DRCOG committee review and recommendation; public hearing on draft conformity finding
Unified Planning Work Program	DRCOG, CDOT, RTD	periodic transportation forums to identify key planning tasks; DRCOG committee review and recommendation

Activity	Responsibility	Opportunities and Methods
Active Transportation Plan	DRCOG	ad hoc committees or work groups; DRCOG committee review and recommendation; solicitation of comments and input announced via website and email notification; public hearing and comment period before adoption
major corridor/ sub-area studies	CDOT, RTD, DRCOG, local governments	task forces, committees and public meetings in the study area; meetings conducted in affected neighborhoods; other outreach efforts (newsletter, website, comment forms)
strategic plans or programming documents	DRCOG	stakeholder and practitioner workgroups; DRCOG committee review and recommendation; Posting of draft documents on website prior to committee discussion and Board action
project development	implementing jurisdiction	task forces, committees and/or public meetings in the project locale at key decision points

See “Section IV: Implementation(beginning on page 30),” for public involvement methods for new projects or those not covered by the state and federal requirements in this section.

Documenting transportation planning activities

DRCOG employees are responsible for making documentation pertaining to transportation plans and programs available for public review and comment.

DRCOG produces policy documents via adopting resolutions, technical reports, white papers, consultant reports and popular reports, all of which document the policies, plans, programs and planning activities of the transportation planning process.

DRCOG staff drafts policy documents which are published in final form after adoption by the Board of Directors. DRCOG makes policy document drafts available for public comment at least 30 days prior to any public hearing on the subject. Drafts of **People-centered planning, projects and services** (this document, DRCOG’s public engagement plan) will be available at least 45 days prior to a public hearing per federal regulations. Public comments received on the Metro Vision Regional Transportation Plan or Transportation Improvement Program are summarized and included with the policy document along with responses and the disposition of the comments.

DRCOG employees prepare summaries of all meetings of DRCOG committees and the Board of Directors, which are available upon request from DRCOG staff and on the DRCOG website. DRCOG provides documentation of key decision points in planning processes through public outreach.

Distribution of materials related to transportation planning

The public may request copies of, or to view, all reports developed and compiled by DRCOG. All DRCOG publications can be downloaded from the DRCOG website (drcog.org), or are available upon request from DRCOG staff. Publications are also available for public review at the DRCOG offices.

Notification of activities related to transportation planning

DRCOG makes improvements and enhancements to the DRCOG website every year to facilitate providing information to the public and opportunities to provide input on specific transportation topics to decision-makers. DRCOG informs the public about the agency's actions or activities through its website and distributes notices of pending policy actions and decisions to regional, community and minority media. Public hearings are advertised in the media of record (currently the *Denver Post*).

DRCOG maintains a list of elected officials, public officials and special interest groups to ensure the wide distribution of documents. DRCOG employees use the list to inform the public of upcoming meetings and events pertaining to transportation planning processes and products. Various DRCOG contact lists are continuously consolidated and expanded to notify the public of events and activities.

In addition to the DRCOG website, a written notice of each regular and special Board of Directors or committee meeting at DRCOG is kept in the reception area of the DRCOG offices. Such meetings are open to the public, and include the opportunity for public comment.

Future measurements and reviews for transportation planning projects

Every four years, the Federal Highway Administration and Federal Transit Administration review and certify DRCOG's planning process to ensure DRCOG complies with the federal regulations for a metropolitan planning organization. In addition, DRCOG is required to conduct a self-certification review following the adoption of a new Transportation Improvement Program. DRCOG's public participation processes are essential to these reviews. As part of its self-certifications, and for its own monitoring purposes, DRCOG periodically measures and reviews the public participation process, considering the following items:

- measurement of the quantity and response to specific public involvement strategies, including:
 - website activity – hits, downloads, comments submitted
 - emails and phone calls received
 - attendance at speaking engagements with the public and elected representatives, noting specifically those with low-income communities, minority communities and groups, organizations of the disabled and senior groups
 - attendance at public hearings and meetings
 - timeliness of informational materials on the web
 - validity and accuracy of mailing and email lists
- compilation and acknowledgement of any complaints lodged regarding the public involvement process
- assessment of the value of the public input to decision-makers
- assessment of the need for new strategies or adjustments
- determination if changes or amendments are necessary to this document, ***People-centered planning, projects and services.***

IV. Implementation

Whether a project includes a formal process (as may be required for transportation planning as outlined in Section III) or engagement is related to a DRCOG project without federal, state or partner requirements, implementation can take many forms. To start, staff must “Determine the appropriate level of public engagement” (page 15) and carefully consider the goals for the project as well as the purpose of public engagement.

As a reminder, the four levels of public engagement include:

Inform	Consult	Involve	Collaborate
DRCOG provides fair and balanced information to help people understand the issue, alternatives, challenges, opportunities or solutions.	DRCOG obtains feedback on analysis, alternatives or decisions.	DRCOG works directly with members of the public to ensure that stakeholder concerns and aspirations are accurately understood, represented and considered.	DRCOG forms partnerships with members of the public for every aspect of decision-making, including development of alternatives and identification of the preferred solution.

DRCOG staff should consider the techniques and tools that might best encourage the appropriate level of public engagement for the project. The techniques and tools that are chosen can facilitate the level of engagement to be achieved. For example, an eblast announcing a new report is **informational**. A poster announcing a public hearing is not **consultative** on its own, but facilitates consultation at the hearing it promotes. An email announcing that the public is invited to submit their community’s five most serious challenges represents the “**involve**” level. A focus group at which members of the public suggest alternatives for how to spend limited funds on transportation projects represents the “**collaborate**” level. Very few techniques or tools, in and of themselves, result in participation that is **collaborative**. Collaborative opportunities for organizations structured like DRCOG, which operates under priorities established by a board of directors, are rare. However, in some circumstances it’s appropriate to consider greater decision-making involvement by the public.

Techniques

Techniques (see “Appendix D: Techniques for public engagement”) represent tactics for approaching public involvement. They always involve interaction among people – usually representatives of DRCOG (employees, committee members, Board directors) and members of the public. Discern the techniques that will be used for public engagement before thinking about the tools that will be used to support it.

Tools

Tools (see “Appendix E: Tools for public engagement”) are what can be used as part of the public engagement techniques. A tool’s success depends on how well it is a) designed to support its corresponding technique and b) how effectively it is deployed. Not every tool will be relevant for every technique. However, every tool requires an employee to take responsibility for using it and measuring how its use contributes to the success of its corresponding technique.

The medium is not the message

Simply using a technique or tool won't guarantee meaningful results. Consider how the techniques will be refined and tools will be developed to ensure meaningful public engagement. For tools that are static materials, such as posters, postcards and other printed matter, create a clear call to action that will allow staff to measure how many people saw the collateral and how they responded. DRCOG staff is encouraged to consult the engagement specialist for help developing techniques and tools at any stage of a project process.

Potential participants

Although staff may have a well-defined idea about the types of people to engage in a project (see "Appendix C: Potential participants"), staff should consider other types of organizations, professionals and members of the public with whom DRCOG has not previously interacted – or who may have provided input in the past but who have not recently been actively engaged.



For more on federal guidance related to identifying potential participants in transportation planning, see "Reaching community members, stakeholders and interest groups: transportation planning" (page 24)

Demonstrating results and evaluation

During development of a project, the purpose, goals and results of the project were considered. The elements that would contribute to its success – or the success of its public engagement component – were also considered. The groups of people who have been historically under-represented in similar efforts were specifically considered. And the ideal level of public engagement for the project was determined.

Consult "Appendix F: Evaluation criteria" for questions that can be used before, during and after an engagement project to determine whether the project is on track to meet its objectives. Evaluating the success of engagement strategies is critical to improving the overall effectiveness of engagement in the future.

Criteria includes three major objectives:

- provide meaningful opportunities to participate
- involve under-represented communities
- communicate complete, accurate, understandable and timely information

Some but perhaps not all criteria will be relevant to the project. Before data is collected, determine which criteria are relevant to the project.

For guidance on creating, distributing and notifying the public about policy documents, technical reports and meeting summaries related to transportation planning, see “Distribution of materials related to transportation planning” (page 29) and “Notification of activities related to transportation planning” (page 29).

A member of the project team should be designated to coordinate how the team will gather, compile and report on criteria and measurements throughout all project stages. By measuring progress toward goals throughout the project, corrections may be made while the efforts are still underway.

Because collecting and evaluating data may require collaboration across DRCOG divisions, be sure to allow adequate time for employees in other divisions to help.

Summary: A place to begin

Each day DRCOG staff contributes to enhancing and protecting the quality of life in our region. Along with our member governments, the organization plans, funds and delivers services to maximize the benefit to the people of our region – people of all ages, incomes and abilities -- and DRCOG recognizes the importance of hearing as many voices as possible. To fulfill DRCOG’s mission, the organization must effectively engage the community and involve the public.

This public engagement plan and appendices help DRCOG employees plan, implement and evaluate effective engagement activities that invite greater public participation in the organization’s projects. DRCOG is committed to going well beyond just meeting the minimum requirements, and its employees not only inform the public of what DRCOG is doing, but also encourage and enable meaningful engagement.

The process and tactics in this plan are a place to begin. Successful public engagement depends on a shared commitment throughout the organization — and at all levels — to involve the public, and to take responsibility for facilitating engagement activities.

V. Appendices

Appendix A: Federal transportation planning regulations

The federal laws and processes covering public participation in the transportation planning process include the following:

Fixing America's Surface Transportation Act (FAST Act), public law as passed by Congress and signed by President Obama on Dec. 4, 2015

As mandated under the Code of Federal Regulations, Title 23, Section 134 and directed by the FAST Act, or other, current supporting federal regulations, MPOs must establish, periodically review and update public participation processes. These processes should assure early and continued public awareness of and access to the transportation decision-making process.

The planning regulations contain a number of performance standards for public involvement, including:

- providing timely notice and reasonable access to information about transportation issues and processes
- providing adequate public notice of public participation activities and time for public review and comment at key decision points, including a reasonable opportunity to comment on the proposed metropolitan transportation plan and the metropolitan transportation improvement program
- demonstrating explicit consideration and response to public input received during the development of the metropolitan transportation plan and the metropolitan transportation improvement program
- employing visualization techniques to describe metropolitan transportation plans and metropolitan transportation improvement programs
- making public information (technical information and meeting notices) available in electronically accessible formats and means

The Americans with Disabilities Act of 1990, the Rehabilitation Act of 1973 (Section 504) and the Rehabilitation Act Amendments of 1998 (Section 508)

The Americans with Disabilities Act of 1990 mandates that public facilities be made accessible to people with disabilities and has been the basis for requiring that transit buses and street curbs be retrofitted or reconstructed with appropriate equipment and design details.

The Rehabilitation Act of 1973 (Section 504) states that “no qualified individual with a disability in the United States shall be excluded from, denied the benefits of, or be subjected to discrimination under” any program or activity that receives federal financial assistance.

The Rehabilitation Act Amendments of 1998 (Section 508) states that federal agencies must ensure that electronic and information technology is accessible to employees and members of the public with disabilities to the extent it does not pose an “undue burden.”

Title VI of the Civil Rights Act of 1964

Title VI of the Civil Rights Act of 1964 states that “no person in the United States shall, on the grounds of race, color or national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”

Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency (2000)

The basis of Executive Order 13166 lies in Title VI of the Civil Rights Act of 1964. It requires that federal agencies work to ensure that recipients of federal financial assistance provide “meaningful access” to their limited English proficiency applicants and beneficiaries.

Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations (1994)

The basis of Executive Order 12898 lies in Title VI of the Civil Rights Act of 1964. The Executive Order directs that “each federal agency shall make achieving environmental justice part of its mission by identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations.

U.S. Department of Transportation Update Environmental Justice Order 5610.2(a)

The U.S. Department of Transportation Order 5610.2(a) sets forth the U.S. Department of Transportation policy to consider environmental justice principles in all U.S. Department of Transportation programs, policies and activities. The three fundamental environmental justice principles include:

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

Federal Highway Administration Order 6640.23A Actions to Address Environmental Justice in Minority Populations and Low-Income Populations

The Federal Highway Administration Order 6640.23A is the directive that establishes policies and procedures for the Federal Highway Administration to use in complying with Executive Order 12898. In addition, it defines the following terms:

- low-income – A person whose median household income is at or below the Department of Health and Human Services poverty guidelines.
- low-income population – Any readily identifiable group of low-income persons who live in geographic proximity, and, if circumstances warrant, geographically dispersed/transient persons who will be similarly affected by a proposed program, policy, or activity.
- minority – A person who is:
 - Black: a person having origins in any of the black racial groups of Africa;
 - Hispanic or Latino: a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race;
 - Asian American: a person having origins in any of the original peoples of the Far East, Southeast Asia or the Indian subcontinent;
 - American Indian and Alaskan Native: a person having origins in any of the original people of North America, South America (including Central America), and who maintains cultural identification through tribal affiliation or community recognition; or

- Native Hawaiian and Other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa or other Pacific Islands.
- minority population – Any readily identifiable groups of minority persons who live in geographic proximity, and if circumstances warrant, geographically dispersed/transient persons who will be similarly affected by a proposed program, policy, or activity.

Code of Federal Regulations, Title 23, Section 450.314 Metropolitan planning agreements. (as of November 29, 2017)

- (a) The MPO, the State(s), and the providers of public transportation shall cooperatively determine their mutual responsibilities in carrying out the metropolitan transportation planning process. These responsibilities shall be clearly identified in written agreements among the MPO, the State(s), and the providers of public transportation serving the MPA. To the extent possible, a single agreement between all responsible parties should be developed. The written agreement(s) shall include specific provisions for the development of financial plans that support the metropolitan transportation plan (see § 450.324) and the metropolitan TIP (see § 450.326), and development of the annual listing of obligated projects (see § 450.334).
- (b) The MPO, the State(s), and the providers of public transportation should periodically review and update the agreement, as appropriate, to reflect effective changes.
- (c) If the MPA does not include the entire nonattainment or maintenance area, there shall be a written agreement among the State department of transportation, State air quality agency, affected local agencies, and the MPO describing the process for cooperative planning and analysis of all projects outside the MPA within the nonattainment or maintenance area. The agreement must also indicate how the total transportation-related emissions for the nonattainment or maintenance area, including areas outside the MPA, will be treated for the purposes of determining conformity in accordance with the EPA's transportation conformity regulations (40 CFR part 93, subpart A). The agreement shall address policy mechanisms for resolving conflicts concerning transportation-related emissions that may arise between the MPA and the portion of the nonattainment or maintenance area outside the MPA.
- (d) In nonattainment or maintenance areas, if the MPO is not the designated agency for air quality planning under section 174 of the Clean Air Act (42 U.S.C. 7504), there shall be a written agreement between the MPO and the designated air quality planning agency describing their respective roles and responsibilities for air quality related transportation planning.
- (e) If more than one MPO has been designated to serve an urbanized area there shall be a written agreement among the MPOs, the State(s), and the public transportation operator(s) describing how the metropolitan transportation planning processes will be coordinated to assure the development of consistent metropolitan transportation plans and TIPs across the MPA boundaries, particularly in cases in which a proposed transportation investment extends across the boundaries of more than one MPA. If any part of the urbanized area is a nonattainment or maintenance area, the agreement also shall include State and local air quality agencies. The metropolitan transportation planning processes for affected MPOs should, to the maximum extent possible, reflect coordinated data collection, analysis, and planning assumptions across the MPAs. Alternatively, a single metropolitan transportation plan and/or TIP for the entire urbanized area may be developed jointly by the MPOs in cooperation with their respective planning partners. Coordination efforts and outcomes shall be documented in subsequent transmittals of the UPWP and other planning products, including the metropolitan transportation plan and TIP, to the State(s), the FHWA, and the FTA.
- (f) Where the boundaries of the urbanized area or MPA extend across two or more States, the

Governors with responsibility for a portion of the multistate area, the appropriate MPO(s), and the public transportation operator(s) shall coordinate transportation planning for the entire multistate area. States involved in such multistate transportation planning may:

- (1) Enter into agreements or compacts, not in conflict with any law of the United States, for cooperative efforts and mutual assistance in support of activities authorized under this section as the activities pertain to interstate areas and localities within the States; and
 - (2) Establish such agencies, joint or otherwise, as the States may determine desirable for making the agreements and compacts effective.
- (g) If part of an urbanized area that has been designated as a TMA overlaps into an adjacent MPA serving an urbanized area that is not designated as a TMA, the adjacent urbanized area shall not be treated as a TMA. However, a written agreement shall be established between the MPOs with MPA boundaries, including a portion of the TMA, which clearly identifies the roles and responsibilities of each MPO in meeting specific TMA requirements (e.g., congestion management process, Surface Transportation Program funds suballocated to the urbanized area over 200,000 population, and project selection).
- (h)
- (1) The MPO(s), State(s), and the providers of public transportation shall jointly agree upon and develop specific written provisions for cooperatively developing and sharing information related to transportation performance data, the selection of performance targets, the reporting of performance targets, the reporting of performance to be used in tracking progress toward attainment of critical outcomes for the region of the MPO (see § 450.306(d)), and the collection of data for the State asset management plan for the NHS for each of the following circumstances:
 - (i) When one MPO serves an urbanized area;
 - (ii) When more than one MPO serves an urbanized area; and
 - (iii) When an urbanized area that has been designated as a TMA overlaps into an adjacent MPA serving an urbanized area that is not a TMA.
 - (2) These provisions shall be documented either:
 - (i) As part of the metropolitan planning agreements required under paragraphs (a), (e), and (g) of this section; or
 - (ii) Documented in some other means outside of the metropolitan planning agreements as determined cooperatively by the MPO(s), State(s), and providers of public transportation.

Section 450.316 Interested parties, participation, and consultation.

- (a) The MPO shall develop and use a documented participation plan that defines a process for providing individuals, affected public agencies, representatives of public transportation employees, public ports, freight shippers, providers of freight transportation services, private providers of transportation (including intercity bus operators, employer-based commuting programs, such as carpool program, vanpool program, transit benefit program, parking cash-out program, shuttle program, or telework program), representatives of users of public transportation, representatives of users of pedestrian walkways and bicycle transportation facilities, representatives of the disabled, and other interested parties with reasonable opportunities to be involved in the metropolitan transportation planning process.
- (1) The MPO shall develop the participation plan in consultation with all interested parties and shall, at a minimum, describe explicit procedures, strategies, and desired outcomes for:
 - (i) Providing adequate public notice of public participation activities and time for public review and comment at key decision points, including a reasonable opportunity to comment on the

- proposed metropolitan transportation plan and the TIP;
 - (ii) Providing timely notice and reasonable access to information about transportation issues and processes;
 - (iii) Employing visualization techniques to describe metropolitan transportation plans and TIPs;
 - (iv) Making public information (technical information and meeting notices) available in electronically accessible formats and means, such as the World Wide Web;
 - (v) Holding any public meetings at convenient and accessible locations and times;
 - (vi) Demonstrating explicit consideration and response to public input received during the development of the metropolitan transportation plan and the TIP;
 - (vii) 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;
 - (viii) Providing an additional opportunity for public comment, if the final metropolitan transportation plan or TIP differs significantly from the version that was made available for public comment by the MPO and raises new material issues that interested parties could not reasonably have foreseen from the public involvement efforts;
 - (ix) Coordinating with the statewide transportation planning public involvement and consultation processes under subpart B of this part; and
 - (x) Periodically reviewing the effectiveness of the procedures and strategies contained in the participation plan to ensure a full and open participation process.
- (2) When significant written and oral comments are received on the draft metropolitan transportation plan and TIP (including the financial plans) as a result of the participation process in this section or the interagency consultation process required under the EPA transportation conformity regulations (40 CFR part 93, subpart A), a summary, analysis, and report on the disposition of comments shall be made as part of the final metropolitan transportation plan and TIP.
- (3) A minimum public comment period of 45 calendar days shall be provided before the initial or revised participation plan is adopted by the MPO. Copies of the approved participation plan shall be provided to the FHWA and the FTA for informational purposes and shall be posted on the World Wide Web, to the maximum extent practicable.
- (b) In developing metropolitan transportation plans and TIPs, the MPO should consult with agencies and officials responsible for other planning activities within the MPA that are affected by transportation (including State and local planned growth, economic development, tourism, natural disaster risk reduction, environmental protection, airport operations, or freight movements) or coordinate its planning process (to the maximum extent practicable) with such planning activities. In addition, the MPO shall develop the metropolitan transportation plans and TIPs with due consideration of other related planning activities within the metropolitan area, and the process shall provide for the design and delivery of transportation services within the area that are provided by:
- (1) Recipients of assistance under title 49 U.S.C. Chapter 53;
 - (2) Governmental agencies and non-profit organizations (including representatives of the agencies and organizations) that receive Federal assistance from a source other than the U.S. Department of Transportation to provide non-emergency transportation services; and
 - (3) Recipients of assistance under 23 U.S.C. 201-204.
- (c) When the MPA includes Indian Tribal lands, the MPO shall appropriately involve the Indian Tribal government(s) in the development of the metropolitan transportation plan and the TIP.
- (d) When the MPA includes Federal public lands, the MPO shall appropriately involve the Federal land management agencies in the development of the metropolitan transportation plan and the TIP.

- (e) MPOs shall, to the extent practicable, develop a documented process(es) that outlines roles, responsibilities, and key decision points for consulting with other governments and agencies, as defined in paragraphs (b), (c), and (d) of this section, which may be included in the agreement(s) developed under § 450.314.

[81 FR 34135, May 27, 2016, as amended at 81 FR 93473, Dec. 20, 2016; 82 FR 56544, Nov. 29, 2017]

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Appendix B: Project Purpose Form

This form can help you and the engagement specialist discern and document your project's purpose and your expectations for public engagement as you begin to plan. See Step 3 on page 15 for more information.

This project purpose form was adapted from the Public Engagement Guide created by Metro, a similar regional organization in the Portland, Oregon metropolitan area.

Project Purpose Form
The purpose of this project is to:
This project will result in:
The purpose of public engagement for this project is to:
Members of the public who should be engaged are:
The public engagement will be successful if:
This project will be successful if:

Example Project Purpose Form: Area Agency on Aging Four-Year Plan

Below is an example of how the project purpose form could be used by the Area Agency on Aging for their Four-Year Plan. In preparing the plan, DRCOG staff engages the public to identify their concerns and needs. The Area Agency on Aging asks the public to provide input through an online questionnaire, conversations with county councils on aging, community conversations, and meetings with key informants. Their responses shape development of priorities identified in the Area Plan on Aging.

Project Purpose Form
The purpose of this project is to:
<ul style="list-style-type: none"> • comply with federal and state requirements • plan for how the Area Agency on Aging help older adults stay independent and safe in their homes for the next four years
This project will result in:
<ul style="list-style-type: none"> • compliance with federal and state requirements • allocating funding per the prevalence of need identified by the region's older adults

- documenting how the Area Agency on Aging will achieve its mission to help older adults stay independent and safe in their homes for the next four years

The purpose of public engagement for this project is to:

- receive input about the needs of seniors in the region
- learn about challenges related to housing experienced by older adults and people with disabilities
- identify unmet needs within the region's older adults and people with disabilities
- determine what kind of services help the region's older adults stay independent at home
- identify how to reach, per federal requirements, more clients who are not receiving services from other organizations
- identify trends and patterns in obtaining services (or challenges obtaining services) by older adults
- take the emotional pulse of older adults regarding their experience obtaining services – whether they feel anxiety around particular issues, or relief, or desperation
- allow older adults to offer information they may not otherwise be specifically asked about
- dive deeper into topics of concern as volunteered by older adults

Members of the public who should be engaged are:

- people who the Area Agency on Aging staff don't usually interact with, but who would qualify for its services
- people living in campgrounds
- people who use a Five Points library
- high-income older adults
- low-income older adults
- people attending Salute to Seniors at the Colorado Convention Center
- people at the Asian Pacific Development Center

The public engagement will be successful if:

- people volunteer topics of concern that are new or surprising to Area Agency on Aging staff
- Area Agency on Aging staff gathers data that informs its plan
- people gain an increased awareness of the Area Agency on Aging
- Area Agency on Aging staff witness tears or emotion (a hint that they've uncovered sensitive or gut-wrenching challenges)

This project will be successful if:

- the Area Agency on Aging maintains federal and state compliance
- the Area Agency on Aging receives requests for services represent those identified in the conversations
- the Area Agency on Aging can demonstrate the relevance of its services to the region's older adults
- the Area Agency on Aging receives inquiries from researchers and academics about its four-year plan

Appendix C: Potential participants

Below are several lists of community services and organizations that may help you and the engagement specialist determine which segments of the public to approach for engagement. See Step 3 on page 15 for more information. The lists below are **merely suggestions** and are **not comprehensive**. Names of organizations are provided as examples only, and do not represent endorsement.

Partner organizations

- chambers of commerce
- city, county and local agency staff
- community-based service providers (such as Volunteers of America or family service organizations)
- economic development corporations
- Federal Highway Administration
- federal lands agencies
- federal regulatory agencies
- Federal Transit Administration
- state divisions, agencies, commissions and boards
- transit districts
- transportation management associations

Community agencies and emergency service providers

- 911 dispatch staff
- ambulance services
- community emergency operations departments
- conservation districts
- fire districts
- hazardous materials responders
- hospitals
- irrigation districts
- police departments
- school bus fleet managers
- school districts
- sheriff's departments
- state patrol
- water/sewer/fire protection districts

Shipping and freight

- port authority
- railroad associations
- railroad companies
- trucking associations
- trucking companies

Conservation, open space and agriculture

- agricultural organizations, farm bureaus
- agriculture companies

- conservation interest groups (such as Metro Denver Nature Alliance, Natural Resources Defense Council, Nature Conservancy or Sierra Club)
- environmental centers
- forest product companies
- parks
- wildlife interest groups (such as Audubon Society, Trout Unlimited or Rocky Mountain Elk Foundation)

Environmental justice

- advocacy organizations
- communities of speakers of languages other than English
- communities representing a diversity of ethnic and racial backgrounds
- low-income communities

Media

- newspaper
- online
- radio
- television

Special interest groups

- automobile associations (such as AAA)
- bicycle associations (such as Bicycle Colorado, Bike Denver, People for Bikes)
- community service clubs (such as Kiwanis, Optimist, Junior League or League of Women Voters)
- disability organizations (such as Colorado Cross-Disability Coalition)
- environmental interest groups
- older adult organizations (such as AARP)
- pedestrian associations (such as Walk2Connect)
- professional organizations (such as American Planning Association, WTS International, Urban Land Institute)
- religious organizations

Property owners

- adjacent or somewhat affected by the project
- along corridors related to the project
- directly affected by the project

Residents

- along affected corridors
- bicyclists
- commuters
- in the city/county/town
- in the neighborhood
- in the vicinity
- individuals with disabilities
- neighborhood associations
- pedestrians
- users of public transit

Elected officials; local jurisdictions and commissions

- city and town council members
- Colorado Commission on Aging
- Colorado Transportation Commission
- county commissioners
- county commissions on aging
- DRCOG Board of Directors
- elected officials serving DRCOG’s member governments
- mayors
- state representatives
- state senators
- U.S. representatives
- U.S. senators

Culture and tourism

- area attractions
- arts associations
- arts districts
- entertainment venues
- fairgrounds
- festival organizers
- tourism bureaus
- visitor centers

Businesses; owners and employees of

- along affected corridors
- commercial business areas
- delivery companies
- health clinics
- health systems
- industrial parks
- office complexes
- those affected by the project
- those in the city/county/town
- those in the neighborhood
- those in the vicinity

Services

- charter bus companies
- private transit providers
- truck stops
- utility companies
- vanpool companies

Appendix D: Techniques for public engagement

Techniques represent tactics you might use for approaching public involvement. They always involve interaction among people – usually representatives of DRCOG (employees, committee members, Board directors) and members of the public. You should review this list with the help of the engagement specialist to determine which techniques are relevant to your project. See Step 7 on page 17 for more information.

These techniques were adapted from the Public Engagement Guide created by Metro.

Relevant to your project?	Technique	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> yes <input type="checkbox"/> no	Attend standing meetings of community, partner or faith-based organizations. Notes:	■	■			Number of meetings attended. Number of post-meeting inquiries from attendees.
<input type="checkbox"/> yes <input type="checkbox"/> no	Co-host workshops with community groups and business associations. Notes:		■	■		Number of workshops co-hosted. Number of post-workshop inquiries from attendees.
<input type="checkbox"/> yes <input type="checkbox"/> no	Contract with community-based organizations for outreach among low-income communities, under-represented communities and people with disabilities. Notes:		■	■	■	Number of contacts made. Number of incoming inquiries from contacts after initial contact.
<input type="checkbox"/> yes <input type="checkbox"/> no	Sponsor a forum or summit with partner organizations or the media. Notes:	■	■	■		Number of forums sponsored. Number of post-forum contacts from partners/media/attendees.
<input type="checkbox"/> yes <input type="checkbox"/> no	Conduct focus group meetings with key interest groups for discussion and input.	■	■	■	■	Number of attendees. Number of comments received.

Relevant to your project?	Technique	Inform	Consult	Involve	Collaborate	Evaluation metrics
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Conduct open houses.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of attendees. Number of comments received.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Facilitate public discussions.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		Number of participants. Number of post-discussion comments received from participants.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Conduct question-and-answer sessions.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of attendees.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Conduct breakout sessions or small-group discussions.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of participants. Number of post-discussion comments received.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Vary time of day for workshops.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of participants.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Offer translation services.	<input checked="" type="checkbox"/>				Number of people who received translation services
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Buy print advertising.	<input checked="" type="checkbox"/>				Print circulation.
	Notes:					
<input type="checkbox"/> yes	Buy online advertising.	<input checked="" type="checkbox"/>				Number of clicks.

Relevant to your project?	Technique	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> no	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Buy radio/television advertising or negotiate for free public service announcements.	<input checked="" type="checkbox"/>				Number of listeners.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Conduct news briefings.	<input checked="" type="checkbox"/>				Number of media who attend. Number of stories as a result.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Meet with editorial boards, writers and editors.	<input checked="" type="checkbox"/>				Number of editorials written on topics of importance to DRCOG. Number of contacts from editorial boards, writers and editors following the meeting.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Submit op-eds to local news outlets.	<input checked="" type="checkbox"/>				Number of op-eds published compared to number submitted.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Submit media releases.	<input checked="" type="checkbox"/>				Number of stories as a result.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Negotiate to insert buck slips into a partner organization's mailings.	<input checked="" type="checkbox"/>				Depends on call to action.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Submit media releases and op-eds to niche outlets serving under-represented communities.	<input checked="" type="checkbox"/>				Number of stories and op-ed placements related to the release.
	Notes:					

Relevant to your project?	Technique	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> yes <input type="checkbox"/> no	Meet with writers, reporters and editorial boards from niche news outlets serving under-represented communities. Notes:	<input checked="" type="checkbox"/>				Number of stories and op-ed placements following the meeting.
<input type="checkbox"/> yes <input type="checkbox"/> no	Make local media aware of DRCOG employees who can speak on-the-record and with expertise on various issues. Notes:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of incoming requests for spokespeople/quotes.
<input type="checkbox"/> yes <input type="checkbox"/> no	Develop video content for distribution via the web and public access television. Notes:	<input checked="" type="checkbox"/>				Number of views.
<input type="checkbox"/> yes <input type="checkbox"/> no	Use social media to reach larger audiences. Notes:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of retweets, fans, friends.
<input type="checkbox"/> yes <input type="checkbox"/> no	Maintain a web archive of documents related to past public meetings and workshops. Notes:	<input checked="" type="checkbox"/>				Number of unique visitors, visits and downloads.
<input type="checkbox"/> yes <input type="checkbox"/> no	Maintain a video/audio archive of past public meetings and workshops. Notes:	<input checked="" type="checkbox"/>				Number of unique visitors, visits and downloads.
<input type="checkbox"/> yes <input type="checkbox"/> no	Leverage the web's interactivity through surveys and opportunities for users to comment. Notes:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of survey responses and comments.

Relevant to your project?	Technique	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> yes <input type="checkbox"/> no	Make data available to the public via the web. Notes:	<input type="checkbox"/>				Number of unique visitors, visits and downloads.
<input type="checkbox"/> yes <input type="checkbox"/> no	Provide information in advance of public meetings or events. Notes:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		Number of days' substantive public notice is provided before public meetings or events.
<input type="checkbox"/> yes <input type="checkbox"/> no	Use engagement platforms and the web to share information and solicit comments on draft documents prior to decision-making. Notes:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		Number of people who access documents and leave comments.
<input type="checkbox"/> yes <input type="checkbox"/> no	Distribute public notices widely via community-based and interest organizations. Notes:	<input type="checkbox"/>				Number of organizations that share public notices.
<input type="checkbox"/> yes <input type="checkbox"/> no	Attend project groundbreakings and ribbon-cuttings. Notes:	<input type="checkbox"/>	<input type="checkbox"/>			Number attended. Number of incoming contacts because of attendance.
<input type="checkbox"/> yes <input type="checkbox"/> no	Attend community events such as farmer's markets, festivals, religious organizations and health centers. Notes:	<input type="checkbox"/>	<input type="checkbox"/>			Number of events attended. Number of incoming contacts because of attendance.
<input type="checkbox"/> yes <input type="checkbox"/> no	Conduct personal interviews or use audio recording to obtain oral comments. Notes:	<input type="checkbox"/>	<input type="checkbox"/>			Number of oral comments recorded.
<input type="checkbox"/> yes	Arrange for interpreters and cultural mediators to be available at public meetings.	<input type="checkbox"/>	<input type="checkbox"/>			Feedback from cultural mediators.

Relevant to your project?	Technique	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> no	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Include information on how to request translation or Americans with Disabilities Act accommodations for meetings.	<input type="checkbox"/>	<input type="checkbox"/>			Number of requests.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Employ robust visualization techniques such as maps and graphics to illustrate trends and choices.	<input type="checkbox"/>				Depends on call to action.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Announce participation opportunities in community and media affiliated with under-represented communities.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		Number of participants from under-represented communities.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Make web-based translation tools available to site visitors.	<input type="checkbox"/>				Number of times translation tools are used.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Offer on-call translation for meetings.	<input type="checkbox"/>	<input type="checkbox"/>			Number of times on-call translation services are used.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Submit translated news releases to non-English media outlets.	<input type="checkbox"/>				Number of stories resulting from news release.
	Notes:					
<input type="checkbox"/> yes	Train staff to be alert to and anticipate the needs of low-literacy participants.	<input type="checkbox"/>	<input type="checkbox"/>			Number of staff trained.

Relevant to your project?	Technique	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> no	Notes:					
<input type="checkbox"/> yes	Place advertisements in non-English media outlets.	<input checked="" type="checkbox"/>				Depends on call to action.
<input type="checkbox"/> no	Notes:					
<input type="checkbox"/> yes	Summarize the themes of public comments in reports.	<input checked="" type="checkbox"/>				Whether reports contain summarized public comments.
<input type="checkbox"/> no	Notes:					
<input type="checkbox"/> yes	Provide comment summaries to the public.	<input checked="" type="checkbox"/>				Whether comment summaries were provided.
<input type="checkbox"/> no	Notes:					
<input type="checkbox"/> yes	Send direct mail and email to meeting participants to report on final outcomes.	<input checked="" type="checkbox"/>				Number of people reached.
<input type="checkbox"/> no	Notes:					
<input type="checkbox"/> yes	Send surveys to meeting participants.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of respondents.
<input type="checkbox"/> no	Notes:					
<input type="checkbox"/> yes	Develop a newsletter.	<input checked="" type="checkbox"/>				Depends on call to action.
<input type="checkbox"/> no	Notes:					
<input type="checkbox"/> yes	Provide information or listening post tables or booths at community events and public gathering spaces.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		Number of events attended. Number of members of the public with whom staff engaged. Number of follow-up incoming contacts.
<input type="checkbox"/> no	Notes:					

Relevant to your project?	Technique	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> yes <input type="checkbox"/> no	Participate in member jurisdiction, corridor and statewide decision-making processes, as appropriate. Notes:	■	■			Depends on call to action
<input type="checkbox"/> yes <input type="checkbox"/> no	Identify a staff liaison for engaging specific communities. Notes:	■	■			Number of participants from specific communities.
<input type="checkbox"/> yes <input type="checkbox"/> no	Other technique: Notes:					Metric:

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Appendix E: Tools for public engagement

Tools represent the things you can use as part of your public involvement techniques. A tool's success depends on how well it's a) designed to support its corresponding technique and b) how effectively it is deployed. Not every tool will be relevant for every technique; this list is intended to allow you to brainstorm appropriate tools with the help of the engagement specialist and determine whether they can feasibly be incorporated in your project. See Step 7 on page 17 for more information.

These tools were adapted from the Public Engagement Guide created by Metro.

Relevant to your project?	Tool	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> yes <input type="checkbox"/> no	Map Notes:	■				Depends on call to action.
<input type="checkbox"/> yes <input type="checkbox"/> no	Chart Notes:	■				Depends on call to action.
<input type="checkbox"/> yes <input type="checkbox"/> no	Illustration Notes:	■				Depends on call to action.
<input type="checkbox"/> yes <input type="checkbox"/> no	Photograph Notes:	■				Depends on call to action.
<input type="checkbox"/> yes <input type="checkbox"/> no	Public meeting notice Notes:	■	■			Number of attendees at public meeting.
<input type="checkbox"/> yes <input type="checkbox"/> no	Project-specific interest list (Customer-relationship management) Notes:	■				Number of new additions to the list.

Relevant to your project?	Tool	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> yes <input type="checkbox"/> no	Tabletop display or model Notes:	■				Depends on call to action.
<input type="checkbox"/> yes <input type="checkbox"/> no	Web content Notes:	■				Unique visitors
<input type="checkbox"/> yes <input type="checkbox"/> no	Interactive games Notes:	■	■			Number of players. Average amount of time spent playing the game.
<input type="checkbox"/> yes <input type="checkbox"/> no	Electronic voting Notes:	■	■			Number of voters.
<input type="checkbox"/> yes <input type="checkbox"/> no	Slide deck Notes:	■				Depends on call to action.
<input type="checkbox"/> yes <input type="checkbox"/> no	Video Notes:	■				Depends on call to action.
<input type="checkbox"/> yes <input type="checkbox"/> no	Telephone survey Notes:	■	■			Number of willing respondents compared to number of calls made.
<input type="checkbox"/> yes <input type="checkbox"/> no	Web/email survey Notes:	■	■			Number of responses compared to site visitors or email recipients.
<input type="checkbox"/> yes	Intercept interview at areas of high foot traffic	■	■			Number of interviewees compared to number asked to participate.

Relevant to your project?	Tool	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> no	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Printed survey	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of surveys returned compared to number mailed.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Household survey	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of surveys taken compared to number distributed.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Report	<input checked="" type="checkbox"/>				Depends on call to action.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Postcard	<input checked="" type="checkbox"/>				Depends on call to action.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Newsletter	<input checked="" type="checkbox"/>				Depends on call to action.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	Handout	<input checked="" type="checkbox"/>				Depends on call to action.
	Notes:					
<input type="checkbox"/> yes <input type="checkbox"/> no	News release	<input checked="" type="checkbox"/>				Number of media outlets which placed the release in whole or in part.
	Notes:					

Relevant to your project?	Tool	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> yes <input type="checkbox"/> no	Media calendar listing Notes:	<input checked="" type="checkbox"/>				Number of participants who indicate they learned about the event through a particular media outlet.
<input type="checkbox"/> yes <input type="checkbox"/> no	Facebook, LinkedIn and Instagram Notes:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of fans who engaged, shared or commented on the post
<input type="checkbox"/> yes <input type="checkbox"/> no	Twitter Notes:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of retweets or replies.
<input type="checkbox"/> yes <input type="checkbox"/> no	RSS feed Notes:	<input checked="" type="checkbox"/>				Number of subscribers.
<input type="checkbox"/> yes <input type="checkbox"/> no	Blogs Notes:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of readers and number of comments.
<input type="checkbox"/> yes <input type="checkbox"/> no	Audio Notes:	<input checked="" type="checkbox"/>				Depends on call to action.
<input type="checkbox"/> yes <input type="checkbox"/> no	Web commenting Notes:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Number of comments
<input type="checkbox"/> yes <input type="checkbox"/> no	Social media tagging/commenting Notes:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			Depends on call to action.

Relevant to your project?	Tool	Inform	Consult	Involve	Collaborate	Evaluation metrics
<input type="checkbox"/> yes <input type="checkbox"/> no	Eblast Notes:	■				Open rates, click-through rates.
<input type="checkbox"/> yes <input type="checkbox"/> no	Letter Notes:	■				Depends on call to action.
<input type="checkbox"/> yes <input type="checkbox"/> no	Public hearing Notes:	■	■	■		Number of public comments received.
<input type="checkbox"/> yes <input type="checkbox"/> no	Other tool: Notes:					Metric:

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Appendix F: Evaluation criteria

Below are questions you can use before, during and after your engagement project to determine whether you are on track to meet your objectives.

Not all of the criteria below will be relevant to your project. Before you start collecting data, determine which of the criteria are relevant to your project with the help of the engagement specialist. With assistance from the project team, the engagement specialist will be primarily responsible for tracking progress toward the evaluation criteria questions below.

Objective: Provide meaningful opportunities to participate			
Relevant to your project?	Planning: Before your project begins	Adapting: During your project	Evaluating: After your project
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you provide information to community organizations and invite their networks to participate?	Are community organizations effectively sharing information and invitations with their members?	Did you provide information to community organizations representing and invite the participation of their members?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you invite people to share their perspectives before each decision-making milestone?	Are people sharing their perspectives before each decision-making milestone?	Did you invite people to share their perspectives before each decision-making milestone?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you share input from people directly with decision-makers?	Do decision-makers have access to input directly from decision-makers?	Did you share input from people directly with decision-makers?
	Notes:	Notes:	Notes:

Objective: Provide meaningful opportunities to participate

Relevant to your project?	Planning: Before your project begins	Adapting: During your project	Evaluating: After your project
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you give people opportunities to shape alternatives? Notes:	Are people shaping alternatives? Notes:	Did you give people opportunities to shape alternatives? Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will project information be available on DRCOG's website? How will you measure whether people are accessing or downloading the information? Notes:	Is project information easy to find on DRCOG's website? Are people accessing or downloading project information? Notes:	How many people accessed or downloaded project information from DRCOG's website? Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you identify who receives electronic communications about the project? Notes:	What percentage of recipients are unsubscribing from electronic communications compared to the number sent? Notes:	How many people unsubscribed from electronic communications about the project? Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will people sign up for your project's interest list? Notes:	Are people signing up for your project's interest list? Notes:	How many people opted-in to your project's interest list? Notes:

Objective: Provide meaningful opportunities to participate

Relevant to your project?	Planning: Before your project begins	Adapting: During your project	Evaluating: After your project
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you work with Communications and Marketing to create eblast and social media content that encourages recipients to follow links to information at DRCOG's website?	Are recipients following links in eblasts and social media to DRCOG's website?	From eblasts and social media, how many people clicked through to information on DRCOG's website about your project?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you work with Communications and Marketing to create content that encourages recipients to open emails or surveys about your project?	How many recipients are opening emails or surveys about your project?	Compared to the number sent, how many recipients opened emails or surveys about your project?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you work with Communications and Marketing to craft social media content to garner replies, mentions or comments?	How well are social media posts garnering replies, mentions or comments compared to typical performance?	How many replies, mentions or comments did information about the project garner on social media?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you encourage people to attend in-person opportunities (such as public hearings or open houses) to provide their perspectives?	How many people are attending in-person opportunities (such as public hearings or open houses) to provide their perspectives?	How many people attended in-person opportunities (such as public hearings or open houses) to provide their perspectives?
	Notes:	Notes:	Notes:

Objective: Provide meaningful opportunities to participate

Relevant to your project?	Planning: Before your project begins	Adapting: During your project	Evaluating: After your project
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>How will you determine whether venues for in-person participation are accessible? How will you select venues for in-person participation?</p> <p>Notes:</p>	<p>Are your in-person opportunities to participate being held according to the accessibility guidelines you established?</p> <p>Notes:</p>	<p>Did you hold in-person opportunities to participate at accessible locations? How did you define accessibility?</p> <p>Notes:</p>
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>How will you determine the various times at which in-person opportunities to participate will be held? Do they accommodate a range of people's other commitments (work, school, family)?</p> <p>Notes:</p>	<p>Are the in-person opportunities to participate held at times that accommodate people's other commitments?</p> <p>Notes:</p>	<p>Did you hold in-person opportunities to participate at various times? How did you determine what those times would be?</p> <p>Notes:</p>
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>How will you supplement in-person opportunities to participate with online opportunities to participate?</p> <p>Notes:</p>	<p>Are you supplementing in-person opportunities to participate with online opportunities to participate?</p> <p>Notes:</p>	<p>How did you supplement in-person opportunities to participate with online opportunities to participate?</p> <p>Notes:</p>
<input type="checkbox"/> yes	<p>How will you encourage people to comment on your project?</p>	<p>Are you receiving comments on your project?</p>	<p>How many comments did you receive on the project?</p>

Objective: Provide meaningful opportunities to participate

Relevant to your project?	Planning: Before your project begins	Adapting: During your project	Evaluating: After your project
<input type="checkbox"/> no	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you ensure that the comments you receive on the project represent a diversity of perspective? Notes:	Are the comments you are receiving representative of a diversity of perspective? Notes:	Did the comments you receive represent a diversity of perspective? Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you engage people of various demographic groups? Notes:	What demographic groups do people participating and providing comment represent? Notes:	What demographic groups did people participating and providing comment represent? Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you ensure participants remain willing to provide their perspectives in the future? How will you measure such willingness? Notes:	Are people indicating an interest in future participation with DRCOG or around the issues represented by your project? Notes:	Did people indicate a willingness to provide their perspectives in the future. How? Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you modify or change the project based on public input? Notes:	Should you modify or change the project based on public input? Notes:	Did people indicate a willingness to provide their perspectives in the future. How? Notes:

Objective: Involve under-represented communities

Relevant to your project?	Before your project begins	During your project	After your project
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>How will you engage community organizations affiliated with low-income communities, communities of color, people who speak languages other than English, youth or people with disabilities?</p>	<p>Does participation include youth, people with disabilities, people from low-income communities, people from communities of color, or people who speak languages other than English?</p>	<p>Did you receive requests for materials to be provided in alternative formats, such as Braille? If so, did you accommodate such requests?</p>
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>Will you conduct a demographic analysis of people affected by the project to identify race, language proficiency, income and other factors?</p>	<p>How is the demographic analysis of people affected by the project to identify race, language proficiency, income and other factors affecting your efforts to engage the public?</p>	<p>Did you conduct a demographic analysis of people affected by the project to identify race, language proficiency, income and other factors?</p>
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>Will you facilitate translation of materials or meeting presentations into languages other than English?</p>	<p>Are translated materials being used? Is there a need for materials or presentations in languages other than what has already been developed?</p>	<p>Did you facilitate translation of materials or meeting presentations into languages other than English?</p>
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>How will you make project information available at community locations such as health care clinics, local markets, markets serving speakers of languages other than English, community centers and schools?</p>	<p>Is project information available at community locations such as health care clinics, local markets, markets serving speakers of languages other than English, community centers and schools?</p>	<p>Did you make project information available at community locations such as health care clinics, local markets, markets serving speakers of languages other than English, community centers and schools?</p>
	Notes:	Notes:	Notes:

Objective: Involve under-represented communities

Relevant to your project?	Before your project begins	During your project	After your project
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you track comments you receive in languages other than English?	Are you receiving comments in languages other than English?	How many comments did you receive in languages other than English?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	Will publicity for meetings and meeting materials include an Americans with Disabilities Act notice?	Does publicity for meetings and meeting materials include an Americans with Disabilities Act notice?	Did meeting materials include an Americans with Disabilities Act notice?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you respond to requests to provide materials in alternative formats, such as Braille?	Are you receiving requests to provide materials in alternative formats, such as Braille?	Did you receive requests for materials to be provided in alternative formats, such as Braille? If so, did you accommodate such requests?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you define accessibility? How will you select venues for public participation that are accessible and barrier free?	Are opportunities for public participation being held in venues that are	Did you receive requests for materials to be provided in alternative formats, such as Braille? If so, did you accommodate such requests?
	Notes:	Notes:	Notes:

Objective: Communicate complete, accurate understandable and timely information

Relevant to your project?	Before your project begins	During your project	After your project
<input type="checkbox"/> yes <input type="checkbox"/> no	Do federal regulations guide public engagement? How will you comply with all federal requirements?	Are you complying with all federal regulations?	Did federal regulations guide public engagement? How did you comply with all federal regulations?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you test information, materials or surveys for clarity among people not involved in the project?	Are you testing information, materials or surveys for clarity among people not involved in the project?	Before distributing to people, did you test information, materials or surveys for clarity among people not involved in the project?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you review (or invite review of) information for accuracy?	Are you reviewing (or inviting review of) information for accuracy?	Did you review (or invite review of) information for accuracy?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	Will any information be deemed a vital document? If so, will you translate it into other languages as guided by DRCOG's Limited English Proficiency plan?	Has any information been deemed a vital document? Are you translating it into other languages as guided by DRCOG's Limited English Proficiency plan?	Was any information deemed a vital document? If so, did you translate it into other languages as guided by DRCOG's Limited English Proficiency plan?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you make people aware of the availability of information through email, web or partner networks?	Are people aware of the availability of information through email, web or partner networks?	Did you make people aware of the availability of information through email, web or partner networks?
	Notes:	Notes:	Notes:

Objective: Communicate complete, accurate understandable and timely information

Relevant to your project?	Before your project begins	During your project	After your project
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you clearly advertise meetings, workshops, surveys and other opportunities to participate on DRCOG's website?	Are you clearly advertising meetings, workshops, surveys and other opportunities to participate on DRCOG's website.	Did you clearly advertise meetings, workshops, surveys and other opportunities to participate on DRCOG's website.
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you provide notice of meetings, workshops and other opportunities to participate? How far in advance are you providing notice?	Are you providing notice of meetings, workshops and other opportunities to participate? How far in advance are you providing notice?	Did you provide at least two weeks' notice of meetings, workshops and other opportunities to participate? How far in advance did you provide notice?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you invite community organizations to share opportunities to participate with their members?	Are you inviting community organizations to share opportunities to participate with their members?	Did you invite community organizations to share opportunities to participate with their members?
	Notes:	Notes:	Notes:
<input type="checkbox"/> yes <input type="checkbox"/> no	How will you invite people to indicate whether they believe their involvement will be considered or influence the project?	Are people indicating they believe their involvement is being considered or influencing the project?	Did people indicate they believed their involvement was considered or influenced the project?
	Notes:	Notes:	Notes:

Objective: Communicate complete, accurate understandable and timely information

Relevant to your project?	Before your project begins	During your project	After your project
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>How will you work with Communications and Marketing to email information about meetings, workshops, surveys and other opportunities to participate to relevant DRCOG lists?</p> <p>Notes:</p>	<p>Are you emailing information about meetings, workshops, surveys and other opportunities to participate to relevant DRCOG lists?</p> <p>Notes:</p>	<p>Did you email information about meetings, workshops, surveys and other opportunities to participate to relevant DRCOG lists?</p> <p>Notes:</p>
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>How will you work with Communications and Marketing to provide information and notice of opportunities to participate via social media?</p> <p>Notes:</p>	<p>Are you working with Communications and Marketing to provide information and notice of opportunities to participate via social media?</p> <p>Notes:</p>	<p>Did work with Communications and Marketing to provide information and notice of opportunities to participate via social media?</p> <p>Notes:</p>
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>How will you work with DRCOG's public relations coordinator to provide information about the engagement process to the media?</p> <p>Notes:</p>	<p>Is the engagement process garnering media coverage?</p> <p>Notes:</p>	<p>What type of media coverage did the engagement process associated with your project receive?</p> <p>Notes:</p>
<input type="checkbox"/> yes <input type="checkbox"/> no	<p>How will you make information about pending decisions available to the public at least one week in advance of any decision-making milestones?</p> <p>Notes:</p>	<p>Are you making information about pending decisions available to the public at least one week in advance of any decision-making milestones?</p> <p>Notes:</p>	<p>Did you make information about pending decisions available to the public at least one week in advance of any decision-making milestones?</p> <p>Notes:</p>