MetroQuest

The Planner's Guide to
Equity in Public Engagement

CONTENTS

INTRODUCTION

The importance of equity in public engagement cannot be overstated. Agencies and practitioners across the country are looking for successful ways to increase the diversity of participants, engage meaningfully with even the most difficult-to-reach groups and achieve more equitable outcomes to meet the needs of all community members.

It is a great pleasure for us at MetroQuest to collaborate very closely with agencies, consulting teams and industry associations from all over the US representing the planning and public engagement communities. These collaborations give us a unique vantage point—an ear to the ground—to see across the industry and tease out best practices, case studies and important insights.

Over the past year, we have conducted several activities in order to gather the insights summarized in this guidebook, including an online forum collecting data from planning and public engagement professionals, an annual conference focusing on equity in virtual public engagement, several case study reviews and one-on-one interviews with experts. So far, we have engaged over 1,400 planning and public engagement practitioners to understand the challenges and barriers that impede equity as well as the tools, tactics and case study examples to guide practitioners to success.

> "It's really important to define what we mean by equity. You can have a goal of equitable engagement and you also can have a goal of equitable outcomes.
>
> However, when you think about this, you can do equitable engagement and not get equitable outcomes. But one of the things we always need to be cognizant of is it's highly improbable that you're going to get equitable outcomes without equitable engagement...
>
> We can ask that question at the beginning of every planning process. How important is engagement? How important is equitable engagement and how important are equitable outcomes? We've been hearing more frequently, it's very important, or it's the most important thing."

- Forum Panelist, Stephen Stansbery, Kimley-Horn & Associates

There is a great need to improve public participation. When polled about their public engagement efforts, over 57% of professionals reported that they were unsatisfied with the number of participants they engaged, and over 60% were unsatisfied with the diversity of participants. We hope that the best practices and case studies covered in this guide will help engagement and planning teams dramatically improve their public involvement performance.

1. How satisfied are you with the NUMBER of participants engaged?

8.3%
4.1%
48.8%
38.5%
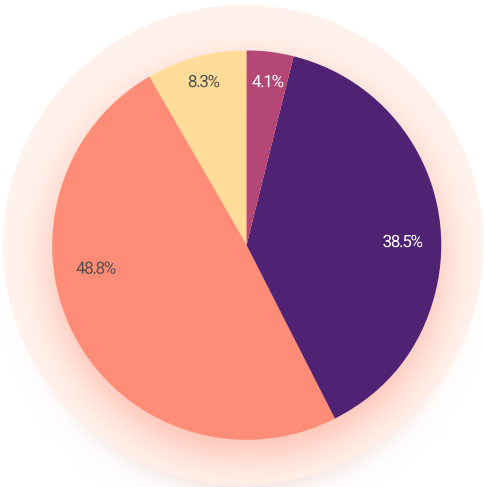
2. How satisfied are you with the DIVERSITY of participants engaged?

9.3%
4.1%
51.1%
35.4%
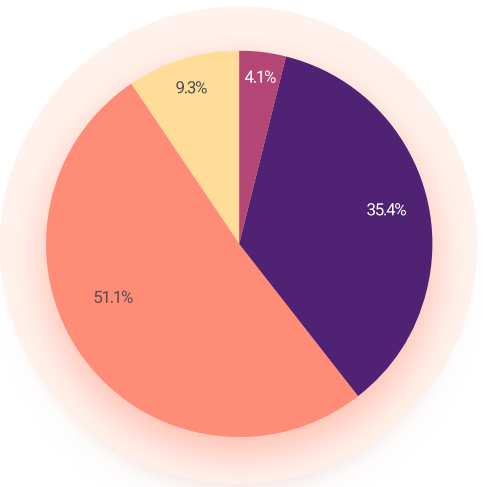
🟧 Unsatisfied   🟨 Very Unsatisfied   🟪 Satisfied   🟥 Very Satisfied

3. Who was polled?

8.2%
8%
24.06%
33.7%
25.9%
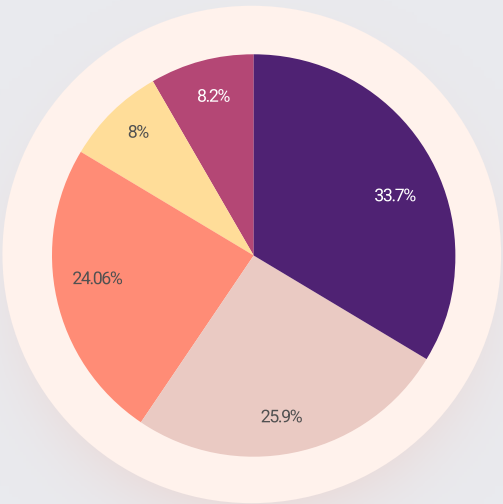
🟪 State or Regional Transportation Agency

🟫 Planning and Engineering firm

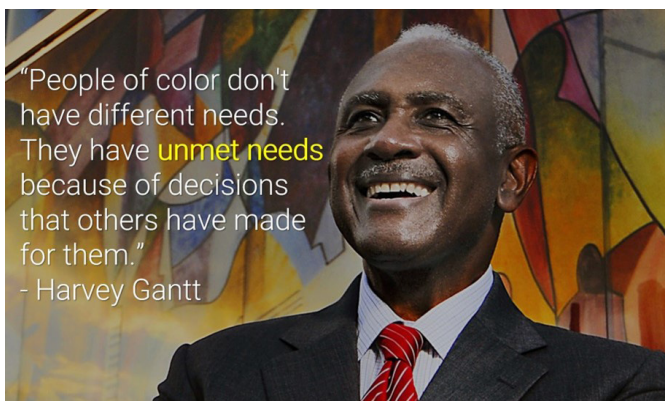🟧 City or County

🟨 Engagement Firm

🟥 Other

UNBUNDLING DIVERSITY, EQUITY AND INCLUSION

O ur starting point in these discussions was to gain an understanding of the meaning of Diversity, Equity and Inclusion, or DEI as it has become popularly known. We hear this trio of words mentioned together so frequently that it's easy to forget that they have individual meanings.

In our discussions to unbundle these terms, we heard from many experts and civil rights activists like Vernā Myers and Harvey Gantt.

When it comes to public engagement for planning, it's clear that **diversity** calls practitioners to ensure that the participants are representative of a wide range of demographic groups, making sure that no group is left out of the dialog.

Inclusion urges us to ensure that all participants are able to meaningfully share their needs, concerns, and priorities relating to the project.

VERNĀ MYERS

"Diversity is being asked to the party, Inclusion is being asked to dance.®"

"People of color don't have different needs. They have unmet needs because of decisions that others have made for them."
- Harvey Gantt

Equity requires us to identify and address unmet needs with our plans and project investments. Seen through the lens of public engagement for planning, it is only through meaningfully engaging (i.e., inclusion) a broad mix of community members (i.e., diversity) that we can learn about and address the most pressing unmet needs (i.e., equity).

To be fair, the implementation of investment decisions and policies is typically beyond the control of the planners and public involvement teams. This guide primarily focuses on providing ways to ensure that planning and public engagement activities set decision-makers up with the information and support they need to address equity. While this alone does not ensure equitable outcomes, it is a vital step toward that goal.

BARRIERS

To make progress on equity, it is important to understand what barriers make it difficult and prevent people from participating in public engagement activities. It's critical to isolate barriers that impact the most difficult-to-reach audiences, as these are key insights when developing tactics to increase diversity and inclusion. What follows are the most significant barriers that we heard:

> "*Lack of trust cannot be underestimated. I really appreciate the quote from Harvey Gantt acknowledging that people of color don't have different needs. They are people whose needs have not been prioritized or met. That lack of having their needs met has been historic with traumatic consequences that need to be acknowledged and met where they are.*"
>
> **- Forum Participant**

LANGUAGE AND CULTURE

Language has always been a barrier when engaging a diverse population. Many communities have significant numbers of people who have difficulty speaking or reading English. Furthermore, some people from other cultures may be unfamiliar with the public participation process and its role in our government's decision-making. For these reasons, minority groups are often underrepresented in community outreach.

LACK OF TRANSPORTATION

Activities that require participants to show up at a specific location may exclude many people who lack convenient or affordable transportation. Traffic in urban areas and distance, especially in rural areas, can pose barriers for many. Transportation challenges may follow demographic patterns in some communities and in other places whole zip codes might be disadvantaged by lack of options.

LACK OF TECHNOLOGY

The dramatic increase in online community engagement has provided convenience for some and created barriers for others. Some communities lack broadband internet service, and some individuals rely solely on smartphones to access the internet. Regarding certain technologies, there are also physical barriers, such as visual, hearing and speech limitations.

"Due to heavy reliance on virtual communication and engagement these days, we are working more and more to eliminate barriers to participation for residents that lack adequate broadband access or those who use mobile devices for internet, as well as those with limited technological skills." — Forum Panelist, Simone Robinson, Public Participation Partners

"There is just an extra added pressure on parents, and added pressure on individuals who have multiple commitments, so making sure that we're providing multiple opportunities for access, providing multiple languages [is crucial]." — Forum Panelist, Christine Edwards, Civility Localized

LACK OF TIME

Participation requires free time, and many people are too busy. Many would-be participants are missing out due to timing barriers, whether it's work, family commitments, or simply scheduling conflicts. Timing issues can affect all audiences, but specific groups are hit the hardest, such as shift workers, single parents, people working multiple jobs and those struggling and in survival mode.

LACK OF KNOWLEDGE

Planning can involve complex topics and choices that intimidate people outside the planning world. These knowledge barriers may intimidate potential participants when input is sought on complex projects with constraints, tradeoffs and detailed options.

LACK OF AWARENESS

Lack of awareness limits participation in two ways. Firstly, many people are too busy or do not have access to sources or connections to discover participation opportunities. Secondly, even if they hear about the opportunities, they might not be aware of how the decisions under consideration will impact their lives.

LACK OF TRUST

Some community members lack trust in the process and feel that providing input is futile. This lack of trust is often rooted in a long history of disenfranchisement in decision-making in the region. For many, there is an assumption that decisions have already been made and cannot be affected by public input.

LIMITATIONS

In addition to barriers faced by your potential participants, agencies and project teams also face key limitations that inhibit diversity, inclusion and equity in public engagement and planning. Awareness of these limitations can help teams realize that they are not alone with their challenges but also grant them the opportunity to identify and work systematically through the most significant limitations impeding their success. The most common limitations we heard are described below:

> *I like to borrow from an old adage that haste makes waste, basically doing something too quickly can cause mistakes that resulted in time, effort and money being wasted. When talking specifically about transportation projects, there are many factors that lead to project delay but the two that seem to be the most common are budget shortages and public controversy. Many agencies and project teams are focused solely on the finish line or the schedule. The tendency is to skimp on the public engagement, especially the extra outreach that is often needed for EJ and LEP communities."*
>
> **- Forum Participant, Jamille Robbins, North Carolina Department of Transportation**

DISCONNECTS BETWEEN AGENCY & COMMUNITY

Often agency leaders and staff are disconnected from difficult-to-reach audiences, and this causes a wide range of problems.

"We often face a very near-sighted approach to transportation that focuses on the task (e.g. build/fix the road) and not the people it is intended to serve. This sets up a host of cascading issues including funding limitations, time constraints, and it often leads to a lack of support from the top down." — Participant

Lack of Access

Firstly, agencies can struggle to gain access to these community members. Often an agency represents a large region and doesn't know the local community leaders, meeting spaces, or communication channels. Even if someone on the team knows the local community, they might lack connections or trust with difficult-to-reach audience groups.

Mismatched Tools

With a diverse community comes diverse needs. Different audience groups or demographic segments will prefer different tools and engagement techniques. With limited budgets and/or a lack of awareness of how to best engage various audience groups, agencies often adopt a one-size-fits-all approach to engagement process design. This can disadvantage specific demographics resulting in overrepresented and underrepresented segments.

Mismatched Goals, Priorities & Perspectives

Without in-depth, frank dialog with Title IV community members and other difficult-to-reach audiences, it's easy for agencies to operate at cross purposes with important audience members. The agency's definition of "equity" may significantly differ from the community's understanding. This difference will change how each group or individual measures progress and evaluates outcomes.

The difference can often be in perspective. While the agency has a specific mandate and jurisdiction, the community's perspective and priorities seldom follows these boundaries. Understanding the needs and priorities of community members is critical for the success of any engagement process, and typically these needs go well beyond anything as simple as traffic or potholes.

Someone needs to really care about getting their input. Too often the agencies view their mandate as getting vehicle through-put (i.e. traffic flow) rather than community in-put (i.e., what are the other related problems to be solved) before designing the "solution." — Participant

LIMITED MEANINGFUL ENGAGEMENT

While superficial engagement (e.g. social media) can be beneficial to raise awareness and improve the visibility of an agency, meaningful engagement with quality public input to inform and support planning decisions is the highest priority. There is an important tension between reaching the usual participants who actively seek out engagement opportunities versus difficult-to-reach community members who require extra effort and accommodation to be involved.

This tension means that meaningful engagement is easily skewed towards "frequent flyers." High quality input from groups critical to equity can be elusive.

There is a strong temptation to dramatically simplify engagement tactics to open the engagement to a broader audience but this runs the risk of reducing the quality of the input for all.

"It requires significant effort to hone-in on specific populations that had been ignored in the past while balancing "activists", the voices that are already going out of their way to weigh in on your projects and don't require the extra effort in engagement." — Participant

LIMITED SUPPORT FROM LEADERSHIP

Engaging underrepresented community members often takes more effort and resources than traditional methods. These extra measures are often contingent on the support of leadership since they typically require additional funding, staff resources, creativity, flexibility and time. Staff skills and commitment aren't enough. Real progress on equity relies on strong and supportive leadership to set measurable goals and allocate resources to meaningfully engaging a diverse population, and then following through with the necessary adjustments in planning and investment decisions to reflect the needs of disadvantaged marginalized groups.

PRACTITIONER/AGENCY BIAS

It's natural for an agency's staff and leadership to develop strong opinions about the best way forward for the communities they serve. After all, they are residents and have often worked towards a vision for a better future for years. Their opinions are shaped not only by their education and experiences but also by the most vocal community members they deal with daily. These biases are tested when a traditionally marginalized audience is engaged, and the expressed opinions challenge the status quo. It's often difficult to admit that an agency has been on the wrong course and needs to make the necessary changes. Staff and agency leaders may adjust engagement strategies to avoid conflicts with unsatisfied community members to spare themselves the discomfort or risk of compromising a project's success or timely delivery.

"Inertia is a challenge. I feel that our progress on equity is limited by implicit bias. Some people don't really want feedback because they believe it gets in the way of forward progress or that they will have to face a hostile audience." — Participant

TOOLS & STRATEGIES FOR SUCCESS

Given the barriers and limitations that teams are facing today, let's now discuss which tools, strategies and techniques have been most successful at overcoming these challenges and resulted in increased diversity and equity in public engagement and planning activities. What follows are the tools and strategies most mentioned in our peer-to-peer exchanges:

> *We must first ensure that diverse and fair representation is actually sought in the engagement process. This has to be deliberate. We have to first understand the community that we're trying to reach, and then identify tools and strategies that work best for them, because there's no one method that works for all people, or all circumstances. I have found that the simplest way to determine what methods work best for your audience is to ask them."*
>
> **- Simone Robinson**

FOCUS ON COMMUNITY

It's critical to think from the perspective of community members when designing outreach methods and tools. Reach out to them and ask how they would like to be engaged. Use this information to select tools. Whenever possible, meet the community where you are most likely to find them, whether it's online using social media, in-person interactions, or at community events and meeting places. And finally, when designing outreach materials and questions, do your best to capture the topics and priorities most important to them.

When thinking about difficult-to-reach and traditionally underrepresented audiences, remember that there are many factors that limit people's ability to participate and have their voice heard. Think as broadly as possible when designing your program to reach the greatest diversity possible.

"I think it is important to remember that diversity isn't limited to race or socioeconomic class. It can also include people with different abilities and user needs."
— Participant

RESEARCH TO UNDERSTAND YOUR COMMUNITY

Researching the communities you wish to engage in will pay large dividends. It's valuable to know as much as possible about the composition of the community: their core values, needs, priorities and abilities, leaders, trusted sources of information and meeting places. This information will be the foundation of a well-designed engagement strategy with tools that attract participation from a diverse population. This research will also help you track progress toward diversity and inclusion goals during the engagement cycle.

"It's important to conduct interim demographic sampling of the changing populations to fully understand the character and composition of the community during plan/project development and implementation." — Participant

FOCUS ON MAXIMUM ACCESSIBILITY

It's critical to maximize accessibility to allow as many people to participate as meaningfully as possible. Not every tool you use needs to be accessible to everyone, but careful combining of tools can dramatically enhance accessibility and encourage broad participation. For example, provide materials in a variety of languages, carefully edit literature and ensure that digital tools are optimized for computers and mobile devices. Use visuals wherever possible, allow timely participation; and if you have meetings, schedule them at convenient times or piggyback on an existing community group meeting to access a difficult-to-reach audience. The precise list of accessibility measures will differ from tool-to-tool and community-to-community.

"We must ensure that websites are accessible and easily used on mobile devices as well as computers. Public documents should be easily accessible and professionally translated into multiple languages." — Participant

BUILD TRUST BY ASKING THE RIGHT QUESTIONS

Building community trust is crucial to long-term success in public engagement. It's important to understand from the beginning what flexibility exists in the project and only ask questions in your outreach where input can influence the outcome. Being transparent about the amount of influence the public can have will aid their understanding, allowing agencies to demonstrate the tangible ways public engagement can shape decision-making.

Marginalized groups can become jaded about their lack of influence. Transparent engagement can be a powerful way to build community trust.

"Transparency in the process is key. If a decision has already been made, the public should not be asked to comment like they have some influence on that decision." — Participant

COMBINATION & VARIETY OF TOOLS

With limited outreach budgets and resources, providing a variety of ways to participate can be difficult, but it's often necessary. Access to digital engagement has risen dramatically over the past decade, even among difficult-to-reach audiences due to internet access on smartphones. However, there will always be community members who cannot or prefer not to engage with technology. One size does not fit all, so it's necessary to provide various options for people to choose from.

USE TRADITIONAL APPROACHES

While digital engagement approaches have been growing rapidly and can attract diverse audiences, traditional tools and approaches are still necessary for equitable engagement. Even if your process includes online surveys, you will want to consider making a paper-based option available. As you monitor participation and identify gaps, traditional approaches like mailers, flyers, telephone calls, face-to-face sessions, door-to-door engagement, focus groups and a wide variety of other tactics should be considered depending on the make-up of your community.

TAP INTO THE MAGIC OF FACE-TO-FACE

There's still a special spark that ignites when people talk face-to-face, such as in interview-based dialogs or focus groups. When given enough time and in a comfortable environment, people can express themselves and share valuable nuances of their issues and priorities in a clearer way than other channels. Creating these opportunities specifically for difficult-to reach-audiences can provide valuable insights and creative solutions with the benefit of two-way education and deeper dialog.

NURTURE PARTNERSHIPS

Establishing and nurturing partnerships with the leaders of community groups, faith-based communities, schools, employers, NGOs, advocacy groups and local bloggers can be a valuable way to connect with difficult-to-reach audiences. They have done the difficult work of building their membership and audience, and have established trust with their community, with intimate knowledge of community issues and priorities. They can help you craft compelling messages, promote your surveys and create or co-host engagement opportunities.

> *Curiosity, creativity, flexibility, mental agility, resilience, gratitude. It's not really about the techniques as much as it is about genuinely wanting to hear from people and appreciating both their input and their time. Being our best."*

- Participant

LEVERAGE DIGITAL APPROACHES

Digital engagement has been the fastest-growing public engagement segment for the past decade. The past five years have seen significant growth in access to the internet via smartphones, which has created unprecedented opportunities to access even the most difficult-to-reach audiences.

Each tactic has its niche. Social media is great for advertising and targeting key audiences. Interactive surveys are great for collecting informed and well-structured input from a large audience. Video meetings are useful for more in-depth presentations and information sharing. For the greatest reach with diversity and equity in mind, create digital experiences that are fast, visual, educational and come across well on both computers and mobile devices. Monitor your mix of participants as you go and add in targeted promotional campaigns using social media advertising platforms to expand participation to match your diversity goals.

"Social media seems to be the best way to reach most people but not a great way to collect input. Use it to get the word out and direct people to an informative online survey for input." — Participant

ESTABLISH IN-HOUSE EQUITY TOOLS

Beyond using these best practices, it's valuable to support the efforts of project teams by developing in-house policies and procedures and goals for equity. Tools like an equity-focused project charter and standard methods for tracking and measuring progress on equity can create the supportive culture within the agency that is needed to make incremental improvements.

"We need to adopt policies/procedures to promote equitable engagement and provide resources and time in project schedules for agencies to develop equitable engagement plans and to implement these plans." — Participant

NC Moves 2050, North Carolina DOT's strategic transportation plan.

An outstanding project team headed up by the Transportation Planning Division conducted a demographic analysis, with conversations with community leaders and other stakeholders across the state to develop an engagement plan including targeted outreach strategies to reflect the diversity of the state.

Tools: High-tech and low-tech methods. Paper surveys, flyers, factsheets, DMV and public transit ads, intercept surveys, school district survey, a variety of tabling events at community colleges and universities, church events, community festivals, organizational meetings. Surveys and materials were translated into several different languages.

Results: Reached over 11,000 participants in one phase. Leadership was extremely pleased. Plan was approved unanimously.

IMPLEMENTATION

Finally, let's turn our attention to ideas that help to implement equity-focused public engagement. These methods will help make equity a standard practice and will ensure the needs of those most impacted by underrepresentation are addressed with concrete actions. What follows are the implementation-oriented ideas we heard from practitioners across the country:

"As a consultant, we do need to do a better job of working with agencies before project initiation to define the project parameters and decision process and how the public actually fits into that, so that a process can be developed for seeking and incorporating public feedback to ensure that it can and will be used in a way that will support equitable outcomes.

From an agency perspective we need to change the engagement process and how it's implemented. At the scoping level we can update the list of required engagement deliverables to include public engagement plans that outline measures for equitable outreach, data collection, as well as reporting."

- Simone Robinson

EMBED EQUITY IN POLICY

Policymakers at the national, state and local levels can play a strong leadership role by adding requirements for diversity, equity and inclusion metrics for all planning and capital investment initiatives.

ENABLE STAFF WITH TOOLS & RESOURCES

One of the primary motivations for this guidebook is our recognition that public engagement and planning practitioners need access to better resources on tools and techniques to enable more equitable outcomes. Seeking out and distributing resources like case studies and best practices of equitable public engagement to all team members can help foster an environment of excellence.

DESIGN THE PROCESS TO ADDRESS COMMUNITY NEEDS

Engaging early in the process is mentioned frequently as a best practice for a good reason. Learning about the community's needs is critical before making decisions. Demonstrate that you have understood the diverse needs by documenting and sharing them as early in the process as possible and using those needs to guide the process.

"Using early deliverables really stood out to me. This could also help build trust early in the process rather than having people wait until the end for deliverables."
— Participant

Late engagement is also needed. It's critical to follow up with the community after the process to ensure that the desired outcomes have been delivered and that inequities have been addressed or reduced.

"I think a longitudinal approach is important to see if implementation is really working beyond attendance at one meeting." — Participant

> *From the DOT perspective, it's important to ensure that the results from the great equitable engagement we do on a project make it to firm commitments in environmental documents and, ultimately, to contracts. We need to make sure that these commitments are implemented, that we're not just going through the motions of engagement. It's outcomes that we are seeking."*
>
> **- Jamille Robbins**

ESTABLISH METRICS OF SUCCESS

Establishing consistent ways to measure diversity and inclusion is a critical first step toward equity. This step requires reliable information about the community as well as careful tracking of the demographics of participants to ensure fair and adequate representation.

It's not enough to track and report on diversity. The next step is to set representation thresholds that must be met before using the input collected to support decisions. Requiring diversity is a much higher standard and often demands creativity and flexibility with project timing, strategies and resources.

"Data that is not representative of an area's population (diversity) should not be used to make decisions. Engagement should continue until a reasonable target is achieved." — Participant

USE REPORTING TO DEMONSTRATE TRANSPARENCY

The reporting process represents a valuable opportunity to communicate the nature of the feedback received from different audience members and what impact that input had on the final decisions. It's important to remember that reporting on public input is useful for decision-makers AND the public.

Creating highly accessible and attractive reports of public input and how decisions address the input can add transparency and build community trust. Providing a range of report types, from colorful infographics to more detailed but easy-to-read documents in multiple languages, is a good way to show your community that their input was heard and effectively used. This kind of transparency can help build a culture of engagement that highlights the value of participation and demonstrates willingness to listen and respond to community needs.

"I love the idea of creating simple, informative handouts. We need to report in many formats to reach all concerned." — Participant

It's also important to recognize that community input received to support one process can be used as baseline information for other projects. If we "start fresh" each time a new project is under development, we risk asking the same or similar questions too often. Establishing a common repository of community input can ensure that project teams are aware of current and emerging community needs and can view their outreach process as extending that body of information to update and expand on the database as well as informing the decisions associated with their project.

5 Steps to Improve the Implementation of Equity

1. **Define Equity:** equitable engagement, equitable outcomes, or both?

2. **Cultivate Foundational Awareness:** build support internally and with partners.

3. **Update Public Policy:** reflect current values, goals, and priorities.

4. **Identify Where Needs are Greatest:** and who is experiencing them.

5. **Modernize Capital Project Prioritization:** align with a variety of interests to build a broad coalition of support.

REPORT THROUGHOUT TO BUILD TRUST AND SUPPORT EQUITY

The timing of reporting can dramatically impact the process and credibility of the community. Early reporting of initial engagement can help reveal important insights and demonstrate a collaborative decision-making environment that is open to community guidance. Being transparent about these early findings can help ensure that community needs are factored into the process as it moves through each phase.

Ongoing reporting on community input during or at the end of each phase of the process can help people understand how public input is helping the project team go from broad issue identification to evaluating alternatives and final planning decisions.

The reporting process doesn't end with the completion of the plan. Once the plan implementation begins, it's important to monitor and report back on the impacts of the plan, both positive and negative. This process might include monitoring and check-ins for the years between successive planning cycles. This monitoring allows planners to understand if the decisions had their intended outcomes and to identify any unintended consequences or changing conditions to be addressed next time.

"It's important to provide continuous updates on plan/ project implementation and strategies that allow for easy input by the impacted/effected populations."
— Participant

Case Study:
The NextGen Bus Study, Los Angeles Metro

A remarkable case study orchestrated by Los Angeles County Metropolitan Transportation Authority (LA Metro) and Arellano Associates to engage residents in an update of the bus network in one of the most diverse regions in the country. The NextGen Bus Study's goal was to reimagine the bus network to be more relevant, reflective of, and attractive to the diverse and growing needs of transit riders across LA County (88 cities, nine sub-regions, and over 10 million residents).

Tools: A compelling, visual and fast survey. Effective educational components in the survey to empower people of all backgrounds. Surveys in multiple languages. Partnering with diverse community groups. Leveraging advertisements on social media platforms to target underrepresented populations.

Results: 6,900+ Angelenos engaged, with demographics matching the ethnic diversity, genders, age groups, zip codes, and income levels within one percentage point of the actual demographics of LA County, giving the team the ability to zero in on unmet needs and demonstrate a level of accountability and transparency that will serve LA Metro and residents for decades. The plan got a fast green light from the LA Metro Board of Directors!

LEARN MORE
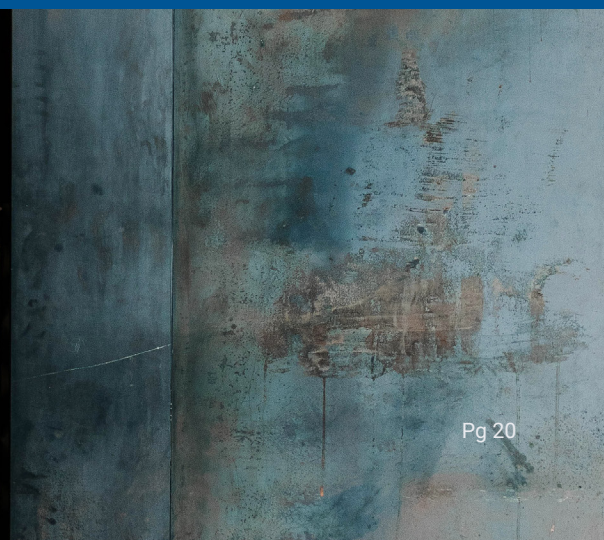
CONCLUSION / ADDITIONAL RESOURCES

Through the best practices and case studies described above, it is clear that meaningful progress on increasing diversity and addressing equity in public engagement is within reach of agencies across the country. We hope that this resource will help teams raise their game.

The advice offered here is not a checklist of required steps. It is rather a way to review your own situation, either on a project or with a team or agency, to determine the most critical obstacles you are facing and the most effective steps that can be taken to improve the situation and outcomes. Public engagement is challenging work. Be realistic. Measure your progress and find satisfaction with incremental improvements.

Here are additional resources to add more context and detail.

Case Study:

How LA Metro and Arellano Associates Set Public Engagement Records and Achieved True Diversity

Tools:

Federal Highway Administration Virtual Public Involvement Initiative

Webinar:

Meaningful Engagement for Environmental Justice without Public Meetings

---

MetroQuest

How can we help?

Contact MetroQuest for the latest in online public engagement, from case studies and online survey examples, to pricing for your own online survey subscription!

CONTACT US

metroquest.com

Many thanks to the over 1,400 contributors. We appreciate your input.

Alameda-Contra Costa Transit (AC Transit)
Adams County
AECOM
AGEISS
Akron METRO RTA
Alachua County
Alamo Area MPO
Alaska DOT
Alta Planning + Design
Amarillo MPO
Amplify Consulting
Androscoggin Transportation Resource Center
Apex Strategies
Arcadis
Arellano Associates
Arizona DOT
Arlington County Government
Atkins
Atlanta Regional Commission
Baltimore Metropolitan Council
Bay Area Rapid Transit District
BBG Consulting
Berkshire Regional Planning Commission
Birmingham Jefferson County Transit Authority
Blair County Planning Commision
Boston MPO
Burns & McDonnell Engineering, Inc.
California DOT (Caltrans)
Cambridge Systematics, Inc.
Capital Metropolitan Transportation Authority
Cartersville-Bartow MPO
CDM Smith
Central Massachusetts RPC
Central NH Regional Planning Commision
Central Ohio Transit Authority
Central Shenandoah Planning District Commission
Central Vermont RPC
Central Virginia Planning District Commission
Centralina COG
Charleston County Zoning & Planning
Charlotte Area Transit System
Charlotte Regional TPO
Cheyenne MPO
Chicago DOT
Chicago Metropolitan Agency for Planning
Circlepoint
City & County of Honolulu
City and County of San Francisco
City Architecture
City of Albuquerque
City of Anaheim
City of Asheville
City of Austin
City of Berkeley
City of Boise
City of Charlotte
City of Dallas
City of Denver
City of Duluth
City of Fargo
City of Fayetteville Transit
City of Fort Collins
City of Fort Lauderdale
City of Fort Worth
City of Fresno
City of Henderson
City of Hollywood Florida
City of Houston
City of Laredo
City of Los Angeles
City of Miami
City of New Orleans
City of New York
City of Oklahoma City
City of Orlando
City of Philadelphia
City of Pittsburgh
City of Portland
City of Raleigh
City of Reno
City of Richmond

City of Richmond Hill
City of San Diego
City of San Jose
City of Santa Barbara
City of Santa Monica
City of Seattle
City of Tempe
City of Tucson
Colorado DOT
Community Engagement Institute
Community Planning Association of Southwest Idaho
Connecticut DOT
Corpus Christi MPO
County of Los Angeles
County of Santa Clara
County of Santa Cruz
Cowlitz-Wahkiakum Council of Governments
David Evens and Associates
Delaware DNREC
Delaware Transit Corporation
Delaware Valley RPC
DIALOG
Dillon Consulting Ltd.
Durham-Chapel Hill-Carrboro MPO
East Central Wisconsin Regional Planning Commission
East-West Gateway Council of Governments
El Dorado County DOT
EnviroIssues
Fairbanks Area Surface Transportation (FAST) Planning
Fairfax County DOT
FEMA
Fitzgerald & Halliday, Inc
Florida DOT
Foursquare ITP
Freese and Nichols
Frontier MPO
Gaston-Cleveland-Lincoln MPO
Genesee County Metropolitan Planning Commission
Genesee Transportation Council
Georgia DOT
Grand Valley Metro Council
Greater Nashville Regional Council
Greater Portland Council of Governments
Greensboro DOT
Gulf Regional Planning Commission
H.W. Lochner, Inc.
Harris County TX Metropolitan Transit Authority (METRO)
Hawaii DOT
HDR
Hennepin County
High Street Consulting
Hillsborough MPO
Hilsborough County BOCC
HNTB Corporation
Houston-Galveston Area Council
Humboldt County Association of Governments
IBI Group
ICF
Idaho Transportation Department
Illinois DOT
Illinois EPA
Indian Nations Council of Governments (INCOG)
Indiana DOT
Indianapolis MPO
Iowa DOT
Jacksonville Urban Area MPO
Jacobs Engineering
Jefferson County Planning
Kansas DOT
Katz & Associates
Kearns & West
Kentucky Department for Environmental Protection
Kern Council of Governments
Kern County
Kerr-Tar Regional COG
Ketchikan Indian Community
Kimley-Horn & Associates
King County Metro Transit
Kingsport MPO
Kitsap Transit
Kittelson & Associates, Inc. (KAI)

Knoxville-Knox County Planning
KY Transportation Cabinet (DOT)
KYOVA Interstate Planning Commission
LA City Planning
LA County Department of Regional Planning
LA County Metro
La Crosse Area Planning Committee, MPO
Land of Sky Regional Council
Laredo Webb County Area MPO
Linn County Planning & Development
Lochner
Los Angeles County MTA (LA Metro)
Louisiana Department of Transportation (LaDOTD)
Madison Area Transportation Planning Board
Maine DOT
Maricopa County DOT
Maryland DOT
Massachusetts DOT
McCormick Taylor
McLean County RPC
Mead & Hunt
Memphis Area Transit Authority
Mesilla Valley MPO
Metro Nashville Planning Department
MetroPlan Orlando
Metropolitan Washington COG
Miami Valley RPC
Miami-Dade County
Miami-Dade TPO
Michael Baker International
Michigan DOT
Mid-Region COG
Mid-Region MPO
Midweat Environmental Justice Organization
Mid-Willamette Valley COG
Minnesota DOT
Mississippi DOT
Missouri DOT
MODUS Planning, Design & Engagement
Montgomery County DOT
Montgomery County Planning Department
Morreale Communications
Mott MacDonald
Nashua Regional Planning Commission
Nashua Transit System
Nashville MTA
NC Capital Area MPO
Nebraska DOT
Nelson\Nygaard
Nevada DOT
New Jersey Department of Environmental Protection
New Jersey DOT
New Mexico DOT
New River Valley Regional Commission
New York City Department of City Planning
New York City DOT
New York State DOT
North Carolina DOT
North Central Texas COG
North Dakota DOT
North Front Range MPO
North Jersey Transportation Planning Authority
Northern Oklahoma Development Authority
Northern Shenandoah Valley Regional Commission
Ohio DOT
OKI Regional COG
Oklahoma DOT
Orange County Transportation Authority
Oregon DOT
Parsons Corporation
Peak Consulting Group
Pennsylvania DOT
Perkins and Will
Pima Association of Governments
Pinellas County
Pioneer Valley Planning Commission
Placer County Transportation Planning Agency
PRR
Public Engagement Associates
Public Participation Partners LLC
Puget Sound Clean Air Agency

Puget Sound Regional Council
Quest Corporation of America (QCA)
Renaissance Planning
River to Sea TPO
RK&K Engineers
Roanoke Valley-Alleghany Regional Commission
RS&H
RTC Southern Nevada
SACOG
Sam Schwartz Engineering
San Angelo MPO
San Diego County Regional Airport Authority
San Francisco Municipal Transportation Agency
San Francisco Public Utilities Commission
San Mateo County
SANDAG
SCJ Alliance
Seattle DOT
Sharp & Company
Sierra Vista MPO
Snyder & Associates, Inc
Somers-Jaramillo + Associates
Sonoma County
Sound Transit
South Carolina DOT
South Dakota DOT
Southeast Michigan COG
Southern California Association of Governments
Southern Georgia Regional Commission
Southwest Oklahoma Regional TPO
Space Coast TPO
Spokane Regional Transportation Council
Spokane Transit Authority
SRF Consulting
Stantec Consulting Services Inc.
Sun Corridor MPO
Sycamore Consulting, Inc.
Tahoe Regional Planning Agency
Texarkana MPO
Texas A&M Transportation Institute
Texas Department of Transportation (TxDOT)
The Allen Group
The Participation Company
Thurston Regional Planning Council
TransLink
Tri-Cities Area MPO
Tri-County Regional Planning Commission (MI) (TCRPC)
U.S. Department of Defense
U.S. Department of Energy
U.S. Department of Housing & Urban Development
U.S. Department of Justice
U.S. Department of Transportation
U.S. Environmental Protection Agency
U.S. Federal Highway Administration (FHWA)
U.S. Federal Transit Administration
Upper Valley Lake Sunapee Regional Planning Commission
US DOT Volpe Center
Utah DOT
Vector Communications
Ventura County Transportation Commission
Vermont Agency of Transportation
Virginia DOT
Virginia Transit Association
Washington State DOT
Wisconsin DOT
WSP
York County Planning Commission

AND MANY MORE!