

Virtual Public Involvement Technical Assistance Workshop Summary Report

California Department of Transportation (Caltrans) Virtual Workshop

APRIL 21, 2019

Host Agency:

- California Department of Transportation (Caltrans)

Participating Agencies and Organizations:

- Bay Area Metropolitan Transportation Commission
- Del Norte Local Transportation Commission
- Humboldt County Association of Governments
- Kern Council of Governments
- Mendocino Council of Governments
- Oregon Department of Transportation
- Shasta Regional Transportation Agency
- Southern California Association of Governments
- Dow Associates
- MIG, Inc.

Peers:

- Dovid Coplon, San Francisco Metropolitan Transportation Agency
- Jamille Robbins, North Carolina Department of Transportation
- Valerie Brewer, Iowa Department of Transportation
- Jon Rees, Iowa Department of Transportation
- Jessica ("Jessi") Downing, Caltrans



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**Federal Highway
Administration**

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13. ABSTRACT (Maximum 200 words) This report summarizes the presentations, activities, and discussions that took place during the Federal Highway Administration (FHWA) Virtual Public Involvement (VPI) Workshop hosted virtually by the California Department of Transportation (Caltrans) on April 21, 2020. The purpose of the workshop was to provide Caltrans, metropolitan planning organizations (MPOs), regional transportation planning agencies (RTPAs), and transportation consultants who work in California with information about, and examples of, VPI tools -- specifically virtual town halls and crowdsourcing tools.				
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Caltrans VPI Technical Assistance Workshop Report

Overview

This report summarizes the presentations, activities, and discussions that took place during the Federal Highway Administration (FHWA) Virtual Public Involvement (VPI) Workshop held virtually for the California Department of Transportation (Caltrans) and invited partners on April 21, 2020.

The purpose of the workshop was to provide Caltrans, metropolitan planning organizations (MPOs), regional transportation planning agencies (RTPAs), and transportation consultants who work in California with information about and examples of VPI tools, specifically virtual town halls and crowdsourcing. In addition, the participants would have the opportunity to share ideas and discuss their agencies' experiences with VPI tools, digital best practices, and challenges to implementation.

Welcome and Opening Remarks

FHWA VPI team member Lana Lau of the FHWA Office of Project Development and Environmental Review opened the workshop by providing background on the workshop's development and goals. The workshop team – consisting of FHWA, Caltrans, the U.S. Department of Transportation John A. Volpe Center (Volpe), Caltrans consultant MIG, and peer experts from North Carolina Department of Transportation (DOT), Iowa DOT, and the San Francisco Municipal Transportation Agency (SFMTA) – had been planning this workshop since summer 2019. Antonio Johnson, the Planning and Environment Team Leader for the FHWA California Division Office, also welcomed everyone and thanked them for attending.

Bruce Kemp, from the Caltrans Division of Transportation Planning, welcomed participants to the virtual workshop. Mr. Kemp serves as Caltrans's VPI coordinator, and he manages the Caltrans Planning Public Engagement Contract, which provides public outreach and engagement services for transportation planning efforts. He noted that the team initially planned this workshop as a two-day, in-person workshop in Sacramento, but rather than cancel or postpone the event due to the pandemic, the team decided to convert the workshop into an interactive, virtual event.

Marlon Flournoy, Division Chief of the Caltrans Division of Transportation Planning, welcomed participants and observed that this workshop is a good example of what's possible when Federal and State agencies work together. Mr. Flournoy said that VPI helps to support the Department's priorities in multimodal transportation, innovation, and partnership; moving forward, Caltrans will be looking for more ways to institutionalize VPI as part of the Department's public engagement toolkit.

Caltrans Director Toks Omishakin also greeted the participants saying that VPI is a very important topic; the manner in which we continue to engage with our partners and the public is vital to how we do business. He thanked FHWA and said that he was very familiar with – and for a long time has appreciated – FHWA's Every Day Counts program. Mr. Omishakin noted that partnerships and public engagement are core priorities at Caltrans, and he expressed appreciation to the partner agencies in North Carolina, Iowa, and San Francisco for presenting, as well as the FHWA-Caltrans workshop team for pushing forward with the workshop despite the challenges of the pandemic. He noted that it's very apropos that we are doing this virtual VPI workshop under these circumstances. Mr. Omishakin also pointed out that, while VPI touches upon the Department's

core priorities, it is important to remember that not everyone will be able to use or have access to these innovative tools. So, more than ever, we have to be thinking of ways to continue to engage people who may not have access to broadband internet, or a computer, or these innovative tools that we are promoting – but their voices should nevertheless be represented. Mr. Omishakin said that we face “an equity challenge” moving forward, as current conditions become the norm and we continue to telework and use new means to communicate.

VPI Overview Presentation

FHWA VPI team member Danielle Blackshear of the FHWA Office of Human Environment presented an overview of the VPI initiative and VPI tools. At the beginning of the presentation, Ms. Blackshear described the challenges inherent in public involvement, which often include:

- Low or inconsistent participation;
- Lack of diverse viewpoints among participants;
- Language and cultural barriers;
- Busy work, family, and social schedules;
- Expensive and time-consuming for agencies; and
- Changing expectations of a 21st Century population.

VPI tools help agencies improve the effectiveness and efficiency of public involvement by providing opportunities to engage those who would otherwise be unable to participate in transportation planning and project development, and by making participation more convenient and accessible, more interactive, and more enjoyable for the public. Virtual involvement activities can sometimes be accomplished at a lower cost than in-person involvement, and in most cases require fewer staff hours to prepare, execute, and document and organize public feedback. The feedback that agencies receive through VPI tools can be more representative of the community because more people can be engaged, reducing the likelihood of delays late in the planning or project development process.

Ms. Blackshear then briefly discussed eight types of VPI tools and techniques and provided examples of each:

- [Mobile Applications](#)
- [Do-It-Yourself Videos](#)
- [Project Visualizations](#)
- [Crowdsourcing Tools](#)
- [Virtual Town Halls](#)
- [Online Mapping Tools](#)
- [All-in-One Tools](#)
- [Digital Tools to Enhance In-Person Events](#)

At the end of the presentation, Ms. Blackshear described the technical assistance opportunities and resources that the FHWA VPI team offers. Available assistance and resources include peer exchange workshops, direct technical assistance, hands-on technical assistance, a database of policies and contracts, and a variety of other resources including case studies, video demonstrations, and more. Many of these resources can be found on [FHWA's Virtual Public Involvement website](#).

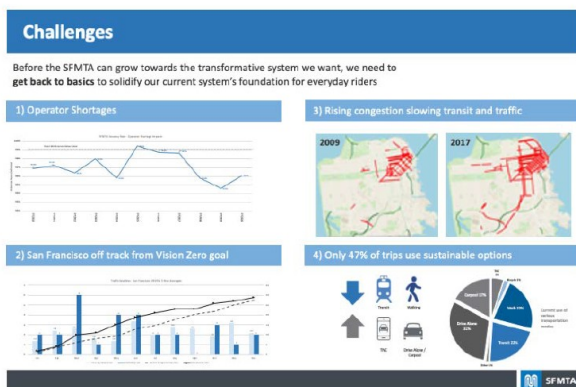
Expert Presentations and Demonstration: Virtual Town Halls

San Francisco Municipal Transportation Agency: Online Public Meetings Case Study

Dovid Coplon, Digital Communications Coordinator for SFMTA, presented on the SFMTA's experience with online public meetings as part of its biennial budget process. The SFMTA's budget process typically has several steps: a Board workshop, a Community Advisory Committee Meeting, formal comment at an SFMTA Board meeting, and an online conversation. In a typical year, many of these public involvement steps are conducted in-person with a virtual component. For example, every formal SFMTA Board meeting throughout the year is broadcast online and on San Francisco Government TV (SFGovTV). However, in spring 2020 SFMTA converted its public meetings and open houses to a completely virtual meeting format due to social distancing restrictions on large meetings.

For SFMTA's online open house, SFMTA provided an overview presentation and boards for participants to review beforehand via the SFMTA website and social media. SFMTA also solicited questions beforehand and prepared answers. Participants could also ask questions during the online open house and would receive answers in conversation, as a reply to a post, or as project updates. Similarly, SFMTA organized an online conversation in the form of a Twitter Townhall "Budget Q&A" with the SFMTA Director. For this Twitter Townhall, SFMTA solicited questions in advance, as well as in real time.

Focus: Online Open House



Format

- Content previewed ahead as boards and overview presentation
- Questions solicited beforehand as component of promotion
- City Hall, produced by SFGovTV
- Prepared answers, in conversation, as reply to post, as project updates

Figure 1: SFMTA presentation slide describing online open houses (Source: SFMTA)

Mr. Coplon discussed the range of reasons to host an online open house and video conversation. These include extending audience reach and bringing in new participants beyond standard meeting attendees; allowing for members of the public to participate on their own time; and allowing SFMTA to prepare answers and document the questions or comments and their responses in the public record.

Mr. Coplon discussed several tips and observations on making online public meetings successful. According to Mr. Coplon, there is a role for both real-time video – which provides a sense of transparency, connection to the audience, and unscripted authenticity – and produced video – which allows for SFMTA to produce precise

and concise messaging. He also recommended keeping it conversational and avoiding settings that are too formal.

Mr. Coplon described how SFMTA ensured accessibility for individuals with disabilities and low-English proficiency. SFMTA designed all materials to comply with Section 508 of the Rehabilitation Act of 1973, and the video broadcast included live closed captioning.¹ To comply with Title VI of the Civil Rights Act of 1964,² SFMTA provided Spanish, Tagalog, and Chinese language support, including phone line translation services.

To promote the online open houses and build an audience, SFMTA used a variety of strategies, including in-person outreach, newspapers, email, bus cards, social media, and blog posts. SFMTA also incorporated multilingual outreach in accordance with Title VI. The online public meetings were produced by SFGovTV and broadcast via a range of platforms, including YouTube, Twitter, Facebook, the SFMTA website, and SFGovTV.

SFMTA documented each public meeting in the public record through a range of materials, including an online conversation archive maintained on the project page, a database of all submitted feedback, and a conversation recap blog post with embedded tweet exchanges.

Q&A for SFMTA

- **Question:** Was there a cost difference for the online open house?
 - **Answer:** SFMTA is very lucky to have a strong partner in SFGovTV, which is part of the City of San Francisco. There is a budget transfer cost for their services, but SFMTA noted that it was less expensive than the costs of hosting in-person open houses.
- **Question:** How many people participated online?
 - **Answer:** SFMTA is still creating metrics across all platforms to report on participation, but Mr. Coplon reported that the Facebook broadcast reached 60 participants at its highest point.

North Carolina DOT: Broadening Public Participation by Broadcasting

Jamille Robbins, Public Involvement, Community Studies and Visualization Group Leader for North Carolina DOT (NCDOT), presented on how NCDOT broadcasts public meetings to reach a wider audience, create transparency, and reduce the cost per participation of NCDOT's public involvement practices.

NCDOT's broadcast techniques have evolved over time. They began using a webinar format, which they advertised via public notice, postcards, newsletters, and their website. (Early on, social media was not as much of a factor in public involvement.) NCDOT considered comments in the webinar chat box as part of the public record. Now, NCDOT broadcasts public meetings on Facebook Live and on public access TV in partnership with the City of Raleigh. NCDOT advertises these meetings via traditional outreach means, as well as social media. The meetings remain available throughout the public comment period, but NCDOT does not consider comments on Facebook as part of the official public record.

Mr. Robbins summarized the key benefits of broadcasting public meetings for NCDOT: it provides more effective and efficient engagement, with a lower cost per participant; it allows NCDOT to "meet the public where they are" and engage more participants; and it has had a positive return on investment.

Mr. Robbins provided statistics on public involvement:

¹ 29 U.S.C. §794d

² Title VI, 42 U.S.C. § 2000d

- NCDOT's typical Facebook post, matched with a video, reaches approximately 5,000 people.
- In a typical day, NCDOT's Facebook page gets approximately 49,000 engagements.
- NCDOT's weekly videos ("[NCDOT Now](#)") average approximately 3,000 views on YouTube and Facebook.
- NCDOT's live videos on Facebook average approximately 2,000 views.

Mr. Robbins stressed the need for a thoughtful marketing strategy. It has been important to promote NCDOT's public involvement opportunities through a variety of traditional and new media, and to be flexible to try new platforms as they emerge. He reported that promoted Facebook posts get substantially more engagement. NCDOT now has an account with Nextdoor, which "has been a game changer;" the potential reach is approximately 5.3 million residents, and NCDOT has used it to engage roughly 14,000 neighborhoods.



Figure 2: NCDOT presentation image of public meeting broadcast for the I-26 Connector project

Q&A for NCDOT

- **Question:** Does NCDOT have officially sanctioned portals for public comment?
 - **Answer:** NCDOT uses MetroQuest surveys, and they receive public comments by email, mail, and comments in public meetings. Facebook is a part of NCDOT's social media policy, but NCDOT does not consider social media comments as part of the public record.
- **Question:** Has NCDOT received feedback on its broadcasts?
 - **Answer:** NCDOT has documented how VPI is broadening participation; NCDOT is now getting thousands of comments on a project. The feedback from the community also is more representative, and not just from the naysayers. This may be because people are more likely to attend public meetings in person to express their opposition, or because people do not want to speak against their neighbors in public. NCDOT's software also flags trolls automatically.

Expert Presentation and Demonstration: Crowdsourcing

Iowa DOT: Public Involvement Management Application (PIMA)

Valerie Brewer and Jon Rees of Iowa DOT gave a presentation on [Iowa DOT's PIMA tool](#). Iowa DOT continues to conduct traditional public involvement through public hearings and other meetings, but developed the PIMA tool five years ago to better manage public involvement activities and to improve virtual outreach. The PIMA tool now is [a centralized public portal](#) for all of Iowa DOT's transportation projects and includes tools for managing online meetings and project websites. Other VPI techniques that Iowa DOT uses include social media, [YouTube videos](#), and virtual reality goggles at in-person events. Iowa DOT also uses ArcGIS StoryMap software for some online content, as it is a user-friendly tool that can quickly provide the public with useful information relevant to specific projects.

Iowa DOT hired a consultant to develop the PIMA tool. Iowa DOT owns the PIMA tool and makes it available through memoranda of understanding to other state DOTs. Georgia DOT, Massachusetts DOT, and Kansas DOT have all used the PIMA tool, and Massachusetts DOT is currently working to develop native Apple and Android smartphone apps for the PIMA tool. The consultant estimates that it takes 150-200 hours to set up the PIMA tool in other states.

Ms. Brewer and Mr. Rees explained that the public can use the PIMA tool via an online portal. In addition, Iowa DOT staff bring iPads to public meetings to allow the public to sign-in digitally. They can also submit comments directly into PIMA. This integration ensures that members of the public who are interested in receiving project information and updates can be contacted via email with a single click within the PIMA tool.

Through the PIMA tool, the public can see every project that Iowa DOT is working on, they can customize map layers, and they can toggle between projects that are in the planning phase, in construction, and recently completed. The PIMA public comment portal encourages the public to submit text-based comments, categorize them by key topics, and rate their level of support for the project between "In Favor" and "Not in Favor."

IOWA DOT

U.S. 30 PLANNING STUDY
JUNE 19 PUBLIC MEETING

1) Please enter your comment below:

Please do not place any personally identifiable information such as names, phone numbers, or email addresses within this field and be aware that any comment you place in this field will be available for public consumption.

2) Select any of the following topics that apply to your comment: ☐ I prefer to send my comment by mail

3) What is your level of support for the project you are commenting about? Click on the dot to drag it along the scale.

Not in Favor Neutral In Favor

Not in Favor Less in Favor Neutral Learning in Favor In Favor

4) Tell us about yourself:

Zip Code * Required Last Name * Required

2 of 4

Figure 3: Image of Iowa DOT's PIMA portal for public comments

For Iowa DOT, the PIMA tool provides several benefits for streamlined management of public comments:

- The PIMA tool provides a database of public comments for the public record;
- Iowa DOT staff can set up email notifications for new comments and reminders for comments that have not yet received a staff response;
- Iowa DOT staff can export all relevant comments for a project so that they can be attached to National Environmental Policy Act (NEPA) documentation, or to assist in Planning and Environment Linkages (PEL) activities; and
- Iowa DOT staff can view analytics on public comments and project status.

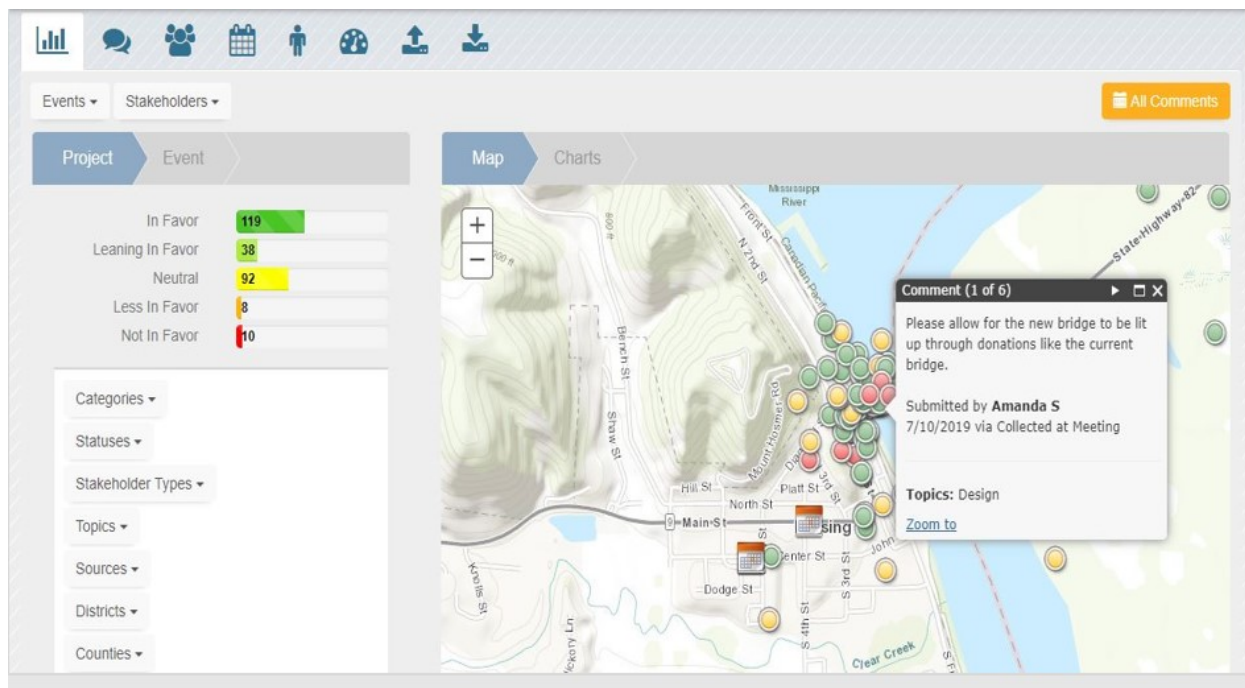


Figure 4: Example PIMA analytics dashboard

Caltrans: Map-based Crowdsourcing and Virtual Public Involvement

Jessica (“Jessi”) Downing, Acting Chief of the Caltrans Smart Mobility and Active Transportation Branch, presented on how Caltrans is using VPI to support the development of its Caltrans Active Transportation (CAT) Plans. The CAT Plans are a key action item in the California statewide bicycle and pedestrian plan, *Toward an Active California*. Caltrans is developing CAT Plans for each of its 12 Districts to help identify where the Department may need to make future improvements on or near its State Highway System for bicyclists and pedestrians. The plans are focused on social equity, partnerships, and connections to local networks. Each district plan follows a statewide framework, and public involvement is included throughout the process. To support this planning effort, Caltrans and its contractors have created a multi-purpose web outreach portal that serves a wide range of internal and external audiences. This all-purpose tool includes map-based tools and statewide resources for district-specific public engagement activities. The map-based survey, available in Spanish as well as English, asks participants to identify specific locations and to describe their transportation needs and concerns by dropping any number of “pins” on the map; the tools meet ADA standards. Users may also respond to optional questions that provide simple travel-habit and demographic information. The data is collected and analyzed by districts through an internal interface called “Clowder,” which refers to a herd of cats. Both partner and public data are collected, and can be rolled up and displayed in various ways. The interface may also manage and redirect input related to ADA and Caltrans’s maintenance needs. Additional public involvement will occur at the project development stage, once all the districts’ public and partner data are collected and synthesized.

Q&A for Caltrans

- **Question:** Can partners operating in the same corridor upload the public comments received from this web-mapping portal or would the public need to re-state their concerns in future public involvement efforts?
 - **Answer:** The current data collection is targeted to the particular planning purposes of the CAT Plans. The location-based needs are retained for incorporation into future construction

projects, at which time additional public involvement would be conducted. Caltrans may also potentially explore data synthesis with partner agencies in the future.

Synthesis Topic 1: Other Spectacular – but Briefly Noted – Experiences

- Jamille Robbins (NCDOT) emphasized the point that many VPI tools are easy to set up and don't need specialized skills, although you do want staff who are considered experts in VPI and are familiar with the different platforms.
- **Question:** How do you manage comments submitted via social media platforms? Are they considered a part of formal public comment record?
 - **Answer:** Different agencies approach this question in different ways. NCDOT does not consider social media comments as part of the public record, but SFMTA does. This decision may be determined by agency policy. Agencies should make clear to the public how social media comments will be treated in the public involvement process.

Synthesis Topic 2: Nuts and Bolts

- **Question:** How can project visualization tools support VPI?
 - **Answer:** Jamille Robbins (NCDOT) stated that visualizations help to provide better public understanding, which creates better dialogue and ultimately better projects. NCDOT is experimenting with more advanced visualizations, including three-dimensional models, animations, and virtual reality. Lana Lau (FHWA) stated that the FHWA VPI website provides examples of low-cost visualization techniques. Becky Frank (Caltrans, District 4) stated that District 4 has a landscape architecture team that can create visualizations, which have been used, for example, to illustrate pedestrian and bicycle designs.
- **Question:** How do you use VPI in rural communities? Are there particular challenges?
 - **Answers:**
 - Jon Rees (Iowa DOT) stated that Iowa DOT had this concern but found that rural communities are increasingly engaging through VPI, too. Staff take tablets to in-person meetings with the PIMA portal to help bridge the digital divide. They have also found that social media promotion works better in urban communities, but in rural communities it is also important to advertise on community billboards and other traditional media. At this point, even in rural communities, Iowa DOT is receiving more comments digitally than on paper.
 - Jamille Robbins (NCDOT) recommended making VPI materials mobile-friendly. An estimated ninety-five percent of all Americans own a cell phone, and seventy-seven percent own a smart phone. Lower-income Americans are more likely to rely on their cell phones for their only access to the internet.
 - Lana Lau (FHWA): There is potential to boost internet access by bringing in routers during public involvement. For example, the San Antonio Housing Authority brought wifi-enabled buses to boost access in a community to help residents access the internet.
 - Danielle Blackshear (FHWA): In some cases you may conclude that VPI alone is not sufficient, and that you need a combination of in-person public involvement techniques along with VPI tools to reach the full range of audiences.
- **Question:** How have you engaged agency management to build support for VPI?

- **Answer:** Dovid Coplon (SFMTA) stated that when they first started two years ago, it was a way to expand their footprint, but since then there has been a groundswell of public interest in increasing online public meetings. SFMTA's current director is also very tech-savvy and supportive of VPI. As an agency, SFMTA appreciates the increased transparency and access. Metrics can be an important tool for communicating value to leadership.

Synthesis Discussion 3: VPI Policy Development

The group discussed some of the biggest questions and challenges related to VPI policy development. Some of these topics include:

- It is important to consider VPI as a supplement rather than replacement for traditional engagement. VPI is another tool, and an agency should consider why they may want to use VPI in terms of what they want to accomplish. When you design a public engagement plan, a good practice is to ask a series of questions – for example, what parts of the project are open to change, whom are you trying to reach, and what is the best timing for outreach? When you put these all together, you can see where you may want to use VPI as one of your tools within an overall engagement strategy.
- There are extra challenges in using VPI as part of the environmental review process because of the public record-keeping requirements of the National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA).
- Although an agency VPI policy can be valuable, you may not need one as you are getting started. NCDOT has a formal social media policy but not a VPI policy. Jamille Robbins is working on drafting a VPI policy based on the agency's experiences to date. Iowa DOT also does not currently have a VPI policy but sees the importance of documenting what they do. SFMTA has a VPI policy, but they are working to update it.

Appendix A: Workshop Agenda

Virtual Public Involvement

FHWA-California Virtual Workshop: Virtual Town Halls & Crowdsourcing Agenda

Date Tuesday, April 21, 2020; 8:30 a.m. to 12:30 p.m.

Location: *Virtual, of course!*

Participants: FHWA and Volpe National Transportation Systems Center
Caltrans HQ and Districts
MPOs and RTPAs

Presenters: North Carolina DOT - Jamille Robbins
San Francisco MTA - Dovid Coplon
Iowa DOT - Valerie Brewer & Jon Rees
Caltrans - Jessi Downing

Time	Topic
8:30 – 8:40 a.m.	Optimizing Your Participation in this Virtual Workshop <ul style="list-style-type: none">• Features of the virtual platform and how to use them• Logging on (full name and office, please!)• Raising your virtual hand; asking questions through the chat feature• Need help? Backchannel tech support• Program includes stretch breaks – but don't go away!
8:40 – 8:55 a.m.	Welcome and Opening Remarks <ul style="list-style-type: none">• FHWA and Caltrans welcome attendees and provide opening remarks• Introduce staff from FHWA, Volpe, Caltrans, moderators• Opening remarks by:<ul style="list-style-type: none">○ Marlon Flournoy, Caltrans Division of Transportation Planning○ Antonio Johnson, FHWA California Division○ Toks Omishakin, Caltrans Director
8:55 – 9:10 a.m.	Overview: Virtual Public Involvement Initiative <ul style="list-style-type: none">• Overview of VPI - FHWA and Volpe staff• Q&A
9:10 – 9:15 a.m.	Stretch Break

Time	Topic
9:15 – 10:00 a.m.	Expert Presentation & Demonstration: Virtual Town Halls <ul style="list-style-type: none"> • Presentations by: <ul style="list-style-type: none"> ○ Dovid Coplon (SFMTA) ○ Jamille Robbins (NCDOT) • Q&A
10:00 – 10:05 a.m.	Stretch Break
10:05 – 10:50 a.m.	Expert Presentation & Demonstration: Crowdsourcing <ul style="list-style-type: none"> • Presentations by: <ul style="list-style-type: none"> ○ Valerie Brewer & Jon Rees (Iowa DOT) ○ Jessi Downing (Caltrans) • Q&A
10:50 – 10:55 a.m.	Stretch Break
10:55 – 11: 15 a.m.	Synthesis Discussion 1: Other Spectacular – but Briefly Noted – Experiences Facilitated discussion among the participants to highlight their successes and challenges with virtual meetings /town halls and crowdsourcing in other settings (MPOs, RTPAs)
11:15 – 11:35 a.m.	Synthesis Discussion 2: Nuts and Bolts Facilitated discussion based on the following questions and your comments about the technical aspects of VPI tools. <ul style="list-style-type: none"> • What are the key technical requirements and logistics for using these VPI tools? • What’s the best way to promote them throughout the state, including both urban and rural environments? • How can VPI help you reach underserved and vulnerable populations including EJ populations, those covered by Title VI, and those in need of ADA assistance? • What’s the best way to manage the volume of comments received? • Other advice for being successful?
11:35 – 11:40 a.m.	Stretch Break
11:40 – 12:00 noon	Synthesis Discussion 3: VPI Policy Development Presenters and participants will share ideas on the fundamentals involved in developing a possible VPI policy for Caltrans and California transportation agencies to incorporate in their guidance and public engagement plans.

Time	Topic
	<ul style="list-style-type: none"> • Does your agency have a policy that covers VPI? • Do you rely on different policies to guide this work such as your agency's social media policy? • What other policy elements should be considered?
12:00 – 12:15 p.m.	Future VPI Engagement Opportunities and Closing Remarks Caltrans and FHWA staff will provide a few closing remarks and summarize next steps for the VPI initiative

Appendix B: Workshop Participants

First Name	Last Name	Agency/Organization
Juan	Araya	Caltrans
Danny	Arellano	Caltrans
Reyna	Baeza-Oregel	Caltrans
Nephele	Barrett	Dow Associates
Ken	Baxter	Caltrans
Danielle	Blackshear	FHWA
Valerie	Brewer	Iowa DOT
Karen	Brewster	Caltrans
Larry	Brohman	Caltrans
Ryan	Carrillo-Kovach	Caltrans
Michael	Casas	Caltrans
Gilberto	Chambers	Caltrans
Joan	Chaplick	MIG
Mehedi	Chowdhury	Caltrans
Tashia	Cleons	Caltrans
Dovid	Coplon	SFMTA
Michelle	Cordi	Caltrans
Angela	DaPrato	Caltrans
Diana	DeGroot	Caltrans
Ali	Doerr Westbrook	Caltrans
Jessica	Downing	Caltrans
Tom	Dumas	Caltrans
Loretta	Ellard	Mendocino Council of Governments
Thanya	Espericueta	Caltrans
Rosie	Flores	Caltrans
Marlon	Flournoy	Caltrans
Ann	Fox	Caltrans
Becky	Frank	Caltrans
Jesse	Garcia	Caltrans
Eva	Gaye	Caltrans
Alison	Grimes	Caltrans
Olivia	Harris	Caltrans
Meg	Henry	Caltrans
Aleksandr	Holm	Caltrans
Zien	Huang	Caltrans
Rochelle	Invina	Kern Council of Governments
Karen	Islas	Caltrans
Antonio	Johnson	FHWA
Linda	Jones	Caltrans

First Name	Last Name	Agency/Organization
Alexis	Kelso	Caltrans
Bruce	Kemp	Caltrans
Nicole	Kim	Caltrans
Michael	Kuker	Shasta Regional Transportation Agency
Chris	Kuzak	Caltrans
Leslie	Lara-Enriquez	Bay Area Metropolitan Transportation Commission
Lana	Lau	FHWA
Tamera	Leighton	Del Norte Local Transportation Commission
Anila	Lijo	Caltrans
Serena	Liu	Caltrans
Luisa	Lopez	Caltrans
Paul	Marquez	Caltrans
Lucas	Marsalek	Caltrans
Michelle	Matranga	Caltrans
Jaime	Matteoli	Caltrans
Marcella	May	Humboldt County Area of Governments
Sunny	McBride	Not stated
Ky-Nam	Miller	Bay Area Metropolitan Transportation Commission
Amie	Mohai	Caltrans
Gilbert	Mohtes-Chan	Caltrans
Amber	Moran	Caltrans
Alyssa	Murakami	Caltrans
Becky	Napier	Kern Council of Governments
April	Nitsos	Caltrans
Toks	Omishakin	Caltrans
Ana	Padilla	MIG
Sarah	Patterson	Southern California Area of Governments
Ed	Philpot	Caltrans
Gregoria	Ponce	Caltrans
Destiny	Preston	Caltrans
Wahida	Rashid	Caltrans
Ben	Raymond	Kern Council of Governments
Jon	Rees	Iowa DOT
Marlon	Regisford	Caltrans
Yolanda	Rivas	Caltrans
Jamille	Robbins	North Carolina DOT
Liz	Rodriguez	Caltrans
Sandra	Rosas	Caltrans
San	Saeteurn	Caltrans
Devinder	Sandhu	Caltrans

First Name	Last Name	Agency/Organization
Sandra	Scherr	Caltrans
Kevin	Schroder	Caltrans
Kari	Shelley	Caltrans
Erica	Simmons	US DOT Volpe Center
Maria	Sipin	Caltrans
Austin	Sos	Caltrans
Dianira	Soto	Caltrans
John	Speka	Dow Associates
Joshua	Swearingen	Caltrans
Rena	Tang	Caltrans
Cuong	Trinh	Caltrans
Raquel	Trinidad	Bay Area Metropolitan Transportation Commission
Troy	Tusup	Caltrans
Patrick	Tyner	Caltrans
Lindsay	Vivian	Caltrans
Ursula	Vogler	Bay Area Metropolitan Transportation Commission
Rachel	Wagner	Southern California Area of Governments
Yadira	Whitney	Caltrans
Jason	Wilkinson	Caltrans
Kevin	Yount	Caltrans