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Overview

Public Participation Plan
Elevate SD: A Public Participation Plan
The Opportunity

The San Diego region is at a rare juncture: a time and place where many leaders want to elevate the role of public transit as an integral component of a bold “next-gen” growth strategy.

If there is one thing we can all agree upon, it’s that San Diego is a paradise. But that didn’t happen by chance. Not so long ago, Mission Bay was a swampy lagoon, Balboa Park and the Zoo were just sage brush-covered mesas, downtown was more notorious than famous, our universities were small and without international acclaim, and the great communities that make up our region were unconnected by modern transportation choices. The transformation of San Diego took incredible vision and resolve. Today San Diego is not just a destination for visitors taking advantage of our natural beauty and weather; it is home for some of the world’s greatest minds and the most forward-thinking industries. It is a San Diego in which we all take exceptional pride.

Emerging leaders in our region recognize, however, that our strategies need renewal. Land is no longer abundant for single-family homes. Freeways are as wide as they can get. Housing prices are unattainable for most. And the relatively low investment in public transportation over the years is catching up with us.

Elevate SD is all about building consensus for a new vision to solve our housing and mobility challenges. It’s about embracing new technology, new thinking about density, and new ideas about how all modes of transit can be woven together into a linked experience. Elevate SD will develop solutions to help our region meet goals for air quality, climate action plans, and housing affordability. It will focus on underserved communities. Ultimately, it will produce a blueprint for the next 40 years that establishes public transit as an essential investment to help preserve our paradise.

This is a big vision and it can only be achieved through consensus. So, more than anything, Elevate SD is about collaboration and recognizing ideas from all of the people and organizations that care deeply about our future. Working together through a deliberative and engaging process, Elevate SD will change the way San Diego moves.

Background

In October 2017, Gov. Jerry Brown signed Assembly Bill 805 (Gonzalez Fletcher), which gave the Metropolitan Transit System (MTS) the authority to propose to voters to raise revenue up to 1/2-cent sales tax for transit-related projects. This is significant in that it allows MTS to pursue a tax increase only within its service area, which is traditionally more favorable for transit investments than other areas around the county. This increases the chances that the sales tax measure can clear the high hurdle of 66.67% voter approval.

Currently MTS operates almost 100 bus routes and three Trolley lines on 53 miles of double-tracked railway. Every weekday, 300,000 passenger trips are taken on MTS bus and Trolley services in 10 cities and unincorporated areas of the county. In FY 2018, MTS served more than 86 million riders. Year after year, passengers give a 90+% approval rating to the agency’s service. Additionally, when compared against other peer agencies, MTS is one of the most efficient in terms of operation. Over the last decade, MTS has also increased the number and level of services. It has been made possible through the investment of TransNet, State and Federal funding. Projects include:

- The Mid-Coast Trolley extension is under construction (estimated completion 2021)
- Next Generation Fare Collection system (estimated completion 2021)
• Electric bus pilot program (July 2019)
• South Bay Rapid (January 2019)
• Trolley Renewal – total renovation of the UC San Diego Blue Line and most of the Orange Line (2015)
• Modernized fleet of low-floor Trolley cars throughout the trolley system that has improved on-time performance and reliability (2016)
• Smartphone ticketing (2017)
• Eco-friendly propane-powered buses (2016)
• Rapid 215 and Rapid 235 (2014)

Many of these projects are the result of the current half-cent local TransNet sales tax. Most of these funds are now committed to existing projects. If public transit is to continue its growth, a new source of local funds must be identified, which can then be leveraged to receive funding matches from state and federal sources.

MTS (and its previous operating entities) has a long history in San Diego. It was established in 1885, almost 135 years ago. At the turn of the 19th century it operated an extensive system of electric trolleys. Following a national trend, trolleys were abandoned for buses in 1949. But in 1981, MTS led the renaissance of light rail development with the first modern system in the United States. Today, the MTS system works for hundreds of thousands of people every day. Primarily, it serves the transportation needs of residents who need it the most, with more than 70% of its riders saying they have no other choice.

The challenge moving forward is to invest in transit options that allow San Diego to take its next big step in its evolution. Together with land-use changes, the goal is to create a housing and transit linkage that allows people to enjoy San Diego without having to depend on a car. With Elevate SD, all ideas are on the table to create greater frequency, faster trips, better connections to popular destinations and to underserved communities, and new technologies to take advantage of automated vehicles and micro-transit possibilities.

To study how we can respond to the paradigm shift, in 2018 local transit leaders (the MTS Board of Directors) created an Ad-Hoc Ballot Committee to develop a framework to explore with voters in 2020.

One of the nation’s leading authorities on transit planning – Transportation Management and Design – led an independent analysis of the MTS system and system improvements that are needed to attract the greatest number of additional riders. A “Transaction and Use Tax Forecast” was prepared by Avenu/Muniservices to predict potential sales tax revenue. And FM Research, a polling firm with extensive experience in the transportation arena, was hired to conduct public opinion surveys and focus groups.

Keeping the public informed of all information and direction is the mission of the MTS public involvement process. It aims to give the public ample opportunities for early and continuing participation in the development of expenditure and financing plans. It is also critical in the effort to build consensus and unified support.

This document gives an in-depth look of how MTS will engage the public in constructive dialogue regarding the development of a ballot measure to fund priority transit projects in the agency’s jurisdiction. MTS is committed to an open process, with the intent to secure as much feedback as possible. Early and continuous public participation opportunities, and finding consensus on difficult decisions is paramount. MTS will employ the following strategies to encourage an open process, and will solicit public input at major milestone points including (but not limited to):

1. Initial Polling Results
2. Draft Funding and Expenditure Plans
3. Second Round of Polling Results
4. Final Funding and Expenditure Plans
5. Ballot Language/Messaging

Elevate SD will be a process filled with twists and turns, but its goal is to eliminate road blocks. We hope everyone joins us on the journey with a common mindset to be aspirational in our thinking and inclusive of all ideas. Let’s Elevate SD!
Introduction

Public Participation Plan
This Public Participation Plan outlines MTS’ process for providing the public and interested parties with numerous opportunities to be involved in developing the expenditure and financing plans for a ballot measure. Public input will also help establish project priorities as well as a successful messaging platform.

**Guiding Principles**

**MTS’ public outreach procedures are built on these guiding principles and overarching strategies.**

**Collaboration**
Public participation for a ballot measure is a dynamic activity that requires teamwork and commitment at all levels, including:

- **General Public**
- **MTS Board of Directors**
- **Community Advisory Committee**
- **Ballot Measure Expenditure Plan**
- **MTS Board Ad Hoc Ballot Committee**
- **Working Groups**

**Respectful**
Considering and acknowledging all feedback received from members of the public, partners, and stakeholders.

**Inclusive and Accessible**
Ensuring that outreach is comprehensive and accessible for diverse audiences across all regions, ethnicities, and socioeconomic groups, including the low-income and/or historically underserved communities; events and materials will be easy to read, provided in understandable formats and available in multiple languages.
Socially and Environmentally Responsible
Mindful of the social factors influencing participation (household income, education level, family composition) and conducted in an environmentally sustainable manner (minimizing waste).

Transparent and Accountable
Proactively providing complete information about the process, our commitments to the community, and the ultimate outcomes.

Strategy 1: Find Consensus; Build on What Works
Creating a positive public dialogue fosters consensus among diverse constituencies. MTS’ service territory spans from Poway to San Ysidro. The transit needs among these two areas – and the areas between - varies greatly. Finding the common links between all areas in its jurisdiction that improve transit opportunities will act as a springboard for developing a list of projects linked to the ballot measure.

Strategy 2: Access to All
All San Diego residents in the MTS service territory deserve opportunities for meaningful participation regardless of disabilities or language barriers. MTS will make all written and oral communications available in languages other than English. Further, MTS will work with third-party groups – such as social service and health-based organizations – to be conduits of information to ensure public participation opportunities are presented to underserved community members.

Strategy 3: Engage in Dialogue
MTS will foster a two-way dialogue to manifest change and reach consensus by providing opportunities for the public to participate in the process. This includes opportunities to communicate through surveys, meetings, social media, emails, public events, community group presentations, places of worship and more. Additionally, MTS will document, report out and engage in conversations regarding discussion outcomes. Sharing opinions, thoughts, and ideas will help MTS’ commitment to transparency and accountability.

Strategy 4: Inform MTS Board Members about Public of Areas of Agreement and Disagreement
For the full circle of communication to truly be effective, MTS Board Members must be informed and engaged about the progress of constructive dialogue. MTS staff will keep the MTS Board informed about the results of its public outreach efforts through written communications, one-on-one briefings, the Ad-Hoc Ballot Committee and Board Meetings. Staff will summarize comments for any needed action so that the Board and the public have a clear understanding of the depth and breadth of opinion on the ballot measure.

Strategy 5: Notify Public of Proposed or Final Actions
MTS will inform interested parties of outcomes, including how public meetings and constructive dialogue have helped shape the ballot measure, and have contributed to MTS’ key decisions and actions. When outcomes don’t correspond to the views expressed, every effort is made to explain why not. MTS will work with media and the public as conduits of information to broaden the knowledge of the community.
Public Engagement

Public Participation Plan
The Ad-Hoc Ballot Committee is an essential advising body for the ballot measure and will make final recommendations to the MTS Board. The Ad-Hoc Ballot Committee will be a resource for all information that flows between the general public, working groups, the Community Advisory Committee and the MTS Board. The Ad-Hoc Ballot Committee makes recommendations to the MTS Board, who will give final decisions and direction to staff on moving forward with a ballot measure, the expenditure plan, the financing plan, and the public participation plan.

It is essential for the MTS Ad-Hoc Ballot Committee and Board Members to lead from the front on the ballot measure to maximize public engagement. A recent (2016) successful transit-related ballot measure in Los Angeles (Measure M) was centered on building a bipartisan coalition of leaders from all corners of LA Metro’s jurisdiction, many of which sat on the agency’s Board of Directors.

MTS Board Members must be a major factor for direct public engagement in the following ways:

- Building consensus with key groups that may not agree on aspects to the ballot measure development process
- Contacting individuals directly on a case-by-case basis regarding the ballot measure
- Assisting with public outreach through existing channels such as social media and e-newsletters about upcoming opportunities to participate in the ballot measure’s planning.
- Sharing information at community functions (i.e. fairs, parades, town halls, etc.)
- Proactively sharing information with the media (i.e. participate in media interviews)
- Participating on panel discussions
- Providing updates at community meetings

MTS is committed to an active public engagement process that provides comprehensive information, opportunities for public input, timely public notice and full public access to key decisions through the following methods:

**Public Engagement**

**MTS Ad-Hoc Ballot Committee/Board Members**

**Advise the MTS Board and fulfill a leadership role for Elevate SD 2020**

**Timeline:**
Ongoing meetings/milestones such as polling results, expenditure and financing plans
MTS will convene working groups (both formal and informal) to solicit guidance and drive consensus on a ballot measure. The makeup and meetings of the working groups will vary, but will generally represent macro-level constituencies (i.e. universities, labor, military, developers). These will be fluid groupings and opportunities may exist to develop sub-groupings for better cohesion (i.e. East County City Leaders). General grouping and basic educational tactics include:

**Business/Military Working Group**
- Work through the San Diego Regional Chamber of Commerce to set up workshops for businesses
- Share ballot measure information at the San Diego Military Advisory Council Board of Directors Meeting and request guidance on project priorities

**Construction Trade Working Group**
- Brief construction company leaders that may be likely to work on MTS/SANDAG construction projects

**Accessibility Working Group**
- Work through the MTS Accessibility Services Advisory Committee to set up workshops as part of committee meetings or stand-alone separate meetings

**Labor Working Group**
- Work through the San Diego & Imperial Counties Labor Council AFL-CIO and others to identify key people/organizations and set up meetings and round-table discussions

**Education Working Group**
- Identify high-level decision-makers (i.e. Chancellors, Presidents and Superintendents) at major educational institutions in San Diego that should be informed and set up a working group meeting

**City Leadership Working Group**
- Set up meetings that bring leaders from all cities in MTS’ jurisdiction to understand priorities and build consensus on projects

**Environmental Working Group**
- Identify key stakeholders and hold standing meetings at milestone points

**Timeline:**
- Ongoing meetings
- March 2019 - March 2020
Overview
MTS will convene a Community Advisory Committee (CAC) to provide guidance and work toward community consensus on a ballot measure. The committee will generally represent small constituencies that have a grass-roots presence in communities and include representation from the MTS service territory. See page 26 for a list of prospective members.

This committee will work with MTS to:
• Identify transit priorities that will inform the development of proposed expenditure and financing plans
• Provide input on draft expenditure and financing plans
• Assist with public outreach by sharing information with their respective constituencies
• Work cooperatively with other committee members during deliberations to understand transit needs on a regional basis
• Understand alternative points of view
• Develop consensus to deliver a final plan to the voters for consideration

A mission statement and principles of participation charter has been included in Appendix A to help guide the CAC.

Work Plan
The CAC will meet up to five times to review information and provide input to MTS and the Ad-Hoc Ballot Committee on key elements that will lead to the development of a final ballot measure. The meetings will be facilitated by a neutral, third-party facilitator and will include a combination of information sharing, small group activities and discussions, and facilitated conversations of the whole committee. Each meeting will be hosted in a different area of the MTS service area.

• Meeting #1: Poll Results and Transit Service Priorities
MTS will share results about the recent poll conducted. Through group activities and discussion, the CAC will be asked to provide input about their vision for transit service in the region and the criteria that will be used to determine priority projects.

• Meeting #2: Draft Project concepts and financing options
MTS will present foundational information to the CAC about potential funding sources and priority projects. The CAC will review preliminary project concepts and be asked to work in groups to create their own version of a funding and expenditure plan.

Timeline:
Ongoing Meetings
March 2019 – April 2020
• **Meeting #3: Poll #2 Results and Project Concept Refinements**
  MTS will share results of the second public opinion poll. Using this information and the input received during the discussion and activities from Meeting #2, the CAC will be asked to provide input on a refined draft expenditure plan.

• **Meeting #4: Final Expenditure Plan**
  MTS will present the final version of the expenditure plan for review and final comments. The CAC will see and understand how their input helped to inform the development of the final plan.

• **Meeting #5: Developing the Ballot Statement**
  Once a funding and expenditure plan is developed, MTS will present a draft ballot statement to the CAC. CAC members will work together to provide input on the ballot statement to ensure that it reflects key themes and priorities that have been identified by the committee.
Community Collaboration

Conduct robust public outreach to maximize public participation/feedback on the draft ballot measure expenditure and final expenditure and financing plan, and notify the public about outcomes.

Timeline:
June – August 2019
January – March 2020

Tactics will include:

- 50-100 community events (high-traffic, notable community events)
- 15-30 pop-up events at transit centers
  - Focus on busiest transit centers and disadvantaged communities
- 30 media events to share notable outcomes, such as:
  - Release of draft expenditure plan/encourage public feedback on plan
  - Release final expenditure
  - Ballot measure language finalized
  - Announcing decision to go to the ballot
  - Editorial Roundtable with San Diego Union Tribune
  - KPBS Mid-Day Interview
  - KUSI in-studio interview
  - Voice of San Diego podcast
- Active social media presence
- Rider Insider emails
  - 7,000+ distribution list
- MTS Express notice
  - On-board newsletter is circulated on 800 buses and 128 Trolleys (40,000+ distribution)
- Interactive map on dedicated webpage (see Item H)
- Digital advertising/promotion (see Item J)
- Toolkits for city governments to share information with constituencies (i.e. posting information to websites, sharing Facebook and Twitter posts)
Survey Research

One of the key calls to action for the community outreach will be to ask the public to participate in a survey in order to collect feedback on the draft expenditure and financing plans.

**Timeline:**
June – August 2019

MTS used a similar strategy for the Transit Optimization Plan (2016-2017) and Comprehensive Operational Analysis (2004-2006). Surveys will help determine broader themes and project priorities for residents.

- Survey questions and/or an interactive web tool would be created by MTS and approved by the Ad-Hoc Ballot Committee.
- Survey would be based on the projects in the draft expenditure and financing plan.
- Project ranking options will be available.
- MTS will accept surveys in multiple languages in both paper and electronic form.
- MTS will create a dedicated webpage for people to fill out the survey, study project information, etc.
  - Anticipated to collect between 2,000 – 5,000 survey responses.

Underserved Communities

Ensure disadvantaged communities are given ample opportunity to participate in the MTS ballot measure development process.

**Timeline:**
Ongoing/milestones such as polling results, expenditure plans

To develop broad consensus and maximize information sharing, MTS must ensure disadvantaged community members are given ample opportunities to participate in the ballot measure development process. Approximately 70% of MTS passengers are transit-dependent and any changes to service will impact this audience more so than other members of the public. Strategies for engaging this audience will include:

- Collaborate with social service agencies and other non-profit organizations that directly serve low-income individuals and families to share ballot measure information.
- Enter into paid contracts with non-partisan community-based organizations in low-income and minority communities for targeted outreach to gather feedback.
- Produce all materials in English and Spanish, and other languages upon request.
- Use visualization techniques such as maps and graphics to illustrate ballot measure information, choices being debated, etc.
- Focus outreach efforts along transit corridors serving low-income and disadvantaged communities.
- Supplement other communications with direct mail strategies for 55+ audiences and low-income families negatively impacted by the digital divide.
Social Media

Use social media to communicate important information about the ballot measure to stakeholders and the public.

Timeline:
Ongoing/milestones such as polling results, expenditure plans

MTS has a robust Facebook (10,000 + followers) and Twitter (7,000 followers) presence that can be used to engage the public about important ballot measure milestones. It’s also a good platform to share real-time information as it becomes available (i.e. press releases, survey results, meeting outcomes). MTS regularly engages with the public on social media and organically generated 7.3 million impressions in FY 2018. MTS manage its own social media accounts and can seamlessly integrate ballot measure information into its portfolio. The social media presence will grow at specific milestones, and some of the early action items will include:

- Develop a social media posting schedule informing the public about expenditure plan concepts (i.e. 24-hour rail service, better bus frequency on popular routes, safety enhancements)
- Share milestone information (i.e. draft expenditure plan survey results)
- Facebook Live during Community Advisory Committee meetings
- Boost social media posts to cast a wider net beyond organic followers
  - Micro-target to specific zip codes and other desired demographic info such as age and education level
Webpage

Centralize all ballot measure information on a dedicated webpage on the MTS website

Timeline:
Ongoing: March 2019 – November 2020

There is a lot of important data that MTS must share with the public. A dedicated webpage will serve as the agency’s information hub and contain all of the details that support other outreach channels, such as fact sheets, flyers, newsletters, emails and social media. The ballot measure webpage will allow access any day at any time, from any device.

• Interactive mapping features that allow participants to create their own expenditure and financing plans
• Basic project information
• Financing plans
• Expenditure plans
• Survey results
• Event information
• Downloadable material
• Meeting recaps
• Videos, photos, graphics, artwork, etc.
• Contact information

Other similar ballot measure efforts hosting their own webpages include LA Metro (Measure M), SDSU West (Measure G) and BART (Measure RR). MTS’ webpage would mirror what these have done (see Appendix D for sample websites and webpages)

The webpage will be housed on the MTS website so that, if a ballot measure is approved, it can be seamlessly transitioned into a project update clearinghouse to keep the public informed about progress moving forward.
Direct Mail

Use direct mail to reach specific audiences, including the 55+ and disadvantaged communities.

Timeline:
April 2019 and March 2020

While digital public outreach (i.e. social media) is more cost-effective and efficient, direct mail can be an effective way to reach older populations that may not be digitally savvy or don’t have the means to afford a computer. MTS can use direct mailers to promote participation in the expenditure plan development process (April 2019) and inform people about the contents of the measure (March 2020). Tactics can include:

- Post cards: Mail approximately 100,000 post cards to residences in the MTS service territory inviting them to join in telephone town hall meetings, take the online survey, and provide comments.
- Thank you notes: Mail thank you notes to those who participate in tele-town hall meetings
- Flyers: Send informational flyers to people about the contents of the measure at both the region and sub-regional levels once the expenditure plan is finalized

Paid Advertising

Develop and implement a strategic paid advertising strategy to support public outreach at critical times including input on the draft expenditure plan and informing the public about final plans.

Timeline:
June – August 2019
January – March 2020

To compliment the organic reach of stakeholders, MTS staff, outreach events and earned media (i.e. press conferences), paid advertising will play a central role to inform the public about milestone efforts with the ballot measure. MTS has the internal staffing capability to develop and implement a paid advertising strategy during key milestone periods (such as participation in a draft expenditure plan survey.)

Typical run times are anticipated for 14-30 days. A draft paid advertising strategy is included in Appendix E.

Advertising mediums considered include:
- Billboards
- Social/Digital (streaming, mobile display ads, web display ads, retargeting, geofencing, etc.)
- Radio
- Television
- Banners
- MTS vehicle wraps
- Targeted print
Promote Progress to Help Engage the Public

Capitalize on MTS on-going projects to show progress of local investment in transit.

In addition to sharing new and highly anticipated projects, Elevate SD 2020 also provides an opportunity to educate the public on the region’s existing transit infrastructure, culture and accomplishments. A steady stream of openings and events should complement the Elevate SD 2020 public participation program. This could include:

- Arrival of MTS’ first electric buses
- Highlight profiles of existing riders (i.e. I Choose Transit)
- Delivery of new 5000-series Trolley cars
- MTS Economic Impact Report
- Honors and awards received from trade associations
- Safety enhancements
- Track repair work milestones
- 2019 Free Ride Day

Timeline:
July – November 2020

Staff and Outside Consultants Dedicated to Ballot Measure

Use existing MTS Marketing staff and solicit expert outside assistance for public participation efforts

The breadth and scope of work for an effective public participation plan for the ballot measure will require 100 percent of the marketing staff to dedicate time to this project.

- Oversight
- Project Management
- Outreach
- Advertising
- Graphics
- Planning
- Social Media
- Webpage building and maintenance

Additionally, MTS will hire outside experts to assist with the implementation of the public participation plan. Specific roles are related to facilitating/managing meetings of the Community Advisory Committee, strategic messaging and staffing for general public outreach.

See Appendix F for a full list of names, titles and responsibilities for staff and consultants.
Public Engagement Methods

Public Participation Plan
MTS will use various techniques to develop and execute public outreach to keep the public informed about the ballot measure and its major decisions.

A list of participation tactics follows, and includes some tried-and-true approaches as well as an emphasis on digital engagement, based on previous public outreach conducted by MTS and what MTS staff has learned from other agencies going through similar processes.

**Public Engagement Methods**

- Conduct meetings, workshops and open houses at varied times of day, including evening meetings, to encourage participation
- Provide remote access to Community Advisory Committee meetings through Facebook Live
- Present to existing groups and organizations; co-host events with community groups, business associations, etc.
- Participate in existing community events
- Host meetings via telephone town halls
- Contract with community-based organizations in disadvantaged communities for targeted outreach
- Use outreach techniques such as “pop-up” events in public locales such as transit centers
- Organize small-group discussions such as focus groups with participants recruited randomly from telephone polls or recruited by stakeholder interest groups

**Visualization Techniques**

- Maps to identify project locations
- Videos to summarize issues and meetings, and to interview key people
- Charts, illustrations, photographs
- Table-top displays and models
- Online interactive surveys, polls
- Electronic voting at Community Advisory Committee meetings
- PowerPoint slide shows

**Polls/Surveys**

- Printed surveys distributed at meetings, transit centers, on-board buses and trains, etc.
- For major milestones (i.e. the draft expenditure plan, ballot language development), conduct statistically valid telephone polls
- Electronic surveys via dedicated webpage
- Intercept interviews where people congregate, such as at transit centers

**Online and Printed Materials**

- User-friendly documents (i.e. meeting summaries/minutes)
- Outside review of publications to ensure clear, concise language
- Post cards
- Maps, charts, photographs and other visual means of displaying information

**Use of the Internet/Digital Access to Information**

- Maintain dedicated webpage with updated content, interactive surveys and opportunities for comment
- Use social media to reach a larger audience
- Post video recordings of past public meetings/workshops on dedicated webpage
- Post Community Advisory Committee meeting written and display materials on dedicated webpage
- Provide access to expenditure and financing plan information (such as maps, charts, background on travel models, forecasts, census data, research reports)
- Post information in advance of public meetings
Public Engagement Methods

Direct Mailings/Flyers
- Work with community-based organizations to distribute flyers
- Email to targeted database lists
- Distribute “Take One” flyers to key community organizations
- Place notices on vehicles and at transit centers

Local media
- News release
- Invite reporters to media events
- Meet with editorial staff
- Opinion pieces/commentaries
- Purchase display ads
- Negotiate inserts into local printed media
- Reach out to minority media outlets to encourage printing of MTS news releases
- Secure time on radio and TV talk shows
- Public Service Announcements on radio and TV
- Develop content for local public access/cable television programming

Notify Public via
- Webpage
- Digital/print advertising
- MTS advertising (i.e. bus benches, shelters kiosks, Rider Alerts)
- Use of Rider Insider blog
- Disseminate information through partnerships with local government (i.e. cities, SANDAG), and community-based and interest organizations
- Electronic newsletters
- Social media outlets
- Local media

Techniques for Involving Low-Literacy Populations
- Emphasize with staff to be alert to and anticipate the needs of low-literacy participants in meetings, workshops, and while developing messaging
- Robust use of “visualization” techniques, including videos, maps and graphics to illustrate options, choices being debated, etc.
- Personal interviews or use of audio recording devices to obtain oral comments

Techniques for Involving Underserved Communities
- Ensure social services organizations have a strong representation on the Community Advisory Committee
- Contract with community-based organizations to share information about ballot measure activities/milestones, and remove barriers to participation by offering such assistance as translation services, survey participation
- Rider Alert flyers on transit vehicles and at transit hubs
- Outreach in disadvantaged/low-income communities (i.e. pop-up tables at transit centers, libraries, etc.)
- Use of community and minority media outlets to announce participation opportunities (i.e. Voice and View Point, Star News)
Techniques for Involving Limited-English Proficient Populations

- Have translation professional attend Community Advisory Committee meetings to provide content in Spanish
- Train staff to be alert to, and to anticipate the needs of Limited-English-Proficient participants at meetings and workshops
- Personal interviews or use of audio recording devices to obtain oral comments in languages other than English
- Translated documents and web content on key initiatives
- Include information on meeting notices on how to request translation assistance
- On-call translators for meetings on request
- Translated news releases and outreach to alternative language media, such as radio, television, newspapers and social media
- Offer survey information and results in other languages

Techniques for Reporting on Impact of Public Comments

- Summarize key themes of public comments in staff reports to Ad-Hoc Ballot Committee and MTS Board
- Notify participants when comments are heard or survey results are reported to decision makers
- E-Newsletter articles
- Updated and interactive web content
Appendices

Public Participation Plan
Mission Statement
The mission of the Community Advisory Committee is to advise the Metropolitan Transit System Board and its Ad-Hoc Ballot Committee on priorities for a funding package within a sustainable budget for a transit-specific ballot measure for the 2020 election cycle.

Role of Committee Members
To achieve the goals of the Community Advisory Committee, MTS is asking participants to:
- Become familiar with current and projected levels of transit service and funding in San Diego County.
- Provide feedback on the expenditure and financing plans used to develop the ballot measure.
- Identify community and transit user issues from a regional perspective.
- Assist in the review of criteria for evaluating service recommendations.
- Review proposed measures for redeveloping transit services.

Representation
Participants are being sought based upon several qualities:
- Willingness to work cooperatively with MTS and other Community Advisory Committee members.
- Commitment to regularly attend Community Advisory Committee meetings.
- Demonstrated ability to present the perspective of an organization or community potentially affected by changes to MTS transit operations while still maintaining a regional perspective.

Every Community Advisory Committee member is asked to report back to his or her respective constituency to keep them aware of the Community Advisory Committee’s discussions and the issues that have been identified. MTS staff and consultants will be available to assist in this communication process, if desired.

Discussion Process
Committee members agree to abide by the following discussion process:
- All perspectives are valued.
- One person speaks at a time.
- The preferred deliberation process is collaborative problem solving.
- In cases of non-consensus, alternative perspectives will be documented.
- Community Advisory Committee members treat each other with respect.
- A neutral third-party will facilitate the meetings.
Meeting Attendance
In order for the process to work effectively, full participation of members will be essential. Community Advisory Committee members are asked to commit to attend meetings consistently. If a Community Advisory Committee member becomes unavailable to attend a meeting, he or she may send an alternate to monitor that meeting. The alternate should be briefed by the Committee member regarding the status of prior discussions and decisions. Active participation by the alternate is permissible if the alternate does not impede the progress of the Committee.

Support
A neutral third-party facilitator will conduct all Community Advisory Committee meetings. The role of the facilitator is to ensure all perspectives are heard through a collaborative discussion process. MTS staff and consultants will provide technical and logistical support, including making presentations, answering questions, coordinating meetings and documenting meeting content. Meeting discussions may be video and/or audio taped to aid in the preparation of meeting summaries.

Community Advisory Committee Communication
To make information about the Community Advisory Committee’s activities available to all interested parties, a webpage will be developed that will include meeting date information, agendas, meeting summaries and any findings or actions of the group. This webpage will be accessible from the existing MTS website.

Observers
Observers are welcome at Community Advisory Committee meetings. However, meetings are intended for the benefit of the Community Advisory Committee members to promote balanced, constructive interaction. Observers will be asked to refrain from commenting during the proceedings. There will be an opportunity for public comment at the end of each meeting.

Media
Media present, if any, will be identified for the benefit of Community Advisory Committee members. Members will be asked not to make public statements about the group’s deliberations to the media that would tend to hamper constructive discussions. MTS staff and consultants will also refrain from such statements about the Committee’s deliberations.
### List of Community Advisory Committee Organizations

<table>
<thead>
<tr>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Able Disabled Advocacy</td>
</tr>
<tr>
<td>Access to Independence</td>
</tr>
<tr>
<td>ARC of San Diego</td>
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<tr>
<td>Balboa Park Conservancy (Visitors Center)</td>
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<tr>
<td>Casa Familiar</td>
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<tr>
<td>Center on Policy Initiatives</td>
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<tr>
<td>Chula Vista Community Collaborative</td>
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<tr>
<td>Circulate San Diego</td>
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<tr>
<td>City Heights CDC</td>
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<tr>
<td>Clairemont Town Council</td>
</tr>
<tr>
<td>Community Housing Works</td>
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<tr>
<td>Deaf Community Services</td>
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<tr>
<td>ElderHelp San Diego</td>
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<tr>
<td>Endangered Habitats League</td>
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<tr>
<td>Environmental Health Coalition</td>
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<td>Father Joe's Villages</td>
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<tr>
<td>Greater Golden Hill CDC</td>
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<tr>
<td>Highway 52 Coalition</td>
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<tr>
<td>Hillcrest Town Council</td>
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<tr>
<td>HIV Planning Council of San Diego</td>
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<tr>
<td>La Jolla Town Council</td>
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<td>La Mesa Conversations</td>
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<tr>
<td>Linda Vista Town Council</td>
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<td>Logan Heights Community Development Corporation</td>
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<td>Mid-City CAN</td>
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<tr>
<td>Mira Mesa Town Council</td>
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<tr>
<td>Oak Park Community Council</td>
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<td>Ocean Beach Town Council</td>
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<td>Pacific Beach Town Council</td>
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<tr>
<td>Rancho Bernardo Community Council</td>
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<td>Rancho Penasquitos Town Council</td>
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<td>San Carlos Area Council</td>
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<td>San Diego 350</td>
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<td>San Diego Center for the Blind</td>
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<tr>
<td>San Diego Climate Action Campaign</td>
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<tr>
<td>San Diego Community Health Improvement Partners</td>
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<tr>
<td>San Diego County Bicycle Coalition</td>
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<tr>
<td>San Diego County Building and Construction Trades Council</td>
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<tr>
<td>San Diego Food Bank</td>
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<tr>
<td>San Diego LGBT Center</td>
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<tr>
<td>San Diego State Associated Students</td>
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<td>San Diego WIC</td>
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<tr>
<td>San Ysidro Health Clinic</td>
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<tr>
<td>SAY San Diego</td>
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<tr>
<td>Scripps Ranch Civic Association</td>
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<tr>
<td>SD &amp; Imperial Counties Labor Council AFL-CIO</td>
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<tr>
<td>Second Chance</td>
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<tr>
<td>Serra Mesa Town Council</td>
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<tr>
<td>Sorrento Valley Town Council</td>
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<tr>
<td>South Bay Community Service</td>
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<tr>
<td>Tierrasanta Community Council</td>
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<tr>
<td>UC San Diego Associated Students</td>
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<tr>
<td>University City Community Association</td>
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<tr>
<td>University Heights Community Development Corporation</td>
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<tr>
<td>Urban Collaborative Project</td>
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<tr>
<td>Urban Land Institute</td>
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<td>YMCA of San Diego County</td>
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</table>
# Elevate SD 2020 Timeline

## November 2020

<table>
<thead>
<tr>
<th>Activity</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ad Hoc Subcommittee Meeting (General Planning Concept, PPP, Funding, TIDP work schedule)</td>
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<tr>
<td>Public Review</td>
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<tr>
<td>MTG Recommendation to move forward with Elevate SD 2020</td>
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<tr>
<td>Industry Meetings and Citizens Advisory Committee Members</td>
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<td>First Citizens Advisory Committee Meeting (Pilot Routes and Transit Service Priorities)</td>
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<tr>
<td>Working Group Outreach (Citizens/Business Groups)</td>
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<td>Draft Expenditure Plan Development</td>
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<td>Public Outreach for Draft Expenditure Plan</td>
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<td>Working Group Outreach (Citizens/Business Groups)</td>
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<tr>
<td>Second Citizens Advisory Committee Meeting (Draft Expenditure Plan)</td>
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<td>Focus Groups - Retired Public</td>
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<td>Second Poll - Retired Public</td>
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<td>Third Citizens Advisory Committee Meeting (Poll 1 results and Expenditure Plan refinement)</td>
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<tr>
<td>Final Expenditure and Financing Plan Public Outreach</td>
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<tr>
<td>Fourth Citizens Advisory Committee Meeting (Public outreach - Final Expenditure Plan)</td>
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<td>Campaign (door to door for Measure - Not MTS)</td>
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<td>Ongoing Public Outreach Efforts for Measure (MTS)</td>
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<tr>
<td>Compassion Campaign Similar to Free Ride Day or Cheaper Transit (three-month campaign)</td>
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<td>Board Meetings</td>
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<td>MTD Ordinance Language Board Approval</td>
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<tr>
<td>MTS Citizens Advisory Committee Meeting (Developing the Ballot Statement)</td>
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<tr>
<td>Focus Groups Bilingual Language</td>
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<td>Set aside Language</td>
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<tr>
<td>Board of Supervisors Action to Place on Ballot</td>
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</table>
Appendix D

Sample Ballot Measure Webpages

Bart - Measure RR
www.bart.gov/better-bart/the-plan

THE NEXT ERA ARRIVES

Thank you voters! Because nearly 70% of you voted ‘yes’ on Measure RR on November 8, 2016, we have $3.8 billion in bond funding to begin our transition to a modern commuter rail system. We’re rebuilding, reinvesting, with projects spanning every part of the region from the rolling hills of North Concord, to the tunnels of downtown San Francisco. We’re taking on today’s challenges, and moving forward together.
Appendix D

Sample Ballot Measure Webpages

LA Metro - Measure M
http://theplan.metro.net/

Metro. Keeps LA moving.
Appendix D

Sample Ballot Measure Webpages

SDSU West
sdsuwest.org

Thank You!
The SDSU West initiative was passed by a majority of over 54% of San Diego voters! The results make it abundantly clear San Diegans support growing San Diego State University. We could not have made it to this point without the tireless support of so many of you.

Our Letter to the Voters

90 Acres of Open Space
SDSU’s proposal would create a walkable environment that features 90 acres of public open space (52 percent of the entire site) and an expansive river park. SDSU is working with community partners to create a Site Plan that restores and embraces the San Diego River. It’s a plan that brings us back in touch with the beauty of this area.

$5.67 Billion Annual Economic Impact
A 2017 economic report showed that SDSU generates $5.67 Billion in annual economic activity in the region, supports 42,000 jobs and creates $2.01 billion in income. Similar to the growth created by City’s sale of pueblo lands to UCSD 60 years ago, SDSU West will add new fuel to San Diego’s economic engine.

Get the Facts

SDSU West is Endorsed by:

Full Endorsement List

Elevate SD 2020
### Sample Advertising Menu

<table>
<thead>
<tr>
<th>ADVERTISING</th>
<th>DESCRIPTION</th>
<th>RUN TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BALLOT MEASURE PUBLIC PARTICIPATION PUSH and/or FINAL OUTCOMES PROMOTION</strong></td>
<td></td>
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</tr>
<tr>
<td>Billboards - Outfront Media</td>
<td>bulletins (plus 1 bonus) on high profile freeways (163, I-5, 94 and 163). 4 weeks leading up to survey ending</td>
<td>30 days</td>
</tr>
<tr>
<td>Citybeat Ads</td>
<td>Full-page color ad</td>
<td>1 week</td>
</tr>
<tr>
<td>Reader Ads</td>
<td>Full-page color ad</td>
<td>1 week</td>
</tr>
<tr>
<td>Digital Ads - Entercom</td>
<td>Streaming, mobile display ads, web display, Facebook, retargeting, geofencing, video pre-roll, non-MTS social media.</td>
<td>30 days</td>
</tr>
<tr>
<td>DMV TV Monitors</td>
<td>DMV ads - 4 HD TV screens at the Chula Vista Location (4:30 commercials per hour / 44 hours per week. Total of 176 spots per week.</td>
<td>30 days</td>
</tr>
<tr>
<td>Entercom Radio (part of digital ad buy)</td>
<td>:15 spots on Entercom radio stations (103.7 KSON/Energy 97.3FM/94.9/KYXY 96.5/Sunny 98.1).</td>
<td>30 days</td>
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<tr>
<td>Street Banners</td>
<td>25 Street banners 30 days in Chula Vista, College, Mira Mesa, Pacific Beach, Imperial Beach, University Heights, Sherman Heights and Oak Park</td>
<td>30 days</td>
</tr>
<tr>
<td>TV - ABC Ch. 10</td>
<td>:15 TV spots to air during morning local news. English TV</td>
<td>2 weeks</td>
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<tr>
<td></td>
<td>In news weather sponsorship. SD Connect with Bill Griffith,</td>
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<tr>
<td></td>
<td>FB Live digital display ads</td>
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<tr>
<td></td>
<td>video pre-roll</td>
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<tr>
<td>TV - Televisa Ch. 12</td>
<td>:15 TV spots to air during morning local news. Spanish TV</td>
<td>2 weeks</td>
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<tr>
<td></td>
<td>Que Buen Dia! 4 min segment</td>
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<tr>
<td></td>
<td>:10 news billboards</td>
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<tr>
<td></td>
<td>FB post and banner ad</td>
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<tr>
<td>Vehicle Wraps</td>
<td>1 Trolley Wrap / 10 bus backs / 1 bus side</td>
<td>90 days</td>
</tr>
<tr>
<td>Outreach Banners</td>
<td>1 Banner to hang under outreach tent</td>
<td>30 days</td>
</tr>
<tr>
<td>Station Banners</td>
<td>25 Banners - 12'x3' - 15 at trolley stations, 10 at bus transit stations</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Staff Name</td>
<td>Title</td>
<td>Primary Role(s)</td>
</tr>
<tr>
<td>--------------------------</td>
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<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Paul Jablonski</td>
<td>Chief Executive Officer</td>
<td>Oversight, primary liaison to MTS Ad-Hoc Ballot Measure Committee, MTS Board</td>
</tr>
<tr>
<td>Rob Schupp</td>
<td>Director of Marketing &amp; Communications</td>
<td>Strategic Oversight</td>
</tr>
<tr>
<td>Sharon Cooney</td>
<td>Chief of Staff</td>
<td>Strategic Oversight</td>
</tr>
<tr>
<td>Denis Desmond</td>
<td>Director of Planning</td>
<td>Expenditure Plan development</td>
</tr>
<tr>
<td>Larry Marinisi</td>
<td>Director of Finance</td>
<td>Financing Plan development</td>
</tr>
<tr>
<td>Mark Olson</td>
<td>Manager of Public Relations</td>
<td>Project Manager</td>
</tr>
<tr>
<td>Jessica Krieg</td>
<td>Manager of Advertising</td>
<td>Advertising strategy, task order development, contract management</td>
</tr>
<tr>
<td>Stacie Bishop</td>
<td>Marketing Specialist</td>
<td>Outreach Implementation, social media</td>
</tr>
<tr>
<td>Marcial Gutierrez</td>
<td>Marketing Specialist</td>
<td>Outreach Implementation, disadvantaged communities liaison, Spanish-speaking communities</td>
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<tr>
<td>Quincy Marin</td>
<td>Communications Design Manager</td>
<td>Artwork, illustrations, graphic design</td>
</tr>
<tr>
<td>Melinda Patterson</td>
<td>Graphic Designer</td>
<td>Maps, signage, graphic design support</td>
</tr>
<tr>
<td>Katie McCanna</td>
<td>Digital Content Specialist</td>
<td>Web design and maintenance</td>
</tr>
<tr>
<td>Civilian</td>
<td>Contractor</td>
<td>Citizens Advisory Committee liaison/facilitator</td>
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<tr>
<td>Brown Marketing Strategies</td>
<td>Contractor</td>
<td>Outreach implementation</td>
</tr>
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</table>