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delivered by e-mail

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that summarize data and help you avoid information overload

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to other DOTs and library partners.

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enables access to needed resources not owned by the library.

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**CONTACT INFORMATION**

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**Monday-Tuesday**
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*Use either email address. Both accounts are monitored.

**Library websites**

Our Mission

The MoDOT Library delivers quality, actionable information to support informed decision making by the agency’s managers, professional and technical staff; provides access to the best transportation knowledge resources and tools; and disseminates MoDOT research innovations.

Collection

The MoDOT Library collection is located on the second floor of the Missouri Secretary of State’s Office in the James L. Kirkpatrick Building in Jefferson City. We have over 10,000 print, media and digital items, including books, research reports from MoDOT, other state DOTs, UTCs and federal DOT agencies. In addition, we have over 100 print journals and many TRB publications.

Most online resources are accessible via the library website on the intranet [Sharepoint > CM Division > Research > MoDOT Library]. More information is available on the library’s external web page at https://bit.ly/modotlibrary.

Services

The Missouri Department of Transportation Research Library offers the following services to support your work for the benefit and safety of the citizens of Missouri.

LIBRARY CATALOG – Search for, check out and request unique publications from the MoDOT library collection of 10,000+ items.
http://arthur.searchmobius.org/search~S7

MOBIUS – Borrow books from many Missouri colleges, universities and other specialized libraries. The MOBIUS union catalog contains 23 million items available for patron request.
https://searchmobius.org

RESEARCH DATABASES – Access journal, magazine and newspaper articles as well as e-books, reference, legislative and statistical resources, technical data and much more.
https://mostate.libguides.com/reference/articles

RESEARCH ASSISTANCE – Locate and provide requested facts, data and other information. Conduct in-depth topical literature searches that summarize research findings.

SPECIALIZED SERVICES – Create custom information products that meet your specialized needs, such as a daily or weekly news alert or clipping service or custom bibliographies.

INTERLIBRARY LOAN – Request articles and books not available through MOBIUS from libraries across the United States and worldwide.

MoDOT PUBLICATIONS – View financial, administrative and general publications from MoDOT and the Commission in the Missouri State Publications Digital Repository (keyword MODOT).
https://archive.org/details/missouristatepublications

INNOVATION LIBRARY – View and search full-text MoDOT research publications such as newsletters and technical reports, both current and historical.
https://www.modot.org/research-publications


MTKN – Member of the Midwest Transportation Knowledge Network, which coordinates community efforts and implements a wide variety of projects to improve access to transportation information.
http://mtkn.org
Literature Search Summary

TOPIC: Stakeholder Engagement
Prepared by Renée McHenry, Transportation Librarian
Prepared for Karen Miller, Transportation Planning
Date: 29 December 2017

Background: The requester is looking for any type of outreach or feedback process that state DOTs, MPOs and RPCs are using -- who is doing most effectively, whether they are a transportation agency or not. This is in preparation for our annual Statewide Planning Partner meeting. This research will support the session described as Public Engagement-Stakeholder involvement (how to effectively engage public in our processes? Not just updating LRTP/MTP but how to engage them in between for smaller plan updates for MPOs and RPCs, TIP updates; for RPCs, the rural areas really struggle & sometimes have local communities who don't use technology).

Discussion:
• The majority of the public engagement literature is more focused on how an agency engages directly with the public as opposed to the interagency relationships.
• There seems to be broad consensus that it is a challenge to obtain public involvement from a diverse group of participants, that there needs to be a better understanding of what public engagement tools exist and how they could best be used, and that some participants may be excluded if they aren’t connected online.
• Any innovations seem to be online-related such as IADOT’s Public Involvement Management Application (PIMA) Software Tool or IDOT’s online multi-phased process.
• For a best practice summary, see Public Engagement Best Practices Section. If best practices were mentioned anywhere else in the summary, the phrase is highlighted in yellow.
• For a state summary, see the table following. See in particular what Minnesota and North Carolina have done. Florida is in the midst of an ongoing public engagement project.
  o The state practices were identified through the literature search. A comprehensive search of all state DOT practices has not been done.
## State Summary

<table>
<thead>
<tr>
<th>State</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delaware</td>
<td>A 2017 report discusses the successful use of story maps.</td>
</tr>
<tr>
<td>Florida</td>
<td>FDOT is currently assessing its public involvement practices to identify areas for improvement as part of a 2017-2019 project.</td>
</tr>
<tr>
<td>Georgia</td>
<td>A 2017 GDOT report makes recommendations for the best strategies for successful communication at public meetings and open houses.</td>
</tr>
<tr>
<td>Illinois</td>
<td>IDOT commissioned a 2016 report that identified effective public engagement strategies. A follow-up study in 2017 used an “innovative online approach to supplement IDOT’s traditional public engagement methods through a multi-phased process [where] residents ... voted on and submitted ideas and ranked their priorities related to transportation goals and modes.”</td>
</tr>
<tr>
<td>Indiana</td>
<td>INDOT published a 2015 report on public involvement best practices (but specifically for project development and delivery).</td>
</tr>
<tr>
<td>Iowa</td>
<td>IADOT developed a Public Involvement Management Application (PIMA) Software Tool (2017).</td>
</tr>
<tr>
<td>Michigan</td>
<td>MDOT tightened its collaboration and integration with rural task forces.</td>
</tr>
<tr>
<td>Minnesota</td>
<td>MnDOT published a 2017 report on stakeholder attitudes, knowledge and engagement and presented on responsive engagement at the 2017 TRB annual meeting. A variety of engagement tools are discussed including workplace-based outreach, event-based outreach, underserved community engagement, MnDOT’s first online accessibility plan, a plain language approach, infographics, social media ads, social media campaigns, Prezi, Mentimeter, GetFeedback, MetroQuest, GoPro, a responsive website and more. MnDOT also is engaged in an active project looking at a mix of engagement methods by segmented audience.</td>
</tr>
<tr>
<td>North Carolina</td>
<td>A 2016 webinar discussed how NCDOT combined online and targeted face-to-face community engagement to engage more of the community for input on its 10-year plan. NCDOT also developed a public engagement toolkit (include a listing of techniques and a resource library which includes best practices). A 2013 paper examined the strengths and weaknesses of state MPO public involvement processes.</td>
</tr>
<tr>
<td>South Carolina</td>
<td>A 2017 paper discusses the successful use of story maps.</td>
</tr>
<tr>
<td>Texas</td>
<td>TxDOT made recommendations as to how planning organizations can increase public involvement (2010).</td>
</tr>
<tr>
<td>Washington</td>
<td>WSDOT's 2016 Community Engagement Plan includes best practices for inclusive community engagement (but they are project specific). In 2013, the Washington State Transportation Commission launched the Voice of Washington State (VOWS) online survey statewide panel.</td>
</tr>
</tbody>
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Transportation-Related

Topical or Modal Focus

Public Engagement Best Practices

Reports/Papers


- In particular, see the presentations by Metroquest, PennDOT, and Hillsborough MPO.


- “This study reviews the literature surrounding the best practices in engaging the public for input on transportation projects. It provides three principles that encapsulate the recommended practices and a performance scorecard based on these principles. This scorecard will allow practitioners to evaluate their performance at engaging the public, and will produce data to improve further both the practice of public engagement and the ability to evaluate performance. This study is the initial step in this process. Implementing the three-principle-based scorecard as a pilot study would be an opportunity to assess the effectiveness of using this system, determine the system’s strengths and areas for improvement, and further improve the practice of measuring the performance of public engagement.”
Best Practice-Public Involvement (Association of Metropolitan Planning Organizations)

- I contacted AMPO about the dead link. They said they are transferring information to their Public Involvement Working Group Resources page which provides examples of MPO outreach processes. But there are no specific mentions of best practices.

Update on the State of the Practice: Public Involvement in the 21st Century (TRB Committee on Public Involvement in Transportation, 2013)
https://docs.google.com/file/d/0B0rSL6QF7xUnRkJ0NFRfaEEwTXc/edit

- The Committee conducted a survey of its members on this topic in 2012.
- “Securing broad based public involvement across a diversified landscape of participants continues to be a significant challenge. More than 90 percent of those surveyed indicated this was an obstacle to conducting successful public involvement.”
- “Better use and understanding of the expanding array of public involvement tools, including burgeoning social media options, may prove more effective in “gaining public input from stakeholders in an increasingly complex society with many competing activities.”
- “As transportation decisions become more and more complex, the ability of practitioners to convey complex information to a non-technical audience has grown as an area of major concern in the practice. And this is likely to continue to persist as a problem moving forward. Many of the latest tools available to public involvement practitioners, such as visualization techniques and simple graphics, can help alleviate this problem. This is also a reminder to practitioners to return to the basics of preparing and writing documents that are clear, concise and simple to understand.”
- The “lack of training and trained practitioners” is at the root of these challenges.

The NCDOT Public Engagement Toolkit features a resource list of which best practices is a category. However, the five studies listed are dated. See more discussion in the State Section.

NCDOT is also featured in a Metroquest webinar on “Online Community Engagement for DOT’s & MPO’s: STIP/TIP Case Studies & Best Practices” which recognized their process as “an example of best practices to help guide DOT’s and MPO’s across the US for their own STIP and TIP updates.” See more discussion in the State Section.

INDOT published a report on Best Practices in Public Involvement (2015) but it's focused more on project development and delivery. See more discussion in the State Section.


MnDOT reviewed best practice community engagement efforts (2012) prior to updating its “Hear Every Voice” community engagement manual. The agency identified what it was doing well and what it should do better. See more discussion in the State Section.

The U.S. Public Participation Playbook helps government managers "to effectively evaluate and build better services through public participation using best practices and performance metrics.” See more discussion in the General Resources Section.

**NCHRP Projects (Active)**

**NCHRP Synthesis Project 20-05/Topic 49-11: Practice for Online Public Involvement**


Research Agency: Rutgers
Principal Investigator: Mariam Salerno
Effective Date: 10/18/2017
Fiscal Year: 2017
- “The objective of this synthesis is to provide a snapshot of current practice regarding online public participation strategies being used by state DOTs today. It will also summarize the effectiveness of using these strategies and tools.”

**NCHRP Project 08-105: Measuring the Effectiveness of Public Involvement in Transportation**


Research Agency: PRR Inc.
Principal Investigator: Dr. Bruce Brown
Effective Date: 6/6/2016
Completion Date: 2/6/2018
- The objective of this research is to provide transportation agencies with evidence-based guidance on how to measure the effectiveness of a public involvement campaign or program related to transportation planning and all phases of project delivery. The guidance will address how to (1) develop public involvement performance measures, (2) establish performance targets, and (3) assess the effectiveness and/or success of a public involvement effort.
- One of the study tasks is to "identify and document practices used within and outside the transportation industry to define and measure public involvement effectiveness. Fields outside of transportation may include utilities, health, and education, both domestic and international. Analyze findings to identify successful practices.”

**Public Involvement Awards**

The FHWA sponsors the biennial *Transportation Planning Excellence Awards* (TPEA). One of the categories is Public Involvement and Outreach. See 2017 and 2015 award winners.
Environmental
Webinar: Meaningful Community Engagement: Environmental Justice Community of Practice, November 17th, 2017 (AASHTO Center for Environmental Excellence)
- See webinar slides and notes
- Practitioners Peer Exchange Environmental Justice Roadmap (AASHTO Center for Environmental Excellence, 2016)
  - See Community Engagement chapter in particular.
  - See graphic at right for successful strategies shared as part of the Peer Exchange.

Transit
- “Public participation for transit projects faces a number of unique challenges compared with many other similar public investments … Combined, these factors can limit the widespread engagement of the public in the development and evaluation of transit projects.”
- The authors examined the “strategies employed in the Region of Waterloo, Ontario, Canada, in the context of public engagement before the introduction of light-rail transit” and drew “conclusions regarding an effective framework for engaging a wide spectrum of community members in transit planning.”

General (by Date)
2018
“A revised Public Involvement Reference Tool will be available in 2018.”

2017
- “This report provides a suite of emerging tools, techniques and resources for public and stakeholder input that, through a more iterative process, can complement existing tools. This report highlights tools and techniques that are applicable to three distinct types of public and stakeholder input: 1. Generating ongoing dialogue through focused public and stakeholder meetings (Dialogue); Providing experiences through which those directly affected by change can better understand the options and potential outcomes of particular projects (Experiential); and 3. Interactive opportunities to capture voices and input from
people that may not want or be able to participate in traditional public meeting formats (Interactive).

- This report is intended to supplement FHWA’s Transportation Planning Process Briefing Book


- “For public transport operators, crowdsourcing can help improve service, increase efficiency and create better relationships with customers and key stakeholders.”

**The Design of Civic Technology: Factors That Influence Public Participation and Impact** (Ergonomics, p 1-12, July 26, 2017; DOI: 10.1080/00140139.2017.1349939)

- “The overall aim of this research was to investigate the public’s use of a leading civic tech platform, FixMyTransport. The key findings were that an effective and easy-to-use civic technology platform enables broad participation; data and process complexity need to be removed; factual information can be captured in situ with impacts, consequences and opinions added later; emotions (if important) need to be explicitly elicited; feedback to, and a ‘conversation’ with, the users is important for engagement, as is a feeling of being part of a community.”

**2016**

**Practical Approaches for Involving Traditionally Underserved Populations in Transportation Decisionmaking** (NCHRP report 710, 2016)

- “The objective of this research project is to develop an easy-to-use toolkit of practical approaches—a compendium of effective practices, tools and techniques, and data sources—that agencies and practitioners can use to foster meaningful involvement of traditionally underserved populations, particularly minority, low-income, limited English proficiency, and low-literacy groups, in transportation decisionmaking.”

**Community Outreach Tools and Strategies for Accelerated Highway Construction Projects Implementation Guide** (FHWA Pooled Fund Report, 2016)
https://www.colorado.edu/tcm/sites/default/files/attached-files/community_outreach_tools_implementation_guide.pdf

- “The goal of this guide is to recommend a process for formulating outreach strategies during the construction phase of accelerated highway projects.”
- Also available as an ASCE Journal article but would have to obtain through interlibrary loan.
  - “The effectiveness of outreach tools varies significantly in achieving different communication goals during the construction phase of accelerated highway projects. In addition, the results allowed the authors to find the most appropriate communication strategies, based on project types and target audience. The findings
of this research can help STAs to better manage their outreach activities during the accelerated construction projects.”

2015
Public Involvement Techniques for Transportation Decisionmaking (FHWA, 2015)
- “This guide provides a variety of tools to secure meaningful input from the public on transportation plans, programs, and projects—and it can help agencies improve their overall public involvement techniques. Contents include: Including people who are traditionally underserved; Bringing together a core participation group, Understanding different communications styles; Determining the best type of meeting; Interacting during meetings; Technology; and Generating feedback.”

The Politics of Collective Public Participation in Transportation Decision-Making
(Transportation Research Part A: Policy and Practice, Volume 78, 2015, pp 537-550)
Would have to obtain through interlibrary loan.
- “In this paper the authors present an analysis based on interviews with stakeholders whose involvement was grounded in a complementary model of public participation, one in which an organized community used collective action (instead of only individual expression), and worked both within and outside of the formal public involvement process to influence the design of an arterial highway in their neighborhood ... The authors argue that these conflicts around collective action in the public participation process exposed its ‘one-way communication,’ and enabled a different kind of political process in which neighbors’ organizing was powerful and influenced decisions.”

High-Performance Public Involvement: Frameworks, Performance Measures, and Data.
(Transportation Research Record, Issue 2499, 2015, pp 45-53)
- “The aims of this paper are to (a) foster analytic, evidence-driven discussion between public involvement professionals, project managers, consultants, and other members of the transportation community about process quality metrics and (b) propose strategies for increasing performance of such processes by developing multidimensional process evaluation frameworks for public involvement design and outcomes. A significant Arnstein gap is identified in the quality of public involvement in transportation. A critical overview of current practice that draws on the literature on public involvement and participation is presented.”

2014
- “… practitioners struggle with low levels of participation. Transportation planners, practitioners, and scholars have had difficulty in selecting an appropriate public
participation model to help solve the problem by applying the Public Participation Process (PPP) Model for management. This paper expands the relevance of the public participation models by introducing the PPP Model to help in the understanding and implementation of citizen participation in transportation decision-making ... Key elements of the PPP Model include six steps: Inform; Access; Listen; Engage/Involve; Standing/Influence; and Influence-Policymaking.”

https://www.igi-global.com/chapter/web-technologies-authentic-public-participation/63796
Would have to obtain through interlibrary loan

- “Based on a review of 40 cases of collaborations, the authors find that Web 2.0 technology is predominantly used as a complement rather than a substitute for traditional approaches. Furthermore, the review suggests that the full potential of Web 2.0 remains untapped, and additional tools and technologies can be utilized to overcome barriers to implementation.”

2013
Panelists Discuss Common Denominators for Successful Transportation Agency Public Engagement (AASHTO Journal, October 25, 2013)
https://news.transportation.org/Pages/102513PublicInvolvement.aspx

- “A track session at AASHTO’s 2013 annual meeting explored the major components of successful communications campaigns and public involvement programs within transportation agencies, finding that collaboration, vision, and creativity topped the list of requirements.” It featured speakers from the CDOT, ADOT and Parsons Brinckerhoff.
  - CDOT uses a pyramid to describe project communications. “Collaborative partnerships and communication tools [are] the base of the pyramid, stressing the importance of working together to achieve a desirable end result.”
  - ADOT identified the “top five elements of a successful communication campaign as cooperation, collaboration, communication, creativity, and partnerships.”
  - Parsons Brinckerhoff discussed 7 things that "make communications campaigns successful: a seat at the table; messaging across divisions and operations; quality control/quality reviews; utilizing the entire toolbox; collaboration of all ‘customer-facing’ efforts; leadership from the transportation CEO; and the ability to start somewhere .. We have the ability now to reach our stakeholders directly through traditional, social, and other media. The public now expects more. But more doesn’t always mean more in the traditional sense.”

2012
Microparticipation with Social Media for Community Engagement in Transportation Planning (Transportation Research Record, v 2307, p 90-98, 2012)
http://trrjournalonline.trb.org/doi/abs/10.3141/2307-10

- “‘Microparticipation’ means the engagement of the public with social media methods for the purpose of maximizing the information going into a planning process while minimizing the plan’s development time and the cost to the public ... The report concluded that
microparticipation could be effective in generating participation but faced substantial technical, analytical, and communication barriers to influencing decision making.”

Older
Public Preferences on the Use of Visualization in the Public Involvement Process in Transportation Planning (Transportation Research Record, Issue 2245, 2011, pp 17-26)
http://trrjournalonline.trb.org/doi/abs/10.3141/2245-03
- “More than 71% of the respondents thought that transportation planning agencies should devote more time and budget to develop advanced visualization models to encourage public participation. In addition, more than 75% of the respondents indicated that they would be more willing to participate and encourage others to participate in the public involvement process if better visualization tools were used.”

Effective Public Involvement Using Limited Resources (NCHRP Synthesis 407, 2010)
http://www.trb.org/Publications/Blurbs/163992.aspx
- “This synthesis was prepared to report on the state of the practice and to identify effective public involvement using limited resources ... This synthesis provides information about staff and agency experiences in the application of effective and cost-effective strategies and implementation techniques used to engage the public in the development of transportation plans and projects, as well as strategies found to be ineffective.”

Geographical Focus
Local/Metropolitan
Opening the Door to Social Equity: Local and Participatory Approaches to Transportation Planning in Montreal (European Transport Research Review, Volume 9, Issue 3, 2017)
https://link.springer.com/article/10.1007/s12544-017-0258-4
Would have to obtain through interlibrary loan.
- “The results highlight the narrow contribution of the participation of local communities and community groups in the development of LTPs.”

Rural
Developing and Advancing Effective Public Involvement and Environmental Justice Strategies for Rural and Small Communities (FHWA, 2016)
- “The research found that effective practices for public involvement in transportation planning required as diverse a set of strategies in smaller metropolitan areas as in those with much larger populations, but smaller areas’ planning agencies have correspondingly smaller staffs, and must be selective in their use of various public involvement strategies.”

“Current transportation planning processes often incorporate public input, but the types of engagement techniques can affect the ability of practitioners to meaningfully include local ideas. This study incorporates literature integrating communicative rationality with participatory mapping, supported by a case study focusing on two public engagement techniques.”

“A transportation planning process in Central Texas is evaluated in terms of the geographic specificity and positionality of comments received from open-ended responses on a questionnaire and a facilitated mapping session, and reviews this input for relevance to developing a transportation plan. Although all input received from the public can be valuable in the process, location-based comments may be more actionable by transportation planners. Participants’ perceived roles likely affect their level of engagement, which planners can facilitate to maximize the quality of involvement. Planners are advised to understand the positionality of project stakeholders and professionals, designing involvement methods considering geographic specificity appropriate for each project.”

Regional Projects

FHWA PROJECT: Building Capacity among Regional Transportation Planning Organizations
http://trid.trb.org/view/1367033
NOTE: I can’t verify the current status of this project.

• “This project will advance State, metropolitan, regional and local transportation planning capacity building by providing research and training that identifies potential models for use by regional transportation planners. Because public involvement is a necessary element of transportation planning, this project will secondarily address Public Involvement, Environmental Justice, Visualization in Planning.”

Reports/Papers

Regional Transportation Planning Organizations Peer Exchange Summary (2017)

• “Using different engagement techniques, participants hope to improve inclusivity in planning efforts in the future. Expanding availability of broadband might help to engage more rural residents and leaders with opportunities for input in statewide planning efforts, although that alone will likely not ensure adequate inclusion of people with limited incomes, disabilities, limited English proficiency, or others whose mobility needs might not have been heard in the past. “

• RPTO Engagement Practices (page 3)
  o “Several peer exchange participants mentioned the Orton Family Foundation Community Heart & Soul community development model as a source of engagement techniques that can work well in rural places.”
  o “Peer exchange attendees suggested several ideas they had used or were interested in trying in the public engagement process conducted through their regional planning work as a way to hear from people who do not typically participate in traditional public meetings. These include: Chalk drawings, Ice cream socials, Better Block event, blockarty, or community festivals, Post community-driven goals on the wall during
- “This document explores how regional planning organizations utilize scenario planning in their work, what tools they are using, and how scenario planning can become more widespread by considering barriers to use and entry of current processes and tools.”

Would have to obtain through interlibrary loan.
- “The author provides a meta review of the history of regional transportation planning and the MPOs responsible for it, describing U.S. metropolitan transportation planning from the early 20th century.”
- “Takeaway for practice: History suggests that MPOs can be a force for regional change. Planners and policymakers could anchor future reforms to MPOs’ existing legal and administrative frameworks. Planners should revisit the membership and voting structures of MPO boards to ensure better stakeholder representation and permit some MPOs to generate and direct transportation funds at the local level.”

Connecting Short-Term Needs with Long-Term Planning (Baltimore Regional Transportation Board, 2016)
- This session discussed the Board’s LRTP called Maximize2040: A Performance-Based Transportation Plan. “This presentation will outline the successes of the Maximize2040 planning process, as well as the opportunities and challenges for working with local and regional transportation partners to transmit and implement public input.” Only the session description is available. Would have to contact the author for more information.

The Case of Public Involvement in Transportation Planning Using Social Media (2016 TRB Annual Meeting paper) http://amonline.trb.org/trb60693-2016-12807374/t024-1.2816561/ada60-1.2816571/16-2604-1.2812731/16-2604-1.2984250
- “In this exploratory case study, several characteristics in the use of social media by RCOGs in Texas have emerged despite the study’s limitation of a small sample size … Social media use by local governments as seen in the case of RCOGs is sporadic. The digital divide is partly to be blamed along with RCOGs lack of information on best practices in the use of social media among government agencies. To address the deficiencies, local governments need to invest in programs aimed at enhancement of internet accessibility and computer...
literacy. Additionally, there exists the need for changes in organizational outlook towards social media use, meaning that **perceptions of management towards social media use need to change along with policies.** For effective communication with the public using social media, **distinct social media policies need to be developed** that would further pave the way for increased and meaningful communication with concerned citizens in transportation planning.”

- See also [final published article](#) (would need to obtain through interlibrary loan)

- Describes each state’s regional planning agencies (including mentions of outreach efforts).

- “Conducting broad engagement” is one of the “factors considered important to the outcomes of efforts where states and regions are collaborating to plan for and implement transportation and economic resilience.” See Broad Engagement section (Page 6) which highlights specific state case studies.

**Awards**

The NADO Research Foundation has several [award programs](#).
- “The Innovation Award honors significant advances in community and economic development, including but not limited ... infrastructure projects.”
- “The Excellence in Regional Transportation Award ... recognizes noteworthy projects and practices in rural and small metropolitan transportation planning, programming, and service delivery.”

The [National Association of Regional Councils](#) has Regional Leadership and Excellence Awards which are awarded to individuals (not agencies). See [2017 awards](#) (in a few cases, public or community outreach is mentioned).

**States**

**Delaware**

- Recommends “the use of Story Maps to engage stakeholders in planning sustainable places.”
• “Using digital tools minimizes barriers to participation by providing online public engagement opportunities through websites, electronic networks, social media, open-source computing and data, and mobile applications.”

**Florida**

**PROJECT: 2018 Assessment of the Practice of Public Involvement in Florida**

[https://trid.trb.org/View/1486278](https://trid.trb.org/View/1486278)

Performing Organizations: University of South Florida, Tampa

Principal Investigators: Kramer, Jeff

Start Date: 20171023

Expected Completion Date: 20191031

• “The objectives of this project are to: (1) **Document current public involvement practices** in Districts, Central Office and Florida metropolitan planning organizations (MPOs) through a combination of online and telephone interviews and surveys (focusing on planning, PD&D, and design) and relevant document review, (2) Compare findings of current practices to those identified in 2006 to **identify results** of efforts to modify practices following the 2006 report and to **inform suggestions for changes** in current practices going forward (particularly as it relates to implantation barriers), (3) Identify **additional training needs and or necessary improvements at the District and MPO level**, (4) Develop **clear suggestions for improved public involvement practices in Florida**.

Previous Research Efforts:

• **Assessing the Public Involvement Practices of the Florida Department of Transportation** (2008 TRB Annual Meeting Paper; not available online but can obtain from CD-ROM)

• **Assessing the Practice of Public Involvement in Florida** ([FDOT report, 2006](https://trid.trb.org/View/1486278) and [FDOT literature review, 2004](https://trid.trb.org/View/1486278))

**Georgia**

**Delivering GDOT’S Work Program: Developing Strategies for Successful Communication at Public Meetings and Open Houses to Enhance the Conceptual Understanding and Awareness of Need and Purpose, Transportation Deficiencies, and Consequences of not Implementing Improvements Associated with GDOT's Proposed Work Program** (GADOT, 2017)


• Chapter 7.2. Recommendations for Potential Savings and Increased Participation in Open Houses (pages 146-151)

• Chapter 7.3. Recommendations for Public Involvement Early in the Planning Process (pages 151-155)

**Illinois**

**A New Approach to Public Engagement: Capturing Better Ideas and Representative Priorities from the Public for the Illinois Department of Transportation** (IDOT, 2017)


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In 2016, IDOT commissioned a study — Recommendations to Enhance Quality Engagement — to identify effective public engagement strategies for statewide Departments of Transportation. To build on the 2016 report, researchers from the Institute for Policy and Civic Engagement (IPCE) and the Urban Transportation Center (UTC) completed a follow-up study in early 2017 that utilized an innovative online approach to supplement IDOT’s traditional public engagement methods. Through a multi-phased process, residents of Illinois voted on and submitted ideas and ranked their priorities related to transportation goals and modes. The unique strength of this multi-phased process was its ability to capture high quality ideas from the public and statistically representative public priorities – it was both open and representative.

Indiana
Best Practices in Public Involvement (INDOT, 2015)
- The report “highlights the innovative ways INDOT involves the public during all phases of project development and delivery, and the people who make the engagement possible.”

Iowa
Public Involvement Management Application (PIMA) Software Tool
- See AASHTO SCOE 2017 poster on PIMA - The customer-driven software helps IADOT manage stakeholder outreach.

Michigan
Making Michigan’s Local Rural Transportation Program More Inclusive and Effective (TRB meeting poster 2017)
http://amonline.trb.org/63532-trb-1.3393340/t027-1.3402384/692-1.3500316/p17-20486-1.3510809/p17-20486-1.3510810

Making Michigan’s Local Rural Transportation Program More Inclusive and Effective

In Michigan, the Local Rural Transportation Program is implemented through the use of the rural task force (RTF). Around the state, 22 RTFs cover the 78 Michigan counties that qualify for the rural program. The RTFs utilize approximately $56 million in federal and state funding to improve roads and transit service in Michigan’s rural areas. RTFs include transit agencies, county/city/village road agencies, and tribal governments, as appropriate.

Challenges:
- Large funding balances at the end of the fiscal year
- A need for consistent public involvement statewide
- A need for enhanced cooperation amongst agencies
- Lack of consistency

Solution:
- Involve regional planning agencies (RPAs) in the process
- RPAs provide staff assistance to the RTFs
- RPAs ensure that public involvement requirements are completed
- RPAs ensure the RTFs follow a 3D planning process

Solution:
- Created the Michigan RTF Oversight Board in 2014
- Members drawn from key stakeholder groups
- The board meets four times a year
- They developed program guidelines
- Expanded training and mentoring of the RTF program to ensure consistency statewide and improve communication
Minnesota

See MnDOT’s Public Engagement Policy: Public engagement helps us to understand and plan for the many transportation needs of our customers. Source

Stakeholder Attitudes, Knowledge and Engagement in Local Road Systems Planning and Decision Making (MnDOT, 2017)
https://rosap.ntl.bts.gov/view/dot/34256

- The study recommended the following for local policy makers: “a) Support rising public attention to local transportation issues with high-quality, accessible information; b) Invest in the high short-term costs of proactive, good quality engagement, to gain substantial benefits over the longer term; c) Use multiple communication channels, including new technologies for targeted outreach; d) Employ a consultative process and thoughtful, timely explanations from local public works leaders, to improve stakeholder satisfaction with project outcomes and the engagement process; and e) Include stakeholders in defining the policy problem and developing options as well as the preferred policy options.”

Responsive Engagement: The Future of Transportation Meets the Future of Public Involvement (2017 TRB meeting presentation)
Link to Prezi: Data-Driven & Responsive Engagement: Piloting New Tools & Techniques

- “The Minnesota Department of Transportation is updating the Statewide Multimodal Transportation Plan and the Minnesota State Highway Investment Plan ... The updates create an opportunity to increase public education and engagement on how MnDOT identifies transportation priorities and guides investments on the State highway system. In this interactive session, we will demonstrate a number of the public engagement tools used as part of the plan update process ... The presenter will be prepared to speak on a variety of engagement tools — workplace-based outreach, event-based outreach, underserved community engagement, MnDOT’s first online accessibility plan, a plain language approach, infographics, social media ads, social media campaigns, Prezi, Mentimeter, GetFeedback, MetroQuest, GoPro, a responsive website and more ... This session will ... [demonstrate] new ways to approach engagement: looking at the process from the user’s perspective.”
Source: Session abstract

PROJECT: Effective Social Media Engagement Options for Minnesota’s Diversifying Population
http://dotapp7.dot.state.mn.us/projectPages/pages/projectDetails.jsf?id=16011&type=CONTRACT

- Engaging the public around our transportation projects and plans is a vital step in the project development process. Finding the right mix of methods, by demographic group, is needed to ensure we are effectively ’meeting them where they’re at’ and participating with them in a way that is both interesting and meaningful to them. The more they engage with us, the more information we will have to guide project decisions that affect users and surrounding communities. The public tells us they are very busy and have difficulty attending traditional public meetings; however, they recognize transportation projects impact them and express a desire to engage. For these reasons, we seek to research a mix
of engagement methods, by segmented audience. We anticipate methods to differ by age cohort, multicultural communities, and urban vs. rural settings.”

Engaging with Hear Every Voice: **Best Practices** in Community Involvement (MnDOT, 2012)

**Task Report 1: Review of Literature and Cases** (see excerpts below) and **Appendix A: Community Engagement Plan**

- What MnDOT is doing well: “In community engagement, we identified such practices as use of Facebook pages, regular office hours at city hall, project websites on MnDOT’s webpage, developing a video for driver training, e-mail project updates, workshops for community training, use of advisory boards, engaging the public early in the process, fostering good media relations, and providing participation opportunities throughout the life of the project. In terms of structure, we noted the use of community outreach staff, partnering with local community organizations, and crafting different messages for different audiences. In terms of tools, we noted the use of multiple methods for public involvement, developing project logos, and providing tools to support local business efforts to adapt.”

- There were 9 recommendations for the updated Hear Every Voice (HEV) manual:
  - Provide a standardized format for public participation to be applied throughout all projects. This approach would require project managers to follow the standardized structure, but it would also allow room for flexibility to tailor the process to each individual project, as needed.
  - Project managers need to be consulted when developing the standardized public participation format.
  - Develop a set of performance indicators for public engagement, and design a survey or other tools to measure performance on those indicators.
  - A catalogue of public participation opportunities during each phases of the transportation decision making process should be prominently posted on the HEV website.
  - MnDOT should consider a professional outreach staff (different from a public relations coordinator) within each MnDOT district office. These people would conduct outreach activities for smaller projects and help project managers deal successfully with the public participation process.
  - Introduce a standardized process of handing off information (community concerns, issues) from phase to phase and among partners in the process.
  - MnDOT should initiate a recurring forum (whether face-to-face or written or virtual) where project managers, outreach staff and public affairs coordinators can share what they learned from each project’s public engagement process.
  - Redesign the HEV website. HEVII is difficult to find on the MnDOT website. In addition, it contains a lot of tools but no directions on what order to use them in.
  - Update it to include social media techniques and tools.

Previous Research Efforts:

- **Suggested Design and Management Techniques for Enhancing Public Engagement in Transportation Policymaking** (UM CTS, 2011)
- **Hear Every Voice Public Engagement Initiative** (2010)
North Carolina

Public Engagement Toolkit: Practical information for More Effective Public Engagement (NCDOT website)

https://connect.ncdot.gov/projects/toolkit/Pages/default.aspx

- “The North Carolina Department of Transportation (NCDOT) initiated an effort in 2004, with a grant from the Federal Highway Administration (FHWA), to look for better ways to plan, design, and build transportation projects ... this public engagement toolkit ... help[s] facilitate the selection and effective use of techniques, to maximize the information flow between long-range planning and project development, and to create continuity for the public.” Links to techniques, resources and a glossary.
  - The Public Engagement Resource Library has sections on best practices; case studies, toolkits, manuals, and guides; and websites and organizations.
  - The Public Engagement Techniques is a searchable list of public engagement techniques with detailed descriptions.


http://metroquest.com/online-community-engagement-dot-mpo-featuring-ncdot/

- The webinar “discuss[es] the innovative public involvement approach used for the NCDOT State Transportation Improvement Program (STIP) 2018-2027. The process yielded unprecedented results and is being recognized as an example of best practices to help guide DOT’s and MPO’s across the US for their own STIP and TIP updates. Learn firsthand how NCDOT combined online and targeted face to face community engagement to involve more community members than ever before to help inform the 10-year plan. They share advice for agencies seeking to improve the diversity and effectiveness of their community engagement. The session also showcases other projects from DOT’s and MPO’s that have used online engagement software to improve public involvement using cost-effective tools.”

Understanding Public Involvement Practice in North Carolina Metropolitan Planning Organizations: An Analysis of Goals and Tactics (2013 TRB Annual Meeting paper)

http://docs.trb.org/prp/13-1069.pdf

- “Through a comparison of the tactics that MPOs used in their public involvement programs and the goals that MPOs set for those programs, this paper outlines several strengths and weaknesses of current practice. Major strengths of current practice include a diversity of tactics and opportunities for involvement throughout the process. A prevalence of tactics that are more informational in nature, a lack of online participation methods, and inadequate attention on underserved groups are some of the key weaknesses. These strengths and weaknesses suggest four key recommendations for moving forward. MPOs should pay more attention to underserved groups, seek to get feedback from residents (as opposed to educating them), move some participation online and move beyond simply meeting federal requirements.”
South Carolina
Revamping Public Outreach through Story Maps (SCDOT, 2017)
- Story maps are cost effective, mobile ready, efficient to produce.

Texas
An Assessment of Public Involvement for the 2006 Regional Transportation Coordination Planning Process in Selected Texas Cities (Southwest Region University Transportation Center, 2010)
https://static.tti.tamu.edu/swutc.tamu.edu/publications/technicalreports/473700-00054-1.pdf
- “This report examines the various public involvement plans and activities implemented by the MPOs and COGs within eight areas [in Texas], as they developed regional coordinated transportation plans.”
- “Creativity and ingenuity are essential components of the public involvement, especially during meetings. Of the regions examined, none employed the latest technologies, i.e. visualization, on-line/interactive graphics packages to assist the public in the planning process. Most districts used presentations and maps to convey key concepts to the public.”

Washington (State)
See also: Guiding Principles

WSDOT Community Engagement Plan 2016 Update (WSDOT, 2017)
- See Appendix A for Best Practices For Inclusive Community Engagement (pages 53-64)

Using Technology to Build and Manage a Two-Way Public Conversation on Transportation Issues (Transportation Research Record, n 2397, p 145-152, 2013)
http://trrjournalonline.trb.org/doi/abs/10.3141/2397-17
- “The Washington State Transportation Commission (WSTC) has pioneered a new approach to involving the public in transportation policy by using online surveying and survey panels. To broaden outreach to Washington State residents and improve
public engagement with government, WSTC created the Ferry Riders’ Opinion Group (FROG) survey panel in 2007.”

- “In 2012 WSTC took this two-way, dynamic interaction with the public to the next step, launching the Voice of Washington State (VOWS) online survey statewide panel. The FROG and VOWS programs elicit citizen views on transportation policy and funding, generating unique data that WSTC then shares with state and local decision makers. These survey panels engage the silent majority in policy making in a manner never before offered.”
- “This paper describes the development of the FROG and VOWS survey panels, the recruitment and retention of panel members, and how survey results are analyzed and reported to decision makers and panel members. The many participants and the real and responsive policy changes resulting from the survey data demonstrate the success of these programs.”

Other Resources

Books
Citizen, customer, partner: engaging the public in public management (Routledge, 2017)
I borrowed this from the MOBIUS catalog. Conclusions chapter sent as a separate attachment.
See also older 2013 article on the same topic - Citizen, Customer, Partner: Rethinking the Place of the Public in Public Management (Public Administration Review, Nov/Dec 2013, Vol. 73, No. 6, pp. 786-796)

Varieties of Civic Innovation: Deliberative, Collaborative, Network, and Narrative Approaches (Vanderbilt University Press, 2014)
I borrowed this from the MOBIUS catalog. Wasn’t as helpful (the case studies are not very relatable).

Reports
- “Any strengthening of political engagement that digital platforms facilitate may be limited to those who are already engaged, and therefore may not reach those groups in society where the impact would be greatest.”

Accelerating Public Engagement: a Roadmap for Local Government (City Accelerator Cohort on Public Engagement, 2016)
- “There is no one-size-fits-all public engagement tool or technique (See Appendix 1 for a list of existing toolkits). Approaches to public engagement must continually adapt and evolve
along with the communities they serve. As such, this guide walks you through best practices for how to manage the ever-changing landscape of public engagement.”

- See also: Public Engagement Roadmap

Beyond the Tools: Four Critical Elements for Good Public Engagement (American Planning Association Regional & Intergovernmental Planning Division, Spring 2013)
- The article focuses on “four elements that are critical for good public engagement ... Linking to decision making; Diverse representation; Informed participation; and Good meeting design and facilitation.”

Civic Engagement in the Digital Age (Pew Research Center, 2013)
- “This study examines online and offline political engagement and pays special attention to the role of social networking sites in people’s political activities.”

Organizations/Think Tanks
AmericaSpeaks
http://www.americaspeaks.org/legacy/

American Planning Association
https://www.planning.org/
I can find chapters making presentations on community engagement best practices (see example here) or discussing best practices at past or upcoming conference sessions (see example here).

Public Agenda
https://www.publicagenda.org/
- Community Engagement page
- Public Engagement: A Primer (2008)

Udall Foundation
https://udall.gov/
- Principles for Effective Stakeholder Engagement in Infrastructure Permitting and Review Processes (2016)

IAP2: International Association for Public Participation
http://www.iap2.org/
- “IAP2 is an international association of members who seek to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world.” Source: About page. See also their Core Values Spectrum.
- Their annual Core Values Awards Showcase of Winners highlights “real-life case studies from award winning public participation projects.” TNDOT LRTP won the 2017 award.
- They offer training in Foundations in Public Participation.
- **Public Participation Toolbox** (2006) features techniques for bringing people together.

**U.S. Public Participation Playbook**  
https://participation.usa.gov/  
- “The U.S. Public Participation Playbook is a resource for government managers to effectively evaluate and build better services through public participation using **best practices** and performance metrics.”

**Sources Consulted**

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TRID Facts

- In 2011, TRB released TRID, the TRIS and ITRD Database. TRID combines TRB’s Transportation Research Information Services (TRIS) Database and the International Transport Research Documentation (ITRD) Database, offering users the world’s largest and most comprehensive resource on published and ongoing transportation research.

- In Fall 2012, ARRB Group’s Australian Transport Index (ATRI) Database was added to TRID adding content from Australia and New Zealand.

- The TRIS Database is produced and maintained by the Transportation Research Board (TRB) at the U.S. National Academy of Sciences; ITRD is produced by ITRD member countries under JTRC at OECD.

- TRID contains over 1,002,000 records of published and ongoing research. Approximately 90,000 records have links to full text documents.

- TRID covers all modes and disciplines of transportation. Efforts have been made to increase coverage on the various transportation modes and in the areas of planning, environment, and human factors.

- The Research in Progress (RiP) records in TRID are available as a separate searchable database at rip.trb.org. The RiP Database includes international research projects and university research.

- Records in TRID are indexed with standardized vocabulary from the Transportation Research Thesaurus (TRT) or the ITRD Thesaurus.

- Published transportation reports or documents for inclusion in TRID may be submitted at trid.trb.org/about or emailed to tris-trb@nas.edu.

For information about TRID or other TRB Databases contact:
Lisa Loyo
Manager, Information Services
202 334 2990
lloyo@nas.edu

TRANSPORTATION RESEARCH BOARD
OF THE NATIONAL ACADEMIES
January 2013
Search Tips for TRID

With more than 1.09 million records of published research covering all modes of transportation, TRID is an integrated database that combines the records from the Transportation Research Information Services and the Joint Transport Research Centre’s International Transport Research Documentation. More than 156,000 records contain links to full-text documents. TRID staff have assembled the following tips:

- The engine searches for all terms in a query. To search for a phrase, enclose the phrase within quotes—for example: “traffic signals”—to streamline.
- The engine does not automatically search for the singular and plural forms of a word. To search for word variations, use an asterisk (*) after a partial word. Example: sign* retrieves sign, signs, signals, signalization.
- To combine words in a search, use OR, AND, or NOT in capitals between words or phrases.
- To search on multiple terms, perform what is called a nested search, by enclosing a search within parentheses; for example, (plow* OR salt*) AND “snow removal” can focus the search.

The advanced search (http://trid.trb.org/search.aspx) provides more focus and obtains better results. A user can search specific fields, including title, persons, agencies or publishers, serial or conference, index term, or subject areas. When searching for a person, enter the surname and the given name or initial, if known. Entering terms in multiple fields automatically searches for all terms in the query, and searches can be limited by date, language, or source.

The keyword search box searches all indexed TRID fields: title, abstract, notes, index terms, subject areas, authors, project managers or principal investigators, series, corporate authors, publishers, and funding or performing organizations.

Users may modify a query from the search results page by using the options on the right side of the screen. Search results can be shared by using tools and social networking options from the TRID interface. Subscriptions to RSS feeds of updates of searches also are available.

To access TRID, visit http://trid.trb.org.

High-Level Workshop Crosses the Ocean

TRB is seeking nominations of researchers to participate in the Chan Wui and Yunyin Rising Star Workshop in July 2016. Conducted on a transatlantic cruise from the United States to China, the workshop will facilitate research sharing and connections among early-career and experienced professionals in the fields of transportation and telecommunications.

Prospective fellows should have 1 to 3 years of postdoctoral experience. Candidates for senior fellows should have more than 30 years of academic experience, as well as experience as mentors. Application materials are due November 2, 2015, at 5 p.m. U.S. Eastern time.

Up to eight fellows and four senior fellows will be selected. All communication will be in English, and selected participants will be announced at the 2016 TRB Annual Meeting in January in Washington, D.C.

For more information, visit www.trb.org/Main/Blurbs/172605.aspx.
Why Use an Information Professional?

With today’s search tools, looking for information seems easy to do with a quick search of the Internet. However, the volume of the search return often yields enormous numbers of results. How do you know which is the most authoritative source? Which are the most relevant documents? Finding the most accurate information that best fits your need can indeed be a challenge.

According to a 2004 Elsevier survey, the mainstream and multi-disciplinary search tools – half of all the exclusive search tools in the fields of science – provide many more results. Finding accurate and relevant information in this deluge is nearly impossible. Resources do not always stick around either. Two respected science search engines, Scirus.com and Scitopia.org, have bitten the proverbial digital dust.

The number of search results for transportation-specific sites is less overwhelming. Even a more general keyword search can result in some useful documents. As an example, the following table shows the number of results obtained when using various online search tools that are commonly used by transportation professionals to search for information on the topic of bridge maintenance.

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Librarians and information professionals are trained to search for, access, evaluate, and organize information resources. They are able to help a customer narrow and define their specific interests, making it easier to find more relevant materials. They understand how to structure a search using controlled vocabulary, to find resources, either freely available or via paid subscription, that are both pertinent to the topic and from reliable sources. If the needed documents are not available in-house or online, they can be borrowed from another library – often from Transportation Knowledge Network (TKN) partners, who have developed collaborative relationships within their organizations.

To learn more about how to conduct effective searches and identify the most relevant search results for the information you need, contact your librarian.

Renée McHenry, MoDOT Librarian, 573.522.1948, renee.mchenry@modot.mo.gov

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1. LibraryConnect Newsletter June 2004
2. Controlled vocabulary is a standardized set of terms used by a database to categorize items based on their content.
3. Search feature available only in subscribed database.