

Self-Study Module 3: Advertising a Meeting--Preferred Communication Channels/Venues

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3.1 Goals and Objectives for Self-Study Module 3: Advertising a Meeting—Preferred Communication Channels/Venues

The primary goals of Self-Study Module 3 are to help transportation planners develop strategies for re-examining and re-designing their current advertising and outreach practices so that these efforts reach and engage underrepresented citizens, and to identify and implement new advertising and outreach practices that take the message directly to the audience.

Learning Objectives for Module 3

As a result of reading Self-Study Module 3: Advertising a Meeting--Preferred Communication Channels/Venues, the learner will be able to:

1. Explain and implement strategies for identifying underrepresented citizens' preferred communication venues.
2. Review, re-design, and implement current communication and outreach strategies so that they reach underrepresented audiences.
3. Identify, design, and implement new communication and outreach venues for reaching underrepresented citizens.
4. Explain the benefits and disadvantages of both traditional and new communication and outreach strategies .

3.2 Underrepresented Citizens' Preferred Communication Channels/Venues

How does the audience prefer to receive information (radio, Facebook, newspaper, etc.) i.e. What are the audience's preferred communication delivery modes? How can you best reach the audience?

There are dozens and dozens of ways to advertise an upcoming meeting or event. However, despite the time and effort and transportation planners spend developing outreach materials and posting announcements, most agree that underrepresented population members typically do not attend advertised meetings and do not get involved in the transportation planning process.

In other words, these strategies are not having the desired effect.

There are a few overarching concepts to keep in mind as you consider effective ways to advertise or reach out to underrepresented populations.:

- No one communication venue is likely to be enough – you'll need many;
- It's important to use venues that you know underrepresented audiences prefer, vs. the ones you think might work;
- Strategies that work best may likely require more time, effort, and coordination than you typically put in (for example, a "Knock and Talk" door knocking campaign);
- It's important to track which options work, i.e. which ones result in people showing up and participating in the process;
- Most important:
 - Nothing surpasses personal contact.
 - And: Take. The. Message. To. Them.

SIDEBAR: Knock-and-Talk Campaigns are one-on-one conversations between transportation planners (or their representatives) and residents via neighborhood canvassing—knocking on doors and talking to people about transportation planning.

Keep in mind that you should build on the strategies discussed in earlier Modules:

- Work through underrepresented groups’ trusted allies and advocates, including community members, social service agencies, and other groups, to identify underrepresented populations’ preferred communication venues;
- Piggy back on social service and other agency meetings;
- Get involved in advance with different community and service groups to establish relationships with the underrepresented, so they know who you are and understand that their participation is important to you;
- And of course: Take. The. Message. To. Them.

3.3 Example: Communication Venues Used by the Morgantown Monongalia Metropolitan Planning Organization (MMMPO)

We’ll start by using the MMMPO as an example and take a look at the strategies they currently use. MMMPO has publicized community meetings or engaged community members using the venues listed in Figure 1 and Figure 2, according to the current 2045 Long-Term Plan update.

Figure 1. MMMPO’s Current Advertising/Publicity Strategies

Type of Communication Venue		Specific Venues
MMMPO MEETING AND EVENT ANNOUNCEMENTS		
Online	Websites	<ul style="list-style-type: none"> • MMMPO Website • City of Morgantown FaceBook page • MountainLine Transit Authority
Online	Online Calendar	<ul style="list-style-type: none"> • MMMPO online calendar
Social Media	Facebook	<ul style="list-style-type: none"> • MMMPO Facebook page • City of Morgantown Facebook page • Morgantown Green Team Facebook page
Social Media	Email	<ul style="list-style-type: none"> • MMMPO email list (150 email & web contacts) • Pedestrian Board email list • Bicycle Board email list • WVU email to WVU students
Traditional Media	FLYERS	<ul style="list-style-type: none"> • delivered to homes • posted at local business or gas station • posted on grocery and convenience store community bulletin board • WVU Transportation Department • Public libraries
Traditional Media	NEWSLETTERS	<ul style="list-style-type: none"> • Announcement in City Newsletter sent to Neighborhood Associations
Traditional Media	NEWSPAPER	<ul style="list-style-type: none"> • Classified/legal ad in Dominion Post • Purchase ad in Dominion Post
	RADIO	<ul style="list-style-type: none"> • WAJR Morning Show Interview

Figure 2. MMMPO’s Survey Distribution

<p>MMMPO SURVEY DISTRIBUTION</p> <p>MMMPO also collects input via online and hard copy surveys More than 700 surveys were returned in the most recent survey</p>

Surveys were disseminated via the following venues:
MMMPO Website and Facebook Page
Morgantown Pedestrian Safety Board and Bicycle Board
City of Morgantown public media
Mountain Line Transit public media
WVU Transportation Department
Dominion Post Advertisements
Hard Copy Distribution
Morgantown Area Chamber of Commerce

MMMPO undertakes many outreach activities and is committed to improving its engagement with underrepresented populations. Even with its robust outreach activities, MMMPO reports that participation of underrepresented populations in public meetings continues to be low. Underrepresented representation on its Boards and Committees is also low. The continuing challenge is to improve communication strategies so that the messages reach underrepresented populations and motivates them to participate in transportation planning.

3.4 How to Move From Your Current Approach to a New Approach

What are some strategies for enhancing and improving what transportation planning agencies in West Virginia are doing? First, try to understand who is currently receiving and responding to your outreach.

Perhaps you can informally gather information about how people learned about a specific event you advertised. Strategies could include asking for a hand count at public meetings in response to questions such as, “Who heard about this public meeting from the newspaper ad? Who saw the meeting announcement on the website? Etc.” Or including an option on the sign-up sheets such as “How did you hear about this event?”

If you find that people do respond to a particular outreach strategy, by all means keep using it. For example, MMMMPO had a good return rate on its survey distribution effort, with more than 700 surveys returned. So it may be wise to maintain that approach, although it will take extra effort to ensure underrepresented groups receive and respond to the survey. For example, you may need to conduct the survey in-person via a knock-and-talk campaign, by setting up a booth at local events attended by underrepresented populations, or piggy-backing on social service agency meetings.

All in all, the optimal approach to improving your outreach to underrepresented groups is to do the homework with those groups and their trusted allies and advocates. Find out which communication venues your underrepresented audiences prefer for receiving information, and why. Use the strategies discussed in “Self-Study Module 1: Advertising a Meeting--Working with Underrepresented Group’s Trusted Allies and Advocates” to conduct interviews. Find out where people go for lunch, to church, and other neighborhood meetings and events, then reach out to them through those venues. Gather all the information you’ll need to make good decisions about how to best reach the audience(s) you want to reach.

Questions To Ask Key Contacts About Communication Venues

1. Which TV and Radio stations and programs do underrepresented citizens listen to?
2. Which specific places do they visit--appointments, churches, schools, businesses, community events, etc.—where they would see the information?
3. Who in the community would be willing to help distribute a flyer AND encourage customers to engage in transportation planning? (church pastor, social service agency, local restaurants or businesses, etc.)
4. Do they use social media or other resources? If yes, which ones get used the most?

Ultimately you’ll likely need to find new venues or strategies to reach underrepresented groups. It takes time and effort. That’s just the bottom line.

3.5 Benefits and Disadvantages of Various Communication Venues and New Venues to Consider

This section begins with an overview of traditional communication venues, their benefits and disadvantages, and some suggestions for using them more effectively. These include traditional media strategies such as television, radio, and newspaper; public information materials such as brochures and newsletters; website and social media; and direct contact via mailing lists. Your interviews with members of underrepresented groups will yield the most reliable information about the best use of these venues.

The section then introduces some new communication venue ideas, identified through this project’s interviews with underrepresented group members, transportation planning experts, and a literature review. New ideas include piggybacking on other meetings, briefings, speaker and listener’s bureaus, kiosks at fairs and festivals, knock-and-talk campaigns, and more. OTHERS?

SIDEBAR: Going Beyond Federal Requirements for Public Notification or Involvement
 Federal requirements typically identify the minimum level of public notice, such as placing a classified or legal ad in the newspaper. Experience suggests that you need a more comprehensive and targeted approach to reach underrepresented citizens. However, if a transportation planning agency does place a classified or legal ad, consider supplementing it by purchasing a larger ad in a more prominent section of the newspaper, or getting an article published that features the meeting you want to publicize.

3.5.1 Traditional Media Strategies

Traditional media generally include newspapers, television, cable TV, radio, and billboards. Some ways to use these media are listed below. (US DOT, 2015 Update, pp. 87-90; US DOT, FHWA/FTA, No Date, 1.C.g–Media Strategies)

Newspapers	Television, Cable, and Radio	Billboards –
<ul style="list-style-type: none"> • Newspaper stories • Letters to the editor or guest editorials • Advertisements 	<ul style="list-style-type: none"> • Coverage on local news • Special appearance or interview on local programs • Advertisements 	<ul style="list-style-type: none"> • Not your best option – comparatively expensive and likely will not reach the target audience

<ul style="list-style-type: none"> • Flier inserts • Legal/classified ads • Press releases 	<ul style="list-style-type: none"> • Public Service Announcements • Local cable channel announcements/community calendars • Press releases 	
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Benefits of Traditional Media:

- You can reach larger numbers of people with a consistent message. However, it takes more than one media announcement to reach the viewer. The “Rule of 7” is a marketing principle that says a customer must see your message at least seven times before they notice it and begin to take action. Of course, it may take many more than seven advertisements before a customer sees the message seven times.
- For certain types of media strategies, you can determine the message and test it out in advance with the underrepresented audience to gauge reaction.
- Messages you develop will be uniform across all venues which can help reduce misinformation.
- Many people rely on traditional local media for information about local issues and events.

Disadvantages of Traditional Media:

- Cost to advertise is expensive; your appearance on local media programs are at the discretion of the media; you cannot rely on media to broadcast unpaid options such as Public Service Announcements.
- It requires many exposures to a message before the audience hears and pays attention which adds to the expense.
- Underrepresented groups most likely do not use traditional media instead preferring online resources that they can access with their cell phones. They will not pay for print media like newspapers.

Links to Strategies for Working with Tradition Media

- “Working with the Media” (2010) “Community Heart & Soul” Project; Orton Family Foundation.
<https://www.orton.org/wp-content/uploads/2017/04/working-with-the-media.pdf>
- “Top 25 Public Relations Tips from the Pros.” FitSmallBusiness.com.
<https://fitsmallbusiness.com/public-relations-tips/>

Topics Covered in These Resources:

Build a Bridge to Local Media; Sending the Message; Pitching a Story (Shed light on your successes; Announce a milestone; Tell the story in photos); Letters to the Editor; Be Prepared to Respond after a Press Release or News Story; Media/Press Packets.

3.5.2 Public Information Materials

Public information materials include any type of material that you create to present information about transportation planning developments or events you want to publicize. Some examples are fliers, brochures, posters, signs, utility stuffers, along with items that can be used by or

distributed to the media. These can include press releases, news articles, and public service announcements. (US DOT, 2015 Update, pp. 91-96; US DOT, FHWA/FTA, No Date, 1.C.b – Information Materials)

Public information materials can be distributed in a variety of formats, from printed to online, from posting in local shops to handing out at meetings.

Public Information Materials		
<ul style="list-style-type: none"> • Advertisements—display and legal notices • Billboards • Brochures • Display boards • Electronic media • Fact sheets • Fliers 	<ul style="list-style-type: none"> • News articles • Newsletters • Newspaper inserts and articles • Notices • Posters • Press releases • Progress bulletins 	<ul style="list-style-type: none"> • Public service announcements • Slides and overheads • Social media posts • Summaries of reports • Utility bill stuffers • Web pages

Benefits of Public Information Materials

- Public information materials are useful for summarizing a consistent message in a clear, straightforward, and visually interesting fashion, and can be distributed in many ways.
- People can keep materials like fliers and handouts, which offers easy access to your contact information and the information you’re publicizing.
- The cost to create these materials is usually less expensive than conducting a media advertising campaign.
- You can reach large numbers of people by distributing these materials through the mail, at public events, or online.

Disadvantages of Public Information Materials

- It takes time and effort on the part of staff members to develop and disseminate materials, and they require broad distribution.
- They are one-way communication vehicles, so an agency must track and respond to calls and contacts it receives from the public.
- If not designed or worded well, or if the information is too technical, the public information materials can fail to achieve the goal of engaging the reader.

3.5.3 Website and Social Media Strategies

“Social media refers to the collective of online communications channels dedicated to community-based input, interaction, content sharing, and collaboration.” Examples are applications and websites such as FaceBook, Twitter, forums, and blogging. (US DOT, 2015 Update, pp. 96-102)

Website and Social Media Venue Definitions	
Text Message	Electronic text communication via mobile phone
Email	Electronic messages sent and received via electronic devices

ListServ	An electronic mailing list that distributes messages to online subscribers
Website	A page or collection of pages on the World Wide Web that can be accessed via a single URL address
Facebook	A social network that allows users to connect with other users and post messages, photos, links, etc.
Twitter	Online microblogging where communication occurs in short messages called tweets
Tumblr	A microblogging platform, easy to post almost anything, used mostly by young users but has no privacy settings, so it can contain illegal and inappropriate content
Instagram	Mobile application for posting, following, and commenting on pictures and videos
Meetup	A service that organizes online groups that host in-person events for people with similar interest
Pinterest	Uses software that enables users to discover information on the web using images, GIFs, and videos, i.e. a visual discovery engine for finding ideas
LinkedIn	A website/mobile app-based service for professional networking, posting resumes, etc.; less useful with the public, more useful to reach professional networks
Virtual Communities	A community of people sharing information and common interests and ideas on the Internet

Source: WhatIs.com, Tech Target. <https://whatis.techtarget.com/definition/social-media>

Benefits of Website and Social Media Strategies

- Considered to be among the most cost-effective and easy-to-use tools for engaging the public in the transportation planning process.
- Offer the opportunity for two-way communication: you can either have conversations with or broadcast information to the public.
- Can provide an immediate and direct way to reach underrepresented community members.
- Underrepresented citizens often prefer social media because it is free and they can access it with their cellphones.

Disadvantages of Website and Social Media Strategies

- Social media won't engage everyone in underrepresented populations, but can reach a large number of people.
- Agencies need to have a "governance model" with guidelines for staff members' engaging with the public via social media (i.e. there are risk and liability issues)

Links to Resources for Website and Social Media Strategies

- A Strategic Guide to Social Media for Nonprofits by Alicia Johnston. Sproutsocial. <https://sproutsocial.com/insights/nonprofit-social-media-guide/>
- Social Media. In Tapping the potential of social media analytics tools. WhatIS.com. <https://whatis.techtarget.com/definition/social-media>
- Social Media FactSheet (June 2019). Pew Research Center. <https://www.pewinternet.org/fact-sheet/social-media/>

3.5.4 Contact Lists and Direct Mailings

It's important to develop and continually updating your contact lists. They are extremely useful tools for knowing who your active audiences are and for reaching people.

Contact lists can be developed by gathering names and contact information—address, email, phone, social media accounts--of people who have attended meetings, called in to a hotline or to the office, contacted the agency through the web, or otherwise, expressed an interest in an issue....i.e. people who may want to serve in an advisory capacity.

Contact lists can be used for online communications such as emailing and list servs. They can also be used for direct mail campaigns, where a brochure or other printed document is mailed to contacts, as well as for reaching contacts via phone. (US DOT, 2015 Update, pp. 103-106)

Benefits and Disadvantages of Contact Lists, Direct Mail, and Listservs

- Contact lists are extremely useful for keeping track of people and ways get in touch with them. A primary drawback is the amount of time it can take to develop and keep contact lists updated, although it is usually time well spent due to the benefits of having such a useful outreach list.
- Direct mail can be useful in reaching people directly at their home address, although the recipient may or may not read the item. A good rule of thumb is to mail information about a particular event you want to advertise at least four times. A primary disadvantage is the cost to print and mail direct mail pieces.
- Listservs involve sending online emails using a listserv application. Listservs can be one-way from the sender to a list of recipients, or two-way where all recipients can send and receive messages. Two-way list servs are more appropriate for discussions on a select topic. One-way listservs are more appropriate for sending a message out to a large group of people. Listservs are much less costly than direct mail. Recipients must subscribe to the list.

3.5.5 Surveys

Surveys are questionnaires used to assess opinions. They can be administered online or through in-person or telephone conversations. Surveys are usually administered to a limited sample of people that is considered to be representative of a larger group. Surveys can be informal and used by staff members at a public meeting, for example. Or they can be more formal and scientifically developed, administered, and analyzed.

Benefits and Disadvantages of Surveys

- Surveys can assess opinions and reactions to transportation plans, activities, or questions. They are considered to provide an accurate although limited reporting of community perceptions or preferences, as well as what people know or want to know. They can be useful in helping transportation planners understand public concerns and misunderstandings, and the key components of public opinion. They can also help to determine effective messages for a media strategy.

- Surveys tell you what people think but not how they think or how they derived the conclusion that you see in a survey. We often know what people think but cannot explain what the data mean.
- Using surveys with underrepresented citizens' will likely require using a limited number of questions (three–five) and administering the survey in person. They surveys can be administered verbally or in writing, depending on the situation. Conducting a survey verbally offers the opportunity for the respondent to ask clarifying questions. Conducting surveys in-person can be done in a door-to-door campaign, during meetings, or at a booth at public events attended by underrepresented groups you want to reach.
- A disadvantage of formal surveys is the expense involved with hiring experts to develop, administer, and analyze the results. A disadvantage of informal surveys is that they may offer only limited perspectives and not represent the opinions of all community members. (US DOT, 2015 Update, pp. 109-111)

3.6 New Ideas for Reaching Underrepresented Populations

i.e. Ideas for Advertising, or for Gathering Opinions About Reaching Underrepresented Groups Through Advertising

3.6.1 Piggybacking on other meetings or activities

Teaming up with social service or other agencies that provide services or interact with underrepresented citizens can be useful in meeting these citizens face-to-face, getting the word out, or for gathering input. Piggybacking can include participating and getting on the agenda of agency meetings, or developing an arrangement with an agency or service to help you contact underrepresented citizens and get the word out.

Piggybacking usually guarantees that you will reach a greater number of people. Meeting people where they are is a good way to increase participation.

Some suggested agencies for piggybacking in Morgantown and Monongalia County are: Family Services, Meals on Wheels, Food Banks, Goodwill Industries, YMCA, Senior Centers and Assisted Living. You may also want to consider working with Transit Operators and Taxi Companies.

Some suggested business establishments for piggybacking: “places of worship, community centers, social service agencies, settlement houses, senior centers, meeting rooms in apartment complexes, restaurants, hair salons/barber shops, feed stores, shopping malls, convenience stores, libraries, community fairs, sporting events, and other places where traditionally underrepresented populations may congregate.” (US DOT, 2015 Update, p. 120; NAS, 2012, pp. 366-378; Ohio DOT pp. 5-1 to 5-7)

Keep in mind that a cold contact, such as a customer finding a brochure at the barber shop or hair salon, will likely not result in further engagement unless the transportation agency is working with the barber or stylist and getting their buy-in and help to recruit people.

3.6.2 Briefings

Briefings are issue-focused meetings that transportation planners and officials hold with other officials or with members of the public. Briefings can be called to discuss immediate issues, project updates, or other important information, and can provide the opportunity for the participants to ask questions and provide candid feedback. They are a good way to establish communication, especially with groups that may be impacted by a project, and can offer opportunities to comment off the record. (US DOT, 2015 Update, pp. 111-114)

3.6.3 *Speakers or “Listeners” Bureaus and Public Involvement Volunteers*

A speakers’ bureau is a group of “trained representatives who can speak about a process or program.” These representatives can be members of the MPO and other transportation planning agencies, city or other government agency staff, or community members, i.e. public involvement volunteers. For example, the trusted allies and advocates you work with could participate as public involvement volunteers.

These speaker bureau representatives can be available to meet with local organizations to discuss any number of transportation topics. In the case of advertising a meeting or getting the word out, a speakers’ bureau representative could attend social service agency meetings or events attended by underrepresented citizens to talk with them about engaging in transportation meetings or planning.

A key focus of a speakers’ bureau is to not only speak, but to “listen.” In other words, the most important goal is to engage in two-way communication with the audiences. These engagements not only help get the word out, they can provide important feedback from underrepresented citizens. (US DOT, 2015 Update, pp. 115-119)

3.6.4 *Engaging Employers*

COULD DEVELOP INFORMATION HERE ABOUT ENGAGING EMPLOYERS, PER LAURI’S SUGGESTION

3.6.5 *And Other Suggestions for “Taking it to the Streets!”*

Booths at fairs and festivals, kiosks in shopping areas, on-street meetings, site-visits, and knock-and-talk (one-on-one conversations via neighborhood canvassing) venues are being used more-and-more by transportation planning agencies throughout the country. They all have one important thing in common: they take the message to the people. (Ohio DOT pp. 5-1 to 5-7)

When possible, make sure a recognized community leader is present for these very public engagements. This can include a representative from the underrepresented community and/or an elected leader like the Mayor or City Council member. Perhaps a football, basketball, or other sports player or coach would participate. The presence of a community leader or entertainer helps underscore the importance of participating in transportation planning, and the strong desire on the community’s part to engage and interact with its underrepresented friends and neighbors.

While this module discusses these “Taking it to the Streets” ideas in terms of advertising transportation planning events to underrepresented populations, all of these venues can be used for gathering input, needs, recommendations, and other feedback. So it may be a good idea to take advantage of these opportunities for a variety of reasons.

3.7 Pulling it All Together: Worksheet for Conducting Interviews with Underrepresented Communities' Trusted Allies, Advocates, and other Key Contacts

DEVELOP A WORKSHEET TRANSPORTATION PLANNERS CAN USE THAT LISTS QUESTIONS AND INFORMATION TO GATHER FROM THEIR KEY CONTACT INTERVIEWS TO ACHIEVE THE FOLLOWING GOALS:

- First Goal: identify and engage representatives from underrepresented populations and the variety of agencies they interact with and gather info about the key people and organizations to work through
- Second Goal: interview these contacts about appropriate messages for underrepresented community members
- Third Goal: interview these contacts about appropriate communication venues for getting the message out.

Closing Summary

In the end there is no one-method or message that will work in your efforts to engage underrepresented populations in the transportation planning process. But by implementing the strategies described in these Modules, you can begin the process of developing important relationships, getting to know key people affiliated with underrepresented groups, and building trust and respect. You can then work more closely with these contacts to identify recommended advertising and outreach messages as well as underrepresented audiences' preferred communication channels and venues.

The importance of re-thinking and re-designing your advertising approaches so that they reach underrepresented audiences cannot be overstated. The key message is to *take the message to the audience*, vs. relying on the audiences finding you and your message. This strategy can be even more effective if you work with and through the underrepresented groups' trusted allies and advocates.

References

National Academies of Sciences, Engineering, and Medicine (2012.) *Practical Approaches for Involving Traditionally Underserved Populations in Transportation Decisionmaking*. "Conduct Outreach at Nontraditional Locations." pp. 366-378. Washington, DC: The National Academies Press. <https://doi.org/10.17226/22813>

Ohio Department of Transportation (2014). *The Ohio Department of Transportation Public Involvement Manual*. "Chapter 5-Underserved Populations." http://www.dot.state.oh.us/Divisions/Planning/Environment/manuals_guidance/Documents/Public%20Involvement/Public%20Involvement%20Manual%202014/Public%20Involvement%20Manual%20Chapter5.pdf

Full Document:

http://www.dot.state.oh.us/Divisions/Planning/Environment/NEPA_policy_issues/PUBLIC_INVOLVEMENT/Pages/default.aspx

U.S. Department of Transportation, FHWA/FTA (No Date). *Transportation Planning Capacity Building: Planning for a Better Tomorrow*. Public Involvement Techniques. 1. Informing People Through Outreach and Organization; 1.C.g – Media Strategies.

https://www.planning.dot.gov/publicinvolvement/pi_documents/1c-g.asp#toc1C-g

(accessed June 2019)

U.S. Department of Transportation, FHWA/FTA (No Date). *Transportation Planning Capacity Building: Planning for a Better Tomorrow*. Public Involvement Techniques. 1. Informing People Through Outreach and Organization; 1.C.b – Information Materials.

https://www.planning.dot.gov/publicinvolvement/pi_documents/1c-b.asp#toc1C-b

(accessed June 2019)

U.S. Department of Transportation (2015 Update). Public Involvement Techniques for Transportation Decisionmaking. “Establishing Communication Outside of Meetings”

https://www.fhwa.dot.gov/planning/public_involvement/publications/pi_techniques/fhwahep15044.pdf

Recommended Reading

Transportation4America (2014). *The Innovative MPO: A Guidebook for Metropolitan Transportation Planning*. “Focus Area 2: Engaging Communities in Regional Decision-Making.”

<http://www.t4america.org/wp-content/uploads/2014/12/The-Innovative-MPO-Focus-Area-2.pdf>

END OF SELF-STUDY MODULE 3+++++