

Outreach Efforts Related to Mitigating Impacts on Cultural Resources: A Survey of State Practice

Requested by

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January 24, 2011

The Caltrans Division of Research and Innovation (DRI) receives and evaluates numerous research problem statements for funding every year. DRI conducts Preliminary Investigations on these problem statements to better scope and prioritize the proposed research in light of existing credible work on the topics nationally and internationally. Online and print sources for Preliminary Investigations include the National Cooperative Highway Research Program (NCHRP) and other Transportation Research Board (TRB) programs, the American Association of State Highway and Transportation Officials (AASHTO), the research and practices of other transportation agencies, and related academic and industry research. The views and conclusions in cited works, while generally peer reviewed or published by authoritative sources, may not be accepted without qualification by all experts in the field.

Executive Summary

Background

When transportation projects impact cultural resources that are significant in American archaeology, architecture, history, engineering or similar activities, federal and state laws require that Caltrans and other state and local transportation agencies take action to mitigate these impacts. The communication and explanation of these mitigation activities to affected populations and the public are an important part of the overall mitigation effort.

Caltrans is interested in identifying best practices for developing cost-effective public outreach measures as part of mitigation for project delivery. To aid in this effort, this Preliminary Investigation aims to synthesize the ways in which other transportation agencies conduct and evaluate their outreach efforts related to mitigation of impacts on cultural resources, addressing such issues as:

- Methods used for outreach.
- Content and format of the outreach.
- Assessing the effectiveness of outreach methods.

Summary of Findings

To gather information about how other transportation agencies conduct and evaluate their outreach efforts related to mitigation of impacts on cultural resources, we distributed a brief online survey to members of the AASHTO Standing Committee on the Environment. To augment the results of this **Survey of Current Practice**, we highlight **Other Cultural Resource Management Outreach Programs** and provide a brief discussion of **National Guidance**. The three sections of this Preliminary Investigation are summarized below.

Survey of Current Practice

- Nineteen state transportation agencies responded to the survey. All respondents described more than one approach to outreach.
- Factors mentioned by respondents as contributing to determining the method of outreach include community interests, project location, the nature of the project, the type and significance of resources affected, and project impacts.
- Formats for outreach varied by agency and could be categorized as follows:

- Meeting with the public.
 - Electronic media.
 - Education/instruction.
 - Printed materials.
 - Displays and posters.
 - Exhibits and markers.
 - Tribal communication.
 - National Environmental Policy Act (NEPA).
 - Other.
- The most commonly used forms of outreach among respondents are web sites, public meetings and printed reports.
 - Respondents provided a wide variety of examples of outreach efforts, including:
 - Blogs.
 - Brochures.
 - Educational resources.
 - Interpretive signage.
 - Newsletters.
 - Posters.
 - Videos.
 - Web sites.

See page 7 of this Preliminary Investigation for links to sample projects.

- Only three respondents reported the use of some type of measurement to assess the effectiveness of outreach efforts.
 - Georgia DOT measures effectiveness by examining the number of web site hits, quantities of public outreach documents depleted, and the incorporation of outreach into local programs or adoption of specific initiatives.
 - Michigan DOT considers completion of all cultural resource mitigation commitments as its measurement; similarly, North Carolina DOT uses meeting project schedules as its metric for measuring outreach effectiveness.
- Informal approaches to assessing the effects of outreach efforts noted by respondents include general feedback (Missouri DOT) and acceptance of mitigations by interested parties (Missouri and Oklahoma DOTs).
- None of the respondents reported formal measurement of costs and benefits, but Georgia DOT did note a 10 percent set-aside of its overall mitigation budgets for the development of public outreach.

Other Cultural Resource Management Outreach Programs

- Delaware DOT incorporates public outreach and education into every cultural resource management project, and considers its web site to be the flagship of the DelDOT Cultural Resources program. The web site includes a searchable database and offers the option of e-mail alerts to inform users of new additions to the site.
- A recent conference presentation highlighted the DelDOT Cultural Resources web site.

National Guidance

- A survey of state DOTs and other groups conducted in connection with a 2005 NCHRP report sought to identify best practices in managing archaeological investigations.
 - Results of the survey indicated that the majority of state DOTs' public outreach efforts are project-specific and often ad hoc.
 - Examples of outreach efforts cited in the report include booklets, web sites, educational modules and public participation during archaeological investigations.
- A brochure, produced by the Society for American Archaeology in collaboration with other national agencies and organizations, seeks to promote the benefits of archaeology. Among the recommendations are including public outreach in all archaeology projects; developing an Internet page; providing state travel

offices and local convention and visitor bureaus with information on archaeological travel destinations; and building partnerships.

Gaps in Findings

Caltrans is interested in learning more about the outreach efforts undertaken by Delaware DOT's cultural resources program. While we provide information about the Delaware DOT program in **Other Cultural Resource Management Outreach Programs**, Delaware DOT did not respond to our initial survey request, and we are awaiting a response to a follow-up request to complete the survey. We will send on this information when we receive it.

Web-based outreach in the United Kingdom (U.K.) is also of interest to Caltrans. Our research did not identify any publications describing outreach by transportation agencies in the U.K. with regard to mitigating impacts on cultural resources.

Next Steps

Caltrans might consider the following in a continuing evaluation of best practices for developing cost-effective outreach efforts related to mitigation of impacts on cultural resources:

- Contacting states with active outreach programs to determine the applicability of certain practices to Caltrans, including:
 - Georgia DOT, which sets aside approximately 10 percent of its overall mitigation budgets, when applicable, for outreach efforts.
 - Delaware DOT, which is using its web site as the primary tool to promote its cultural resources program, and has developed a searchable database that includes reports and other documents related to cultural resources.
- Investigating the use of online tools to monitor the success of public outreach efforts.
 - Delaware DOT uses Google Analytics to track web site use.
- Informing Caltrans' current educational outreach efforts by consulting with other states that have developed lesson plans and other educational resources, including Georgia and Texas DOTs, Washington State DOT, and the Pennsylvania Turnpike Commission.
- Consulting with Texas DOT to learn more about a project in process that uses a web site to post project information and requests public comment.
- Considering the use of new outreach formats, including:
 - Podcasts, which are being developed by Georgia and Washington State DOTs for some larger projects.
 - Blogs, which are used by the Maryland State Highway Administration and Washington State DOT.

Survey of Current Practice

We conducted a brief online survey of members of the AASHTO Standing Committee on the Environment to gather information from state DOTs with experience in conducting and evaluating outreach efforts related to mitigation of impacts on cultural resources. The survey consisted of the following questions:

1. Does your agency use a single method for outreach to affected populations and the public related to the mitigation of transportation impacts on cultural resources? If there is not a single method, do you use different methods tailored for each mitigation project?
2. What is the format of the outreach, e.g., posters, roadside billboards, pamphlets, printed reports, web sites, videos, public meetings, kiosks at rests areas, etc.?
- 2a. Can you provide us with links or information related to recent outreach projects?
3. Do you measure the effectiveness of the outreach methods used? If so, how?
- 3a. How are the costs and benefits measured?
4. Please provide contact information for the staff member in your agency responsible for outreach efforts related to mitigation of impacts on cultural resources.

We received responses from 19 state transportation agencies:

- Georgia.
- Idaho.
- Indiana.
- Iowa.
- Maryland.
- Michigan.
- Missouri.
- Montana.
- Nebraska.
- New Hampshire.
- North Carolina.
- Oklahoma.
- Oregon.
- Pennsylvania (Turnpike Commission).
- South Carolina.
- Tennessee.
- Texas.
- Washington.
- West Virginia.

See **Survey Results** beginning on page 10 for the full text of all survey responses.

The survey gathered information in five key topic areas related to outreach efforts associated with the mitigation of impacts on cultural resources:

- Outreach Methods.
- Outreach Formats.
- Examples of Outreach Efforts.
- Measuring the Effectiveness of Outreach.
- Costs and Benefits of Outreach.

Key findings from the survey follow.

Outreach Methods

- All respondents described more than one approach to outreach, with Georgia and Washington State DOTs noting that a one-size-fits-all approach does not apply to cultural resource outreach programs.
- Factors mentioned by respondents as contributing to determining the method of outreach include:
 - Community interests/location (Iowa, Maryland, Missouri, Montana, Nebraska, New Hampshire and Pennsylvania).
 - Nature of the project (Iowa, Missouri, New Hampshire, North Carolina, Pennsylvania, Texas and Washington).
 - Resources affected (Idaho, Iowa, Missouri, Nebraska, Pennsylvania and South Carolina).

- Types of impacts (Idaho, Iowa and Pennsylvania).
- Level of mitigation (Pennsylvania).
- Significance of the resource (South Carolina).
- Project timeline (Missouri).

Outreach Formats

- The tables below summarize survey responses in the following categories of outreach:
 - Meeting with the public.
 - Electronic media.
 - Education/instruction.
 - Printed materials.
 - Displays and posters.
 - Exhibits and markers.
 - Tribal communication.
 - National Environmental Policy Act (NEPA).
 - Other.

Meeting with the Public

Activity	State(s)
Archaeology Days/History Day	Georgia, Maryland, West Virginia
Consulting party meetings	Indiana, Oklahoma
Interviewing the public for local histories	Missouri
One-on-one contact	Idaho, Iowa, North Carolina, Texas, Washington
Open house/tours of archaeological investigations	Maryland, Missouri, Montana, Texas
Public meetings	Georgia, Idaho, Indiana, Iowa, Michigan, Nebraska, Oklahoma, Oregon, Tennessee, Washington, West Virginia
Virtual public meetings	Missouri

Electronic Media

Activity	State(s)
Blogs	Maryland, Washington
FTP sites, e-mail	Washington
Podcasts	Georgia, Washington
Videos	Georgia, Oregon, Texas
Web sites	Georgia, Idaho, Indiana, Iowa, Maryland, Michigan, Missouri, Nebraska, New Hampshire, Oklahoma, Oregon, South Carolina, Texas, Washington, West Virginia

Education/Instruction

Activity	State(s)
Collaboration with schools	Montana
Display of artifacts in the school library	Pennsylvania
Lectures	Missouri, Washington
Lesson plans/educational kits	Georgia, Pennsylvania, Texas, Washington

Printed Materials

Activity	State(s)
Brochures	Georgia, Maryland, Michigan, Montana, Texas, Washington
Handouts with comment sheets	West Virginia
Newsletters	Iowa, North Carolina
Newspaper ads and articles/journal articles	Montana, North Carolina, Oklahoma, West Virginia
Popular reports and publications	South Carolina, Tennessee
Press releases	West Virginia
Printed reports	Georgia, Idaho, Michigan, Missouri, New Hampshire, Oklahoma, Tennessee, Texas
Public notices	Indiana, Iowa
Reports of archaeological sites	Michigan, North Carolina, Oklahoma

Displays and Posters

Activity	State(s)
Displays/panels	Missouri
Information boards (rest areas and elsewhere)	Michigan, Missouri, Washington
Posters	Georgia, Texas

Exhibits and Markers

Activity	State(s)
Interpretive/roadside signage	Georgia, Indiana, Maryland, New Hampshire, Tennessee
Kiosks	Georgia, Missouri, Oregon, Tennessee
Museum exhibition	New Hampshire, Tennessee
State historic markers	New Hampshire

Tribal Communication

Activity	State(s)
Coordination letters to Indian tribes	Nebraska
Field schools for tribal members/information sessions for tribal elders	Oregon
Individual meetings	Washington
Standardized mail-in response form	Iowa
Tribal summit	Iowa

NEPA

Activity	State(s)
Distribute NEPA or other formal mitigation documents	Iowa, Michigan, Nebraska
Tailor to NEPA process	Oklahoma, Oregon, Nebraska, Texas

Other

Activity	State(s)
Guidelines for historic driving tours	South Carolina
Marketing of bridges	Oklahoma
Partnership development with other organizations	Georgia, Iowa, Oregon, Texas

- The most commonly used formats for outreach are:
 - Web sites (15 agencies).
 - Public meetings (11 agencies).
 - Printed reports (eight agencies).
- Some respondents noted that the outreach format may be determined by the community affected.
 - Outreach efforts targeted to the Native American community are part of the cultural resource outreach programs of Iowa and Oregon DOTs and the Nebraska Department of Roads.
 - Iowa DOT may publish public notices and other documents associated with a mitigation project in multiple languages based on a review of census data that identifies affected groups in the project area.

Examples of Outreach Efforts

Below we highlight some examples of outreach provided by survey respondents.

Blogs

Maryland

Bladensburg Archaeology Project, Blog, Maryland State Highway Administration.

<http://bladenarch.blogspot.com/>

Excavations of the Bladensburg battlefield and its significance to the War of 1812 are documented in this blog. A public outreach campaign included public workshops that incorporated the interests and goals of the community into project research.

Washington

Welcome to Our Fallout Shelter Under I-5, WSDOT Blog, Washington State Department of Transportation, May 2010.

<http://wsdotblog.blogspot.com/2010/05/welcome-to-our-fallout-shelter-under-i.html>

This blog provides a brief history of a 1960s-era fallout shelter that was found tucked away underneath a Seattle bridge on I-5. A unique part of Seattle's Cold War history, this fallout shelter is the only one known to exist as part of a highway.

Brochures

Georgia

Battery Hamilton and the Siege of Fort Pulaski, Brochure, Georgia Department of Transportation, undated.
<http://www.nps.gov/history/seac/pulaski/BatteryHamilton/brochure.pdf>

This brochure describes the archaeology of Battery Hamilton, a federal gun battery associated with the bombardment of Fort Pulaski during the Civil War.

Texas

Davis Mountains State Park Highway, Brochure, Texas Department of Transportation, undated.
ftp://ftp.dot.state.tx.us/pub/txdot-info/trv/fort_davis_brochure.pdf

As a result of work associated with a Depression-era road corridor, Texas DOT developed this tour brochure for historic Davis Mountains State Park Highway for use by local organizations or tourists.

Educational Resources

Georgia

The Immortal 600, Teacher's Resources, Georgia Department of Transportation, Federal Highway Administration (FHWA), Georgia Technology Authority, The History Workshop, undated.

http://www.gpb.org/georgiastories/story/immortal_six_hundred

The Immortal 600 are 600 Confederate prisoners of war who were deliberately left on the battlefield, exposed to 45 days of cannon fire from both the Confederate and Federal armies. The Immortal 600 teaching package includes video and lesson plans designed for eighth-grade students.

Washington

Tacoma Narrows Bridge, Washington State Department of Transportation, undated.

<http://www.wsdot.wa.gov/TNBhistory/>

This web site was developed during the construction of the 2007 Narrows Bridge. The site has been preserved for historical value, but some of the information provided was outdated by the completion of the 2007 bridge. The site includes an interactive game and lesson plans for teachers of Washington state history.

Interpretative Signage

Georgia

River Street Maritime History Panels, City of Savannah, Georgia, undated.

<http://www.savannahga.gov/cityweb/savannahgagov.nsf/cb11f268b0d0188c852572960072f709/7eeb7188feb5f92185257530004fd605?OpenDocument>

In December 2008, the city of Savannah—in conjunction with the Georgia DOT and the Savannah Waterfront Association—unveiled 15 plaques highlighting Savannah's maritime history. The plaques, installed on the railings along the riverwalk, will be a permanent fixture of Savannah's waterfront. This web site provides links to preview the panels and a map of the panel locations.

Newsletters

Missouri

"Sifting Through History," *Pathways*, Missouri Department of Transportation, Winter 2003.

<http://www.modot.mo.gov/ehp/documents/SiftingHistory-PathwaysWinter03.pdf>

Due to the location of the Silver Creek/Plato Site and proximity to Plato schools, Missouri DOT opened the excavation to local school groups and offered guided tours of the site. This article describes the public outreach at the Silver Creek and Pendleton sites.

Posters

Georgia

Georgia Flashback, Poster, Georgia Department of Transportation, undated.

<ftp://dotpublic.dotoutside02@ftp.dot.state.ga.us/DOTFTP/Anonymous-Public/GDOT%20Public%20Outreach%20Mitigation/GA%20Flashback%20Poster.pdf>

This poster, promoting the Georgia Flashback! Game, is displayed in schools throughout Georgia.

Videos

Georgia

The New Echota Traditional Cultural Properties Study, Georgia Department of Transportation, FHWA, 2003.
<http://www.archaeologychannel.org/content/video/newechota.html>

New Echota was the first capitol of the Cherokee Nation from 1825 to 1838 prior to the Cherokee's forced removal from the Southeast, marking the beginning of the "Trail of Tears." A Traditional Cultural Property study was initiated by the FHWA–Georgia Division and the Georgia DOT to determine the continuing significance of New Echota in the lives of the Cherokee people. This 25-minute video depicts the history of the Cherokee Nation and the meaning of New Echota.

Texas

Once Upon a Time Ransom Williams Crossed State Highway 45 Southwest, KLRU-TV, Capital of Texas Public Telecommunications Council, 2010.

<http://www.klrutv.org/juneteenth/2010/williams.html>

Information derived from archeological investigations of an African-American family living in a predominately white community during the Reconstruction era was showcased in local media outlets, including the local public television station. The link above provides online access to a video associated with the project.

Web Sites

South Carolina

Native American Pottery in South Carolina, Beaufort County, South Carolina, South Carolina Department of Transportation, South Carolina Department of Archives and History, 2009.

<http://scnpr.info/pottery%20website/index.html>

The purpose of this web site is to introduce the reader to the pottery found in South Carolina and the literature that defines it.

Gee Creek Archaeological Sites, I-5 – SR 502 Interchange, Washington State Department of Transportation, undated.

<http://www.wsdot.wa.gov/Projects/SR502/Interchange/archSites.htm>

Prior to construction of a new I-5 interchange, archaeological investigations of the project area resulted in the discovery of archaeological sites in the vicinity of the interchange, the Gee Creek sites. These appear to be the traces of past use of the area by Native Americans. Topics addressed in this web site include the chronology, paleoenvironment, technology, subsistence and settlement of the site.

Measuring the Effectiveness of Outreach

- Only three respondents reported some type of measurement to assess the effectiveness of outreach efforts.
 - Georgia DOT measures effectiveness, but not critically. Gauges of success include the number of web site hits, quantities of public outreach documents depleted, and the incorporation of outreach into local programs or adoption of specific initiatives (for example, linking to a Georgia DOT podcast).
 - Michigan DOT measures the success of its efforts by the completion of all cultural resource mitigation commitments. Similarly, North Carolina DOT notes that meeting project schedules is its only metric for measuring outreach effectiveness.
- Several respondents noted informal approaches to assessing the effects of outreach efforts.
 - Missouri DOT relies more on general feedback, noting that costs are monitored but the benefits are not.
 - For Missouri and Oklahoma DOTs, if the mitigations have been accepted by the state historic preservation office (SHPO), FHWA and other interested groups, the outreach can be considered successful.
 - Texas DOT reports a project in process that uses e-mails to direct interested parties to a web site which provides project information and mitigation reports. E-mail recipients are asked to comment on the posts and the associated projects.

- Iowa DOT notes the difficulties associated with measuring effectiveness when some controversial projects are inevitably met with displeasure by some segments of the community.

Costs and Benefits of Outreach

- None of the respondents reported formal measurement of costs and benefits.
- Two respondents—Georgia and Oregon DOTs—commented in some way on costs and benefits.
 - Approximately 10 years ago, Georgia DOT began setting aside 10 percent of overall mitigation budgets, when applicable, for the development of public outreach to disseminate project results or outlets that promote cultural awareness.
 - While not a formal cost/benefit analysis, annual reporting allows Oregon DOT to reflect on some of the costs and benefits associated with outreach programs and review areas that may benefit from new procedures or detailed guidance.

Survey Results

The full text of each survey response is provided below. For reference, we have included an abbreviated version of each question before the response; for the full question text, please see page 4 of this Preliminary Investigation.

Georgia

Contact: Eric Duff, Cultural Resources Section Chief, Office of Environmental Services, Georgia Department of Transportation, (404) 631-1071, eduff@dot.ga.gov.

1. **Outreach methods:** No, cultural resources are too dynamic and our customer base is too varied to restrict ourselves to a single method for outreach. The adage “one size fits all” really doesn’t have applicability within a vigorous cultural resource program. Yes, our overall goal with outreach is to create legacy in the public’s eye. We want to show our customers that they receive a broader return for their investment beyond an improved transportation facility, and that GDOT strives to improve the quality of life by developing projects that exhibit design, engineering, construction and environmental excellence.
 2. **Outreach format:** GDOT uses a combination of different public outreach formats. These include partnership building with outside entities for marketing purposes (providing a state and national forum to highlight the results of our mitigation efforts), brochures, posters, web sites, public meetings (such as Archaeology Days and required public meetings in communities affected by our mitigation to disseminate data), printed reports, videos, kiosks, etc. In general, we don’t restrict ourselves to a single format of public outreach, but develop it based on the nature of the mitigation activity, community outlets and target audience on the local, state and national level commensurate with the data.
- 2a. **Links or information for recent outreach projects:**
 Georgia DOT’s *Public Outreach* web site offers links to a range of media used in connection with its public outreach: audio/video, news articles, occasional papers, photo gallery, publications and reports (see <http://www.dot.state.ga.us/informationcenter/programs/environment/resources/Pages/default.aspx>). Listed below are selected links to outreach efforts associated with specific projects.

Printed Materials

Vernonburg, Georgia, Brochure, Georgia Department of Transportation, undated.

<http://www.dot.ga.gov/informationcenter/programs/environment/resources/outreach/Documents/Publications/Vernonburg-GA-Booklet.pdf>

Georgia DOT produced this illustrated history of Vernonburg, a small community near Savannah.

Georgia Flashback, Poster, Georgia Department of Transportation, undated.

<ftp://dotpublic:dotoutside02@ftp.dot.state.ga.us/DOTFTP/Anonymous-Public/GDOT%20Public%20Outreach%20Mitigation/GA%20Flashback%20Poster.pdf>

This poster, promoting the Georgia Flashback! Game (see **Educational Programs and Resources** below),

is displayed in schools throughout Georgia.

Battery Hamilton and the Siege of Fort Pulaski, Brochure, Georgia Department of Transportation, undated.

<http://www.nps.gov/history/seac/pulaski/BatteryHamilton/brochure.pdf>

This brochure describes the archaeology of Battery Hamilton, a federal gun battery associated with the bombardment of Fort Pulaski during the Civil War. The preservation and stabilization plan is available at <http://www.nps.gov/history/seac/pulaski/BatteryHamilton/plan.pdf>, and the archaeological report is available at <http://www.nps.gov/history/seac/pulaski/BatteryHamilton/report.pdf>.

Lincoln County Lost: Lincoln County Before the Dam, Occasional Papers in Cultural Resource Management #20, Georgia Department of Transportation, 2010.

<ftp://ftp.dot.state.ga.us/DOTFTP/Anonymous-Public/GDOT%20Public%20Outreach%20Mitigation/Lincoln%20County%20Lost.pdf>

(A login may be required to access this report on Georgia DOT's FTP site: username = *dotpublic*; password = *dotoutside02*.)

This report is an example of Georgia DOT's Occasional Paper series. Occasional Papers are forwarded to universities, professional organizations, libraries and historical societies throughout the Southeast.

Created in 1952 before environmental laws protecting historic resources were enacted, the J. Strom Thurmond Dam and Lake at Clarks Hill was constructed without a historic structures survey of the area, and no known documentation of individual resources remained. This report describes efforts to locate historic photographs and/or written descriptions of the structures destroyed during the construction of the dam and reservoir.

Interpretative Signage

River Street Maritime History Panels, City of Savannah, GA, undated.

<http://www.savannahga.gov/cityweb/savannahgagov.nsf/cb11f268b0d0188c852572960072f709/7eeb7188feb5f92185257530004fd605?OpenDocument>

In December 2008, the city of Savannah—in conjunction with the Georgia DOT and the Savannah Waterfront Association—unveiled 15 plaques highlighting Savannah's maritime history. The plaques, installed on the railings along the riverwalk, will be a permanent fixture of Savannah's waterfront. This web site provides links to preview the panels and a map of the panel locations.

Videos

The Archaeology Channel, Archaeological Legacy Institute

<http://www.archaeologychannel.org/>

The Archaeology Channel web site is the top priority of the Archaeological Legacy Institute (ALI), an independent, nonprofit, tax-exempt research and education corporation. ALI was founded to address a number of critical issues facing archaeology and its potential beneficiaries.

Two Georgia DOT-produced videos headline the main page of *The Archaeology Channel*:

- **The New Echota Traditional Cultural Properties Study**, Georgia Department of Transportation, FHWA, 2003.
<http://www.archaeologychannel.org/content/video/newechota.html>
New Echota was the first capitol of the Cherokee Nation from 1825 to 1838 prior to the Cherokee's forced removal from the Southeast, marking the beginning of the "Trail of Tears." A Traditional Cultural Property study was initiated by the FHWA–Georgia Division and the Georgia DOT to determine the continuing significance of New Echota in the lives of the Cherokee people. This video depicts the history of the Cherokee Nation and the meaning of New Echota.
- **Water Witch: Traversing the Seas of History**
<http://www.archaeologychannel.org/content/video/waterwitch.html>
This video documents the rediscovery of the CSS Water Witch by remote sensing during an

archaeological survey by Georgia DOT to prepare for bridge construction.

Educational Programs and Resources

Archaeology Dig, Jimmy Carter Education Program.

http://www.jimmycarter.info/offsite_7.html

In a partnership with FHWA and Georgia DOT that began in the spring of 2004, the Jimmy Carter Education Program provides students in Sumter and Schley counties a hands-on introduction to archaeology field methods and excavation on FHWA- and GDOT-sponsored archaeology projects in Sumter County that are fully supervised by professional archaeologists.

The Immortal 600, Teacher's Resources, Georgia Department of Transportation, FHWA, Georgia Technology Authority, The History Workshop, undated.

http://www.gpb.org/georgiastories/story/immortal_six_hundred

The Immortal 600 are 600 Confederate prisoners of war who were deliberately left on the battlefield, exposed to 45 days of cannon fire from both the Confederate and Federal armies. The Immortal 600 teaching package includes video and lesson plans designed for eighth-grade students.

Georgia Flashback!, Georgia Department of Transportation, Greenhorne & O'Mara, The History Workshop, undated.

<http://www.georgiaflashback.org/>

This web site is developed for eighth-grade students in Georgia. The game teaches students about Georgia history, architecture and cultural geography.

Electronic Media

Podcasts, Georgia Department of Economic Development, undated.

<http://www.georgia.org/GeorgiaIndustries/Tourism/Programs/Pages/Podcasts.aspx>

Georgia DOT's history of the Old Federal Road and podcast driving tour can be found at this web site.

Avondale Burial Place Project Website, Georgia Department of Transportation, undated.

www.avondaleburialplace.org

Georgia DOT uses this web site to provide descendants and interested members of the community with information on a burial site identified in connection with a proposed roadway extension.

3. **Measure effectiveness of outreach methods?** Yes, but not critically. It's hard to quantify the effectiveness of outreach. Quantities of available brochures, posters and public outreach material are depleted at venues, and there are requests for additional copies. Certainly this is a gauge to suggest that our material is being consumed by an interested public. Our web sites are tracked for "hits" to gauge popularity of the public outreach format. Many of our public outreach components are embedded in communities (such as the Vernonburg booklet or the Maritime River Street Panels in Savannah; see above links), so the ultimate success of these formats is their incorporation into local government cultural heritage tourism programs. The success of our public outreach is also noted by how others adopt the initiative. For example, GDOT's Old Federal Road podcast was reviewed favorably by a travel agent and the link to the podcast was "picked up" and incorporated permanently into the heritage tourism programs of the following entities: Dalton Area Convention & Visitors Bureau; Cherokee County Historical Society; Georgia Trail of Tears Society; and the Walker County Chamber of Commerce.
- 3a. **How are costs and benefits measured?** As most cultural resource managers know, the cost of mitigation has accelerated at an alarming pace. Given the financial commitment required for mitigation, which is mandated for projects to advance through the transportation planning process, it became a priority for GDOT that our customers see a result of their expenditures related to cultural resource mitigation. Roughly 10 years ago, the department made the commitment to set aside approximately 10 percent of overall mitigation budgets (when applicable) for the development of a public outreach format for dissemination of results, or for developing outlets that promote cultural awareness and respect for our shared cultural heritage at the local, state and national levels.

We generally feel that the benefits of our cultural resource mitigation speak for themselves. Our projects (Immortal 600, Water Witch, Old Federal Road and New Echota) have been recognized with both national-

and state-level awards. This recognition is a testimony to the success of the initiatives as “best practices” in the area of public outreach, and shows that GDOT lives up to its mission statement to provide a safe, seamless and sustainable transportation system that supports Georgia’s economy and is sensitive to its citizens and environment.

4. **Staff contact information:** Eric Anthony Duff, Cultural Resources Section Chief, Office of Environmental Services, Georgia Department of Transportation, (404) 631-1071, eduff@dot.ga.gov.

Idaho

Contact: Marc Münch, State Highway Archaeologist, Idaho Transportation Department, (208) 334-8449, marc.munch@itd.idaho.gov.

1. **Outreach methods:** ITD completes various forms of public outreach regarding mitigation to resolve adverse effect to historic properties as a result of our transportation projects. We usually tailor the method based on the types of impacts and the types of resources affected.
2. **Outreach format:** ITD has used public meetings, private meetings (we have identified interested parties and included them in a one-on-one format), printed reports and web site information.
- 2a. **Links or information for recent outreach projects:** [No response.]
3. **Measure effectiveness of outreach methods?** No.
- 3a. **How are costs and benefits measured?** [No response.]
4. **Staff contact information:** Marc Münch, State Highway Archaeologist, Idaho Transportation Department, (208) 334-8449, marc.munch@itd.idaho.gov.

Indiana

Contact: Staffan D. Peterson, Cultural Resources Manager, Environmental Services, Indiana Department of Transportation, (317) 232-5161, stpeterson@indot.in.gov.

1. **Outreach methods:** Different methods are tailored for each mitigation project.
2. **Outreach format:** Public notices; public meetings; consulting party meetings; roadside signage, web page (for historic bridges only).
- 2a. **Links or information for recent outreach projects:**
Historic Bridges Marketing Program, Green Initiatives, Indiana Department of Transportation, undated. <http://www.in.gov/indot/2967.htm>
This website offers information on the status of historic bridges (pending, available or preserved).
3. **Measure effectiveness of outreach methods?** Unclear on what is meant by “effectiveness.”
- 3a. **How are costs and benefits measured?** [No response.]
4. **Staff contact information:** Staffan D. Peterson, Cultural Resources Manager, Environmental Services, Indiana Department of Transportation, (317) 232-5161, stpeterson@indot.in.gov.

Iowa

Contact: Jim Rost, Director, Office of Location & Environment, Iowa Department of Transportation, (515) 239-1798, jim.rost@dot.iowa.gov.

1. **Outreach methods:** We have one basic methodology; however, depending on the particular impact there are variations in our process.
 - a. Most generic. We use the NEPA document and both public information and public hearings for outreach. Our documents are available in several different forms, including on our web site. On large projects (for us, >\$300 million), we’ll have newsletters and use local advisory groups through the PE [preliminary engineering] and final design phases.
 - b. In cases of historic districts, potential effects on register-listed (or eligible) structures, or significant EJ [environmental justice] issues, we’ll meet with affected groups individually or have

one-on-one meetings in the case of an eligible structure. For other Title VI issues, we'll look at the census data and seek input from the PMO/TMA [Project Management Office/Transportation Management Area] about affected groups in the project area. If we find a presence, we'll publish NEPA, newsletters and public notices in more than English.

- c. In the case of Native American impacts, we typically manage their involvement via mail; however, we have one resident tribe in Iowa, and we deal with them one on one. About four years ago, we had a tribal summit where we brought all tribes with interest in our state together. From this meeting we developed individual MOUs [Memoranda of Understanding] about how they wanted to be involved. We also developed a standardized one-page, preaddressed and prepaid response form.
2. **Outreach format:** See 1. above.
- 2a. **Links or information for recent outreach projects:** [No response.]
3. **Measure effectiveness of outreach methods?** No. We have considered measuring, but frankly I never figured out how to do that in a meaningful way. As I am sure is true for all of us, we tend to have large turnouts and involvement in controversial projects and very minimal in the others. On the controversial projects there are some winners and some who believe they were treated unfairly. I have never been comfortable using data gathered with that bias as a measurement of effectiveness, or satisfaction.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Jim Rost, Director, Office of Location & Environment, Iowa Department of Transportation, (515) 239-1798, jim.rost@dot.iowa.gov.

Maryland

Contact: Julie M. Schablitsky, Assistant Division Chief/Chief Archaeologist, Cultural Resources Section, Maryland Department of Transportation, State Highway Administration, (410) 545-8870, jschablitsky@sha.state.md.us.

1. **Outreach methods:** Each is tailored to the project and based on the desires of community, site and region.
2. **Outreach format:** [No response.]
- 2a. **Links or information for recent outreach projects:**

“Maryland State Highway Administration Supports Stewardship Through Archaeology,” *Successes in Stewardship*, FHWA, October 2010.
<http://www.environment.fhwa.dot.gov/strmlng/newsletters/oct10nl.asp>

This newsletter article describes the State Highway Administration’s (SHA’s) increased efforts over the last three years to enhance the visibility of archaeological excavations with public outreach activities that celebrate the state’s history and heritage. Examples of specific outreach efforts include:

 - Excavations of the Bladensburg battlefield and its significance to the War of 1812 are documented in the Bladensburg Archaeology Project blog available at <http://bladenarch.blogspot.com/>. A public outreach campaign included public workshops that incorporated the interests and goals of the community into project research. To encourage public involvement, SHA held a pre-excavation workshop and two public archaeology days that allowed the public to participate in the excavation. Signage, pamphlets and other educational resources will be developed and included as part of Maryland’s War of 1812 Bicentennial celebration.
 - Findings from surveys and excavations of a War of 1812 shipwreck will contribute to public educational resources, including promotional literature, a web site, wayside signage and other publications associated with the War of 1812. A blog about the project is available at <http://www.scorpionarchaeology.blogspot.com/>. A project web site is planned for launch in early 2011.
3. **Measure effectiveness of outreach methods?** No.
- 3a. **How are costs and benefits measured?** [No response.]
4. **Staff contact information:** Julie M. Schablitsky, Assistant Division Chief/Chief Archaeologist, Cultural Resources Section, Maryland Department of Transportation, State Highway Administration, (410) 545-

Michigan

Contact: Paul McAllister, Environmental Section, Project Planning Division, Michigan Department of Transportation, (517) 335-2622, mcallisterp@michigan.gov.

1. **Outreach methods:** Multiple methods.
2. **Outreach format:** For project development, MDOT often uses public meetings incorporating other project information and NEPA information. We sometimes meet directly with interested outside parties to discuss issues. We will often use information boards and handouts.
- 2a. **Links or information for recent outreach projects:** This is the link to MDOT's major projects, including cultural resource information: http://www.michigan.gov/mdot/0,1607,7-151-9621_11058---,00.html. MDOT also has information available to the public on its web site: http://www.michigan.gov/mdot/0,1607,7-151-9620_11154---,00.html. MDOT also has a small archaeological report program for major studies.
3. **Measure effectiveness of outreach methods?** For project development, MDOT considers a project a success with the completion of an MOA [Memorandum of Agreement], FONSI [finding of no significant impact] or ROD [Record of Decision]. MDOT complies with all its cultural resource mitigation commitments. Success is measured by the completion of those tasks required.
- 3a. **How are costs and benefits measured?** [No response.]
4. **Staff contact information:** Paul McAllister, Environmental Section, Project Planning Division, Michigan Department of Transportation, (517) 335-2622, mcallisterp@michigan.gov.

Missouri

Contact: Bob Reeder, Historic Preservation Manager, Design Division, Missouri Department of Transportation, (573) 751-0473, robert.reeder@modot.mo.gov.

1. **Outreach methods:** We use different methods depending on the nature of the project, the project's location, the nature of the resource and the project timeline. Our outreach has consisted of: general and resource-specific brochures for the public; displays and panels for larger or public meetings; panels or kiosks for parks and rest areas; open houses for archaeological excavations; distribution of formal mitigation documents to interested parties and local public libraries; interviewing members of the public to compile local histories; and making available staff as speakers for various school, public and professional groups.
2. **Outreach format:** In the past, we have used all of the above formats of outreach except for roadside billboards and videos. The format of the outreach really is based on the nature of the project and resource. Our approach is to typically use a format that can be prepared by in-house staff and resources. For formal HABS [Historic American Building Survey] and HAER [Historic American Engineering Record] mitigation documentation, we have used archival-quality media.
- 2a. **Links or information for recent outreach projects:** We have summaries of some mitigations on the MoDOT web page at <http://www.modot.mo.gov/ehp/HistoricPreservation.htm>, and we may include these as appropriate for virtual public meetings for projects.

There is a section under "Archaeology" and "Archaeology and the Public" [see <http://www.modot.mo.gov/ehp/ArchaeologyPublic.htm>] that describes some of our efforts. See <http://rwarn17588.wordpress.com/2009/05/21/route-66-welcome-center/> for Conway, MO, rest areas that we prepared extensive Route 66 historical panels for. This was not mitigation per se, but more public outreach.
3. **Measure effectiveness of outreach methods?** We have never attempted to formally measure the effectiveness or cost and benefits of our outreach. While we have a handle on our costs, we have never attempted to quantify the benefits from our outreach. We rely more on general feedback from public and various groups to indicate general effectiveness. On one level, the outreach can be considered successful as our projects have proceeded and our cultural resources mitigations have been accepted by the SHPO,

FHWA and others.

- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Bob Reeder, Historic Preservation Manager, Design Division, Missouri Department of Transportation, (573) 751-0473, robert.reeder@modot.mo.gov.

Montana

Contact: Steve Platt, Archaeologist, Montana Department of Transportation, (406) 444-0455, splatt@mt.gov.

1. **Outreach methods:** For the last few years MDT has been partnering with Montana Project Archaeology to bring archaeology into local schools and bring the local school kids out to the field to see archaeology in action. This has become a standard “public outreach” component of our archaeological mitigation efforts. In addition, MDT has provided public “tours” of archaeological excavations if the project is big enough and if the interest is there. We pretty much tailor the outreach to the location/closest community. Montana is a big state with a small human population, so not all excavation projects are ideally suited to much in the way of public outreach.
2. **Outreach format:** One of the stipulations in all of our mitigation projects is a requirement to publish the results in *Archaeology in Montana*. [*Archaeology in Montana* is a biannual publication sponsored by the Montana Archaeological Society. Its primary purpose is to publish the results of archaeological research in Montana.]
- 2a. **Links or information for recent outreach projects:** [No response.]
3. **Measure effectiveness of outreach methods?** We have never systematically measured the effectiveness of our archaeological public outreach efforts.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Steve Platt, Archaeologist, Montana Department of Transportation, (406) 444-0455, splatt@mt.gov.

Nebraska

Contact: Len Sand, Highway Environmental Program Manager, Planning & Project Development, Nebraska Department of Roads, len.sand@nebraska.gov.

1. **Outreach methods:** If potential impacts to cultural resources are identified, outreach may take the form of coordination letters to Indian tribes and/or be addressed as part of the NEPA process. Through the NEPA process consultation with State Historic Preservation Officer occurs and as appropriate with local historic groups. Typically, projects resulting in impacts to cultural resources are the type of project that would require preparation of a larger NEPA document (Environmental Assessment or an Environmental Impact Statement). Impacts would be discussed in the document and at the public hearing for the NEPA document. In the advertisement for the public hearing, comments provided relating to project impacts would include impacts to historic resources.
2. **Outreach format:** Greg Weinert, Nebraska Department of Roads Public Hearings Officer, has used several methods to announce meetings to include roadside signs, web sites and news releases. Greg can be contacted for additional information.
- 2a. **Links or information for recent outreach projects:** Contact information for additional information about outreach formats: Greg A. Weinert, Public Hearings Officer/Highway Commission Secretary, Communication Division, Nebraska Department of Roads, (402) 479-4871, greg.weinert@nebraska.gov.
3. **Measure effectiveness of outreach methods?** Citizens attending public meetings are asked to register and may be asked to comment how they were informed of the meeting. I am not aware of an attempt to measure the effectiveness of the outreach methods.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Len Sand, Highway Environmental Program Manager, Planning & Project Development, Nebraska Department of Roads, len.sand@nebraska.gov.

New Hampshire

Contact: Jill Edelman, Cultural Resources Assistant, Bureau of Environment, New Hampshire Department of Transportation, (603) 271-7968, jedelman@dot.state.nh.us.

1. **Outreach methods:** The NHDOT does not use a single method of public outreach during cultural resources mitigation. Outreach is typically tailored to each project and its location. That being said, it is typical for the department to send copies of reports to local historical societies and municipalities.
2. **Outreach format:** The department has completed outreach mitigation as small as a bridge plaque and as large as a museum exhibit. It is not uncommon for State Historic Markers to be established, interpretative signage to be used, reports printed and distributed, and material placed on web sites.
- 2a. **Links or information for recent outreach projects:** At the moment there are no web site links we can think of that will show that mitigation, aside from reports being placed on the NHDOT web site.
3. **Measure effectiveness of outreach methods?** To date, NHDOT has not developed a way to track the success (or failure) of some of the public outreach tools used thus far. We would be interested in such research, showing the effectiveness of public outreach.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Dr. Joyce McKay, Cultural Resources Manager, New Hampshire Department of Transportation, (603) 271-4049, jmckay@dot.state.nh.us; Jill Edelman, Cultural Resources Assistant, New Hampshire Department of Transportation, (603) 271-7968, jedelman@dot.state.nh.us.

North Carolina

Contact: Matt Wilkerson, Archaeology Group Leader, Environmental Resource Center, North Carolina Department of Transportation, (919) 431-1609, mtwilkerson@ncdot.gov.

1. **Outreach methods:** We do not have a single method for outreach. We use a variety of methods that depend on the details of the proposed project.
2. **Outreach format:** We have used everything from newsletters to newspaper articles and knocking on property owner doors requesting input from the public. We also rely heavily on our public involvement process for this purpose.
- 2a. **Links or information for recent outreach projects:** [No response.]
3. **Measure effectiveness of outreach methods?** We currently have no metrics for measuring outreach effectiveness other than meeting project schedules.
- 3a. **How are costs and benefits measured?** [No response.]
4. **Staff contact information:** Matt Wilkerson, Archaeology Group Leader, Environmental Resource Center, North Carolina Department of Transportation, (919) 431-1609, mtwilkerson@ncdot.gov.

Oklahoma

Contact: Dawn Sullivan, Environmental Programs Division Engineer, Oklahoma Department of Transportation, (405) 521-2927, dsullivan@odot.org.

1. **Outreach methods:** Currently our agency has initiated a notification process, usually done via local newspaper ad (Legal Notice) stating that an adverse effect has been determined for a resource (usually a county bridge). The ad further states what that adverse effect is (removal, retention in place, etc.). Our outreach program expands, for bridges, to the marketing phase when we inform the public via our web site (and perhaps other means?) that a bridge is eligible for adoption.
2. **Outreach format:** Legal Notice ad put in the local newspaper and the bridge marketing web site (<http://www.okladot.state.ok.us/env/toagoodhome/index.htm>). In addition to these, we have a public involvement aspect through our NEPA process, specifically public meetings. Public and consultant party meetings have been largely geared towards the mitigation of the adverse effect to the bridge. As far as implementing posters, billboards, pamphlets, kiosks and the like, we have not done this. There has been talk of producing a video as mitigation of an adverse effect. Reports have been traditionally associated with

archeological sites.

We are considering progressive ways to mitigate adverse effects to WPA [Works Project Administration] bridges, programmatically. We'd need to get the study initiated for those first, but we do discuss more mitigative efforts that are "outside the box." I don't know if the WPA example would qualify as outreach, though. We could certainly entertain an outreach component at the front end of the project. The anticipated results of the WPA study and any data it generates would be available to the public.

- 2a. **Links or information for recent outreach projects:** Certainly our truss and arch bridge study could be considered an example of outreach since these reports are on our web site and available for the public to use (http://www.okladot.state.ok.us/env/historical_bridges.htm).
3. **Measure effectiveness of outreach methods?** No, we haven't really measured the effectiveness yet of some of our recent ideas. Certainly we have had success in finding homes for bridges due to the marketing effort. Other agencies, and possibly the public, use the truss and arch bridge studies. Other than successful marketing of bridges, I don't know how we would measure the costs and benefits of outreach, unless we could attribute every successful mitigation where SHPO, public, consulting parties, ODOT and FHWA were happy with the outreach effort.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Dawn Sullivan, Environmental Programs Division Engineer, Oklahoma Department of Transportation, (405) 521-2927, dsullivan@odot.org; Scott A. Sundermeyer, Archaeologist, Environmental Programs Division, Oklahoma Department of Transportation, (405) 325-7201, ssundermeyer@ou.edu.

Oregon

Contact: Carolyn McAleer, Archaeology Program Manager & Cultural Resources Tribal Liaison, Oregon Department of Transportation, (503) 986-3309, carolyn.p.mcaleer@odot.state.or.us.

1. **Outreach methods:** Our agency usually follows the consultation process rather closely but has a public involvement policy tailored for NEPA; most outreach efforts are coordinated via this process.
2. **Outreach format:** Usually outreach is happening via public notice or public meetings, although web sites have been used in the past. Some forms of mitigation have taken on the form of videos and kiosks, or other interpretive avenues. Also, we have found that other creative mitigation options seem to give more back to the affected parties, like field schools for tribal members and information sessions for tribal elders. These have resulted in successful partnerships and only strengthen relationships.
- 2a. **Links or information for recent outreach projects:** [No response.]
3. **Measure effectiveness of outreach methods?** Currently there is no measure.
- 3a. **How are costs and benefits measured?** We have annual reporting which attempts to capture at least some of the costs, benefits, etc., and has allowed us to review areas within the programs that would benefit from new procedures or detailed guidance.
4. **Staff contact information:** Carolyn McAleer, Archaeology Program Manager & Cultural Resources Tribal Liaison, Oregon Department of Transportation, (503) 986-3309, carolyn.p.mcaleer@odot.state.or.us.

Pennsylvania (Turnpike Commission)

Contact: Dave Willis, Pennsylvania Turnpike Commission, (717) 939-9551, ext. 3570, dwillis@paturnpike.com.

1. **Outreach methods:** We have not used a single method of outreach, but have tailored our approaches to the projects. Our approaches have been defined based upon the level of mitigation required, the type of impact (archeological versus historic structures), the type/level of information obtained during the project, the interests of those groups (local historical society, etc.) in the project area, and through coordination with the SHPO.
2. **Outreach format:** We have implemented many of the methods included on your list, although we have not used billboards. In addition to those listed, on one particular project we developed a teaching curriculum for eight and ninth grades with the history and science faculty and spent a day in the classroom. We also

prepared a display of artifacts in the school library as part of that effort.

- 2a. **Links or information for recent outreach projects:** I don't have the time at the moment to provide you with examples, and several projects we had on our web site have been completed and removed, so I can't offer a link. If there's something specific you're interested in, let me know and I'll see if we have it readily available.
3. **Measure effectiveness of outreach methods?** We have not defined a quantitative means to evaluate effectiveness.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Dave Willis, Pennsylvania Turnpike Commission, (717) 939-9551, ext. 3570, dwillis@paturndpike.com.

South Carolina

Contact: Randy Williamson, Environmental Engineer, South Carolina Department of Transportation, (803) 737-1700, williamsrd@dot.state.sc.us.

1. **Outreach methods:** SCDOT regularly includes a public education component when mitigating the impacts of a transportation project on historic properties. There is no single method for outreach. The methods for public outreach are developed in consultation with the SHPO and other consulting parties. Methods for public outreach vary according to the significance and types of resources being impacted.

SCDOT has a liaison with the SHPO at the South Carolina Department of Archives and History. The liaison scopes the projects with the SCDOT team for the Advanced Project Planning Report [APPR] and provides comments that are incorporated into the APPR. At this time, potential problems with historic sites are discussed with the SCDOT cultural resources staff and outreach is sometimes made through the liaison with local historical groups and individuals, both early in the process and again during the mitigation phase. The SCDOT is also proactive with other members of the SHPO staff that may be contacted by individuals and groups.

The SCDOT has produced popular reports written at a middle school level for the past 30 years to accompany all technical reports generated by archaeological and historical mitigation reports. The SCDOT has also sponsored the completion of nomination forms for the National Register of Historic Places and historic preservation plans for historic properties. The SCDOT is currently developing guidelines for "driving historic tours" as mitigation for adverse effects to historic properties.

2. **Outreach format:** All of the above. [See 1. above.]
- 2a. **Links or information for recent outreach projects:**
Native American Pottery in South Carolina, Beaufort County, South Carolina, South Carolina Department of Transportation, South Carolina Department of Archives and History, 2009.
<http://scnapr.info/pottery%20website/index.html>
The purpose of this web site is to introduce the reader to the pottery found in South Carolina and the literature that defines it.
3. **Measure effectiveness of outreach methods?** SCDOT has not measured effectiveness, but would be interested in the results of this survey to determine methods for doing so.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Wayne Roberts, Chief Archeologist, South Carolina Department of Transportation, (803) 737-1645, robertswd@scdot.org.

Tennessee

Contact: Suzanne B. Herron, Director, Environmental Division, Tennessee Department of Transportation, (615) 741-2612, suzanne.herron@tn.gov.

1. **Outreach methods:** Generally, Tennessee conveys information about its mitigation measures in its reports. Consulting parties are provided project reports, maps and other graphics, and draft mitigation proposals to gather input prior to finalization and implementation. For sensitive resources, the general public is not provided detailed information due to concerns about looting and damage to historic properties and issues of the state's legal liabilities.
2. **Outreach format:** Generally, Tennessee conveys information about its mitigation measures in its reports and through information provided at public meetings.
- 2a. **Links or information for recent outreach projects:** One project resulted in a museum—the Great Smoky Mountains Heritage Center. Museum displays, interactive kiosks, bike and pedestrian trails with interpretive signs and popular publications were all part of the mitigation effort for the road improvement through Townsend, TN.
3. **Measure effectiveness of outreach methods?** No.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Martha Carver, Supervisor, Historic Preservation Section, Tennessee Department of Transportation, (615) 253-2461, martha.carver@tn.gov; Gerald Kline, Supervisor, Archaeology Section, Tennessee Department of Transportation, (615) 741-5257, gerald.kline@tn.gov.

Texas

Contact: Bruce Jensen, Supervisor, Historical Studies Branch, Environmental Affairs Division, Texas Department of Transportation, (512) 416-2628, bruce.jensen@txdot.gov.

1. **Outreach methods:** We use different methods, tailored to the particular project. These methods are developed in consultation with the Texas State Historic Preservation Officer. In addition to working with local preservation organizations (county historical commissions, archeological stewards and civic historic preservation offices, for example), we work with the SHPO to contact specific individuals with interests in historic properties. Several statewide organizations such as Preservation Texas, the Historic Bridge Foundation and the Texas Society of Archeologists also provide outreach opportunities.
2. **Outreach format:** We use posters, pamphlets, printed reports, web sites, videos, site tours and educational kits. For larger projects, we encourage project managers to develop public involvement plans at the beginning of project development to ensure that NEPA and NHPA [National Historic Preservation Act] public involvement efforts are coordinated. Cooperative opportunities to highlight the results of CRM [cultural resource management] work at the agency often arise through work with TxDOT's Travel Division, including their publications, web site, visitor centers and rest areas.
- 2a. **Links or information for recent outreach projects:**
Cultural Studies and Historic Contexts, Environmental Resources Publications, Texas Department of Transportation
www.txdot.gov/txdot_library/consultants_contractors/publications/environmental_resources.htm#studies
 Many of the cultural resource studies and historic contexts developed in mitigation for particular projects are posted on this web site to ensure their widespread availability.

The Varga Site: What We Can Learn from Technical Analyses of Archeological Remains, Texas Beyond History, The University of Texas at Austin, June 2009.

<http://www.texasbeyondhistory.net/varga/index.html>

Information derived from archeological investigations of a hunter-gatherer site is presented to showcase analytical techniques used in modern archeology for CRM purposes.

Once Upon a Time Ransom Williams Crossed State Highway 45 Southwest, KLRU-TV, Capital of Texas Public Telecommunications Council, 2010.

<http://www.klrutv.org/juneteenth/2010/williams.html>

Information derived from archeological investigations of an African-American family living in a

predominately white community during the Reconstruction era was showcased in local media outlets, including the local public television station. The link above provides online access to a video associated with the project.

Davis Mountains State Park Highway, Texas Department of Transportation, undated.

ftp://ftp.dot.state.tx.us/pub/txdot-info/trv/fort_davis_brochure.pdf

As a result of work associated with a Depression-era road corridor, Texas DOT developed this tour brochure for historic Davis Mountains State Park Highway for use by local organizations or tourists.

3. **Measure effectiveness of outreach methods?** No, we have not historically measured the programmatic effectiveness of these efforts. We are currently establishing a web site through which we might specifically evaluate our effectiveness on CRM issues (as opposed to project-specific efforts, which tend to be managed within the sponsoring districts). Our idea is to e-mail information about mitigation (and other) projects to lists maintained internally and to listservs maintained by avocational groups (e.g., the TXARCH-L list). The e-mails would direct traffic to the web site, where we would provide more detailed project information, including mitigation reports, and request comment on the posts and associated projects.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Archeology: Scott Pletka, Supervisor of Archaeological Studies, Environmental Affairs Division, Texas Department of Transportation, (512) 416-2631, spletka@dot.state.tx.us. Historical Studies: Bruce Jensen, Supervisor, Historical Studies Branch, Environmental Affairs Division, Texas Department of Transportation, (512) 416-2628, bruce.jensen@txdot.gov.

Washington

Contact: Scott S. Williams, Cultural Resources Program Manager, Washington State Department of Transportation, (360) 570-6651, willias@wsdot.wa.gov.

1. **Outreach methods:** WSDOT tailors our outreach efforts for each mitigation project, although there are certain things we do pretty consistently (see 2. below). We've found that our projects are varied enough, and the stakeholders' interests varied enough, that a "one size fits all" approach doesn't work very well. For example, we generally schedule individual meetings with different tribes to discuss mitigation with them, but we may hold community meetings for other stakeholders. For another project, we might conduct fewer meetings and rely more heavily on ftp sites and e-mail to conduct consultation, if that works better for the parties.
2. **Outreach format:** We use a variety of outreach measures, including web sites, pamphlets, and public lectures or presentations by staff, and on some of our larger projects we are starting to experiment with podcasts as a means to present mitigation information. We just recently completed an information board for one project at a roadside rest area, in consultation with the affected tribe. I will provide web links at the end of this message for this and some other projects.
- 2a. **Links or information for recent outreach projects:**
Gee Creek Archaeological Sites, I-5 – SR 502 Interchange, Washington State Department of Transportation, undated.
<http://www.wsdot.wa.gov/Projects/SR502/Interchange/archSites.htm>
Prior to construction of a new I-5 interchange, archaeological investigations of the project area resulted in the discovery of archaeological sites in the vicinity of the interchange, the Gee Creek sites. These appear to be the traces of past use of the area by Native Americans. Topics addressed in this web site include the chronology, paleoenvironment, technology, subsistence and settlement of the site.

I-5 Fallout Shelter, WSDOT's Photostream, Flickr, Washington State Department of Transportation, undated.

<http://www.flickr.com/photos/wsdot/sets/72157623993636566/with/4579123569/>

A 1960s-era fallout shelter was found tucked away underneath a Seattle bridge on I-5. A unique part of Seattle's Cold War history, this fallout shelter is the only one known to exist as part of a highway. This link provides images of the fallout shelter and access to a blog that provides a brief history.

Tacoma Narrows Bridge, Washington State Department of Transportation, undated.

<http://www.wsdot.wa.gov/TNBhistory/>

This web site was developed during the construction of the 2007 Narrows Bridge. The site has been preserved for historical value, but some of the information provided was outdated by the completion of the 2007 bridge. The site includes an interactive game and lesson plans for teachers of Washington state history.

Hood Canal Bridge—Port Angeles Graving Dock Report, Washington State Department of Transportation, undated.

<http://www.wsdot.wa.gov/accountability/hcbgravingdock/default.htm>

This web site describes a report that provides an account of the Hood Canal Bridge Replacement project, and the events that led to abandonment of work at the graving dock site at Port Angeles in December 2004 after the discovery of archaeological artifacts.

3. **Measure effectiveness of outreach methods?** We do not measure the effectiveness of the outreach methods, or do cost/benefit analyses. I'd like to, but so far it has not been a priority for the agency.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Scott S. Williams, Cultural Resources Program Manager, Washington State Department of Transportation, (360) 570-6651, willias@wsdot.wa.gov.

West Virginia

Contact: Ben L. Hark, Environmental Section Head, Engineering Division, Division of Highways, West Virginia Department of Transportation, (304) 558-9670, ben.l.hark@wv.gov.

1. **Outreach methods:** For projects that could affect cultural resources in West Virginia, we request comments from local historic societies or landmark commissions early in project development. Coordination with our SHPO, FHWA and the Advisory Council also occurs if necessary.
2. **Outreach format:** Potential cultural resource impact and mitigation options are provided and discussed at public meetings. Handouts with comment sheets are passed out prior to meetings to those in the project area and are available at the meeting. We make an attempt to identify Title VI groups to ensure they are aware of proposed projects and meetings. Project information, including the notice of public meetings, is put on the WVDOT web site (<http://www.transportation.wv.gov/>). Our Public Information Division places a legal ad in the newspaper plus issues a press release for radio and TV. Newspaper reporters normally show up at our public meetings.
- 2a. **Links or information for recent outreach projects:** Our cultural resource staff participates in an annual history day at the Capitol in conjunction when the state legislature is in session. Along with the SHPO, several historic groups and colleges from around the state participate in this event.
3. **Measure effectiveness of outreach methods?** We do not measure effectiveness of the outreach.
- 3a. **How are costs and benefits measured?** N/A.
4. **Staff contact information:** Sondra Mullins, Historic Services Unit Leader, Division of Highways, West Virginia Department of Transportation, (304) 558-9487, sondra.l.mullins@wv.gov; Courtney Fint, Architectural Historian, Division of Highways, West Virginia Department of Transportation, (304) 558-7421, courtney.p.fint@wv.gov.

Other Cultural Resource Management Outreach Programs

Delaware DOT's public outreach in cultural resource management is highlighted below in a brief overview of its web site and a recent conference presentation.

Delaware

Archaeological Exploration and Historic Preservation in Delaware, DelDOT Cultural Resources, Archaeology/Historic Preservation, Delaware Department of Transportation.

<http://www.deldot.gov/archaeology/>

The web site for the DelDOT Cultural Resources program serves as a jumping off point to information about awards the program has received, a kids page, a historic photo gallery and other resources. Other elements of the DelDOT Cultural Resources web site include:

- **Public Outreach**, DelDOT Cultural Resources, Archaeology/Historic Preservation, Delaware Department of Transportation.
<http://deldot.gov/archaeology/brochures.shtml>
This web page provides access to booklets, brochures, handouts, magazine articles, papers, postcards and posters.
- **Archaeology Search Page**, DelDOT Cultural Resources, Delaware Department of Transportation.
<http://www.deldot.gov/public.ejs?command=PublicArchaeologySearch>
This searchable database includes access to more than 450 cultural resource management reports. Documents are edited to protect the location of archaeological sites and any culturally sensitive material.
- **New Additions to Site**, DelDOT Cultural Resources, Archaeology/Historic Preservation, Delaware Department of Transportation.
<http://www.deldot.gov/public.ejs?command=PublicArchaeologyWhatsNew>
The public can sign up to receive e-mail alerts for "What's New in Archaeology/Historic Preservation" through the MyDelDOT Subscription Service available at <http://www.deldot.gov/mydeldot.ejs>.

"Public Outreach in CRM: The Delaware Department of Transportation Model," David S. Clarke, Kevin Cunningham, *75th Annual Meeting of the Society for American Archaeology*, 2010.

http://www.deldot.gov/archaeology/professional_papers/pdf/presentations/pub_out_crm_deldot_model.pdf

The DelDOT Cultural Resources web site, considered the flagship of Delaware DOT's cultural resources program, is described in this presentation that was delivered in connection with a recent conference paper.

The presentation describes development of the web site's searchable database:

- The authors note that the process of making more than 450 documents available online has not been as time-intensive as some might think.
- Authors submit reports on a CD-ROM in PDF format for scanning and uploading.
- Reports are edited to protect the location of archaeological sites and culturally sensitive material. The public can request permission from the Delaware Division of Historical and Cultural Affairs to receive the edited information from a document.

Delaware DOT uses Google Analytics (<http://www.google.com/analytics/>), a freely available software program that tracks web site usage, to assess the depth and breadth of its outreach. Results are automatically generated each month and e-mailed to the agency. As of January 2010, the DelDOT Cultural Resources web site was receiving almost 250,000 hits a month, or about 8,000 per day. Web site visitors come from many U.S. states and from around the world.

The authors note that "the Internet is the perfect tool to reach as many people as quickly as possible, in a cost-effective manner, to educate, and engage them about archaeology and historic preservation." Other recommendations include:

- Go "beyond the brochure."
- Have a web site name that is simple and easy to remember.
- Use the web site to reach a global audience and continue to act locally with brochures, presentations, journal articles and other public outreach tools.

National Guidance

Below we present a 2005 NCHRP report that sought to identify best practices in managing archaeological investigations, and a brochure that provides high-level guidance to agencies wishing to promote the public benefits of archaeology.

Managing Archeological Investigations, *NCHRP Synthesis 347*, 2005.

http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_syn_347.pdf

Researchers used a literature review and survey to identify best practices that improve the cost, timeliness and public benefit of archaeological investigations. Thirty-four state DOTs, five FHWA offices, seven SHPOs, six tribes, and five cultural resource management firms responded to the survey.

A brief discussion of public outreach appears on page 15 of the report (page 23 of the PDF):

The majority of the DOTs' public outreach efforts are project specific and often ad hoc, involving the development of a temporary exhibit on an excavation, a brochure, site tours or public lectures. A few states, however, have strategically placed public outreach as an important component of their archaeological investigations.

Researchers inferred from survey responses that keeping project costs low was the primary reason for the ad hoc approach to public outreach.

The report provides some specific examples of strategic outreach efforts that were not highlighted by survey respondents, including:

- Pennsylvania DOT published publicly oriented, small booklets that describe archaeological data recovery projects in its *Byways to the Past* series. The *Byways to the Past Technical Publication Series* distributes the results of PennDOT-sponsored research in archaeology, including large-scale data recovery projects, to professional archaeologists and the interested public. The reports in this series are distributed on CDs.
- New Jersey DOT developed a web site reporting on all phases of an archaeological data recovery within the Raritan Landing Archaeological Historic District, near New Brunswick, NJ. The primary data recovery report for the Raritan Landing project was written in a public-friendly narrative form in contrast with the typical technical report. Technical information is provided in stand-alone reports for both professional archaeologists and the interested public.
- Georgia DOT created "educational trunks" on archaeology for high school and eighth-grade students. In development at the time of publication of the NCHRP report were trunks for fourth-graders and an African-American archaeology educational trunk for high school students. Funding for these trunks comes from data recovery projects, and they are given to county school systems where the projects take place.
- An example of outreach to school children is West Virginia DOT's "Kids Dig Reed," an educational web site on the Reed Farmstead property (see <http://www.kidsdigreed.com/>). This interactive web site includes a history of the property, information on the property's archaeology and artifacts, games and a place for children to submit questions about archaeology.
- On a bridge replacement project that affected a circa 3000–750 B.C. site, Missouri DOT invited local citizens to participate in parts of the site's data recovery. More than 400 people, including students, participated in the excavation.

"25 Simple Things You Can Do to Promote the Public Benefits of Archaeology," U.S. Department of the Interior, National Park Service, National Register of Historic Places, Society for Historical Archaeology, Society for American Archaeology, undated.

<http://www.nps.gov/nr/publications/bulletins/pdfs/25simple.pdf>

Among the recommendations in this brochure seeking to promote the benefits of archaeology are:

- Include public outreach in all archaeology projects.
- Provide tours.
- Develop an Internet page.
- Provide state travel offices and local convention and visitor bureaus with information on archaeological travel destinations.
- Speak to local organizations, civic associations and clubs.
- Build partnerships.