Connected Vehicle Pilot Deployment Program Phase 1

Deployment Outreach Plan – New York City

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16. Abstract
This document is a high level plan that describes the Outreach Plan for the New York City Connected Vehicle Pilot Deployment. The plan defines the communications strategy for the CV Pilot Deployment; identifies roles and responsibilities of persons to be involved; and defines the communication mechanisms, engagement tools, and feedback options.

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Chapter 1.   Introduction

The New York City (NYC) Connected Vehicle (CV) Pilot Deployment will be the largest deployment of connected vehicle technology to date. This project brings New York City another step towards reaching the Vision Zero goal of eliminating the injuries and fatalities due to traffic crashes. Outreach is an important component to the success of this pilot project.

1.1 Purpose of the Report

The purpose of the Deployment Outreach Plan is to provide a high-level plan for the management of outreach activities in the Deployment Phases (Phase 2 and Phase 3). This plan covers both outreach activities and the accommodation of site visits by media, researchers, and others.

The communication strategy with USDOT, team members and other pilot sites is excluded from this document as these communications will be documented elsewhere.

1.2 Assumptions and Risks

The New York City Department of Transportation (NYCDOT) is very experienced in providing outreach to maintain stakeholder enthusiasm for the multitude of transportation projects that have been implemented under the agency's purview. The outreach activities outlined in this plan are built upon experience with outreach in these projects including the Midtown in Motion initiative and the mayor's Vision Zero initiative.

The Midtown in Motion and Vision Zero initiatives are both recent NYC projects with a significant outreach component. The Midtown in Motion project was initiated to reduce congestion in Midtown Manhattan. The Vision Zero program is an active initiative to reduce traffic fatalities and serious injuries. Information about the Vision Zero program is available at the website: http://www.nyc.gov/html/visionzero/pages/home/home.shtml

The primary risk associated with the outreach activities is that the program is not successful in achieving its primary goal – to maintain stakeholder enthusiasm for the pilot. The mitigation for this risk is to ensure a plan that provides consistent positive messaging that is targeted to the stakeholder groups.

All project risks, including those associated with outreach, will be tracked on the project's Risk Log.

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1.3 Organization of the Report

This document will lay the foundation for the Outreach Program that will be elaborated and implemented in Phases 2 and 3. This high level plan:

- Defines the communication's strategy for the CV Pilot Deployment.
- Identifies roles and responsibilities of persons to be involved.
- Defines the communication mechanisms, engagement tools, and feedback options.

This section, Chapter 1, provides an introduction to the plan and documents the key risks associated with the outreach activities for the NYCDOT CV Pilot.

Chapter 2 provides an overview of the Stakeholders and their primary communication needs.

Chapter 3 provides an overview of the materials and activities planned for Phases 2 & 3.

Chapter 4 describes the roles and responsibilities of the outreach team.

The final section, Chapter 5, addresses how the effectiveness of the outreach will be measured.

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Chapter 2.   Stakeholder Identification and Analysis

Sending the **right message** to the **right people** at the **right time** via an **effective communication mechanism** – that is the core of an effective outreach plan. Effective and timely communications are the focus of the NYCDOT CV Pilot Outreach Plan. Table 2-1 provides a list of the target audience members and their primary need from a communication perspective.

Table 2-1. Target Audience and Outreach Needs

Target Audience	Target Audience Brief Description	Primary Communication Need / Message
Participants	Drivers and Pedestrians who directly interact with the deployed devices and applications	• Training[1] • Goals of Project • Status of Project
Fleet Owners	Owners/Managers of the fleets that are participating in the project	• Goals of Project • Status of Project • Initial and Ongoing Benefits of Project
Citizens of Targeted Boroughs	Citizens of the boroughs where devices will be deployed[2]	• Goals of Project • Status of Project • Potential or Actual Impacts to Travel
ITS Professionals, Implementers, and Researchers	Anyone interested in the research and/or implementation of CV technologies in both the US and outside the US	• Detailed information regarding project technology, design, and architecture • Detailed information on project status • Lessons learned
General public	Anyone with interest in the CV Pilot Program who is not part of one of the other target audience groups	• Goals of Project • Status of Project • Potential or Actual Impacts to Travel • Initial and Ongoing Benefits of Project

[1]Training is not an outreach activity and will be documented elsewhere.
[2]Described in more detail below.

2.1 Key Challenges

The major challenges in the deployment outreach plan include sending the right messages to the right group, coordinating with USDOT, local agencies, and media to send consistent messages,

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maintaining stakeholder enthusiasm during the deployment and distinguishing between training and outreach activities.

One of the primary challenges that is unique to NYC is maintaining the support and enthusiasm of the various fleet owners who are critical to the success of this project. The team fleet owner identifies the responsible person within each fleet for interfacing with NYCDOT on this project. For the taxi fleets, this will most likely be the owner/manager of each medallion or garage. UPS and MTA will likely designate one fleet owner; one fleet owner will be designated for the NYC sanitation fleet. A fleet liaison will be appointed early in Phase 2 with the responsibility of maintaining open communication with these groups and for being their point of contact for issues, concerns, and feedback.

2.1.1 Target Audience

The three key components to the success of developing an outreach plan are knowing who to send the message, what message to send, and what approach to use. The first linkage is to send the right messages to the right group and the second linkage is to identify the right events to reach out to the right group. Our outreach plan will identify the relations among target groups, messages to be sent, and potential events and outreach activities.

The target audience for the outreach activities for the NYC project is described in Table 2-1. Our target audience starts with the participants and expands out to the general public and encompasses stakeholder throughout the world with an interest in deploying connected vehicle technology.

2.1.2 Coordination/Consistency

It is important that a consistent message is delivered to all stakeholders and that the outreach is a coordinated effort. The NYC outreach team will coordinate with USDOT, local agencies, and media to deliver consistent messages to stakeholders. Our site outreach lead will coordinate all outreach requests and our site outreach spokesperson will speak for the Pilot's Deployment. Following the example set by the successful Vision Zero outreach program, our project website will be the coordination site for all outreach activities.

The site outreach spokesperson will be a member of the NYCDOT Press Office and as such will ensure a consistent message between this project and the related Vision Zero program. Information about the Vision Zero program is available at the website: http://www.nyc.gov/html/visionzero/pages/home/home.shtml

2.1.3 Stakeholder Enthusiasm

One of the outreach objectives is to keep the stakeholders enthusiastic throughout the Pilot Deployment. Especially since this is a four year long deployment activity, engaging stakeholders by stretching outreach activities to the entire deployment period will be one of the keys to the success of deployment.

The outreach plan will be evaluated quarterly to ensure that it is effective. Adjustments will be made as the need for such is identified.

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2.1.4 Training vs. Outreach

It is impossible to train all participants through training activities since most non-recruited participants are the general public who happen to use the deployment site. In this case, certain types of training/education will need to be completed through outreach activities.

Our training lead and outreach lead will work closely together to ensure that the activities are in synch and to share materials whenever appropriate and feasible.

Table 2-1 identifies those stakeholders who will be targeted for training. All stakeholders will benefit from the outreach activities.

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Chapter 3. Outreach Materials/Activities and Preparation Schedule

3.1 Primary Outreach Project Milestones for Phase 2 & 3

The NYCDOT Outreach Plan is organized around five key project milestones. These are:

- Outreach Milestone 1: Start of Phase 2
- Outreach Milestone 2: Midpoint of Phase 2
- Outreach Milestone 3: End of Phase 2
- Outreach Milestone 4: Start of Phase 3
- Outreach Milestone 5: End of Phase 3

3.2 Outreach Methods

The NYC outreach team will employ multiple methods to meet the goals of the outreach program. These are summarized in Table 3-1. Table 3-2 provides information regarding whether or not USDOT approval is required for each method. USDOT will be given rights to any photos or videos used for Outreach during this project.

Table 3-1. Outreach Methods

Method	When	Primary Purpose	Notes
Video – One multi-purpose video that will be updated throughout the project	Initial Release between Milestones 1 and 2 Update between Milestones 2 and 3 Update between Milestones 3 and 4 Update between Milestones 4 and 5	Will explain the project and the expected benefits Reiterates that this project supports Vision Zero Maintain enthusiasm	Will be posted on website May be reference in press conferences Will be used at trade shows Will be used at on-site visit events About 7 minutes in length
Website	Release at Milestone 2 Major content updates at each subsequent milestone Frequent updates throughout the project related to news, upcoming events and project status	Key touch point for all project information Inform all stakeholders Maintain enthusiasm	Will be created and maintained by NYCDOT IT Department Will be associated with the overall city's web presence Outreach support team will maintain content

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Method	When	Primary Purpose	Notes
Project Brochure	Completed by Milestone 2 Updated at Milestone 4	Helps ensure a common consistent message through all outreach	Glossy three page brochure
One Page Fact Sheet	Completed by Milestone 2 Reviewed Monthly and Updated as needed	Helps ensure a common consistent message through all outreach	This will be used as a handout by USDOT at trade shows
Articles for NYCDOT Newsletter	One article at each of the five outreach milestones	Share a consistent message	Will be posted to website Shared at meetings, trade shows, etc.
Social Media	Posts at each of the major milestones Posts whenever an outreach event is scheduled that is of interest to the general public	Keep the project visible to all stakeholders with Facebook or Twitter accounts	Plan to leverage the city's existing social media venues, processes & social media management personnel Focus on Facebook and Twitter
Press Conference	One per year	Educate public on the purpose and outcomes of the pilot program	Will be posted on the website as an upcoming event
Press Release	One press release at each of the five outreach milestones	Educate public on the purpose and outcomes of the pilot program	All press releases will be shared with USDOT prior to release
Local Press	Press release (see above) & News Articles Response to information requests throughout project	Educate public on the purpose and outcomes of the pilot program	Will use the City's existing media channels to handle all information requests from Local Press
National Press	Press release (see above) & News Articles Response to information requests throughout project	Educate public on the purpose and outcomes of the pilot program	Will use the City's existing media channels to handle all information requests from National Press
Photos	Throughout project	Photos are inputs to other outreach deliverables such as brochures, newsletters, website, social media posts etc.	Any photos need to be approved by NYC Press Office before they are disseminated or used in a project output
Public Meetings	One meeting in each affected borough per year	Provide local residents with information on the pilot	A project representative will attend a Community Board meeting. Project brochure and website will be distributed / referenced to ensure consistent message.
Trade Journal Articles	3 Articles per Year	Educate industry professionals on the goals and outcomes of the pilots	All articles require approval from NYCDOT and USDOT

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Method	When	Primary Purpose	Notes
Trade Shows, Workshops & Conferences	Participate in three per year Participate in annual CV symposium hosted by our partner UTRC	Project visibility within the industry Share information	Participation by representative from NYCDOT and/or their team There are public forums organized by trade associations in New York (ITS-NY, ITE-Metro, Academic Organized symposiums, etc.)
Meeting material collection	Throughout project	Ensure consistent message through re-use of material	Meeting materials such as brochures, talking points, press releases, presentations will be stored and shared with team members and other outreach resources
USDOT Coordination Meetings	Regularly schedule conference calls to discuss overall project status including Outreach activities	Review NYCDOT outreach activities over previous three months Facilitate the branding, re-use and re-distribution of materials developed by USDOT	1 hour conference call
Testimonies ("positive") from project participants	Throughout project	Testimonies are inputs to other outreach deliverables such as brochures, newsletters, website, social media posts etc.	Testimonies could be in the form of video or written
FAQs, talking points, PowerPoint slide decks, graphics and other visual content	Throughout project	These are inputs to other outreach deliverables such as brochures, newsletters, website, social media posts etc.	None
Operational Capability Showcase	Within a year after Milestone 4 is reached	A media event to show the capabilities, intent, and value of the deployment. The showcase will also include an interoperability activity, wherein one or more in-vehicle or mobile device from a different CV Pilot Deployment site is shown to be interacting successfully with the local deployment.	Will be coordinated closely with USDOT
USDOT-Organized Webinars	Two per year	To be determined by USDOT	Attendees will be dependent on webinar focus

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Method	When	Primary Purpose	Notes
Site Visits	One per year	To showcase CV capabilities to others interested in implementing similar technologies	Will be coordinated closely with USDOT

Table 3-2. Outreach Methods – USDOT Approval

Method	USDOT Review Required?
Video	Yes
Website	No
Project Brochure	Yes
One Page Fact Sheet	Yes
Articles for NYCDOT Newsletter	Yes
Social Media	No
Press Conference	Yes
Press Release	Yes
Local Press	Yes
National Press	Yes
Photos	Not explicitly but will be approved if used as component of Outreach deliverable
Public Meetings	Will be notified
Trade Journal Articles	Yes
Trade Shows, Workshops & Conferences	Will be coordinated
USDOT Coordination Meetings	No
Testimonies ("positive") from project participants	Not explicitly but will be approved if used as component of Outreach deliverable
FAQs, talking points, PowerPoint slide decks, graphics and other visual content	Not explicitly but will be approved if used as component of Outreach deliverable
Operational Capability Showcase	Yes
USDOT-Organized Webinars	Will be coordinated
Site Visits	Will be notified

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3.3 Outreach Methods by Audience

As outlined in the previous section, multiple outreach methods will be employed during the CV pilot. Some methods are more applicable to some audiences than others. Table 3-3 provides a cross reference of Audience to Outreach Method. A Y represents that this will be an outreach method with that targeted audience as an intended recipient. An N represents that they are not the focus but does not imply that the target audience wouldn't benefit from the outreach method.

Table 3-3. Outreach Methods and Audience Cross Reference

Method	Fleet Owners	ITS Professionals	Participants	Citizens of Targeted Boroughs	General Public
Video	Y	Y	Y	Y	Y
Website	Y	Y	Y	Y	Y
Project Brochure	Y	Y	Y	Y	Y
Fact Sheet	Y	Y	Y	Y	Y
Newsletter Articles	Y	Y	Y	Y	Y
Social Media	Y	Y	Y	Y	Y
Press Release	Y	Y	Y	Y	Y
Local Press	Y	Y	Y	Y	Y
National Press	Y	Y	Y	Y	Y
Public Meetings	N	N	N	Y	N
Trade Journal Articles	Y	Y	N	N	N
Trade Shows, Workshops & Conferences	Y	Y	N	N	N
Site Visits	N	Y	N	N	N

3.4 Key Messages

Table 2-1 provides a cross-reference of the target audience and the key message(s) each need to receive. The anticipated key messages throughout the pilot include:

- Project Goals
- Project Status
- Impacts to Travel
- Lessons Learned
- Initial and Ongoing Benefits of Project

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The specific message to the stakeholders will be elaborated throughout Phase 2 and Phase 3 but some key messages that the team will convey include:

- Setting expectations regarding geographic area and targeted participants.

- Information on how to learn more about the project and how to provide feedback and/or ask questions.

- Information about specific events planned related to the project.

- One of the leading causes of rear-end crashes is inattention or distractions of the driver. The new technology will provide warnings and alerts to the driver when it detects an imminent crash potential with a surrounding vehicle that is also equipped with an onboard device. The NYC CV Pilot Deployment Project seeks to increase the density of equipped vehicles in the southern portion of Manhattan such that a significant number of crashes can be prevented.

- Red light violation can also occur due to driver inattention and distractions. The new technology will provide warnings and alerts to the driver when it detects an imminent violation of the intersection stop line; this has the potential for reducing the number of cross traffic crashes. Since NYCDOT is installing CV technology at several hundred intersections in the project area, the NYC CV Pilot Deployment Project seeks to eliminate or reduce such crashes.

- The stakeholders in New York City have an opportunity to shape how this new technology is deployed and modified for the benefit of the drivers and vehicle owners to reduce the number of crashes, injuries, and fatalities on our streets. Regardless of the type of insurance employed by the fleet owners, this should produce a reduction in the costs incurred with repairs, downtime, and legal claims arising from these types of events.

- The USDOT has developed new technologies to significantly improve safety and congestion (reduce non-impaired crashes by 80%). Unlike the autonomous vehicles in the media, the USDOT developed Connected Vehicle technology to detect the vehicles and infrastructure that other sensors are unable to. New York City will be the largest deployment of this technology in a real-world setting, and is poised to serve as a pioneer in reducing vehicle crashes and congestion.

- The USDOT's Connected Vehicle technology was designed from the ground up for security and privacy.

- Lessons learned that are of particular interest to others planning to or considering implementing Connected Vehicle technology.

3.5 Media Strategy

NYC has a robust media strategy that promotes city initiatives including transportation-focused initiatives. The NYCDOT CV team will leverage this expertise and the city's Press Office will be an integral member of the outreach endeavors for this project. Table 3-1 provides an overview of the planned media activities including press releases, local press, and national press.

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3.6 Public Relations/Marketing Materials Development Plan

Early in Phase 2, policies and procedures around the topic of outreach for the CV pilot will be documented and included in future updates of this plan. We anticipate that this policy and procedure information will include but not be limited to:

- Required approvals for publications
- Standard graphics and logos
- Use of photos
- Location of templates and graphic files
- General guidance on communications such as key phrase to use and not use when providing communications related to the pilot. USDOT Coordination

Any sensitive policy issue related to security, spectrum, etc. will be sent to the USDOT Public Affairs staff through defined communication channels.

The outreach support team will consist of both NYC and subcontractor resources with skills in producing outreach materials such as graphics, website content, brochures, and videos. This group will work under the direction of the site outreach lead to produce the outreach materials needed to meet the goals of this plan. For each significant development task, such as the project video and brochure, a team lead will be assigned to ensure that scope and schedule are met.

An outreach implementation schedule will be developed within the first two months of Phase 2. This schedule will guide the activities of this group.

3.7 On-Site Event Plan

Table 3-1 summarizes the on-site outreach activities planned for Phase 2 and Phase 3 including on-site events. No ribbon cutting or similar activity is planned for this project.

Visitors to NYC are always welcome. All visitors will need to follow existing approval processes for requesting to visit to City sites. International visitors will need to gain permission from Mayor's office. USDOT will be notified of site visit requests. Tours can include visits to the equipped intersections, visits to the TMC where data is received and analyzed, visits to the install lab to review installation proceeds and visits to selected fleet garages. Meetings with stakeholders may be facilitated as well depending on their availability and interest in participating. Any recordings or photos during these site visits will require approval from the NYCDOT Press Office and/or legal.

Within a year after Milestone 4 is reached, a media event to show the capabilities, intent, and value of the deployment will be held. The showcase will also include an interoperability activity, wherein one or more in-vehicle or mobile device from a different CV Pilot Deployment site is shown to be interacting successfully with the local deployment. The plans for this event will be developed during Phase 2 with close interaction with USDOT.

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NYC anticipates one site visit per year during Phase 2 and Phase 3 including the Operational Capability Showcase.
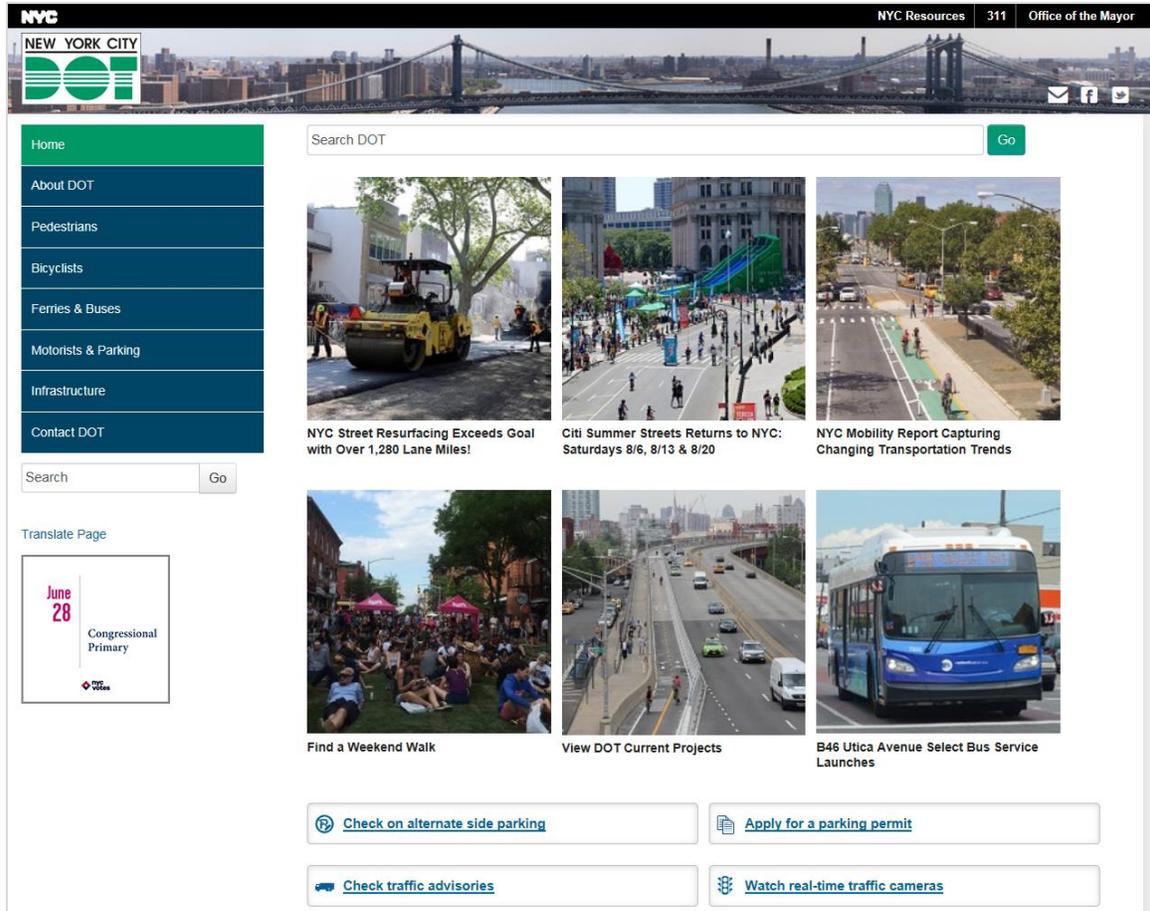
3.8 Web Presence/Plan

A link to the NYCDOT CV website will be available from the [NYC DOT's existing web site](). The URL for the NYC CV website will be www.CVP.nyc. The site name will be added to the NYC Web metadata for public search purposes.

This critical component of both the outreach and training programs will be developed and maintained by the NYCDOT Information Technology team. The website will be launched at Outreach Milestone 2 with major content updates at each subsequent milestone and minor content updates between milestones. Figure 3-1 provides a screen shot of the current NYCDOT existing website.

The project website will be the key touch point for all the project's outreach information. The primary purpose is to keep stakeholders informed of the project activities and to maintain enthusiasm. The website features will include the ability to view a list of project information, log feedback, review feedback, and provide project progress. Feedback provided by visitors to the website will not be visible to the public. Access will be restricted to outreach team members. This feedback will be a source of testimony information that will be used for other outreach activities.

The website will be the vehicle for collecting user feedback on the program and the associated outreach activities. We anticipate that the home page of the website will contain basic information about the project similar to the information contained in the project brochure. Final requirements for the website functionality are currently under development. Based on current plans we estimate less than 500 hours of development work to build the structure and functionality of the website.

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Source: http://www.nyc.gov/html/dot/html/home/home.shtml 8/1/2016

Figure 3-1. NYCDOT Website

3.9 Social Media Activities

The NYC outreach team will leverage the city's existing social media venues, processes, and social media management personnel for all social media campaigns for this project. The existing NYCDOT accounts will be used. The purpose of any social media communications will be to keep the project visible to the stakeholders. Facebook and Twitter will be the primary social media venues that will be utilized for this initiative.

We expect social media posts to occur (1) at each of the major outreach milestones and (2) whenever an outreach event is scheduled that is of interest to the general public.

The general guidelines used for all NYC social media outreach will be followed. Some key components of these guidelines that pertain to the NYCDOT CV pilot include:

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- The social media team will respond to feedback – not solely act as a 'bullhorn'. Social media is best used as a method of engagement with the public.
- All NYC agencies are governed by the New York City Social Media Policy: http://www.nyc.gov/html/misc/html/social_media_policy.html
- Visual content will be used whenever possible. Visuals consistently achieve higher engagement rates and receive greater reach than non-visual, solely text-based content. Figure 3-2 provides an example of the social media used for the Vision 1 initiative.
- Guidance will be provided regarding standard nomenclature and procedures to use when referencing the CV project within the social media venue (for example, a consistent hash tag will be used for all NYC pilot posts and tweets). This will be documented in the outreach plan document.

All social media messages will be crafted by the outreach support team and approved by the site outreach lead to ensure a consistent message.

Source: https://www.facebook.com/search/top/?q=new%20york%20city%20department%20of%20transportation August 3 , 2016

Figure 3-2. Example Social Media Post from the Vision Zero Program

3.10 Trade Show/Conference Plan

At least one person from the NYCDOT Project team will travel and participate in three workshops, conferences, and or trade shows each year and participate in two USDOT-organized webinars a year regarding pilot deployment progress/performance during Phases 2 and 3. Table 3-4 lists the anticipated conference/trade show events. Table 3-5 provides information on the anticipated webinar schedule for Phases 2 and 3.

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Table 3-4. Workshops/Conference/Tradeshows for Phases 2&3

Year	Event	Organizer	Date	Location	Activities
Agreement Year 1 9/16 - 8/17	TRB 2017 Annual Meeting	TRB	01/08/17 - 01/12/17	Washington, DC	Presentations at USDOT sessions and workshops Outreach materials at USDOT booth
	2017 SXSW Interactive Festival	SXSW	TBD (March 2017)	Austin, TX	Exhibit (Video and outreach materials)
	ITE Annual Meeting 2017	ITE	07/30/17 - 08/02/17	Toronto, Ontario	Handouts in attendees' bags Possible outreach Materials at USDOT booth Possible CV pilots panel
Agreement Year 2 9/17 - 8/18	24th World Congress on ITS	ITS America	10/29/17 - 11/02/17	Montreal, Québec	Exhibit (Video and outreach materials)
	TRB 2018 Annual Meeting	TRB	TBD (Jan 2018)	Washington, DC	Presentations at USDOT sessions and workshops Outreach materials at USDOT booth
	ITS America Annual Meeting & Expo	ITS America	TBD (June 2018)	TBD	Exhibit (Video and outreach materials) Possible CV pilots panel
Agreement Year 3 9/18 - 8/19	2018 International City/ County Management Association (ICMA) Annual Conference	ICMA	TBD (Sep 2018)	TBD	Exhibit (Video and outreach materials)
	TRB 2019 Annual Meeting	TRB	TBD (Jan 2019)	Washington, DC	Presentations at USDOT sessions and workshops Outreach materials at USDOT booth
	ITS America Annual Meeting & Expo	ITS America	TBD (June 2019)	TBD	Trade Show (Highlights from Operational Capability Showcase) Outreach materials

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Table 3-5. Anticipated Webinar Topics/Timing for Phases 2&3

Contract Year	Webinar Topic	Timeline	Relevant Task Areas
Year 1 9/16 - 8/17	System Architecture/Design	Aug – Sep 2017	2-B: Systems Architecture 2-B: Systems Design
	Application Development and Deployment Progress	Nov – Dec 2017	2-E: Application Development 2-E: Application Deployment Plan
Year 2 9/17 - 8/18	Operational Readiness/ Baseline Data Collection Plan	Apr – May 2018	2-G: Operational Readiness and Demonstration Plan 2-K: Pre-Deployment Performance Plan
	Results of Readiness Test and Baseline Performance	Aug – Sept 2018	2-H: Operational Readiness Testing Results 2-K: Pre-Deployment Performance Results
Year 3 9/18 - 11/19	Highlights of the Operational Capability Showcase (after the OCS)	Mar – Apr 2019	3C: Operational Capability Showcase
	Performance Measurement/Transition Plan	Jul – Aug 2019	3-D: Performance Measurement 3-E: Post-Deployment Transition Plan

We understand that:

- NYC will participate in a coordination call with the USDOT ITS JPO communication lead for logistics and staff arrangement before every USDOT sponsored event.

- Exhibits/Trade Shows
  - No trade show space will be purchased if USDOT will be arranging for floor space.
  - USDOT will produce fact sheets and booth banners for the USDOT sponsored events. NYC will be prepared to put video/trade show materials in the USDOT booth space (vinyl displays, handouts, other outreach materials), plus providing at least one staff to participate/speak in a booth-area event to be organized by USDOT.

- Annual Meetings/Conferences
  - NYC will have at least one representative to participate in USDOT-hosted sessions at the TRB Annual meeting each year in DC. This includes participation in a workshop (weekend) and a weekday panel session.
  - The NYC team will be prepared to provide outreach materials for the USDOT booth at TRB.

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3.11 Local Community Outreach/Public Meeting

Each Borough with NYC has at least one community board that meets regularly. Community boards are local representative bodies. There are 59 community boards throughout the City, and each one consists of up to 50 unsalaried members, half of whom are nominated by their district's City Council members. Board members are selected and appointed by the borough presidents from among active, involved people of each community and must reside, work, or have some other significant interest in the community.

Each community board is led by a district manager who establishes an office, hires staff, and implements procedures to improve the delivery of City services to the district. While the main responsibility of the board office is to receive complaints from community residents, they also maintain other duties, such as processing permits for block parties and street fairs. Many boards choose to provide additional services and manage special projects that cater to specific community needs, including organizing tenants associations, coordinating neighborhood cleanup programs, and more.

The CV project will install devices within the Brooklyn and Manhattan boroughs. A project representative, assigned by the site outreach lead, will attend one Community Board meeting in each city borough that is impacted by this project for a total of two public meetings per year. Project brochures and website information will be distributed / referenced to ensure consistent message.

3.12 Preparation Schedule

The outreach milestones are used to govern the preparation schedule for the outreach materials. The "When" column in Table 3-1 provides details on the time frame that these materials will need to be complete. The schedule for the tasks required to prepare these materials will be included in the Phase 2 Outreach Implementation Schedule.

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Chapter 4. Communication Management

4.1 Roles and Responsibilities

A strong team is needed to support the outreach needs of the CV pilot. NYC's approach is to assemble a team of resources from multiple areas of expertise including: CV project knowledge, information technology expertise, social media expertise, and media relations professionals. Table 4-1 provides a list of the key resource needed for the outreach activities. Table 4-2 is a list of the key tasks that this team will complete.

Mohamad Talas will provide the leadership to the outreach team. He will have the support of the NYCDOT Press Office that is very experienced in PR, media relations, delivering press conferences, and preparing press releases.

Mr. Talas will draw upon the outreach support team to prepare the outreach materials. This team will be a combination of NYC staff and consultants. Specifically, the Region 2 - University Transportation Research Center (UTRC) will provide support for outreach activities and material development. The details of this activity will be provided in the Phase 2 Outreach Implementation Schedule.

Mr. Talas will be supported by the NYCDOT IT team, led by Jeannette Chilcott. They will work together to ensure that the IT resources and social media support needed is available as defined in the Outreach Implementation Schedule. Work has already begun on defining the specific requirements for the project website.

Table 4-1. Outreach Key Resources

Role	Resource	Primary Responsibilities
Site Outreach Lead	Mohamad Talas	Responsible for the coordination of outreach requests Responsible for ensuring that all outreach activities have a consistent appropriate message
Site Outreach Spokesperson	Gloria Chin	Only person designated to speak for the Pilot Deployment in communication with the media All communications need approval from the site outreach lead prior to dissemination
Web Master	NYCDOT Webmaster or delegate	This is not a role specific to the project but this person will provide web support for the project's website
Social Media Manager	NYCDOT Social Media Manager or delegate	This is not a role specific only to this project. This person will provide social media expertise through NYCDOT
Press Coordinator	Site Outreach Lead or delegate	Specific role within the outreach support team

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Role	Resource	Primary Responsibilities
Fleet Owner Liaison	TBD	Point person for all communication with the fleet owners
Outreach Support Team	Team of City employees and consultants that support the project	Team that works under the direction of the site outreach lead includes graphic designers
Site Deployment Lead	Robert Rausch	Consults with team to ensure consistent accurate message Resolves conflicts
Outreach Evaluator	TBD	Compiles and evaluates the outreach evaluation criteria data

Table 4-2. Key Tasks

Task	Responsible Party
Prepares all formal outreach communications (press releases, etc.)	Outreach Support Team
Disseminates all formal outreach communications (press releases, etc.)	Site Outreach Spokesperson
Approves all formal outreach communications including website content, social media posts, press releases, etc.	Site Outreach Lead
Prepares content for website	Outreach Support Team
Prepares social media messages	Outreach Support Team
Prepares Newsletter Articles	Outreach Support Team
Responds to inquiries from all media outlets and other agencies	Site Outreach Spokesperson
Drafts internal communications	Outreach Support Team
Identifies and develops implementation strategy for communication mechanisms.	Site Outreach Lead
Ensures timely communication to appropriate audiences.	Site Outreach Lead
Coordinates interaction with other USDOT CV Pilot Deployment Program efforts	Site Outreach Lead
Develops policies, procedures, etc.	Site Outreach Lead
Develops project brochure	Outreach Support Team
Develops and maintains the structure of the website	Web Master
Prepares FAQs	Outreach Support Team
Compiles and evaluates success criteria	Outreach Evaluator

4.2 Conflict Resolution

Nearly all conflict has an impact of some type on a project either by a choice of a technical or functional solution or working relationships for productivity. It is important to keep the issue about the issue and not make it personal – separate the issue from the person. The conflict resolution tactics

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employed for outreach mirror those used for the overall project that are documented in the Project Management Plan.

Conflict among NYC CV Pilot outreach team members is encouraged to be worked out among the team members themselves first and then if not successful, the site outreach lead. If not resolved, the site outreach lead will discuss with the site deployment lead (SDL) or project management lead (PML) for their resolution. If the PML is unable to resolve, the SDL will resolve project conflicts to ensure project direction is consistent with the project vision. The SDL will consult with the PML as needed.

4.3 Crisis Planning

Early in Phase 2 a response plan will be developed to address any potential crisis or negative press resulting from this project. This plan will be coordinated with the Safety Management Plan and include an outreach component. These crises will include:

- An accident(s) blamed on the safety devices
- Data breach which results in dissemination of information that was not planned

A response plan will include:
- Talking points based on the most likely crisis situations
- Contact information for key personnel in the crisis management processes.

4.4 Coordination with USDOT

Continued coordination with USDOT is an important aspect of the Phase 2 and 3 outreach. Outreach activities will be discussed as needed at the site-specific bi-weekly coordination teleconferences and all-site coordination teleconferences. Progress on outreach activities will be documented in the Monthly Progress Report.

4.5 Outreach Team Communications Plan

This section provides a high level view of use cases where team coordination and approval are followed to ensure efficient and consistent outreach. A Press Release was used for this example.

4.5.1 Example Use Case: Press Release

The use case in Table 4-3 provides the expected tasks related to a Press Release outreach. It starts with the scheduling of the press release and completes with the delivery of responses to any feedback received.

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Table 4-3. Expected Tasks Related to a Press Release Outreach

Task	Responsible Party
Requests press release to be scheduled	Site Outreach Lead
Schedules Press Release	Site Outreach Spokesperson
Prepares press release	Outreach Support Team
Reviews press release for accuracy and consistency	Site Deployment Lead
Approves press release	Site Outreach Lead
Delivers press release	Site Outreach Spokesperson
Post press release on website	Outreach Support Team
Collects feedback from press	Site Outreach Spokesperson
Collects feedback from website	Outreach Support Team
Prepares response to feedback	Outreach Support Team
Reviews response to feedback for accuracy and consistency	Site Deployment Lead
Approves response to feedback	Site Outreach Lead
Delivers feedback to press	Site Outreach Spokesperson
Responds to feedback on the website	Outreach Support Team
Reviews feedback for any input to testimonies or any other future outreach	Outreach Support Team

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Chapter 5.   Outreach Effectiveness

The outreach plan will be reviewed quarterly as part of a continuous quality improvement process based on a Plan-Do-Check-Act management cycle. Measuring the effectiveness of an outreach program can be challenging. The primary purpose of the NYCDOT CV Pilot Program's outreach is to maintain stakeholder enthusiasm.

5.1 Success Criteria

The continuous improvement of an outreach program begins with the measurement of the products of the program. Is the team delivering the products encompassed in this plan? The second and more challenging component is the measurement of the effectiveness of the program in maintaining stakeholder enthusiasm.

5.2 Measuring Outreach Plan Compliance

Table 5-1. Measuring Outreach Plan Compliance

Method	Expectation	Assessment Criteria
Video	Initial Release between Milestones 1 and 2 Update between Milestones 2 and 3 Update between Milestones 3 and 4	Was the video updated at the expected time period?
Website	Release at Milestone 2 Major content updates at each subsequent milestone Minor content updates between milestones	Was the website updated at the expected time period?
Project Brochure	Completed by Milestone 2	Was the brochure completed per the planned schedule?
Articles for NYCDOT Newsletter	One article at each of the five outreach milestones	Were articles produced and posted to the website per the planned schedule?
Social Media	Posts at each of the major milestones Posts whenever an outreach event is scheduled that is of interest to the general public	Were social media posts made per the planned schedule?
Press Release	One press release at each of the five outreach milestones	Were press releases held per the planned schedule?
Public Meetings	One meeting in each affected borough during Phase 2	Were public meetings held per the planned schedule?

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Method	Expectation	Assessment Criteria
Trade Journal Articles	Three articles per phase	Were trade journal articles submitted per the planned schedule?
Trade Shows, Workshops & Conferences	Participate in three per year Participate in annual CV symposium hosted by our partner UTRC	Did project team members attend trade shows/workshops per the planned schedule?
Meeting material collection	Throughout project	Was the meeting material library updated at least once per quarter?
USDOT Coordination Meetings	Biweekly throughout Phase 2 and 3	Were coordination meetings held per the planned schedule?
Testimonies ("positive") from project participants	At least one testimony added to the website each phase	Was at least one testimony added to the website in the current phase?
FAQs	At least one FAQ added to website each quarter	Were FAQs added to the website per the minimum requirements in this plan?

5.3 Measuring Outreach Plan Effectiveness

Table 5-2 provides the methods the NYC outreach team plans to employ to assess the effectiveness of the outreach. In addition, an online survey will be created to additionally assess the effectiveness of the methods used for outreach. The survey will invite public inputs and comments regarding the CV projects and the outreach effort.

Table 5-2. Measuring Outreach Plan Effectiveness

Method	Assessment Criteria
Articles for NYCDOT Newsletter	Compare the website activities prior to the release and after the release. Was there an increase of activities/comments in the post-release weeks?
Social Media	Compare the number of views and comments on CV pilot related posts to the previous and next 10 posts on the feed. How did the CV views and comments on the CV post compare to the average of the other 20 posts measured?
Press Release	Compare the website activities prior to the release and after the release. Was there an increase of activities/comments in the post-release weeks?
Review feedback communications collected on website and via social media venues	Aggregate monthly statistics on the number of stakeholder initiated feedback communications initiated by stakeholders. Is the number of stakeholder initiated communications trending upward or downward? Is the proportion of negative communications increasing or decreasing?

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Method	Assessment Criteria
Was there a spike in the website traffic after each outreach activity (e.g., trade show, site visit, publication of newsletter, community meeting, etc.)?	How many visitors watched the videos? How many read or downloaded the articles, documents, videos, etc.? Was there a spike in these downloads or views after an outreach event?

5.4 Outreach Plan Updates

If any of the criteria outlined above indicate that the plan is not being followed or it is determined that the outreach is not effective, the plan will be reviewed to determine if updates are needed.

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