Connected Vehicle Pilot Deployment Program Phase 2

Outreach Plan – Tampa (THEA)

U.S. Department of Transportation

On the cover: *A driver turns south onto Meridian Avenue in downtown Tampa, the site of THEA's Connected Vehicle Pilot Deployment. (Source: THEA)*

Notice

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16. Abstract

This document presents the Outreach Plan for the Tampa Hillsborough Expressway Authority (THEA) Connected Vehicle (CV) Pilot Deployment. The goal of the pilot deployment is to advance and enable safe, interoperable, networked wireless communications among vehicles and the infrastructure in order to reduce traffic congestion, improve safety and decrease emissions. The pilot deployment is proceeding in three phases: (1) concept development; (2) design, implementation and testing; and (3) operation, maintenance, impact assessment and performance measurement.

This Outreach Plan is a revised version of the Connected Vehicle Pilot Deployment Program Phase 1 Outreach Plan–Tampa (THEA). The Outreach Plan is a high-level plan for the management of outreach activities throughout the deployment phases (phases 2 and 3). Key elements of the plan include the development of a pilot website; local outreach strategy; on-site tours and demonstrations; conference and trade show strategy; media relations strategy; and coordination of communications efforts with USDOT.

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Revision 2.0	12/8/16	THEA/Global-5 Communications	Incorporated USDOT comments
Update 2.1	3/14/18	THEA/Global-5 Communications	Updated for Phase 2
Update 2.2	12/19/18	THEA/Global-5 Communications	Second update for Phase 2

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1 Introduction

The Tampa Hillsborough Expressway Authority (THEA) Connected Vehicle (CV) Pilot Deployment (the pilot) aims to make surface transportation in downtown Tampa safer, smarter and greener by equipping cars, buses, streetcars and elements of the infrastructure with technology that enables them to communicate with each other. THEA and its partners will deploy a variety of CV applications that have the potential to transform the experience of the pedestrians, motorists and transit users who traverse the city every day.

Tampa is among the first cities in the nation to deploy CV technology on real city streets. The planned four-year effort began in September 2015, when the U.S. Department of Transportation (USDOT) awarded THEA a $17 million contract as part of its CV Pilot Deployment Program, which seeks to spur innovation among early adopters of CV applications. As one of just three sites selected to participate in the first wave of deployments, Tampa will play an important role in the success of the CV Pilot Deployment Program and in the future adoption of connected-vehicle technology nationwide.

The pilot deployment is not merely a demonstration but an actual implementation of CV technology in the heart of a vibrant city. It will address specific local needs using data from multiple sources, including equipped cars, buses and streetcars. Because the pilot depends on public participation and active stakeholder engagement, effective outreach is vital to its success.

Beyond local interests, the pilot is intended to showcase the uses of CV technology for a national audience. To meet this objective, THEA and its partners must engage state and local transportation agencies, municipalities, and other prospective deployers. Researchers, trade associations, the news media and others will likewise be interested in this pioneering application of CV technology to the real world. The pilot requires a robust communications strategy for reaching all these audiences.

The THEA CV pilot deployment is proceeding in three phases:

- Concept development
- Design, implementation and testing
- Operation and maintenance, impact assessment, and performance measurement

The present Phase 2 Outreach Plan is a revision of the CV Pilot Deployment Program Phase 1 Outreach Plan—Tampa (THEA), as required by USDOT Cooperative Agreement Number DTFH6116H00025.

2 Scope

The Outreach Plan is a high-level plan for the management of outreach activities throughout the deployment phases (Phases 2 and 3). The key requirements described in the USDOT Broad Agency Announcement (BAA) are as follows. Next to each requirement is a reference to the chapter and section of the Outreach Plan that addresses that requirement.

The Outreach Plan shall identify a single Site Outreach Lead as well as a single Site Outreach Spokesperson for Phase 2 and Phase 3. The Site Outreach Lead is responsible for the coordination of Outreach requests, while the Site Outreach Spokesperson (alone) is designated to speak for the Pilot Deployment in communication with the media. (Chapter 6.3, 6.4)

Further, the Plan shall articulate proposed:

- *Media strategy for both local and national press* (Chapter 6)
- *Media coordination with the USDOT* (Chapter 6.4)
- *Web/social media presence* (Chapter 4.1.1, 4.1.7)
- *Trade show strategy* (Chapter 5.3.1)
- *Outreach strategy to promote the pilot locally* (Chapter 5.2)
- *Community awareness strategy* (Chapter 5.2)
- *Crisis communications plan in case of unforeseen events, natural disasters, and other threats* (Chapter 9)
- *Interaction with other USDOT CV Pilot Deployment Program efforts* (Chapter 5.3.4)
- *Accommodation of site visits and demonstration of capabilities* (Chapter 5.2.1)

The Outreach Plan should include a PR/marketing plan describing the site end-to-end professional development and delivery of:

- *News articles, press releases, brochures, fact sheets* (Chapter 6.6)
- *Photos* (Chapters 4.1.4, 6.6)
- *Website content* (Chapters 4.1.1, 6.6)
- *Videos* (Chapters 4.1.5, 6.6)
- *Talking points, press events, PowerPoint slide decks* (Chapters 4.1.3, 5.2.2, 6.5, 6.7)
- *Trade show events* (Chapter 5.3.1)

Anticipated levels of outreach, at a minimum, are expected to include:

- *Two local press conferences each year* (Chapter 6.7)
- *Participation in two public meetings per year* (Chapter 5.2.2)

- *Three articles a year to be published in industry trade journals* (Chapter 6.5, 6.6)

- *A promotional video (6-12 minutes) about the pilot, including two additional updates* (Chapter 4.1.5)

- *A pilot deployment website* (Chapter 4.1.1)

- *Travel and participation in three workshops/conferences/trade shows each year* (Chapter 5.3.1)

- *Participation in two USDOT-organized webinars a year regarding pilot deployment progress/performance* (Chapters 4.1.8, 5.3.4)

The Outreach Plan shall include regular coordination with USDOT communications staff, to facilitate the branding, re-use and re-distribution of materials developed by USDOT and the Contractor. (Chapters 6.4, 7)

Cooperative Agreement Number DTFH6116H00025, "Connected Vehicle (CV) Pilot Deployment Program—Phases 2 and 3," Task 2-J, specifies additional stakeholder outreach requirements for Phase 2:

Coordination with Other Deployment Activity. *In order to meet overall program goals of accelerating the deployment of connected vehicle technologies, pilot deployment sites are expected to share insights and lessons learned with peers considering or actively deploying connected vehicle technologies. This includes the accommodation of site visits and other activity/products developed in this task.* (Chapter 5.1)

Support for International Collaboration. *The Recipient will be expected to collaborate on similar projects with international partners with which USDOT has research coordination agreements for the purpose of expanded learning. The format of the collaboration may include hosting foreign scanning tours, complementary alignment of evaluation activities, or it could involve a partial alignment of deployment or research activities and objectives to create "twinned" complementary project components.* (Chapter 5.1)

Revised Deployment Outreach Plan (DOP). *At the start of this task, the Recipient will revise the DOP and update (as needed) throughout Phase 2.* (Chapter 5.1)

Outreach Implementation Schedule (OIS). *Based on the revised/updated DOP, the Recipient shall create and document in an Outreach Implementation Schedule (OIS), a work breakdown structure of activities required to implement the DOP in Phase 2. The Recipient shall provide progress as a (minimum) monthly update to the OIS….* (Chapter 5.1)

Lessons Learned Logbook (LLL). *[T]he Recipient shall maintain a Lessons Learned Logbook (LLL) that incorporates a brief summary of the issue identified, the potential impacts, mitigating actions taken, and results identified (to date). This logbook is a sub-element of the Outreach Implementation Schedule (OIS) … and compiles risks/issues/lessons learned from other tasks and deliverables…. As they arise, risks and issues should be tracked and appended to the OIS as a part of the Lessons Learned Logbook sub-element.* (Chapter 5.1)

3 Audiences and Messages

Outreach efforts will target 10 specific audiences: team members, partners, stakeholders, participants, the general public, interest groups, transportation agencies, the transportation industry, policymakers, and the news media. The pilot outreach team will tailor the messages and methods of communication to meet THEA's goals for each target audience.

3.1 Team Members

Team members are those stakeholders who are on the project team: THEA, HNTB, the University of South Florida Center for Urban Transportation Research, Global-5 Communications, Siemens and Brandmotion. Team members require accurate, up-to-date information to collaborate effectively and make the program a success. They need talking points and other tools to prepare them to communicate a clear, consistent message to others. Additionally, their communication and outreach efforts regarding the pilot must be coordinated with USDOT.

Goals:

- Give team members access to accurate, up-to-date information
- Enable team members to communicate a clear, consistent message
- Coordinate outreach efforts with USDOT

3.2 Partners

Partners are those agencies or organizations that are on the pilot team or are directly affected by the pilot. Key partners include the City of Tampa, Hillsborough Area Regional Transit (HART), Florida Department of Transportation (FDOT) and Hillsborough Community College. Like team members, partners require accurate, up-to-date information to collaborate effectively and make the program a success. They also need to be ready to communicate a clear, consistent message to others.

Goals:

- Raise awareness of the goals and benefits of the pilot
- Give partners access to accurate, up-to-date information
- Enable partners to communicate a clear, consistent message
- Equip partners with effective messages to support participant recruitment

3.3 Stakeholders

A stakeholder is any agency or organization that may interact with the pilot. Stakeholders include Hillsborough County, Amalie Arena, City of Tampa Police, Florida Highway Patrol-Tampa, Hillsborough County Sheriff's Office, MacDill Air Force Base, Tampa Bay Port Authority, Tampa Convention Center, Tampa Downtown Partnership, and the Tampa Bay Lightning (see the Stakeholder Registry for a complete list).

Because stakeholders may be directly impacted by the pilot, it is important to gain their support and to sustain that support for the duration of the project. At a minimum, stakeholders need to understand the goals and benefits of the program. Outreach to stakeholders may also lead to new, mutually beneficial partnerships. Stakeholder engagement is critical to the success of the program.

Goals:

- Raise awareness of the goals and benefits of the pilot
- Support and encourage engagement for the duration of the deployment period
- Equip stakeholders with effective messages to support participant recruitment
- Address stakeholder concerns as they arise

3.4 Participants

Participants are members of the traveling public who are recruited and trained to participate in the pilot. This group includes drivers who live or work downtown.

Participants are a vital audience because they are the ones who drive the cars, interact with the applications, generate data and make the pilot happen. Outreach to participants will include general information about the pilot, program updates, reminders and positive messages emphasizing the value of their involvement. Two-way communication with participants is likewise important so that they can ask questions, offer testimonials and provide feedback. Participants who are actively engaged in communication with the pilot are more likely to stay in the program and to help recruit others.

Goals:

- Raise awareness of the goals and benefits of the pilot
- Generate sustained enthusiasm for involvement in the pilot
- Provide participants with timely program updates as needed
- Gather feedback from participants
- Support participant recruitment and training
- Maximize participant retention to ensure accurate performance measures

One of the key challenges facing the pilot is the need to recruit, train and retain participants from among the traveling public. Securing participant involvement in the pilot depends on effective outreach to potential participants. Even after participants have been recruited and trained, it is important to

continue to engage them in order to support and encourage their ongoing participation. For this reason, participant recruitment and outreach are interdependent.

With this interdependence in mind, outreach efforts will support participant recruitment, training and retention. For example:

- Messages to local audiences will include a call to action for potential participants to join the pilot.
- The pilot website will support recruitment by drawing attention to the benefits of participation and by making it easy to sign up online (see Chapter 4.1.1).
- Digital outreach materials will include public service announcements (PSAs) that link users to recruitment information.
- Outreach and recruitment materials will share the same visual identity (see Chapter 7).
- Outreach will be sustained for the full duration of the pilot to support participant retention efforts.
- Leaders of recruitment and outreach activities will coordinate their activities to ensure that their messages are consistent.

Recruitment messages will focus on the safety, mobility and environmental benefits of CV technology. Prospective participants will also be offered an attractive combination of incentives in the form of (1) a toll rebate and (2) free in-vehicle equipment.

3.5 General Public

The general public encompasses all individuals who live, work or travel in the Tampa region, including THEA customers. Because the pilot will deploy CV technology on real city streets, the public will interact with pilot-related vehicles and infrastructure, even if they are not pilot participants. The public needs to know about the pilot for a variety of reasons.

First, two major goals of the pilot are to improve mobility and to reduce the number of safety incidents within the pilot area. These goals imply changes in behavior. For example, drivers of equipped vehicles nearing the downtown end of the Lee Roy Selmon Expressway's Reversible Express Lanes (REL) will receive warnings if they are approaching the final curve too fast. If enough drivers heed those warnings, they will reduce the average speed of westbound traffic in that location. Other drivers on the REL will need to know what to expect.

Second, although the impacts of construction/installation of roadside equipment are expected to be small, the public needs to be aware of any pilot-related activities that may affect their travel in the deployment area.

Finally, effective outreach to the general public is vital because the future of CVs in the region depends on public acceptance. Many more individuals in the Tampa region may use CV technology in the future, and they need to understand its real-world benefits.

Goals:

- Raise awareness of the goals and benefits of the pilot
- Educate the public regarding CVs
- Inform the public of what changes to expect
- Monitor and proactively address misperceptions of the pilot

3.6 Interest Groups

Interest groups are organizations whose members will want to know how the pilot relates to the particular issues that concern them. Interest groups include business/economic development organizations, environmental industry and advocacy groups, privacy/security industry and advocacy groups, safety advocacy groups, and bicycle/pedestrian groups.

Goals:

- Raise awareness of the goals and benefits of the pilot
- Deliver messages that address interest groups' particular concerns
- Monitor public opinion and proactively address misperceptions of the pilot
- Provide timely and relevant information to support regional economic development
- Invite key interest groups to get involved

3.7 Transportation Agencies

Transportation agencies are public and private entities that own and/or operate surface transportation systems, including state and local departments of transportation, city and county governments, transit agencies, tolling authorities, metropolitan planning organizations (MPOs) and transportation planning organizations (TPOs).

Transportation agencies are a target audience because they are prospective deployers of CV systems. One goal of the pilot is to promote deployment of CV technologies and to provide transferable lessons for agencies that may deploy these technologies in the future. Transportation agencies require more in-depth information than many other audiences in order to apply those lessons and implement CV technologies in their own jurisdictions.

Goals:

- Raise awareness of the goals and benefits of the pilot
- Position THEA and its partners as industry leaders
- Provide updates on pilot progress and milestones
- Share program details, technical results and lessons learned

3.8 Transportation Industry

Broadly speaking, the transportation industry encompasses any company or organization that has to do with transportation, including but not limited to those with a particular interest in CV technology, including intelligent transportation systems (ITS), vehicle-to-vehicle (V2V), vehicle-to-infrastructure (V2I) and automated vehicle (AV) applications. Examples include vendors, consultants, original equipment manufacturers (OEMs), researchers, educational institutions, and trade associations. This category also includes similar groups in related industries (e.g., public works, wireless communications).

The transportation industry is a target audience because it comprises companies and organizations that are already keenly interested in CVs. Many of them are actively involved in creating standards, setting policy agendas, conducting research, developing products, and shaping public opinion. Some will be looking for opportunities to deploy their own products or services as part of the pilot.

Goals:

- Raise awareness of the goals and benefits of the pilot
- Position THEA and its partners as industry leaders
- Provide updates on pilot progress and milestones
- Share program details, technical results and lessons learned

3.9 Policymakers

Policymakers are elected officials and government agencies that enact laws, write regulations, and shape transportation policy at the federal, state, and local levels.

Policymakers are a target audience for several reasons. First, they make important decisions governing the development and deployment of CV technologies. They also control major sources of funding for deployment efforts and for related infrastructure improvements. Finally, they influence public opinion. Policymakers need complete and accurate information in order to shape policies that take full advantage of CVs' safety, mobility and environmental benefits. They also need to understand the importance of planning for CVs as they consider questions of privacy, data security, and wireless communications.

Goals:

- Raise awareness of the goals and benefits of the pilot
- Position THEA and its partners as industry leaders
- Provide complete and accurate information to promote good public policy
- Monitor and proactively address misperceptions of the pilot

3.10 Media

Print, television, radio and social media outlets will play an important role in shaping public perception of the pilot. Industry media, too, have an influential voice among their target audiences. The media's widespread influence presents an opportunity to communicate the pilot's goals and benefits broadly. Media coverage will also aid the recruitment effort by raising awareness and lending the program a sense of legitimacy. On the other hand, if outreach to the media is inadequate or ineffective, there is a risk that the media may propagate misinformation and create misconceptions about the program. THEA and its partners will work cooperatively with the media by proactively providing clear, consistent, factual information on a timely basis.

Goals:

- Raise awareness of the goals and benefits of the pilot
- Position THEA and its partners as industry leaders
- Provide updates on pilot progress and milestones
- Provide clear, consistent, factual information
- Monitor the tone of media coverage and correct misinformation
- Leverage media coverage to help recruit new partners and participants

Table 1. Audiences, Messages and Methods

Audience	Targets	Message	Methods/ Media
Stakeholder Community			
Team members	THEA, HNTB, USF CUTR, Global-5, Siemens, Brandmotion	Program updates, need for consistent messaging	Website, presentations, webinars, onsite tours, talking points, media training
Partners	City of Tampa, HART, FDOT, Hillsborough Community College	Goals, benefits, program updates	Website, presentations, webinars, e-newsletter, onsite tours, talking points
Stakeholders	Hillsborough County, Amalie Arena, Tampa Police, Florida Highway Patrol, Hillsborough County Sheriff's Office, MacDill AFB, Tampa Bay Port Authority, Tampa Convention Center, Tampa Downtown Partnership, Tampa Bay Lightning and others	Goals, benefits, program updates, potential impacts, partnership opportunities	Website, presentations, webinars, e-newsletter, video, media coverage, social media, traveling exhibit, onsite tours, speakers' bureau, good neighbor outreach
Participants	All pilot participants	Goals, benefits, program updates, FAQs, instructions, reminders	Website, presentations, webinars, e-newsletter, video, electronic alerts, fact sheets, brochures, tips cards, media coverage, social media, onsite tours
General public	Residents and visitors to the region, THEA customers, state and national audiences	Goals, benefits, program updates, FAQs	Website, presentations, webinars, e-newsletter, video, fact sheets, brochures, rack cards, media coverage, social media, traveling exhibit, onsite tours, TV programming
Interest groups	Business/economic development organizations, environmental industry and advocacy groups, privacy/security industry and advocacy groups, safety advocacy groups, bicycle and pedestrian groups	Goals, benefits, program updates, FAQs	Website, presentations, webinars, e-newsletter, video, fact sheets, brochures, rack cards, media coverage, social media, traveling exhibit, onsite tours, speakers' bureau, conferences, trade shows
Transportation Agencies and Industry			

Audience	Targets	Message	Methods/ Media
Transportation agencies	State and local DOTs, city and county governments, transit agencies, tolling authorities, MPOs, TPOs	Goals, benefits, program updates, FAQs, deployment details, technical results, lessons learned, research opportunities	Website, presentations, webinars, e-newsletter, video, fact sheets, brochures, rack cards, media coverage, social media, onsite tours, conferences, trade shows, authored articles in industry media
Transportation industry	AV/CV/ITS/V2V/V2I community, vendors, consultants, OEMs, researchers, trade associations, related technology industries (e.g. wireless communications)	Goals, benefits, program updates, FAQs, deployment details, technical results, lessons learned, research and business opportunities	Website, presentations, webinars, e-newsletter, video, fact sheets, brochures, rack cards, media coverage, social media, onsite tours, conferences, trade shows, authored articles in industry media
Policymakers			
Policymakers	Local, state, national	Goals, benefits, program updates, FAQs	Website, presentations, webinars, e-newsletter, video, fact sheets, brochures, rack cards, media coverage, social media, onsite tours, conferences, trade shows
Media			
Media	Local, state, national, international, industry	Goals, benefits, program updates, FAQs, potential impacts	Website, presentations, webinars, e-newsletter, video, fact sheets, social media, onsite tours, authored articles, news releases, backgrounders, press conferences, media events

4 Outreach Products

4.1 Digital Products

4.1.1 Website

For many audiences, the pilot website will represent the primary source of information and the public face of the project. Furthermore, the other outreach products and activities described in Chapters 4 and 5 will direct people to the website for more information. For this reason, building a useful, informative and visually appealing website that is easy to navigate is a high priority. The website should be responsive to all mobile devices.

In addition to the audience-specific goals described in Chapter 3, the goals of the website are:

- Build excitement surrounding the pilot
- Increase awareness of CVs in the Tampa area
- Communicate the benefits of the pilot to all audiences

4.1.1.1 Interim Resource Page

The present outreach plan outlines activities that have been or are to be carried out in phases 2 and 3. Even in the planning phase, however, the pilot attracted considerable attention. In response to demand, the outreach team created a resource page for the pilot on the THEA website to address public information needs in the planning phase. This page served as the online home of the pilot until the launch of a standalone website for the pilot in phase 2.

The following resources were made available on the interim resource page (http://drivethea.com/):

- Introduction to the pilot
- Media releases
- Documents
- Presentations
- Video clips
  - Animation
  - Supplemental footage for broadcast TV (B-roll)
- Images
- Photos
- Infographics

4.1.1.2 Identity

The permanent pilot website (www.TampaCVpilot.com) establishes a unique identity that is consistent with all other print and digital products associated with the pilot (see Chapter 7). This identity includes a common color palette, fonts and other elements of graphic design (see Figure 1). The website also features the THEA logo to reinforce THEA's leadership and ownership of the pilot.

Figure 1. A screen shot of the THEA CV Pilot website shows the emphasis on participant recruitment in phase 2. (Source: THEA)

4.1.1.3 Interactivity

The website design is highly interactive to encourage dialogue and active engagement. Interactive features include:

- A contact form for users to submit comments or questions. (A member of the outreach team responds to comments and questions, and standard responses are being developed for common queries in order to respond efficiently.)
- An interactive map of the pilot deployment area. Users can learn about specific use cases by clicking on various parts of the map.

Content on the website is sharable via social media to facilitate a broader outreach through partner, stakeholder and participant social media networks.

4.1.1.4 Participant Recruitment

Because it serves as the public face of the project, the pilot website is a useful tool for recruiting participants. The site features dedicated pages for users interested in participating as drivers or "fans." (Fans are individuals who do not participate formally in the pilot but who want to stay informed.)

Each recruitment page features a button labeled "Am I Eligible?" or "Get Started." Users who click the button may take an online prescreening questionnaire to see if they are eligible to participate in the pilot. Users who are eligible to participate as a driver may schedule an equipment installation appointment online.

See the Participant Training and Stakeholder Education plan for more details on participant recruitment.

4.1.1.5 Communication with Participants

The website does not allow for two-way communication, but participants wishing to contact the pilot may submit an online contact form, send an email or call the pilot help desk for assistance.

4.1.1.6 Site Plan

The website is organized as follows:

- Get Involved

  - Drivers
  - Pedestrians
  - Fans
  - Organizations

- Learn

  - What we're doing
  - Interactive map
  - FAQs
  - In the news
  - Resources

- Connect

  - Calendar
  - Contact us

- Media resources

  - News releases
  - Fact sheets
  - Videos
  - Photos
  - Infographics
  - Maps
  - Renderings and illustrations
  - Media kits

4.1.1.7 Search Engine Optimization

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A robust search engine optimization (SEO) strategy will help make the website easy to find and maximize its impact.

- Plan

  - Determine what searches are leading to THEA's existing CV pages
  - Establish keywords/metatags/phrases
  - Identify "long tail" keywords (highly specific search phrases)

- Design

  - Apply unique title tags, descriptions and metatags to each page
  - Use common-sense, word-based URLs for major pages
  - Make sure key words appear in body text
  - Submit an XML Sitemap file to Google, Bing and Yahoo
  - Ensure entire site is responsive to all mobile devices
  - Install analytics tools such as Google Analytics upon launch of site and begin recording data
  - Optimize delivery speed of pages, especially for all "above the fold" content
  - Make sure proper pages are listed in robots.txt to prevent lower-level pages from showing up on top
  - Avoid the use of Flash technologies on the site (HTML 5 and JavaScript are preferred for interactions)
  - Utilize https at all times when it does not interfere with primary objectives
  - 508 compliance (accessibility) increases SEO
    - Use alt tags for images, videos, files
    - Use text-based links (rather than JavaScript or Flash)

- Build backlinks (inbound links)

  - Encourage all partners and stakeholders to provide links to the site on their sites
  - All news releases, authored articles and other content should include a link to the site
  - Provide "share" ability on all content (shared content ranks higher on search engines)
  - Register with web directories

- Maintain

  - Post fresh content to site on a regular basis
  - Regularly published e-newsletters will also include tokenized links to site that can be monitored per e-blast
  - Leverage program-specific and THEA social media presence to drive the conversation to the website
  - Use sites such as YouTube, Twitter and Instagram to post multimedia content that refers back to the site
  - Periodically monitor analytics data, including origin IP and unique visitors, and refine above methods
  - Continuously check all outbound links for broken links

4.1.2 E-Newsletters

4.1.2.1 Quarterly Update

Beyond the program website, the pilot will produce and distribute a quarterly e-newsletter to deliver news, updates, event reminders, and other timely information to multiple audiences, beginning in 2018. Subscribers can sign up on the pilot website. This tool offers THEA the opportunity to connect with readers on a regular basis by sending this information directly to their inboxes. Social sharing buttons and links to the website will also help to build an online community among those interested in the pilot. The outreach team will use an editorial calendar for planning purposes to ensure that the quarterly update regularly addresses the interests and concerns of target audiences.

4.1.2.2 Participant Email Update

Participants will require periodic messages that are not relevant to other audiences. A dedicated email update will deliver this timely information directly to participants and encourage them to remain in communication with the pilot. The email update will also support the retention of participants by keeping them engaged for the duration of the pilot.

4.1.3 PowerPoint Presentations

Multimedia PowerPoint presentations are essential tools for live events such as trade shows, technical conferences, news conferences, and speaking engagements. The outreach team created a template that is consistent with branding for the overall pilot and tailors individual presentations to fit the occasion and the audience. Some presentations are made available to the general public on the pilot website.

4.1.4 Photography

Photographs of CVs operating on real downtown streets will powerfully convey the message that the pilot deployment is an actual implementation of CV technology in the heart of the city. High-quality photography infuses the website and other outreach products to attract and engage the viewer's attention. Photographs that may be useful to the media are made available for download in the media room on the pilot website.

Figure 2. A photo of pedestrians crossing Twiggs Street at the Hillsborough County Courthouse illustrates one of the safety issues that the pilot is intended to address. (Source: THEA)

Photography is an ideal medium for documenting progress and for telling the story of the pilot deployment. The pilot outreach team will use a selection of photographs to create a visual timeline for use in telling that story. The team will also employ photography to document technical aspects of the pilot (installation, operation, etc.) and for training.

The team obtains signed release forms from any identifiable person appearing in a photo. Any personally identifiable information (PII) is redacted or obscured. USDOT and THEA have the rights to use all images created as part of the pilot. Properly licensed stock images may also be used.

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4.1.5 Video

The outreach effort uses video in many ways. Interviews with project principals, participants, and others lend perspective to the resources on the pilot website. Video is used to document progress, technical milestones and best practices. Short informational videos on specific topics will appear in a variety of contexts such as the website, presentations, social media and training resources. Videos are also distributed via THEA's existing YouTube channel. Videography showcases the uses of CV technology by capturing various applications in action. A four-minute promotional video has been developed to inform the public about the pilot and to introduce the on-site tours. In addition, the outreach team provides B-roll to TV and other media outlets. A selection of videos is available at https://www.tampacvpilot.com/media-resources/video-clips/.
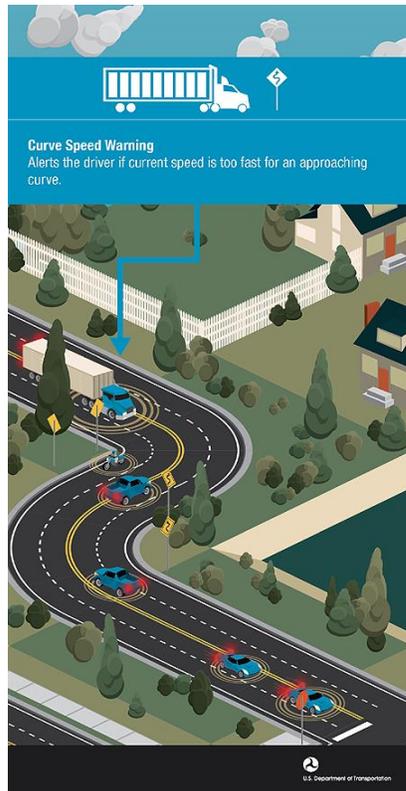
Figure 3. FHWA offers colorful infographics that explain many CV applications. (Source: ITS JPO)

The team obtains signed release forms from any identifiable person appearing in a video. Any personally identifiable information (PII) is redacted or obscured. USDOT and THEA have the rights to use all videos created as part of the pilot. Properly licensed stock footage may also be used.

4.1.6 Graphics and Animation

Because CVs rely on invisible wireless communications, maps, graphics and infographics help to illustrate how various CV applications work. The pilot website, presentations, e-newsletters and other media employ these products to communicate information in a visual format. The pilot outreach team also supplies maps, graphics and infographics to the news media.

USDOT has already made available a number of infographics depicting individual applications. The pilot outreach team uses these existing infographics and will create additional ones in the same style to illustrate additional applications and concepts as needed.

Animation is another useful medium for depicting CV applications. USDOT has provided a number of short animations of various applications in action. Additional animation sequences will be developed in the same style as needed.

4.1.7 Social Media

Social media present an opportunity to make positive impressions that are easily shared via likes, shares, and tweets that multiply their impact. The pilot outreach team has created a Facebook page (@TampaCVPilot), Twitter account (@Tampa_CV) and Instagram account (TampaCV) dedicated to the pilot to establish its brand identity. Social media are highly visual, so posts contain not only news items and links but also graphics, photos, videos and other resources with an emphasis on quality rather than quantity.

In addition to the dedicated channels, the outreach team supplies content (posts, links, tweets, etc.) for THEA, its team members and its partners to distribute via their own social media channels. Stakeholders are encouraged to share the pilot's social media messages with their own audiences. Project participants will also have access to sharable graphics, photos and other content on the pilot website.

Social media are interactive, so the communications team responds to posts/tweets when appropriate but deals with potentially sensitive issues offline. Social media are monitored to track positive or negative responses to the pilot (see Chapter 8).

4.1.8 Webinars

Audiences wishing to take an in-depth look at the pilot, or at some technical aspect of the project, have the opportunity to participate in periodic webinars. USDOT requires the pilot sites to participate in a minimum of two USDOT-organized webinars a year regarding pilot deployment progress and performance during phases 2 and 3. Webinars are recorded and posted on the USDOT website for those who may have missed the live version. Webinars are publicized through the website, e-newsletter, conferences, trade shows, and other products and distribution methods described in Chapters 4 and 5.

Table 2 shows the webinars delivered or planned for phases 2 and 3. Exact dates are given for webinars that have already taken place.

Table 2. Webinar Topics and Timing for Phases 2 and 3

Webinar Topic	Timeline	Relevant Task Areas
System Architecture/Design	Sep 18, 2017	• 2-B: Systems Architecture • 2-B: Systems Design
Application Development and Deployment Progress	Jan 19, 2018	• 2-E: Application Development • 2-E: Application Deployment Plan
Device Acquisition and Installation	Aug 7, 2018	• 2-G: Operational Readiness and Demonstration Plan • 2-K: Pre-Deployment Performance Plan
Results of Readiness Test and Baseline Performance	Jan – Mar 2019	• 2-H: Operational Readiness Testing Results • 2-K: Pre-Deployment Performance Results
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

4.1.9 Electronic Alerts

An electronic alert e-mail service may be made available to participants and others who may require urgent notifications of equipment failures, operational changes or other unexpected events.

4.2 Print

The pilot outreach team has created collateral materials for outreach including:

- Fact sheet
- Tip card
- Project overview
- Project map
- Display boards

Print materials incorporate maps, photos, infographics and other digital products to illustrate the pilot and its benefits. A shared color palette and other graphic design elements identify these materials with the pilot.

Team members, partners and stakeholders distribute collateral materials at community events, conferences, trade shows, and industry briefings and at locations throughout the area of impact. Materials are also available in digital form on the pilot website and via additional online resources. Some print products may feature a QR code that directs smartphone users to the website.

Additionally, the news media receive media kits including a folder, news release, fact sheet, and other collateral materials related to the particular media event. Media kits are made available in both print and digital formats, with digital elements such as graphics and video provided in the website's online newsroom. Refer to Chapter 6 for a full explanation of the media strategy.

Other print materials to be produced for training and education are detailed in the Participant Training and Stakeholder Education plan.

4.3 Exhibits, Signage and Other Products

4.3.1 Exhibits

The outreach team has developed materials for exhibits at trade shows and for display at smaller venues. The trade show exhibit may stand alone or be incorporated into a larger USDOT exhibit.

- Traveling exhibit
  - Banner stands
  - Literature racks

- Trade show exhibit
  - Tablecloth
  - Backdrop
  - Banner stand
  - Display boards (see Figure 4)
  - Literature racks
  - CV devices

4.3.2 Signage and Other Products

Other products may include the following. Where applicable, they will include a QR code to help interested parties connect to the pilot website.

- Outdoor signage

  - Building banners
  - Billboards
  - Sandwich boards
  - Exterior bus ads
  - Bus shelter signage
  - Sidewalk stickers (for pedestrian crossings)

- Awareness items

  - Lanyards
  - Key fobs
  - Stylus pens
  - Stress relievers
  - Jump drives
  - Lapel pins

Figure 4. At a demonstration on December 19, 2017, pilot representatives used display boards to explain project goals. (Source: THEA)

5 Outreach and Distribution Strategies

5.1 Project Management

This plan represents a toolbox of strategies to guide the outreach effort. It is, however, a living document. The products and activities described in the plan are evaluated on an ongoing basis. The outreach team will update the plan as needed to reflect changing priorities and budgetary constraints.

The outreach team has created an Outreach Implementation Schedule (OIS) that includes a work breakdown structure of activities required to implement the plan in Phase 2. The OIS also includes a Lessons Learned Logbook (LLL) that records risks, issues and lessons learned. The OIS is updated monthly to track progress.

The outreach team meets biweekly, either in person or by conference call, to discuss outreach needs and goals. The team also participates in a monthly outreach roundtable, a planning and strategy call arranged by ITS JPO. Site Outreach Leads from all pilot deployment sites participate in the roundtable in order to coordinate national outreach activities to maximize impact, ensure consistent messaging, and avoid duplicating each other's efforts.

Outreach products and activities must be used strategically to achieve the goals of the plan. Outreach strategies vary depending on whether the intended audiences are broadly distributed across the nation or are concentrated in the local Tampa area. In order to meet overall program goals of accelerating the deployment of connected vehicle technologies, outreach to transportation agency and transportation industry audiences (see Chapters 3.7 and 3.8) focuses especially on the sharing of insights and lessons learned regarding deployment.

Because the USDOT is interested in sharing lessons learned from the CV Pilot Deployment Program with its international partners, the outreach team also collaborates on similar projects with those partners as directed by USDOT. Such collaboration may include site tours for foreign visitors (Chapter 5.2.1) or other joint activities. The USDOT will identify areas of shared interest with its international partners and initiate collaboration discussions.

5.2 Local Outreach

5.2.1 On-Site Tours

On-site tours are an excellent way to educate various audiences about the pilot and the benefits it will create for commuters and residents of the Tampa region and for future CV deployments across the country. Tours for local audiences serve many purposes, including building and maintaining support for the pilot, overcoming misperceptions, helping recruit and retain participants, and increasing awareness of THEA as the sponsoring agency and a leader in regional transportation. For visitors

from beyond the Tampa region, tours showcase the pilot as a national model for urban CV deployments and will demonstrate the technologies involved. Attendees may be able to:

- Personally observe the issues that the pilot will address at the selected locations
- Learn about the larger context of transportation in the Tampa region
- Interact with the technology deployed
- Talk with THEA staff and consultants, and City of Tampa TMC staff
- Learn more about THEA's contributions to regional transportation
- Interact with their peers as they learn about CVs

5.2.1.1 Audiences

On-site tours in the deployment area are available to all of the identified pilot deployment audiences. To make the tours more efficient and provide maximum value to attendees, THEA organizes on-site tours for specific audience segments. For example, planners have different interests and needs than ITS engineers, so THEA may arrange separate tours for these groups. This approach allows THEA staff and consultants to focus materials, presentations and Q&A sessions on each group's specific areas of interest. It also facilitates conversations and community building among the audience members.

Figure 5. FHWA officials and other guests tour the THEA TMC in January 2016. (Source: THEA)

Because on-site tours have significant educational value, schools are an important target audience, from the middle school level up through graduate programs. THEA may arrange tours for schools with educational programs that relate to some aspect of the pilot (for example, local magnet high schools that focus on engineering, or graduate programs in public policy and civil engineering).

5.2.1.2 Scheduling

Tours have been available during the design phase to preview the use cases, and tours will continue throughout the deployment phase of the pilot. THEA has adopted both a proactive and a reactive approach to scheduling on-site tours. On the proactive side, THEA reaches out to professional groups and organizations with an interest in CV deployment and work with them to schedule tours that will serve their members. THEA may also coordinate with Visit Tampa Bay and the Tampa Convention Center to plan tours that coincide with local events that are expected to bring interested audiences to Tampa. THEA may contact those events' coordinators to schedule on-site tours for their attendees. This effort will be coordinated with the conference and trade show strategy (see Chapter 5.3.1). Reactively, THEA also responds to tour requests from audience groups and works with those groups to schedule a visit that is convenient to both the group and THEA.

5.2.1.3 Briefing Packet

THEA provides each tour participant with a briefing packet that supplements the tour. The contents of the briefing packet typically include:

- An introduction to THEA, CVs and the pilot
- A map of the pilot deployment area with use case locations highlighted
- Information about the use cases, including maps or photos of the relevant locations and the deployed technology (roadside units and on-board units as appropriate)

Because members of the news media have unique needs, they receive a media kit instead of a briefing packet (see Chapter 6.6).

5.2.1.4 Tour Elements

Presenters and tour guides are selected from among THEA staff and pilot partners and consultants to match the audience. Each on-site tour is designed to meet the audience's specific needs, drawing from a pre-planned set of elements:

- Welcome
- Orientation
    - Introduction to THEA
    - Introduction to the pilot
        - History
        - Use Case(s)
        - Performance Measures
        - Applications (technology)
        - Safety and Security
        - Outreach
- Tour of THEA indoor facilities
    - TMC
    - Toll by plate office
- Tour of THEA roadways (area of impact)
    - Selmon Expressway
        - East to Brandon
        - West to MacDill AFB
    - REL
    - Meridian Avenue to Channelside Drive
- Tour of the CV pilot
    - REL Terminus at Twiggs Street
    - Twiggs Street at the Hillsborough County Courthouse

Figure 6. FHWA officials and other guests visit the site of one of the pilot's use cases. (Source: THEA)

- Marion Street
- Meridian Avenue
- Channelside Drive (including trolley ride and demonstration)

- Q&A
- Interviews with THEA staff and pilot partners

It is not practical or cost efficient to take all audiences on a bus tour of the entire area of impact and all use case locations. Florida's unpredictable weather can limit outdoor activities, like visiting use case sites. To address these limitations, the pilot outreach team may show the project video to support the on-site tours to give visitors a richer experience. The video shows visitors things they might otherwise not have been able to observe, such as activities that happened in the past, or close-up looks at roadside units (RSUs) and other infrastructure. For example, a video tour of the region would be more efficient than renting a bus to drive to Brandon, MacDill Air Force Base and Tampa International Airport.

Table 3 shows the audiences and the areas that are available for tours. Filled boxes (■) indicate elements that are appropriate for that audience and may be included in the tour. Hollow boxes (□) indicate optional elements that may be included if time permits. Blank boxes indicate elements that are not recommended for a particular audience and should not be offered as part of a tour.

Table 3. On-Site Tour Elements

On-Site Tour Elements	Team Members	Partners	Stakeholders	Participants	General Public	Interest Groups	Transportation Agencies	Transportation Industry	Policymakers	News Media
Introduction										
Welcome & Introduction to CV	■	■	■	■	■	■	■	■	■	■
Introduction to THEA			■	■	■	■	■	■	■	■
THEA Pilot History			■	■	■	■	■	■	■	■
Use Cases	■	■	■	■	■	■	■	■	■	■
Performance Measures	■	■	■	□		■	■	■	■	
Applications (Technology)	■	■	■	■	■	■	■	■	■	■
Safety & Security	■	■	■	■	■	■	■	■	■	■
Outreach	■	■	■	■	■	■	■	■	■	■
THEA Headquarters Tour										
RTMC Tour	■	■	■	■	■	■	■	■	■	■
Toll-by-Plate Office		■					■	■		
THEA Roadways Tour										
Selmon Expressway West	□	□	□	□	□	□	■	■	■	□
Selmon Expressway East	□	□	□	□	□	□	■	■	■	□
REL	□	□	□	□	□	□	■	■	■	□
Meridian Ave to Channelside Dr	□	□	□	□	□	□	■	■	■	□
CV Pilot Tour										
REL Terminus at Twiggs	■	■	■	■	■	■	■	■	■	■
Twiggs St at the Courthouse	■	■	■	■	■	■	■	■	■	■
Marion Transit Center	■	■	■	■	■	■	■	■	■	■
Meridian Ave	■	■	■	■	■	■	■	■	■	■
Channelside Dr	■	■	■	■	■	■	■	■	■	■
Interaction										
Q&A	■	■	■	■	■	■	■	■	■	■
Interviews with Staff/Team		■				■	■	■	■	■

5.2.2 Speakers' Bureau

Figure 7. THEA Executive Director Joe Waggoner speaks at the 2015 Florida Automated Vehicles Summit.

The outreach team offers guest speakers to interested groups. THEA leaders make informational presentations to local businesses, schools and civic organizations. They also seek opportunities to participate in transportation-themed panel discussions organized by such organizations as the Tampa Bay Business Journal, Tampa Bay Partnership, and the Poynter Institute. Other speaking opportunities include state and regional ITS meetings and conferences. Requests for speakers are considered on a case-by-case basis. The outreach team supplies speakers with talking points, PowerPoint slide decks, and collateral materials to distribute as needed.

THEA also schedules speakers to make informational presentations for public meetings of state and local governing bodies such as the Tampa City Council, Tampa Bay Area Regional Transportation Authority and Hillsborough County Commission. When possible, these briefings are timed to correspond to project milestones. In some cases it is appropriate for several representatives of the pilot to participate in a briefing in order to address specific questions.

5.2.3 Traveling Exhibit

The pilot outreach team has created a traveling exhibit suitable for temporary display at neighboring educational institutions, businesses, arenas, shopping malls and other public venues. The exhibit may be useful for reaching not only the downtown deployment area but also the extended impact area including Brandon, MacDill Air Force Base and Tampa International Airport. Sandwich boards may be placed in strategic locations to draw attention to exhibits or other events.

5.2.4 Good Neighbor Outreach

Good neighbor outreach is critical for the success of a project that takes place on real city streets, with impacts on individuals and businesses. Although installation/construction impacts are expected to be minimal, there may be times when it is appropriate to go door-to-door to businesses in local areas that may be impacted by work zones, temporary traffic patterns, or other changes. In-person outreach at malls, businesses and other locations may also take place concurrently with participant recruitment (see Participant Training and Stakeholder Education Plan).

5.3 National Outreach

5.3.1 Conferences and Trade Shows

Conferences and trade shows offer opportunities for the pilot to meet its outreach goals and benefit the larger CV deployment community. These events are especially strategic for reaching two target audiences in particular: transportation agencies and the transportation industry.

THEA participates in conferences and trade shows in at least three ways: exhibiting, speaking, and panel discussion. Trade show exhibits create spaces where THEA can interact with individuals, make contacts, share information, answer questions, distribute materials and raise the level of awareness of both FHWA's and THEA's involvement in CV deployment. Speaking engagements and panel discussions are opportunities for THEA to share its pilot deployment experience and expertise with a large audience. These speaking engagements help educate others and position THEA as a source of knowledge transfer from subject matter experts with practical, real-world experience in CV deployment. Factors to consider when choosing the level of involvement in a particular trade show include cost, schedule and the potential value of outreach to the show's audience.

THEA supports its trade show speaking and panel discussion appearances with a customized multimedia presentation including relevant video, infographics, photographs and text. THEA also distributes appropriate printed collateral to audience members, including brochures, fact sheets and tips cards.

5.3.1.1 Required Events

In the BAA, USDOT requires the pilot sites to travel and participate in a minimum of three workshops, conferences, and/or or trade shows each year during Phases 2 and 3. USDOT has identified key outreach events (by contract year) wherein the pilot sites should be prepared to support in Phases 2 and 3. Table 4 lists the outreach events and the requirements for Phases 2 and 3.

THEA participates in a coordination call with the USDOT ITS JPO communication lead for logistics and staff arrangement before every USDOT sponsored event. USDOT produces fact sheets and other materials for the USDOT sponsored events.

THEA provides at least one representative to participate in USDOT-hosted sessions at the TRB Annual Meeting each year in Washington, D.C. This includes participation in a workshop (weekend) and a weekday panel session. THEA also places outreach materials in the USDOT booth at TRB.

5.3.1.2 Optional Events

In addition to the three specific events per year required by USDOT, THEA sometimes arranges to speak or exhibit at other conferences and trade shows to reach particular audience segments. Some events provide exposure to a broad cross section of the ITS/CV community; others dig deeper into the technical aspects of CVs; and still others offer opportunities to interact with planners and public officials at the state, regional and local levels. Because time and resources are limited, THEA must select the trade shows that present the most strategic opportunities to reach the target audiences over the course of the pilot deployment. See Appendix B for a list of events where someone from the Tampa CV Pilot team represented the project in 2016-2018.

Table 4. Required Conferences and Trade Shows (Phases 2 and 3)

Event	Organizer	Date	Location	Activities
Year 1 (Sep 2016 – Aug 2017)				
SAE Government-Industry Meeting	SAE	1/25/17 – 1/27/17	Washington, DC	• Presentations
SXSW 2017	SXSW	3/10/17 – 3/19/17	Austin, TX	• Presentations at USDOT session • Outreach materials at USDOT booth
ITE Annual Meeting 2017	ITE	7/30/17 – 8/2/17	Toronto, Ontario	• Presentations at USDOT sessions • Outreach materials at USDOT booth
Year 2 (Sep 2017 – Aug 2018)				
24th World Congress on ITS	ITS America	10/29/17 – 11/2/17	Montreal, Québec	• Presentations at USDOT sessions • Outreach materials at USDOT booth
TRB 2018 Annual Meeting	TRB	1/7/18 – 1/11/18	Washington, DC	• Presentations at USDOT sessions • Outreach materials at USDOT booth
SXSW 2018	SXSW	3/9/18 – 3/18/18	Austin, TX	• Presentations at USDOT sessions • Outreach materials at USDOT booth
ITE Annual Meeting	ITE	8/20/18 – 8/23/18	Minneapolis, MN	• Exhibit (video and outreach materials) • Possible CV pilots panel
Year 3 (Sep 2018 – Aug 2019)				
TRB 2019 Annual Meeting	TRB	1/13/19 – 1/17/19	Washington, DC	• Presentations at USDOT sessions • Outreach materials at USDOT booth
ITS America Annual Meeting & Expo	ITS America	6/4/19 – 6/7/19	Washington, DC	• Presentations at USDOT sessions • Outreach materials at USDOT booth

5.3.1.3 Exhibit Space

At some conferences and trade shows, USDOT has its own exhibit space. THEA does not purchase trade show space at any event where USDOT is arranging for floor space. (This is the case for all events in Table 4.) At these events, THEA places video and trade show materials (displays, handouts, other outreach materials) in the USDOT booth. THEA also provides at least one staff person to participate/speak in a booth-area event to be organized by USDOT.

At events where USDOT does not plan to arrange for floor space, THEA may occupy its own space. A well-designed booth with interesting and relevant information attracts attention and ensures that THEA's time at the trade show is well spent. THEA staffs its booth with knowledgeable and engaging personnel to interact with visitors.

THEA's exhibit booth may include the following elements:

- Backdrop
- Banner stand(s)
- Collateral
    - Brochures
    - Fact sheets
    - Tips cards
    - Pens/giveaways
- Display boards
    - Based on infographics
    - Covering topics relevant to the trade show audience
- Video screen
    - Interactive map (details of current test beds, pilots, deployments)
    - Videos of the deployment relevant to the audience
- Rearview mirror with working display of driver alerts

Figure 8. The THEA CV Pilot trade show exhibit typically includes a backdrop, tablecloth, rearview mirror display, fact sheets and other materials. (Source: THEA)

5.3.2 Original TV Programming

As an innovative, real-world deployment of a cutting-edge technology with the potential to transform urban transportation, the pilot will be of interest to a broad national audience. Television has the potential to reach that audience in a visually engaging format.

The Phase 1 Outreach Plan envisioned the development of a concept for an original, one-hour TV program illustrating the benefits of the convergence of AVs and CVs in a connected surface transportation system. The outreach team planned to pitch the concept to television networks that regularly produce shows on science and engineering, with the goal of reaching a national audience. The team was to pitch a similar program to local stations with an interest in public-service programs.

In Phase 2, the outreach team has adopted a strategy of gaining coverage from established news outlets and TV programs. In addition to favorable news coverage from a number of local TV stations, the pilot has attracted the attention of Daily Planet, a daily science news show produced by Discovery

Canada. The outreach team facilitated a day-long shoot in Tampa in December 2017, and a Daily Planet segment on the pilot aired in January 2018.

Figure 9. A Discovery Canada video crew shoots a demonstration of THEA CV Pilot technology on a streetcar.

5.3.3 Awards

The outreach team will seek recognition for the pilot by competing for local, state and national awards. Examples include Tampa Downtown Partnership's Urban Excellence Award, the ITS Florida awards and ITS America's Best of ITS awards.

5.3.4 Knowledge Transfer

The outreach team interacts with personnel from the other CV Pilot Deployment sites for the purpose of knowledge transfer. The team participates in webinars arranged by USDOT for the mutual benefit of the pilot deployment sites. It may also share information and offer guidance to the outreach leads for the next wave of pilot deployments.

5.4 Industry Observances

Various agencies and organizations draw attention to safety- and transportation-related issues by celebrating annual observances on a particular day, week or month. Many of these relate directly to the goals of the pilot. Examples include:

- Drive Safely Work Week
- National Distracted Driving Awareness Month
- National Dump the Pump Day
- National Engineers Week
- National Infrastructure Week
- Ride Transit Month
- Smart Cities Week

The outreach team maintains a calendar of industry observances and leverages them as opportunities to promote the pilot both locally and nationally. The calendar of industry observances does not drive the outreach effort, but some on-site tours, speakers, traveling exhibits and news releases are scheduled to coincide with such events in order to reach broader audiences and achieve greater media exposure.

6 Media Relations

Print, television, radio and social media outlets play an important role in shaping public perception of the pilot. Industry media, too, have an influential voice among their target audiences. The media's widespread influence presents an opportunity to communicate the pilot's goals and benefits broadly. Positive media coverage also aids the recruitment effort by raising awareness and lending the program a sense of legitimacy. On the other hand, if outreach to the media is inadequate or ineffective, there is a risk that the media may propagate misinformation and create misconceptions about the program. THEA and its partners work cooperatively with the media by proactively providing clear, consistent, factual information on a timely basis.

The goals of the media relations strategy are:

- Raise awareness of the goals and benefits of the pilot
- Position THEA and its partners as industry leaders
- Keep the media up to date on progress and milestones
- Provide clear, consistent, factual information
- Monitor the tone of media coverage and correct misinformation
- Leverage media coverage to help recruit new partners and participants

6.1 Strategy

The pilot has attracted considerable media attention. This high level of interest, which is expected to continue for the life of the project, presents both a challenge and an opportunity. The challenge is to remain proactive in implementing a media relations plan that meets the pilot's strategic goals. The opportunity is to work in partnership with the media to communicate the benefits of the pilot (for example, by providing interviews with participants who have experienced safety or mobility benefits firsthand) and the enormous potential of CV technology.

The outreach team has extensive experience in creating resources and planning events that meet the needs of today's working journalists. Given this background, the media relations strategy is to proactively provide the media every resource they need to communicate effectively the purpose and progress of the pilot.

6.2 Markets

The pilot is a story of local, regional, state, national and even international interest. It is also of interest to industry media, whose audiences transcend these geographic boundaries. The media relations strategy takes these geographic and industry-related markets into account by tailoring its messages to each market. Local media, for example, want details on all aspects of the pilot that affect local

transportation. On the other hand, a business-to-business publication focused on economic development may not run an entire story on the pilot, but may be interested in content for a sidebar on the economic impact of the pilot as part of a larger feature article. The pilot outreach team reaches out to these distinct markets with content that is appropriate to their audiences (Table 5).

Table 5. Media Markets and Topics of Interest

Market	Topics of Interest
Local	Benefits, milestones, profiles, innovation, economic development, potential impacts, THEA leadership, how to participate (recruitment)
Regional	Benefits, milestones, profiles, innovation, economic development, THEA leadership
State	Benefits, milestones, profiles, innovation, economic development
National	Benefits, technology, innovation, economic development
International	Benefits, technology, innovation, economic development
Industry	Benefits, technology, innovation, infrastructure, project management, lessons learned

Because the pilot is generating national and international interest, the outreach team works to anticipate and meet the on-site needs of crews from nationwide and foreign news outlets (space for large satellite trucks, for example). When announcing major project milestones, the team targets national media that have foreign outlets in order to maximize geographic reach. The team has developed and maintains a directory of local, regional, state, national, international and industry media outlets to aid in directing its messages to target markets.

6.3 Communication with the Media

In an era of social media and 24/7 news coverage, reporters require rapid responses to their requests. When reporters contact the pilot, someone from the outreach team should respond within an hour. The pilot outreach team works to anticipate their needs and post new materials in the online newsroom on the pilot website as soon as they are available. Media kits, B-roll and other products are provided quickly upon request.

The Site Outreach Lead (Sue Chrzan) coordinates all media requests and oversees the quality and consistency of all information conveyed to the media. THEA partners who create and distribute news releases, authored articles, or other materials related to the pilot are to submit them to the Site Outreach Lead for approval in advance.

The Site Outreach Lead designates a Site Outreach Spokesperson (herself, Bob Frey, Joe Waggoner or other designee) who may speak for the pilot in communication with the media as needed. The Site Outreach Lead may also authorize other pilot team members to speak to the media on matters pertaining to their area(s) of expertise, especially those who have already established themselves as trusted spokespersons for the pilot. When reporters need additional sources, the Site Outreach Lead connects them with THEA partners and with third-party experts who will be kept briefed on the project and made available for interviews.

6.4 Coordination with USDOT

Because the pilot is a federal project, the outreach team coordinates its efforts with USDOT. The Site Outreach Lead participates in a monthly outreach roundtable, or teleconference, with USDOT

communications staff to coordinate outreach activities and to review products (news releases, fact sheets, etc.) before they are released. All media inquiries regarding federal policies or regulations are referred to USDOT communications staff.

6.5 Tools

- The outreach team has developed and maintains an editorial calendar to facilitate planning. The calendar includes the editorial calendars of industry publications, which the team tracks to identify opportunities for authored articles in advance.

- The pilot outreach team uses online databases such as Cision to identify reporters and to help them find and interview experts associated with the project.

- The Site Outreach Lead facilitates a media appearance circuit by keeping a roster of key team members who are available to speak to local and national media on specific topics.

- The pilot outreach team develops talking points to ensure that messages conveyed to the media are accurate, consistent and in line with the pilot's communications objectives. Team members in interview situations are encouraged to stick to the talking points as much as possible.

6.6 Products

Outreach to the media includes the following products:

- News releases are distributed on a regular basis to inform the media of newsworthy developments.

- Backgrounders provide in-depth information on specific topics to reporters who need to get up to speed on the technology of CVs or the people who are leading the pilot.

- Authored articles are especially effective in industry media, because they convey relevant information to audiences who want an extended look at a specific topic. The pilot outreach team aims to publish three articles per year in industry trade journals targeting the transportation, engineering, telecommunications, automotive and other related industries.

- The pilot outreach team is available to write op/eds on behalf of key team members for submission to local publications.

- Photos are an ideal medium for illustrating progress and telling the story of the pilot deployment. Industry publications also want photos of technical aspects of the pilot (installation, operation, etc.).

- The outreach team provides maps, graphics and infographics to the media to illustrate how various CV applications work.

- The outreach team produces videos for the media that showcase the uses of CV technology by capturing various applications in action. Other videos feature interviews with project principals, participants, and others to personalize the project.

- The outreach team proactively gathers and provides video B-roll to TV reporters to make it easy for them to cover the pilot.

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- The outreach team provides radio and television outlets with audio soundbites that emphasize key messages.

- Members of the media receive media kits (print and digital) that contain news releases, backgrounders and other products conveniently assembled in one place.

- The pilot website's online newsroom gathers media resources in one place.

Different types of media need different sets of products. See Table 6 for examples of the products that apply to each type.

Table 6. Media Outlets and Products

Media	Products
Print (newspapers, magazines, newsletters, trade publications)	News releases, backgrounders, authored articles, op/eds, media kits, photos, graphics, videos for websites
Television (news programs, talk shows, PSAs)	News releases, backgrounders, media kits, photos, graphics, video B-roll, soundbites
Radio (news programs, talk shows, PSAs)	News releases, backgrounders, media kits, soundbites, photos and videos for websites
News wire services (AP, Reuters, UPI)	News releases, photos, graphics, videos
Online (news sites, blogs, social media)	News releases, backgrounders, media kits, photos, graphics, videos, sharable content

6.7 Events

Media relations efforts include the following events:

- The media are invited to experience the benefits of the pilot by participating in prearranged on-site tours. Fleet vehicles and drivers are made available to members of the media for tour purposes upon request (see Chapter 5.2.1 for more on on-site tours).

Florida Senator Bill Nelson and U.S. Transportation Under-Secretary Peter Rogoff joined Bay area transportation leaders to make the announcement Monday morning.

Figure 10. On September 14, 2015, THEA hosted a media event in its TMC to announce the pilot award. (Source: THEA)

- THEA will host a minimum of two local press conferences/media events per year to keep the media informed of progress on the pilot. Press conferences include both THEA and USDOT

personnel whenever possible. The first media event of phase 2 took place in November 2016 at the Florida Automated Vehicles Summit in Tampa. A second occurred in conjunction with the pilot's first public demonstration on November 13, 2017, which included tours and ride-along demonstrations of CV technology.

- When the pilot officially begins operations, the outreach team may organize a pilot launch event. This would be a major public event to which local, state, national and international media will be invited. The ceremony may feature remarks by government officials and leaders of partner and stakeholder organizations. For maximum visibility, the event would take place outdoors in the deployment area.

- A major media event in Phase 3 is the Operational Capability Showcase. The showcase is intended to demonstrate the capabilities, intent and value of the deployment. It will include an interoperability activity, wherein one or more OBUs or mobile devices from a different CV Pilot site will be shown to interact successfully with the Tampa deployment.

Table 7. Media Relations Milestones

Milestone	Activity	Date
Start of phase 2	News release	9/22/16
Announcement of equipment suppliers	News release	2/23/17
Start of recruitment	News release	8/15/17
First public demonstration	News release, tours, ride-along demonstrations, interviews	11/13/17
Demonstration for visiting transportation officials	News release, demonstrations	4/12/18
Operational Capability Showcase	News release, press conference, demonstrations	11/29/18

The THEA building is an excellent venue for media events, especially its conference room overlooking the TMC, which makes a compelling backdrop. Photos and video of the TMC help THEA tell the story of CV deployment in the city.

The pilot outreach team documents press conferences, on-site tours and other events with photography and video.

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7 Identity and Brand Management

Because audiences interact with the pilot in a variety of contexts, it was important to establish a consistent identity for the pilot across all media. This identity includes a common color palette, fonts, a pilot logo (Figure 11) and other elements of graphic design. Outreach materials also feature the THEA logo in order to reinforce THEA's leadership and ownership of the pilot.

The pilot has its own unique identity, but it is also clearly associated with USDOT's CV Pilot Deployment Program to minimize confusion and facilitate knowledge transfer. To this end, some outreach materials incorporate a circular, Tampa-specific icon that is similar to other icons associated with USDOT's CV program (Figure 12).

THEA has repeatedly stated that the pilot will make downtown transportation "safer, smarter and greener." The outreach team has adopted this core message to shape a positive brand for the pilot that emphasizes its safety, mobility and environmental benefits.
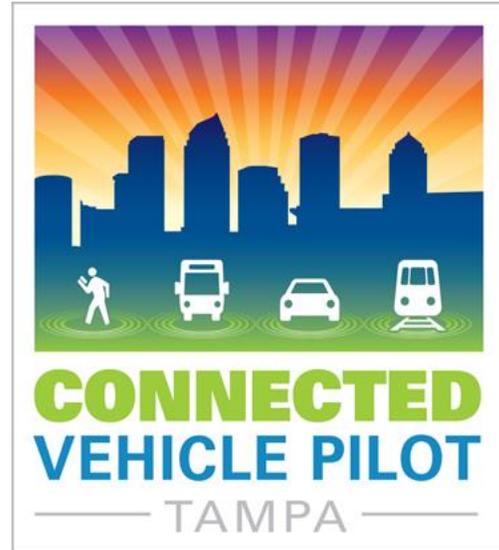
Figure 11. The THEA CV Pilot logo establishes a unique identity for the THEA CV Pilot. (Source: THEA)

Figure 12. A circular icon identifies the THEA CV Pilot with USDOT's CV program. (Source: THEA)

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8 Evaluation

8.1 Metrics

The pilot outreach team evaluates the impact of the outreach effort using quantitative and qualitative measures based on the type of media or activity.

- Website

  - Number of page views
  - Bounce rate
  - User flow path
  - Organic search (search terms)
  - Behavior flow
  - Session duration
  - Number of new and returning visitors
  - Number of downloads
  - Number of comments and questions

- E-newsletter

  - Number of subscribers
  - New subscription rate
  - Clicks-through to website

- Facebook

  - Number of posts
  - Number of shares
  - Tone (number of posts classified as positive, negative or neutral)
  - Page visits
  - Total reach
  - People engaged
  - Page likes

- Twitter

  - Number of followers
  - Number of tweets and retweets
  - Number of impressions
  - Number of engagements (profile clicks, link clicks, media engagements, likes)
  - Tone (number of tweets classified as positive, negative or neutral)

- YouTube

  - Number of views

- Number of likes
- Number of shares
- Number of comments

- Media coverage

  - Type of media
  - Circulation or audience
  - Tone (number of mentions classified as positive, negative or neutral)

- Webinars

  - Number of participants
  - Number of comments and questions

- Print collateral

  - Distribution
  - Requests
  - QR code engagements

- Speakers' bureau

  - Number of speaking engagements
  - Size of audience

- Traveling exhibits

  - Number of exhibits
  - Number of requests
  - Estimated size of audience
  - QR code engagements

- Signage and other products

  - Estimated size of audience

- On-site tours

  - Number of participants
  - Tone of feedback (number of comments classified as positive, negative or neutral)

- Conferences and trade shows

  - Registered attendees
  - Booth visits
  - Session attendance
  - Collateral distributed
  - Number of questions or comments
  - Post-conference follow-up

The team also tracks participant recruitment and retention to assess the extent to which ongoing outreach efforts are keeping participants well informed and engaged.

8.2 Tools

The outreach team uses a number of tools to analyze the data and assess the success of its efforts.

- Critical Mention, a media monitoring tool, delivers real-time reports regarding social, broadcast, print and online media coverage.
- Google Analytics enables detailed analysis of public interaction with the pilot website to optimize the impact of web-based resources.
- The team developed a "stay connected" card for distribution at all public events to track participation, establish contacts and record comments.
- Staff monitor independent research on perceptions of the business climate, regional transportation and quality of life in Tampa.
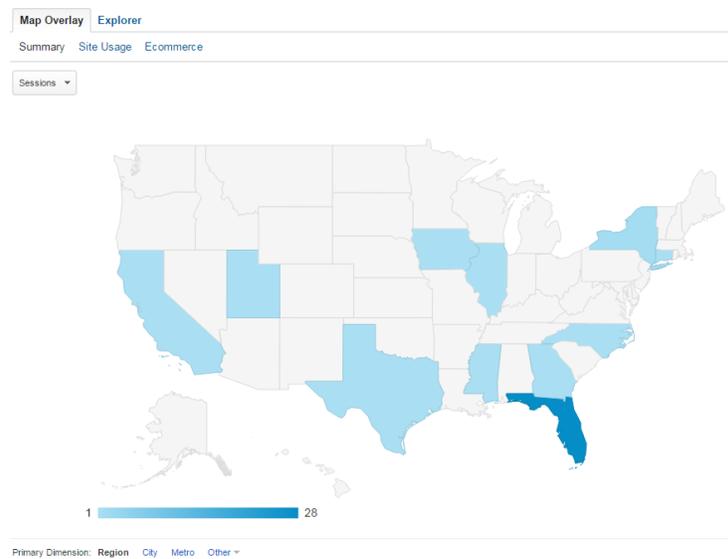
Figure 13. Google Analytics enables an analysis of website performance based on such data as the geographic origin of website traffic. (Source: Google Analytics)

9 Crisis Communications Plan

THEA and FHWA are committed to providing a safe and secure pilot deployment. One of the key responsibilities is to ensure that the project leadership is prepared to identify, respond to, and manage crisis situations when they occur. An agency's reputation is created through its operations (what we do) and communications (what we say). When a natural disaster or other event occurs that disrupts continuity of operations, how we communicate about the situation can be as important as how we manage it operationally. Through effective communications, we will be able to:

- Demonstrate concern for the people who are impacted
- Demonstrate commitment and capability to respond
- Educate media and the impacted stakeholders
- Balance the view of people who are frightened or angered

A comprehensive crisis communications plan provides essential guidance, procedures and tools needed to communicate successfully and effectively in a crisis situation. When a disruptive event occurs, however, those who are in a position to respond sometimes minimize the severity of the situation or are reluctant to call it a crisis. As a result, they do not activate whatever crisis response plan may be in place. Experience shows that a plan that avoids negative terms like "crisis" is more likely to be executed when needed. Therefore, the pilot's crisis communications plan is called a Communications Continuity Plan. The Communications Continuity Plan is a standalone document that has been prepared for the use of the project team.

10 References

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Tampa Hillsborough Expressway Authority. *Connected Vehicle Pilot Deployment Program Phase 1, Partnership Status Summary—Tampa (THEA).* FHWA-JPO-16-319. Washington, D.C.: U.S. Department of Transportation, August 2016.

Tampa Hillsborough Expressway Authority. *Connected Vehicle Pilot Deployment Program Phase 1, Performance Measurement and Evaluation Support Plan—Tampa (THEA).* FHWA-JPO-16-314. Washington, D.C.: U.S. Department of Transportation, June 2016.

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Tampa Hillsborough Expressway Authority. *Connected Vehicle Pilot Deployment Program Phase 1, System Requirements Specification (SyRS)—Tampa (THEA).* FHWA-JPO-16-315. Washington, D.C.: U.S. Department of Transportation, August 2016.

APPENDIX A.   List of Acronyms

AASHTO	American Association of State Highway Transportation Officials
AFB	Air Force Base
APWA	American Public Works Association
AV	Automated Vehicle
BAA	Broad Agency Announcement
CFTPG	Central Florida Transportation Planning Group
CUTR	Center for Urban Transportation Research
CV	Connected Vehicle
DOP	Deployment Outreach Plan
DOT	Department of Transportation
FDOT	Florida Department of Transportation
FHWA	Federal Highway Administration
FICE	Florida Institute of Consulting Engineers
HART	Hillsborough Area Regional Transit
IEEE	Institute of Electrical and Electronics Engineers
ITS	Intelligent Transportation Systems
JPO	Joint Program Office
LLL	Lessons Learned Logbook
MPO	Metropolitan Planning Organization
OEM	Original Equipment Manufacturer
OIS	Outreach Implementation Schedule
PCB	Professional Capacity Building
PIO	Public Information Officer
QR	Quick Response
REL	Reversible Express Lanes
RSU	Roadside Unit
SEO	Search Engine Optimization
TEAMFL	Transportation and Expressway Authority Membership of Florida
THEA	Tampa Hillsborough Expressway Authority
TMC	Traffic Management Center
TIA	Telecommunications Industry Association
TRB	Transportation Research Board
USDOT	U.S. Department of Transportation
USF	University of South Florida
URL	Uniform Resource Locator
V2I	Vehicle to Infrastructure
V2V	Vehicle to Vehicle

APPENDIX B.   Conferences, Trade Shows and Speaking Engagements

Event	Organizer	Date	Location	Activity
TIA Network of the Future	Telecommunications Industry Association	6/6/16 – 6/9/16	Dallas, TX	• Speaker: Steve Johnson
ITS America Annual Meeting	ITS America	6/12/16 – 6/16/16	San Jose, CA	• Speaker: Steve Johnson
Transpo 2016	ITS Florida / ITE Florida	11/13/16 – 11/16/16	West Palm Beach, FL	• Exhibit • Speakers: Bob Frey, Steve Johnson
Florida Automated Vehicles Summit 2016	FDOT / THEA / FICE	11/29/16 – 11/30/16	Tampa, FL	• Exhibit • Speakers: Bob Frey, Joe Waggoner
TRB 2017 Annual Meeting	TRB	1/08/17 – 1/12/17	Washington, DC	• Exhibit (shared CUTR space)
SAE 2017 Government/Industry Meeting	SAE	1/25/17 – 1/27/17	Washington, DC	• Speakers: Bob Frey, Steve Novosad
Central Florida Transportation Planning Group meeting	CFTPG	2/2/2017	Orlando, FL	• Speaker: Bob Frey
Innovations in Regional Transportation Summit	Tampa Bay Regional Planning Council	2/16/17	St. Petersburg, FL	• Speaker: Bob Frey
South by Southwest 2017	South by Southwest	3/10/17 – 3/19/17	Austin, TX	• Exhibit (shared USDOT space) • Speaker: Bob Frey
IBTTA Communication & Administration Workshop	IBTTA	3/12/17 – 03/14/17	Tampa, FL	• Exhibit
Siemens Mobility Leadership Conference	Siemens	3/23/17	San Diego, CA	• Speaker: Bob Frey
21st Annual Downtown Development Forum	Tampa Downtown Partnership	3/24/17	Tampa, FL	• Exhibit

Event	Organizer	Date	Location	Activity
Enterprise IoT Summit	RCR Wireless News	3/28/17 – 3/29/17	Austin, TX	• Speakers: Bob Frey, Steve Novosad
UFTI Workshop on DSRC and Other Communication Options for Transportation Connectivity	University of Florida Transportation Institute	5/3/17	Gainesville, FL	• Speaker: Bob Frey
Central Florida Transportation Planning Group meeting	CFTPG	5/25/17	Orlando, FL	• Speaker: Vik Bhide
ITE Annual Meeting 2017	ITE	7/30/17 – 8/02/17	Toronto, Ontario	• Exhibit (shared USDOT space) • Speaker: Bob Frey
PWX	APWA	8/27/17 – 8/30/17	Orlando, FL	• Exhibit (shared USDOT space)
AMOTIA 9th Annual Conference	Association for the Management and Operations of Transportation Infrastructure Assets	9/18/17 – 9/20/17	Savannah, GA	• Speaker: Bob Frey
ITS PCB Community College Partners Workshop	ITS JPO Professional Capacity Building Program / ITS America	9/20/17 – 9/21/17	Washington, DC	• Speakers: Steve Johnson, John Meeks
24th World Congress on ITS	ITS America / ITS Canada	10/29/17 – 11/02/17	Montreal, Quebec	• Exhibit (shared USDOT space) • Speakers: Bob Frey, Steve Novosad
Florida Automated Vehicles Summit 2017	FDOT / THEA / CUTR	11/14/17 – 11/15/17	Tampa, FL	• Exhibit • Speakers: Bob Frey, Vik Bhide
2017 City Summit	National League of Cities	11/15/17 – 11/18/17	Charlotte, NC	• Speaker: Joe Waggoner
TRB 2018 Annual Meeting	TRB	1/7/18 – 1/11/18	Washington, DC	• Speaker: Bob Frey
South by Southwest 2018	South by Southwest	3/9/18 – 3/18/18	Austin, TX	• Exhibit (shared USDOT space) • Speaker: Bob Frey

Event	Organizer	Date	Location	Activity
SAE World Congress Experience	SAE International	4/10/18 – 4/12/18	Detroit, MI	• Speaker: Steve Novosad
Connectivity Expo	Wireless Infrastructure Association	5/21/18 – 5/24/18	Charlotte, NC	• Speaker: Bob Frey
ITE Annual Meeting 2018	ITE	8/20/18 – 8/23/18	Minneapolis, MN	• Speakers: Bob Frey, Steve Johnson
ITS World Congress	ERTICO—ITS Europe	9/17/18 – 9/21/18	Copenhagen, Denmark	• Speakers: Bob Frey, Joe Waggoner
ITS5C Summit	ITS Florida	10/7/18 – 10/10/18	Jacksonville, FL	• Speaker: Steve Novosad
Florida Automated Vehicles Summit 2018	THEA	11/27/18 – 11/28/18	Tampa, FL	• Exhibit • Demonstrations • Speaker: Bob Frey

APPENDIX C. Media Database

Outlet Name	State	Medium	First Name	Last Name	Title	E-mail
10 News This Morning Around The Bay - WTSP-TV	Florida	TV Show				
1250 WHNZ-AM	Florida	Radio Station				
95.7/The Beat	Florida	Radio Station				
970 WFLA-AM Tampa Bay	Florida	Radio				
A.M. Tampa Bay - WFLA-AM	Florida	Radio Show				
AAA Going Places	Florida	Magazine				
AASHTO	National					
ABC News Radio - Coral Gables Bureau	Florida	Radio Network Bureau				
Accent on Tampa Bay Magazine	Florida	Magazine				
AM Inspiration - WTIS-AM	Florida	Radio Show				
AP	Florida	Wire				
AP Florida	Florida	Wire				
AP Radio Network						
Automotive Engineering (SAE)	National					
Automotive News	National					
AUVSI: Unmanned Systems Magazine	National					
AV Web	National					
Bay Area Business Magazine	Florida	Magazine				
Bay Focus - WCLF-TV	Florida	TV Show				
Bay News 9	Florida	TV Station				
Bay Soundings	Florida	Magazine				
Buenos Dias Familia - WGES-AM	Florida	Radio Show				
Buenos Dias Tampa Bay - WQBN-AM	Florida	Radio Show				

Outlet Name	State	Medium	First Name	Last Name	Title	E-mail
Buenos Dias Tampa Bay - WTAM-TV	Florida	TV Show				
Business Xpansion Journal	National	Magazine				
Calling All Bulls - WTBN-AM	Florida	Radio Show				
CBS News	National	TV				
CBS TV Network - Miami Bureau	Florida	TV Network Bureau				
Centro Tampa	Florida	Community Newspaper				
Cigar Dave Show	Florida	Radio Show				
Civil Engineering	National	Magazine				
Clearwater Gazette	Florida	Community Newspaper				
CNBC	National	TV, Blog				
Community News Publications	Florida	Community Newspaper				
Daytime	Florida	TV Show				
Drive Time with Bill Bunkley - WTBN-AM	Florida	Radio Show				
Driverless Transportation	National					
El Xpresso Genesis - WGES-AM	Florida	Radio Show				
ENR National	National					
ENR Southeast	National					
Families on-the-go	Florida	Magazine				
First Coast News	National					
Fleet Owner	National					
Florida Courier & Daytona Times	Florida	Community Newspaper				
Florida Matters - WUSF-FM	Florida	Radio Show				
Florida Ports Council	Florida					
Florida Sentinel-Bulletin	Florida	Community Newspaper				
Florida This Week - WEDU-TV	Florida	TV Show				
Florida Times-Union	Florida	Newspaper				

Outlet Name	State	Medium	First Name	Last Name	Title	E-mail
FLORIDA TODAY	Florida	Daily Newspaper				
Florida Transportation Builder	Florida	Magazine				
Florida Trend	Florida	Magazine				
Florida Truck News	Florida					
Forbes	National	News, Magazine, Blog				
FORUM	Florida	Magazine				
Full Access Magazine	Florida	Magazine				
Go for a Ride	Florida	Magazine				
GoodLiving	Florida	Magazine				
Government Technology	National					
Greater Tampa Realtor News	Florida	Magazine				
Herman & Sharron - WCLF-TV	Florida	TV Show				
Highlands Today	Florida	Newspaper				
Holaciudad Teve! - WRMD-TV, WAMA-AM	Florida	TV Show				
IMSA Journal	National					
In Your Face with Drew Garabo - WHPT-FM	Florida	Radio Show				
Infra Insight	National					
InfraAmericas	National					
Infrastructure Journal	National					
Innovation Briefs	National					
Inside ITS	National					
Intelligent Highway	National					
ITS America	National					
ITS International	National					
Jewish Press	Florida	Community Newspaper				

Outlet Name	State	Medium	First Name	Last Name	Title	E-mail
Journal of Commerce	National					
Journal of Intelligent Transportation Systems	National	Magazine				
La Gaceta	Florida	Community Newspaper				
M&M Printing Co.	Florida	Community Newspaper				
Magic Morning Show with Chadd and Kristi - WWRM-FM	Florida	Radio Show				
Mason in the Morning - WRBQ-FM	Florida	Radio Show				
McClatchy Newspapers: Miami Herald	Florida					
Metro Life Media	Florida	Magazine				
Miami Herald	Florida	Daily Newspaper				
Motor Trend	National	Magazine, News, Website				
Motorcycle Events Magazine	Florida	Magazine				
Motoring Tampa Bay	Florida	Magazine				
Neighbors	Florida	Magazine				
New Day Florida - WKES-FM	Florida	Radio Show				
New Day Florida Weekend - WKES-FM	Florida	Radio Show				
New Tampa Neighborhood News	Florida	Community Newspaper				
New York Times	National					
New York Times (Miami Bureau)	Florida	Newspaper				
News Service of Florida	Florida	Wire				
NGT News	National					
Noticias Univision Florida Central - WVEA-TV	Florida	TV Show				
NPR/National Public Radio - Miami Bureau	Florida	Radio Network Bureau				

Outlet Name	State	Medium	First Name	Last Name	Title	E-mail
Nuevo Siglo	Florida	Community Newspaper				
P3 Bulletin	National					
PCMag.com	National	Online				
Politico (Florida Playbook)	Florida					
Politico Pro	National					
Positive Impact	Florida	Magazine				
PowerSource Online Industry Guide	Florida	Magazine				
Quality Cities (Florida League of Cities pub)	Florida	Magazine				
Radioactivity - WMNF-FM	Florida	Radio Show				
Roads & Bridges	National					
Ron Diaz & Ian Beckles Show - WDAE-AM	Florida	Radio Show				
Route 66 Magazine	Florida	Magazine				
Senior Voice of America	Florida	Magazine				
Studio 10 - WTSP-TV	Florida	TV Show				
Suncoast Business Forum - WEDU-TV	Florida	TV Show				
Tampa Bay	Florida	Magazine				
Tampa Bay Business Journal	Florida	Magazine				
Tampa Bay Metro Magazine	Florida	Magazine				
Tampa Bay Newspaper	Florida	Newspaper				
Tampa Bay Times	Florida	Newspaper				
Tampa Record	Florida	Community Newspaper				
Tampa Style	Florida	Magazine				
Tech Insider	National	Online Blog				
The Atlantic	National	News				
The Citizens Report - WTMP-AM	Florida	Radio Show				

Outlet Name	State	Medium	First Name	Last Name	Title	E-mail
The Current, Eckerd College	Florida	College Newspaper				
The Defense Standard	Florida	Magazine				
The Gulfport Gabber	Florida	Community Newspaper				
The Hawkeye, Hillsborough Community College	Florida	College Newspaper				
The Minaret, University of Tampa	Florida	College Newspaper				
The News Hour with Dick Greco - WWBA-AM	Florida	Radio Show				
The Nuthouse - WLLD-FM	Florida	Radio Show				
The Oracle, University of South Florida	Florida	College Newspaper				
The Schnitt Show - Compass Media Networks	Florida	Radio Show				
The Urbanist	National	Magazine				
The Weekly Challenger	Florida	Community Newspaper				
Thinking Highways North America	National					
TM&E (Part of Roads & Bridges)	National					
TOLLROADSnews	National					
Tollways	National					
Traffic Safety (National Safety Council)	National					
Traffic Technology Today	National					
Transportation Communications Newsletter	National					
Transportation Journal	National					
Triton	National					
US 103.5	Florida	Radio Station				
USA Today	National					

Outlet Name	State	Medium	First Name	Last Name	Title	E-mail
VerticalNews Transportation	National					
Veterans Post News	Florida	Magazine				
Visit Florida	Florida	News Website				
Wall Street Journal	National	Newspaper				
Washington Post	National	Newspaper				
Washington Post	National	Newspaper				
WBRN-FM	Florida	Radio Station				
WBVM-FM	Florida	Radio Station				
WCIE-FM	Florida	Radio Station				
WDCF-AM, WTAN-AM & WZHR-AM	Florida	Radio Station				
WDUV-FM	Florida	Radio Station				
WEDU2-TV (PBS)	Florida	TV Station				
WEVA-TV (Univision)	Florida	TV Station				
WFLA-TV (NBC)	Florida	TV Station				
WFTS-TV (ABC)	Florida	TV Station				
WGHR-FM	Florida	Radio Station				
WGUL-AM	Florida	Radio Station				
WHBO-AM	Florida	Radio Station				
Wired	National	Online				
WIXC-AM	Florida	Radio Station				
WLQH-AM	Florida	Radio Station				
WMGG-AM	Florida	Radio Station				
WMOR-TV	Florida	TV Station				
WSUN-FM	Florida	Radio Station				
WTSP-TV (CBS)	Florida	TV Station				
WTVT-TV (FOX)	Florida	TV Station				

Outlet Name	State	Medium	First Name	Last Name	Title	E-mail
WUSF Public Media	Florida	News				
WUSF-TV (PBS)	Florida	TV Station				
WXGL-FM	Florida	Radio Station				
WXYB-AM & Free Opinion-WPSO-AM	Florida	Radio Station & Show				
Yahoo! Autos	National	News				

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