



**Intelligent Transportation Systems**  
U.S. Department of Transportation



# **Mobility Services for All Americans (MSAA) Initiative**

## ***Stakeholder Outreach Plan***

***Version 1.0***

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## ACRONYMS

ADA	American with Disabilities Act
AIRS	Alliance of Information and Referral Systems
APTA	American Public Transportation Association
AHP	Analytic Hierarchy Process
CEO	Chief Executive Officer
CTAA	Community Transportation Association of America
HIPAA	Health Insurance Portability and Accountability Act
HST	Human Service Transportation
ITS	Intelligent Transportation Systems
MPO	Metropolitan Planning Organization
MSAA	Mobility Services for All Americans
NTI	National Transit Institute
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
TRB	Transportation Research Board
USDOT	United States Department of Transportation
UWR	United We Ride

## **Executive Summary**

### **Mobility Services for All Americans (MSAA) Background**

The Mobility Services for All Americans (MSAA) initiative is a U.S. Department of Transportation's (USDOT) Intelligent Transportation Systems (ITS) research initiative. Currently most human service transportation provisions are tied to specific programs, and are available only to specific population groups. This has created a complex, duplicative and inefficient web of transportation services. The MSAA initiative aims to bring all users, service providers and funding institutions together in a coordinated effort, and introduce technological solutions to simplify access and improve cost-effectiveness of human service transportation. The goal of this initiative is to establish scalable and replicable models of ITS-enhanced human service transportation systems that provide efficient, accessible, and quality transportation services to all, by integrating the transportation disadvantaged community and the general public.

This Mobility Services for All Americans (MSAA) Stakeholder Outreach Plan is a key element of the MSAA initiative. The Plan directly supports the USDOT's effort in stakeholder outreach and knowledge transfer with respect to enhancing human service transportation (HST) utilizing ITS.

### **MSAA Stakeholder Outreach Plan Goals**

The goals of the MSAA Stakeholder Outreach Plan are three-fold:

Goal 1: The first goal is to provide direct input and guidance to the USDOT in terms of planning, programming, execution, monitoring and controlling of an effective MSAA stakeholders' outreach program.

Goals 2: The second goal is to provide a common platform of stakeholder outreach through which stakeholder outreach efforts are coordinated, leveraged and built upon each other's efforts across different institutions, communities and professions.

Goal 3: The last goal of this outreach plan is to facilitate a sustaining stakeholder outreach process for continuing impacts.

### **Plan Development**

The USDOT led the overall stakeholder outreach plan development effort. To help promote direct stakeholder involvement in this stakeholder outreach plan development process, the USDOT established a 7-member special stakeholder working group. Each working group member possesses extensive knowledge and field experience on human service transportation and yet represents a unique perspective and interest from both public and private sectors. The USDOT also contracted the American Public Transportation Association (APTA)

to provide working group facilitation. As the MSAA program management and technical support consultant, Noblis renders technical assistance and oversight support to the plan development as needed.

**Prioritized MSAA Stakeholder Outreach Needs Related to ITS**

The plan identified and prioritized the following 13 common MSAA outreach needs on specific knowledge areas related to ITS and stakeholder types.

<i><b>Priority</b></i>	<i><b>Knowledge Area</b></i>	<i><b>Stakeholder Type</b></i>
1	How to Plan and Procure Integrated and Interoperable ITS Systems	State DOT Transit Offices
2	How to Plan and Procure Integrated and Interoperable ITS Systems	Regional/local Transportation Brokers
3	Real-world Cases of Using ITS – Lessons Learned	Transit CEOs
3	Business Case to Use ITS for Coordination	Transit Board Members
5	Benefits and Costs of Technology	Transit CEOs
6	Real-world Cases of Using ITS – Lessons Learned	State Coordinating Council Members
7	Benefits and Costs of Technology	Regional Coordination Entities (e.g., MPO)
8	Real-world Cases of Using ITS – Lessons Learned	Regional/local Transportation Brokers
9	Benefits and Costs of Technology	State/local HS Agencies
10	Benefits and Costs of Technology	Regional/local Transportation Brokers
11	Benefits and Costs of Technology	Transit Board Members
12	Real-world Cases of Using ITS – Lessons Learned	Aging Service Provider Network
13	Benefits and Costs of Technology	Faith-based Nonprofit Organizations

**Recommended Outreach Products and Activities: FY09-FY11**

Based on the prioritized stakeholder outreach needs, input from working group members and public listening sessions, existing outreach vehicles and

resources, and future projected MSAA outreach funding levels, the plan laid out specific outreach actions, including both activities and products, for the next 3 years from FY09 through FY11.

<b>Product/Activity</b>	<b>Subject Area</b>
<b>FY09</b>	
1-2 pagers information sheet	How to plan and procure integrated and interoperable ITS systems
Web-based online community	How to plan and procure integrated and interoperable ITS systems
1-2 pagers information sheet	Real-world cases of using ITS for coordination
Fact sheets	MSAA demonstration phase 1 project sites travel management coordination centers (TMCC) system designs
Institutional process report	Institutional process lessons learned from MSAA demonstration Phase 1
Short audio/video marketing material	Business case to use ITS for coordination
<b>FY10</b>	
Training courses/seminars	How to plan and procure integrated and interoperable ITS systems
ITS for human service transportation (HST) procurement guide	How to plan and procure integrated and interoperable ITS systems
How-to guide	Real-world cases of using ITS for coordination
1-2 pagers information sheet	What's ITS and why ITS for HST
1-2 pagers information sheet	Benefits and costs of applicable ITS
Quantitative system impacts report	System impacts evaluation report from MSAA demonstration Phase 2
<b>FY11</b>	
Web-based online benefits/costs calculator	Benefits and costs of using ITS for human service transportation
<b>FY09 – FY11 Continuous</b>	
Meetings and conference presentations	All subjects related to enhancing HST using ITS
Lessons learned database	All subjects related to enhancing HST using ITS
Benefits/costs database	All subjects related to enhancing HST using ITS
Newsletters and press releases	Real-world cases of using ITS for coordination
Journal articles and publications	Real-world cases of using ITS for coordination

### **Next Step Recommendations**

In the end, the plan provided a list of next step recommendations to strengthen the stakeholder outreach effort. These include:

- Continue and expand stakeholder outreach working group
- Revisit and update outreach plan
- Define measurements of effectiveness for stakeholder outreach effort
- Strengthen collaboration with private sector experts
- Strengthen state agencies participation

# MOBILITY SERVICES FOR ALL AMERICANS

## STAKEHOLDER OUTREACH PLAN

### 1 Background

The Mobility Services for All Americans (MSAA) initiative is a U.S. Department of Transportation's (USDOT) Intelligent Transportation Systems (ITS) research initiative. Currently most human service transportation provisions are tied to specific programs, and are available only to specific population groups. This has created a complex, duplicative and inefficient web of transportation services. The MSAA initiative aims to bring all users, service providers and funding institutions together in a coordinated effort, and introduce technological solutions to simplify access and improve cost-effectiveness of human service transportation. The goal of this initiative is to establish scalable and replicable models of ITS-enhanced human service transportation systems that provide efficient, accessible, and quality transportation services to all, by integrating the transportation disadvantaged community and the general public.

The MSAA initiative enables the Federal interagency United We Ride (UWR) national campaign to implement the Executive Order on Human Service Transportation Coordination (#13330) issued by President Bush in February 2004. The Executive Order requires all relevant federal agencies to plan for a coordinated transportation system.

A unique challenge that faces the MSAA initiative is the extensive involvement of stakeholders who are not traditionally known as key players in the ITS profession, or even the transportation business in general. Examples include human and social service institutions, public human service agencies and case workers. This challenge contributes to the complexity of determining MSAA stakeholders' knowledge needs both in depth and breadth. Under this circumstance, the effort to identify and prioritize stakeholder outreach and knowledge needs becomes even more critical and urgent.

This Mobility Services for All Americans (MSAA) Stakeholder Outreach and Knowledge Transfer Plan ("Stakeholder Outreach Plan" hereafter) is a key element of the MSAA initiative. The Plan directly supports the USDOT's effort in stakeholder outreach and knowledge transfer with respect to ITS-enhanced coordinated human service transportation systems.



## 2 Goals and Objectives

The goals of the MCAA Stakeholder Outreach Plan are three-fold:

**Goal 1:** the first goal is to provide direct input and guidance to the USDOT in terms of planning, programming, execution, monitoring and controlling of an effective MCAA stakeholders' outreach program. Related objectives include:

- The plan should identify stakeholder information and skill needs related to human service transportation and ITS.
- The plan should prioritize stakeholder needs.
- The plan should identify existing resources and mechanisms through which stakeholder outreach needs can be appropriately addressed without "reinventing the wheel."
- The plan should identify existing and potential resources and effective methods of responding to different stakeholder needs.

**Goals 2:** The second goal is to provide a common platform of stakeholder outreach through which stakeholder outreach efforts are coordinated, leveraged and built upon each other's efforts across different institutions, communities and professions. Related objectives include:

- The plan should identify non-ITS related stakeholder needs.
- The plan should shed light on the priority of non-ITS related stakeholder outreach needs.
- The plan should identify existing and potential stakeholder outreach resources beyond ITS and recommend strategies for collaboration and leverage.

**Goal 3:** The last goal of this outreach plan is to facilitate a sustaining stakeholder outreach process for continuing impacts.

- The plan should recommend a mechanism for periodic plan review and update
- The plan should discuss how to measure the overall effectiveness of stakeholder outreach efforts

### 3 Plan Development Guiding Principles

Based on the above goals and objectives, the MCAA management team used the following principles to guide the development of the MCAA stakeholder outreach plan:

- **Stakeholder Driven:** The plan will build upon direct participation and input from stakeholders. The USDOT primarily plays the role of a facilitator in the plan development process.
- **Diversified Representation:** The representation of stakeholder will be comprehensive and encompassing to reflect the diversified stakeholder interests and challenges facing today's human service transportation.
- **Prioritized and Phased:** The plan will prioritize outreach and knowledge needs based on stakeholder input and recommend outreach activities in phases given funding constraints and inherent relationships between activities.
- **Built upon Existing Resources:** The plan and recommended outreach products and activities will consider, and if appropriate, build upon existing resources through collaboration and coordination within and beyond traditional ITS and transportation communities.
- **No One Product Fits All:** Proper outreach activities and products are a function of subject area, stakeholder characteristics and available resources. The plan will provide specific recommendations based on priorities with respect to each individual outreach need. For example, a transit agency chief executive officer may seek a one-page, evidence-based, fact sheet on ITS benefits and costs information, whereas the state DOT transit office staff may benefit more from attending a 2-day best practices workshop to acquire more in-depth details.

## **4 Plan Development Process and Outcome**

### **Step 1: Establish Stakeholder Outreach Special Working Group**

To help promote direct stakeholder involvement in this stakeholder outreach plan development process, the MCAA management team established a 7-member special stakeholder working group. Each working group member possesses extensive knowledge and field experience on human service transportation and yet represents a unique perspective and interest, including:

- State government funding and oversight entity
- Transportation Research Board (TRB) committee on paratransit
- Non-profit human service organization
- Transportation provider
- Academia
- Private consultant
- Private ITS system supplier

Appendix A provides the names and affiliations of the working group members. The USDOT also contracted the American Public Transportation Association (APTA) to provide working group facilitation and technical support as needed.

The primary mission of the stakeholder working group is to perform the following four tasks. These four tasks are performed in sequence and the output from each task becomes the input for the subsequent task. The following sections provide a brief description for each of these four tasks.

- Identify all potential stakeholder types and knowledge areas related to human service transportation coordination and ITS
- Link stakeholder types with knowledge areas
- Prioritize common stakeholder outreach needs
- Identify existing outreach products and activities

### **Step 2: Identify Stakeholder Types and Knowledge Areas**

A face-to-face working group kick-off meeting was held on November 5, 2007 at APTA headquarters in Washington DC. During the kick-off meeting the MCAA management team reiterated the purpose and mission of the working group. The group then went on to identify a total of 32 stakeholder types and 38 knowledge areas, as shown in Tables 1 and 2. It is noted that the working group members were instructed to be comprehensive and inclusive, and consider both ITS and non-ITS related possibilities.

**Table 1, List of Stakeholder Types for Stakeholder Outreach**

<b><i>Stakeholder Category</i></b>	<b><i>Stakeholder Type</i></b>
S1 – Transportation Users / Advocates	S1-1 Persons with disabilities S1-2 Low income individuals S1-3 Older adults S1-4 General transit users S1-5 Persons without transportation access S1-6 Employers S1-7 Trade associations
S2 – Transportation Service Providers	S2-1 Regional/local transportation brokers S2-2 Transit CEOs S2-3 Transit agency boards/advisors S2-4 Private transport company (taxi, etc.) S2-5 Vehicle operators/drivers S2-6 Trip schedulers/dispatchers S2-7 Aging service provider network S2-8 Public transportation labor unions S2-9 Faith-based, non-profit institutions
S3 – Private Industry	S3-1 Technology system suppliers S3-2 Contracted transportation operations S3-3 Technical & management companies
S4 – Governments	S4-1 Federal depts. DC headquarters S4-2 Federal depts. regional offices S4-3 Federal congressional staff S4-4 State DOT – ITS system for transit S4-5 State/local human service agencies S4-6 Public transportation funding offices S4-7 State elected officials S4-8 State legislators and staff S4-9 Regional coordination entities (e.g. MPO) S4-10 Local entities (city/county govt.) S4-11 State coordinating council members S4-12 Government employee labor unions S4-13 Emergency management authorities

**Table 2, List of Knowledge Areas for Stakeholder Outreach**

<b><i>Knowledge Category</i></b>	<b><i>Knowledge Area</i></b>
N1 – ITS for Coordination	N1-1 System budgeting N1-2 System design N1-3 Planning & phasing N1-4 System procurement N1-5 Technology project management N1-6 Technology system maintenance N1-7 Technology system training N1-8 Scaling & prioritizing technology N1-9 Economic impacts of technology N1-10 Benefits and costs of technology N1-11 Defining goals & measuring aggregate impacts N1-12 Real-world cases of using ITS - lessons learned N1-13 Planning & operational tools N1-14 Technology to ease planning & delivery N1-15 Business case to use ITS for coordination N1-16 ITS system billing & accounting
N2 – Policy	N2-1 Cost allocation policy & principles N2-2 Eligibility screening & management policy N2-3 Insurance policy N2-4 Available funding sources N2-5 SAFETEA-LU requirements on coordination N2-6 ADA implications N2-7 Role with inter-operable software N2-8 Effect of HIPAA regulations
N3 – Institutional Coordination	N3-1 Coordination 101 N3-2 Type and applicability of various coordination models (e.g. partnering, operational coordination, and consolidation) N3-3 Coordination for emergency evacuation N3-4 How to initiate dialogue and share information with non-transportation communities N3-5 How to maintain constructive inter-agency working Relationships for coordinated transportation N3-6 How to plan and procure an integrated and interoperable ITS system that enables coordination
N4 – Public Involvement	N4-1 Using technology to identify user needs and priority N4-2 How to identify local champions N4-3 How to become a local champion N4-4 How to sustain interest and commitment from stakeholders N4-5 How to get your voice heard and needs understood by policy and decision makers (i.e., congressional representatives) N4-6 Using simple and straight-forward language N4-7 Knowledge of existing resources (tools, reports, etc.) and their applicability (such as targeted audience) N4-8 Simple guides on how to access public transportation

**Step 3: Link Stakeholder Types with Knowledge Areas**

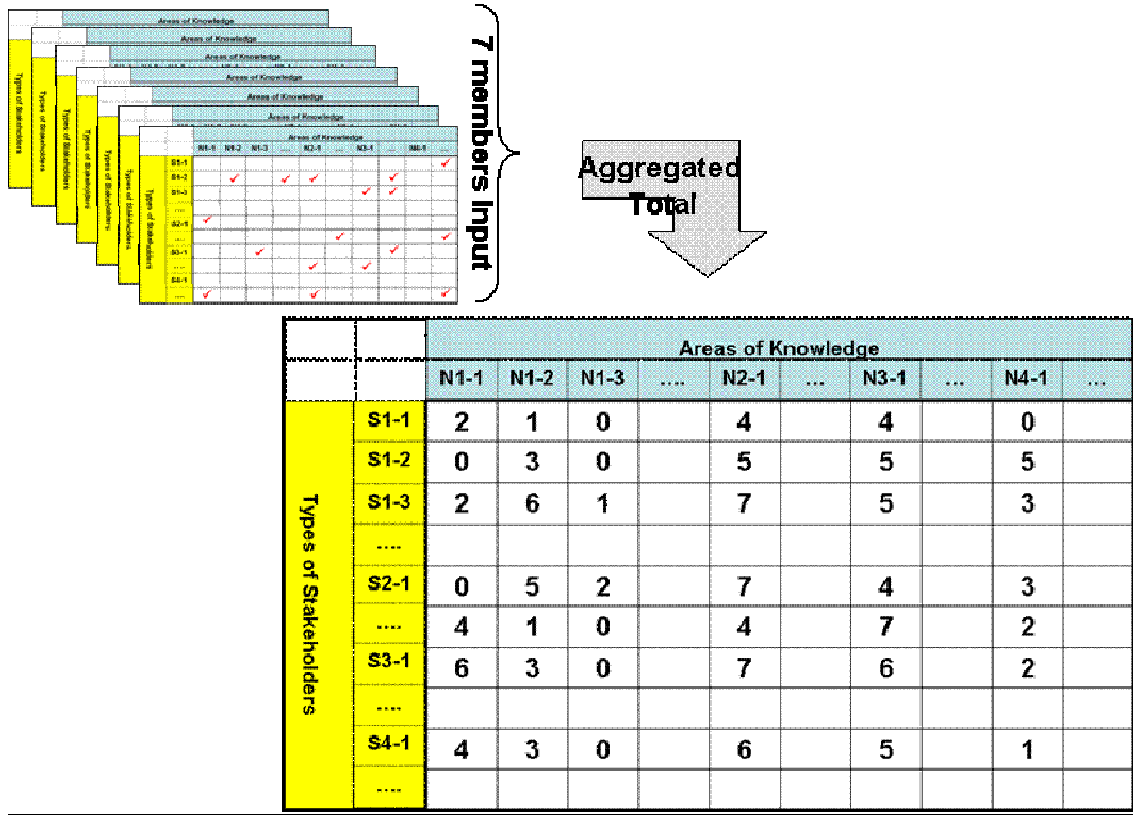
Once the comprehensive lists of stakeholder types and knowledge areas were identified, APTA assembled the cross-table with 32 rows (stakeholder types) and 38 columns (knowledge areas). The resulting product is a 32 by 38 matrix with each cell representing a possible stakeholder outreach need.

Using the cross-table, each stakeholder working group member independently linked applicable stakeholder types with knowledge areas based on their experience and perspectives. For each cell (linkage) where the working group member sees the relevant association between the stakeholder type and the knowledge area, a check (✓) mark is added, as illustrated in Figure 1. APTA then collected and compiled individual working group member responses by superimposing the cross-tables and summarized the results. A cell can register as many as seven (7) checks should all working group members marked this particular linkage as applicable (Figure 2). Likewise, a cell may have a zero (0) value should none of the working group members recognized the association.

**Figure 1, Illustration of Individual Working Group Members’ Linking of Stakeholder Types with Applicable Knowledge Areas**

		Areas of Knowledge									
		N1-1	N1-2	N1-3	....	N2-1	...	N3-1	...	N4-1	...
Types of Stakeholders	S1-1									✓	
	S1-2		✓	✓		✓					
	S1-3		✓					✓		✓	
	....										
	S2-1	✓						✓		✓	
	....										
	S3-1			✓				✓		✓	
	....										
	S4-1	✓		✓		✓				✓	
	....										

**Figure 2, Illustration of Aggregated Results of Linking Stakeholder Types with Knowledge Areas**



**Step 4: Identify Common Stakeholder Types and Knowledge Areas**

Figure 3 illustrates the computation of the row (stakeholder types) and column (i.e., knowledge area) totals. The higher the number, the more frequently this particular stakeholder type or knowledge area was “checked” by the working group members as an applicable outreach targets. For practical purposes, this document further defined the top 10 in totals as *common* stakeholder types and *common* knowledge areas. While the word “common” does not necessarily mean high priority, it nevertheless sheds light on potential targets of knowledge areas and stakeholder types where greater needs for outreach are revealed.

**Figure 3, Illustration of Computing Common Stakeholder Types and Knowledge Areas**

		Areas of Knowledge									
		N1-1	N1-2	N1-3	N1-4	N1-5	N1-6	N1-7	....	N4-8	Total
<b>Types of Stakeholders</b>	S1-1	2	1	0	0	4	3	4		0	96
	S1-2	0	3	0	4	5	2	5		5	112
	S1-3	2	6	1	7	7	6	5		3	143
	S1-4	0	1	1	4	5	5	2		3	80
	S1-5	5	0	0	2	3	2	5		1	83
	S1-6	4	1	0	7	4	3	7		2	152
	S1-7	6	3	0	7	7	5	6		2	156
	....										
	S4-13	4	3	0	0	6	7	5		1	76
	<b>Total</b>	<b>115</b>	<b>97</b>	<b>52</b>	<b>188</b>	<b>142</b>	<b>104</b>	<b>153</b>		<b>64</b>	

**Common Stakeholder Types**

**Common Knowledge Areas**

Table 3 lists the top 10 common stakeholder types and knowledge areas with respect to stakeholder outreach and knowledge transfer for human service transportation. Of the top 10 common areas of knowledge, four knowledge areas are considered directly related to ITS. These are:

- #1 Benefits and Costs of Technology (N1-10)
- #2 Real-World Cases of ITS - Lessons Learned (N1-12)
- #4 Business Case To Use ITS for Coordination (N1-15)
- #10 How to Plan and Procure an Integrated and Inter-operable ITS System that Enables Coordination (N3-6)



**Table 3, Top 10 Common Stakeholder Types and Knowledge Areas**

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**Top 10 Common Stakeholder Types**

1. Public Transportation CEOs (S2-2)
2. Regional/Local Transportation Brokers (S2-1)
3. Regional Coordination Entities (e.g., MPO) (S4-9)
4. Other Contracted Transportation Operators (S3-2)
5. Transit Agency Boards/Advisors (S2-3)
6. State Coordinating Council Members (S4-11)
7. State/Local Human Service Agencies (S4-5)
8. Technical & Management Companies (S3-3)
9. University Transportation Research Centers (S5-8)
10. State DOT Transit Office (S4-4)

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**Top 10 Common Knowledge Areas**

1. Benefits and Cost of Technology (N1-10)
  2. Real-World Cases of ITS – Lessons Learned (N1-12)
  3. Simple Guides on How to Access Public Transportation (N4-8)
  4. Business Case To Use ITS for Coordination (N1-15)
  5. Coordination 101 (N3-1)
  6. SAFETEA-LU Requirements on Coordination (N2-5)
  7. Type and Applicability of Various Coordination Models (e.g. Partnering, Operational Coordination, and Consolidation) (N3-2)
  8. How to Maintain Constructive Inter-Agency Working Relationships for Coordinated Transportation (N3-5)
  9. How to Sustain Interest and Commitment from Stakeholders (N4-4)
  10. How to Plan and Procure Integrated and Inter-operable ITS Systems (N3-6)
- 

**Step 5: Identify ITS-related Common Outreach Needs**

Based on the top 10 common stakeholder types and top 10 knowledge areas, this step first constructs a 10X10 condensed matrix. Each link (cell) in the matrix represents a combination of a common stakeholder type and a common knowledge area. Then all cells that carry a score of 6 or 7 are highlighted to represent common stakeholder outreach needs, as illustrated in Figure 4 in green circles. In addition, combinations of stakeholder types and knowledge areas that are beyond this 10X10 condensed matrix, and yet score 7 (that is, perfect working group member consensus) are also included

as common stakeholder outreach needs. As a result, there are a total of 32 common stakeholder outreach needs identified, as shown in Table 4.

Of the 32 common stakeholder outreach needs, we have 13 common ITS outreach needs and 19 common non-ITS outreach needs. This MCAA outreach plan will further investigate the 13 ITS-related outreach needs in the following steps. For the 19 non-ITS related outreach needs, the information will be coordinated with the United We Ride initiative – a close MCAA partner that focuses on all aspects of human service transportation coordination issues, as a key input for stakeholder outreach consideration.

**Figure 4, Identification of Common Stakeholder Outreach Needs by Stakeholder Type and Knowledge Area Pairs**

		Areas of Outreach and Knowledge Needs									
		N1-10	N1-12	N1-15	N2-5	N3-1	N3-2	N3-5	N3-6	N4-4	N4-8
Types of Stakeholders	S2-1	7	6	4	7	5	2	7	7	4	2
	S2-2	7	7	3	7	5	6	6	4	5	2
	S2-3	6	5	7	3	3	7	7	2	3	4
	S3-2	1	3	2	5	1	1	7	2	5	7
	S3-3	2	4	5	2	0	5	2	5	5	5
	S4-4	5	1	5	2	5	3	5	7	4	3
	S4-5	7	1	4	1	3	6	7	3	2	7
	S4-9	7	3	3	3	4	4	3	1	4	2
	S4-11	4	7	5	6	2	4	6	4	5	3
	S5-8	2	5	1	3	5	4	2	2	5	5

**Table 4, Common MSAA Stakeholder Outreach Needs**

	<b><i>Knowledge Area</i></b>	<b><i>Stakeholder Type</i></b>
<b>ITS-related</b>	Benefits and Costs of Technology	Regional/local Transportation Brokers
		Transit CEOs
		Transit Advisory Board Members
		State/local Human Service Agencies
		Regional Coordination Entities (e.g., MPO)
		Faith-based, Non-profit Institutions
	Real-world Cases of ITS – Lessons Learned	Regional/local Transportation Brokers
		Transit CEOs
		Aging Service Provider Networks
		State Coordinating Council Members
Business Case to Use ITS for Coordination	Transit Advisory Board Members	
How to Plan and Procure Integrated and Interoperable ITS Systems	Regional/local Transportation Brokers	
	State DOT Public Transit Offices	
<b>Non ITS-related</b>	SAFETEA-LU Requirements on Coordination	Regional/local Transportation Brokers
		Transit CEOs
		Aging Service Provider Networks
		State Coordinating Council Members
	Types and Applicability of Various Coordination Models	Transit Board Members
		Transit CEOs
		Aging Service Provider Networks
		State/local Human Service Agencies
	How to Maintain Constructive Interagency Working Relationships and Sustain Commitment from Stakeholders	Regional/local Transportation Brokers
		Transit CEOs
		Transit Board Members
		Aging Service Provider Networks
		Faith-based, Non-profit Institutions
		Contracted Transportation Operators
		State/local Human Service Agencies
		State Coordinating Council Members
Simple Guides to Use Public Transportation	Faith-based, Non-profit Institutions	
	Contracted Transportation Operators	
	State/local Human Service Agencies	

### **Step 6: Prioritize ITS Outreach Needs (Analytic Hierarchy Process)**

This step determines the priority of the 13 common stakeholder outreach needs related to ITS. This is an important step because the results will guide the MSAA program in rolling out its outreach efforts and focusing its outreach resources on delivering products and activities that are likely to produce the greatest impacts.

Facilitated by APTA, the stakeholder working group members first individually determined the relative priority of each common need utilizing the Analytic Hierarchy Process (AHP). Appendix B describes in greater details how the AHP process was used in this outreach needs prioritization effort.

The resulting product from this process is a list of prioritized stakeholder outreach needs on specific knowledge areas and targeted stakeholder types. As shown in Table 5, “*How to Plan and Procure Integrated and Interoperable ITS Systems*” and “*Benefits and Costs of Technologies*” are the two dominant knowledge need areas, particularly for transit agency management (i.e., board members, chief executive officers (CEO) and general managers) as well as regional and local area transportation brokers.

Table 5 summarizes the outcome of prioritized stakeholder outreach needs that are directly related to ITS.

**Table 5, Prioritized MSAA Stakeholder Outreach Needs – ITS-related**

<b><i>Priority</i></b>	<b><i>Knowledge Area</i></b>	<b><i>Stakeholder Type</i></b>
1	How to Plan and Procure Integrated and Interoperable ITS Systems	State DOT Transit Offices
2	How to Plan and Procure Integrated and Interoperable ITS Systems	Regional/local Transportation Brokers
3	Real-world Cases of Using ITS – Lessons Learned	Transit CEOs
3	Business Case to Use ITS for Coordination	Transit Board Members
5	Benefits and Costs of Technology	Transit CEOs
6	Real-world Cases of Using ITS – Lessons Learned	State Coordinating Council Members
7	Benefits and Costs of Technology	Regional Coordination Entities (e.g., MPO)
8	Real-world Cases of Using ITS – Lessons Learned	Regional/local Transportation Brokers
9	Benefits and Costs of Technology	State/local HS Agencies
10	Benefits and Costs of Technology	Regional/local Transportation Brokers
11	Benefits and Costs of Technology	Transit Board Members
12	Real-world Cases of Using ITS – Lessons Learned	Aging Service Provider Network
13	Benefits and Costs of Technology	Faith-based Nonprofit Organizations

### **Step 7: Hold Public Listening Sessions**

To share preliminary working group findings and solicit additional input from a broader stakeholder base, the USDOT hosted two public listening sessions in conjunction with two major public community transportation industry events: the annual APTA Bus and Paratransit Conference (May, 2008) and Community Transportation Association of America (CTAA) Expo (June, 2008). At least one representative from the stakeholder outreach working group participated in each public listening session.

Appendices C and D contain the notes from the two public listening sessions.

### **Step 8: Identify Existing Outreach Vehicles and Resources**

Before engaging in any specific outreach activities or products based on the prioritized outreach needs, a key step in the process is to investigate existing outreach resources for potential collaboration, including resources supported by the human service community.

The following shows a list of existing outreach vehicles and resources. This is by no means an exhaustive list. Rather, it represents a starting point from which more useful outreach resources and products will be uncovered as the MSAA stakeholder outreach effort progresses.

- USDOT ITS Joint Program Office (Outreach Program)
- Federal Interagency Partners
- American Public Transportation Association (APTA)
- Community Transportation Association of America (CTAA)
- National Transit Institute (NTI)
- Volpe National Transportation Systems Center
- Transportation Research Board (TRB)
- Federal Interagency United We Ride (UWR) Initiative
- AARP (formerly American Association of Retired Persons)
- Easter Seals Project ACTION
- Alliance of Information and Referral Systems (AIRS)

Appendix E provides more information on each of the potential outreach vehicles and resources identified above. Appendix F further discusses whether and the extent to which each of the above organizations may be particularly effective in reaching out to the specific stakeholder types.

### **Step 9: Recommend Outreach Activities and Products**

Based on the prioritized stakeholder outreach needs (Step 6), input from working group members and public listening sessions (Step 7), existing outreach vehicles and resources (Step 8), and future projected MSAA outreach funding levels, this step produces a roadmap, as documented in Section 5.0, that guides further production and delivery of MSAA outreach activities and products.

Appendix G shows an illustration of the overall outreach plan development process.

## 5 Recommended MSAA Stakeholder Outreach Products and Activities

Table 7 details the recommended outreach actions, including both activities and products, by knowledge area related to ITS. It should be noted that, where applicable, the outreach products and activities should be responsive to the different needs and challenges facing urban and rural communities, including both travelers and service providers.

**Table 7, Recommended MSAA Stakeholder Outreach Products and Activities: FY09 – FY11**

<b>Knowledge Area</b>	<b>Targeted Audience</b>	<b>Product/Activity</b>	<b>Outreach Vehicle</b>	<b>FY (\$\$)</b>
<i><b>Plan and Procure Integrated and Interoperable ITS Systems</b></i>	<ul style="list-style-type: none"> <li>• <b>State DOT Management and Public Transit Office Planners/Engineers</b></li> </ul>	1-2 pagers info sheet	Website resources FTA regional offices	FY09
		Peer-to-peer presentations	Conferences and workshops States transit association conferences	Continuous
	<ul style="list-style-type: none"> <li>• <b>Regional/local Transportation Brokers (both Service Providers and Non Providers)</b></li> <li>• State Human Service Agencies that Fund Transportation</li> </ul>	Training courses/seminars	NTI courses ITS Best Practices Workshops T3 Webinars	FY10
		ITS for HST procurement guides	Website resources	FY10
		Web-based community	Website resources	FY09

<p><b><i>Real-world Cases of Using ITS for Coordination</i></b></p>	<ul style="list-style-type: none"> <li>• <b>Transit CEOs</b></li> <li>• Regional/local Transportation Brokers</li> <li>• State Coordinating Council Members</li> <li>• Aging Service Provider Network</li> </ul>	1-2 pager info sheet (including new deployments and innovative financing)	APTA Transit CEO seminars Website resources	FY09
		MSAA 8 project sites TMCC system design fact sheets (more details on sites selected for Phase 2)	Website resources	FY09
		MSAA institutional process evaluation report	Website resources	FY09
		Meeting/conference presentations	TRB, ITSA, APTA, CTAA and other related conferences and committee (e.g., APTA Board and CEOs) meetings	Continuous
		Newsletters and news releases	APTA, UWR, ESPA and other newsletters	Continuous
		Journal articles and other publications, including magazines and conference proceedings	Various publications	Continuous
		How-to guides (incorporating institutional process, DOs and DON'Ts)	Website resources	FY10



		Lessons learned database	USDOT ITS lessons learned database	Continuous
<b><i>Business Case to Use ITS for Coordination</i></b>	<ul style="list-style-type: none"> <li>• <b>Transit Board Members</b></li> <li>• Transit CEOs</li> <li>• State and Local Human Service Agencies</li> </ul>	1-2 pager “What’s ITS and Why ITS” brochure focusing on returns on investment information, and peer testimonials.	Website resources State transit association conferences	FY10
		Short audio/video marketing material	Conference/workshop presentations and exhibitions	FY09
		Web-based generic BC calculator (high-level)	Website resources Conference presentations with demo	FY11
<b><i>Benefits and Costs of Applicable ITS</i></b>	<ul style="list-style-type: none"> <li>• <b>Transit CEOs</b></li> <li>• Transit Board Members</li> <li>• State DOT Management and Public Transit Office Planners/Engineers</li> <li>• Regional Coordination Entities (e.g., MPO)</li> <li>• State/local HS Agencies that Fund Transportation</li> <li>• Regional/local Transportation Brokers</li> <li>• Faith-based Nonprofit Organizations</li> </ul>	1-2 pager quantitative b/c fact sheets	Website resources	FY10
		MSAA systems impacts evaluation reports	Website resources	FY10
		Benefits/costs databases	USDOT ITS benefits/costs databases	Continuous
		Web-based benefits/costs calculator (incorporating local parameters)	Website resources Conference presentations with demo	FY11

Notes:

1. Bold face within the “target audience” column represents high (top 5) priority outreach needs

## **6 Next Step Recommendations**

It should be noted that this MSAA stakeholder outreach and knowledge transfer plan is at its first release. As the MSAA initiative progresses, it is expected that more lessons learned and useful information will become available. The outreach needs and priorities may also evolve over time in response to changing environments, including government policies and regulations. The MSAA project team is committed to operate an effective stakeholder outreach program to promote public awareness and wide deployment of coordinated human service transportation systems utilizing ITS.

Below is a list of next step recommendations that the USDOT MSAA management team is considering to strengthen the stakeholder outreach work.

### **Continue and Expand Stakeholder Outreach Steering Group**

It is recommended that the USDOT continues to facilitate and work with the stakeholder outreach steering group and to seek input from this diversified group that represents different perspectives and interests related to human service transportation. It is also advised that the USDOT and its federal partners consider expanding the existing stakeholder outreach steering group to include more stratified and diverse representation, especially from the human service communities, such as state and local level human service agencies.

### **Revisit and Update Outreach Plan**

Stakeholder outreach needs evolve over time through the interactions of many factors, such as changes in policy environments, local funding conditions and business models. The maintenance and update of this stakeholder outreach plan will be a routine and iterative process so that the plan evolves to reflect future needs and is responsive to accommodate shifts in directions and priorities.

It is recommended that this plan be reviewed and discussed semi-annually, and revised annually as needed by the stakeholder outreach steering group members. Likewise, the USDOT shall continue to solicit public input on the stakeholder outreach needs and activities on an ongoing basis and incorporate these comments in the twice-yearly outreach plan overhauls.

### **Define Measurements of Effectiveness for Stakeholder Outreach Efforts**

As an integral part of the stakeholder outreach effort, it is equally important to define appropriate measurements of effectiveness, and monitor the performance of the various outreach products and activities, not only individually, but also as a cohesive whole. These measurements of effectiveness should correspond to the overall outreach goals and phases. For instance, in the short term (1-2 years), the measures should focus on the level of public awareness and support. In the

mid range (3-4 years), the effectiveness of outreach may be defined by the number of ITS deployments for coordinated transportation across the county. In the long run (5+ years), the Plan recommends switching the emphases toward both the number of deployments, as well as the actual impacts on the stakeholders, including travelers, transportation providers, and human service funding agencies.

Well-defined measurements of effectiveness enable timely feedbacks that contain useful information and allow opportunities for necessary adjustments, and consequently improve the overall effectiveness of the stakeholder outreach efforts.

### **Strengthen Collaboration with Private Sector Experts**

The private sector has been a quick response ground force to meet their own customers' changing needs for transportation coordination. It has effectively served as the eyes and ears for the Federal partners with respect to issues and challenges facing the stakeholders. It is recommended that the USDOT continues to actively engage the private sector in the overall MCAA stakeholder outreach effort by 1) increasing its representation in the stakeholder outreach steering group; 2) establishing a platform, such as listening sessions, to facilitate regular dialogues on current issues related to improving human service transportation using ITS.

### **Strengthen State Agencies Participation**

The State governmental offices are instrumental in the overall human service transportation coordination effort. They also establish protocols and models that define how human service transportation is rendered, funded, and managed. After all, the State government is the one that is accountable for the performance and cost-effectiveness of most human service transportation programs. Throughout the MCAA project it has become very clear that the state-level agencies from both the transportation and human service sides are critical partners with respect to the overall effectiveness and success of this MCAA/UWR human service transportation enhancement effort.

## APPENDIX A: List of Stakeholder Outreach Plan Working Group Members

Name	Professional Affiliation	HST Representation	Website
BACOT, Lisa	Executive Director, Florida Commission for the Transportation Disadvantaged	State Government	<a href="http://www.dot.state.fl.us">www.dot.state.fl.us</a>
CONNOR, Marlene B.	Director of Public Transportation, Wilbur Smith Associates	APTA Planning and Policy Committee	<a href="http://www.wilbursmith.com">www.wilbursmith.com</a>
ELLIS, Elizabeth H.	Senior Transportation Planner, KFH Group, Inc.	TRB Paratransit Committee	<a href="http://www.kfhgroup.com">www.kfhgroup.com</a>
HOESCH, Karen	Director, Access Transportation Systems, Pittsburgh, PA	Public Transportation Provider	<a href="http://www.accesstransys.com">www.accesstransys.com</a>
JOHNSON, Cindy	President, Mobility Works, Inc. d/b/a Mobilitat	Private System Supplier	<a href="http://www.mobilitatsoftware.com">www.mobilitatsoftware.com</a>
JOHNSON, Dennis	Executive, Children's Health Fund	Consumer Group	<a href="http://www.chfund.org">www.chfund.org</a>
KACK, David	Research Associate, Western Transportation Institute, Montana State University	Research/ Academia	<a href="http://www.coe.montana.edu">www.coe.montana.edu</a>

## APPENDIX B: Stakeholder Needs Prioritization

AHP is a structured technique, developed by Thomas L. Saaty in the 1970s, with a known strength in supporting multiattributes decision-making by turning individual alternatives (such as choices) into pair-wise comparisons. The AHP concept has been widely used in many disciplines, such as health care and social science. Levine and Underwood (1996) applied a modified AHP technique to derive and analyze a series of stakeholder goals and preferences for ITS planning.

In this study, each stakeholder working group member was asked to respond to 78 questions. As an example, each question was phrased similarly like “on a scale of 1 to 9, how do you measure the urgency of (A) *ITS billing and reporting applications for regional/local transportation brokers* against the urgency of (B) *how to plan and implement inter-operable ITS systems for State DOT transit offices*. A value of 1 means they are equally urgent, and 3, 5, 7 or 9 means A is slightly, strongly, very strongly and absolutely more urgent than B, respectively. Should B be considered more urgent than A, a value of 1/3, 1/5, 1/7, or 1/9 is used to represent the ascending order of urgency, with 1/9 indicating the absolute urgency of B over A. Any intermediate integers (i.e., 2, 4, 6, and 8) may also be used and interpreted accordingly. Appendix B shows a sample page of the questionnaire.

Each working group member individually responded to the survey based on their perspectives and reviewed the resulting priority and made adjustments as needed. APTA then convened a working group meeting to allow members to share thoughts and opinions, and discussed the aggregated results. During the meeting, working group members may change their own priority ranking of outreach needs if desired.

Figure B-1 shows a sample of stakeholder needs prioritization questionnaire.



## **APPENDIX C: Public Listening Session on Stakeholder Outreach #1**

Wednesday, May 7, 2008  
APTA 2008 Bus & Paratransit Conference & International Bus Rodeo  
Austin, TX

### **SUMMARY REPORT**

#### **Attendees**

Jan Maynard, Utah Transit Authority  
Cherryl Beveridge, Utah Transit Authority  
Denis Paddeau, Fairfax County Connector  
Mary Ann Dendor, Metropolitan Transit Authority of Harris County  
Patrisha Piras, Pat Piras Consulting  
Art Hulscher, ADA Ride  
Meegan Joyce, The Rapid (Interurban Transit Partnership, Grand Rapids, MI)  
Sue Joseph, Regional Transportation Commission of Southern Nevada  
Marlene Connor, Wilbur Smith Associates, Inc.  
Douglas Birnie, Federal Transit Administration, USDOT  
Brendon Hemily, ITS America  
Pamela Couch, MODOC CTC  
Yehuda Gross, ITS Joint Program Office, USDOT  
Gwo-Wei Torng, Noblis  
Pamela Boswell, American Public Transportation Association

#### **Introduction**

During APTA's Bus & Paratransit Conference & International Bus Rodeo, there were several sessions on the concepts of mobility management, including the United We Ride/Mobility Services for All Americans Initiative (UWR/MCAA). Mobility Management involves creating partnerships with transportation providers in a community or region to enhance travel options, and then developing the means to effectively communicate those options to the public. The objective of the MCAA initiative is to address the human services transportation needs for people with disabilities, seniors and the transportation disadvantaged through the use of ITS technology.

Concurrent to these sessions, a listening session was held to seek input from stakeholders on the MCAA initiative, specifically on an outreach plan to promote the use of these technologies for human services transportation coordination. The following summarizes the issues discussed during the listening session, including recommendations for further stakeholder facilitation and outreach.

Yehuda Gross, ITS Transit Manager, ITS Joint Program Office, provided an overview of the human services transportation challenges, particularly the fact that there are 64 federal programs funding various aspects of human services transportation. Mr. Gross discussed the UWR/MCAA demonstration program funded through SAFETEA-LU. Through this demonstration program, eight (8) project sites are engaged in a phase I planning process to determine how to utilize ITS technology and develop a Transportation Management Coordinating Center to facilitate human services transportation coordination. Another critical element of this process is the development of a stakeholder outreach plan.

In late 2007, a small working group, representing transit agencies, human service transportation providers, advocacy and user groups, consultants, manufacturers and university research centers, was established to develop an outreach plan to identify common needs, stakeholder types, outreach methods and knowledge needs. The working group's scope was not limited to technology issues. Marlene Connor, chair of the working group, briefly discussed the process to date.

As part of the outreach plan development, Mr. Gross reported the following next steps:

- Conduct public listening sessions at upcoming meetings sponsored by APTA, Community Transportation Association of America (CTAA), among other venues;
- Recommend outreach methods to engage different stakeholder groups;
- Identify existing outreach mechanism and resources;
- Recommend MCAA outreach activities, products, resources, knowledge transfer methods, delivery schedule/timeline; and
- Complete draft outreach plan (scheduled release – Summer 2008).

### **Summary of Discussion and Recommendations**

The following issues, questions, challenges and opportunities were discussed during the listening session:

- What if the outreach and stakeholder facilitation efforts determine that ITS technology is not the best approach to addressing mobility challenges?
- How can we help human service transit agencies understand that fixed-route service is a good option for its customers?
- Peer-to-peer reviews and exchanges between transit agencies and human services transportation should be incorporated into the outreach plan.
- Customers need to be engaged in the stakeholder facilitation and outreach plan development process.
- Building upon the efforts of UWR, the National Consortium on Human Services Transportation, etc., there should be a national education campaign to promote these types of mobility management options.



- How do we use this process to address the Medicaid transportation issues? The development of the outreach plan could provide a great opportunity for human services transportation providers to enhance and integrate services.
- Travel training is a missing component and should be incorporated in coordinated planning.
- There will be great value in reviewing the evaluation process for the eight (8) project sites.
- There are challenges in managing the coordination process; what are the benefits of having a one-stop shop/referral source for ITS and other technologies.
- To facilitate the technology integration, there should be a “toolkit” for transit agencies, human services transportation providers, etc. to execute these plans. There was consensus on the need for a “national” template that could be replicated at the local, regional and state levels.
- There are some potential “best practices,” including a program in Virginia (“No Wrong Door”) that works with human services transportation providers; and one in Nevada that targets local and state human services transportation agencies.
- The outreach plan should include transportation and technology definitions or terminology to assist human services transportation agencies.

Mr. Gross thanked the attendees for their participation in the listening session. He noted that the feedback from all of the listening sessions will be referred to the outreach plan working group for further review and discussion. The next listening session will be held at the June CTAA conference and EXPO in New Orleans.

## **APPENDIX D: Public Listening Session on Stakeholder Outreach #2**

Thursday, June 5, 2008  
Community Transportation Association EXPO  
New Orleans, LA

### **SUMMARY REPORT**

#### Attendees

BACOT, Lisa (Florida Commission for the Transportation Disadvantaged); BASSHAM, Lynnda (Lower Savannah Council of Governments); BERNER, Roberta (Grafton County Senior Citizens Council); BIRNIE, Doug (Federal Transit Administration); BURNS, James (Region XII Council of Governments); CYRA, Dave (FTA Region IX); DALTON, Dan (KFH Group); DIXON, Kelly (Center for Transportation Excellence); DIZE, Virginia (National Center on Senior Transportation at n4a); DOSSIN, Kurt (RouteMatch Software); DUDLEY, Kris (Texas Department of Transportation); GROSS, Yehuda (USDOT); HARMAN, Larry (GeoGraphics Lab, Bridgewater State); HAZELTIRE, Kenneth (Granite State Independent Living); JOHNSON, Cindy (Mobilitat); KNOWLOON, Rex (Community Transportation Association of America); KOSKA, Bob (NJ Transit); LeBOEUF, Eugene (Evangeline Council on Aging); LEVY, David (Alaska Mobility Coalition); MATTHEIS, Jackie (South Dakota Department of Transportation); McIVER, Mickey (Easter Seals NH); NOLAND, Beth (RouteMatch Software); PROCOPIO, Tom (Transystems); SWISHER, Steve (River Bend Transit); TINKLER, Louise (Maryland Transit Administration); TORNG, Gwo-Wei (Noblis); WILLIAMS, Vivienne (APTA)

#### Introduction

During the Community Transportation Association of America (CTAA) 2008 Exposition in New Orleans, a session on the MCAA Initiative was presented at one of the Professional Development workshops on Wednesday, June 4. Yehuda Gross, ITS Transit Manager, ITS Joint Program Office, provided a summary of the challenges of providing human services transportation with specific references to the role of ITS and the UWR / MCAA Initiative.

The MCAA Initiative is a major U.S. Department of Transportation (USDOT) ITS initiative in collaboration with the UWR Initiative. This combined initiative is a joint demonstration of a scalable and replicable Travel Management Coordination Center (TMCC) which aims for a simplified point of access and a comprehensive set of services utilizing Information Technology Systems (ITS). There will be two TMCCs built within a two-phased approach. Phase I will cover TMCC system

planning and design. Phase II will cover system deployment. At the end of June all designs should be complete.

APTA, the facilitator for the UWR / MSAA project, is in the process of working with the USDOT and members of a select stakeholders working group on developing an “Outreach Plan.” The “Top 10 Outreach Needs” and Stakeholder Types have been identified. Yehuda emphasized to the group that he was not selling ITS but merely trying to sell a solution for coordination.

### Summary of Discussion and Recommendations

- Travel training was missing from the project.
- Develop a toolkit for people using public transportation.
- Provide a national template for people using public transportation.
- Share best practices.
- Provide a summary from the eight sites showing what they thought were the best practices that should be replicated. (Yehuda – they plan to do something like that)
- Will the TMCC include a one-call center with a computerized dispatch system, as well as fare cards to be considered in the sites’ assessments? (Yehuda – they did not tell the sites what to include in their projects; however, computerized dispatch was included)
- In Camden County they are discussing different types of swipe cards and are also looking into some means to confirm when a ride is completed so Medicaid, for example, can prove the ride was completed for a specific purpose. (Yehuda – the technology exists; each site will address fare collection simplified, e.g. Maryland has a “Freedom Card” technology)
- The representative from Alaska questioned whether there was a gap in technology. While some agencies were using more advanced software, some were still using pencil and paper. They were interested in looking for some dispatching and scheduling software that could be used across the state, given the available technology. (Yehuda – Noted he would be giving a presentation in Alaska in September and they would hear from a local tribe who provides transportation from “nowhere” to “nowhere.” He would be interested in hearing their presentation.)
- Another question posed was whether any of the sites included “private pay” in their software. (Yehuda – yes, there were partnerships)
- A suggestion was made that it would be helpful if the sites would summarize how their properties handled outreach. (Yehuda – suggested they visit Volpe’s website on ITS coordination)
- Another comment was that the FTA “Ambassadors” were starving for information.
- Doug Birnie commented it would be great if we could just go to one website to get all the information needed. Then maybe we could produce a strategy to deal with this issue.

- The Department of Health and Human Services has not been at the table during the coordinated planning process. One reason is probably because they do not have the statutory mandates the FTA has.
- There was a suggestion to create an upper management position, such as a Transportation Coordinator, to help with the process.
- Suggestion to work at the state level to get more people involved in coordination. The “Feds” and local communities seem to understand more.

### Next Steps

- The draft “Outreach Plan” is scheduled for release summer 2008.
- Continue to hold listening sessions.

## **APPENDIX E: Organizations Providing Existing Outreach Vehicles and Resources**

### American Public Transportation Association (APTA)

APTA is a non-profit international association of more than 1,500 member organizations including public transportation systems; planning, design, construction, and finance firms; product and service providers; academic institutions; and state associations and departments of transportation. APTA members serve the public interest by providing safe, efficient, and economical public transportation services and products. APTA members serve more than 90 percent of persons using public transportation in the United States and Canada.

APTA publishes a weekly newspaper, *Passenger Transport*, through which relevant and timely articles on outreach activities and products are highlighted.

APTA hosts an international workshop on ITS Standards, focusing on the process and environment in which such standards are developed. APTA also hosts a TransiTech workshop on information technology, traveler information, and intelligent transportation systems issues affecting public transportation systems.

### Community Transportation Association of America (CTAA)

The CTAA is a national association dedicated to making mobility alternatives available to all Americans. The CTAA assists local governments and community-oriented enterprises in small towns and rural areas in meeting their service and developmental needs. The CTAA provides technical assistance to the community transportation industry and also conducts educational programs.

CTAA publishes a quarterly magazine, Community Transportation that introduces its readers to innovative, new transit financing ideas and service modes. The magazine also examines strategies to build ridership and support for transportation – an excellent venue for outreach.

CTAA operates the National Resource Center (NRC) for Human Service Transportation Coordination under a cooperative agreement with the Federal Transit Administration. NRC serves to improve linkages between public transportation and human services within a state or community. CTAA also provides “Capitol Clips,” an electronic news and information service for community transportation network leaders, stakeholders, and other interested parties.

National Transit Institute (NTI)

The National Transit Institute at Rutgers, the State University of New Jersey, was established under the Intermodal Surface Transportation Efficiency Act of 1991, to develop, promote, and deliver training and educational programs for the public transit industry.

NTI offers a catalogue of products to the transportation community that includes CD-ROM training, factsheets, pocket guides, posters, reference guides and videos. NTI also offers a number of courses designed to be interactive and participatory (for example, “Coordinated Mobility: A Unified Transportation Management System.”) NTI also offers transit trainers’ workshops.

NTI collaborates with the Federal Transit Administration (FTA) to present a Transit ITS Regional Workshop. The goal of the workshop is to increase awareness of Intelligent Transportation Systems (ITS) and how the transit core suite of technologies can be developed to deliver safer and more efficient transit services.

United We Ride (UWR)

The Interagency Transportation Coordinating Council on Access and Mobility (CCAM) created UWR to facilitate coordination between transportation and human services programs. To that end, UWR is working with states and communities to identify transportation service gaps and needs, reduce transportation duplication, create more efficient and productive services, and provide assistance in building local partnerships and developing coordination plans.

Some resources provided by UWR include “dial-a-ride” that responds to individual door-to-door transportation requests; use of bus tokens and/or transit passes for fixed route scheduled services; access to taxi vouchers; and/or mileage reimbursement to volunteers or program participants.

AARP (formerly American Association of Retired Persons)

The AARP is a United States based non-government organization (a special interest group). According to its mission statement, AARP is “a nonprofit, nonpartisan membership organization for people age 50 and over ... dedicated to enhancing quality of life for all as we age,” which “provides a wide range of unique benefits, special products, and services for our members.” AARP operates as a non-profit advocate for its members, one of the most powerful lobbying groups in the United States, and also sells insurance including health insurance, investment funds, and other financial

products. AARP claims over 38 million members, making it one of the largest membership organizations for people age 50 and over in the United States. Membership is expected to grow significantly as “baby boomers” age. AARP also publishes a monthly magazine that addresses a wide variety of topics.

### *Easter Seals Project ACTION*

Funded through a cooperative agreement with the U.S. Department of Transportation, and the Federal Transit Administration, Easter Seals Project ACTION promotes cooperation between the transportation industry and the disability community to increase mobility for people with disabilities under the ADA and beyond. Easter Seals Project ACTION offers numerous resources, as well as training and technical assistance, in an effort to make the ADA work for everyone, every day. Almost two decades after creation, their goal and name remain unchanged: Accessible Community Transportation in Our Nation (ACTION).

Easter Seals Project ACTION provides an “800” line wherein their staff can answer questions about ADA rights and responsibilities, direct callers to additional resources, and help members of the disabled and transportation communities address diverse accessibility issues.

Easter Seals Project ACTION also offers two free newsletters, a bi-monthly Update which spotlights promising practices, and provides news on accessible transportation for people with disabilities, including new publications and research. Easter Seals Project ACTION also publishes the monthly EXTRA that provides latest information on the agency’s resources and training opportunities.

Finally, there is a clearinghouse that offers over 90 free print, video, and audio resources on numerous topics including ADA complementary paratransit and ADA rights and responsibilities. Easter Seals Project ACTION also offers online resources that cover the National Accessible Travelers Database (NATD), the characteristics of ADA Paratransit Services (CAPS) in America Database, and the Transit Facility Accessibility Assessment System.

### *Transportation Research Board (TRB)*

The Transportation Research Board is one of six major divisions of the National Research Council. The mission of the TRB is to provide leadership in transportation innovation and progress through research and information exchange, conducted within a setting that is objective, inter-disciplinary, and multi-modal. The Board’s varied activities annually engage about 7,000 engineers, scientists, and other transportation researchers and practitioners from the public and private sectors and academia, all of whom contribute their expertise in the public interest. The program is supported by state

transportation departments, federal agencies including the component administrations of the U.S. Department of Transportation, and other organizations and individuals also interested in the development of transportation.

Some outreach resources provided by the TRB include:

- Opportunities for information exchange on current transportation research and practice;
- Management of cooperative research and other research programs;
- Analyses of national transportation policy issues and guidance on federal and other research programs; and
- Publications and access to research information from around the world.

Each January, TRB hosts an annual meeting of transportation professionals from around the world including representatives of federal, state, and local government agencies; universities; and industry experts to participate in the world's largest forum designed specifically for both formal and informal exchange of information among transportation researchers and practitioners. Also, every year TRB organizes 70 or more specialty conferences and workshops on subjects and issues of interest to the transportation community. For example, every two years TRB offers a National Conference on Rural Public and Intercity Bus Transportation.

TRB maintains many standing committees and task forces that address all aspects and modes of transportation. The TRB has an extensive electronic network that can be accessed on the TRB website ([www.trb.org](http://www.trb.org)) through which users can search the current Publications Catalog and order reports online, apply to be a TRB affiliate, and register for the Annual meeting and other events. TRB distributes a complimentary weekly electronic newsletter that provides timely information on TRB reports and activities, as well as other news and information of interest to the transportation community. In addition, many TRB committees host electronic mailing lists and discussion groups that allow transportation professionals with common interests to pose questions and share information and experiences.

#### *Alliance of Information and Referral Systems (AIRS)*

The Alliance of Information and Referral Systems (AIRS) was incorporated in 1973 to improve access to services for all people through information and referral.

AIRS offers a professional umbrella for all I&R providers in both public and private organizations. Comprehensive and specialized I&R programs are



found in nearly every community and operate as a critical component of the health and human service delivery system.

Some outreach resources offered by AIRS include:

- A partnership with United Way, the premier leader in development of the 2-1-1 movement that has transformed access for human services in the U.S. and Canada;
- The driving force behind the development of clear and consistent professional standards that benchmark every aspect of quality I&R;
- The administrator of an accreditation program that measures an organization's ability to meet the AIRS Standards, and a certification program that evaluates the competence of I&R practitioners;
- A provider of training, support, and technical assistance that culminates in an annual international conference attracting more than 700 delegates to participate in nearly 100 workshops;
- A national leader in human services that participates in critical partnerships with the United Way of America, the National Association of State Units on Aging, the National Emergency Number Association, the American Association of Suicidology, and InformCanada;
- A non-profit organization as determined under section 501(c)(3) of the Internal Revenue Code;
- A membership organization committed to serving their members at the same level as those members serve their clients.

## **APPENDIX F: Existing Stakeholder Outreach Resources and Primary Audiences**

Table F-1 sheds light on whether and the extent to which each of the identified potential organizations that may be particularly effective in reaching out to the specific stakeholder types. The targeted stakeholder types are defined as the 8 different stakeholder types appeared in the 13 priority ITS-related outreach needs (Table 5), including:

- State DOT public transit offices
- Regional transportation brokers
- Transit board members
- Transit CEOs
- State/regional coordinating council members
- State/local human service agencies
- Aging service provider network
- Faith-based non-profit organizations

**Table F-1, Summary of Existing Outreach Resources and Primary Audiences**

Organization	Existing Outreach Vehicles – Examples	Stakeholder Types							
		State DOT Offices	Regional Transp. Brokers	Transit Board	Transit CEOs	Coord. Council Members	State & Local HS agencies	Aging Provider Network	Faith-based Agencies
USDOT ITS <a href="http://www.its.dot.gov">www.its.dot.gov</a>	ITS professional capacity building (PCB) ITS benefits and costs database ITS lessons learned database ITS electronic documents library (EDL) FHWA <i>Public Road</i> magazine	●	○	■	■				
Federal Interagency Partners	Dept. of Health and Human Services Dept. of Education Dept. of Labor		■			■	●	■	■

Organization	Existing Outreach Vehicles – Examples	Stakeholder Types							
		State DOT Offices	Regional Transp. Brokers	Transit Board	Transit CEOs	Coord. Council Members	State & Local HS agencies	Aging Provider Network	Faith-based Agencies
American Public Transportation Association (APTA) <a href="http://www.apta.com">www.apta.com</a>	ITS best practices workshops APTA weekly newsletters APTA annual bus and paratransit conference APTA annual meeting APTA committee meetings Transit board members and CEOs seminars State public transit partnership conference	●	■	●	●	○	○		
Community Transportation Association of America (CTAA) <a href="http://www.ctaa.org">www.ctaa.org</a>	CTAA expo	●	●	●	●	■	■	■	
National Transit Institute (NTI)	ITS transit related training courses (1-3 days)	■	■					■	

MSSA Stakeholder Outreach Plan

Organization	Existing Outreach Vehicles – Examples	Stakeholder Types							
		State DOT Offices	Regional Transp. Brokers	Transit Board	Transit CEOs	Coord. Council Members	State & Local HS agencies	Aging Provider Network	Faith-based Agencies
ITS America <a href="http://www.itsa.org">www.itsa.org</a>	ITSA annual meeting ITS world congress ITS transit advisory group ITS state chapter meetings	●	■	○	■				
Transportation Research Board	TRB annual meeting TRR publications TCRP projects	●	■	○	■	○			
Federal Interagency United We Ride (UWR)	UWR ambassadors UWR newsletters	■	■			●	■	■	○
AARP	AARP monthly magazine						■	●	
Easter Seals Project ACTION	Annual mobility institute		■	○	○	■	●	●	●
Alliance of Information and Referral Systems (AIRS)	AIRS newsletter (monthly) AIRS annual journal AIRS / Infoline (online database)	○	○				●	●	●

Organization	Existing Outreach Vehicles – Examples	Stakeholder Types							
		<i>State DOT Offices</i>	<i>Regional Transp. Brokers</i>	<i>Transit Board</i>	<i>Transit CEOs</i>	<i>Coord. Council Members</i>	<i>State &amp; Local HS agencies</i>	<i>Aging Provider Network</i>	<i>Faith-based Agencies</i>
States Transit Association Conferences	State transit conferences	●	●	●	●	○		■	

**Symbols:** ● – closely connected      ■ - reasonably related      ○ – maybe relevant

## APPENDIX G: Illustration of Outreach Plan Development Process

