



H I T R E C

A TOOL TO ENABLE
MICRO MOBILITY
AND
TRANSPORTATION SOLUTIONS
IN
RURAL AREAS.

Brought to you by
The Delta Regional Authority Executive Fellowship
Tennessee and Mississippi Class of 2022

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ABOUT HI TREC & DRA

Who is the Delta Regional Authority?



H I T R E C

Health

Infrastructure

Transportation

Recreation

Equality

Community

Audience: H.I. T.R.E.C. is for the local rural leader and decision maker.

Aim: H.I. T.R.E.C. exists to empower rural communities to plan for sustainable economic development through mobility.

Mission: Continually develop sustainable mobility for a competitive economy.

H I T R E C

HI TREC Terminology

Health

This document respects health as a state of physical, mental, and social well-being.

Infrastructure

The infrastructure framework includes physical facilities needed to support and sustain a community of people to live and work with access to reliable power, bridges, railroads, waterways, and roadways.

Transportation

Transportation is regarded as getting from one location to another through private transportation (car, bike, walkways) or public transportation.

Recreation

An activity for enjoyment to refresh one's body, mind, and spirit and make leisure time more exciting and enjoyable. Examples of recreation activities include walking, hiking, swimming, meditation, waterfalling, reading, playing games, and dancing.

Equality

ensures that each individual has an equal opportunity to make the most of their lives and talents. It is also the belief that no one should have poorer life chances because of how they were born, beliefs, or whether they have a disability.

Community

The goal of community relations is to take an active interest in the well-being of its community and gain many long-term benefits in terms of community support, loyalty, and the fostering of goodwill.

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Micro-Mobility and Transportation in Rural Communities

Car culture permeate America's rural communities. Lack of investment in public mobility solutions combined with development practices that enforce decentralized approaches to reduce cost has created an ecosystem that does not emphasize sustainable transportation and mobility solutions. These trends lead to or compound persistent and intractable societal problems such as congestion, carbon emissions, accidents, and health degradation resulting from lack of mobility. They are further exacerbated by fuel price fluctuations which disproportionately impact rural communities over urban communities.

HI TREC provides a tool for rural communities to navigate the adoption of micro-mobility and transportation solutions that meet users where they are and builds an evidence-based incremental approach to adoption that is unique to the specific circumstances of each rural community. The Federal Highway Administration broadly defines micro-mobility as any small, low-speed, human- or electric-powered transportation device, including bicycles, scooters, electric-assist bicycles, electric scooters (e-scooters), and other small, lightweight, wheeled conveyances. In order to encompass all rural solutions, we also include walkability in our definition to address the single largest risk for many rural communities - hypertension and health conditions related to obesity. Transportation includes public transport and novel solutions to existing challenges such as carbon emissions (addressed by alternative fuel sources) and the economic impact of car ownership through shared mobility solutions such as ride sharing. The inclusion of solutions that address both micro-mobility and transportation in a way that meets users where ensures higher adoption rates.

The model for HI TREC is based on research conducted by the University of Memphis and readiness and adoption strategies for connected and autonomous vehicles (CAV) by creating a CAV readiness index. The CAV readiness index is a proactive measure for cities to consider while embracing technology innovations to be part of the City's investment in transportation, utilities, buildings, digital equity, safety, and public services. Using 29 variables within four categories - hard infrastructure, cyber and soft infrastructure, policies and regulations, and other indicators - the study helps communities plan for adopting emerging transportation solutions. While rural communities today would mostly be considered "not ready" for autonomous vehicles, the HITREC pathway shows how user-centered approaches can invigorate discussion of needs-based solutions that move communities towards a future that more directly engages in the adoption of cutting-edge solutions that would allow them to leap-frog urban centers through an evidence-based incremental approach to positive outcomes.

H I T R E C

How to Create a SMART Goal

A SMART goal breaks down a larger goal into individual pieces that makes the results more obtainable to accomplish. This process helps to illuminate the understanding and creates a clear expectation of successful performance.

What is the SMART criteria?

Specific

What will be accomplished? What actions will you take?

Measurable

What data will measure the goal? (How much? How well?)

Achievable

Is the goal doable? Do you have the necessary skills and resources?

Relevant

How does the goal align with broader goals? Why is the result significant?

Time-Bound

What is the time frame for accomplishing the goal?

How to determine your scope:

SMART goals address all of your primary responsibilities. Goals are set to focus attention and resources on what is most important.

Where to start?

1. Start by thinking about the results for which you are accountable.
2. With the overall goal in mind, develop a goal statement for each bucket.
3. Be specific and clear so you will be able to measure success.
4. Goals should be ongoing job responsibilities and any new projects, assignments, priorities, or initiatives specific to this performance cycle.
5. Having too many goals can indicate that your goals are scoped at too low and are focused more on tasks than on results.
6. If it seems that your goals are becoming too numerous and task-oriented, it may be helpful to consolidate and ask yourself "what is realistic outcome?".

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How to write your S-M-A-R-T goal

S – Specific:

Be specific about what you need to accomplish. An excellent rule of thumb is to ask the following questions:

- Who – Consider who needs to be involved to achieve the goal (this is especially important when you're working on a group project).
- What – Think about precisely what you are trying to accomplish, and don't be afraid to get very detailed.
- When – You'll get more specific about this question under the "time-bound" section of defining S.M.A.R.T. goals, but you should at least set a time frame.
- Where – This question may not always apply, especially if you're setting personal goals, but if there's a location or relevant event, identify it here.
- Which – Determine any related obstacles or requirements. This question can be beneficial in deciding if your goal is realistic. For example, if the goal is to open a baking business, but you've never baked anything before, that might be an issue. As a result, you may refine the specifics of the goal to be "Learn how to bake to open a baking business."
- Why – What is the reason for the goal? When using this method for employees, the answer will likely be along the lines of company advancement or career development.

M – Measurable:

What metrics will you use to determine if you meet the goal? This makes a goal more tangible because it provides a way to measure progress. If it's a project that will take a few months to complete, then set some milestones by considering specific tasks to accomplish. Milestones are a series of steps along the way that, when added up, will complete your main goal.

- As the "M" in SMART states, there should be a source of information to measure or determine whether a goal has been achieved.
- The M is a direct (or possibly indirect) indicator of success for a particular goal.
- Sometimes measurement is difficult, and managers and employees must work together to identify the most relevant and feasible data sources and collection methods.
- Data collection efforts needed to measure a goal can be included in that goal's action plan.

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How to write your S-M-A-R-T goal continued:

A – Achievable:

This focuses on how important a goal is to you and what you can do to make it attainable, which may require developing new skills and changing attitudes. The goal is meant to inspire motivation, not discouragement. Think about:

- How to accomplish the goal,
- If you have the tools/skills needed; if not, consider what it would take to attain them.
- Do you need help making this achievable? Who can help you, and can you bring them on board?

R – Relevant:

Relevance refers to focusing on something that makes sense with the broader business goals. For example, if the goal is to launch a new program or service, it should be something that's in alignment with the overall business/department objectives. Your team may be able to launch a new program, but if your division is not prioritizing launching that type of new program, then the goal wouldn't be relevant.

T – Time-Bound:

Anyone can set goals, but if it lacks realistic timing, chances are you're not going to succeed. Providing a target date for deliverables is imperative. Ask specific questions about the goal deadline and what can be accomplished within that time-period. If the goal will take three months to complete, it's helpful to define what should be achieved halfway through the process. Providing time constraints also creates a sense of urgency.

The Easiest Way to Write SMART Goals

When writing SMART goals, ask yourself and other team members a lot of questions.

The answers will help fine-tune your strategy, ensuring the goals are attainable.

Utilize the template provided in the appendix as a guide. Below we demonstrate how to write SMART goals for a city in Mississippi business scenarios: completing a project involving many different outcomes.

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Case Study in Smart Goal Development

The City of Hernando, Mississippi, is located 15 miles south of the Tennessee state line. Hernando's estimated population is 17,400, and it is a bedroom community in Memphis, Tennessee. Hernando is located at the intersection of Interstates 55 (north/south) and 69 (east/west) and is near the region's other transportation options of air, rail, and river-based in Memphis. The City of Hernando understands that transportation options are important investments for all municipalities and looks for solutions to reduce traffic clusters, improve health and connect residents to services to provide a high quality of life. Transportation and mobility solutions provide important environmental, health, recreational and social service benefits. They are also a source of positive economic benefits.

Using the HITREC Micro Mobility and Transportation tool will provide the City of Hernando with a resource to improve the community's health by connecting areas that cannot be accessed safely without a vehicle. Expanding and connecting sidewalks, bike lanes, and trails will offer walkable access to educational, governmental, and social services. Additional mobility options such as bike share, scooter, etc., will improve an individual's well-being through physical activity and connect economically disadvantaged communities to local institutions such as the library, extension office, state health department, and government services in Hernando's Downtown.

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SMART Goals for Hernando Case Study

Goal #1 - Decrease hypertension in the community by a percent defined by state health officials within two years by identifying disconnected areas of the community that would most benefit from walkability and implementing a plan to improve walkability in those areas.

Goal #2 – Decrease hypertension in the community by a percentage defined by state health officials within two years by partnering with education organizations to implement an awareness campaign that reaches at least 30% of citizens as measured by a university-led impact study.

Goal #3 – Connect economically disadvantaged communities to local institutions that provide support services by identifying the highest need focus areas in partnership with support providers and increasing traffic to those organizations by 20% and measuring community satisfaction through focus groups within two years.

Goal #4 – Increase acceptance and use of micro-mobility solutions (bikeshare, scooters, etc) by at least 10% as measured by community surveys by implementing a pilot service and marketing campaign to encourage adoption.

Goal #5 – Within one year reduce traffic at Commerce St. exist by a percentage defined by the MDOT traffic study by implementing a marketing campaign that would run for six months and would prepare for future growth at the intersection.

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Planned Outcomes and Next Steps for Rural Leaders Using HI TREC Method

- The HITREC Tool enables leadership to initiate conversations around developing incremental micro-mobility and transportation solutions that are responsive to specific community needs.
- Action Items for HITREC Tool Implementation:
 - Share this document with your key constituents.
 - Assemble a discussion group to identify and develop your SMART goals based on your community priorities.
 - Explore funding opportunities and build partnerships with local higher education institutions and other grant-funding experts in your region to pursue independent funding to accelerate your goals.
 - Identify next steps and actions for each goal.
 - Reach out to partners at state and regional levels to contextualize your goals with larger state priorities and resources.
 - Consider the inter-community benefits of your goals and build coalitions as appropriate.
 - Work with your local elected officials and state legislature to identify pathways to funding resources that support your SMART Goals.

H I T R E C

Resources

Template for writing a S.M.A.R.T. Goal

Crafting S.M.A.R.T. Goals are designed to help you identify if what you want to achieve is realistic and determine a deadline. When writing S.M.A.R.T. Goals use concise language but include relevant information. These are designed to help you succeed, so be positive when answering the questions.

Initial Goal (Write the goal you have in mind):

1. Specific (What do you want to accomplish? Who needs to be included? When do you want to do this? Why is this a goal?)

2. Measurable (How can you measure progress and know if you've successfully met your goal?):

3. Achievable (Do you have the skills required to achieve the goal? If not, can you obtain them? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve?):

4. Relevant (Why am I setting this goal now? Is it aligned with overall objectives?):

5. Time-bound (What's the deadline and is it realistic?):

S.M.A.R.T. Goal (Review what you have written, and craft a new goal statement based on what the answers to the questions above have revealed):

*https://www.ucop.edu/local-human-resources/_files/performance-appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf

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Resources

Funding:

- www.grants.gov
- <https://www.transportation.gov/rural/funding-opportunities>
- <https://hcacaring.org/grants/>
- <https://www.nationalrecreationfoundation.org/our-grants/>

Health:

Mississippi

- Preview attachment MDA_Healthcare_brochure_FINAL.pdfMDA_Healthcare_brochure_FINAL.pdf2.2 MB
- Preview attachment Blueprint_HC_FINAL.pdf.pdfBlueprint_HC_FINAL.pdf.pdf3.7 MB
- Mississippi State Department of Health - Home (ms.gov): MS Department of Health (Health Resources)

Tennessee

- <https://www.tn.gov/health/health-program-areas.html>

Infrastructure:

Mississippi

- Home | MISSISSIPPI PUBLIC SERVICE COMMISSION (ms.gov) ; MS Public Service Commission (Utility & Internet Resources)

Tennessee

- <https://infrastructurereportcard.org/state-item/tennessee/>
- <https://infrastructurereportcard.org/infrastructure-categories/fact-sources/>

TRANSIT

Mississippi

- MDOT Home Page (ms.gov) : MS Department of Transportation (Transportation Resources)

Tennessee

- <https://www.tn.gov/environment/program-areas/energy/state-energy-office--seo-/programs-projects/programs-and-projects/sustainable-transportation-and-alternative-fuels/sustainable-transportation-and-alternative-fuels/transportation-electrification-in-tennessee.html>
- <https://www.tntransit.org>
- <https://www.transportation.gov/transerve/tennessee>

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Resources

Recreation:

Mississippi

- The State for Wanderers - VisitMississippi (Travel and Tourism Resources)
- MS.GOV (mississippi.gov) MS.Gov the official website of Mississippi
- Campgrounds and Camping Reservations - Mississippi State Parks (reserveamerica.com)
- Mississippi Recreation and Park Association (aboutmrpa.org)

Tennessee

- <https://www.tn.gov/health/cedep/environmental/healthy-places/healthy-places/recreation.html>
- <https://www.trpa.net>
- <https://tnstateparks.com>
- <https://www.recreation.gov/discover/camping/Tennessee/state>

Equality

Mississippi

- Blueprint Mississippi: <https://msmec.com/blueprint-mississippi/>
- <https://www.aclu-ms.org/> : ACLU (Equity and Access in Mississippi Resources)
- Mississippi Economic Council - Mississippi Economic Council (msmec.com) : MS Economic Council (state chamber of commerce)

Tennessee

- <https://www.tn.gov/health/health-program-areas/division-of-health-disparities-elimination-/health-equity.html>

Community Relations

Mississippi

- Official Website of Mississippi Governor Tate Reeves (ms.gov) : Office of the Governor of MS
- Business Services & Regulation | Michael Watson Secretary of state (ms.gov)
- Mississippi Municipal League : Home (mmlonline.com)
- Mississippi Development Authority | Mighty Mississippi ; MS Development Authority (Leading state agency for economic development)
- Mississippi SBDC : America's Small Business Development Center of Mississippi
- MISSISSIPPI LEGISLATURE (ms.gov)

Tennessee

- <https://www.tn.gov/tdot/community-relations.html>
- <https://www.tva.com/about-tva/community-relations>

HITREC

About HITREC

HITREC was developed as part of the Delta Regional Authority (DRA) Delta Leadership Institute (DLI) by the 2022 fellowship class members from Mississippi and Tennessee.

Members include:

Allica Austin – Dresden, Tennessee
Gary Bass – Bassfield, Mississippi
Cody Behles – Memphis, Tennessee
Gia Matheny - Hernando, Mississippi
Tonya Neely – Jackson, Mississippi
Tiffani Perry - Holly Springs, Mississippi

For questions about this project cbehles@memphis.edu.

About DRA

The Delta Regional Authority works to improve regional economic opportunity by helping to create jobs, build communities, and improve the lives of the 10 million people who reside in the 252 counties and parishes of the eight-state Delta region. Led by the Delta Regional Authority Board – comprised of the Federal Co-Chairman, appointed by the President and confirmed by the U.S. Senate, and the governors of the eight states – the Delta Regional Authority fosters local and regional partnerships that address economic and social challenges to ultimately strengthen the Delta economy and the quality of life for Delta residents.

Established in 2000 by Congress, the Delta Regional Authority makes strategic investments of federal appropriations into the physical and human infrastructure of Delta communities. Through the States' Economic Development Assistance Program, these investments help to improve transportation and basic public infrastructure and to strengthen our workforce development system and local business environments. The Delta Regional Authority supports job creation and economic development through innovative approaches to growing local and regional leadership, increasing access to quality healthcare, and boosting opportunities for entrepreneurs to obtain affordable capital.

The 252 counties and parishes served by the Delta Regional Authority make up the most distressed area of the country. The time for action has arrived and the Delta Regional Authority is poised to work with local, state, and federal leaders to bring investment and opportunity back to the Delta region which includes Alabama, Arkansas, Illinois, Kentucky, Louisiana, Mississippi, Missouri, Tennessee.

For questions about the DRA and the DLI please contact Sea Talentis, stalentis@dra.gov