

# Phase 1 Outreach Plan

## Heart of Iowa Regional Transit Agency ITS4US Deployment Project

[www.its.dot.gov/index.htm](http://www.its.dot.gov/index.htm)

**Final Report — February 16, 2022**

**FHWA-JPO-21-912**



U.S. Department of Transportation



Produced by Heart of Iowa Regional Transit Agency  
U.S. Department of Transportation (USDOT)  
Intelligent Transportation Systems (ITS) Joint Program Office (JPO)  
Office of the Secretary of Transportation (OST)  
Federal Highway Administration (FHWA)  
Federal Transit Administration (FTA)

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**Technical Report Documentation Page**

1. Report No. <b>FHWA-JPO-21-912</b>		2. Government Accession No.		3. Recipient's Catalog No.	
4. Title and Subtitle Phase 1 Outreach Plan — Heart of Iowa Regional Transit Agency ITS4US Deployment Project				5. Report Date February 16, 2022	
				6. Performing Organization Code N/A	
7. Author(s) Carl Lingen, Alicea Castillo, Brooke Ramsey, Santosh Mishra				8. Performing Organization Report No. N/A	
9. Performing Organization Name and Address Heart of Iowa Regional Transit Agency (HIRTA) 2824 104th St Urbandale, IA 50322				10. Work Unit No. (TRAIS)	
				11. Contract or Grant No. 693JJ321C000006	
12. Sponsoring Agency Name and Address U.S. Department of Transportation ITS Joint Program Office 1200 New Jersey Avenue, SE Washington, DC 20590				13. Type of Report and Period Covered Final, Phase 1 2021-2022	
				14. Sponsoring Agency Code HOIT-1	
15. Supplementary Notes Fred Bowers					
16. Abstract <p>The Heart of Iowa Regional Transit Agency (HIRTA) is one of the five awardees for Phase 1 of the Complete Trip — ITS4US contract for its proposed concept <b>“Health Connector for the Most Vulnerable: An Inclusive Mobility Experience from Beginning to End”</b> (Health Connector) by the United States Department of Transportation (USDOT). Per the goals of the program, the Health Connector project is focused on improving transportation access to healthcare for underserved groups in Dallas County, Iowa.</p> <p>The HIRTA site team plans to deliver the following communication objectives in the form of key messages to our target audiences of Dallas County (i.e., persons with disabilities, low income, rural, older adults, veterans, and persons with limited English proficiency):</p> <ol style="list-style-type: none"> <li>1. Public transportation to and from healthcare appointments is readily available and accessible for residents of Dallas County through the Health Connector application.</li> <li>2. Target audiences of Dallas County can depend on a user-friendly and accessible experience when booking a trip, during the trip, and completing the trip.</li> </ol>					
17. Keywords ITS4US; Complete Trip; Deployment; ITS; Intelligent Transportation Systems, Outreach, Communication			18. Distribution Statement No restrictions		
19. Security Classif. (of this report) Unclassified		20. Security Classif. (of this page) Unclassified		21. No. of Pages <b>49</b>	22. Price
Form DOT F 1700.7 (8-72)				Reproduction of completed page authorized	

# Revision History

Name	Date	Version	Summary of Changes	Approver
Carl Lingen, Capture Management Solution Alicea Castillo, Capture Management Solutions	29 Nov 2021	1.0	Initial Draft	Brooke Ramsey
Alicea Castillo, Capture Management Solutions; Santosh Mishra, IBI Group	18 Jan 2022	2.0	Updated to address USDOT comments	Brooke Ramsey
Brianna Jasset	16 Feb 2022	3.0	508 version	Brooke Ramsey



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# 1 Introduction

## 1.1 Document Purpose

The Phase 1 Outreach Plan step serves as a critical milestone in the implementation process, as it serves as the foundational document for the deployment project's media strategy and communication objectives, outreach media approach, communication management and platforms, public relations plan, and measurement of outreach effectiveness. The purpose of this document is to address high-level plans for management of outreach activities and development of outreach materials throughout all phases of the project.

## 1.2 Project Overview

The Heart of Iowa Regional Transit Agency (HIRTA) is one of the five awardees for Phase 1 of the Complete Trip — ITS4US contract for its proposed concept ***“Health Connector for the Most Vulnerable: An Inclusive Mobility Experience from Beginning to End”*** (Health Connector) by the United States Department of Transportation (USDOT).

The Health Connector solution intends to demonstrate an innovative concept that will address various bottlenecks associated with healthcare access for HIRTA communities. Some of these challenges are the key reasons behind missed appointments or an unacceptable level of preventive or as-needed healthcare in the HIRTA service area. For this deployment, the HIRTA team plans to implement a scalable and replicable solution that enables inclusive access to nonemergency medical transportation for all underserved populations and their caregivers by resolving access barriers with the use of advanced technologies. This solution will allow Dallas County residents without access to transportation who may be seeking a medical appointment to explore their transportation alternatives and book both medical and transportation appointments at the same time. Further, this solution will include information and wayfinding services to guide them at every step of their trip.

The referenced underserved populations' mobility needs vary based on the individual. This deployment will provide enhanced access to healthcare options for all travelers in Dallas County with a specific focus on underserved communities, including persons with disabilities, low income, rural, older adults, veterans, and persons with limited English proficiency.

In addition to addressing mobility needs, the proposed deployment will recognize the net impact that access to health services has on patient healthcare outcomes as well as both the financial and health outcomes from the perspective of the healthcare community and the Dallas County Health Department.

Figure 1 provides an overview of the Health Connector concept.

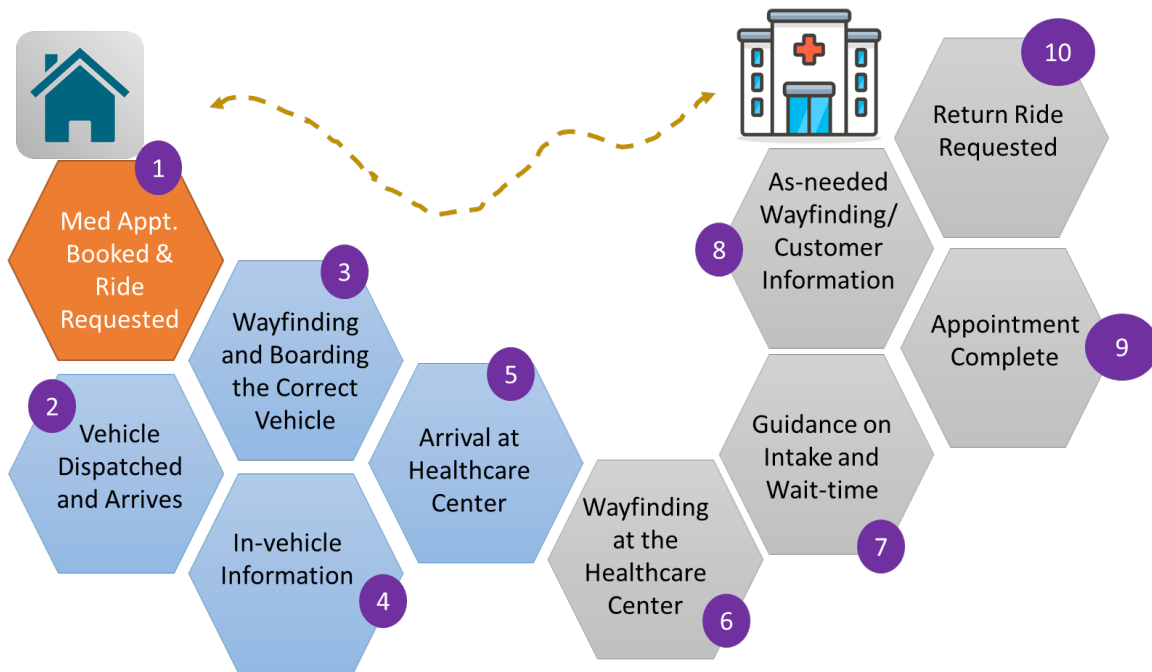


Figure 1. Overview of Health Connector System Concept (Source: HIRTA Team)

## 1.3 Introduction to Outreach Plan

The HIRTA team will create outreach development that consists of the following:

1. Creation of Communications and Marketing Plan — Purpose of this plan is an internal working document that outlines the mapping, goals of the campaign, overall messaging for the outreach, engagement spectrum, and frequency of the different channels.
  - a. Mapping Session(s)
  - b. Engagement Spectrum
  - c. Communication Plan
  - d. Media Strategy

See Section 5.1 Outreach Development and Delivery for a more detailed strategy.

2. Development of Marketing and Outreach Collateral — The HIRTA team will work with our internal team and vendors to develop the necessary digital and print marketing collateral as outlined in Sections 3, 4, and 5 within this document.
3. Deployment and Delivery — Based on the communication plan, each communication and outreach channel will be coordinated to reach the defined target audience. Some channels will be coordinated in parallel for a “marketing blitz,” while others will have different frequency for delivery.

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## 1.4 Definitions, Acronyms, and Abbreviations

### **Access2Care**

A transportation broker for the state of Iowa Medicaid program that performs booking and scheduling and works with service providers such as HIRTA for successful delivery of Medicaid-eligible trips.

### **ADA — Americans with Disabilities Act**

Refers to the civil rights legislation passed and signed into law in 1990 to prevent discrimination against people with disabilities.

### **API — Application Programming Interface**

Software middleware that allows two devices or applications to exchange data with each other.

### **APN — Access Point Name**

A communication gateway for enabling cellular data communications over a carrier network. Public or private APN configurations are used depending on data security needs.

### **AWS — Amazon Web Services**

A commercial cloud-based hosting service provided by Amazon.

### **BAA — Broad Agency Announcement**

A procurement instrument used by USDOT.

### **Billing**

Refers to the process of invoicing third-party funding sources (e.g., Medicaid) after a successful delivery of a trip. Billing is typically done on a monthly basis.

### **CHNA — Community Health Needs Assessment**

Refers to the Community Health Needs Assessment Report developed by Dallas County in 2019.

### **CCB — Change Control Board**

A body of subject matter experts tasked to manage change control process for work products, schedule, or other relevant matters related to a project or program.

### **CDL — Concept Development Lead**

Key project team member tasked with leading Phase 1 concept development activities.

### **CO — Contract Officer**

Serves as the USDOT point of contact for any concerns related to the contracts.

**COR — Contract Office Representative**

Serves as the USDOT representative for this project and is responsible for coordination and review of the proposer’s work.

**Cost Allocation**

Refers to the process of associating a funding source that should be billed for a trip in a shared ride scenario when riders covered by separate funding sources share the vehicle for their trips and trip purposes at the same time.

**CSV — Comma Separated Value**

A common text-based file format that is supported by many platforms and programs.

**CT — Census Tract**

A geographic region defined for the purpose of collecting census data.

**CTAA — Community Transportation Association of America**

One of the project partners that will lead stakeholder engagement on this project.

**DCHD — Dallas County Health Department**

One of the project partners that will lead integration with healthcare services.

**DR — Demand Response**

Refers to a service that is not run on a fixed route or a schedule (e.g., dial-a-ride, vanpool). This requires making a trip booking by contacting the service provider (e.g., HIRTA). However, demand response is different than an ADA paratransit service, which is provided as a complement to a fixed route and is governed by specific requirements provided in 49 CFR Subpart F. HIRTA operates the only DR service in Dallas County, and all discussion in this document is related to DR service.

**Dispatching**

Refers to an operations management function that involves assigning vehicles, tracking fleet location, managing schedule adherence, managing trip manifests, and performing other operational functions.

**DMP — Data Management Plan**

The Data Management Plan is Task 3 of Phase 1 and will describe the approach for data collection, processing, storage, and utilization.

**DOT — Department of Transportation**

The government department responsible for transportation. In this report, this generally refers to either the state of Iowa's DOT or the United States DOT, referred to as Iowa DOT and USDOT, respectively.

**EDI — Electronic Data Interchange**

In this context, refers to the electronic data interchange format messages developed by HIPAA following American National Standards Institute X12 standard for electronic data exchange and used to communicate with third-party healthcare provider systems (e.g., Medicaid).

**EHR — Electronic Healthcare Record**

Refers to the healthcare information management system used by hospitals for patients' healthcare-related appointments, transactions, and records management.

**FHIR — Fast Healthcare Interoperability Record**

A standard developed to describe and exchange health records in electronic format.

**FHWA — Federal Highway Administration**

A USDOT agency in charge of highway transportation.

**FTA — Federal Transit Administration**

A USDOT agency in charge of public transportation.

**GTFS — General Transit Feeds Specification**

A standard to provide static public transportation schedule information. The standard has been expanded to include real-time passenger information (GTFS-real-time), flexible services (GTFS-flex), and accessible routing within stations (GTFS-pathways).

**HIPAA — Health Insurance Portability and Accountability Act of 1996**

Provides guidelines for data protection of sensitive patient health information.

**HIRTA — Heart of Iowa Regional Transit Agency**

Rural, regional public transit agency in central Iowa. HIRTA will serve as proposer and applicant for the Complete Trip — ITS4US project.

**HL7 — Health Level Seven International**

A not-for-profit standards-developing organization focused on electronic health information.

**HN — Health Navigator**

Refers to services provided by Dallas County Health Department to Dallas County residents in identifying resources as necessary for improving social determinants of health.

### **HUA — Human Use Approval Summary**

A deliverable in Phase 1 for Task 8 that outlines the process to be used for human subject participation in the program for research and evaluation purposes.

### **HTTPS — Hypertext Transfer Protocol Secure**

A protocol for accessing data and information over the internet using transport layer security or secured socket layer.

### **ICTDP — Integrated Complete Trip Deployment Plan**

The Integrated Complete Trip Deployment Plan is a deliverable of Task 13 under Phase 1.

### **I&R — Information and Referral**

Refers to public and private entities that help their customers identify resources for health and human services and other needs.

### **IPFP — Institution, Partnership, and Financial Plan**

The Institution, Partnership and Financial Plan is a deliverable of Task 10 under Phase 1.

### **IRB — Institutional Review Board**

An institutional body that reviews and approves research methods to ensure ethical standards are followed, particularly when involving human subjects.

### **ISU — Iowa State University**

A public research university with multiple campuses in Iowa that will be engaged as the research and evaluation partner in Phases 2 and 3.

### **IVR — Interactive Voice Response**

A technology that allows humans relying on phone systems to interact with computer programs using natural voice or alphanumeric input using phone keys. This is an alternative used to provide services to populations that may not have access to web-based devices.

### **IP — Internet Protocol**

A network layer protocol for enabling data exchange over the internet.

### **JSON — Java Script Object Notation**

Open standard and human readable data format for storing and transmitting electronic data.

### **KPI — Key Performance Indicators**

Represents primary metrics used to assess the success of a project or operations.



**LEP — Limited English Proficiency**

Refers to individuals who have a limited ability to read, speak, write, or understand English.

**LTE — Long Term Evaluation**

A telecommunication standard for wireless communications using mobile devices, also referred to as fourth generation wireless.

**MOD — Mobility-on-demand**

A USDOT program that intends to support the development of an ecosystem that provides a safe, reliable, and sustainable solution for all. MOD includes both trips made by travelers or trip replacements (e.g., courier network services such as food delivery).

**MPM — Mobility Performance Metrics**

A program led by the FTA to develop performance measures that focus on new mobility modes (e.g., micromobility, TNC).

**NDSP — Non-dedicated Service Provider**

Refers to operators providing service under contract (e.g., taxis) to an agency (e.g., HIRTA).

**NEMT — Non-emergency Medical Transportation**

The provision of transportation to patients for medical appointments, lab visits, and other routine care. Generally, used in the context of Medicaid service only.

**NOFO — Notice of Funding Opportunity**

Formal announcement of availability of funding by U.S. federal agencies for one of the financial assistance programs.

**PII — Personally Identifiable Information**

Refers to any data that can distinguish an individual, either alone or when linked with other available data.

**PML — Program Management Lead**

HIRTA project team member in charge of managing all project and program management activities.

**Provider**

Provider in this context mainly refers to an entity performing service delivery for requested trips, sometimes also referred to as a service provider. The HIRTA team has also used healthcare partners as providers in some cases, but these are referred to as “healthcare providers.”

**REL — Research and Evaluation Lead**

HIRTA team member responsible for managing the research and evaluation as part of Phase 3 and guiding the concept development and deployment activities as part of Phase 1 and 2.

### **Reservation**

Refers to the act of booking a trip based on a request from a customer. Reservation is available only to registered customers.

### **REST — Representational State Transfer**

A popular protocol to enable data exchange over the internet using web APIs. HTTP/HTTPS is used for communication protocol and data in HTML, JSON, XML, or other formats may be used for exchange.

### **SAE — Society of Automobile Engineers**

Professional standards development organization primarily focused on aerospace, automotive, and commercial vehicles (e.g., trucking).

### **Scheduling**

Refers to the process of identifying driver and vehicle resources and their runs or shifts for a given work day. Scheduling is typically performed for all requests received until 24 hours in advance. Booking within 24-hour notice and on demand is offered but not encouraged due to limited system capacity and resources.

### **SDL — Systems Development Lead**

HIRTA team member responsible for all systems engineering aspects of the project.

### **SEL — Stakeholder Engagement Lead**

HIRTA team member responsible for stakeholder engagement focused activities.

### **SFTP — Secure File Transfer Protocol**

Protocol used to securely transfer files between networked devices.

### **SEMP — System Engineering Management Plan**

Describes how a systems engineering process of planning, design, and deployment is applied to a project.

### **SHP — Shape File Format**

Common spatial data format developed and regulated by Esri.

### **SMP — Safety Management Plan**

Describes the steps to be taken to ensure the safety of the project stakeholders and beneficiaries.

**Smart Device**

Refers to a smartphone, smartwatch, and similar personal devices that may be internet enabled and are equipped with sensors.

**TAG — Transportation Advisory Group**

A diverse group of community stakeholders and business representatives interested in the advancement and improvement of public transportation in the HIRTA service area.

**TAZ — Traffic Analysis Zone**

A geographical unit used to conduct traffic and transportation analysis, constructed using census block information.

**TCP — Transmission Controls Protocol**

A transport layer protocol that is focused on assured delivery of data packets over an IP network.

**TDS — Transactional Data Standard**

Open data standard for exchanging transactional data (e.g., booking, payment, service coordination) between different systems or system components. Available in TCRP Report 210 — Development of Transactional Data Specifications for Demand-Responsive Transportation (<http://www.trb.org/Main/Blurbs/180593.aspx>).

**TMS — Transportation Management System**

All systems and tools to be used by HIRTA for managing day-to-day delivery of transportation services. This will be provided by various products offered by Uber Technologies.

**TNC — Transportation Network Company**

Encompasses a group of companies that provide on-demand ride-hailing services.

**UUID — Universal Unique Identifier**

Encrypted label used for assigning a unique ID to a field in a computer system, network, or program.

**UDP — User Datagram Protocol**

A transport layer protocol that uses connectionless datagrams for applications that need time-sensitive data transmission but do not require assured delivery

**Wayfinding**

Refers to the tools and technologies that assist in orientation, location of objects, and step-by-step navigation to destinations in outdoor and indoor environments using visual markers, sensors, or physical signage.



## 2 Media Strategy

### 2.1 Communication Objectives

The HIRTA team plans to deliver the following communication objectives in the form of key messages to our target underserved groups of Dallas County (i.e., persons with disabilities, low income, rural, older adults, veterans, and persons with limited English proficiency):

1. Through the Health Connector application, the process of scheduling public transportation to and from healthcare appointments is streamlined and easy to access.
2. The Health Connector application will improve wayfinding to and from the pickup location, healthcare facility, and drop-off location. The wayfinding advantage will especially serve underserved populations such as persons with disabilities, older adults, and persons with LEP.

### 2.2 Target Audiences

Please refer to Table 1 below for a breakdown of our targeted underserved groups, stakeholders, and outreach objectives.

**Table 1. Target Underserved Groups, Stakeholders, and Objectives**

Target Underserved Groups	Stakeholders	Objectives
<b>Persons with Disabilities (Mobility/Wheelchair User, Vision, Hearing, Cognitive/Developmental)</b>	Coordination and partnership with Aging Resources of Central Iowa, Disability Rights Iowa, and the Iowa Developmental Disabilities Council.	Ensure outreach materials are accessible, inclusive, and 508 compliant.
<b>Older Adults</b>	Coordination and partnership with the American Cancer Society and Aging Resources of Central Iowa.	Offer resources in large print as requested. Ensure outreach materials are offered in both digital and print versions.

Target Underserved Groups	Stakeholders	Objectives
<b>Low Income</b>	Coordination and partnership with United Way of Central Iowa, Waukee Area Christian Services, American Cancer Society, New Opportunities, Iowa Department of Human Services / Refugee Services, Heart of Iowa (Dallas Co Mental Health Region).	We will coordinate to ensure materials are educational in how to receive the Health Connector services for those without access to a smart device.
<b>Rural</b>	Coordination and partnership with the American Cancer Society, New Opportunities, and Iowa Department of Human Services / Refugee Services.	Ensure our materials are reaching those in rural areas in need of transportation.
<b>Veterans</b>	Coordination and partnership with Dallas County Veterans Affairs.	Ensure outreach materials are available and accessible for local veterans.
<b>Persons with LEP</b>	Coordination and partnership with the American Cancer Society, New Opportunities, and Iowa Department of Human Services / Refugee Services.	Ensure materials are developed in Spanish and other languages as needed and requested.

In addition to the primary targeted underserved groups and stakeholders listed above, additional end users of the Health Connector application in the context of this project are the following:

- Customers seeking HIRTA services for medical appointments.
- Call center and operations staff (e.g., customer care, drivers, dispatchers) at HIRTA responsible for using the system for reservations, scheduling, dispatching, and administrative needs, including performance measurement.
- Community health partners, call center and reservations staff, and other relevant staff at healthcare facilities using the system for coordinating medical and transportation appointments and performance measurement.
- Referral entities and health navigators who connect customers with potential healthcare providers and transportation providers.
- Local officials and government entities.

## 2.3 Outreach Media Approach

HIRTA will maintain relationships with the local media regarding the site deployment project, the ***“Health Connector for the Most Vulnerable: An Inclusive Mobility Experience from Beginning to End”*** updates, and events as scheduled. This will include the deployment of project announcements and launch of the application and materials developed to be shared with the public. Specific messaging for outreach materials will include, but is not limited to, awareness on the Health Connector application such as project background and purpose, how to access the application, and educational materials for stakeholder training and recruitment.

We will use the approach to effectively communicate with the target underserved groups and stakeholders. Advocacy groups and social service organizations included in the outreach media include United Way of Central Iowa, Waukee Area Christian Services, American Cancer Society, New Opportunities, Iowa Department of Human Services / Refugee Services, Heart of Iowa (Dallas Co Mental Health Region), Disability Rights Iowa, Iowa Developmental Disabilities Council, Dallas County Veterans Affairs, and Aging Resources of Central Iowa. Our outreach media approach breakdown is as follows:

- Use of local print media and local TV media for earned media opportunities, such as HIRTA online newsletters, local chamber of commerce and government entities’ online and print communications, and online and print communications from our stakeholder groups as opportunities are available. Earned media opportunities are exposures or pitch ideas given at no charge to radio, TV, print, and social media platforms through updates or stories. All print and digital or online materials will be 508 compliant and available in multiple languages as needed.
- Use of social media channels to promote the solution and monitor any feedback using the following:
  - Social media strategy and outreach efforts continue to expand the reach of key messages, products, and services as well as provide a mechanism to receive and evaluate stakeholder interest and feedback in support of strategic goals.
  - Use @mentions to tag approved and partner accounts in posts.
  - Use of hashtags (#s) to improve reach with relevant and popular topics.
  - Ensure posts have a strong, clear call to action.
  - Drive users to the appropriate website to “Learn more,” “Sign up,” “Check out,” “Watch,” “Read,” etc.
  - Posts can also encourage user engagement and action by asking them to “Share,” “Like,” “Reply,” or “Tag.”
- Email communication to notify of the upcoming meetings. HIRTA has an established distribution list, which is modified as the public signs up to receive communications or requests to be removed.

- Creation of a project website with all relevant documents and information, including the following:
  - An overview of the project background will be listed.
  - A timeline showing current project status will be available. We plan to update specifics as the project progresses.
  - Our brief informational video (1:30 minutes long) is on the homepage for viewers to learn the project's purpose.
  - ITS4US website will be linked through the approved logo for website viewers to learn more.
  - Project partner logos will be listed with links to their respective websites.
  - All final and approved versions of project documents will be uploaded and available for viewing.
  - All website information and materials will be 508 compliant and have AccessiBe services enabled for persons with disabilities and older adults.
- Organization of community workshops or public meetings to provide in-person discussion opportunities for stakeholders and beneficiaries, tailored to advocacy groups and social service organizations within our stakeholder list. Refer to Table 1 for a full list of these stakeholders.
- Development of supporting materials and handouts for stakeholders participating in workshops and meetings.

HIRTA will consult with the USDOT on messaging if any material is prepared to educate customers about the Health Connector concept and the Complete Trip — ITS4US project.



# 3 Communication Management

## 3.1 Roles and Responsibilities

The HIRTA team’s roles and responsibilities are outlined as follows:

- **Outreach Strategy Development** — Carl Lingen, Executive Vice President of Operations, Capture Management Solutions
- **Outreach Lead** — Alicea Castillo, Project Account Manager, Capture Management Solutions
- **Site Outreach Spokesperson** — Brooke Ramsey, Chief Operations Officer, Heart of Iowa Regional Transit Agency (primary contact). Carl Lingen, Executive Vice President of Operations, Capture Management Solutions will act as the backup contact per authorization from Brooke Ramsey.
- **Marketing and Graphic Design Manager** — Teri Freeman, Capture Management Solutions

**Table 2. Roles and Responsibilities**

Role	Responsibilities
<b>Strategic</b>	Outreach Strategy Development Role: Carl Lingen. Responsibilities are <ul style="list-style-type: none"><li>○ Develop and oversee communications and outreach strategy</li><li>○ Ensure deliverable timelines and deadlines are met</li><li>○ Conduct final review of marketing and communication collateral developed before completion</li><li>○ Facilitate public meetings</li><li>○ Assist in leading developments around any crisis communication efforts</li></ul>

Role	Responsibilities
<b>Tactical</b>	<p>Site Outreach Spokesperson Role: Carl Lingen and Brooke Ramsey</p> <p>Responsibilities are:</p> <ul style="list-style-type: none"> <li>○ Public and stakeholder spokesperson for project to the public</li> <li>○ Public speaking engagements, panel discussions, and workshops with preapproved material or vetted communication piece</li> <li>○ Brooke Ramsey will assist in any panels or stakeholder discussions about the project</li> <li>○ Carl Lingen will assist with any media inquiries, industry trade questions, or general outreach inquiries</li> </ul>
<b>Operational</b>	<p>Outreach Lead Role: Alicea Castillo</p> <p>Responsibilities are:</p> <ul style="list-style-type: none"> <li>○ Oversee day-to-day activities</li> <li>○ Assist in creation of outreach plan and activities</li> <li>○ Work with subcontractors and vendors for development of collateral and communication pieces</li> <li>○ Schedule and coordinate outreach activities and events</li> <li>○ Participate in USDOT webinars</li> <li>○ Maintain social media calendar and paid advertising campaigns for project</li> <li>○ Report on progress of outreach activities</li> <li>○ Create industry articles and assist in placing in industry trade journals</li> <li>○ Coordinate creation and accessibility of videos with vendors and characters</li> </ul> <p>Marketing and Graphic Design Manager Role: Teri Freeman</p> <p>Responsibilities are:</p> <ul style="list-style-type: none"> <li>○ Develop and create digital and print collateral</li> <li>○ Assist in placing any paid advertising</li> <li>○ Create and update website</li> <li>○ Ensure all brand guidelines are followed with all digital and print collateral</li> </ul>

The HIRTA team has developed the following contingency plans in the event one or more parties are unable to continue with their assigned roles.

**Table 3. Contingency Plan**

Position	Responsible Party	Contingency
Outreach Strategy Development	Carl Lingen	<p>Lane Till, Executive Vice President of Marketing and Communications</p> <p>Lane has extensive experience overseeing strategic and outreach initiatives for many association and state government campaigns.</p> <p>Lane has been kept apprised of tasks and milestones during internal management meetings.</p> <p>Alicea Castillo, Account Manager, will also work to help oversee the project and implement strategic project outreach initiatives.</p>
Site Outreach Spokesperson	<p>Carl Lingen</p> <p>Brooke Ramsey</p>	In the event either party is unable to continue with their role, the other individual identified will take over.
Outreach Lead	Alicea Castillo	<p>Emily Koss, Account Manager, will take over as Outreach Lead.</p> <p>Emily has extensive experience in digital marketing and outreach efforts for other clients.</p>
Marketing and Graphic Design Manager	Teri Freeman	Alicea Castillo, Account Manager, will take over on graphic design and work with any vendors to create required deliverables.

The approval process for any marketing collateral will need a two-week lead time for proofing, review by Outreach Lead, final review by Site Outreach Spokesperson, and then review by USDOT staff and COR for final approval or modification.

## 3.2 Coordination with USDOT

All materials containing project branding for reuse and redistribution will be developed in conjunction with USDOT staff, which will at least include the Agreement Officer Representative (AOR), and communication lead. All branded documents and materials will be vetted by USDOT staff and communication lead and will remain consistent with intended messaging. HIRTA's team will ensure 508 compliance with all materials, including but not limited to brochures, website, digital ads, and other printed promotional or educational collateral. HIRTA's team will require copy testing with target audiences, ensure website accessibility using AccessiBe services for persons with disabilities, and follow the "Accessibility Tips for Presenters" document for presentations.

The approval process for any marketing collateral will need a two-week lead time for proofing, review by Outreach Lead, final review by Site Outreach Spokesperson, and then review by USDOT staff and COR for final approval or modification.

HIRTA's team will participate in a coordination call with the USDOT ITS JPO communication lead for logistics and staff arrangement before every USDOT-sponsored event. For trade shows and exhibits, HIRTA will provide video and tradeshow materials in the USDOT booth space (e.g., handouts, displays) and will provide at least one staff member to participate or speak in a booth-area event to be organized by USDOT. HIRTA will not purchase trade show space if USDOT is arranging for floor space at the same event.

For conferences and annual meetings, HIRTA's team will provide at least one representative to participate in USDOT-hosted sessions at either the TRB Annual Meeting, the ITS America Annual Meeting/ITS World Congress, APTA Mobility Conference, or the ITE Annual Meeting, depending on the year. HIRTA will also attend the Iowa Public Transit Association Annual Conference, Midwest Transit Conference, and CTAA. HIRTA will be prepared to contribute outreach materials to the USDOT booth at TRB.

### 3.3 Outreach Team Communication Plan

The following use cases (see Figure 2) will outline the decision-making process, review, and auditing of all communication requests. We will coordinate with USDOT in an information-sharing capacity for outreach items for use cases where approval is not warranted.

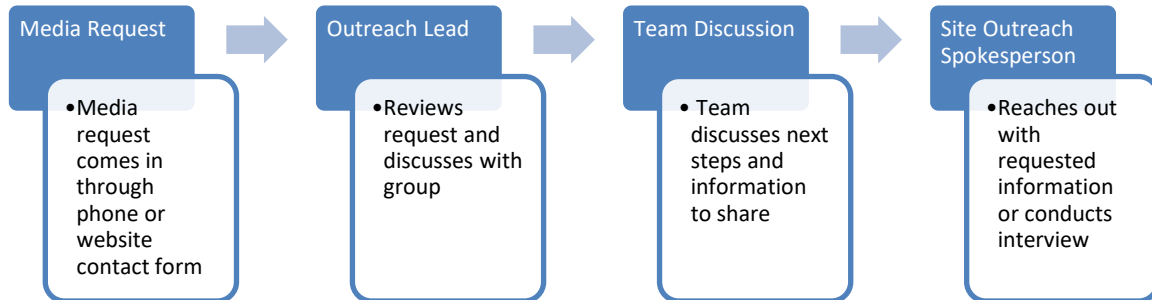


Figure 2. Media Request for Interview (Source: HIRTA Team)

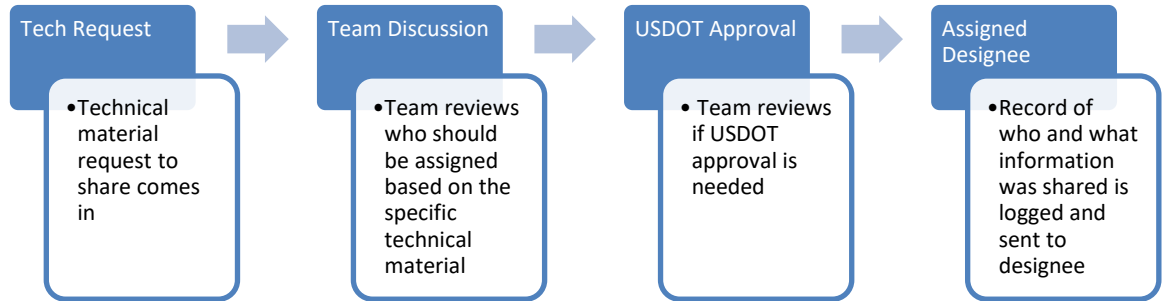


Figure 3. Request for Detailed Technical Material to be Shared (Source: HIRTA Team)

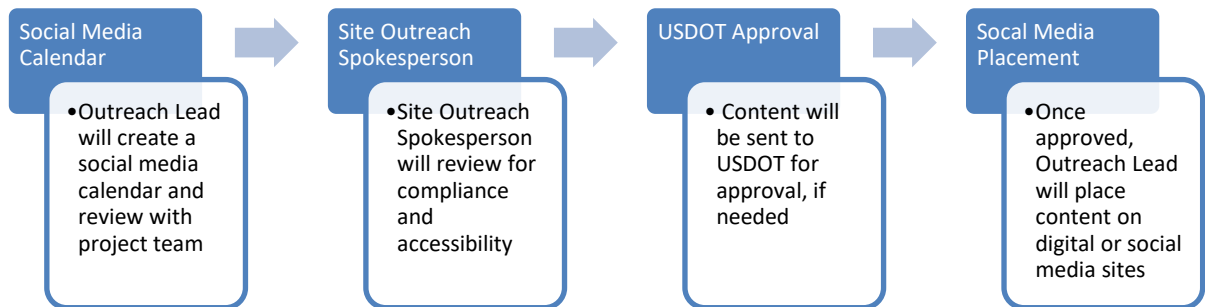


Figure 4. Social Media Content Vetting and Distribution (Source: HIRTA Team)

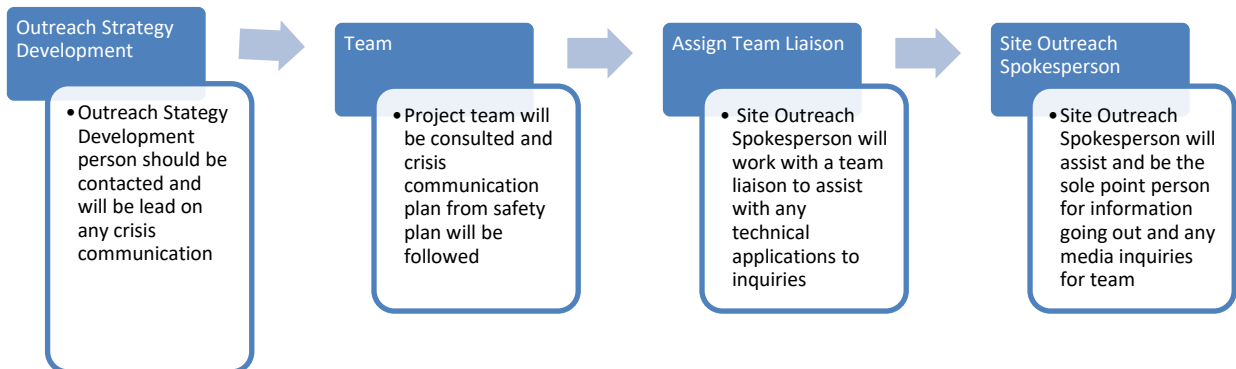


Figure 5. Crisis Communication Plan (Source: HIRTA Team)



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# 4 Communication Platforms

## 4.1 Deployment Website

The project website (under development) will be used to post all documents, videos, collateral and other materials. The website URL for the actual site will be reserved as [www.transithealthconnector.org](http://www.transithealthconnector.org) and will go live when the content is fully approved by the USDOT in Phase 2.

Capture Management Solutions will develop and create a responsive website on the Architect Web Content Management System. The site will feature an overview of the project, stage of development, promotional videos, and files for stakeholders or the public to download.

The deployment of the website will occur once approval from HIRTA and USDOT has been given and will be done through a soft launch to ensure all aspects of the website are performing correctly. This can be completed with a seven-day lead time. We anticipate approval process, soft launch, and full launch to be completed by Q1 2022.

### 4.1.1 Intended Audience

Our intended audience for the website is outlined in Section 2.2 Target Audience. Particular attention will be made for persons with physical or intellectual disabilities to access the site.

### 4.1.2 Security

The website will be hosted on Amazon Web Services (AWS), which features advanced security including HTTPS encryption, advanced network firewalls, and protection against online attacks.

Extensive DDOS attack (denial of service) defense and mitigation tools are in place to protect the website from malicious attacks. This site will also include an SSL certificate issued by an industry-leading certificate authority.

### 4.1.3 Reliability

AWS sites include built-in redundancy systems to ensure the site will not go offline unexpectedly. There is unlimited bandwidth, which means all visitors get the same fast experience.

### 4.1.4 Accessibility

Capture Management Solutions will ensure the website is 508 compliant by using a third-party vendor, AccessiBe, to run in the background and audit on a continual basis for compliance and to ensure Web Content Accessibility Guidelines (WCAG) compliance.

The Architect platform has over 56 languages that can be added and a user toggle to select the language they want to choose. The site also has the capability to prompt Google Translate to be selected when entering the website for the first time.

### 4.1.5 Materials and Uses

Materials and downloads could be the following, but this list may not be all-inclusive:

- Videos (will be 508 compliant)
- Links to related third-party sites
- Word or PDF documents for marketing purposes about the downloads will be available in English and Spanish, the two most commonly spoken languages in Dallas County according to the most recent Dallas County public health needs assessment. We recognize there are refugee populations within Dallas County and will be in contact with Refugee Services to identify any additional languages that may be needed. Additional languages may be requested for certain documents by submitting a form through the website.
- Upcoming outreach events, webinars, or meetings
- Social media or news highlights featured on the site

Capture Management Solutions will use Google Analytics to capture the following information and report back to the HIRTA team:

- Page views
- Audience — demographics, location, retention, and device technology
- Acquisition — look at which channels the audience is using to get to the site, such as organic traffic, social medial, or search engines
- Behavior — look at how long the audience stays and what areas they click on

The privacy policy will be located on the website regarding which information may be collected while viewing the website.

### 4.1.6 Updates

The Outreach Lead will be responsible for updates on the website on a monthly basis. Before information is published to the website, the Outreach Lead will send information to USDOT for approval, if needed.



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## 4.2 Public Meetings and Conferences

### 4.2.1 Workshops

The HIRTA team will have stakeholder workshops, outlined in Table 1, as part of part of our deliverables. We will use these to engage with different target audiences to gain feedback on the current system environment and the business processes challenges that may exist with each target audience. We will conduct up to two workshops. Training will be done primarily through email, website, flyers, and phone calling. Other forms of communication such as print news or publications will not be used, as they are not efficient nor commonly used forms of communication for the majority of the target audiences listed.

During these workshops the HIRTA team will use Deaf Services Limited for American Sign Language and Disability Rights Iowa for any handouts to be turned into Braille. These services will be made available upon request at registration, where an option to select these additional services will be provided. Meetings will also be promoted on the website, where additional services may be requested through the website itself. Phone and a contact form will be used and monitored by the Outreach Lead.

### 4.2.2 Public Meetings

The HIRTA team will conduct two public meetings per year. The purpose of one of these meetings is to highlight and demonstrate the service to the target audiences outlined in Section 2.2. Another public event will be created and will most likely be a press conference for media to attend and ask questions about the service and product. Our goal is to obtain a focused interview article in publications such as the Business Record, The Des Moines Register, or Channel 8 News.

Recruitment will be conducted by phone, print postcards, or e-communications. Event registration will be set up through Cvent or Zoom to identify and report which stakeholders are present. Every attempt will be made to have these meetings in person, if allowed, at an accessible location; however, these meetings might need to be conducted virtually due to COVID concerns. Every attempt will be made for any in-person event to also have a hybrid approach for wider accessibility.

### 4.2.3 Conferences and Workshop Panels

The HIRTA team will attend the Iowa Public Transit Association Conference and two additional conferences or workshop panels to explore the current progress and highlight the end result of the service and product. These outreach efforts will be conducted by the Site Outreach Spokesperson.

### 4.2.4 Outreach and Marketing Collateral

The following will be outreach and marketing collateral that our HIRTA team will create for in-person and virtual events. The collateral developed will be used for local community outreach as described in Section 4.5.

- PowerPoint Presentation — Highlighting the progress of the project and allowing attendees to understand the process of an individual using this service. Particular attention will be considered for persons with intellectual or physical disabilities.
- Video — Promotional video for participants to watch. Promotional video will include a conceptual overview of the project. The video will be promoted through the website and any additional social media channels. Closed captioning will be completed by Studio Iowa.
- Outreach Toolkit — Print and digital PDF brochure explaining the project and how a user might interact with the designed system. Materials will be available in English and Spanish, the two most commonly spoken languages in Dallas County according to the most recent Dallas County public health needs assessment. We recognize there are refugee populations within Dallas County and will be in contact with Refugee Services to identify any additional languages that may be needed. Additional languages may be requested for certain documents by submitting a form through the website. Translation will be completed through Translation Services, Inc.
- Marketing Fact Sheet — One-pager PDF that explains at a high level what the project is about. Digital and print will be translated into English and Spanish, the two most spoken languages in Dallas County according to the most recent Dallas County public health needs assessment. We recognize there are refugee populations within Dallas County and will be in contact with Refugee Services to identify any additional languages that may be needed. Additional languages may be requested for certain documents by submitting a form through the website. Translation will be completed through Translation Services, Inc.
- Earned Media Opportunities — Earned media opportunities to highlight or promote the event and product. Earned media opportunities are exposures or pitch ideas given at no charge to radio, TV, print, and social media platforms through updates or stories.
- Gamification Social Media App — HIRTA team may use a gamification app such as a virtual scratch-off app that works inside a social media post. The gamification app helps provide interaction with the stakeholder or user and can be paired with updating an audience for awareness around an event or to help provide interactive information.
- Press Releases — Creation of specific press releases for certain milestones within the outreach strategy or to convey information about an upcoming event.
- Social Media Graphics and Posts — A social media theme will be created along with posts that include, at a minimum, a picture or video. Pictures will be created in-house using our photographers or licensed pictures from Adobe Stock. Social media posts will be used pre- and post-events.

#### 4.2.5 COVID Concerns

Given in-person meeting concerns due to COVID-19, the HIRTA team plans to use appropriate and inclusive digital engagement and collaboration platforms, including the following:

- 1) Miro, a visual collaboration software for detailed discussion with stakeholders during workshops using visual aids.
- 2) Zoom video conferencing service along with screen-sharing, as needed.

## 4.3 Social Media

### 4.3.1 Facebook

Facebook is a social networking site that allows users to create and customize profiles with photos, videos, and information. Using Facebook, the HIRTA team will develop these types of posts: news and program updates, research summaries, upcoming and past events information, and informational videos. The HIRTA team will implement the scheduling feature to organize promotional postings on a regular schedule. Through Facebook, we can run targeted promotional advertisements based on specific demographics set by the creator. This tool will be used to reach our intended target audiences on a personal level. These ads will run in conjunction with our scheduled posts and updates.

### 4.3.2 WhatsApp

More than 2 billion people in more than 180 countries use WhatsApp to stay in touch with friends and family, anytime and anywhere. WhatsApp is free and offers simple, secure, reliable messaging and calling, available on phones all over the world. WhatsApp Business is a free-to-download app that allows you to create a catalog to showcase products and services. HIRTA's team can connect with target audiences easily by using tools to automate, sort, and quickly respond to messages. WhatsApp is primarily used by persons with limited English proficiency to communicate. This platform will allow us to connect with this audience and direct them to the trip scheduling process. WhatsApp will help HIRTA provide customer support and deliver important notifications to customers. WhatsApp also integrates with businesses on Facebook, thus allowing the public to contact HIRTA using WhatsApp via HIRTA's business page.

### 4.3.3 Twitter

Twitter is an online social networking and microblogging service that allows users to send and receive text-based messages known as "tweets." Using Twitter, the HIRTA team will develop these types of posts: news and program updates, research summaries, upcoming and past events, and short announcements. We will encourage engagement by using calls to action such as "share this," "like this," or "tag someone." Twitter allows for clear and concise messaging to target audiences. The HIRTA team will implement shorter URLs (e.g., bit.ly, Hootsuite) to keep the text to a minimum. Tweets are immediately engaging and more informal. This platform will enable HIRTA to send out short project updates and announcements as needed.

## 4.4 On-Site Events

Currently there are no on-site events planned. The HIRTA team will coordinate and plan two on-site events. One event will highlight and demonstrate the product or service, and the second will serve as a press conference for media to attend. These events will take place near Phase 3.

In the event there is an on-site event, HIRTA Team will ensure the in-person venue is ADA compliant and accessible. A sign language interpreter will be present at the in-person event using Deaf Services, Ltd.

## 4.5 Local Community Outreach

HIRTA partners with numerous stakeholder organizations in Dallas County to provide transportation services. In addition, HIRTA partners with many local, state, and federal organizations, such as Iowa DOT, USDOT, and FTA, to provide services in the county and region. The graph provides a list of such stakeholders that will be engaged in the project. The HIRTA team has also identified individuals that will represent these stakeholders.

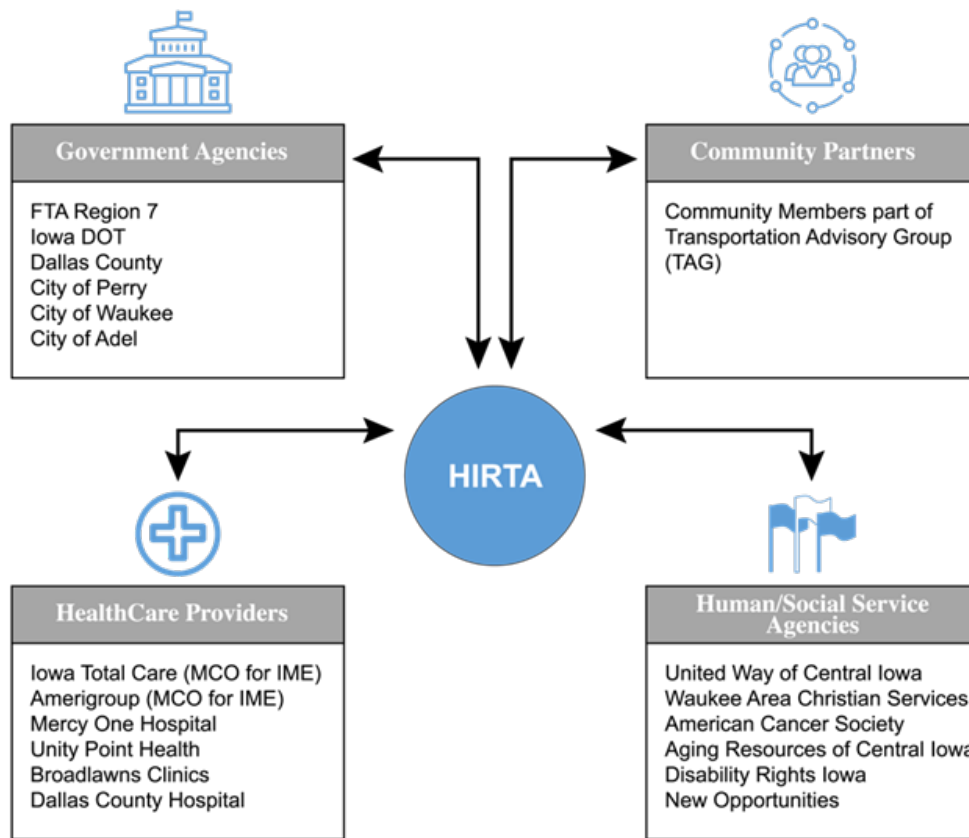


Figure 6. Project stakeholders (Source: HIRTA Team)

### 4.5.1 Workshops

The HIRTA team has planned target audience workshops as part of part of our deliverables. These will be used to engage with stakeholders to understand the issues and gaps in the current system environment and business processes and desires for improvements. Stakeholder

Workshops are referenced in Section 4.2.1. Deaf Services Ltd. and ASL will be assigned to the meeting if requested through the website or during workshop registration.

### **4.5.2 Public Meetings**

The HIRTA team will conduct two public meetings per year. These are referenced in Section 4.2.2.

### **4.5.3 Earned Media Opportunities**

The HIRTA team will work with local media partners such as WHO, iHeart Radio, Turner, Lemar, The Des Moines Register, Gazette, Business Record, and others to seek earned media opportunities and pitch stories about the project being conducted in Iowa. Earned media opportunities are exposures or pitch ideas given at no charge to radio, TV, print, and social media platforms through updates or stories.

### **4.5.4 Networking and Philanthropic Events**

The HIRTA team will attend, when permissible, the following local events in an effort to present or share information about the project with stakeholders and unlikely stakeholders. Those events may include the following:

- Rotary groups
- Greater Des Moines Partnership Affiliate Chamber event
- Iowa Association of Chamber of Commerce Executives board meeting
- Iowa Planning Association event
- Iowa League of Cities Annual Conference
- Iowa Association of Councils of Governments
- Iowa County Health Association

### **4.5.5 COVID Concerns**

Given in-person meeting concerns due to COVID-19, the HIRTA team plans to use appropriate and inclusive digital engagement and collaboration platforms. This plan is referenced in Section 4.2.5.



# 5 Public Relations and Marketing Plan

## 5.1 Outreach Material Development and Delivery

The HIRTA team will create outreach development that consists of the following:

1. Creation of Communications and Marketing Plan — Purpose of this plan is an internal working document that outlines the mapping, goals of the campaign, overall messaging for the outreach, engagement spectrum, and frequency of the different channels.
  - a. Mapping — Whether through focus groups, surveys, or empathy mapping techniques, the HIRTA team will take in stakeholder input and comments to help understand the end user’s journey to better acknowledge the outreach and partners needed.
  - b. Engagement Spectrum — While it is important to create a consistent overall message, that same message must be slightly tailored to the intended target audience. This is the purpose of the engagement spectrum. Information learned from the mapping techniques will be used to create a matrix of target audiences and the communication and engagement strategy that will be deployed.
  - c. Communication Plan — A communication plan will be created that can also work as a marketing plan. This plan will be a working document for our internal team to ensure deliverables are being met through different events, print, and digital channels.
2. Development of Marketing and Outreach Collateral — The HIRTA team will work with our internal team and vendors to develop the necessary digital and print marketing collateral.
3. Deployment and Delivery — Based on the communication plan, each communication and outreach channel will be coordinated to reach the defined target audience. Some channels will be coordinated in parallel for a “marketing blitz,” while others will have different frequency for delivery.

Table 4 provides an outline of the materials that will be developed for the project and the intended audience.

**Table 4. Materials to be Used**

Description of Collateral	Accessibility	Audience
Communication and Marketing Plan Digital	Designed internally – not for public viewing  Language – technical and will outline internal deadlines, communication engagement goals, and the communication engagement spectrum for each target audience	HIRTA team
Videos Explainer Videos on Process Digital	Studio Iowa will complete closed captioning  Language – will be written for a fifth grader to comprehend	Stakeholders
Videos Promotional Videos Digital	Studio Iowa will complete closed captioning  Language – will be written for a fifth grader to comprehend	All audiences – end users
PowerPoint Presentation Digital	AccessiBe  Language – technical and will be written for a person who has completed secondary education	Stakeholders
Outreach Toolkit Digital and Print	Designed internally  Translations Services, Ltd. for up to four different languages	Stakeholders
Marketing Fact Sheet Digital and Print	Designed internally  Translations Services, Ltd. for up to four different languages  Language – will be written for a fifth grader to comprehend	All audiences – end users
Website Digital	Designed internally using AccessiBe for 508 and WCAG compliance  Language – will be written for a fifth grader to comprehend	All audiences – end users  Stakeholders



Description of Collateral	Accessibility	Audience
Journal Stories and Press Releases Print and Digital	Created internally  Use Newz Service for clipping and Translation Services, Ltd. for language interpretation  Language – technical and will be written for someone who has completed secondary education	Stakeholders - partners
Social Media Graphics Digital	Created internally and AccessiBe will be used to ensure 508 and WCAG compliance  Language – will be written for a fifth grader to comprehend	All audiences – end users

### 5.1.1 Video Production

Video production will be conducted in two phases.

1. First phase will outline updates on the project to stakeholders and will be 2-3 minutes. These will be up to two new videos created based on the messaging needed. Conceptualization and storyboards will be created in-house, and Studio Iowa will work on filming, sound, voice overlay, character search and development, talent retention, final editing, and closed captioning. Videos will be designed for digital channels including the website.
2. Second phase will have two videos highlighting the use of the program for end users. These videos will be around 30- and 60-second videos to be used on the website and for social media channels. These videos will be created relatively within the same timeline. Conceptualization and storyboards will be created in-house, and Studio Iowa will work on filming, sound, voice overlay, character search and development, talent retention, final editing, and closed captioning.

The reason for additional new videos is the cost of acquisition (COA), which correlates how expensive a video may be to promote due to user visual fatigue. As user visual fatigue increases so does the COA, and it becomes more expensive to promote the video. By introducing different videos, user visual fatigue is lessened and COA decreases, maximizing promotional dollars.

## 5.2 Detailed Plan and Schedule of Outreach Activities

Table 5, Table 6, Table 7, and Table 8 provide a list of planned outreach activities for the HIRTA team. As required, the HIRTA team plans to participate in the following activities:

- Two public meetings or press conferences per year
- Three articles a year to be published in industry trade journals
- Travel and participation in three workshops, conferences, or trade shows each year

**Table 5. Planned Workshops, Conference, or Tradeshows for Phases 2 & 3**

Agreement Year	Event	Date	Location	Rationale	Activities
1	ITS World Congress	September 18 – 22, 2022	Los Angeles	Opportunity to learn from similar initiatives worldwide	<ul style="list-style-type: none"> <li>• Exhibit (video and outreach materials)</li> <li>• Possible ITS4US panel</li> <li>• Potentially organize a special interest session</li> <li>• Outreach materials at the booth</li> </ul>
1	Midwest Transit Conference	2023	Kansas City, Missouri (tentative)	Increase project awareness in Iowa and the Midwest	<ul style="list-style-type: none"> <li>• Possible presentation in a session</li> </ul>
1	Community Transportation Association of America (CTAA)	May 8 – 12, 2022	Louisville, Kentucky	Attended by small urban and rural transit systems similar to HIRTA	<ul style="list-style-type: none"> <li>• Possible panel discussion focused on rural and healthcare mobility</li> </ul>
2	ITE Annual Meeting and Exhibition	TBD	TBD	National conference identified as mandatory	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
2	APTA Mobility or APTATech	TBD	TBD	Attended by transit agencies across the country	<ul style="list-style-type: none"> <li>• Possible presentation in a session</li> <li>• Possible ITS4US panel</li> </ul>
2	National Rural ITS (NRITS)	TBD	TBD	Conference focused on technology deployment in rural areas	<ul style="list-style-type: none"> <li>• Presentation at session</li> <li>• Possible ITS4US panel</li> </ul>

Agreement Year	Event	Date	Location	Rationale	Activities
3	TRB Annual Meeting	TBD (January 2025)	Washington, DC	International conference focused on transportation research. Opportunity to present initial findings	<ul style="list-style-type: none"> <li>• Presentation at USDOT sessions and workshops</li> <li>• Outreach materials at USDOT booth</li> </ul>
3	TRANSED Conference	TBD	TBD	Conference focused on mobility of older adults and persons with disabilities	<ul style="list-style-type: none"> <li>• Possible presentation in a session</li> <li>• Possible session focused on medical transportation</li> </ul>
3	ITS World Congress	TBD	TBD	Opportunity to learn from similar initiatives worldwide and present initial findings	<ul style="list-style-type: none"> <li>• Exhibit (video and outreach materials)</li> <li>• Possible ITS4US panel</li> <li>• Outreach materials at the booth</li> </ul>

**Table 6. Planned Webinar Topics and Timing for Phases 2 & 3 — up to 42 Months (April 2022 – Oct 2025)**

Agreement Year	Webinar Topic	Timeline	Relevant Task Areas
1	System Architecture and Design	TBD	<ul style="list-style-type: none"> <li>• 2-B: Systems Architecture</li> <li>• 2-B: Systems Design</li> </ul>
1	Software Development and Integration	TBD	<ul style="list-style-type: none"> <li>• 2-E: Software Deployment and Integration</li> </ul>
2	Operational Readiness	TBD	<ul style="list-style-type: none"> <li>• 2-G: Operational Readiness Plan</li> </ul>
2	Results of Readiness Test	TBD	<ul style="list-style-type: none"> <li>• 2-H: System Test Results Summary Documentation</li> </ul>

<i>Agreement Year</i>	<i>Webinar Topic</i>	<i>Timeline</i>	<i>Relevant Task Areas</i>
3	Highlights of the Operational Capability Showcase (after the OCS)	TBD	<ul style="list-style-type: none"> <li>• 3-C: Operational Capability Showcase</li> </ul>
3	Performance Measurement and Transition Plan	TBD	<ul style="list-style-type: none"> <li>• 3-D: Performance Measurement</li> <li>• 3-E: Comprehensive Transition Plan</li> </ul>

**Table 7. Planned Industry Journal Topics (Generally Aligned with Webinars) for Phases 2 & 3**

<i>Agreement Year</i>	<i>Article Topic</i>	<i>Timeline</i>	<i>Relevant Task Areas</i>
1	Deployment Plan and Overview	TBD	Phase 1 Integrated Complete Trip Deployment Plan
1	System Architecture and Design	TBD	2-B: Systems Architecture 2-B: Systems Design
1	Software Development and Integration	TBD	2-E: Software Deployment and Integration
2	Operational Readiness	TBD	2-G: Operational Readiness Plan
2	Results of Readiness Test	TBD	2-H: System Test Results Summary Documentation
2	Site-Selected Special Topic #1 (TBD in Phase 2)	TBD	TBD
3	Highlights of the Operational Capability Showcase (after the OCS)	TBD	3-C: Operational Capability Showcase
3	Performance Measurement and Transition Plan	TBD	3-D: Performance Measurement 3-E: Comprehensive Transition Plan
3	Site-Selected Special Topic #2 (TBD in Phase 2)	TBD	TBD

**Table 8. Resource for Potential Industry Publication, Trade Magazine, and Journals for Phases 2 & 3 – up to 42 Months (April 2022 – October 2025)**

Name	Primary Audience
<b>Trade Publications</b>	
Ability Magazine	Disability Community
IEEE Xplore	Emerging Technology
IEEE Intelligent Transportation Systems Magazine	ITS Industry
Mass Transit	Public Transportation Industry
Metro Magazine	Bus Industry
Passenger Transport	Public Transportation Industry
Thinking Highways	ITS Industry
Wireless Week	Wireless Community
<b>Association or Nonprofit Publications</b>	
American Society for Engineering Education Prism (journal)	Engineering Students and Recent Graduates
AARP The Magazine	Older Adults
CT Magazine	Transportation Officials and Planners
ITS International	ITS Industry
ITE Journal	ITE Members
National League of Cities' Cities Speak Blog	Elected Officials — Local Level
National Association of City Transportation Officials E-Newsletter	City Transportation Officials
Planning	American Planning Association
Real Warriors eNews	Veterans
TransportationTV	AASHTO

Name	Primary Audience
<b>General Media</b>	
Forbes Technology	General Public / Technology
CityLab	General Public
Wired	General Public / Technology
<b>Disability Community Specific</b>	
Ability Magazine	People with Disabilities
ADD: American Association of Persons with Disabilities	People with Disabilities
Blinded Veterans Association News Blog	Veterans who are blind and veterans who have visual disabilities
Brain Injury Association News Blog	People with Brain Injuries and Caretakers
Easter Seals eNews	People with Disabilities
Hearing Health Magazine	People who are deaf and people with hearing disabilities (Hearing Health Association)
United Spinal Association Newsletter & Pubs	People with Disabilities





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# 6 Outreach Effectiveness

## 6.1 Success Criteria

The following will be used to measure the successful outreach activities of the HIRTA project as listed here and the table below. We will track the number of attendees participating in outreach activities and how many were engaged, number of project video views, number of new followers on social media, number of click throughs from social media blasts, survey results from outreach events, types of questions, comments and feedback on various outreach activities and materials, and comments and inquiries left within WhatsApp, Facebook, and Twitter posts.

### Quantitative Success Criteria:

- Number of attendees participating in outreach activities and how many were engaged
  - Goal is 80% participation in attendance either virtually or in-person for those who register
- Number of project video views
  - Goal is to set benchmark of one month of views and increase 15% for additional videos
- Number of new followers on social media
  - Increase new followers by 15%
- Number of click throughs from social media blasts
  - Gain 3-7 click throughs from social media blasts per month

### Qualitative Success Criteria:

- Survey results from outreach events
  - Goal is to have 85% or higher view outreach event as important or worthwhile attending
  - Goal is to have 70% respond in the affirmative that they learned about a new resource
- Track and record types of questions, comments, and feedback on various outreach activities

- Answer questions within 48 hours and aggregate data once a month
- Comments left within WhatsApp, Facebook, and Twitter posts and inquiries
  - Respond within 24 hours

## 6.2 Outreach Impact Assessment Planning

The project team will execute the outreach strategies to have the effectiveness and impact that are necessary to engage the target audiences. The overall impact of our outreach efforts will be assessed through the following:

(1) The number of returning riders using Health Connector.

(2) Demographics of those engaged with our events and activities and online presence (e.g., social media, website) to track the impact made on various targeted populations.

(3) Creating resources in multiple languages and then connecting with the local Department of Human Services and Refugee Services in Dallas County in an effort to reach the impact on persons with limited English proficiency. HIRTA will ensure a representative from the Department of Human Services and Refugee Services will assist in translating all findings during evaluation.

As this is a new project, assessment will need to be factored in. For similar projects, the HIRTA team will use a baseline approach in which we will look at a two-week or month-long result to benchmark the assessment of the outreach strategies on whether we are seeing success in the specific outreach effort.

These metrics can be altered if they are not measuring success in a realistic way. Alternately, if there are new, better ways to measure our success, we will work to implement and alter the defined targets.

U.S. Department of Transportation  
ITS Joint Program Office-HOIT  
1200 New Jersey Avenue, SE  
Washington, DC 20590

Toll-Free "Help Line" 866-367-7487  
[www.its.dot.gov](http://www.its.dot.gov)

FHWA-JPO-21-912



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