

Phase 2 Outreach Plan

Heart of Iowa Regional Transit Agency ITS4US Deployment Project

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16. Abstract The Heart of Iowa Regional Transit Agency (HIRTA) is one of the five awardees for Phase 2 of the ITS4US contract for its proposed concept <i>"Health Connector for the Most Vulnerable: An Inclusive Mobility Experience from Beginning to End"</i> (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. 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): <ol style="list-style-type: none"> 1. Public transportation to and from healthcare appointments is readily available and accessible for residents of Dallas County through the Health Connector application. 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. 					
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1 Introduction

1.1 Document Purpose

The Phase 2 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) provides 300,000 customer rides and operates 95,000 hours (2019 estimates; pre-pandemic) along with 1.3 million miles of service within the seven-county region encircling the Des Moines urban area. HIRTA provides demand response services to customers for all trips booked from 24 hours to up to 14 days in advance. If capacity is available, HIRTA also provides trips to meet same day requests. HIRTA also acts as a service provider for the State of Iowa Medicaid broker, Access2Care.

HIRTA is one of the five awardees for Phase 2 of the 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).

Health Connector is an innovative solution that will address various bottlenecks associated with healthcare access for HIRTA communities. Some of these challenges are key reasons behind missed appointments or the 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 non-emergency medical transportation for all underserved populations and their caregivers by resolving transportation 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 through a smart device (e.g. smartphone, smartwatch) application or equally effective alternative method. Further, this solution will include information and wayfinding services to guide them at every step of their trip.

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.

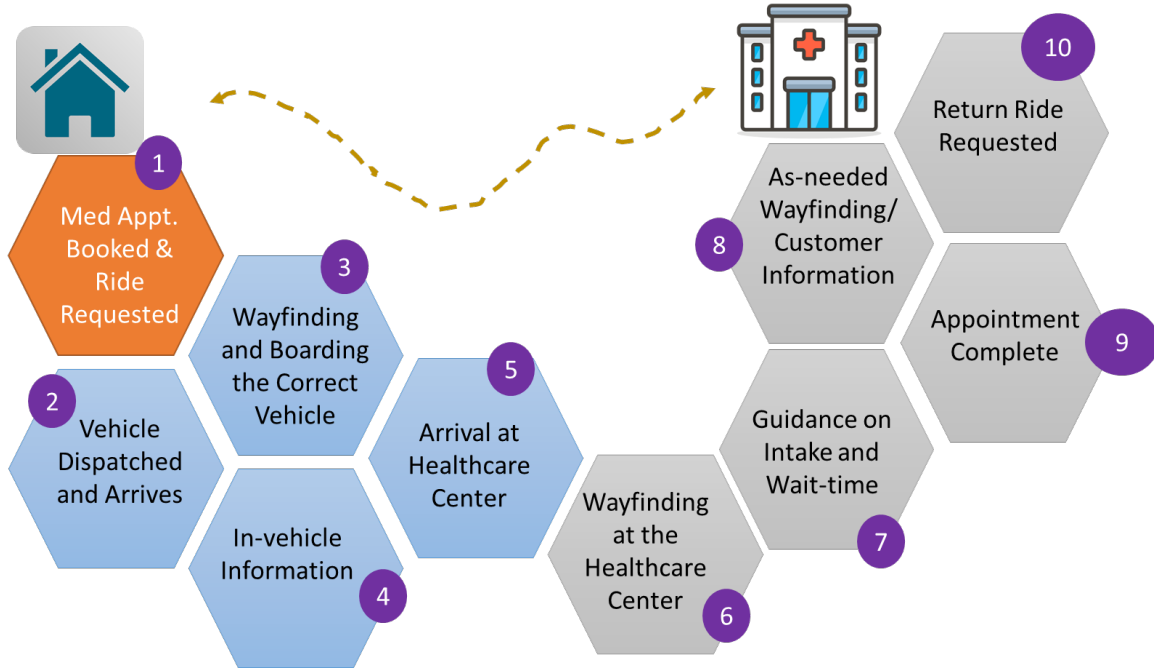


Figure 1. Overview of Health Connector System Concept (Source: HIRTA Team)

There are five main goals for the Health Connector Concept, which include:

- Improved health outcomes through increased access to medical transportation for Dallas County residents
- Self-reliance and spontaneity for underserved groups
- Efficient transportation management capabilities for medical transportation services
- Financial sustainability of medical transportation programs
- Safe medical transportation services

1.3 Introduction to Outreach Plan

The HIRTA team will plan and conduct outreach 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.

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.

AOR – Authorized Organizational Representative

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.

CO — Contract Officer

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

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 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.

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.

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 workday. 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 in real-time with pickup and arrival information 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
Persons with Disabilities (Mobility/Wheelchair User, Vision, Hearing, Cognitive/Developmental)	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. Additional outreach may be needed to in education to gain a level of support for usability of the technology/device.
Older Adults	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. Additional outreach may be needed to in education to gain a level of support for usability of the technology/device.

Low Income	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. Additional outreach may be needed to in education to gain a level of support for usability of the technology/device.
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Other Groups	Stakeholders	Objectives
Rural	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.
Veterans	Coordination and partnership with Dallas County Veterans Affairs.	Ensure outreach materials are available and accessible for local veterans.
Persons with LEP	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.
Healthcare Providers	Coordination and partnership with leadership and front-line clinic coordinators at Unity Point, MercyOne and Dallas County Public Health	Ensure materials and training are available to allow front-line workers the ability to use and understand the program.

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.

Outreach objectives for each of these targets include marketing materials that are accessible and available on the website and multiple trainings for individuals via Zoom on how the technology/device.

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.”
- Coordination with USDOT social media channels via outreach roundtables.
- 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.
- Currently, a project website exists, www.transithealthconnector.org, that outlines the following to the public and key stakeholders:
 - An overview of the project background is listed.
 - A timeline showing current project status is available. The timeline is updated periodically as the team and project is entering a different stage.
 - Our brief informational video (1:30 minutes long) is on the homepage for viewers to learn the project’s purpose. A new video will be updated around November 2022 that informs the stakeholders and interested public on the status of the project and the work that has taken place.
 - ITS4US website is linked through the approved logo for website viewers to learn more.
 - Project partner logos are 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.
- A community workshop took place in 2022 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. The purpose of this workshop was to identify key concerns for stakeholder constituents.
- Development of supporting materials and handouts for stakeholders participating in workshops and meetings.
 - Currently, the team has developed marketing collateral that is 508-compliant in the form of two flyers for key health systems, MercyOne and Unity Point, that we are trying to partner with. The marketing collateral was designed to identify:

- Who ITS4US and HIRTA are and the reason for wanting to partner with them.
- A general overview of the end goal of the project.
- A next step that invites them to be a partner in different levels of involvement.

HIRTA will consult with the USDOT on messaging if any material is prepared to educate customers about the Health Connector concept and the 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, President and CEO, Capture Management Solutions
- **Outreach Lead** — Teri Freeman, Project Account Manager, Capture Management Solutions
- **Site Outreach Spokesperson** — Brooke Ramsey, Business Development Manager, Heart of Iowa Regional Transit Agency (primary contact). Carl Lingen, CEO and President, 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
Strategic	Outreach Strategy Development Role: Carl Lingen Responsibilities are: <ul style="list-style-type: none"> ○ Develop and oversee communications and outreach strategy ○ Ensure deliverable timelines and deadlines are met ○ Conduct final review of marketing and communication collateral developed before completion ○ Facilitate public meetings ○ Assist in leading developments around any crisis communication efforts
Tactical	Site Outreach Spokesperson Role: Carl Lingen and Brooke Ramsey Responsibilities are: <ul style="list-style-type: none"> ○ Public and stakeholder spokesperson for project to the public ○ Public speaking engagements, panel discussions, and workshops with preapproved material or vetted communication piece ○ Brooke Ramsey will assist in any panels or stakeholder discussions about the project ○ Carl Lingen will assist with any media inquiries, industry trade questions, or general outreach inquiries

Role	Responsibilities
Operational	<p>Outreach Lead Role: Teri Freeman Responsibilities are:</p> <ul style="list-style-type: none"> ○ Oversee day-to-day activities ○ Assist in creation of outreach plan and activities ○ Work with subcontractors and vendors for development of collateral and communication pieces ○ Schedule and coordinate outreach activities and events ○ Participate in USDOT webinars ○ Maintain social media calendar and paid advertising campaigns for project ○ Report on progress of outreach activities ○ Create industry articles and assist in placing in industry trade journals ○ Coordinate creation and accessibility of videos with vendors and characters <p>Marketing and Graphic Design Manager Role: Teri Freeman Responsibilities are:</p> <ul style="list-style-type: none"> ○ Develop and create digital and print collateral ○ Assist in placing any paid advertising ○ Create and update website ○ Ensure all brand guidelines are followed with all digital and print collateral

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>

Position	Responsible Party	Contingency
Site Outreach Spokesperson	Carl Lingen Brooke Ramsey	In the event either party is unable to continue with their role, the other individual identified will take over.
Outreach Lead	Alicea Castillo	A contingency has already taken place as Alicea Castillo left the employment of Capture Management Solutions. Teri Freeman has stepped into the role to replace Alicea Castillo.
Marketing and Graphic Design Manager	Teri Freeman	Emily Koss, Account Manager, will take over on graphic design and work with any vendors to create required deliverables.

Table 4. Crisis Communication

Position	Responsible Party	Responsibility
Site Outreach Spokesperson	Carl Lingen and Brooke Ramsey	<p>Site Outreach Spokesperson will be the primary contact and lead for communication issues with negative media, whether real or perceived, such as negative press on the deployment or if an emergency has occurred within the project.</p> <p>Project team will be consulted and will follow the communication and safety plan.</p> <p>Will be responsible for contacting ITS JPO on the issue.</p> <p>Will be responsible for crafting messaging centered around issue, resolution and questions to and from media.</p>
Outreach Lead	Teri Freeman	Will be responsible to work with the team liaison to assist with any technical applications to inquiries.

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 Agreement Officer Representative (AOR) 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 AOR. All branded documents and materials will be vetted by USDOT AOR 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 and ITS4US outreach roundtables and 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 AOR for final approval or modification.

HIRTA's team will participate in a coordination call with the UDOT AOR who will coordinate with HIRTA, the ITS4US Program Manager and ITS JPO Communications 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, referenced in Section 5.2, 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 Figures 2-5) 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.

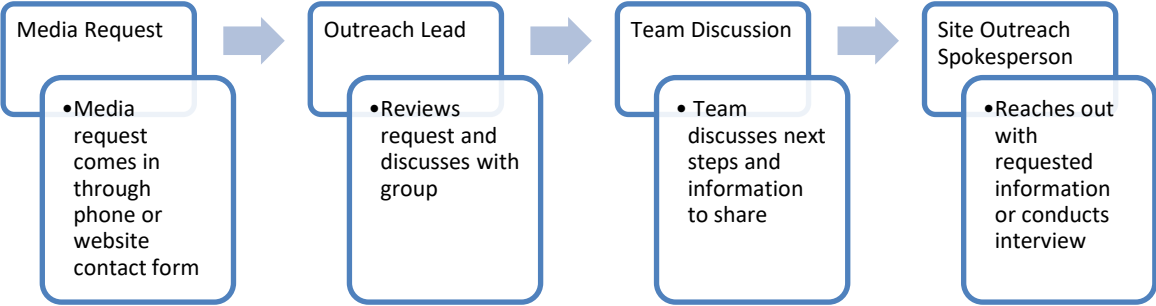


Figure 2. Media Request for Interview (Source: HIRTA Team)

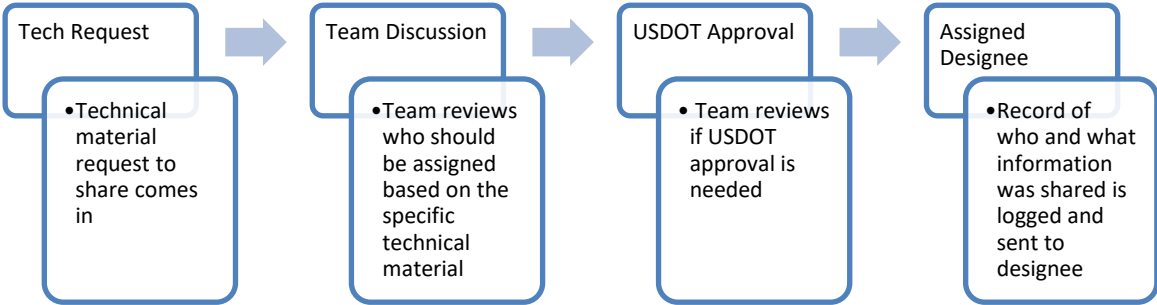


Figure 3. Request for Detailed Technical Material to be Shared (Source: HIRTA Team)

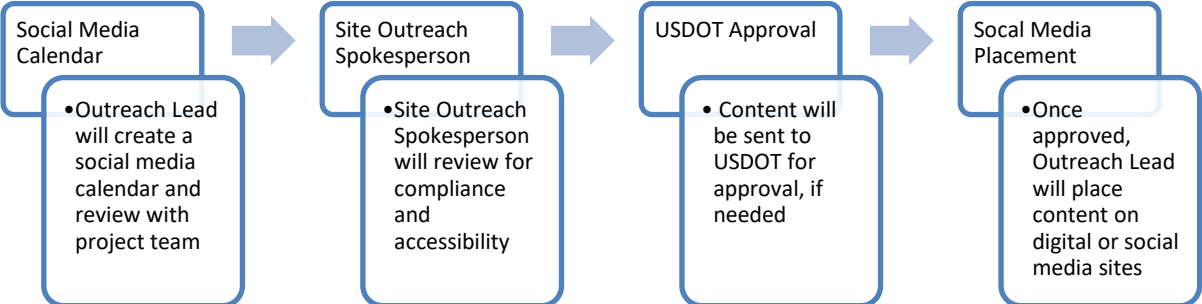


Figure 4. Social Media Content Vetting and Distribution (Source: HIRTA Team)

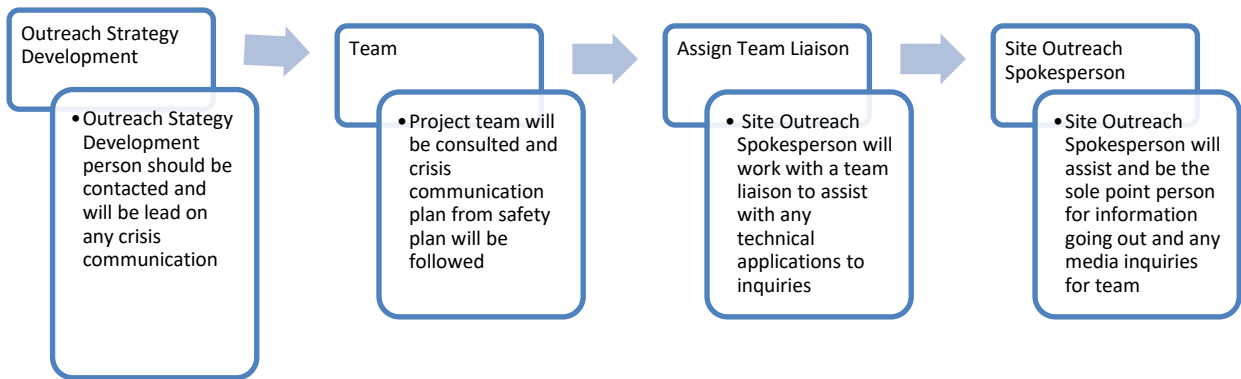


Figure 5. Crisis Communication Plan for Negative Press About Deployment or Emergency within the Project (Source: HIRTA Team)

4 Communication Platforms

4.1 Deployment Website

The project website, currently live, will be used to post all documents, videos, collateral and other materials. The website URL for the site is www.transithealthconnector.org and went live during the Phase 1 project. The website will continue to be used during Phase 2 and Phase 3.

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

The deployment of the website occurred once approval from HIRTA and USDOT was given and was done through a soft launch to ensure all aspects of the website are performing correctly.
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.

4.1.1 Security

The website is 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.

4.1.2 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.

4.1.3 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.

4.1.4 Materials and Uses

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

- Videos (will be 508 compliant). A new updated explainer video will be created in November 2022 to update stakeholders and the interested public on the project.
- 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.

4.1.5 Updates

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

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. Currently, the HIRTA team did one stakeholder workshop in Phase 1 that introduced many stakeholders outlined in Table 1 to the project and gained feedback to concerns many of

their constituents have with medical appointments, transportation and accessing or understanding technology. Future workshops will use these same ideas 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 as the project progresses to the design phase. We will conduct up to two workshops. One will tentatively be scheduled around the design phase of the project in or around Q1 2023. The second workshop will be completed when a final product is ready. 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. 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 will 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. A new updated video is underway that will add additional information on the status of the project and where the team is currently at in the process. 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. This gamification app will be used to help bring awareness to the new application.
- 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.
- Fact Sheet – This site fact sheet was developed in coordination with the ITS JPO as an overview of the program to gain awareness for stakeholders.
- Partner and Stakeholder Partnership Brochure – A new collateral piece that has been identified as being needed is a partnership and stakeholder brochure sheet that outlines a background of the project, why we are wanting to partner and the different levels of partnership that can be obtained. This was in response to trying to partner with two of the

major health systems within the Des Moines metro area and needing a brochure to help conceptualize the project to the decision makers.

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, coordination opportunities with UDOT, 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 be the Operational Capability Showcase as outlined in Phase 3 of the HIRTA Cooperative Agreement.

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.

Local community outreach has already occurred as the team is trying to partner with MercyOne and Unity Point Health, which are two of the largest health systems in Iowa. On the heels of the pandemic and healthcare workers already stretched thin, it has been challenging to get access inside one of the healthcare systems or find the appropriate person who will be a decision maker who can make the determination to partner or not. The team has worked to create a brochure to give a backroad of the project, identify the goal of this project and list several levels of involvement the healthcare system can participate in. Our staff are working with other partners who can help identify key decision makers within the healthcare system.

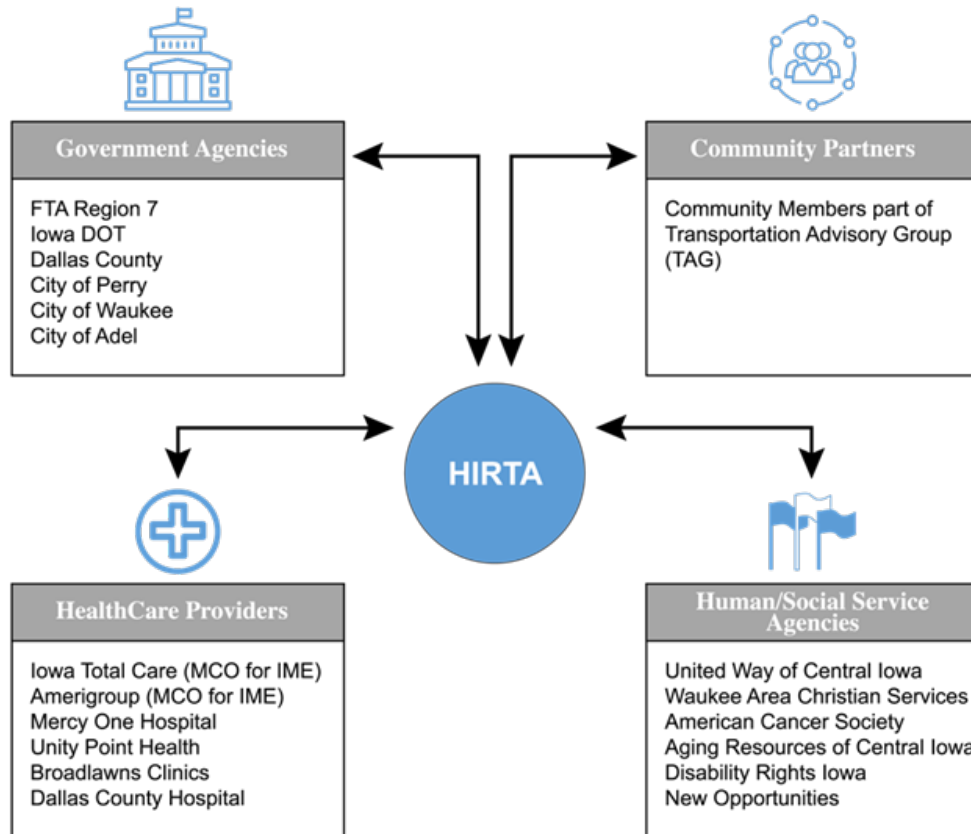


Figure 6. Project stakeholders (Source: HIRTA Team)

4.5.1 Workshops

The HIRTA team has planned target audience workshops as part of part of our deliverables and will most likely occur after the design phase of the project sometime in 2023. These workshops are separate from the Public Meetings and Conferences as they are used similar to a focus group or empathy mapping session to better understand challenges with certain target audiences. 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. 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 during phase 2. 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.

4.5.3 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.

Earned media opportunities may also be garnered by focusing on topics and larger issues centered around access to healthcare, transportation, healthcare technology for aging individuals, etc. Our firm has found that this project can be highlighted within a set of solutions or within a panel discussion on a larger topic.

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
- Iowa Public Health Association
- Iowa Rural Health Association
- Iowa Department of Public Health Conference (IDPH is merging with Iowa Department of Human Services and may be renamed.)

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	Internal Working Document Language – technical and will outline internal deadlines, communication engagement goals, and the communication engagement spectrum for each target audience	HIRTA team
Partnership and Stakeholder Marketing Brochures	Designed for key and specific stakeholders that the team is trying to partner with Will ensure 508-compliance Language – will be written in English and any other language upon request	Stakeholders
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

Description of Collateral	Accessibility	Audience
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
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 an updated video on the project and continue to explain the project progress. Additional videos highlighting the use of the program for end users once the project after the design phase. 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 in Phase 3
- Three articles a year to be published in industry trade journals
- Travel and participation in three workshops, conferences, or trade shows each year

Within the Outreach Implementation Schedule will include the following items for tracking:

- Number of attendees
- Reach of audience (if digital)
- Percentage on status of marketing collateral completed or in-progress.

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

Agreement Year	Event	Date	Location	Rationale	Activities
1	ITS World Congress (optional)	September 18 – 22, 2022	Los Angeles	Opportunity to learn from similar initiatives worldwide	<ul style="list-style-type: none"> • Exhibit (video and outreach materials) • Outreach materials at the booth
1	TRANSED (required)	September 12-16, 2022	Virtual	Research based conference	<ul style="list-style-type: none"> • Presentation in a session
1	AMPO(required)	October 25-28, 2022	Minneapolis, MN	Meeting of transportation planners	<ul style="list-style-type: none"> • Presentation in a session
2	Midwest Transit Conference (optional)	September 6-8, 2023	Kansas City, Missouri	Opportunity to bring awareness to four other neighboring states	<ul style="list-style-type: none"> • Presentation in a session
2	ITE Annual Meeting and Exhibition (required)	August 12-16, 2023	Portland, Oregon	National conference identified as mandatory	<ul style="list-style-type: none"> • TBD
2	HIRTA DEI Committee Workshop with One Iowa (optional)	TBD	TBD	Opportunity to better understand DEI issues with a combination of public and HIRTA employees	<ul style="list-style-type: none"> • TBD
2	APTA Mobility or APTATech (optional)	April 23-26, 2023	Minneapolis, MN	Attended by transit agencies across the country	<ul style="list-style-type: none"> • Possible presentation in a session • Possible ITS4US panel
2	CTAA Annual Meeting and Exhibition (required)	May 21-25, 2023	Oklahoma	Attended by small urban and rural transit	<ul style="list-style-type: none"> • Possible Panel Discussion

Agreement Year	Event	Date	Location	Rationale	Activities
				systems similar to HIRTA	<ul style="list-style-type: none"> • Outreach materials at booth
2	Iowa Healthcare Association (optional)	September 18-20, 2023	Des Moines, Iowa	Attended by healthcare professionals, assisted living and nursing home administrators	<ul style="list-style-type: none"> • Possible abstract submission or exhibit
2	APA – Iowa (optional)	TBD	Des Moines, Iowa	Attended by transportation planners	<ul style="list-style-type: none"> • Possible abstract submission
2	National Rural ITS (NRITS) (optional)	TBD	TBD	Conference focused on technology deployment in rural areas	<ul style="list-style-type: none"> • Presentation at session • Possible ITS4US panel
3	TRB Annual Meeting (required)	TBD (January 2025)	Washington, DC	International conference focused on transportation research. Opportunity to present initial findings	<ul style="list-style-type: none"> • Presentation at USDOT sessions and workshops • Outreach materials at USDOT booth
3	Iowa Public Transit Association Annual Conference (required)	June 2024	TBD	Conference that is within the state and in the service area of the project to present on status and development	<ul style="list-style-type: none"> • Presentation at session • Provide booth
3	TRANSED Conference (required)	October 8-11, 2023	Orlando, FL	Conference focused on mobility of older adults and persons with disabilities	<ul style="list-style-type: none"> • Possible presentation in a session • Possible session focused on medical transportation

Agreement Year	Event	Date	Location	Rationale	Activities
3	ITS World Congress (required)	TBD	TBD	Opportunity to learn from similar initiatives worldwide and present initial findings	<ul style="list-style-type: none"> Exhibit (video and outreach materials) Possible ITS4US panel Outreach materials at the booth

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	Q2 2023	<ul style="list-style-type: none"> 2-B: Systems Architecture 2-B: Systems Design
1	Software Development and Integration	Q3 2023	<ul style="list-style-type: none"> 2-E: Software Deployment and Integration
2	Operational Readiness	TBD	<ul style="list-style-type: none"> 2-G: Operational Readiness Plan
2	Results of Readiness Test	TBD	<ul style="list-style-type: none"> 2-H: System Test Results Summary Documentation
3	Highlights of the Operational Capability Showcase (after the OCS)	TBD	<ul style="list-style-type: none"> 3-C: Operational Capability Showcase
3	Performance Measurement and Transition Plan	TBD	<ul style="list-style-type: none"> 3-D: Performance Measurement 3-E: Comprehensive Transition Plan

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

Agreement Year	Article Topic	Timeline	Relevant Task Areas
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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
Trade Publications	
Ability Magazine	Disability Community
IEEE Xplore	Emerging Technology
IEEE Intelligent Transportation Systems Magazine	ITS Industry
Mass Transit	Public Transportation Industry
Metro Magazine	Bus Industry

Name	Primary Audience
Passenger Transport	Public Transportation Industry
Thinking Highways	ITS Industry
Wireless Week	Wireless Community
Association or Nonprofit Publications	
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
General Media	
Forbes Technology	General Public / Technology
CityLab	General Public
Wired	General Public / Technology
Disability Community Specific	
Ability Magazine	People with Disabilities
ADD: American Association of Persons with Disabilities	People with Disabilities
Blinded Veterans Association News Blog	Blind and Vision Impaired Veteran Community

Name	Primary Audience
Brain Injury Association News Blog	People with Brain Injuries and Caretakers
Easter Seals eNews	People with Disabilities
Hearing Health Magazine	Deaf and Hearing Impaired (Hearing Health Association)
United Spinal Association Newsletter & Pubs	People with Disabilities

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. A subset of metrics including number of attendees, total reach if digital), and status on marketing materials will be tracked in the Outreach Implementation Schedule.

Table 9. Success Criteria

Quantitative	Qualitative
<ul style="list-style-type: none"> • Number of attendees participating in outreach activities and how many were engaged <ul style="list-style-type: none"> ○ Goal is 80% participation in attendance either virtually or in-person for those who register • Number of project video views <ul style="list-style-type: none"> ○ Goal is to set benchmark of one month of views and increase 15% for additional videos • Number of new followers on social media <ul style="list-style-type: none"> ○ Increase new followers by 15% • Number of click throughs from social media blasts <ul style="list-style-type: none"> ○ Gain 3-7 click throughs from social media blasts per month 	<ul style="list-style-type: none"> • Survey results from outreach events <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ Answer questions within 48 hours and aggregate data once a month • Comments left within WhatsApp, Facebook, and Twitter posts and inquiries <ul style="list-style-type: none"> ○ Respond within 24 hours

HIRTA will measure the effectiveness of outreach after each event or campaign. The data can be obtained by attendance reports, Zoom event reports outlining participants and comments. Comments will be reviewed to see if there is pertinent information that should be shared with other team members.

Digital statistics for reach and social media will be gathered using Google Analytics and WhatAGraph that measures digital changes and graphs the information in an infographic form. For example, during an event or conference we can measure if individuals are accessing specific

information on the website page, increased engagement within social media channels or there was an increased in engagement with educational videos. The measurement should be measured before a campaign or event to get a baseline and then post event to see any increases or decreases in engagement.

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.

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