



# Intelligent Transportation Systems (ITS) Marketing Communications Plan

*Prepared for:*  
*Minnesota Guidestar*  
*ITS Minnesota*  
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# Minnesota Guidestar and ITS Minnesota Marketing Communications Plan

## Plan Overview

The Intelligent Transportation Systems (ITS) Marketing Communications Plan provides a framework and establishes a process to help the Minnesota Guidestar (MN Guidestar) Board of Directors (MN Guidestar Board) and the Intelligent Transportation Society of Minnesota (ITS Minnesota) further capitalize on the goals and strategies outlined in the MN Guidestar Board Strategic Plan and the ITS Minnesota Annual Report. The framework includes:

- Communication goals that support the overall strategic goals
- Situational analysis that defines the level of awareness and identifies issues to address to help meet goals
- Audiences with an overview of their needs and their level of awareness
- Key message (benefits) development
- Strategies and tactics to support the overall goals
- Implementation schedule, program management and budget
- Evaluation options

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## Executive Summary

The ITS Marketing Communications Plan (Plan) provides a framework to help the Minnesota Guidestar Board and ITS Minnesota further capitalize on the goals and strategies outlined in their respective strategic plans. The Joint Marketing & Outreach Committee (JMOC) - made up of representatives from Minnesota Guidestar and ITS Minnesota guided the development of the Plan.

This Plan is built upon ITS as the product, which is defined as the electronics, communications or information processing systems used singly or integrated to improve the safety, efficiency, mobility, and cost benefits for surface transportation.

The Joint Success Statement, developed by the JMOC, is the foundation of the plan and factors in the mission/visions of each organization. The marketing communications goals, situational and audience analyses, key messages, strategies and tactics all point back to the Joint Success Statement to plan for a successful outcome.

**Four marketing communications goals** were developed to achieve the vision of the Joint Success Statement: 1) Educate to Deploy 2) Develop ITS Market 3) Grow Partnerships 4) Lead the Way

The **Situational Analysis** defines the current environment and the resulting communication challenges and opportunities. The analysis includes analyzing past communication efforts, understanding the opportunities within MnDOT, the opportunity to create a more coordinated source of information, and the framework to use more technology to communicate.

The **Audience Identification and Analysis** section defines priority audiences. Research indicated the number of audiences to reach far outweighs the time and resources available. The analysis also attempts to outline the knowledge and acceptance level of each audience. This will prove helpful in the deployment of specific communication tools and the development of message.

The **Key Messages and Benefits** section outlines the benefits of using ITS in general, which includes:

- Saving lives
- Improving safety
- Increasing mobility
- Saving money
- Improving the environment
- Increasing satisfaction of people using the transportation system

### Intelligent Transportation Systems (ITS) Defined

*ITS is the electronics, communications or information processing systems used singly or integrated to improve the safety, efficiency, mobility, and cost benefits for surface transportation.*

### Joint Success Statement

*Public and private cooperation and partnerships that educate and engage stakeholders to integrate advanced technologies in the transportation system to enhance safety, mobility, and economic vitality.*

For each of the identified audience groups, there are specific messages and benefits. In this section, the benefits are categorized by overall key benefit and by audience. These benefits will then be used in the specific communication tools.

The **Strategies and Tactics** make up the majority of the Plan. The strategies and corresponding tactics are based on the overall communication goals, and respond to the challenges and opportunities raised in the Situational Analysis. These strategies and tactics are aimed to reach the audiences identified, and communication of the key messages will be carried out in the implementation of these tactics.

The **Implementation Schedule, Program Management and Evaluation Sections** each provide the foundational elements to keep the Plan a “living” document.

### Highlight of Goals, Strategies & Tactics

The figures that appear below highlight four project goals and include some priority communications strategies and tactics that the Minnesota Guidestar Board and ITS Minnesota can begin implementing right away.



Below is a snapshot of the priority tactics to implement over the course of two years. The Goal: Educate to Deploy is the major focus for the first two years of this Plan. The strategies and tactics completed under this goal set the stage for the remaining tactics. Over the course of the Plan’s life, opportunities will arise to develop tactics that capitalize on those opportunities. The JMOC will continuously evaluate the marketplace to identify opportunities. The many strategies and tactics developed and included in the Strategies/Tactics section may also be implemented by other organizations and agencies, if opportunities present themselves.

|            |   |
|------------|---|
| <b>1.0</b> | <b>Educate to Deploy</b>  |
| <b>1.1</b> | <b><i>Document existing ITS information/Prepare to Spread the Word</i></b>                                      |
| 1.1.1      | Document existing ITS projects, work, analysis, and benefits  |
| 1.1.2      | Develop an ITS communications “toolbox”   |
| 1.1.3      | Develop a framework for outreach  |
| 1.1.4      | Continue to implement existing outreach tactics - educational sessions at Fall Forum, Quarterly Luncheons, etc. |
| <b>1.2</b> | <b><i>Strengthen ITS opportunities within MnDOT</i></b>   |
| 1.2.1      | Conduct outreach and support to MnDOT top management  |
| 1.2.2      | Present ITS potential solutions/benefits to District Engineers, ADEs, Traffic Engineers                         |
| <b>1.3</b> | <b><i>Conduct outreach to cities and counties to integrate ITS into program</i></b>                             |
| 1.3.1      | Attend, sponsor, and present at annual City/County engineering forums   |
| 1.3.2      | Solicit/submit articles to ITS trade publications and industry organization newsletters                         |
| <b>1.4</b> | <b><i>Conduct outreach to policy makers, legislators</i></b>  |
| 1.4.1      | Host specific legislative meetings and conduct tours of ITS related projects to highlight benefits              |
| <b>2.0</b> | <b>Develop ITS Market</b>   |
| <b>2.1</b> | <b><i>Provide venue and toolkit for Practitioners to deploy ITS solutions</i></b>                               |
| 2.1.1      | Secure speaking engagements for upcoming conferences  |
| 2.1.2      | Support/leverage work on MnDOT Innovative Ideas   |
| <b>2.2</b> | <b><i>Engage state/regional organizations to include program selection that advances ITS</i></b>                |
| 2.2.1      | Work with MnDOT and Statewide Architecture to include ITS in MnDOT standards/specs                              |
| <b>2.3</b> | <b><i>Highlight ITS Awards and private/academic research and development</i></b>                                |
| 2.3.1      | Leverage ITS America Spotlight Award and other award programs to celebrate ITS successes                        |
| <b>3.0</b> | <b>Grow Partnerships</b>  |
| <b>3.1</b> | <b><i>Leverage links within/between Mn Guidestar and ITS Minnesota</i></b>                                      |
| 3.1.1      | Increase participation in the JMOC to further ITS message   |
| <b>3.2</b> | <b><i>Leverage/launch other strategic partnerships</i></b>  |
| 3.2.1      | Promote public-public/public-private partnerships to further ITS message  |
| 3.2.2      | Launch/leverage professional organization partnerships to further ITS message                                   |
| <b>4.0</b> | <b>Lead the Way</b>   |
| <b>4.1</b> | <b><i>Minnesota leads ITS on the national stage</i></b>   |
| 4.1.1      | Populate project databases (RITA, etc.) with MN ITS projects  |
| 4.1.2      | Submit Minnesota ITS project nominations to national award programs   |
| 4.1.3      | Present and exhibit at national ITS conferences   |

## I. Introduction

ITS is the system defined as the electronics, advanced technology, communications or information processing used singly or integrated to **enhance safety, mobility, and the economic vitality of the surface transportation system**. The State of Minnesota and the Minnesota Department of Transportation (MnDOT) have a strong history of researching, developing, and deploying Intelligent Transportation Systems (ITS) solutions and leading the development of the ITS industry not just in Minnesota but also nationally. Through the leadership of the MN Guidestar Board along with the grassroots participation of ITS Minnesota, advanced technologies and information systems have been integrated into the transportation system to save lives, time and money. Since its inception in 1991, the MN Guidestar Board has provided strategic direction, advice, education, and a forum for developing innovative partnerships among public, private, academic, and other transportation stakeholders. ITS Minnesota has been a state chapter of ITS America since 1996 and serves to generate interest, excitement, cooperation and progress focused on implementation results.

Through solid collaboration and cooperation, MnDOT, the MN Guidestar Board and ITS Minnesota have launched many programs, projects and activities over the years with proven results – from reducing fatalities, travel time, teen-driver risks, and deer/vehicle crashes to increasing safety in construction zones – and at the same time, providing a lower cost alternative to the traditional “build” option solution. MnDOT, the MN Guidestar Board and ITS Minnesota believe many more communication opportunities exist that could take advantage of advanced technologies to further improve the safety, mobility, and cost savings in our transportation solutions.

### *Mission and Vision*

The mission and vision of the MN Guidestar Board and ITS Minnesota are very closely tied; the former approaches ITS with a policy perspective, and the latter is focused on tangible application. Both organizations are dedicated to the research, development and deployment of ITS. Both organizations also realize the importance of developing a strong marketing, outreach, and communications program to increase understanding, benefits, and practical integration of ITS technologies and to encourage “market pull.”

|                                   |   |                              |   |
|-----------------------------------|---|------------------------------|---|
| <b>MN Guidestar Board Mission</b> | Minnesota Guidestar advances transportation technology by providing strategic direction, advice, education, and a forum for developing innovative partnerships among public, private, academic, and other transportation stakeholders | <b>ITS Minnesota Mission</b> | ITS Minnesota's mission is to foster broader grassroots participation and public/private partnerships in intelligent transportation systems, which generates interest, excitement, cooperation and progress focused on implementation results                         |
| <b>MN Guidestar Board Vision</b>  | Intelligent Transportation Systems will be fully integrated into the transportation system to enhance quality of life by improving safety, mobility, economic vitality and sustainability.  | <b>ITS Minnesota Vision</b>  | Strive to keep transportation stakeholders up-to-date on status, plan and future of ITS technology and projects. Keep statewide stakeholders fully active and engaged in ITS Minnesota activities, and keep stakeholders fully satisfied with Minnesota ITS services. |

The following statement combines the mission and vision of each organization and establishes the framework for establishing the communication goals and successful results.

**Joint Success Statement:** Public and private cooperation and partnerships that educate and engage stakeholders to integrate advanced technologies in the transportation system to enhance safety, mobility, and economic vitality.

### ***Defining Intelligent Transportation Systems (ITS)***

As previously noted, ITS is defined as the electronics, advanced technology, communications or information processing used singly or integrated to **enhance safety, mobility, and economic vitality of the surface transportation system**. The real definition revolves around the actual benefits provided by deploying ITS technologies, but not everyone sees ITS in the same light. In reality, ITS is in the “eye of the beholder” and its definition varies widely relative to actual implementation.

For example, law enforcement personnel may have a different perspective of ITS than a traffic engineer or a highway maintenance worker. To the private sector (equipment vendors, consultants, etc.), ITS is generally defined around the product or services that they provide.

With this in mind, a variety of definitions can be applied based on the *benefits* achieved by deploying ITS technologies. For example, enhanced safety (sometimes noted as “saving lives”) focuses on systems that make our roads safer by reducing crashes, serious injuries, and fatalities. In Minnesota, it is estimated that crashes alone cost the state approximately \$1.5 billion per year (Minnesota Motor Vehicle Crash FACTS, 2009). Enhanced mobility (sometimes noted as “saving time”) focuses on ITS systems that improve traffic flow on our roads, reduces the amount of time required to get people and goods to their destination, and reduces the amount of fuel required to get to those destinations.

In 2009, the cost of congestion in the 436 major urban centers in the United States was an estimated \$115 billion, which included 3.9 billion gallons of wasted fuel. According to a 2008 study published by AAA, in the Twin Cities metro area, the cost of congestion in 2007 was estimated at \$1.1 billion or \$436 per person. Taken together, every crash avoided and every minute saved on our roads enhances the economic vitality of the surface transportation system. This is sometimes noted as “saving money.”

There are also benefits associated with enhanced mobility that relate to reducing environmental impacts (emissions) caused by vehicles. By keeping vehicles moving, the vehicles actually emit fewer pollutants. Reducing the amount of harmful emissions has positive environmental impacts.

### ***Marketing Communications***

The MN Guidestar Board has always recognized that one of the key factors in developing a successful ITS program for the state of Minnesota was effective communication with various stakeholders. In addition, MnDOT recognizes the need for, and benefit of a robust ITS Marketing Communications Plan that builds on the extensive work done by MnDOT and other ITS stakeholders. For years it has been recognized that to create interest in ITS one needs to promote *benefits, benefits, benefits*.

MnDOT, the MN Guidestar Board and ITS Minnesota have each indicated that the marketing communication plan requires three elements:

1. The message
2. Involvement of organizations and agencies
3. Ongoing, short-term and long-term activities

To date, there has been an extensive outreach program under the MN Guidestar umbrella executed by the MN Guidestar Board, ITS Minnesota, MnDOT and other stakeholders. In addition, each organization has conducted its own communication and outreach. To strengthen the collaboration between the organizations, the MN Guidestar Board and the ITS Minnesota Board of Directors have jointly formed a committee – the Joint Marketing & Outreach Committee (JMOC) -- to develop a comprehensive marketing/outreach communications plan. This joint committee has been charged by their respective organizations to develop an effective marketing communications program. This ITS Marketing Communications Plan is intended to focus on communications, promotions, and outreach.

The JMOC also determined that this ITS Marketing Communications Plan was to further the advancement of ITS technologies and solutions of the ITS industry as a whole, rather than specific to one or more organizations. The intent of this project is to create a plan that addresses each step in a marketing communication plan development process for promoting ITS in Minnesota. The ITS Marketing Communications Plan provides a framework to help MN Guidestar and ITS Minnesota further capitalize on the goals and strategies outlined in the MN Guidestar Board's strategic plan and the ITS Minnesota Annual Report. The ITS Marketing Communications Plan is built upon ITS as the product and includes the following information:

- **Marketing Communication Goals:** Supports the overall strategic goals of both organizations. Realistic objectives consistent with the Vision and Mission statements for both the MN Guidestar Board and ITS Minnesota.
- **Situational Analysis:** Defines the current market and issues to address to help meet the communication goals. Determines the gap between the desired communication goals and the audience awareness and understanding.
- **Audiences Identification and Analysis:** Defines the needs, level of awareness, and why the need to know of targeted audiences.
- **Key Message and Benefits Development:** Overall message(s) – founded in benefits -- to reach target audiences and to fill the gap identified in the Situational Analysis.
- **Strategies and Tactics:** Supports the overall goals to reach targeted audiences, takes into account message delivery, and identifies the appropriate means of communicating. Strategies focus on the who, when and where, as well as type(s) of communication.
- **Implementation/Program Management:** Implementation strategies, and roles and responsibilities.
- **Evaluation:** Criteria to determine effectiveness of the overall plan.

## II. Marketing Communication Goals

The goals below relate directly to the goals developed by the MN Guidestar Board and ITS Minnesota. This joint Marketing Communications Plan combines the goals of both organizations and provides definitions related to a unified marketing communications approach.

| Goals   | Desired Results  |
|---|--|
| <p><b>Educate to Deploy.</b> Expand ITS educational outreach and education efforts that results in enhanced awareness, acceptance, funding, and implementation of ITS Solutions.</p> <p><i>Definition:</i> Both the MN Guidestar Board and ITS Minnesota have established goals that stress “education relative to benefits” as the most critical element leading to broader acceptance and deployment of ITS.</p>  | <p>Targeted audiences know about and understand how ITS fits in the mix of solutions to enhance safety, mobility and economic vitality. Realization of benefits that lead to more research, development and deployment. Integration of ITS into their Capital Improvement Plans, strategic plans, budgets, legislation, and projects that compete for dollars. ITS elements are considered in project scoping documents as a potential solution during project planning and development. More federal, state and local investment in ITS technologies.</p>   |
| <p><b>Develop ITS Market.</b> Increase opportunities through communications activities for targeted audiences to develop and implement ITS products. This strengthens private/public and public/public collaboration and promotes private sector market growth. Increase investment in ITS technology and deployment from public and private sectors.</p> <p><i>Definition:</i> Stresses the importance of communicating the research and development efforts leading to ITS-related products. It also factors in need to create venues for practitioners to learn more of their options for ITS solutions.</p> | <p>More projects that incorporate ITS as standard elements. Broader base of audiences that use ITS to address transportation. ITS included in toolbox of solutions. Market demand drives implementation and innovation.</p> <p>The bottom-line for ITS is to save lives, time and money. In essence developing products that improve safety (saving lives), improving mobility (saving time), minimizing economic impact (saving money), and communicating those efforts and creating venues for deployment through increased communication, in general enriches the overall quality of life by improving our surface transportation system through ITS.</p> |
| <p><b>Grow Partnerships.</b> Continue to form partnerships that advance ITS and transportation technologies.</p> <p><i>Definition:</i> Recognizes the need to encourage and foster various partnerships that will work to promote, develop and deploy ITS applications.</p>   | <p>Increase in projects that involve technology solutions, promote ITS technology partnerships, connect multiple user systems, develop new technologies, and foster idea sharing. These partnerships will result in implementation of emerging technologies, and increased active participation and memberships in MN Guidestar and ITS Minnesota.</p>   |
| <p><b>Lead the Way.</b> Minnesota is recognized as a national leader in advancing transportation technologies</p> <p><i>Definition:</i> Provides the framework to be recognized by academic organizations, federal government, other states, and private companies.</p>   | <p>Minnesota has demonstrated world class leadership by deploying ITS and documenting benefits that improve the transportation system. Stakeholders build the reputation of the Minnesota ITS community. Recognized as key advisor to shape transportation technologies. Included in national forums, discussions and initiatives due to leadership, innovation, and implementation.</p>   |

### III. Situational Analysis

The purpose of the situational analysis is to identify and gain a further understanding of the issues and opportunities that surround this product and the needs to be addressed in the ITS Marketing Communications Plan. This plan outlines specific issues to be addressed, and opportunities to be capitalized upon, including:

- Analysis of Past Communication Efforts
- The Roles of the MN Guidestar Board and ITS Minnesota
- Strengthen Opportunities within MnDOT
- Changing Leadership/Leadership Succession
- General awareness, interest and coordinated information
- New Communications and Outreach Methods
- Climate Analysis

#### *Analysis of Past Communication Efforts*

MnDOT, the MN Guidestar Board and ITS Minnesota have launched a wide array of successful communication efforts, and over the years the outreach program expanded. The objective of these tactics was to communicate the benefits of integrating ITS technology into the Minnesota transportation system. It was not to analyze and evaluate the effectiveness of any tactic. Identified below are some past education/outreach efforts - some of which may be included in future communication strategies.

- Quarterly luncheons typically held in conjunction with MN Guidestar Board meetings
- Technical seminars in conjunction with a MN Guidestar Board meeting and the ITS Minnesota luncheon
- The Intelligent Transportation Student Organization (ITSO) at the University of Minnesota
- The ITS Minnesota Annual Meeting (typically held in March)
- The ITS Minnesota Fall Industry Forum (typically held in October)
- MN Guidestar Board members, ITS Minnesota members and MnDOT employees have regularly delivered presentations or provided exhibits to other Minnesota transportation associations
- Newsletters, numerous brochures, videos, documents, conference papers, presentations (national/international).
- MnDOT, MN Guidestar and ITS Minnesota websites, and other stakeholder websites
- ITS America Annual Meeting in 2003
- Two National Rural ITS Conferences, one in 1996 and again in 2004
- ITS program to the Minnesota Legislature in 2002
- A “media awareness” campaign in 1998 contacting: 134 weekly newspapers, 26 daily newspapers, 22 radio stations, 6 TV stations.

- Outstate outreach workshops that evolved into service club presentations. Invited local transportation and elected officials to attend workshops and service club presentations. These officials included the mayor, city and county engineers, and MnDOT and Minnesota State Patrol (MSP) personnel.
  - Workshops included Rochester, Duluth, Brainerd, Detroit Lakes, Mankato and Jackson.
  - Numerous service club presentations (with audiences up to 250) outstate and in Metro area
- Articles published in news and technical publications

At this point, several of these programs have been institutionalized. Most notable the quarterly luncheons have proven to be very successful. At least once a year a luncheon is jointly sponsored by the North Central Chapter of the Institute of Transportation Engineers (NCITE), and at times the Women’s Transportation Society (WTS). The training seminars have also proven to be very popular. The Annual Meeting and the Fall Industry Forum still draw large audiences. However, all of these programs and meetings are directed at transportation professionals, and there is an opportunity to expand the reach.

The outreach directed at community leaders through presentations at various service clubs around the state have drawn fairly large audiences. The original intent was to communicate the benefits of ITS to a diverse group of community leaders with the hope that they would encourage the transportation leaders in the community to consider ITS solutions (market pull). They were also intended to let them know what types of ITS solutions were being applied to provide a safer more efficient surface transportation system. Those that attended presentations seemed to show interest, but it is difficult to actually determine their effectiveness in advancing ITS deployment in Minnesota.

### ***The Roles of MN Guidestar and ITS Minnesota***

The MN Guidestar Board and ITS Minnesota are joined by their missions to further the development and use of ITS technologies. The Minnesota Guidestar Board was created through MnDOT and CTS to provide strategic direction for ITS in Minnesota. ITS Minnesota is a chapter of ITS America and is a professional organization.

The MN Guidestar Board’s Implementation Team and the Joint Marketing and Outreach Committee (JMOC) are examples of their joint efforts. The JMOC has recently been energized and is currently working to help develop and implement this ITS Marketing Communications Plan.

For the promotion of ITS to be effective, there needs to be focus and commitment from the top down **and** the bottom up in all ITS stakeholder organizations. The challenge is that everyone has a “real” job as well as a “real boss” so time available to actively participate can be very limited. Without the commitment of time and effort, moving marketing communication forward using only volunteer resources will be limited.

### ***Strengthen Opportunities within MnDOT***

MnDOT leads the state, and is recognized nationally, in the deployment of ITS technologies. The vision for MnDOT is to be a global leader in transportation through creating a safe, efficient and sustainable transportation system for the future. To reach that vision MnDOT specifically states that part of their strategy is to seek to promote collaboration, research, and innovation. One of the first goals is safety and promoting and maintaining a safe, reliable and modern transportation system through the use of new and improved technology. ITS solutions provide the

opportunity to further that vision on a state-wide and national stage. ITS enhances all modes of surface transportation and has opportunity to be a part of a sustainable solution.

In discussions with the JMOC, the committee identified MnDOT as instrumental in furthering awareness and deployment of ITS technologies. There is the opportunity to advance the implementation of ITS products by incorporating ITS messages/solutions as part of the overall MnDOT communications program and as part of the project delivery system. To advance ITS solutions as part of the program delivery, there is an opportunity to strengthen and enhance the communication within MnDOT at the District and Program Delivery level as to how ITS furthers MnDOT's overall goals. With increased dialogue and training, more practitioners will understand the value of ITS solutions on how these solutions help further maximized return on the investment of public dollars, improved mobility, and increased safety.

The District Engineers, in collaboration with the various divisions within MnDOT, play an important role in determining the priorities and where dollars are to be allocated around the state. Increasing the outreach to the District Engineers (DEs) and the Assistant District Engineers (ADEs) is a key step in integrating more ITS solutions. The DEs and ADEs have the opportunity to procedurally require that ITS be considered as part of the project scoping and project development. There is also an opportunity to identify specific problems that the District Engineers face and showcase how ITS solutions can play a role in helping them advance the goals of the department as well as potentially saving money and accelerating program delivery.

### ***Changing Leadership/Leadership Succession***

Over the course of time, leadership changes within state government, the legislature, and city/county organizations present an opportunity to conduct outreach to shape the landscape for increased awareness and deployment of ITS technologies. Changes at the legislature present a challenge and an opportunity. This past session, the Transportation Committee was made up of nearly all new members. There is an opportunity now to increase awareness of the benefits of ITS technologies and how these technologies can save lives, time, and money.

### ***General awareness, interest and coordinated information***

Over the course of the past 20 years, MnDOT, MN Guidestar Board and ITS Minnesota have raised the awareness, research and deployment of ITS technologies. The evidence of their work and outreach can be seen across the Minnesota landscape. In addition, the University of Minnesota, MnDOT, Department of Public Safety and other key organizations are leading the way to continue to implement ITS technologies.

At the city and county level, the awareness and interest varies. Cities and counties in the metropolitan area are more inclined to include ITS technologies as part of their program due to population size and the need to advance mobility. In addition, leaders in the metropolitan area are more likely to be aware of the options available to them. Outside the seven-county metropolitan area, there is an increased need and opportunity to create awareness and increase deployments. City and county engineers in rural areas are charged to deliver the infrastructure necessary to keep Minnesota moving and travelers safe, and they are often being asked to deliver more and with an accelerated schedule and decreased funds. With this in mind, there is the opportunity to showcase how technology can help them save money and accelerate delivery, leaving more time and money for other projects. Highlighting real implementation case studies provides a concrete opportunity to engage other city and county leaders outside of the metropolitan area.

## Coordinated information and opportunities

At the present time there is a large volume of outreach materials that the MN Guidestar Board, MnDOT or ITS Minnesota uses to communicate and conduct outreach. To help further the message of ITS benefits, a coordinated “tool kit” comprised of currently available and new material needs to be developed and maintained to make it easier for those advancing the message to “download” information and pursue communication opportunities.

There is an enormous amount of information locally and nationally related to ITS solutions. Several organizations -- public and private -- are developing, posting, sharing information, new technologies, and case studies on ITS. The challenge is pulling together these many information sources to showcase a common message of saving lives, time, and money. MnDOT, the Department of Public Safety, the University of Minnesota, ITS Minnesota, and other professional associations are just a few of the information sources.

Before us is a great opportunity to collaboratively highlight and leverage existing ITS work related to research, development, implementation and deployment. Several organizations (MnDOT, U of M, MN Guidestar, Department of Public Safety, ITS Minnesota) that further the advancement of ITS technologies have a multitude of stories to tell, and to a multitude of audiences. There is an opportunity to take each piece of research or successful deployment, develop the story and then to share the story with multiple audiences that have the ability to influence, deploy and use ITS technologies. A coordinated package of information provides the opportunity for other organizations to carry the message.

## New Communications and Outreach Methods



The “product” of ITS is founded in using technology to create benefits for all users of the surface transportation system. Using technology to communicate ITS benefits is a prime opportunity to showcase how Minnesota leads the way in ITS. The majority of communication tools used in the past to communicate information about ITS are mainly traditional tools -- newsletters, presentations, luncheons. With the rising use of social networking, there is an opportunity to use this medium to inform audiences and users of the transportation system about new ITS technology, engage

partnerships, and demonstrate leadership in the field. Both MnDOT and the Center for Transportation Studies are a prime examples of organizations using Facebook to position themselves as experts nationally.

Organizations and agencies on the national level are also using social media – Twitter, Facebook, LinkedIn, YouTube – to reach targeted audiences. ITS America operates a robust Twitter site with nearly 700 followers, including several DOTs. In turn, ITS America also follows some of these organizations. Several groups exist on Facebook and LinkedIn, which provide the opportunity to showcase Minnesota ITS projects and research, and the opportunity to engage those located in Minnesota to participate in ITS activities. Several groups related to ITS exist on LinkedIn. There is an opportunity to establish a Minnesota-based group of professionals who are interested in ITS.

Hundreds of videos exist on YouTube that reference Intelligent Transportation Systems, and many of them have thousands of views. YouTube presents an opportunity to post new technologies; however, there is also a need to create awareness through other mediums. It is an opportunity to showcase leading the way, as a limited number of states are posting videos. The University of Minnesota hosts several videos on YouTube, and there is an opportunity to leverage these videos in a variety of ways.

## **Climate Analysis**

### **Economic Climate**

The current economic climate is a significant factor when trying to encourage spending limited revenues on ITS applications. In many cases the deployment of ITS does not have a positive cost/benefit ratio when looking at initial project hard costs, any increased costs, or perceived costs may discourage incorporating ITS. The challenge relative to reversing this trend is to tailor a message to targeted audiences that encourages ITS deployment to save lives, time and money, and to insure that the total benefit costs are included in any analysis. These costs need to include the cost benefits of reduced crashes, increased mobility and reduced environmental impacts.

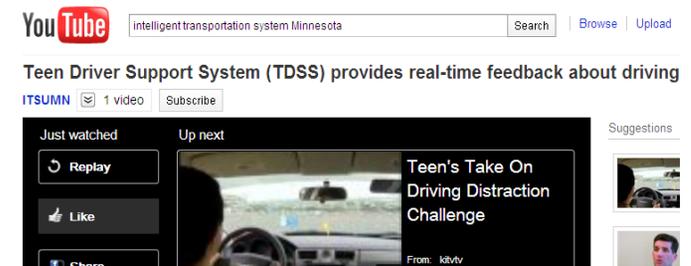
During the mid-1990's there was a significant infusion of federal dollars to get the ITS program off the ground. Dollars were earmarked at the federal level to support "Guidestar" programs and to establish the ITS Institute at the University of Minnesota. Around the turn of the millennium this funding slowed and then stopped all together with the exception of the ITS Institute funding which actually grew. To date, FHWA funding categories include the ability to use funds for ITS projects and deployment. MnDOT still considers ITS as a critical part and continues to fund including funds for developing "Innovative Ideas".

### **Geography**

When looking at geographic considerations relative to ITS, there are needs that can be met throughout the state by deploying ITS. In the major metro areas, the emphasis tends to be mitigating congestion and providing mobility. That is to not say that safety is not also a concern, but the statistics show that there are proportionately fewer fatalities and very serious crashes in the urban centers than in the rural areas of Minnesota. Conversely, in the rural areas congestion can be a problem at any given time (fishing opener), but the real concern is the disproportionately high number of fatalities and serious injury crashes. Approximately two-thirds of all fatalities in Minnesota occur in rural areas of the state. This presents an opportunity to focus communication efforts in the rural counties where there may be an increased appetite to deploy technologies that meet safety and mobility goals, and potentially save money.

### **Agencies**

In reality, it comes down to individuals and not agencies in general when it comes to "who" is on board and "who" needs more information. In organizations such as MnDOT there are many people who are very knowledgeable regarding ITS. However, MnDOT is a very large organization and the message does not necessarily get all the people necessary to implement ITS. The same is true for cities and counties. There are some cities and counties that are embracing ITS to help them mitigate transportation issues, and improve safety and mobility within their jurisdictions. The challenge relative to developing this ITS Marketing Communications Plan is how to reach *all* the people.



## IV. Audience Identification and Analysis

In an effort to focus and most effectively utilize the resources of MN Guidestar Board and ITS Minnesota, it is critical to identify and prioritize the audiences to whom the message is/will be targeted. When identifying and prioritizing potential audiences, it is also important to know why this particular audience needs to know. This section analyzes the audience (the who) based on why they need to know as they relate to the joint goals previously described, and sets a framework for the marketing communications strategies and tactics (the what and how) to maximize effectiveness with the key audience members.

Extensive discussion has surrounded audience identification during the development of the Strategic Plans for both organizations, and in the JMOC meetings. It is apparent that the list of audiences positioned to further advanced transportation technologies to save lives, time, and money is numerous.

Therefore, the audience analysis utilizes a systematic process to focus on the parameters of each audience so they can be best aligned with the strategy and tactic that will provide the most effective outcomes, as follows:

1. Document audiences identified to date
2. Identify which audiences will maximize success for each goal and any available opportunities
3. Develop an audience analysis for each group
4. Identify each audience group's Strengths, Weaknesses, Opportunities, and Threats (SWOT) to achieve the desired results of the Marketing Communication Goals.

### 1. Audiences Identified to Date

- Audiences identified by MN Guidestar Board in the 2010 Strategic Plan
- Audiences identified in ITS Minnesota Outreach Plan (May 2010)
- Audiences identified by the JMOC (October 2010)
- Audiences associated with goals as developed by the JMOC (March 2011)

### MN Guidestar Audiences

MN Guidestar's 2010 Strategic Plan identified the following audiences to focus on when developing and sharing their message:

- Legislators, elected officials and appointed officials – Here is where the funding decisions are made and funding provided. Having better informed elected and appointed leaders can only improve the chances of moving ITS forward.
- Public sector practitioners – These are the folks who need to understand the technical issues associated with research, development and deployment of ITS technologies. Typically, these folks represent the first line of promoting ITS.

- Private sector - When the money and interest are there the private sector will be very interested. The private sector will provide the technology based on their perception of the potential market.
- Academia – Academia is responsible for the training of ITS professionals as well as being the front line for theoretical research. There needs to be a serious effort at educating the educators.
- General public – An educated general public will demand solutions but must be aware of the benefits of ITS and how it will affect them personally, in essence developing “market pull”. Efforts to get the message out to the public can be a timely and expensive proposition.

### **ITS Minnesota Audiences**

The following audiences were identified in the ITS Minnesota Outreach Plan developed in May 2010.

- |                                       |                                     |  |
|---------------------------------------|-------------------------------------|--|
| • General Public                      | • Local Practitioners-Engineers/ITS | • Policymakers (Local, State, Federal) |
| • Business Owners                     | Minnesota members                   | • USDOT                                |
| • Industry                            | • MNDOT Districts                   | • DOTs and Agencies Outside Minnesota  |
| • Local Practitioners-Agency Planners | • Minnesota Cities & Counties       |  |

### **Joint Marketing & Outreach Committee Audiences**

The JMOC determined the following audiences as the priority audiences to reach. This work was done prior to the selection of SEH to develop the plan:

- General Public
- Business Owners
- ITS Industry: Contractors/Suppliers
- Transportation Professionals or Practitioners: Planners, engineers, operators, maintenance, managers/CEOs (decision-makers), safety, educators (K-12), freight, commercial vehicle owners
- Transportation Agencies: USDOT, state, county, locals, metropolitan planning organizations, and other agencies
- Policy Makers: Federal, state, local, boards, councils, planning commissions
- Enforcement: Federal, state, local
- EMS

## 2. Audiences Associated with Goals

The JMOC discussed the communication goals and aligned the following audiences as the primary audiences to reach to achieve the highest potential of success for each goal. The group realized the importance to narrow down and prioritize this audience list to a “manageable” number of audiences to be reached with a limited amount of resources. This refinement was achieved by focusing on each individual goal and determining which audiences would have the greatest impact in meeting that goal, as well as identifying the communication and outreach opportunities available.

| Goal: Educate to Deploy  |  |  |
|--------------------------|--|--|
| Targeted Audiences       | Detailed List  | Opportunities  |
| MnDOT                    | <ul style="list-style-type: none"> <li>• Commissioner’s Office</li> <li>• District Engineers</li> <li>• Assistant District Engineers</li> <li>• Office of Technical Support</li> <li>• State Aid</li> </ul>  | Opportunity to procedurally institute the consideration of ITS solutions as a means to increase safety, improve mobility, save money, and reduce environmental impacts for cities, counties, and planning organizations. Also the ability to influence the allocation of transportation funds. |
| State, Counties & Cities | <ul style="list-style-type: none"> <li>• League of Minnesota Cities</li> <li>• MN County Engineers Association</li> <li>• County Commissioners/Elected Officials</li> <li>• County Engineers</li> <li>• City Officials (major communities)</li> <li>• City Engineers</li> <li>• City Engineers Association of MN</li> <li>• Metro Transit</li> <li>• Minnesota State Patrol</li> </ul> | Opportunity to reach and inform elected/appointed officials who have ability to influence spending, and allocation of funds to further ITS deployments.  |
| Minnesota Legislature    | <ul style="list-style-type: none"> <li>• Transportation Committee</li> <li>• Minnesota Legislators</li> </ul>  | Opportunity for legislators to further the message of using ITS to save money, save lives, and improve mobility, and to potentially designate funding opportunities.   |

| Goal: Develop ITS Market  |   |   |
|---|---|---|
| Targeted Audiences  | Detailed List   | Opportunities   |
| State, Counties & Cities  | <ul style="list-style-type: none"> <li>• League of Minnesota Cities</li> <li>• MN County Engineers Association</li> <li>• City Engineers Association of MN</li> <li>• County Commissioners/Elected Officials</li> <li>• City Officials (major communities)</li> </ul> | Opportunity to reach elected/appointed officials who have ability to influence spending, and allocation of funds to further ITS deployments.                    |
| Practitioners (Planners, Engineers) – Professional Associations | <ul style="list-style-type: none"> <li>• American Consulting Engineers Council of MN</li> <li>• American Planning Association</li> </ul>  | Opportunity to carry the message to practitioners to implement ITS solutions into transportation projects and plans, increasing deployments. Add ITS solutions, |

| <b>Goal: Develop ITS Market</b> |   |  |
|---------------------------------|---|--|
| <b>Targeted Audiences</b>       | <b>Detailed List</b>  | <b>Opportunities</b>   |
|                                 | <ul style="list-style-type: none"> <li>• American Society of Civil Engineers</li> <li>• MN Public Works Association</li> <li>• NCITE</li> <li>• MPTA</li> </ul>   | as a matter of general practice, to the range of alternatives evaluated in any given project.  |
| Consultants as Advisors         | <ul style="list-style-type: none"> <li>• Specific consulting companies</li> </ul>   | Opportunity to carry the message to developers and to clients to consider using ITS solutions as part of the planning process and implementation solutions.                        |
| Planning Organizations          | <ul style="list-style-type: none"> <li>• Metropolitan Council</li> <li>• Metro Planning Organizations</li> <li>• Area Transportation Planning Organizations</li> <li>• Policy &amp; Technical Planning Advisory Committees</li> </ul> | Opportunity to outreach to these audiences to consider including criteria in applications that further the consideration of ITS integration in project solutions and alternatives. |
| Academia                        | <ul style="list-style-type: none"> <li>• University of Minnesota</li> </ul>   | Opportunity to highlight research  |

| <b>Goal: Grow Partnerships (public/public, public/private private/private)</b>                                   |  |   |
|--|--|---|
| <b>Targeted Audiences</b>  | <b>Detailed List</b>   | <b>Opportunities</b>                        |
| MnDOT<br>MN Guidestar Board<br>ITS Minnesota<br>U of M/CTS/ ITS Institute<br>Metro Transit<br>Business Community | <ul style="list-style-type: none"> <li>• Individual members of each organization</li> <li>• Industry professionals</li> <li>• Legislators</li> </ul> | Develop, create, mentor ambassadors for ITS |

| <b>Goal: Lead the Way</b> |   |  |
|---------------------------|---|--|
| <b>Targeted Audiences</b> | <b>Detailed List</b>  | <b>Issues/Opportunities</b>  |
| Federal Organizations     | <ul style="list-style-type: none"> <li>• USDOT</li> <li>• FHWA</li> <li>• RITA/JPO</li> </ul>   | Opportunity to partner with these organizations to demonstrate that Minnesota is a leader in ITS technologies.   |
| Other States              | <ul style="list-style-type: none"> <li>• AASHTO</li> <li>• Other states that currently have strong ITS programs</li> <li>• Enterprise states</li> </ul> | Opportunity to share with other states Minnesota's progress in advancing technologies; opportunity to partner and lead the way to develop new technology with other states that are also advancing technology. |
| Academia                  | <ul style="list-style-type: none"> <li>• University of Minnesota</li> </ul>   | Opportunity to highlight research and to be recognized as a leader in research and development.  |

### 3. Audience Analysis

Below is a detailed analysis of the audiences, their capabilities, and shortcomings to help define the awareness level, opportunities, and messages. In reality, it comes down to *individuals within an organization and not necessarily the organization in general when it comes to knowledge of ITS*. The following analyses relative to level of knowledge are generalizations but the challenge relative to developing this ITS Marketing Communications Plan is how to reach *all* the people.

#### Professional Organizations (ITS Minnesota, ASCE, NCITE, etc.): Very Knowledgeable

- Access to policy-makers, institutions, businesses, agencies
- Provides speakers/education opportunities
- Focused on furthering ITS industry/serving members
- Promotions/updates on website
- Operate independently
- Not much assistance in lobbying for ITS funds
- Networking opportunities

#### General Public: Little to No Knowledge of ITS (until notified by media or open house)

- Interested in increased safety
- Somewhat fearful of change and new technology
- Protective of privacy – don't want government to personal collect information about them
- Interested in increased mobility
- Interested in green technology/sustainable solutions
- Maybe willing to lobby policy-makers?

#### Foundation of Audience Analysis

*The audience analysis is based on a combination of shared experience, knowledge, and meeting discussions between the consultant, MN Guidestar Board of Directors, ITS Minnesota, and JMOC. It is supported with extensive supplemental online research*

#### Federal (USDOT, FHWA, RITA/JPO, FTA): Knowledgeable/but somewhat far-removed

- MN applies for funding (competitively wins funding most cycles)
- MN known as ITS leader (need to keep that perception)
- U of M receives research, ITS grant money

#### State (MnDOT, DPS, etc.): Very Knowledgeable

- Knowledgeable of ITS
- Numerous education opportunities to Professional/Organizations
- Funding source for ITS projects (MnDOT)
- Can promote public/private partnerships/access to businesses, agencies, institutions

#### Counties and Cities: Knowledge varies greatly

- Knowledgeable/somewhat knowledgeable of ITS
- Numerous education opportunities
- Access to agencies, businesses, institutions
- Some access to policy-makers
- May need convincing that ITS is right/feasible for their county/community
- Very focused on highway/roadway/street

### **Academic Institutions (U of M, UMD): Very Knowledgeable**

- Access to agencies, professional/organization, businesses, students, policy-makers
- Known as ITS leader federal/state/professional/business/politics
- Provides numerous untapped resources/ITS research/data/info/surveys
- Secures funding from federal/state/private/business sources
- Promotes projects on website
- Untapped resources for educating public and others
- Very focused on furthering ITS research and implementation

### **Policy Makers: Somewhat knowledgeable of ITS but not at all knowledgeable**

- Leadership changes
- Need to be educated, convinced, advocates for ITS
- Need to identify current advocates
- Can help us to reach out to more policy makers/colleagues
- Open to job creation/keeping constituents safe/generating revenue

### **Private Sector ITS Industry (Consultants, Vendors, Contractors, etc.): Very Knowledgeable**

- Access to agencies, institutions, policy-makers, and professional organizations
- Focused on bottom-line/making \$/opportunities to increase revenue
- Focused on furthering ITS to keep business coming in
- Self-serving but tireless promotion machine
- Open to more education about ITS
- Open to public/private partnerships
- Open to anything that furthers the industry and makes money
- Provides innovation
- Develops/grows the market
- Provides solutions – once policy and purpose defined
- Tend to focus on their concept and definition of ITS

#### 4. Audience Strengths, Weaknesses, Opportunities, and Threats (SWOT)

The SWOT provides a general background analysis to help guide the development of specific strategies to reach the various audiences. The following analysis includes some broad generalizations as they relate to audience strengths, weaknesses, opportunities, and threats.

| <b>ITS SWOT Analysis</b>                  |   | <b>ITS SWOT Analysis</b>                    |  |
|---|---|---|--|
| <b>Audience: Federal Agencies/FHWA</b>    |   | <b>Audience: Professional Organizations</b> |  |
| <b>S</b>                                  | Sees MN as ITS leader<br>Sees U of M as ITS leader  | <b>S</b>                                    | Access ITS information, build knowledge base<br>Business owners/agencies/institution mixers                                |
| <b>W</b>                                  | Leadership change/turnover<br>Somewhat far-removed  | <b>W</b>                                    | Not much help in securing funding  |
| <b>O</b>                                  | Secure fed funding/remain visible<br>U of M/Agency teaming to secure more \$  | <b>O</b>                                    | Possible assistance in promoting/securing funding<br>More teaming opportunities for business/U of M                        |
| <b>T</b>                                  | Funding shifts/dries up<br>Leadership change/turnover   | <b>T</b>                                    | Status quo/it appears there may be no sure goals or direction  |
| <b>Audience: State Agencies/MnDOT/DPS</b> |   | <b>Audience: Legislature/Policy Makers</b>  |  |
| <b>S</b>                                  | Continue to offer opportunities to develop new approaches, innovation and deployment of ITS<br>Continue to promote ITS expansion                              | <b>S</b>                                    | Sensitive to money saving ideas/money making ideas<br>Sensitive to safety/efficiency of travel                             |
| <b>W</b>                                  | Educational opportunities to Counties/Public<br>Institutionalizing ITS as part of program delivery  | <b>W</b>                                    | Many other issues to focus on (bigger fish to fry)<br>May not see ITS as a priority right now                              |
| <b>O</b>                                  | Team with U of M to promo ITS<br>Provide money for cities and counties to promo/use ITS<br>Institutionalizing utilization of ITS relative to program delivery | <b>O</b>                                    | Inform on merits of ITS especially rural road safety and urban mobility<br>Help in lobbying Federal government for funding |
| <b>T</b>                                  | Money dries up<br>Constrained by processes  | <b>T</b>                                    | Leadership turnover<br>MN not receiving federal ITS-specific funding<br>Dealing with overall deficit                       |

| <b>ITS SWOT Analysis</b>               |   | <b>ITS SWOT Analysis</b>                             |  |
|--|---|--|--|
| <b>Audiences: Counties/Cities</b>      |   | <b>Audience: ITS Industry/Private Sector/Vendors</b> |  |
| <b>S</b>                               | Access to ITS education opportunities<br>Access to funding for ITS  | <b>S</b>   | Access to ITS info/education opportunities<br>Access to agencies/U of M<br>Innovation source                                   |
| <b>W</b>                               | Focus on non-ITS projects<br>Limited financial resources  | <b>W</b>   | Limited help in securing funding<br>Limited help in notifying public or lobbying   |
| <b>O</b>                               | Safety/Rural Road ITS projects<br>Teaming opportunities with U of M/other counties, cities and/or private sector<br>LRRB funding for projects | <b>O</b>   | Assistance in promoting public/private partnerships/U of M/agencies<br>Assistance securing funding/talk to policy makers       |
| <b>T</b>                               | May be unwilling to try/resistant to change<br>ROI is not conclusive  | <b>T</b>   | Allegiance to their specific technology and not interested in other aspects of ITS<br>ROI not conducive                        |
| <b>Audience: Institutions (U of M)</b> |   | <b>Audience: General Public</b>                      |  |
| <b>S</b>                               | Can secure funding<br>Has good research/ideas   | <b>S</b>   | Sensitive to traffic delays and safety<br>Somewhat willing to pay more for convenience   |
| <b>W</b>                               | Limited exposure to businesses<br>Limited exposure to policy makers   | <b>W</b>   | Not knowledgeable relative to the benefits of ITS<br>Has concerns about and afraid of privacy being breached by new technology |
| <b>O</b>                               | Increase partnerships with private sector<br>Increase partnership in race for funding   | <b>O</b>   | Assist in lobbying policy makers (market pull)<br>Become a partner in ITS promotion for the state/U of M                       |
| <b>T</b>                               | Possible competitor for funds<br>Research/technologies not conducive/feasible for economic implementation real-world                          | <b>T</b>   | Lack of incentive<br>Privacy Issues<br>ROI to educate  |

## V. Key Messages and Benefits Development

Good communication strategies should always have key messages to be used in a campaign and these messages should resonate with all audiences identified in the plan. To strengthen these messages, it is important to “drill down” to specific benefits to increase the absorption of messages. The messages have to be short but, at the same time, capture the essential themes of a promotion or an intervention. In addition, they must highlight *Benefits, Benefits, Benefits*.

The key messages and the audiences they benefit are listed below along with hotlinks to specific project examples.

### **Key Message: Increase safety/save lives**

This key message is focused on all surface transportation users: vehicle operators, bicyclists, walkers, transit riders, commercial traffic and emergency vehicles. According to the ITS Joint Program Office, there are more than 5.8 million crashes per year on U.S. roadways, resulting in 37,000 deaths annually. These crashes have a direct economic cost of \$230.6 billion and are the leading cause of death for ages four to 34. Because most people are focused on safety and self-preservation, this message will resonate with all audiences. Audiences for this message include:

- **Legislators and policy makers:** ITS benefits include sharing in the credit for increasing constituents’ quality of life and job growth.
- **State and local owner agencies and practitioners:** ITS benefits include increases in their community’s quality of life, attracting new residents/businesses, increases in tax base, size and stature.
- **Professional organizations:** ITS benefits include industry growth and increased membership
- **Private sector:** ITS benefits include marketing their products/services to a wider audience, increasing company sales, increasing job growth, and promoting industry growth.
- **Academia:** ITS benefits include support for additional research, developing new applications that improve safety/save lives, and promoting industry growth.
- **General public:** ITS benefits include safety, security, peace of mind, increased support to implement ITS projects, and increased quality of life.

The following links (obtained from <http://www.itsbenefits.its.dot.gov>) are examples of how ITS projects can benefit the above-mentioned audiences by increasing safety and saving lives:

#### Minnesota ITS project examples

Bridge anti-icing systems reduced crashes by 25 to 100%.

Transit priority lights reduced accidents from 32 to 0 along a transitway at the U of M.

Emergency vehicle signal preemption system reduced the emergency vehicle crash rate by 71%

### **Key Message: Improve mobility**

Improving mobility is focused on moving transportation system users from here to there quicker and more efficiently. In 2009, the cost of congestion in the 436 major urban centers in the United States was an estimated \$115 billion, which included 3.9 billion gallons of wasted fuel. According to a 2008 study published by AAA, in the Twin Cities metro area, the cost of congestion in 2007 was estimated at \$1.1 billion or \$436 per person. Everyone benefits from implementing ITS solutions that improve mobility because all audiences use the transportation system. Because most people are interested in saving time, this message will resonate with all audiences. Audiences for this message include:

- **Legislators and policy makers:** ITS benefits include sharing in the credit for increasing constituents' quality of life and job growth.
- **State and local owner agencies and practitioners:** ITS benefits include increases in their community's quality of life, attracting new residents/businesses, increases in tax base, size and stature.
- **Professional organizations:** ITS benefits include industry growth and increased membership.
- **Private sector:** ITS benefits include marketing their products/services to a wider audience, increasing company sales, increasing job growth, and promoting industry growth.
- **Academia:** ITS benefits include support for additional research, developing new applications that improve mobility, and promoting industry growth.
- **General public:** ITS benefits include saving time, improving the ability to travel more efficiently, increased support to implement ITS projects and increased quality of life.

The following links (obtained from <http://www.itsbenefits.its.dot.gov>) are examples of how ITS projects can benefit these audiences by improving mobility:

#### **Minnesota ITS project examples**

Converting HOV to HOT lanes increased peak period throughput by 9 to 33%

Advanced parking system reduced travel times by 9%

Dynamic late merge system reduced confusion and aggressive driving, decreased queue lengths, and reduced congestion

### **Key Message: Cost savings, productivity and program efficiencies**

In many cases, using technology to solve transportation-related issues can be more cost-effective, productive, and efficient than traditional brick and mortar solutions. The goal of this message is to adopt ITS systems that result in cost savings for owners and users, and can be operated in the most productive and cost efficient manner possible. Audiences for this message include:

- **Legislators and policy makers:** Benefits include sharing in the credit for increasing government efficiencies, saving tax payer dollars, and increased quality of life.

- **State and local owner agencies and practitioners:** Benefits include increased local government departmental efficiencies and productivity, saving tax payer dollars, increasing community's quality of life, attracting new residents/businesses, increasing tax base.
- **Professional organizations:** ITS benefits include industry growth and increased membership.
- **Private sector:** Benefits include marketing their products/services to a wider audience, increasing company sales, increasing job growth, and promoting industry growth.
- **Academia:** Benefits include support for additional research, developing new applications that improve productivity and efficiencies, and promote industry growth.
- **General public:** Benefits include increased support for ITS projects that put their valuable tax dollars to good use.

The following links (obtained from <http://www.itsbenefits.its.dot.gov>) are examples of how ITS projects can benefit these audiences by providing cost savings, and transportation system and program efficiencies:

| Minnesota ITS project examples  |
|---|
| Minneapolis/St. Paul ramp metering achieved 15:1 benefit-cost ratio                               |
| Adaptive signal controls lower agency operations and maintenance costs                            |
| Maintenance Decision Support System (MDSS) can show benefit-cost ratios ranging from 1.33 to 8.67 |

### **Key Message: Environmental and energy improvements**

According to the ITS Joint Program Office, tailpipe emissions from vehicles are the single largest human-made source of carbon dioxide (CO<sup>2</sup>), nitrous oxides (NO<sup>x</sup>) and methane. Children are particularly vulnerable, as poor air quality triggers asthma which is the number one cause of hospitalization among children and is having a major impact on our schools, emergency rooms, and healthcare system. Additionally, vehicles that are stationary, idling, or traveling at reduced speeds due to congestion emit more than those that are in free flow conditions. Audiences for this message include:

- **Legislators and policy makers:** ITS benefits include sharing in the credit for increasing constituents' quality of life and job growth.
- **State and local owner agencies and practitioners:** ITS benefits include increases in their community's quality of life, attracting new residents/businesses, increases in tax base, size and stature.
- **Professional organizations:** ITS benefits include industry growth and increased membership.
- **Private sector:** ITS benefits include marketing their products/services to a wider audience, increasing company sales, increasing job growth, and promoting industry growth.
- **Academia:** ITS benefits include support for additional research, developing new environmental/energy-friendly applications, and promoting industry growth.
- **General public:** Benefits include using less gas (saving money), increased support to implement ITS projects, and increased quality of life.

The following links (obtained from <http://www.itsbenefits.its.dot.gov>) are examples of how ITS projects can benefit these audiences by providing environmental and energy improvements:

#### Minnesota ITS project examples

Net annual vehicle emissions increased by 1,160 tons when ramp metering system is off

Ramp metering can result in an estimated fuel savings of 2%

#### ***Key Message: Increase customer satisfaction***

Obtaining user feedback to ITS initiatives can uncover important information about traveler habits, reactions and attitudes. This information can be gathered via standard survey methods as well as feedback from electronic methods including internet webinars, email and website surveys, and social media sites. Audiences for this message include:

- **Legislators and policy makers:** ITS benefits include sharing in the credit for increasing constituents' quality of life and job growth.
- **State and local owner agencies and practitioners:** ITS benefits include increases in their community's quality of life, attracting new residents/businesses, increases in tax base, size and stature.
- **Professional organizations:** ITS benefits include industry growth and increased membership.
- **Private sector:** ITS benefits include marketing their products/services to a wider audience, increasing company sales, increasing job growth, and promoting industry growth.
- **Academia:** ITS benefits include support for additional research, developing new applications that increase customer satisfaction, and promoting industry growth.
- **General public:** Benefits include increased support to implement ITS projects, and increased quality of life.

The following links (obtained from <http://www.itsbenefits.its.dot.gov>) are examples of how ITS projects can increase the traveling public's overall satisfaction with the transportation system:

#### Minnesota ITS project examples

MnPASS I-394 HOT lanes survey that indicated drivers' willingness-to-pay to avoid congestion

Traffic incident information pager service used daily by 65% of participants

## Online Resources

The following online resources include additional information about ITS projects, initiatives, costs, and benefits. These online resources include URL links to pages that allow for the online submittal of ITS projects, news, and other information. Updating these sites with recent project examples will further Goal #1: Educate to Deploy, as there will be up-to-date benefits to share with targeted audiences. Updating these sites will also further Goal #4: Lead the Way, as Minnesota's section will highlight several project examples of ITS successes.

**Minnesota Guidestar – Projects:** <http://www.dot.state.mn.us/guidestar/projects.html>

- **Minnesota Guidestar online contact, project/news submittal:** [guidestar@state.mn.us](mailto:guidestar@state.mn.us)

**ITS Minnesota:** <http://itsmn.org/news.php>

- **ITS Minnesota online project/news submittal:** <http://itsmn.org/submitnews.php>

**US Department of Transportation – Research and Innovative Technology Administration (RITA):** <http://www.itsbenefits.its.dot.gov>

- **RITA online project/news submittal:**  
<http://www.itsbenefits.its.dot.gov/its/benecost.nsf/OnlineSubmission?OpenForm&Location=Benefit>

**ITS America:** <http://www.itsa.org/>

- **ITS America online project/news submittal (click links under “Knowledge Center” on left-hand menu):**  
[http://www.itsa.org/knowledgecenter/c60/Knowledge\\_Center.html](http://www.itsa.org/knowledgecenter/c60/Knowledge_Center.html)

**U of M Center for Transportation Studies:** <http://www.cts.umn.edu/index.html>

**U of M ITS Institute:** <http://www.its.umn.edu/index.html>

**Minnesota Department of Transportation – Office of Traffic, Safety and Operations:** <http://www.dot.state.mn.us/trafficeng/>

**MnDOT – Transportation Research:** <http://www.dot.state.mn.us/research/index.html>

**MnDOT – MnPASS:** <http://www.mnpass.org/>

**Minnesota Department of Public Safety – Office of Traffic:** <http://www.dps.state.mn.us/ots/>

**Federal Highway Administration:** <http://www.fhwa.dot.gov/>

## VI. Strategies and Tactics

The following strategies and tactics include the audiences, key messages, and recommended outreach activities to reach these audiences. The tactics are a combination of print and electronic communications, speakers' bureaus, social media, and/or media relations campaigns depending on the specific audience and goal. The strategies and tactics represent the priority strategies to focus on over the course of the next two years. On the pages that follow, we have provided a short strategy/tactic overview for each of the marketing communication goals including:

1. Educate to Deploy
2. Develop ITS Market
3. Grow Partnerships
4. Lead the Way

The goals, strategies and tactics below represent those that are planned to help reach the visions of both MN Guidestar and ITS Minnesota. Equally important is to seize opportunity-driven strategies, such as specific meetings, events, legislation, and other opportunities. The list below is not an inclusive list of all strategies/tactics identified. In the next section of Detailed Strategies/Tactics, you'll find a complete spreadsheet, which includes actions required, estimated implementation date, champion, and the potential outcomes of the specific strategy/tactic.

### Goal 1.0: Educate to Deploy

#### 1.1 Strategy: *Document existing ITS information/prepare to spread the word*

##### Priority Tactics:

- 1.1.1 Document existing ITS projects, work, analysis and benefits
- 1.1.2 Develop a communications "toolbox" including:
  - o Project example flyers/success stories with benefits
  - o Presentation template(s)
  - o Collateral: flyers, newsletters video(s) of ITS in action
- 1.1.3 Develop the framework/plan for communications outreach
- 1.1.4 Continue to implement existing outreach tactics - educational sessions at Fall Forum, Quarterly Luncheons, etc.

#### 1.2 Strategy: *Strengthen opportunities within MnDOT to embrace ITS*

##### Priority Tactics:

- 1.2.1 Provide support and outreach to MnDOT Executives/Management by MN Guidestar Board Members
- 1.2.2 Present ITS potential solutions to District Engineers, Assistant District Engineers, Traffic Engineers, Maintenance and Operations Engineers, and Planners (attend meetings)

#### 1.3 Strategy: *Conduct outreach to cities, counties, agencies to integrate ITS as part of overall solutions*

##### Priority Tactics:

- 1.3.1 Attend/sponsor/present at City/County Engineer forums/conferences – reach them where they are
- 1.3.2 Solicit/submit articles to ITS industry trade publications and professional organization newsletters

##### Coding System

*The goals, strategies, tactics are coded based on this system:*

1.0 Goal  
1.1 Strategy  
1.1.1 Tactics

*The goals, strategies, and tactics coded in this section follow the same coding in the Detailed Table and Implementation Schedule.*

**1.4 Strategy:** *Conduct outreach to policymakers, legislators to inform them of potential options of ITS*

**Priority Tactics:**

- 1.4.1 Host legislative meetings with specific legislators who are able to shape legislation and champion the ITS message (conduct tours of ITS related projects to inform legislators of options to save money, increase jobs, mobility, etc.)

**Goal 2.0: Develop ITS Market**

**2.1 Strategy:** *Provide the venue for Practitioners to understand available ITS options*

**Priority Tactics:**

- 2.1.1 Secure speaking engagements for upcoming conferences
- 2.1.2 Support/leverage work on MnDOT Innovative Ideas

**2.2 Strategy:** *Engage state/regional organizations to include program selection criteria that advances ITS*

**Priority Tactics:**

- 2.2.1 Work with MnDOT and Statewide Architecture to include ITS in MnDOT standard specs.

**2.3 Strategy:** *Highlight ITS successes and private/academic research and development*

**Priority Tactics:**

- 2.3.1 Leverage ITS America Spotlight Awards and other ITS award programs to celebrate ITS successes.

**Goal 3.0: Grow Partnerships**

**3.1 Strategy:** *Leverage links within/between MN Guidestar & ITS Minnesota*

**Priority Tactics:**

- 3.1.1 Increase participation in the JMOC to further advance ITS message

**3.2 Strategy:** *Launch/leverage other strategic partnerships*

**Priority Tactics:**

- 3.2.1 Promote public-public/public-private partnerships
- 3.2.2 Launch/leverage professional organization partnerships

**Goal 4.0: Lead the Way**

**4.1 Strategy:** *MN recognized as ITS leader*

**Priority Tactics:**

- 4.1.1 Populate ITS databases (RITA, etc.) with specific examples in Minnesota – highlight benefits
- 4.1.2 Submit project nominations to national ITS award programs
- 4.1.3 Present/exhibit at national ITS conferences

## Goals/Strategies Details

Below is a detailed account of the strategies and tactics to meet the overall goals. The detail provides an opportunity for the JMOC to understand the overall outcome of the strategy/tactic, and to use this as a menu of options.

*Note: The goals, strategies and tactics coded below follow the same coding as in the Priority Strategies/Tactics and the Implementation Schedule.*

*The strategies and tactics shaded in RED indicate that they are NOT among those listed as priorities and may be considered but are not immediate priorities in the two-year implementation schedule.*

### Goal 1.0 - Educate to Deploy

| 1.1 Strategy: Document existing ITS information/Prepare to Spread the Word |  |  |   |                                 |                                    |  |  |  |   |
|--|--|--|---|---------------------------------|------------------------------------|--|--|--|---|
| Audiences:   |  | All identified audiences benefit from strategy   |   |                                 |                                    |  |  |  |   |
| Tactic   | Message  | Actions required   | Implementation  | Frequency                       | Costs (hard/soft)                  | Champion /Resource                                 | Notes                                    | Outcome  |   |
| 1.1.1  | Document existing ITS projects, benefits from the many orgs that deploy ITS. Develop an arsenal of success stories     | Specifics to: Increase safety, improve mobility, and reduce environmental impacts                                  | Conduct the research to gather the material   | 2011 Maintenance Ongoing        | Ongoing updates                    | TBD – based on what is produced                    | MnDOT                                    | All partners are able to use these materials – updated regularly. Provided on website  | Use of consistent materials to create awareness; Ease of use will encourage others to use         |
| 1.1.2  | Develop communications toolbox including project examples, success stories, presentations, photos/graphics, and videos | Specifics to: Increase safety, improve mobility, and reduce environmental impacts                                  | Gather material, build database   | Summer 2011 Maintenance Ongoing | Ongoing updates                    | TBD – based on what is produced Video (use MnDOT?) | MnDOT, JMOC                              | The communications toolbox will allow more efficient prep for meetings, roundtables, presentations, etc.   |   |
| 1.1.3  | Set up the framework for outreach  | To communicate the cost, safety, mobility, and environmental benefits of ITS implementation                        | Develop “event” calendar: what and when and who is targeted   | 2011 with annual updates        | Ongoing updates                    | TBD  | MnDOT, JMOC, MN Guidestar, ITS Minnesota | Assess resources and develop a structure for implementation (i.e. funding, volunteers, processes.) Framework provides consistency and ability to measure results | Established plan for communications outreach  |
| 1.1.4  | Continue to implement existing outreach tactics – technology seminars, Fall Forum, Quarterly Luncheons, etc.           | ITS solutions save lives, improve mobility, increase safety. They also provide opportunity to lower program costs. | Add existing events to the overall calendar. Seek out topics for educational sessions and make assignments to prepare Market the educational sessions to a broader audience | Continue on with existing work  | Annual/Quarterly (as events arise) |  | ITS Minnesota                            |  | More audiences are exposed to ITS solutions and benefits, increasing the deployments.             |
| 1.1.5  | Develop the specific benefits by audience type (overall, quantifiable)   | Helps further the deployment   | Conduct the research, gather information Post information on collaborative site Post information to RITA  | 2011                            | Every 2 years                      | TBD – based on what is produced                    |  | Concrete data will help cities/counties consider ITS alternatives more seriously   | Provides evidence to support effectiveness of ITS   |
| 1.1.6  | Develop an online One-Stop ITS Shop that serves as a launching spot to other websites                                  | Innovative   | Determine all online sites related to ITS Create a landing/launch page  |                                 | One-time launch Maintenance        | \$5,000 to develop landing page                    |  |  | Audiences have one place to see the depth and breadth of ITS solutions – launch off to other site |

|        |   |   |   |  |                                  |   |  |  |   |
|--------|---|---|---|--|----------------------------------|---|--|--|---|
| 1.1.7  | Create a social media presence to engage and interest audiences   | Innovative  | Determine the social media venues<br>Set up the Facebook, Twitter sites<br>Post videos to YouTube-drive traffic back to web |  | One-time launch<br>Maintenance   |   |  | Drives traffic to launching page or specific stakeholder page  | Opportunity to reach audiences where they are   |
| 1.1.8  | Develop an identity (or identifier) for ITS projects and engage those who research and deploy                                 | Strength in numbers – joining together to highlight ITS solutions in aggregate further advances deployment – more money for research, deployments | Design an identifier<br>Engage others to use<br>Launch a media campaign on the use of identifier                            |  | One-time                         | \$2,500<br>Or use MnDOT Graphic Resources |  | Provides opportunity for all organizations to promote a common message by using similar symbols/identity | General public and government organizations will see the “symbol” frequently – providing opportunity for increased need, funding, deployment. |
| 1.1.9  | Develop a collaborative site for MN Guidestar and ITS Minnesota to access most recent information for presentations, benefits | Specifics to: Increase safety, improve mobility, and reduce environmental impacts   | Develop collaborative site (SharePoint)   |  | Ongoing updates                  |   |  | MnDOT, MN Guidestar, ITS Minnesota, U of M and other partners link to site                               | Use of consistent materials to create awareness; Ease of use will encourage others to use   |
| 1.1.10 | Benchmark current awareness among priority audiences  | Important to understand their level of awareness to help guide implementation of strategies   | Identification of the priority audiences<br>Develop survey tool<br>Implement Survey   |  | Immediate<br>Annual<br>2-3 Years | Hard costs to solicit survey              |  |  | Knowledge of existing awareness levels to guide the message and implementation schedule   |

|   |   |  |   |                       |                           |                          |                           |  |   |
|---|---|--|---|-----------------------|---------------------------|--------------------------|---------------------------|--|---|
| <b>1.2 Strategy: Strengthen Opportunities within MnDOT to embrace ITS solutions as part of the overall transportation program</b> |   |  |   |                       |                           |                          |                           |  |   |
|   | <b>Audiences:</b>   | MnDOT Commissioner/Commissioner’s Office<br>District Engineers<br>Assistant District Engineers<br>State Aid<br>Office of Communications<br>Office of Freight |   |                       |                           |                          |                           |  |   |
|   | <b>Tactic:</b>  | <b>Message</b>   | <b>Actions required</b>                               | <b>Implementation</b> | <b>Frequency</b>          | <b>Costs (hard/soft)</b> | <b>Champion/Resource</b>  | <b>Notes</b>   | <b>Outcome</b>  |
| 1.2.1   | Conduct outreach/provide support to MnDOT executives and top MnDOT management to strengthen message for increased ITS deployments | Advances overall goals of increased mobility, safety – opportunity to show cost savings  | Develop topics to discuss/outcomes                    | 2011                  | Regular check-In meetings | Time                     | MN Guidestar BoardMembers | Engage to set message/tone to include ITS technology in programs | MnDOT top management sets the tone for the department to include/advance ITS – staff members are furthering the message and helping to shape the program. |
| 1.2.2   | Present ITS at DE/ADE/Traffic Engineers/O&M Engineers and Planning Meetings, (awareness, evaluation criteria)                     | Provide examples of current problems that were solved with ITS, or could be. Benefits of ITS – saving lives, time and money                                  | Calendar of meetings; arrange<br>Prepare Presentation | 2011-12               | Quarterly/ bi-annual      | Minimal (travel)         | MnDOT, JMOC               |  | Des, ADEs, Planners see the value of implementing ITS solutions and the opportunity to meet goals and potentially save money                              |
| 1.2.3   | Leverage existing Programs to include ITS messages (TZD, Work Zone Safety, Construction/ Winter kickoff)                          | Save lives, improve mobility, decrease environmental impacts, save money   | Work with Program Coordinators, Communications        |                       | As defined by programs    | Time                     |                           | Leverage existing programs to help communicate ITS benefits      | Messages are included in existing communications programs   |
| 1.2.4   | Conduct a series of sessions with Districts on using ITS as part of construction program  | Keeps traffic moving<br>Saves money<br>Keeps project on course   | Develop the sessions<br>Schedule and hold meetings    |                       | Annual                    | Time                     |                           | Leverage knowledge of districts to help communicate ITS benefits | ITS technology is included in the construction administration/ management of projects.  |

|       |  |  |                      |  |         |         |  |   |   |
|-------|--|--|----------------------|--|---------|---------|--|---|---|
| 1.2.5 | Work with Office of Tech Support to add ITS to evaluation/selection criteria | Save lives, improve mobility, decrease environmental impacts, save money | Develop the criteria |  | Ongoing | Minimal |  | Adding criteria encourages consultants to employ technology | Criteria is added to the selection criteria for consultants proposing on projects |
|-------|--|--|----------------------|--|---------|---------|--|---|---|

**1.3 Strategy: Conduct outreach to cities, counties, agencies to integrate ITS as part of overall plans**

|       |   |   |   |   |                                    |                          |                           |                                     |  |
|-------|---|---|---|---|------------------------------------|--------------------------|---------------------------|-------------------------------------|--|
|       | <b>Audiences:</b>   | County Commissioners<br>Area & County Transportation Planners<br>County Engineers<br>City Engineers<br>Public Works |   |   |                                    |                          |                           |                                     |  |
|       | <b>Tactic:</b>  | <b>Message</b>  | <b>Actions required</b>   | <b>Implementation</b>                           | <b>Frequency</b>                   | <b>Costs (hard/soft)</b> | <b>Champion /Resource</b> | <b>Notes</b>                        | <b>Outcome</b>   |
| 1.3.1 | Attend, sponsor, and present at annual City/County engineering forums (MCEA, MPWA, League of MN Cities)   | Lower cost options to improve safety and mobility   | Space reservations<br>Display<br>Promotional Materials                                  | Date of conferences (add to calendar of events) | Annual                             | TBD                      | JMOC                      |                                     | Cities and counties embrace ITS solutions as part of their transportation program  |
| 1.3.2 | Solicit articles to Transportation Engineering magazines, publications, professional organization online newsletters that reach county, city and traffic/transportation engineers | Additional option to lower costs, improve safety, show benefits of ITS implementations                              | Identify magazines and other trade communications efforts; pitch story ideas            | 2011  | TBD                                | TBD                      |                           | Complete streets, innovative ideas, | Problems solved with ITS in lieu of major construction   |
| 1.3.3 | Identify key cities/counties to reach, and meet with City and County Engineers to inform them of potential ITS solutions  | Lower cost options to improve safety and mobility   | Identifying counties that are most likely to implement ITS solutions<br>Set up meetings |   | Ongoing identification of counties | Travel time              |                           |                                     | Cities/Counties increase deployment of ITS solutions, and also preps other cities/counties to follow suit.               |
| 1.3.4 | Attend and present at annual County Commissioner meetings   | Lower cost options to improve safety and mobility   | Space reservations<br>Display<br>Promotional Materials                                  |   | Annual                             | TBD                      |                           |                                     | Cities/Counties see the value of implementing ITS solutions and the opportunity to meet goals and potentially save money |

**1.4 Strategy: Create awareness among policy makers, legislators to help create/identify funding opportunities**

|       |  |   |   |                                     |                  |                                 |                           |   |  |
|-------|--|---|---|-------------------------------------|------------------|---------------------------------|---------------------------|---|--|
|       | <b>Audiences:</b>  | Minnesota Legislators (staff members)<br>Congressional staff<br>Transportation Alliance<br>Association of General Contractors |   |                                     |                  |                                 |                           |   |  |
|       | <b>Tactic:</b>   | <b>Message</b>  | <b>Actions required</b>   | <b>Implementation</b>               | <b>Frequency</b> | <b>Costs (hard/soft)</b>        | <b>Champion /Resource</b> | <b>Notes</b>  | <b>Outcome</b>   |
| 1.4.1 | Host legislative meetings and organize a tour of ITS related projects for legislators, Minnesota Transportation Alliance and AGC | Saves money<br>Accelerates schedules<br>Provides jobs Opportunity to solve problems and free up money for other projects      | Determine projects and legislators, Develop ITS materials, Arrange Tour | June 2011<br>Fall(pre-2012 session) | Every 2 years    | Time<br>Material<br>Development | MN Guidestar and MnDOT    |   | Minnesota Transportation Alliance and AGC partner with MN Guidestar and ITS Minnesota to advance technologies and to seek funding sources. |
| 1.4.2 | Identify policy maker venues and create a two-year calendar of events  | Saves money<br>Accelerates schedules<br>Provides jobs   | Identify national venues, presentations, displays promotional materials |                                     | Annually         | Time<br>Material<br>Development |                           | ITS America breakfast in DC, ITS Caucus, Minn. Transportation Committee |  |

| .5 Strategy: Leverage existing opportunities and existing communication tools |  |   |  |           |                      |                    |       |  |  |
|---|--|---|--|-----------|----------------------|--------------------|-------|--|--|
| Audiences:  |  | All identified audiences benefit from this tactic   |  |           |                      |                    |       |  |  |
| Tactic:   | Message  | Actions required  | Implementation   | Frequency | Costs (hard/soft)    | Champion /Resource | Notes | Outcome  |  |
| 1.5.1   | Conduct outreach to stakeholder organizations  | Tailored to the audience  | Identification of stakeholder organizations and communication leads<br>Catalogue the communication tools<br>Determine opportunities to communicate ITS Message |           | Ongoing              |                    |       |  | ITS message is communicated more frequently by using existing tools and this is a cost-savings strategy as well. |
| 1.5.2   | Leverage existing events (quarterly luncheons, ITS Annual Meeting, Fall Industry Forum, Legislative events, specific conferences, NCITE, WTS events) | To communicate the cost, safety, mobility, and environmental benefits of ITS implementation | Develop "event" calendar: what and when and who is targeted  |           | Ongoing with updates | TBD                |       | Develop a calendar provides venue to plan for and leverage existing events | ITS message is communicated more frequently by using existing tools and this is a cost-savings strategy as well. |
| 1.5.3   | Leverage ITS Minnesota and MN Guidestar Board to disseminate ITS information through their organizations   | To communicate the cost, safety, mobility, and environmental benefits of ITS implementation | Determine opportunities to communicate ITS Message   |           | Ongoing              | TBD                |       |  | ITS message is communicated more frequently by using existing tools and this is a cost-savings strategy as well. |

| 1.6 Strategy: Create Awareness among other industry audiences and general public |  |   |   |           |                   |   |   |   |  |
|--|--|---|---|-----------|-------------------|---|---|---|--|
| Audiences:   |  | All identified audiences benefit from this tactic   |   |           |                   |   |   |   |  |
| Tactic:  | Message  | Actions required  | Implementation  | Frequency | Costs (hard/soft) | Champion /Resource  | Notes   | Outcome   |  |
| 1.6.1  | Develop an electronic communications campaign that directs audiences back to specific websites | Lives saved<br>Increased mobility<br>Improved safety<br>Money saved<br>Accelerated implementation | Develop the design of the e-campaign<br>Develop the e-mail lists<br>Develop an editorial calendar<br>Build a Facebook page, a Twitter page, and an ITS blog                             |           | Monthly           | \$15,000 (annual)<br><br>Time<br>Writer<br>Public Relations |   |   | Audiences receive a consistent message related to advance of ITS solutions – opportunity to read only what is important to them; remain up-to-date; keeps ITS at the forefront |
| 1.6.2  | Develop a media relations campaign and target traffic reporters/transportation editors.        | Lives saved<br>Increased mobility<br>Improved safety<br>Money saved<br>Accelerated implementation | Develop list of targeted publications, develop a list of targeted stories for each publication, pitch story ideas, write articles and work with editors and wire services to distribute |           | Ongoing           | Time<br>Writer<br>Public Relations                          | An editorial calendar of ITS focused projects based on a timely "hook" (e.g. bridge de-icing projects in winter), engage the editorial board around the legislative session | More practitioners are aware of the options available to them and use as part of their solutions. Public has increased awareness of how technology is helping them move along more quickly, and safely. |  |
| 1.6.3  | Deliver presentations to Rotary Clubs and other community leader service clubs                 | Position their organizations as experts<br>Opportunity for coverage<br>Opportunity to network     | Determine the specific organizations to target and contact people<br>Develop pitch to organizations<br>Make assignments, deliver presentations  |           | Ongoing           | Time  |   | Communications professionals are now aware of ITS solutions, and can start to include in their overall communications.  |  |

**Goal 2.0: Develop ITS Market**

| 2.1 Strategy: Provide the venue for practitioners to understand the specific options available to them                              |  |   |  |           |                        |                    |       |   |  |
|---|--|---|--|-----------|------------------------|--------------------|-------|---|--|
| Audiences:  |  | Practitioners<br>Professional Associations (ACEC, CEAM, APA, MPWA, NCITE)   |  |           |                        |                    |       |   |  |
| Tactic:   | Message  | Actions required  | Implementation   | Frequency | Costs (hard/soft)      | Champion /Resource | Notes | Outcome   |  |
| 2.1.1   | Secure speaking engagements for upcoming conferences   | Saves time, lives and money<br>Planners and Engineers are the experts   | Outline conference schedule<br>Seek out timeline to submit paper for consideration to speak<br>Identify speakers | 2011      | Ongoing                | Travel             |       | Use the tools from Educate/Integrate to position strategy   | Expanded outreach to audiences to engage them to implement ITS solutions                                     |
| 2.1.2   | Support/leverage work on MnDOT Innovative Ideas  | Advance mobility, safety, leader in the ITS industry  | Report on benefits of Innovative ideas program   | 2011      | Annually               | TBD                | MnDOT |   | MnDOT helps position MN for additional ITS projects, showcases work and receives national recognition        |
| 2.1.3   | Develop an ITS solutions “tool kit” including success stories, presentations, and other marketing material   | Saves time, lives and money<br>Planners and Engineers are the experts   | Gather material, build toolkit   |           | Annual Update          | TBD                |       | Use the tools from Educate/Integrate to position strategy   | Practitioners are more aware of ITS options, and begin to use ITS options as part of their project delivery. |
| 2.1.4   | Develop a Webinar Series of potential solutions in design/action   | Saves time, lives and money   | Develop the curriculum<br>Video/present the Webinars. Develop the web/infrastructure<br>Provide CD option        |           | Monthly over 12 months | \$25,000           |       | Once materials are developed for this tactic – they can be used in several strategies and tactics; they can be submitted for awards, etc. |  |
| 2.2 Strategy: Engage state and regional organizations to include/implement funding and program selection criteria that advances ITS |  |   |  |           |                        |                    |       |   |  |
| Audiences:  |  | DEED, MPOs, ATPs, Met Council, MnDOT, Counties, Cities  |  |           |                        |                    |       |   |  |
| Tactic:   | Message  | Actions required  | Implementation   | Frequency | Costs (hard/soft)      | Champion /Resource | Notes | Outcome   |  |
| 2.2.1   | Work with MnDOT and Statewide Architecture to include ITS in MnDOT standards/specs   | Saves money<br>Accelerates schedule<br>Opportunity to use available funds for other projects<br>Ability to fund more projects | Determining what needs to be including in criteria<br>Developing a case for this inclusion                       |           | NA                     | Time               |       |   | MnDOT have ITS as a standard part of evaluation  |
| 2.2.2   | Develop funding program or include ITS criteria in their existing funding programs to improve safety, mobility and reduce environmental impacts.       | Advances governor’s agenda and DEED goals to advance ITS  | Determine what programs might have an ITS component  |           | NA                     | Time               |       |   | Cities/counties have access to funds to implement solutions  |
| 2.2.3   | Encourage Metropolitan Council (Transportation Advisory Board) and other MPOs and ATPs to include ITS criteria/evaluation as part of selection program | Saves money<br>Accelerates schedule<br>Opportunity to use available funds for other projects<br>Ability to fund more projects | Develop the criteria to be included<br>Hold Meetings   |           | NA                     | Time               |       |   | Met Council and ATPs have ITS as a standard part of evaluation   |

| 2.3 Strategy: Highlight private and academic research and development |   |  |  |           |                             |  |             |   |   |
|---|---|--|--|-----------|-----------------------------|--|-------------|---|---|
| Audiences:  |   | MnDOT<br>County & City Engineers<br>Practitioners<br>Professional Associations |  |           |                             |  |             |   |   |
| Tactic:   | Message   | Actions required   | Implementation   | Frequency | Costs (hard/soft)           | Champion /Resource                                 | Notes       | Outcome   |   |
| 2.3.1   | Leverage the ITS America Spotlight Awards to encourage development and implementation or Create a New Award Program | Be recognized as a leader in technology  | Determine whether to leverage ITS America or New. Set up an entire awards program (timing, logistics, solicitation, sponsor solicitation etc). | 2013      | Annual Once Implemented     | \$30,000<br>Outsource to develop the award program | ITS America | Organizations, companies want to be recognized publicly for their efforts, as it's PR for them. It will engage them to think about solutions if they will be recognized | Businesses and state organizations encouraged and excited to showcase their work and to get noticed and recognized for their work on a public stage |
| 2.3.2   | Work with the University of Minnesota to leverage their existing community on research to other venues              | Innovative solutions to save money, time, lives                                | Determine the research<br>Provide venue to highlight   |           | As research is communicated | TBD  |             | Use the tools from Educate/Integrate to position strategy   | Audiences recognize there are new options, which increases deployments  |

| 2.4 Strategy: Help cities and counties follow potential funding sources to implement ITS solutions |  |                  |  |           |  |                    |  |         |  |
|--|--|------------------|--|-----------|--|--------------------|--|---------|--|
| Audiences:   |  |                  |  |           |  |                    |  |         |  |
| Tactic:  | Message  | Actions required | Implementation   | Frequency | Costs (hard/soft)  | Champion /Resource | Notes  | Outcome |  |
| 2.4.1  | Identify potential ITS funding programs and communicate to cities/counties               |                  | Identify potential ITS funding programs and communicate to cities/counties               |           | Identify potential ITS funding programs and communicate to cities/counties               |                    | Identify potential ITS funding programs and communicate to cities/counties               |         | Identify potential ITS funding programs and communicate to cities/counties               |
| 2.4.2  | Develop templates for funding opportunities with links to resources and example projects |                  | Develop templates for funding opportunities with links to resources and example projects |           | Develop templates for funding opportunities with links to resources and example projects |                    | Develop templates for funding opportunities with links to resources and example projects |         | Develop templates for funding opportunities with links to resources and example projects |

### Goal 3.0: Grow Partnerships

| 3.1 Strategy: Leverage links within and between MN Guidestar and ITS Minnesota |   |  |  |           |                   |                    |                                |         |   |
|--|---|--|--|-----------|-------------------|--------------------|--------------------------------|---------|---|
| Audiences:   |   | MN Guidestar<br>ITS Minnesota                                  |  |           |                   |                    |                                |         |   |
| Tactic:  | Message   | Actions required   | Implementation   | Frequency | Costs (hard/soft) | Champion /Resource | Notes                          | Outcome |   |
| 3.1.1  | Increase participation in JMOC to further advance the message | Both organizations further the advancement of ITS technologies | Identify people who will speak and conduct outreach<br>Every meeting define specific tactics |           | Annually          | Time               | Mn Guidestar and ITS Minnesota |         | Increase participation in JMOC to further advance the message |

|       |   |  |   |  |                          |      |  |  |   |
|-------|---|--|---|--|--------------------------|------|--|--|---|
| 3.1.2 | Identify champions to lead the way to increase research, awareness, implementation and deployment     | Both organizations further the advancement of ITS technologies                       | Identify high-level champions   |  | Annually                 | Time |  |  | There is a recognizable “face” who is credible and respected in advancing ITS solutions.              |
| 3.1.3 | Revitalize the membership of MN Guidestar Board to advance the vision.<br>Seek out new representation | Opportunity to shape transportation – strength in numbers,<br>Opportunity to network | Outreach to specific members,<br>Make meetings meaningful<br>Encourage guests (leaders) |  | Immediate push – ongoing | Time |  |  | MN Guidestar seen as a leadership organization with the opportunity to shape transportation landscape |
| 3.1.4 | Develop an ambassador program between the two organizations   | Both organizations further the advancement of ITS technologies                       | Identify ambassador   |  | Quarterly                | Time |  |  | There is a recognizable “face” who is credible and respected in advancing ITS solutions.              |

|   |   |   |  |                       |                  |                             |                          |   |  |
|---|---|---|--|-----------------------|------------------|-----------------------------|--------------------------|---|--|
| <b>3.2 Strategy: Launch/leverage other strategic partnerships</b> |   |   |  |                       |                  |                             |                          |   |  |
| <b>Audiences:</b>   |   | All agencies, policy-makers, professional organizations, institutions, public-public, public-private industry   |  |                       |                  |                             |                          |   |  |
|   | <b>Tactic:</b>  | <b>Message</b>  | <b>Actions required</b>  | <b>Implementation</b> | <b>Frequency</b> | <b>Costs (hard/soft)</b>    | <b>Champion/Resource</b> | <b>Notes</b>  | <b>Outcome</b>   |
| 3.2.1   | Promote public-public/public-private partnerships   | Mobility of employees/freight<br>Time is money<br>Products to market  | Determine key leaders<br>Hold discussions  |                       | Ongoing          | Time                        |                          |   | The reach of ITS solutions expands to several other organizations/agencies and professions – increasing deployment opportunities             |
| 3.2.2   | Launch/leverage professional organizations partnerships – education/deployment focus  | Opportunity to lead way to help offer alternatives to deliver programs  | Determine the potential programs to promote<br>Hold meetings   |                       | Annual           | Time                        |                          | NCITE, WTS, Minnesota APA, Focus on Transportation Planners   |  |
| 3.2.3   | Launch/leverage legislative partnerships – benefits focus   | Opportunity to lead way to grow ITS projects  | Determine the potential programs to promote<br>Hold meetings   |                       | Annual           | Time                        |                          |   | State architecture program includes ITS as part of its standard deployments  |
| 3.2.4   | Roundtable meetings with private companies, business leaders, U of M, and state agencies to discuss new research and opportunity for private development and to showcase deployments and the need to develop improved solutions | Opportunity to help shape ITS industry, enter at ground floor of product launches<br>Opportunity to be a leader and penetrate new markets to make money | Determine the research and projects which require increased vendor support.<br>Determine the vendors<br>Develop the presentations<br>Hold the series of events |                       | Quarterly        | TBD                         |                          |   | More audiences (public and private) are engaged in the potential opportunity to be part of a growing market and are developing the products. |
| 3.2.5   | Seek out sustainable organizations and publications to educate on how ITS fits into sustainable solutions   | Lessens carbon footprint from traditional solutions   | Define which solutions are “sustainable”<br>Determine potential partners, list of potential stories/case studies   |                       | Ongoing          | Time<br>Writer<br>PR Person |                          | MnDOT strategic plan indicates the need for sustainable solutions – this will help to further that goal | Grow ITS as part of sustainable solutions. Include ITS in broader range of projects.   |

|  |  |  |  |                       |                  |                          |                          |              |   |
|--|--|--|--|-----------------------|------------------|--------------------------|--------------------------|--------------|---|
| <b>3.3 Strategy: Leverage existing ITS partnerships and leadership</b> |  |  |  |                       |                  |                          |                          |              |   |
| <b>Audiences:</b>  |  | All identified audiences benefit from strategy           |  |                       |                  |                          |                          |              |   |
|  | <b>Tactic:</b>   | <b>Message</b>   | <b>Actions required</b>  | <b>Implementation</b> | <b>Frequency</b> | <b>Costs (hard/soft)</b> | <b>Champion/Resource</b> | <b>Notes</b> | <b>Outcome</b>  |
| 3.3.1  | Identify large ITS initiatives and high-profile projects | Advance mobility, safety, leadership in the ITS industry | Develop strategies, identify direction and funding to win large ITS projects and initiatives |                       | Bi-Annually      | TBD                      |                          |              | Minnesota agencies and organizations win large ITS projects, and receive national recognition |

|       |   |  |   |  |          |     |               |  |  |
|-------|---|--|---|--|----------|-----|---------------|--|--|
| 3.3.2 | Support/leverage work on MnDOT Innovative Ideas | Advance mobility, safety, leader in the ITS industry | Report on benefits of Innovative ideas program<br>Present outcomes at ITS Mn Events |  | Annually | TBD | ITS Minnesota |  | MnDOT position MN for additional ITS projects, receives national recognition |
|-------|---|--|---|--|----------|-----|---------------|--|--|

### Goal 4.0: Lead the Way

| 4.1 Strategy: Minnesota leads ITS on the national stage   |   |   |  |           |                           |  |               |  |   |
|---|---|---|--|-----------|---------------------------|--|---------------|--|---|
| Audiences:  |   | Other states<br>Federal agencies (USDOT, FHWA)<br>AASHTO, ITS America<br>National Rural ITS   |  |           |                           |  |               |  |   |
| Tactic:   | Message   | Actions required  | Implementation   | Frequency | Costs (hard/soft)         | Champion/Resource                                  | Notes         | Outcome  |   |
| 4.1.1   | Populate existing databases (RITA, etc.) with success stories   | Extensive work to develop and implement ITS solutions positions Minnesota as a leader (quantify with projects and statistics)<br>Options out there to save money, accelerate programs | Determine which successes stories to post  | Fall 2011 | Ongoing                   | Time   | MnDOT         |  | Seen as a leader among other states learning about new technologies. Invited International organizations that advance or potential to use ITS solutions |
| 4.1.2   | Submit nominations to national award programs (ITS America) on successful Minnesota projects                        |   | Submit nomination form   | 2011      | Ongoing                   |  | ALL           |  |   |
| 4.1.3   | Seek opportunities to present and/or exhibit at national conferences (ITS America, AASHTO, NACE etc.)               | New ITS projects/solutions to improve mobility and safety   | Identify, contact and host national and international visits , Make contacts, Develop specific presentations                                   |           | As opportunity presents   | Time<br>Graphics                                   |               | International organizations that advance or potential to use ITS solutions   | Those who visit recognize Minnesota as a leader in ITS solutions and seek out Minnesota for advice/counsel  |
| 4.1.4   | Seek opportunity to host ITS Rural Conference in 2013 or 2014   | Leader in ITS   | Submit nomination form   | 2011      |                           |  | ITS Minnesota |  | Seen as a recognized leader not just in large metro deployments but in rural applications/deployments as well   |
| 4.2 Leverage existing Award programs to highlight ITS deployments and create new opportunities to award innovation in ITS |   |   |  |           |                           |  |               |  |   |
| Audiences:  |   | All identified audiences benefit from strategy  |  |           |                           |  |               |  |   |
| Tactic:   | Message   | Actions required  | Implementation   | Frequency | Costs (hard/soft)         | Champion/Resource                                  | Notes         | Outcome  |   |
| 4.2.1   | Leverage the ITS America Spotlight Awards to encourage development and implementation or Create a New Award Program | Be recognized as a leader in technology   | Determine whether to leverage ITS America or New. Set up an entire awards program (timing, logistics, solicitation, sponsor solicitation etc). |           | Annual Once Implemented   | \$30,000<br>Outsource to develop the award program |               | Organizations, companies want to be recognized publicly for their efforts, as its PR for them. It will engage them to think about solutions if they will be recognized | Businesses and state organizations encouraged and excited to showcase their work and to get noticed and recognized for their work on a public stage     |
| 4.2.2   | Work with Engineering Associations to include ITS in existing award programs  | Advances mobility, safety   | Determine applicable award programs; Hold meetings; Develop criteria   |           | Annual (once implemented) | Time   |               |  |   |

## VII. Implementation/Program Management

### *Implementation*

Implementation will require that the JMOC identify the resources (time and money) required, champion to lead, actions to be taken, and evaluation and accountability measures. In the Appendix is a draft implementation template/form to help manage the implementation process. The JMOC would lead the discussion and development of the Implementation Form, and monthly implementation evaluations. These forms would “live” on an online collaboration space, FTP site, or a shared database.

To help ensure progress and implementation, and to encourage this plan as a living document, below are a series of recommendations for Program Management. We recommend the development of an online collaboration space, FTP site, or other technology that allows for document sharing. This provides the opportunity for specific individuals to have editing rights to update the plan. We recommend identifying a representative from each organization (MnDOT, MN Guidestar, ITS Minnesota) to be responsible for making updates. Other JMOC members would have read-only rights, which allows them to track plan updates and project progress.

Using this collaborative space helps to ensure that participating organizations are operating from the same version of the plan, and it helps to ensure continued implementation in the face of changing membership and leaders.

Below are recommendations to help manage implementation, and to help keep the plan current with changing environments and leadership.

#### **Joint Marketing & Outreach Committee**

- The JMOC discusses Marketing Communications Plan periodically to help ensure implementation/accountability and to evaluate existing strategies/tactics
- Discusses new strategy implementation – information required/assignments/resource requirements/approvals
- Status of existing implementation strategies – information required/assignments
- Updates on work/contracts from consultants assisting with implementation
- Discusses plan modifications based on existing environment and opportunities – make plan updates on the online collaborative space
- Prepare update report for ITS Minnesota and MN Guidestar Boards; and MnDOT

#### ***Online Collaborative Project***

***An online collaborative space or other document sharing technology allows program managers to treat the Plan as a living document. Managing the project online reaps the following benefits:***

- ***The document remains living as changes are made in real time***
  - ***Designated editors from stakeholder organizations are able to update the same document eliminating any versioning issues***
- ***Most recent document always available for new members and changing leadership***
- ***Online calendar provides opportunity to continually update upcoming events***
- ***Online implementation schedule allows opportunity to keep implementation on course and visible***
- ***Opportunity to share common documents such as PowerPoint presentations, benefits, flyers***

## **MnDOT**

- Office of Traffic, Safety & Technology
  - MnDOT representatives on the JMOC provide regular updates as to MnDOT's progress on implementation
  - Works with MnDOT Office of Communications to leverage existing programs/tools
  - Keeps MnDOT leadership informed of activities to help build involvement/engagement
- MnDOT Office of Communications provides regular communications with Office of Traffic Safety and Technology regarding progress of implementing messages
- Takes on new assignments as outlined in the plan.

## **MN Guidestar Board**

- Reviews progress – Member of the JMOC reports
- Provides information to the JMOC on existing environment, opportunities, outreach
- Takes on new assignments as outlined in the plan

## **ITS Minnesota Board**

- Reviews progress – Member of the JMOC reports
- Provides status report on the implementation of activities
- Takes on new assignments as outlined in the plan

## **Other Stakeholders/Agencies**

- Provide updates to the JMOC periodically on progress to incorporate ITS messaging/activities
- Takes on new assignments as outlined in the plan.

## VIII. Evaluation

Conducting ongoing evaluation activities will help to ensure the Plan is meeting the desired outcomes, and reflects the changing nature of the economic and political environment. This important step in the Plan ensures an ongoing assessment of what is working and what changes can be made to accomplish the goals. New opportunities may arise which may result in the need to develop new strategies/tactics, and the continued evaluation and analysis will help to ensure that MnDOT, MN Guidestar and ITS Minnesota capitalize on these opportunities.

### *Evaluation Forms*

Developing evaluation forms that capture and gauge the success of the strategies and tactics from a quantitative and qualitative perspective is foundational to the success of the overall Plan. It is important to create an evaluation form as a first step, even before taking action to implement the strategies and tactics. The evaluation form can be easily used by the Champion/Resource to ensure that the desired measurements are captured. To maximize effectiveness of the evaluation tools, the evaluation process should seek external input and invite constructive critique, especially from the end users, such as planners, project development engineers, general public users and elected officials. The evaluation forms should include an assessment of “hard” and “soft” measures in the following ways:

- Internal qualitative analysis – to determine the effectiveness and efficiency of implementing the ITS Marketing Communications Plan. This will help determine how to change the overall program management and implementation, and to build upon successes
- Qualitative analysis – use surveys and focus groups to determine if there is an increased level of awareness
- Quantitative analysis – to determine if there is an increased level of deployments and/or an increased level of media stories and presentation opportunities

### *Overall*

- Conduct twice-yearly analysis and review of the strategies implemented to date. Considerations include:
  - What are the challenges in implementing past strategies/tactics and what can be done to mitigate these challenges?
  - Were there missed opportunities to factor into the next calendar year?
  - Were audiences uncovered that should be included in the plan?
  - Are there issues in the nation/world and how can ITS capitalize and provide benefit?
- Audience Analysis
  - Conduct surveys/focus groups to determine if level of awareness or understanding has changed
  - Conduct specific focus groups with DEs/ADEs and other key deployment stakeholders to understand the types of information required to increase deployments

### *Strategy Specific*

For the major goals/strategies, it will be helpful to identify what the specific evaluation tool is to help understand if the outcome is met.

## Appendix

### Joint Marketing & Outreach Committee Members

| Name             | Organization               | Email  |
|------------------|----------------------------|--|
| Doug Differt     | URS                        | <a href="mailto:doug_differt@urscorp.com">doug_differt@urscorp.com</a>                       |
| John Dillingham  | Alliant Engineering        | <a href="mailto:jdillingham@alliant-inc.com">jdillingham@alliant-inc.com</a>                 |
| Mike Granger     | Street Smart Rental        | <a href="mailto:mike@streetsmartrental.com">mike@streetsmartrental.com</a>                   |
| Mike Granger Jr. | Street Smart Rental        | <a href="mailto:mikejr@streetsmartrental.com">mikejr@streetsmartrental.com</a>               |
| Sue Groth        | MnDOT                      | <a href="mailto:sue.groth@state.mn.us">sue.groth@state.mn.us</a>                             |
| Jim Kranig       | MnDOT                      | <a href="mailto:Jim.kranig@state.mn.us">Jim.kranig@state.mn.us</a>                           |
| Marthand Nookala | Hennepin County            | <a href="mailto:marthand.nookala@co.hennepin.mn.us">marthand.nookala@co.hennepin.mn.us</a>   |
| Linda Preisen    | U of MN CTS                | <a href="mailto:lpreisen@umn.edu">lpreisen@umn.edu</a>                                       |
| Ferrol Robinson  | U of MN Humphrey Institute | <a href="mailto:robin684@umn.edu">robin684@umn.edu</a>                                       |
| Heidi Rudh       | Wilbur Smith Associates    | <a href="mailto:hrudh@wilbursmith.com">hrudh@wilbursmith.com</a>                             |
| Wayne Sandberg   | Washington County          | <a href="mailto:wayne.sandberg@co.washington.mn.us">wayne.sandberg@co.washington.mn.us</a>   |
| Brian Scott      | SRF                        | <a href="mailto:bscott@srfconsulting.com">bscott@srfconsulting.com</a>                       |
| Sue Sheehan      | MNDOT                      | <a href="mailto:susan.sheehan@state.mn.us">susan.sheehan@state.mn.us</a>                     |
| Don Sobania      | City of Minneapolis        | <a href="mailto:donald.sobania@ci.minneapolis.mn.us">donald.sobania@ci.minneapolis.mn.us</a> |
| Tom Sohrweide    | S.E.H.                     | <a href="mailto:tsohrweide@sehinc.com">tsohrweide@sehinc.com</a>                             |
| Ray Starr        | MnDOT                      | <a href="mailto:ray.starr@state.mn.us">ray.starr@state.mn.us</a>                             |
| Ken Urquhart     | Minnesota State Patrol     | <a href="mailto:ken.urquhart@state.mn.us">ken.urquhart@state.mn.us</a>                       |
| Tina Roelofs     | Athey Creek Consultants    | <a href="mailto:roelofs@acconsultants.org">roelofs@acconsultants.org</a>                     |

## **Minnesota Guidestar Strategic Plan Goals**

*Note: The following is taken directly from the Minnesota Guidestar Board Strategic Plan dated December 2010.*

### **Goal 1: Expand ITS Educational Outreach and Education Efforts**

For ITS to become accepted as an integral component of the transportation system and everyday activity, an effort needs to be undertaken to promote its benefits. The potential audience base for this message can be very large and includes road authority leaders, technical experts, community leaders, enforcement authorities, businesses, and the general public.

### **Goal 2: Conduct Outreach for Partnership Formation**

Partnerships are key to the success of the Minnesota Guidestar Program's ITS deployment and mainstreaming efforts. The Board, working with MnDOT management, should continue to play a substantial role in the formation of innovative partnerships among public-public organizations and public-private entities to take advantage of these efforts. The ITS Marketing Communications Plan provides framework to communicate with and cultivate these partnerships. As ITS deployment projects shift from specific ITS funding sources toward mainstream ITS deployments, state, regional and local agencies will need to enter into partnerships and cooperative agreements, especially with local governments, to deploy ITS projects that transcend jurisdictional and administrative boundaries. At the same time, the private sector is likely to take on greater responsibility for the marketing and promotion, as well as providing guidance for development of ITS products and services.

### **Goal 3: Provide Strategic Direction to Policy-Making Bodies**

The Board plays an important role in coordinating and integrating ITS efforts in the state. These efforts include recommending priorities and allocation of resources, working to reduce institutional barriers and improving coordination among agencies and institutions charged with ITS implementation. Key institutions are MnDOT, Metropolitan Planning Organizations (MPOs), Regional Development Commissions (RDCs), cities, counties, transit agencies, Department of Public Safety/Minnesota State Patrol, the Department of Administration, etc.<sup>1</sup>

### **Goal 4: Mainstream ITS into the Statewide Transportation Planning and Implementation Process**

Efforts by the Board, MnDOT, FHWA, and other public agencies have been underway to mainstream ITS into the overall transportation planning and implementation process. Statewide project selection and funding will be done through the Transportation Improvement Plan (TIP) and Statewide Transportation Improvement Plan (STIP) processes, both involving Area Transportation Partnerships (ATPs), MPOs, RDCs, cities and counties. The concept of ITS and the benefits it provides are not universally understood by the public, policymakers and even by all elements within transportation agencies, and mainstreaming of ITS will require increasing education and dissemination efforts on all fronts; finally, as large-scale, statewide deployments become more common, it is anticipated that the private sector will play an increasing role in ITS promotion and education efforts, and in the development of products and services. Steps to educate and encourage the mainstreaming of ITS should be developed to facilitate this transition.

### **Goal 5: Promote State and National Architectures, Standards and Protocols**

The National ITS Architecture creates a framework for the design and interoperability of ITS systems deployed at different times and by different entities. Jurisdictions wishing to use Federal funding must complete an architecture for their region to ensure that diverse systems will integrate and best suit the needs of travelers. In addition a set of standards relating to specific technologies have been, and continue to be developed. Deployments need to conform to adopted regional architectures as well as with provisions of SAFETEA-LU and future transportation funding bills. The Minnesota Statewide Regional ITS Architecture, which is compliant with the National ITS Architecture, provides this framework for the state.

### **Goal 6: Promote Research to Advance State-of-the-Art ITS Technologies and Applications**

A key feature of the Minnesota Guidestar Program and Board has been the close working relationships with the University of Minnesota and public and private sector entities. Opportunities to expand these joint activities were enhanced by reauthorization of the ITS Institute in the Center for Transportation Studies as a national university transportation center in the 2005 SAFETEA-LU act. There are opportunities to leverage these base funds by competing for federal ITS initiatives such as the MnDOT and ITS Institute partnership in 2005 to successfully attract the Cooperative Intersection Collision-Avoidance System (CICAS) program. There is also an opportunity for private sector partnerships with the ITS Institute, which can allow testing of technologies and other joint activities, helping the ITS Institute satisfy its federal match requirements. Joint activities with the public and private sectors can also provide ITS experience for students, as future members of the transportation workforce. A starting point for promoting research partnerships is to periodically update Minnesota Guidestar Board members on research ideas and initiatives, engaging them in discussions to explore potential partnerships for developing new ITS technologies and innovations. These partnerships open the way for discussing ways to convert research results into technology applications, and applications into deployments.

*Reference: Minnesota Guidestar Board Strategic Plan, December 2010*

## ***ITS Minnesota Goals***

- **Objective 1:** ITS Minnesota will feature an ITS information exchange in conjunction with the ITS Minnesota Annual Meeting in March of every year.
- **Objective 2:** ITS Minnesota will conduct at least two luncheons per year in the Twin Cities area featuring national speakers or high-ranking Minnesota dignitaries. At least one of these will include co-sponsorship with one or more local transportation associations.
- **Objective 3:** ITS Minnesota will conduct at least two ITS technology presentation luncheons per year in Greater Minnesota.
- **Objective 4:** ITS Minnesota will expand interaction with other Minnesota transportation associations by presentations and/or exhibits at their annual meetings or conferences or.
- **Objective 5:** ITS Minnesota will promote increased participation at luncheons with interesting topics, and timely distribution of event information over the next two years.
- **Objective 6:** ITS Minnesota will develop and distribute a quarterly newsletter of local and national ITS news that could be of relevance to the members. ITS Minnesota N will support and update as necessary an ITS Minnesota website.
- **Objective 7:** ITS Minnesota will gain recognition by placing articles and meeting announcements in publications in addition to the ITS MN newsletter and web site.

*Reference: ITS Minnesota Strategic Plan, approved May 2008*

## Audiences

Below is more comprehensive list of identified audiences. Some audiences are already included in the plan, and others are audiences to consider with future communications.

### Legislators/Funding:

- Legislators (State & Federal)
- MN Governor's Office
- Department of Administration
- Dept. Public Safety

### General Public:

- Community Leaders (individuals)
- Travelers (general)
- Students

### Business Community

- Chambers of Commerce
- Rotary Clubs

### R&D/Private:

- Businesses (What types of industry use transportation systems for growth/success)
- University of Minnesota
- Minnesota Local Research Board
- Association of General Contractors
- What are the Private Sector Associations (Shipping/Freight)
- Manufacturers/Suppliers (of what)

### Oversight:

- MnDOT
- Metropolitan Council
- Federal Highway Administration
- US DOT

### Receive MnDOT funds:

- Counties
- Municipalities
- Minnesota Valley Transit Authority (MVTA)

- Minnesota State Patrol
- Metropolitan Planning Organizations
- Metropolitan Council
- Area Transportation Planning organizations.
- Metro Transit
- League of Minnesota Cities
- League of Minnesota Counties
- City Engineers Association of Minnesota
- Minnesota Public Works Association
- Practitioners
- Minneapolis CLC
- Saint Paul CLC
- Regional Development Commissions (RDS)
- Urban Partnership Agreement

### Professional Orgs:

- Women's Transportation Seminar
- American Institute of Certified Planners
- American Consulting Engineering Council
- Institute of Transportation Engineering
- Minnesota Transportation Alliance
- American Planning Association

### Owners/Instigators/Service provider:

- ITS America
- ITS Minnesota (membership)
- MN Guidestar Board
- MN Statewide

### Minnesota State Agencies :

- Department of Administration
- Dept. Employment and Economic Development

## Key Messages and Benefits

Below are national examples of how ITS projects increase safety and save lives, improve mobility, save money and increase productivity, improve the environment and provide customer satisfaction. The information is obtained from: [www.itsbenefits.its.dot.gov](http://www.itsbenefits.its.dot.gov)

### Increase Safety/Save Lives

| ITS project examples/Hotlinks (Ctrl/Click Title)   | Year |
|--|------|
| Red light camera enforcement programs in 14 cities in the U.S. reduced the per capita rate of fatal red light running crashes by 24 percent.   | 2011 |
| Weather Notification System issues on time alerts 88.9 percent of time, but message coverage remains incomplete.   | 2011 |
| The St. Louis Motorist Assist program had a benefit-cost ratio of 38.25:1, with annual secondary crashes lowered by 1,082 and annual congestion costs lowered by \$1,130,000.  | 2011 |
| An Arterial Service Patrol deployed during the re-construction of I-64 in St. Louis had a benefit-cost ratio of 8.3:1, lowered secondary crashes by 183 per year, and reduced annual congestion costs by \$1,034,000.                                  | 2010 |
| In fiscal year 2008/2009, the Miami-Dade Traffic Incident Management (TIM) reduced the average roadway clearance time by 11 %.   | 2009 |
| An enhanced Automatic Collision Notification System enables three quarters (75.9 percent) of injured occupants to be correctly identified as seriously injured, by using only data automatically collected and transmitted by the vehicles.            | 2009 |
| Implementing an enhanced Automatic Collision Notification (ACN) system in all passenger vehicles in the US could help improve outcomes for over 15,200 drivers each year involved in moderate to high severity crashes.                                | 2009 |
| Through use of the Roll Stability Control (RSC) systems, it was estimated that between 1,422 and 2,037 combination vehicle rollover crashes in curves could be prevented, resulting in effectiveness rates of 37 percent and 53 percent, respectively. | 2009 |
| The deployment of side object detection systems on 257 transit buses in two different transit agencies reduced the side collision rate per 100,000 Vehicle Miles Traveled by 0.186.  | 2008 |
| Mandatory dynamic automatic controlling Intelligent Speed Assistance (ISA) could reduce fatal crashes over the entire road network by more than 50 percent, whereas static informing ISA could still give a reduction of almost 20 percent.            | 2008 |
| In Kalamazoo Michigan, the activation of the Dynamic Lane Merge System in a work zone reduced the number of forced merges seven fold and reduced the number of dangerous merges three fold.  | 2008 |
| In Little Rock Arkansas, 82 percent of the drivers surveyed agreed that the Automated Work Zone Information System improved their ability to react to slow or stopped traffic.   | 2008 |
| In Espanola, New Mexico the implementation of a traffic management system on NM 68 provided a decrease in total crashes of 27.5 percent and a reduction in vehicle delay of 87.5 percent.  | 2008 |

## Improve Mobility

| ITS project examples/Hotlinks (Ctrl/Click Title)  | Year |
|---|------|
| Weather Notification System issues on time alerts 88.9 percent of time, but message coverage remains incomplete.  | 2010 |
| Coordinated actuated traffic signal systems produced a 30 percent reduction in corridor travel times compared to actuated isolated systems, resulting in a benefit/cost ratio of 461.3.   | 2010 |
| New Jersey Department of Transportation enhanced incident management efficiency by using I-95 Corridor Coalition's Vehicle Probe Project data, experiencing an estimated savings of \$100,000 per incident in user delay costs.   | 2010 |
| New York State DOT TMC operators and New York State Thruway Authority staff were able to reduce traffic queues by 50 percent using vehicle probe data available through the I-95 Corridor Coalition.  | 2010 |
| The St. Louis Motorist Assist program had a benefit-cost ratio of 38.25:1, with annual secondary crashes lowered by 1,082 and annual congestion costs lowered by \$1,130,000.   | 2010 |
| In Puget Sound, variable tolling on SR-167 made more efficient use of carpool lanes without delaying buses; average speeds in general purpose lanes increased by 21 percent while average speeds in HOT lanes increased by 6 percent.   | 2010 |
| An Arterial Service Patrol deployed during the re-construction of I-64 in St. Louis had a benefit-cost ratio of 8.3:1, lowered secondary crashes by 183 per year, and reduced annual congestion costs by \$1,034,000.   | 2009 |
| Changeable Message Signs in the Bay Area that displayed highway and transit trip times and departure times for the next train influenced 1.6 percent of motorists to switch to transit when the time savings was less than 15 minutes, and 7.9 percent of motorists to switch to transit when the time savings was greater than 20 minutes. | 2009 |
| In fiscal year 2008/2009, the Miami-Dade Traffic Incident Management (TIM) Team reduced the average roadway clearance time by 11 percent from the previous year.  | 2009 |
| In Washington DC an ITS work zone program implemented on I-295 decreased delay up to 90 percent with an average decrease in delay of 52 percent when drivers were advised to take alternate routes.   | 2008 |
| In Texas, during major incidents or high construction impact periods, the work zone traffic management system diverted an average of 10 percent of mainline traffic to alternate routes, with the highest diversion of traffic at 28 percent.   | 2008 |
| In Kalamazoo Michigan, the activation of the Dynamic Lane Merge System in a work zone reduced the number of forced merges seven fold and reduced the number of dangerous merges three fold.   | 2008 |
| In Little Rock Arkansas, 82 percent of the drivers surveyed agreed that the Automated Work Zone Information System improved their ability to react to slow or stopped traffic.  | 2008 |
| In Espanola, New Mexico the implementation of a traffic management system on NM 68 provided a decrease in total crashes of 27.5 percent and a reduction in vehicle delay of 87.5 percent.   | 2008 |
| Early HOV to HOT conversion projects implemented in San Diego saved I-15 FasTrak users up to 20 minutes compared to main line travelers.  | 2008 |

## Cost savings, productivity and program efficiencies

| ITS project examples/Hotlinks (Ctrl/Click Title)  | Year |
|---|------|
| New Jersey Department of Transportation enhanced incident management efficiency by using I-95 Corridor Coalition's Vehicle Probe Project data, experiencing an estimated savings of \$100,000 per incident in user delay costs.   | 2010 |
| The use of vehicle probes allowed North Carolina and South Carolina to monitor traffic at a quarter of the cost of microwave or radar detectors.  | 2010 |
| Rural Road Weather Information System deployments show estimated benefit-cost ratios of 2.8 to 7.0.   | 2010 |
| A Maintenance Decision Support System (MDSS) in Denver Colorado helped reduce maintenance operations labor hours, and had a benefit / cost ratio of 1.34.   | 2009 |
| In fiscal year 2008/2009, the Miami-Dade Traffic Incident Management (TIM) Team reduced the average roadway clearance time by 11 percent from the previous year.  | 2009 |
| Maintenance Decision Support System (MDSS) use shows benefit-cost ratios ranging from 1.33 to 8.67.   | 2009 |
| Electronic Freight Management (EFM) technologies enable significant improvements in supply chain visibility, productivity, and effectiveness through simultaneous data sharing.   | 2009 |
| An analysis of benefits and costs of Roll Stability Control (RSC) Systems for the trucking industry found benefits per dollar spent values of \$1.66 to \$5.34 with varying estimates of efficiency and annual VMT.   | 2009 |
| Integrated Corridor Management (ICM) strategies that promote integration among freeways, arterials, and transit systems can help balance traffic flow and enhance corridor performance; simulation models indicate benefit-to-cost ratios for combined strategies range from 7:1 to 25:1. | 2009 |
| In Indiana during the 2008-2009 snow and ice season, the implementation of a Maintenance Decision Support System (MDSS) resulted in statewide savings of \$9,978,536 (188,274 tons) in salt usage and \$979,136 (41,967 hours) in overtime compensation from the previous winter season.  | 2009 |
| The Columbus Electronic Freight Management system reduced total transit time of an air-freight supply chain from 96 hours to 82 hours (14 percent) and saved \$5.94 per shipment in labor costs across the entire supply chain by reducing paper work.                                    | 2008 |
| The Columbus Electronic Freight Management system improved timeliness of the freight release process and supply chain data, and enhanced cargo visibility.  | 2008 |
| The Columbus Electronic Freight Management system improved data accuracy by eliminating manual data entry from multiple partners and reduced the number of trips to verify data, the efforts to correct data, and the labor related to obtaining information about priority shipments.    | 2008 |
| Increasing integration between AVL systems, components, and interfaces has improved the ability of transit agencies to collect data on location and schedule adherence; support operational control, service restoration, and planning activities.  | 2008 |
| Northern Virginia's freeway safety service patrol (SSP) had an estimated annual savings of \$6.49 million in motorist delay and fuel consumption resulting in a benefit-cost ratio of 5.4:1.  | 2008 |

## Environmental and energy improvements

| ITS project examples/Hotlinks (Ctrl/Click Title)  | Year |
|---|------|
| Simulation models show that real-time on-board driver assistance systems that recommend proper following distances can improve fuel economy by approximately 10 percent.  | 2009 |
| Intelligent speed control applications that smooth traffic flow during congested conditions can reduce fuel consumption by 10 to 20 percent without drastically affecting overall travel times.   | 2009 |
| A traveler information system for informing visitors to the Grand Canyon National Park of the availability of a shuttle for car-free travel to the Canyon View Information Plaza added 368 shuttle riders per day, an increase of transit mode share by 45.7 percent. | 2009 |
| A personalized travel planning system helps commuters choose environmentally friendly routes and modes; reduces carbon dioxide emissions by 20 percent.   | 2008 |
| Mandatory dynamic automatic controlling ISA (Intelligent Speed Assistance) could reduce fuel consumption and harmful emissions by 4 to 11 percent.  | 2008 |
| Electronic credentialing allowed trucks to be placed into service an average of 3.5 days sooner than paper-based systems. (2007)  | 2007 |
| The safety service patrol (SSP) in Hampton Roads, Virginia produced an annual benefit of \$11 million in fuel savings and reductions in motorist delay.   | 2007 |
| In Georgia, the NaviGator incident management program reduced annual fuel consumption by 6.83 million gallons, and contributed to decreased emissions: 2,457 tons less Carbon monoxide, 186 tons less hydrocarbons, and 262 tons less Nitrous oxides.                 | 2006 |

## Increase customer satisfaction

| ITS project examples/Hotlinks (Ctrl/Click Title)  | Year |
|---|------|
| An Arterial Service Patrol deployed during the re-construction of I-64 in St. Louis had a benefit-cost ratio of 8.3:1, lowered secondary crashes by 183 per year, and reduced annual congestion costs by \$1,034,000.   | 2009 |
| Changeable Message Signs in the Bay Area that displayed highway and transit trip times and departure times for the next train influenced 1.6 percent of motorists to switch to transit when the time savings was less than 15 minutes, and 7.9 percent of motorists to switch to transit when the time savings was greater than 20 minutes. | 2009 |
| In Little Rock Arkansas, 82 percent of the drivers surveyed agreed that the Automated Work Zone Information System improved their ability to react to slow or stopped traffic.  | 2008 |
| In Minneapolis, converting HOV to HOT lanes with dynamic pricing increased peak period throughput by 9 to 33 percent.(August 2008)  | 2008 |
| Increasing integration between AVL systems, components, and interfaces has improved the ability of transit agencies to collect data on location and schedule adherence; support operational control, service restoration, and planning activities.  | 2008 |
| The Bay Area Rapid Transit (BART) smart parking system field test increased BART trips and resulted in an average of 9.7 fewer vehicle miles traveled and decreased the average commute time by 2.6 minutes.  | 2007 |
| In 2006, improvements to Florida's SMART SunGuide Website increased hits to 16,778,000 from 115,000 hits recorded in 2005.  | 2007 |
| Approximately 80 percent of the truck drivers surveyed indicated that collision warning systems made them more vigilant, helped them maintain a safer following distance, and increased their reaction time and awareness.  | 2007 |
| At the Baltimore/Washington International (BWI) airport, 81 percent of surveyed travelers agreed that the advanced parking management system made parking easier compared to other airports.  | 2007 |
| In Atlanta, satisfaction with motorist assistance patrols ranged from 93 to greater than 95 percent in two separate surveys of drivers who were already aware of the service.   | 2006 |
| In Monroe County, New York, the closed-circuit television (CCTV) camera provided traffic operators the availability of visual information so they can examine real time incident conditions and provide a higher and more responsive quality of service to the traveling public.  | 2006 |
| In Kentucky, 94 percent of travelers surveyed said they were satisfied with the information provided by 511 Tourism Service operators.  | 2006 |
| Transit operators and dispatchers for the South Lake Tahoe Coordinated Transit System (CTS) are generally satisfied with the new system deployed and feel that it can provide good capabilities for future service expansion.   | 2006 |
| In Idaho, 80 percent of motorist surveyed who used Road-Weather Integrated Data System information as a traveler information resource indicated that the information they received made them better prepared for adverse weather.   | 2006 |

## Strategy/Tactic Implementation Template

### Strategy/Tactic Background

Main Goal:

Strategy: \_\_\_\_\_ Original Date of Form Completed: \_\_\_\_\_

Tactic #: \_\_\_\_\_ Tactic description: \_\_\_\_\_

Champion: \_\_\_\_\_ Dates reviewed by the JMOC: \_\_\_\_\_

Estimated Budget: \_\_\_\_\_ Implementation Timeline \_\_\_\_\_ to \_\_\_\_\_

Define the types of resources required (i.e. writer, web, graphics, presenters, researchers):

Define team members assigned to project:

Define necessary approvals:

### Implementation Actions

#### Define Audiences to Reach:

| Define the action steps required to implement the tactic | Progress | Assigned |
|--|----------|----------|
| 1.   |          |          |
| 2.   |          |          |
| 3.   |          |          |

### Progress

#### Identify the Venues/Vehicles:

Name of event(s)/date(s):

Type of vehicle (web, newsletter, flyer, etc.):

#### Key Messages:

#### Additional Notes to Consider: