# Draft Final Conference Report

# Strategic Directions
# for
# ITS Communications and Outreach

November 13-1 5, 1994

**Marconi Conference Center**
**Marshall, California**

# Table of Contents

# Overview

The Strategic Directions Conference was designed as a task-focused planning effort that draws on the knowledge and experience of invited participants.

## Participants

Conference participants represented stakeholders in intelligent transportation. A preworkshop planning committee identified the major stakeholder groups and decision makers within the groups who could commit to implementing action steps. High-level representatives of the stakeholder groups were recruited for the workshop. They represented the following groups:

- Private and public associations (three groups).
- Transportation consultants (one group).
- Communications practitioners within the intelligent transportation systems (ITS) industry (one group).
- Communications consultant agencies (one group).
- Federal, state, and local governments and institutions (two groups).

## Organization and Structure

During a period of 48 hours, 55 participants performed 16 hours of guided activities to develop a common pool of information about the past, present, and future of intelligent transportation systems. Two facilitators managed the workshop.

Participants were responsible for developing a vision of the future and identifying initial actions for realizing that vision. They worked in either "mixed" or "shareholder" groups of up to eight participants. Employees from Federal, state, and local governments and institutions filled two tables; private and public associations shared three; public relations consultants and practitioners had two tables; and transportation consultants had one table. Each group managed its own work by keeping track of time, leading its own discussion, recording results, and reporting outcomes to the larger group. Their mission was to identify what they could and should do together.

## The Charge

In her opening remarks, Christine Johnson, Director of the U.S. Department of Transportation (DOT) Joint Program Office for ITS, explained, "We are not about the business of selling. We are about providing an introduction of ITS to the American public and asking the question 'Are you interested?'" Make no mistake about it, she said, there is no guarantee that

the 20-year vision we are asking people to consider will be accepted.  She made it clear that "business as usual" doesn't work anymore and that this is a new era of public-private partnerships in which government transportation officals are focusing on providing customers with what they want.

## Setting the Scene

Participants analyzed the past, present, and future of intelligent transportation systems by responding to the following questions:

### The  Past

- What personal and societal events have significantly affected ITS since 1965, and ITS America since its inception?

- What past themes and patterns are important in understanding the present situation?

### ■ The Present

- What current events, trends, and developments will affect the national strategic direction of communications for ITS during the next 5 years?

- Which of these items will most seriously influence the national strategic direction of communications for ITS?

- What is going on right now that participants are very proud of regarding the national strategic direction of communications for ITS?

- What are they sorry about?

### ■ The Future

- The facilitators asked the tables of mixed groups to present and dramatize in 7 minutes a future scenario 5 years out in which they have achieved their communications strategies for ITS. Participants were to imagine a scenario that is feasible (people can do it), desirable (they want it to happen), and motivating (they will work to make it happen). Participants had 2 hours to develop this picture.

- Can a future scenario be developed in which all stakeholders can participate?

- What barriers have been overcome and how was it done?

- Responses to these questions led to a comprehensive list of the forces shaping the present and future of ITS. Conclusions were presented to the larger group and a common view began to form.

## Key Accomplishments of the Conference

- **Strategic directions.** The greatest common agreement was reached on three strategic directions:

  (1) In-depth market research and continous  stakeholder feedback is needed to guide communications and outreach actions.

  (2) ITS America needs to take a "touch-and-feel" road show around the country.

  (3) The Communications and Outreach Task Force needs more status and clout within ITS America and should be raised to board committee status.

- **Issues in the future.** The conference identified issues that will seriously influence ITS and the national strategic direction for communications and outreach in the next 5 years:

  — ITS will be market-driven, ITS technology is shifting, and the market is constantly changing.

  — The public wants real-time, accurate, personalized information.

  — The public demands safety, mobility, and clean air.

- **Problem areas.** The conference identified four main problem areas affecting ITS communications:

  (1) **Transition into market-driven strategies.** DOT and ITS America have provided the field with an engineering-driven business plan. The start-up phase of ITS has appropriately been driven by the technology. Now the era of deployment is calling for a transition into market-driven strategies. There needs to be a balance between planned deployment (push) and responsiveness to the consumer (pull). To what extent is the mission directed by the Intermodal Surface Transportation Efficiency Act (ISTEA)? To what extent is it driven by what's happening in the market? The national ITS program needs to recognize and reflect the greater need for listening to the market.

  (2) **Disapproval of market-oriented strategies.** An important minority of participants retain strong reservations about market-oriented strategies.

  (3) **No agreement on a common ITS business strategy.** An ITS communications strategy should follow from an ITS business strategy and tactical plan. That ITS strategy, in turn, has to be based on the market and evolving technologies.  Yet transportation experts committed to the benefits of collective action do not have consensus on a common ITS strategy.

Participants represented diverse institutions with important differences in the objectives of their ITS programs. Participants wondered whether a national communications strategy should-r could-encompass both DOT central planning and the diverse field of ITS America member organizations

(4) **Differing roles and perspectives of transportation and communications experts.** There are challenges in coordinating the efforts of technical, task-oriented transportation experts and nontechnical consumer-oriented communications experts. Communications planning needs to blend the talents of these two groups.

- **Action steps.** The three major recommendations of the group were to-

    (1) Conduct ongoing and in-depth market research.

    (2) Develop and implement a national ITS road show.

    (3) Advocate that the Communications and Outreach Task Force be raised to committee status.

The group supported the continuation of an aggressive communications and outreach program using both traditional and innovation methods to develop awareness, understanding, and support for ITS.

Following the Strategic Outreach Conference, at the request of the Joint Program Office for ITS, a small ad hoc ITS America communications and outreach advisory group was formed to advise DOT on its 1995-1996 outreach program.

## Key Observations From the Conference

Participants identified the following significant current trends that will affect ITS communications in the future: (1) ITS will be market-driven, (2) the market is changing, and (3) the technology is evolving. Market research-asking, listening, and communicating with one another-seems most appropriate in the midst of such rapid technological change and in markets that will be shaped by buyer response.

Yet at present and for the near future, the Federal Government's efforts in helping launch a new industry and supporting American competitiveness is vitally needed. DOT must continue to provide national direction and coordination while it supports funding decentralization. The program is experiencing healthy growth and development.

The conference took a detour during the final morning as participants struggled to flesh out the consequences of being a public-private partnership in an arena where the interests and capabilities of three huge industries-transportation, telecommunications, and automotive-are

coming together to form a new ITS industry whose infrastructure needs depend upon evolutionary change within the culture of Federal, state, and local government transportation communities.

Much of the discussion was framed in terms of the need for leadership---in achieving balance between central direction and listening to constituencies, between private and public interests, and between engineering and communications.

As an example of ITS America's commitment to developing public support for the programs and as a vehicle to help effect this change, people argued for elevating the Communications and Outreach Task Force to committee of the board status.

Some felt the transportation industry should de-emphasize communicating the message until it could first define what the message is-i.e., what is ITS and where is it going? A number of participants voiced their regret that they had come to this conference with enormous expectations, and those expectations had not been met. Others commented that they felt they had gotten what they had come for, and cited in particular the draft 1995 communications plan for ITS America.

Communicators identified that they are operating in a field whose business planning and communications needs up to now have largely been determined by a technically-oriented, engineering leadership.

## Other Issues

Other issues were raised:

> There is concern that people are not yet widely experiencing how ITS improves the quality of their lives, despite progress in research and operational tests.

> Despite progress, ITS at this time is still a long-term, high-risk venture for much of the private sector.

- The roles of DOT and ITS America will change significantly during the next 5 years, in light of such major milestones as the systems architecture decision in 1996, ISTEA reauthorization in 1997, Advanced Transportation Management Systems (ATMS)/Advanced Traveler Information Systems (ATIS) deployment schedules, decisions on standards and legal issues, and the changed composition of Congress.

- Listening to the market will continue to gain significance. ITS communicators need to develop a listening strategy and serve as a bridge for two-way communication between the market and the ITS community.

- There is divergence of opinion about what constitutes ITS public-private partnerships and whether they are workable.

- Private sector ITS communicators are looking-for a clear definition of ITS. They want to be the messengers but are not clear on the message, which will need clarifying as the market keeps changing and determines what it will and will not accept.

- With the level of complexity in ITS, there is a need to sort out the various elements (e.g., consumer goods/infrastructure, local projects/national efforts, ATMS/ATIS) and identify and track avenues of progress.

- Local and state government involvement in ITS America needs to increase.

- The successes of Commercial Vehicle Operations from early on should not be neglected in our communications.

# I. The Past

The conference began with an examination of the past three decades in terms or wnat was going on in society-for participants personally, in the field of ITS, and with ITS America. Participants recognized that they have lived together through turbulent times, they went about the business of their lives in similar ways, and ITS and ITS America have provided them with a challenge that brought them to this workshop.

One path toward a consensus about future action is to develop a shared view of history, to share personal histories with others, and to appreciate how various groups understand their current roles based on their recent histories.

First individually, then as a group, participants listed key events, turning points, and achievements from each of the past three decades (1965 to the present). They categorized the events from three perspectives:

(1) What happened in society that was significant?

(2) What happened personally that was significant?

(3) What significant changes happened in the respective professional fields of conference participants (communications, information technology, education, transportation, government) and ITS America?

## Analyzing History

As participants wrote about the past and read what others were writing, they began developing a common perception of the past. The next step was to identify and interpret themes and patterns about this past. Each of eight "mixed" tables were assigned one of the following perspectives: societal, personal, communication, transportation, government, information technology, consulting and professional organizations, and ITS America. The following is a summary of their analyses:

## Societal

Diverse events and trends have shaped American society over the last three decades. The years from 1965 to 1974 was a period of change. Significant technological advancements included the advancement of the space program and the moon walk. Socially, the nation moved from idealism to turmoil and loss of innocence. Idealism at the start of this lo-year span was exemplified in the Johnson administration's Great Society program. Then came a loss of innocence. Protests over the Vietnam War triggered a challenge of authority. Other

turmoil included the feminist movement, race riots, and the murders of Martin Luther King, Jr. and Robert Kennedy. The Watergate conspiracy resulting in President Richard Nixon's resignation completed the national transformation out of idealism into cynicism and skepticism.

The 10 years from 1975 to 1984 was a transitional period. Technology continued to advance with the rise of personal computers and the Cold War weapons build-up. The idealism and excesses of the 1960s segued to a period of disillusionment and then conservatism. New affirmative action laws made it possible for women and minorities to enter the workforce in significant numbers.

The years from 1985 to the present are characterized by rapid change, an effort to return to tradition, and a continued deterioration of the nation's social cohesiveness. As baby boomers mature, the country is witnessing the rise of Generation X. Through technology, people now have an information "service road." The growth in the minority population is increasing the need to value diversity in order to stay competitive. With the end of the Cold War, anti-establishment activists have shifted their attention to environmental advocacy. There has been an increase in crime, increased concern for the global economy, and a decrease in real wages.

## Personal

Participants listed diverse personal experiences that included similar elements, such as the importance of education, personal searching, and the willingness to take calculated risks. For example, some people have started new businesses; others have changed careers. Many enjoyed more buying power from 1975 to 1984 than they have today.

## Communications

Communications is now important in transportation. In the last 10 years there has been a rapid increase in satellites and other communications hardware. The popularity of new technology (computers, faxes, pagers, cellular phones) increases as it becomes less expensive and easier to use. Part of this growth is due to deregulation of telecommunications and broadcasting. Growth presents challenges such as information overload, privacy concerns, and greater pressure to meet timelines and to keep up with changes. Technology have-nots are at risk. Greater access to information has increased the demand for better information.

## Transportation

From 1965 to 1974, transportation moved from an era of consumption to an era of awareness. Automobiles and the development of the highway system predominated in surface transportation. Rising prices and oil shortages associated with the oil embargoes raised awareness that oil was a limited resource. Growing awareness of environmental and

consumer issues prompted lobbying for clean air and the adoption of safety features in automobiles.

From 1975 to 1984, the nation tried to find long-term-solutions to transportation-problems.

The years from 1985 to 1994 prepared transportation to move into the information age. The interstate system was completed. The industry witnessed the passage of the Clean Air Act and ISTEA, the formation of the Intelligent Vehicle Highway Society of America (IVHS America, which became ITS America), advanced information technologies (both commercial and defense), and the integration of communications systems.

### Information Technology

Information technology is expanding rapidly with the development of cellular phones, fax machines, microcomputers, road sensors, and satellite technology. However, for some, "IVHS" means a "very hard sell" because the general public has seemed reticent to buy new ITS ideas/products.

### Consulting and Professional Organizations

Consulting and professional organizations are facing numerous issues as corporations are becoming more consumer oriented. Consultants are getting more involved in managing corporate infrastructure. There is more growth of public/private partnerships and more corporate involvement in policy making and lobbying. There appears to be more reliance on business for solutions-and less on government. With mergers and the establishment of large, one-stop firms, there is an increased use of consultants and outsourcing. This illustrates the recent shift toward timesaving business practices.  For example, information is demanded and delivered faster than ever. Some defense companies are getting into transportation products and services.

### ITS America

The creation of ITS America was a movement from reaction to proaction. ISTEA legislation recommended the creation of an advisory group to DOT to help accelerate the deployment of intelligent transportation systems.

# II. The Present

## Trend Analysis

In preparation for an analysis of the present, workshop leaders had asked participants to bring current news stories and articles that show the events or trends affecting ITS. For this analysis, participants moved into stakeholder groups. Each group used the data from the analysis of the past and their news stories to help identify the current events, trends, and developments that will affect ITS's national strategic direction for communications during the next 5 years.

All participants gathered to create a "mind map"-a visual representation of a collective view about the complex factors that influence the core issue of "ITS in 1999."

## Three Key Issues

The mind map pointed to key trends and developments. Participants voted for the trends that they believed would influence the national strategic direction of communications for ITS. Three key issues surfaced as the most significant:

1. ITS will become market-driven.
2. The ITS market is segmented and shifting.
3. All technology is evolving.

The most pronounced trend identified was that ITS will become market-driven. Evidence of this surfaced in the shifting emphasis in Federal funding, the pressure to downsize business and government, the dissatisfaction with government as evident by recent election results, and the widening gap between infrastructure and funds.

The second issue identified was that the market is segmented and shifting. Today, there is a "techno-savvy" generation with money and the desire to buy the latest technology, but the gap is widening for those who don't have access to the information highway. There is a growing desire for more personal control. Americans place a premium on time. There is environmental opposition to expanding mobility. At the same time, the public is demanding safety, mobility, and clean air.

Third, technology is evolving. It is becoming more integrated, more available, and easier to use. People have more access to real-time, accurate, personalized information than ever before.

The results of the mind map exercise pointed to agreement among participants, despite their diversity. Questions then surfaced as the entire group discussed the results: What are our markets? Who are the customers? What products and services are we communicating? What do consumers need or want?

## Perspectives on Trends and Developments

The second day began with an examination of the current national strategic effort for ITS communications. "Fragmented" was a dominant theme. There was skepticism about the real-world value of a 1,000 plus page National ITS Program Plan. There were also questions about the appropriateness of a national plan coming between private corporations and the consumer. There was a sense that the industry is in the "early days" of ITS communications.

Participants in their stakeholder groups were asked to discuss the following question: Given the priorities identified in the mind map, what do you think the national strategic direction for ITS communication is now?

When each stakeholder group reported to the larger group, there was acknowledgment that the diverse public-private ITS industry did not readily lend itself to centralized national planning. There has been no clearly understood focused objective for available money and no consistent message. Some wondered if being fragmented is okay because the private industry will be developing markets in response to consumer demands.

Many felt optimistic because they are facing this issue of fragmentation and are willing to move forward as disparate networks connected by strong communication links.

There was concern that the general public does not know how ITS can improve transportation. People voiced their concerns that many professionals in the public sector and in local government are not aware of ITS, and that many Federal, state, and city government agencies who are aware of ITS are not communicating with one another. Some saw an ITS America role in bridging this gap.

## "Prouds" and "Sorries"

In the next exercise, stakeholder groups were asked to look at the present from a more internal perspective, by generating lists of "prouds" and "sorries"-what they are very proud of in their involvement in ITS communications and outreach, and what they are sorry about. The purpose of acknowledging the current reality was to develop a shared appreciation of present strengths, needs, and hopes; to mutually "own up" to what isn't working; and to provide an opportunity to publicly commit to do something about regrets.

The outpouring of "prouds" was heartfelt. Participants expressed, "We are making a difference. We do have a solid platform of communication resources. We have developed momentum." ITS America and the Federal Government are providing leadership for public-private collaboration. Local projects are beginning to deliver some success-stories.

Yet ITS communications and outreach started 2 years late, "We can't get our arms around what ITS means; there's no clear message; the public doesn't know who we are; we're being more reactive than proactive; we don't understand customer needs; we're not reaching local government officials and politicians; we lack national champions for ITS, we haven't cast our net wide enough to include transit, airlines, environmentalists and a host of others."

Below are the highlights as expressed by each stakeholder group:

**Private and Public Associations (Group One)**

Proud: We are making a difference. We are doing business in teams and getting to know one another. We are proud of the technologies that are being introduced.

Sorry: This is taking a long time. We are not getting information out to the public. We are more reactive than proactive. Revenue streams are not there yet.

**Private and Public Associations (Group Two)**

Proud: We are proud of all ITS America activities, especially the networking relationships between private and government and the trade and business publications.

Sorry: We regret the late start, the failure to understand customer needs, and the failure to simplify and communicate what we mean by "intelligent transportation."

**Private and Public Associations (Group Three)**

Proud: We influenced the agenda of ITS and private-sector the coupling with DOT. We have involved many people in ITS at the local level. There is broad industry energy and commitment. We are proud of our increased awareness that the market is defining us. We like the name change from "ivhs" to "ITS."

Sorry: We are not casting a net wide enough to involve environmentalists, air travelers, and transit riders. We can't get our arms around ITS; the name change didn't help us define ITS. We are unable to communicate standards because there aren't any. We are selling concepts instead of products. There's not enough of us to do all that needs to be done.

## Transportation  Consultants

Proud: We are proud of the communication products:  the videos, the plans, the Fortune magazine section, the newsletter, and meetings.  We are proud of ITS America's leadership. We are proud of efforts to get internal buy-in to support ITS.

Sorry: Communications and outreach lacks status within ITS America. Communications and outreach is a task force without status and not a committee of the board. We lack feedback from local and state government. We have no clear message.

## Communicatihs  Consultants

Proud: Local projects have given us success stories. We are developing good communications resources. We are in on the ground floor of a national strategic communications plan.

Sorry: We don't have national research claims about technology that we can use to form public opinion.  There is no public mandate for ITS. ITS is not endorsed by a national "champion."

## Local, State, and Federal Governments and Institutions (Group One)

Proud: ITS exists. It is developing into an industry. We are breaking down barriers between governmental agencies.  We are successfully working together and sharing real-time transportation information.  Television coverage of ITS is positive.

Sorry: Modesty keeps many engineers from taking credit for their successes. We should have started this process sooner. There is poor interagency (local) communication. Our best efforts get caught up in antigovernment fervor.  Parking/transit information is not included in the communication network.

## Local, State, and Federal Governments and Institutions (Group Two)

Proud: We are proud of those leaders who recognized and championed the need for ITS and of the subsequent public/private enthusiasm and funding for ITS. We are proud of the establishment of a formal communications and outreach program, university involvement in teaching ITS, and Federal Government's leadership.

Sorry: State agencies are slow to change and have not shown the same enthusiasm as DOT. There is not enough outreach and buy-in to do communications properly. The program plan is too large to digest.

# III. The View of ITS in 1999

Workshop participants were beginning to experience the mutuality of their intrests in ITS and the strength in sharing perspectives. The previous exercises were intended to put all the issues on the table. Now it was time to do some creative dreaming about the future. The year is 1999. A national strategic plan for ITS communications has been carried out in ways beyond their bravest hopes. What does life with ITS look like? What communications efforts are happening? Participants had 2 hours to figure it out and develop a way to dramatize their picture.

Each group chose a different way to present their findings-a mock news conference, a talk show, a special news documentary on ITS, and a hearing of the Senate Subcommittee on Information. One group dramatized the role of ITS by depicting a young woman's typical afternoon. ITS helped her avoid a traffic jam, find a parking space, report her stolen car, and catch a bus home. Through ITS, she was reunited with her car in time to go dancing. The themes of these reports were similar-increased safety; tremendous increase in community involvement, public awareness, and public/private partnership; encouraging reports from early deployment studies; Internet access to transportation information; electronic toolkits; resource centers; and regional adoption of ITS.

After this exercise, the facilitators asked the director of communications for ITS America, to hand out copies of his draft ITS America communications and outreach plan for 1995. He asked that participants look over the plan that evening and provide feedback based on the brainstorming and analysis of the first 1% days. He explained that he viewed the ITS America program as a leading component of the national communications and outreach program that included DOT; local and state agencies; and industry inputs.

That evening, the workshop facilitators concluded that conference participants were rejecting the notion of a common strategic plan. They perceived that a turning point in the workshop had occurred when the participants realized that the most significant current trends influencing the future of ITS were that the field will become market-driven, the market is changing, and the technology is evolving.

In that light, the previously discussed communications network seemed to require discussion and development. Perhaps a national strategic plan for ITS communications should focus on the communications linkages among the diverse public- and private-sector participants. The challenge was to determine how to link these entities together.

# IV. Directions and Action Steps

The next day, the facilitators commented that during the previous afternoon they had noticed resistance to the "future scenario" exercise, which is usually a task people enjoy. The task had called for participants to picture themselves in the year 1999, having achieved the national strategic plan for ITS communications they had hoped for in 1994, and to describe what it looked like. Some participants commented in their groups that they were confused about whether the directions called for picturing what ITS communications would look like in 1999 or what the ITS industry would be like.

A brief discussion of the 1995 ITS America draft communications plan ensued. The draft plan included ongoing activities such as an aggressive media relations program that will turn ITS from a technology story into a business story. Media seminars and editorial board meetings throughout the country, daily radio broadcasts, Multimedia Resource Center and speaker's bureau products and services, the launching of an industry magazine, and a national demonstration tour were presented as ITS America priorities for the coming year.

The facilitators then asked participants to address the question, "What do you need to keep moving in ITS communications?" The mixed groups were asked to pick one strategic direction they need to follow and to identify sample actions to make it happen. If time allowed, the groups were also asked to write other strategic directions and supporting actions. The energy was high, the conversations were intense, and the results were impressive.

Participants at each table developed key strategic directions and action items and began to report out to the larger group. Four of the eight tables saw developing market research as a necessary beginning point for an effective national communications and outreach program. Two tables had elaborate plans for developing a road show. Two other tables argued for an ITS America that is more committed to providing benefits to members and wanted less emphasis on technical projects and time-consuming, consensus-building efforts.

Participants recognized that communications professionals had to serve as a bridge not only to the public and local decision makers, but back to the DOT Joint Program Office and ITS America. Participants identified other strategic directions that involved education; helped state DOTS; utilized the entertainment industry; explored the possibility of forming a trade association with lobbying capability; worked with allied industries such as the airlines and communications information networks; and focused on infrastructure, letting the private sector address the consumer.

Proposed strategic directions and actions are as follows:

- **In-depth market research**
  - Define the market.
  - Review available research.
  - Identify and prioritize target audiences.
  - Locate resources (e.g., multiclient studies and Federal funding).
  - Conduct psychographic-based consumer research.
  - Identify user needs and marketability.
  - Develop a national survey of 2,000 people through the Federal Highway Administration.
  - Ferret out and summarize ongoing studies.
  - Gather international survey results.
  - Track benchmarking and trends, with periodic updates.
  - Develop mechanisms for obtaining continuous stakeholder feedback.
  - Use a statistical process control approach.
  - Build contacts with key information sources/survey people doing surveys.
  - Form a consortium of organizations to share ITS market research.

- **A National ITS Road Show**
  - Identify showcase opportunities.
  - Enlist regional support and champions, including visible political support .
  - Have public-private partnerships assemble products.
  - Arrange for local media coverage.
  - Reach critical local and state elected officials and transportation decision makers.
  - Advertise nationally.
  - Develop key messages.
  - Select a recognized spokesperson to convey the industry message.
  - Identify ITS champions in entertainment, industry, government, and education.
  - Provide a standard presentation package.
  - Establish feedback loops.
  - Link into other accepted technology trends.

- **Status of the Task Force**
  - Raise the status of the ITS America Communications Task Force to a committee.
  - Ensure the committee membership is a cross section of the field.

- **Outreach**
  - Traditional Outreach
    - Implement aggressive media relations led by ITS America.

- Empower state DOTs to communicate ITS benefits.
- Develop a coordinating committee of state DOTs.
- Create a communications coordinating council of DOT grantees.
- Increase leadership commitment to communications and outreach.---
- Explore the formation of a trade association with lobbying powers.
- Develop a strategic plan to communicate with allied industries (e.g., aviation industry).
- Develop a many-to-many communications information network.
- Develop quantifiable goals, benefits, and products for ITS (percentages, cost/benefit analysis, etc.).
- Improve the Multimedia Resource Center and Information Clearinghouse.
- Target and support infrastructure needs.

— Innovative Outreach-Entertainment and Visually Oriented
  - Translate ITS products into movie and television concepts.
  - Use entertainment industry consulting/marketing firms.
  - Attract "Generation X."
  - Use virtual reality tools-dashboard layouts, driving simulators.
  - Include *ITS* on children's shows such as *Sesame Street* and Barney.
  - Innovative Outreach-educational programs.
  - Address the educational market (kindergarten through grade 8).
  - Career-oriented CD-Roms for high school students.
  - Educational games.
  - ITS in the college curriculum.
  - Provide software free at first, then sell updates.
  - ITS exhibits in museums.
  - ITS exhibit at Epcot Center and theme parks.
  - ITS scholarships.

Concluding the workshop, participants organized themselves according to the action items to which they wanted to contribute. Those new groups were then tasked with further developing a plan and reporting on it to the group at large.

While reporting on their strategic directions and action items, one table made reference to "issues that couldn't be discussed." The facilitators acceded to a request that such a discussion be aired. As a result, the time remaining was taken up with open-ended discussion rather than participants self-selecting the strategic directions and actions they were excited about, then working on action plans to support the 19951996 communications and outreach program.

The facilitators did not return the group to action planning. They announced that time had run out and the workshop was concluded. Some participants expressed interest in completing the action planning, but the facilitators did not extend the workshop.

Fortunately, the discussion raised a number of issues that, when addressed, will strengthen the communications agenda of the ITS community and identify the strategic directions and actions needed to advance ITS communications and outreach.

## Continuing the Planning Process

One week after the workshop, participants were mailed a partial draft report of the workshop proceedings along with a survey designed to help complete the planning and organizing process, and were asked to comment. This final document incorporates the 28 responses that were received.

# Appendixes

# Appendix A

December 9, 1994

Dear Communications and Outreach Task Force Member:

Thank you for agreeing to participate in the ITS Communications and Outreach Strategy Session. Here are some details.

The Joint Program Office for ITS at the U.S. Department of Transportation has requested advice from ITS AMERICA on its communications and outreach program. The purpose of the meeting is to provide recommendations on a strategic communications and outreach approach that will support the deployment of traveler information in the near term. To prepare for the meeting, you should begin thinking about what communications and outreach activities are needed, how outreach should be done, to whom should it be targeted, and what is the role of the DOT in that effort, while recognizing that the DOT provides significant funding to ITS AMERICA for communications and outreach activities.

The meeting will consist of two parts. The first part is the development of a strategic context. This part of the meeting is intended to furnish a sense of the entirety of the outreach effort. From this context we will identify the appropriate role for the DOT. The second part of the meeting focuses on development of specific recommendations for DOT-sponsored communications and outreach activities. So that the recommendations will be realistic, you will be provided with information on currently planned projects and available budgets for fiscal year '95 and '96.

The meeting will begin at 8:00 a.m. on Wednesday, December 14 and will conclude no later that 4:00 p.m. We will meet in Room 3401 at the U.S. DOT in L'Enfant Plaza. We are looking forward to a productive and informative day. Thank you again for your participation.

Yours truly,

Jonathan Slevin
ITS America


Attendees: Brien Benson, George Mason University; Steve Crosby, SmartRoute Systems; Paul Klapproth, Siemens Automotive; Sue Lancaster, Texas Transportation Institute; Shelley Lynch, DOT Joint Program Office; Larry Rasky, Rasky & Co.; Jonathan Slevin, ITS America; Mike Sobolewski, Minnesota Guidestar; Lynn Fisher, TRW

Observers: Larry Dames, FHWA; Harriet Chen, KCI Inc.; Jeff Lindley, FHWA; Sean Ricketson, FTA; Toni Wilbur, JPO

# Appendix B

## Strategic Directions Conference

### November 13-15,1994
### Marin County, California

## List of Participants

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# Appendix C

## Survey

**(Please comment on your answers)**

1. What was the purpose of the Marconi conference for you? What did you hope to get out of it?

2. Do you think the Marconi conference was a success?

3. Look at the "issues, accomplishments and observations" sections of the preliminary report. Two weeks after the conference and with the benefit of reflection, what to you are the three most important outcomes from the conference?

4. Do you think the most significant current trends influencing the future of ITS identified by the conference participants, that it will be market-driven, the market is changing, and the technology is evolving, represents a breakthrough we should build on?

5. Christine Johnson has requested feedback on her proposed directions. She is asking:
   Should there be an assertive federal role?

   ■ Should the initial wave of deployment focus on travel information?

■     What is the best way to encourage/catalyze public/private institutional relationships?

6. Will you be helping to implement one of the strategic directions identified by participating in one of the Task Force's committees? If so please indicate your interests on the attached sign-up sheet.

7. Are the issues of the discussion outlined in this draft document accurate and complete?

8. Do you plan on pursuing any of the issues that surfaced?

9. If we put the ITS AMERICA Communications and Outreach Task Force on the Internet will you use the service?

10. Is there any other feedback you want to provide to DOT, ITS AMERICA, or anyone else?

# Appendix D

## National Strategic Communications and Outreach Plan
## Intelligent Transportation Systems
## Prepared for
## Marconi Conference, Marshall, CA
## November 13-I 5,1994

"America is undergoing a technological revolution in transportation as we apply advanced communications, electronic, and computer technologies to intelligent surface transportation systems. Transportation is moving into the information age. The federal government has a leading role in these developments, but we need to team up with local governments and the private sector to make these systems work."

Federico Pena U.S. Secretary of Transportation
*Fortune magazine 11/14/94*

## Overview

### ITS Deployment and Public Awareness

Intelligent transportation systems are being developed for the public. The public will decide whether it wants ITS or not.

Until 1994, IVHS had a low profile. Legislative and funding decisions were made within the confines of government with little public awareness or participation. That is now changing. Projects are becoming visible and identifiable; opposition is coalescing; the media has begun to take notice. Let us say that from the public awareness perspective, Phase I is just ending. Phase II, the time of early deployment, begins January 1, 1995 through ISTEA reauthorization. Phase III begins in 1997.

During Phase II the scope and speed of ITS deployment will be determined by the public through its elected representatives at all levels of government and by transportation professionals at the federal, state and local levels.

A successful early deployment period (Phase Il) will lead to the increased availability of products and services. The public will then begin to vote more in the marketplace than through the ballot box, as it decides how to spend discretionary income. Private sector marketing efforts will have begun to take over, diminishing the need for national awareness efforts.

During the next five years, successful deployment is inextricably linked to effective public awareness and outreach efforts. ITS deployment cannot succeed without effective public awareness and outreach.

It is the general public-and not the engineering community-who will decide the fate of the national ITS/IVHS program. Successful deployment requires reallocation of resources into communications and outreach efforts.

# Objective

The objective of the communications and outreach program is to create understanding, acceptance, and demand for intelligent transportation system products and services.

## Three Program Areas

communications and outreach consists of public awareness and education. Implementation requires technical support. The three major program areas of the national ITS communications and outreach plan are public awareness, education, and technical support.

**Public awareness** keeps the technologies, benefits and successes of intelligent transportation systems before the public eye and leads the public to an understanding and acceptance of intelligent transportation system products and services.  Public awareness efforts are directed at the consumer.

**Education** has as its goal transmitting a specific body of knowledge to specific groups of people with a need to know, such as state and local transportation and government officials. Education of targeted stakeholders is connected to but separate from public awareness.

**Technical support** involves developing and enhancing methods for conducting public awareness efforts, for delivering information and providing education.

## National/Federal/Local Roles

Just as federal funds are needed for deployment of ITS systems, federal funds are also needed to conduct a sustained communications and outreach program. Effective implementation of a national strategic communications plan requires fedral funding, national leadership, local buy-in, constant coordination, and ongoing public-private cooperation.

U.S. DOT has the responsibility to identify, support, and monitor communications and outreach needs. U.S. DOT sets the communications and outreach program direction through its funding decisions and exercise of leadership.

## Evaluation

Communications and outreach strategies will be outcome-based. Evaluation is tied to the objective to create understanding, acceptance, and demand for intelligent transportation system products and services. Deployment of ITS is local. Evaluation of the program will ask, "How does this effort help deployment?"

## Current Environment

The public is not aware of the IVHS/ITS industry. The industry has lacked a clear message. The industry is transitioning to a new name. Products, services, and benefits are ill-defined. Many state/local officials are not well-informed. ITS is not high on the political agenda. Few members of Congress are well-informed. There is not a perceived urgent policy need. ITS sounds expensive. Highway construction must be supplemented with innovative and multimodal solutions. A legislative strategy has not been in place. The Congressional Budget Office may be developing a critical assessment of the program value. The ITS Joint Program Office will provide strategic leadership for ITS research and deployment, policy and technical coordination, and resource accountability. The JPO will raise the profile of ITS both within and without government. ITS America exists and is expected to provide a national voice. Other transportation-related organizations such as AASHTO and ITE are partners in ITS deployment. The U.S. Congress is asking for tangible results from ISTEA and other IVHS funding.

## Strategic Direction

The ITS story needs to be communicated to the media, decision-makers, policy-makers, and the general public. The Joint Program Office for ITS proposes the value of traveler information services as the lead ITS benefit to promote in the 19951997 time frame.

Key audiences need to be aware of and understand the vision for traveler information.

The ITS communication strategy asks, "What is our message? How do we communicate it? To whom? And when? What resources are needed? Who will take responsibility to provide the needed resources?

## Tactics

Audiences need a hands on experience of what is ITS. Convey what ITS is, with tangible examples. Explain how using information and technology makes travel easier and the movement of goods safer and more efficient. Promote that ITS is a key component of America's competitive future. Promote safety. Promote reduced traffic congestion. Promote the environmental benefits of ITS. Through positive experiences, develop an awareness among Americans of the benefits to them now that transportation is moving into the information age.

## Slogan

*ITS. . . Moving Transportation Into the Information Age*

## Definition

ITS is the use of technology to improve the movement of people and goods in America. The goal is safer, quicker travel.

Benefits include a cleaner environment, improved productivity and new business opportunities for America.

## Messages

Under the umbrella slogan, "Moving Transportation into the Information Age," communicators will target specific audiences. For example:

| Audience | We want to convey the following understanding: |
|---|---|
| Media | ITS is beginning to have a major impact on the daily lives of millions of Americans. |
| Engineers | Information technology is driving us to reengineer our transportation future. |
| 1Government Officials | ITS spells opportunities.<br>ITS is the best way to address our traffic and clean air woes.<br>The marriage of transportation and information is creating new opportunities for all.<br>America needs to gain an ITS competitive advantage with our trading partners. |
| Public | ITS gets you there quicker, safer, cleaner.<br>It's here now . . . and getting better.<br>ITS gives you better choices-and it's here now. |

## 1995 Program Recommendations

1. **Steering Council**

   A Communications and Outreach Steering Council needs to be formed that includes U.S. DOT contractors and has ITS America Communications and Outreach-Task-Force-representation.

2. **Operational Tests**

   Successful operational tests should develop a visitor center and public awareness program.

3. **Strategic Communications Plan**

   A national strategic communications plan with broad-based public/private/academic participation **on** the federal, state, and local levels will be completed by February 15, 1995.

4. **Market Research**

   Public awareness efforts must be informed by data collected from market research and surveys. Use scientific methods in audience research and message development and delivery.

5. **ITS Communications and Information Network**

   Methods for conducting public awareness efforts and delivering information and education, news and materials to the media, the general public, government officials at all levels, transportation professionals, and academia will be dramatically enhanced through the establishment of a communications network. A nationwide network for multi-directional information delivery will include but not be limited to the National ITS Information Clearinghouse and the National ITS Multimedia Resource Center.

   | Primary audiences | Secondary audiences |
   |---|---|
   | 1. Media | 1. Graduate schools |
   | **2.** Congress | **2.** Secondary schools |
   | 3. Local/state govt officials | **3.** Elementary schools |
   | 4. Opinion leaders | |
   | 5. Transportation professionals | |

Much of the transportation community itself needs to move from the asphalt to the information age-by experiencing the benefits of the information age. The transportation community's participation in the ITS Information Network will accelerate the reculturization of the profession.

### 6. Media Relations

    a.  Ongoing intensive efforts, includes working press editorial board meetings, media seminars, an ITS Resource Guide for the Media.

    b.  An annual award for journalists

    c.  Regular news and editorial content distributed through radio syndication

### 7. Exhibits, Tours, Schools, Libraries, DMV Centers, other Locales through use of Interactive Multimedia* Kiosks.

ITS America is utilizing the resources available through the National ITS Multimedia Resource Center to produce a multimedia presentation for The ITS Showcase public awareness campaign, to highlight visible projects providing tangible public benefits.

Interactive multimedia and kiosks are also the best way to exhibit ITS to the public in schools and libraries, and through exhibits and tours.

ITS America is also designing and producing an Interactive MultiMedia Membership Directory that will allow users to easily navigate through the entire membership directory of ITS America. This computer-based product will be adapted for use in a stand-alone kiosk for lobby and trade show use.

*Multimedia: a disk-based computer presentation using of video sequences, slide, audio, sound effects, animation sequences, music. See appendix for complete definition.

### 8. National ITS Information Clearinghouse

Move onto the Internet

### 9. Major Exhibits

Smithsonian National Museum of American History Information Age exhibit, Epcot Center, Ford Museum

### 10. ITS Products on CD-ROM Marketed and Distributed into High Schools

CD-ROM products created for distribution into schools.

### 11. Intergovernmental relations

The holding of the public trust requires an ongoing program of education toward the American peoples' elected representatives at the local, state, and national levels.

Engendering the willingness to invest time and resources on ITS on the part of state and local governments who own and operate the transportation infrastructure-and MPOs-is critical to the success of ITS.

These groups will not be convinced to adopt solutions developed without an appreciation of unique regional and local transportation problems.

## 12. National ITS Multimedia Resource Center (MMRC) development

By April 1995, the MMRC will have established the capability of communicating the ITS story to multiple audiences through use of various media.

Materials produced by the MMRC will enable the public to experience how they will benefit from "smart" transportation. The National ITS Multimedia Resource Center:

- serves local information needs by developing materials with local input and supplying them without charge to localities nationwide;

- provides a central, efficient source of visual materials for the media;

- enhances images of innovation, dynamism, and reliability through the efficient use of state-of-the-art graphics and communications capabilities;

- protects program identity through implementation and control of graphics standards;

- enables the ITS America Communications and Outreach Task Force to better coordinate and manage the message;

- provides a central repository of accessible visual materials collected from multiple sources and available to multiple users.

## 13. Key Spokespersons/Speaker's Bureau

The ITS public awareness effort will engage a national spokesperson for ITS Opinion leaders within and without government will be identified and cultivated. Opportunities for them to deliver the ITS message will be developed.

## 14. The ITS Showcase! (formerly "Early Winners;" ongoing publicity effort)

The ITS Showcase constitutes the major, ongoing national ITS public awareness effort. An ad agency will be engaged for a national effort; focused planning to begin in Feb. Quantitative data from the program assessment effort and evolutionary scenarios from the systems architecture materials will feed into the ITS Showcase project.

## 15. Local ITS chapter organization

Coordinated planning with state DOTs, cities, and MPOs is essential to the long-term success of the ITS America communications and outreach effort. A vibrant and nourishing ITS chapter organization provides a network for national-local coordination of public awareness and education efforts.

Three criteria need to be met, in assessing the potential for action on the local level:

**#1 Leadership:** Is there a leader(s) willing to accept the challenges, burdens and risks necessary to bring their local transportation system into the information age?

**#2 Followers:** Are there enough people willing to support this project to make it happen?

**#3 Window of Opportunity:** Are there issues to serve as rallying points for all concerned (local government, business, public, transportation professionals, etc.)

<p align="center">*     *     *</p>

<p align="center"><b>National Public Awareness Campaign<br>Timetable</b></p>

## October-December 1994

| | |
|---|---|
| October | Data and visuals collection of ***The ITS Showcase!*** public awareness project |
| Oct.-Dec. | Materials development for kick off of The ITS Showcase! March 1995 public awareness campaign |
| Oct, Nov: | Media seminars in Detroit and San Francisco |
| Sept.-Dec.: | Develop the National ITS Multimedia Resource Center |
| Oct.-Dee: | Survey museums nationwide for interest in ITS exhibits;<br>Research avenues to reach public libraries, schools, DMVs |
| November: | Distribute first edition of the ITS Information Source Book: A Media Professionals Guide to Key Contacts for ITS Information Complete distribution of introductory video<br>Survey Task Force<br>Strategic Directions Workshop, No. California<br>Fortune magazine supplement on intelligent transportation systems |
| December: | Assess public awareness and education program in relationship to strategic communications plan; adjust as needed |

Completion of draft **National** ITS Strategic Communications Plan.


January-June 1995

January:      Research, business plan for a national communications and information
              network that includes full Internet access and Worldwide Web
              Prepare The ITS Showcase! materials
              Launch an aggressive Speaker's Bureau program.


Feb.-June:    Media Seminars: Wash., D.C., Dallas, L. A., San Diego, Minneapolis,
              Boston, Chicago, Miami


February:     Begin museum program
              Launch the *ITS Showcase* public awareness campaign
              Begin scoping out a new video-international competitiveness.
              Advice memo to U.S. DOT on communications, education, and outreach
              Complete a national strategic communications plan for a coordinated &
              sustainable national/local public awareness & education effort.


March:        Luncheon speech at the National Press Club by a "capt. of industry"
              Washington Times supplement highlighting ITS policy issues,
              ITS America Annual Meeting media attention
              Full operation of the National ITS Multimedia Resource Center based on
              electronic communications and information network.


April:        Begin implementation of communications, education and outreach in the
              context of the national strategic plan
              Launch a national program of radio broadcasts on ITS.
              Natl demonstration tour of ITS technologies targeting media & elected
              officials (mayors, governors)
              First edition of *Intelligent Transportation* magazine


July-December 1995
              Smithsonian's National Museum of American History-incorporate ITS into
              the Information Age exhibit
              Media Seminars: Houston, Atlanta, New York City, Denver,
              Philadelphia, Pittsburgh, Baltimore, Los Angeles
              Target major national media
              Bring experience of ITS technologies directly to Members of Congress

January-June 1996

National conference on ITS for the media

Editorial Board meetings: Newspapers: NY Times, Wall Street Journal, Los Angeles Times, Newsday, Washington Post, Boston Globe, Miami Herald, Philadelphia Inquirer, Orange County Register, Washington Times, Chicago Tribune; Detroit Free Press; and others

Magazines: Business Week, U.S. News & World Report, Time, Newsweek, Forbes, Economist