

ITS/CVO Strategic

Communications

& Outreach Plan

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BACKGROUND

Purpose, Goals, and Focus Areas of the ITS/CVO Program

Intelligent Transportation Systems (ITS) utilize information, communication, sensor and control technologies to improve mobility, safety and productivity. The Commercial Vehicle Operations (CVO) program, one of several components of the U.S. Department of Transportation's Intelligent Transportation Systems (ITS) initiative, is designed to accelerate the use of advanced transportation technologies to improve highway safety and increase productivity for the motor carrier industry.

In April 1996, the ITS/CVO Division of the Office of Motor Carriers (OMC) introduced a Five-Year Plan further defining its existing ITS/CVO program. The Plan reads:

The ITS/CVO Division's Plan for the next five years (1997 - 2002) focuses on the use of information and technologies that will allow commercial motor vehicles and drivers to be screened, identified, and checked electronically. This effort will increase motor vehicle safety on our highways by developing and using Electronic Data Interchange (EDI), along with cost-effective methods and technologies that will streamline State regulatory, enforcement and motor carrier practices.

During the next five years, the ITS/CVO division will focus on the development and deployment of technologies and information system components that will target high-risk carriers, vehicles and drivers.

The Five Year Plan lists specific program goals:

1. Improve commercial vehicle safety
2. Improve freight mobility
3. Improve credentials and tax administration
4. Ensure regulatory compliance and equitable treatment

The program consists of public and private organizations working together in three areas to achieve benefits for the American people by deploying technologies. These are:

1. Roadside Safety Systems
2. Administrative and Operational Systems
3. In-Vehicle Systems

The Five-Year Plan provides context for strategic communications planning. The Plan states that the ITS/CVO Division's research and technology program will focus on the following areas:

1. Information systems development
2. Technologies for safety inspection and weighing
3. Mainstreaming

Mainstreaming is a word coined by the U.S. Department of Transportation (U.S. DOT) that means moving ITS/CVO from research and development and testing to model then full deployment at state and regional levels. Mainstreaming requires coordinating efforts within states and regionally to ensure systems compatibility and to implement new strategies. Mainstreaming also encompasses marketing the program to target audiences. Mainstreaming requires having the proper organizations, business plans, outreach/training and financial commitments in place to deploy ITS/CVO core technologies and information systems.

The Five-Year Plan also states:

Model and full deployment will require a great deal of education to progress from the research and testing phase to one of deployment. Also, outreach efforts are needed to resolve issues and gain user acceptance. State agencies and carriers must work together to 1) facilitate and develop new tools, databases and procedures to support ITS/CVO; 2) automate burdensome paperwork processes; and 3) rely upon communication technologies to identify and screen vehicles and drivers at highway speeds.

The Plan that follows seeks to provide the communications context needed to fulfill the goals and objectives of the Five Year Plan of the ITS/CVO Division of the Office of Motor Carriers.

(For further information concerning ITS/CVO acronyms, readers may wish to refer to the Glossary of **Acronyms**, which was produced for the U.S. Federal Highway Administration by the John Hopkins University Applied Physics Laboratory in September 1996. This glossary can be accessed by visiting either of the following two Internet sites: www.cvo.netrans.net or www.jhuapl.edu/cvo)

Need for a Strategic Communications Plan

A successful ITS/CVO program cannot be mandated, willed, or simply funded into existence. ITS/CVO deployment requires voluntary buy-in by multiple audiences who reference one another. Success of the ITS/CVO program requires marketing, education, and cooperation. Markets need to be identified, maintained, and defended. Education is needed to inform key players about the program and to progress towards deployment. Finally, cooperation is essential to get state regulatory agencies and carriers working together. In order to better address the non-technical challenges to the program, the ITS/CVO Division commissioned Walcoff & Associates (Jonathan Slevin, Nels Ericson, Andrea Ferguson) to develop a Strategic Communications Plan.

Plan Objective

The **objective** of the communications and outreach program of the ITS/CVO division office is to build Federal Highway Administration (FHWA), state government, motor carrier industry, and driver support for the national ITS/CVO program while enhancing awareness among elected officials. The objective will be accomplished by informing and educating selected audiences of the impacts and benefits of ITS/CVO technology.

The Communications Plan offers a context within which to implement a program that informs and educates users, partners, stakeholders and the public about the benefits, services and products available in the ITS/CVO program.

Definition of "Marketing"

The term **marketing**, rather than **outreach** is used deliberately. A market is an audience, or a set of actual or potential customers for a given set of products or services, who have a common set of needs or wants, and who reference each other when making a buying decision. **Marketing** is taking actions to create, grow, maintain, or defend markets.

Using the term, **marketing**, emphasizes that the ITS/CVO program needs to be **sold** to market segments (audiences) just as products and services are sold.

Marketing professionals insist on market segmentation because they realize no meaningful marketing program can be implemented across a set of customers who do not reference each other.

The vague term, **outreach**, obscures the fact **that** successful program implementation requires that communications and marketing methodologies be applied.

Plan Development, Evolution, and Delivery

The ITS/CVO Division office committed to an assertive outreach program at the time it was established in 1994. The development of a Strategic Communications Plan was commissioned in September 1995 and has been developed through a seven-phase process:

- Phase One: Review existing communications and outreach materials.
- Phase Two: Collect existing reports and studies.
- Phase Three: Review existing and planned programs and outreach activities.
- Phase Four: Obtain direct exposure to issues and audiences.
- Phase Five: Conduct executive interviews with ITS/CVO leaders.
- Phase Six: Develop and deliver several drafts of the Plan.
- Phase Seven: Deliver final draft Plan on August 1, 1996, incorporate final comments, and distribute.

SITUATION ANALYSIS

The commercial vehicle industry affects all Americans. However, not all travelers participate in the commercial movement of goods as they do in moving *themselves* from one place to another. General public awareness of ITS/CVO is therefore less important to the attainment of ITS/CVO objectives than it is with Advanced Traffic Management Systems (ATMS) and Advanced Traveler Information Systems (ATIS). Targeted awareness to audiences that influence decision makers such as state legislators, local elected officials and the motor carrier industry is very important.

Motor carriers have been investing in ITS technologies whenever it helped improve their bottom line. In ITS/CVO-unlike most areas of the federally funded ITS initiative-industry adoption of technology has in many cases preceded the government's emphasis on the application of intelligent transportation systems solutions to commercial vehicle operations.

Results and evaluations of numerous FHWA-funded ITS/CVO operational tests and demonstration projects will increasingly surface during 1997 and 1998.

In advancing the ITS/CVO program, the following twelve market dynamics need to be considered:

1. Administrative Structure
2. Budget
3. Staff Resources
4. Key Projects
5. Industry Assessment
6. State Agency and Legislative Assessment
7. U.S. Congress Assessment
8. Media Assessment
9. Public Awareness
10. Marketing Channels In Use
11. OMC's Expanding Role and Identity
12. Marketing Program

These dynamics are further discussed in the next few pages.

ITS/CVO Administrative Structure

The ITS/CVO Division of the Office of Motor Carriers, FHWA, has responsibility for program oversight in coordination with the Joint Program Office for ITS (JPO) of the U.S. Department of Transportation, and the Turner Fairbank Research Center of FHWA. This form of administrative structure results in shared responsibility of the ITS/CVO program.

ITS/CVO Program Budget

Funding for the ITS/CVO program comes from three sources: ITS, OMC, and Government Operating Expenses (GOE). Projected funding figures for the ITSKVO Program are as follows:

- 1995-\$30,461,000
- 1996-\$34,217,000
- 1997-\$39,950,000
- 1998-\$51,418,000

OMC Staff Resources

The OMC has a staff of approximately 440 people including 100 people at the headquarters in Washington, D.C., 90 in the regional offices, and 250 in the state offices. The ITS/CVO Division office has a staff of nine people at headquarters, including one person serving as the ITS/CVO outreach coordinator. One OMC staff person in each of the nine regions is the central point for ITS/CVO, and only one of these is dedicated full-time to the task. Each of the 50 state offices has an average of five staff people and their focus on ITS/CVO program issues varies. The JPO has a staff of 22 people, all in Washington, D.C., of whom one person serves as the ITS/CVO coordinator.

Key Projects

Federally-funded ITS/CVO projects are many and varied, including pilot programs, research projects, demonstration projects, and operational tests. Projects include: Advantage I-75, brake testing research, Commercial Driver's License Information System (CDLIS), Commercial Vehicle Information and Systems and Networks (CVISN), driver fitness for duty verification, electronic registration, electronic clearance systems, Green Light, international border clearance, International Registration Plan/Interstate Fuel Tax Agreement clearinghouses (IRP/IFTA), Motor Carriers Safety Assistance Program (100/200 MCSAP site projects with portable computers at roadside), Operation RESPOND (Hazardous Materials Response System), out-of-service verification, Port-of-Entry Advanced Sorting System (PASS), Safety and Fitness Electronic Records System (SAFER), Smart Card, and weigh-in-motion research. Also, TruckDesk (I-95 Coalition project), HELP, Inc.'s PrePass program, and Advantage CVO are potential ITS/CVO projects unsupported by federal funding through FHWA that will be useful to communicate to target audiences.

Industry Assessment

1. Motor carriers invest in technology when they are convinced that a specific technology will enhance safety for drivers, increase productivity, and thereby improve their bottom line. Industry peers strongly influence company purchasing decisions.

Furthermore, successful technology insertion by a motor carrier occurs in concert with drivers. Brad Popoff, Senior Vice President of Marketing, HighwayMaster, emphasizes that driver satisfaction determines the extent to which adoption of a technology will work:

Technology has to do something that your main asset-the driver-is going to embrace. True driver satisfaction is necessary for technology applications to succeed.

2. Vehicle/Roadside Communications (VRC) standards and Dedicated Short Range Communications standards (DSRC) are a vital need.
3. There is an impression within the trucking industry that ITS/CVO is vendor-driven, and that ITS/CVO is an example of solutions looking for a problem.

State Agency and Legislative Assessment

1. State legislators tend to be unaware of ITS/CVO projects. Due to its funding, the MCSAP program is the best known OMC effort that employs an ITS/CVO technology (roadside portable computers). There are effective program advocates in state agencies in key states.
2. Early adopters and followers in state agencies are frustrated because of the absence of vehicle to roadside communications standards.

U.S. Congress Assessment

U.S. Congress funding history and reports (Congressional Budget Office 11/95; Senate Appropriations Committee 7/18/96) give evidence to a pocket of support for the ITS/CVO program. Beginning in fiscal year 1997, the program's progress offers opportunities to broaden the base of awareness and support among Members of Congress and staff.

The program to date has lacked significant and sustained industry advocacy on Capitol Hill because early efforts have involved research and intergovernmental relations. Senior industry officials equate ITS/CVO with government regulation and the possibility of increased taxes, and therefore have not fully supported the program thus far.

ITS/CVO benefits are more easily communicated than traffic management benefits. Congress has cited positive cost/benefit examples deriving from the ITS/CVO program.

Media Assessment

The importance of media relations to the ITS/CVO communications and outreach program cannot be over-emphasized. Media relations are more effective when coordinated among associations, companies, and governments. For this to occur, the ITS/CVO Division of the OMC needs to play a leading role.

A database of media and an Internet site that supports a media relations campaign have been developed and are updated on an on-going basis.

A look at trade press coverage shows that the **ITS/CVO Update** newsletter serves as the sole publication dedicated to ITS/CVO topics. Since March 1996, the program and its projects have received excellent coverage in **Transport Topics** and **ITS World**. Trade press advertisements do not connect technology to ITS.

There is little, if any, ITS/CVO coverage by local media. It is premature at this point to target the national media for coverage, except in the context of a locally-based project.

Public Awareness

There is little public awareness of the ITS/CVO program or its individual projects.

Marketing Channels In Use

Marketing channels that are already being employed include various committees, publications, trade shows, conferences, and local chapters of trade associations. Key channels among these are:

- American Association of Motor Vehicle Administrators (AAMVA)
- American Bus Association (ABA)
- American Trucking Associations (ATA)
- Commercial Vehicle Safety Alliance (CVSA)
- Independent Truckers and Drivers Association (ITDA)
- ITS America and State Chapters
- National Private Truck Council (NPTC)
- Owners, Operators, and Independent Drivers Association (OOIDA)
- United Motor Coach Association (UMCA)

OMC's Expanding Role and Identity

A successful ITS/CVO program will entail a continuing effort (implicit to the program) to transition the federal role from regulator to regulator, educator, and partner. In support of this change, the report from the Marconi Conference on Strategic Directions for ITS Communications and Outreach (November 15, 1994), reads:

The national ITS program needs to recognize and reflect the greater need for listening to the market. There needs to be a balance between planned deployment (push) and responsiveness to the consumer (pull).

Explicit discussion within the OMC about its “market identity” will help successful deployment of the ITS/CVO program. Management of perceptions both internally (providing leadership) and externally (delivery of messages) is important. A focused and enterprising communications program facilitates this process of identity change.

Marketing Program

An essential milestone of the ITS/CVO marketing program is the adoption in fiscal year 1996 of a Strategic Communications Plan. Other fiscal year 1996 markers in the program include: preparing training materials, conducting six focus groups, and expanding and refining media relations. In addition, development of an ITS/CVO “Technology Truck”, use of the “Rover Van” for publicity appearances, an Internet site, standing and portable exhibits, videos, a graphic identity, brochures, slide shows, and user acceptance and cost/benefit studies are all part of the fiscal year 1996 marketing program.

The fiscal year 1997 ITSKVO communications and outreach program is under development.

EXECUTIVE INTERVIEWS

A series of executive interviews has been conducted to solicit representative viewpoints and suggestions from the spectrum of CVO stakeholders. Leaders from federal and state transportation agencies, law enforcement, regulatory agencies, motor carrier associations, manufacturers, academia and research institutes, operational test programs, commercial programs, industry and the Congressional Budget Office have been interviewed in an effort to reach a broad and representative cross-section of CVO audiences.

Response to the interviews has been overwhelmingly positive, and many participants have expressed optimism for the prospects of the ITS/CVO division and its proposed pilots, operational tests and programs. The sense of the interviewer is that many of the participants are appreciative of this opportunity to provide input into the program.

The list of twenty-seven interviewees, the eighteen questions that were asked, and the detailed responses are provided in Appendix I. The following eight key findings serve to briefly summarize the results:

1. The ITS/CVO program enjoys support from a core group of stakeholders.
2. The voluntary nature of the program is the key to success.
3. To relieve suspicion and develop trust, FHWA needs a sustained marketing effort.
4. Unions can be a show-stopper.
5. The ITS/CVO program is perceived as fragmented.
6. There is a need to educate key audiences about the program's costs and benefits.
Key audiences are:
 - State and local elected and career officials
 - Key members of Congress and staff
 - Motor carriers and operators
 - State law enforcement personnel (4,600)
7. The program can take off once uniform technology standards are established.
8. Trucking industry advocates in Washington, D.C. support technology that improves carrier productivity, but do not uniformly support government's ITS/CVO efforts to apply technology in service to its regulatory function.

PROGRAM CHALLENGES

In the effort to ensure a successful ITS/CVO program, it is recommended that the following challenges be recognized and effective means of handling them be incorporated into marketing efforts.

1. Link safety and productivity benefits to ITS/CVO technologies.
2. Face effectively the difficult relationships and distrust that have developed between regulatory/law enforcement agencies and motor carriers/truckers.
3. Encourage the adoption of technology standards.
4. Kindle interest in ITS/CVO among non-OMC FHWA headquarters and field staff and provide them with a clear knowledge of important ITS/CVO issues, projects and programs. OMC field staff have had few tools to change this situation. There is also a need to integrate ITS/CVO functions within state DOT agencies. Currently at the state level, there is a lack of auto/CVO integration in city, county and state planning. Too often CVO functions are isolated from other agencies within state DOTs. In many states, CVO is regulated by multiple agencies.
5. Help change law enforcement's perception of motor carriers and operators while at the same time supporting law enforcement's need to operate with greater efficiency. Too often the attitude of regulators and law enforcement has been that every commercial vehicle is an accident waiting to happen, regardless of the carrier's past safety and performance record. As a result of this regulatory environment, the trucking and motor coach industry tends to look upon all government initiatives with distrust. Industry associations need to protect their members from intrusive government behavior and regulation.
6. Encourage federal and state governments to include more motor carriers and operators in program and policy deliberations. To date, insufficient effort at both the federal and state levels has been expended to include motor carriers and operators in this area. ***The National Program Plan for ITS*** observes that "truckers were not involved in the development of CVO initiatives" during the 1980's. (It is noteworthy that motor carrier involvement in ITS America is limited.)
7. Work with industry to move the program forward while realistically handling fears of weight-distance taxes.
8. Address effectively industry and driver concerns on privacy issues.
9. Deal effectively with industry's ambivalence towards the ITS/CVO program.

10. Answer the following key objections to the program effectively:

- ***Won't electronic records transfer allow regulators to pry more precisely into carriers' proprietary information?***
- ***Won't electronic clearance/safety inspection of transponder-equipped trucks allow unsafe ones to slip through the cracks?***
- ***Won't participation in the program be mandatory rather than voluntary?***
- ***Won't states lose revenues due to standardized tax regulations?***
- ***Doesn't the introduction of ITS/CVO technology in trucks and buses mean ceding control of commercial motor vehicles to computers?***

AUDIENCES

It is important to identify ITSKVO audiences, then design and deliver messages specific to each of them. There are internal and external audiences whose awareness, understanding and support are necessary for program success.

Audiences can be conceptualized as a series of concentric circles, with the ITSKVO Division of the Office of Motor Carriers as the nucleus. (A graphic presentation of this target audience concept is provided in Appendix G.) Questions to answer when identifying audiences and developing messages are:

- Who are the audiences?
- What do we want them to know?
- What do we want them to do?
- What do we have to understand to be effective?
- What do we have to do?

The communications program of the ITSKVO Division of OMC must not attempt to reach all possible audiences. Nor will all audiences targeted require the same emphasis, nor are they all to be reached at the same time. For example, it is important that within a particular state, leaders among motor carriers and regulators be supportive of the program before state legislators are approached.

Internal Audiences

Internal audiences include those people who have a direct impact on, are responsible for, or who will interact with the ITSKVO programs and activities as they are implemented in the field. These are FHWA decision-makers, FHWA/OMC/Federal Aid staff (field & headquarters), and State agency MCSAP representatives.

Identification in the executive interviews of a disconnect between FHWA headquarters initiatives and the field's possession of resources to implement underscores the need to focus on internal FHWA audiences.

External Audiences

External audiences include those individuals who have a direct impact on, are responsible for, or who will support, implementation of ITS/CVO technologies. These include state and local government and their motor carrier regulatory function, the motor carrier industry, NAFTA partners (Mexico and Canada), the media, and the public.

Seven Existing Target Audiences

The following table contains recommendations of audiences to be targeted and methods and means for reaching them.

ITS/CVO Existing Target Audiences	Communication Channels, Methods, and Tools
Federal Government	
FHWA Decision Makers	Technology Truck; Rover Van; Communications of Results; Media Coverage; 3rd Party Advocacy; Training Programs
FHWA/OMC Staff	Field & HQ Training; Internal Communications; Professional Associations; (plus the above)
FHWA Federal-Aid Staff	(Same As Above)
Non-OMC FHWA Staff	(Same As Above)
State/Local Governments	
State DOT Decision-Makers	Training; Professional Associations; Internal News and Information Sources; General and Trade Press; Technology Truck; Rover Van
State/Local Regulatory Agency Decision-Makers	Professional Associations, Internal News and Information Sources; General and Trade Press; Technology Truck; Rover Van
State/Local Enforcement Officers	CVSA; Professional Associations; Internal News and Information Sources; General and Trade Press; Technology Truck; Rover Van
State/Local Elected Officials (ICCMA, NaCo, USCM, NGA, NCSL)	Professional Associations; Internal News and Information Sources; General and Trade Press; Technology Truck; Rover Van
U.S. Congress	
Congress Members and Staff	Technology Truck; Rover Van: Visits By OMC, Industries, and States; Media Coverage: Brochures With Benefits and End-User Testimonials
Public/Private Consortia	
ITS/CVO Program Designers	ITS/CVO Committees/subcommittees of ITS America
Industry	
Motor Carrier Management	Professional Associations; Industry Groups; Internal News and Information Sources; Technology Truck; Rover Van
Motor Carrier Safety Representatives	Professional Associations; Internal News and Information Sources; Technology Truck; Rover Van
Commercial Vehicle Drivers	
Drivers	Professional Associations; Truck Stops; Publications; Technology Truck; Rover Van; Unions

ITS/CVO Existing Target Audiences	Communication Channels, Methods, and Tools
Manufacturers/Suppliers	Trade Associations; Industry Groups; Technology Truck; Rover Van; Trade Publications
General Media	
Broadcast and Print Media	Technology Truck and Rover Van; CVISN; MCSAP - Portable Computers at Roadside
General Assignment and Business Press	Technology Truck and Rover Van; CVISN; MCSAP - Portable Computers at Roadside
Public	
General Public	Through the Media; Technology Truck; Rover Van

New Audiences

The value developed by the improved quality and access to motor carrier information will result in the emergence of new interest groups and will increase awareness of the availability of the information, its value and application in each audience's areas of interest. To determine the value, follow the freight to see where there are improved efficiencies and for whom. New audiences include:

- Shippers (Shippers are increasingly influencing how the trucking industry operates by dictating specific requirements of how a carrier operates.)
- Insurers
- Organized Labor
- Vehicle Rental/Leasing Companies
- State Agencies Newly Affected (e.g., health department functions are affected by reduced response time for remote accidents)
- Prosecutors (is electronic data capture admissible and sufficient?)
- National Park Service
- National Weather Service
- Federal Aviation Administration

Prioritization and Phased Target Approach

Audiences need to be prioritized and approached in a phased, planned manner, and in accordance with available resources. This critical need is included in the strategic recommendations that follow later in this Plan.

MESSAGES

Existing ITS Program Messages

The following table shows the evolution of general ITS messages:

Date	Message(s)	Audiences	Message Developed By
Pre-1994	None	NA	NA
1994	<i>Moving Transportation into the Information Age</i>	Internal ITS Community General Public	ITS America Communications and Outreach Task Force
Jan. 1996	<i>ITS saves time—ITS can cut 15 minutes off your commute U.S. DOT sets a national goal to build an intelligent transportation infrastructure (ITI) in the largest metro areas Systems integration</i>	American traveling public Transportation professionals State, county, city managers Elected officials	JPO for ITS. (Launched as Operation TimeSaver, Building the Intelligent Transportation Infrastructure speech by Secretary Pena 1/11/96)
June 1996	<i>Saves Money, Saves Lives, Benefits Now</i>	U.S. Congress Members and Staff National media	Friends of ITS

Existing ITS/CVO Program Messages

The following chart shows the evolution of ITS/CVO messages:

Date	Message(s)	Developed By ⁱ
Pre-1994	None	NA
1994	Serving your technology needs	OMC
1995	<i>Assisted by technology, trucks and buses will move safely and freely throughout North America</i>	OMC/ITSA
1995	lose Wait	Advantage I-75
1995	<i>Because Time Is Money</i>	PrePass
1996	<i>Facilitating safety and productivity</i>	OMC
1996	<i>Partners enhancing motor carrier safety and efficiency</i>	CVISN

Program Positioning With New ITS/CVO Slogan, Three Benefit Categories, and Logo

To best position the ITS/CVO program the new slogan, ***Safety, Simplicity and Savings for government and industry***, will be instrumental. This new slogan incorporates three benefit categories which are detailed in the following table:

MESSAGES FOR CVO AUDIENCES Safety, Simplicity, <i>and Savings</i>						
Benefits	U.S. Congress	State/Local Government	State Law Enforcement	Industry	Media/Public	Motor Carrier Drivers
General Theme	ITS/CVO enjoys widespread support: doubling of traffic congestion by year 2020 will affect American competitiveness	The trucking industry keeps American business moving. Do more with less.	Proven technology streamlines operations and makes enforcement procedures more efficient	Voluntary program, developed with industry at the table	This program is an example of government at its best, using technology to save everybody's time and money	Useful, reliable, and effective technology making the job easier
1. <i>Safety</i>	Government doing what it does best; allows for better management of program, better compliance	Allows regulators to focus on unsafe carriers, drivers, vehicles	Allows officers to focus on unsafe carriers, drivers, vehicles	Separates high-risk from low-risk carriers; prevents accidents by focusing on unsafe carriers, drivers, vehicles	Much more effective use of limited government resources to track unsafe commercial vehicles	System warns of malfunctioning equipment before accidents happen; safer driving
2. <i>Simplicity</i>	Simpler is better, and is made possible with existing technology	Once available technology is in place, everything functions more simply.	Technology exists today and has a proven track record	Existing technology streamlines operations; not another layer of regulation	Existing technology with proven track record is simplifying government processes	Existing technology allows credentials and licenses to be obtained from the office computer, simplifying process

MESSAGES FOR CVO AUDIENCES Safety, Simplicity, and <i>Savings</i>						
Benefits	U.S. Congress	State/Local Government	State Law Enforcement	Industry	Media/Public	Motor Carrier Drivers
3. Savings	Cuts federal administrative costs; allows resources to be focused at problems; streamlines revenue collection	Do more with existing funds: streamline revenue collection; govt/industry cooperation reduces costs, cuts through bureaucracy; costs less than new construction	Less time spent identifying unsafe drivers: more efficient revenue collection process; reduced administrative tasks	Less time is spent on administrative chores; makes trucks, drivers more productive; safety lowers operating costs, impacts industry's bottom line	Good use of tax dollars; more can be done with existing resources	Little or no time is spent sitting in weigh/inspection stations; save time; make more money

In accordance with the five-year plan of the ITS/CVO Division of the OMC, the ITS/CVO program provides safer roads and more efficient driving, while enhancing the bottom line. The ITSKVO program improves and simplifies government functions. Starting in 1998, the program can begin to be presented as an example of government at its best. ITS/CVO is all about working smarter. ITSKVO:

- addresses problems at their source,
- brings different interests together
- saves American lives, time, and money, and,
- minimizes federal government's role (e.g., CVISN).

Through the ITSKVO program, state and local government have a solid and affordable program for helping to keep our roads safe at a time of decreasing budgets and increasing commercial vehicle traffic.

It should be emphasized that the program supports motor carrier safety and efficiency; not one at the expense of the other. Safety, for industry, lowers operating costs, impacting the bottom line. In 1995, 4,615 heavy trucks were involved in fatal accidents in the U.S. in which 5,112 people died. Economic losses from such accidents include: loss of lives, injuries, loss of income, repair costs, worker compensation, management attention, and damaged industry reputation.

Before using the new messages on targeted audiences, it is recommended that the messages first be tested on selected individuals in the U.S. Congress and the motor carrier community.

Further program positioning will be obtained through use of the new ITSKVO logo. (This new ITSKVO logo is provided, in color, in Appendix H.) All ITSKVO messages and projects should be

branded with this recognizable “stamp”. This logo should be promoted on FHWA ITSKVO correspondence. ITSKVO program practitioners should be encouraged to use it.

In explaining the program, the first message tier after “Safety, Simplicity, Savings” explains the three operational areas to which the application of ITSKVO technologies are bringing benefits. These are:

1. Roadside Safety Systems
2. Administrative and Operational Systems
3. In-Vehicle Systems

The description of these areas can be simplified as follows:

1. “At the Roadside”
2. “In the Office”
3. “In the Vehicle”

Audiences should not be spoken to in terms of ITSKVO user services.

Message Reinforcement With Three Project Examples

It is essential when targeting a particular audience to use a limited number of project examples that clearly make the appropriate messages come to life. Three fiscal year 1997 projects that fall into that category are:

1. Electronic Clearance
2. CVISN prototype and model deployment pilots
3. Portable computers at roadside

Project examples need to be chosen from the target audience’s point of view to ensure the quickest and easiest buy-in. The above three examples target the audiences: motor carriers, state government, and law enforcement.

STRATEGIC RECOMMENDATIONS

The Communications Plan offers ten strategic recommendations to serve as guidelines when developing and implementing tactical communication plans and projects.

1. Define ITS/CVO simply and visually. (Using the slogan identifying three benefit categories, the icon, and project examples.)
 - Communications need to emphasize benefits first, not the technologies.
 - Do not promote programs by leading with their acronyms and bureaucratic distinctions. Instead, explain what the programs do and the value they bring.
2. First provide internal audiences with a solid understanding of the overall program, the communications strategy, and program messages. Upon this foundation, target external audiences.
3. Ensure that FHWA headquarters and field staff convey the same program messages.
4. Deliver tailored key messages with a program for each key audience.
5. Prioritize audiences and roll out the campaign in a phased approach.
6. Develop and support three champions from each market segment.
7. Focus on 3-5 key states during the next 12 to 18 months. Utilize state chapters of key organizations such as the American Truckers Associations (ATA), The Intelligent Transportation Society of America (ITSA), the National Conference of State Legislatures (NCSL), the National Governors Association (NGA), the American Association of State Highway and Transportation Officials (AASHTO), and the Commercial Vehicle Safety Alliance (CVSA).
8. Prepare now for national media exposure in 1997.
9. Explore the possibility of an ITS/CVO annual meeting to help establish program identity, brand name, and markets.
10. Use the Technology Truck and the Rover Van for all they're worth, as they are both excellent marketing tools.

CONCLUSION

The Federal Role

There is a need to define explicitly the federal role in communications and outreach, so that all involved share a common understanding. Only the federal government can provide the vision, cohesion, plan, and strategy. Only the federal government is positioned to provide management and oversight during program implementation. However, there are often more effective and appropriate communicators, closer to the target audiences, than the federal government. These communicators need to be identified, supported and nurtured. For example, state governments-who are the customer of the federal government-are closer to the ITS/CVO customer. Yet state agency employees tend not to be effective message carriers to their own state legislators. In insuring that a specific program is effectively implemented through a state, the ITS/CVO division office and the Joint Program Office (JPO) for ITS need to include state-initiated communications and outreach needs as a program component to be guided and monitored along with the technology side of the project. Some Requests For Proposals should include requirements for conducting outreach consistent with the approved strategic communications and outreach plans of the JPO, the OMC and its ITS/CVO Division.

Strategic Imperative

The national ITS/CVO program encompasses and must link the responsibilities of federal, state and local government transportation, regulatory and law enforcement agencies with the private sector commercial vehicle industry's need for ever-improving productivity in a highly competitive, low-margin business.

ITS/CVO Program Control and Evaluation

The effectiveness of the marketing and communication program needs to be measured. This will be accomplished using the following methodologies:

- Executive Interviews in June/July 1996 and then again in mid-year 1997.
- On-going attitude and opinion studies will track awareness, understanding, and support among targeted audiences.
- An audit of press coverage in September 1996 and November 1997 can track the effectiveness of the media relations component of the marketing program.
- Follow-up focus group meetings in fiscal year 1998 can help evaluate the effectiveness of marketing efforts based upon this Plan.

APPENDIX A

COMMUNICATIONS TO U.S. CONGRESS

Target	Members of U.S. Congress and Staff
Rationale	They pay the bills.
Goal	Maintain funding levels based upon identifiable supporters. Identify, cultivate 3 champions in the House, 2 in the Senate, and staff members on House Appropriations and House and Senate authorizing committees.
Audience	Busy schedules. Industry ambivalence.
Resistance	
Approach	Through state and local elected officials; informational from U.S. DOT; trade press articles; Friends of ITS; industry testimony
Slogan	Safety, Simplicity, and Savings
Messages	<p>Capability by 1998 to connect 50 states into united and distributed information systems.</p> <p>On track to comply with legislation to phase-out most federal involvement in CVISN by 2001.</p> <p>Safety-based performance measures with benchmarks.</p> <p>Benefits-oriented approach-to state government and motor carrier industry.</p> <p>Same program provides safety and productivity improvements. Not one at the expense of the other.</p> <p>“The ITS projects with the greatest potential effects on productivity-or at least those in which productivity effects are most directly identifiable-are ones that have applications in the area of commercial vehicle operations.”</p>

Intelligent Transportation Systems and Policy

Report of the Congressional Budget Office, Natural Resources and Commerce Division, October 1995

Federal government, state government and industry are collaborating in program design and implementation

Motor carrier industry (truck and bus) regulatory reform is dependent on CVISN.

Faster border clearance of trucks enhances international competitiveness.

Answers to 3 Key Questions

I. Why Do We Need an ITS/CVO Program?

- Improve safety and compliance

Information-based technology helps target high risk carriers, vehicles, and drivers. This technology can be deployed at the roadside, desk and onboard to warn drivers of impending trouble.

- Keep freight and passengers moving

The great era of American road building came to an end with the completion of the Interstate Highway System. As the population and traffic continue to increase, highway capacity remains nearly static. The result is that America's highways are becoming America's warehouse. America's transportation system is no longer providing the competitive edge over our international competitors that it once did.

- Free motor carriers from an onerous and costly inefficient regulatory process

Some regulatory agencies need help, standards and incentives to modernize (computerize) their operations and procedures. This improves state government and carrier efficiency.

- Improve government services in an era of shrinking resources

Budgets at the federal and state government levels are being cut, so more must be done with fewer resources.

- Help improve industry productivity

Carriers often operate on razor-thin profit margins; anything that improves their productivity will improve their bottom line.

- Enable federal inter-agency cooperation

Recent legislative mandates (NAFTA, Clean Air Act) require U.S. DOT to work with agencies that lie outside the department's traditional transportation role. U.S. DOT must now share information and work with such non-transportation-related agencies as the Commerce Department, Environmental Protection Agency, Federal Communications Commission among others. Retrieving vital information can often take days, weeks or months to change hands under existing systems.

2. What Benefits are Available?

- ◆ Safety improves because states can focus time and resources on unsafe carriers, vehicles, and drivers, due to electronic identification clearance/safety inspection/weigh-in-motion technologies. Regulatory agencies and law enforcement can free up compliant carriers from unnecessary inspections.
- ◆ Safe and legal drivers save time because ITS/CVO technologies reduce the time drivers spend sitting in lines at crowded inspection stations, border crossings or spot inspections.
- ◆ Administrative costs decline for government (federal and state) because of easy electronic access to accurate records.
- ◆ Administrative costs decline for industry because many transactions with government can take place through electronic data interchange (EDI) from the office computer, a third party, to one location.
- ◆ Government improves its revenue collection capabilities and protection of the infrastructure.
- ◆ ITS/CVO facilitates regulatory reform. Existing rules and regulations, which may be outdated, redundant or contradictory, are examined and changed, and the process is streamlined as part of the design and implementation of automation.
- ◆ Government agencies and the private sector develop **partnerships** and more flexible relationships that benefit the public. Synergies of interests and resources can evolve.
- ◆ Electronic one-stop (or no-stop) shopping for licenses, permits and tax payment will save motor carriers and states money and time.

3. What is the Federal Role:!

- Provide Vision

Under recent legislation (ISTEA-Intermodal Surface Transportation Efficiency Act, National Highway System Designation Act), the relationship between U.S. DOT and state DOTs is changing. The states are assuming a greater role in deciding what projects they will undertake and how their federal funds will be spent. One of U.S. DOT's major functions in this changing landscape is to provide a national vision for technology deployment and to ensure that safety-based performance measures are incorporated in every CVO project.

- Insure Connectivity

Only the Federal government has the authority and resources to develop and coordinate any electronic system that ties together all of the numerous agencies that regulate CVO within each state.

- Obtain Standards

Today, there is a lack of standards for CVO compliance and for uniform, reliable information to support nationwide CVO service. U.S. DOT is needed to establish the program that results in industry self-selecting the best standards.

- Fund Research

- Create climate conducive to escalating deployment

APPENDIX B

COMMUNICATIONS TO STATE LEGISLATORS

Target Key state legislators among total of 7,400 nationwide.

Rationale The ones who are paying the bill.

Goal Gain support to implement relevant parts of the ITS/CVO program

Audience

Resistance Lack of funds. Lack of full support from industry. Lack of interest. Perception that a truck is an accident waiting to happen. (For example, the public perception that trucks cause more than their share of accidents on the Washington, D.C. Capital Beltway is not supported by studies that show in 73% of accidents involving a commercial vehicle, the fault does not lie with the truck driver.)

Weigh-in-motion is a low priority for most states. Even with federal money, many states may not be able to come up with their 20 percent match. Federal financing of research but not deployment presents a serious problem to the states.

State DOTs are passenger car-oriented. Their point of view is that trucks are already damaging the roads, so why make life easier for them. When the issue is patching potholes vs. helping truckers, potholes win.

Major carrier participants with large investments in proprietary dispatching and vehicle location systems may not support a level playing field by sharing information with competitors.

Approach Get the private sector on board before approaching legislators.
Obtain a minimum of five solid third party supporters.
Prepare success stories from other states.
Get on program agenda of National Conference of State Legislatures (NCSL), National Governors Association (NGA), U.S. Conference of Mayors (USCM), and others.
Encourage site visits by legislators.
Support the legislative approach with media relations.

Guidance

The first presentation to a legislator needs to state in 5 minutes:

- The objectives of the program.
- The costs/benefits.
- The results to the state; to motor carriers?
- More cost to the state or less?
- Involves more bureaucracy or less?
- How much money saved?
- The end results of doing the total program.

Messages

Cuts your administrative costs.

Improves safety.

Streamlines revenue collection.

Simplifies operations.

Let's you do more with existing resources.

Enables selective enforcement and inspection of unsafe carriers, vehicles and drivers.

Participation is voluntary.

ITS is all about working smarter.

Talking Points

Advantage I-75, migrating to Advantage CVO, begins to show us what the future could look like.

Utah is an example of state initiative without federal funds.

The CVISN prototype program (Maryland and Virginia) and the seven pilot projects (California, Colorado, Connecticut, Kentucky, Michigan, Minnesota, Oregon/Washington) are improving automation of data and inter-state communications.

Frame weigh-in-motion benefits as an issue of paying for technology or infrastructure. Either build a weigh station at a cost of \$5 million, or spend \$500,000 to make the operation work more efficiently through technology.

An ITS/CVO program makes everything simpler:

- Less delay for motor carriers
- Less human resources needed by the state and FHWA
- Reallocation of human resources for more effective enforcement
- Accurate and faster information gathering and retrieval
- Improved safety because inspectors can focus on unsafe carriers

APPENDIX C

COMMUNICATIONS TO MOTOR CARRIERS

Target	Motor carrier industry: trucks and buses
Rationale	The ones who use the program.
Goal	Support of program, manifested in visits to state legislatures and U.S. Congress and in the motor carrier industry's adoption of ITS/CVO technologies.
Approach	Identify, organize peer-to-peer program of private sector champions. Obtain a minimum of five third party supporters. Work with state chapters. Get on panels at association meetings and exhibit at expositions. Prepare success stories from other carriers. Support the approach with trade press articles.
Audience	
Resistance	Fear that ITS/CVO will lead to increased taxes and more regulation; hidden agenda to bring more regulation under the guise of safety. Don't want government having so much information. (However, government already has the information.) Major carrier participants with large investments in proprietary systems don't want to level the playing field by sharing information with competitors. A level playing field regarding safety regulation is desired; however, this must be achieved without the danger of the government sharing competitive information among carriers in competition with one another. The government will seek to mandate technology implementation on the motor carrier industry that is not cost effective. The program should have a market-based approach. Government does not tend to understand and/or care about market forces. Drivers do not like the idea of driver/vehicle monitoring systems. Teamsters oppose it. (Most insurance companies are likely to oppose the systems, also.)

**Message
Themes**

1. VOLUNTARY: Voluntary program
2. SAFETY: Safety and loss prevention
3. SIMPLICITY: Cut administrative costs; expediency in service area
4. SAVINGS: Efficiency and productivity gains; reduction in fuel and maintenance costs
5. PRIVACY: Government already protects proprietary information all the time.

**Background
to message
themes**

1. VOLUNTARY: ITS/CVO is a Voluntary Program

- Trucks and buses: You get to choose whether it works for you.

2. SAFETY: Safety and loss prevention

- Trucks: reduced congestion in weigh stations reduces accident potential. Fewer roadside inspection stops reduces the problem of merging with traffic when departing weigh stations and ports of entry.
- At Ruan Transportation Management Systems (Des Moines, Iowa) workers compensation is down 45 percent; liability premiums are down 68 percent.
- Buses: Industry can obtain information on a driver it's considering for hire. (Driver can obtain the same information electronically.)
- Both: Driver communication to local authority/service when in need (accident; breakdown; in-vehicle incident on a bus)

3. SIMPLICITY: Cut administrative costs and expediency in service areas

- Trucks that keep moving have an edge on the competition. (Need to be in the upper 90 percent in on-time delivery)
- Electronic payment services
- Electronic purchasing of credentials. Electronic clearance keeps trucks and buses moving down the road. Driver gets in more miles on a one-day trip. This means more change in the pocket for the driver.
- Colorado Ports of Entry report a 5-to-1 benefit to motor carriers. Savings of 4 minutes at \$2 a minute for a cost to the carrier of \$8 a stop. 1,500 trucks; 700,000 hours a year; \$4.1 million a year savings in lost payroll.
- Loss ratios drop rapidly. Insurance is third largest cost of a motor carrier. In all cases, adopting driver/vehicle monitoring systems technology has resulted in lower rates. (Great Western Insurance,

Phoenix, reports that a 790 unit carrier in Texas reduced insurance costs by \$500,000 a year. Another company dropped from 403 percent to 27 percent loss ratio over 3 years).

4. SAVINGS: Efficiency and productivity; reduction in fuel and maintenance costs

- 4 Trucks: Fuel savings by continuing on down the highway
- 4 Less wear on clutch, brakes, drive tram by not having to slow down, stop and accelerate to highway speed
- 4 Buses: Electronic clearance and toll collection help buses improve scheduling.
- 4 Both: Traffic management based on more efficient systems through implementation of ITS technologies helps traffic flow at a time of 178 million vehicles and 1.3 trillion vehicle miles a year and growing.
- 4 Smart Card technologies can help both industries.

5. PRIVACY: Safeguarding of proprietary information

- 4 The government has a long history of protecting proprietary information. So does the commercial banking industry. Both the institutional history and the technology exists so that, for example, a carrier can get information on his own company at any time but not on another company.

Guidance

Presentations to include:

- The objective of the program
- What is the program
- Projected and actual costs/benefits
- Industry concerns
- Response to industry concerns
- Summary and next steps

APPENDIX D

COMMUNICATIONS CONCERNING CVISN

Target	State agency officials; state legislators and top executive branch officials; motor carriers
Rational	The ones to implement and use the program
Goal	The government role (federal, state, local) over the next 10 years is to insure that accurate information is available in electronic form and that information is utilized by the nation's commercial vehicle operations to improve the safety and efficiency of operations.
Approach	Gain evolutionary success in Maryland/Virginia, then tell the story.
Audience	
Resistance	Intrastate, interagency relationships; interstate issues, ongoing funding after initial federal start-up funds.
Benefits	<p>REDUCED GOVERNMENT: CVISN is a time-limited program with a decreasing federal role.</p> <p>SAFETY: ITS/CVO enables law enforcement to concentrate its roadside safety inspections on high-risk and uninspected carriers, drivers, and vehicles, to prevent accidents from happening. Timely and accurate information helps motor carriers maintain effective safety programs.</p> <p>SIMPLICITY: The idea is simple. Instead of making motor carriers go here, there and everywhere to receive government credentials, have them go to a single place for services, or go nowhere and use their computer at their own place of business. Call it "one-stop shopping," or even "no-stop shopping."</p> <p>SAVINGS: Motor carrier operators are required to purchase the necessary licenses and permits in every state in which they operate. The number of agencies regulating commercial vehicle operations varies from state to state. As a result, carriers must navigate a complex and costly process just to earn the right to pursue their regional business. But now, licenses, tax permits, inspection and other information will be available electronically to regulators at all levels.</p>

There exists a firm consensus within government and the commercial vehicle industry about the benefits of an integrated delivery system.

Background to

Benefit

Messages

Implementation of the Commercial Vehicle Information Systems and Networks (CVISN) program will result in enhanced safety for drivers and trucks and improved operating efficiencies for government agencies and motor carriers. In turn, both the public and private sector participants will realize savings in time, resources and the cost of doing business. The benefits include:

1. SAFETY

- The number of trucks that must stop at weigh stations will be reduced.
- Reduced congestion at weigh stations will mean shorter lines of trucks backed up.
- Law enforcement will be able to concentrate its efforts on high-risk and uninspected carriers and operators.

2. SIMPLICITY

- Simplified, automated screening and targeting of high-risk operators improves enforcement efficiency.
- Standardized data exchange makes for a simpler, more efficient work day for motor carriers, drivers, and regulators alike.
- Low risk carriers, vehicles and drivers face fewer and simpler roadside inspections.
- Applications can be easily filed from the motor carrier's administrative offices.
- Motor carriers can get better information quicker from regulatory and enforcement agencies.

3. SAVINGS

- Electronic screening will eliminate the need truckers to stop for unnecessary weight and safety inspection
- Automated reporting and record keeping technology will reduce costly paperwork for government and motor carriers.
- Motor carriers no longer have to go in person to file applications at each of the agencies that regulate the company's business.

- 4 Government agencies will be able to process license and certificate applications more quickly and accurately.
- 4 Electronic screening will reduce the number of stops and starts commercial vehicles must make, thus reducing fuel consumption and time idling in lines at weigh stations.
- 4 As vehicles keep moving, the flow of goods from manufacturer to distributor to consumer is streamlined and on-time deliveries will improve.
- 4 The new technologies are cheaper to install and use than constructing new weigh stations. They also improve the efficiency of existing facilities.
- 4 Existing highway infrastructure and facilities can be used more effectively.
- 4 In an era of shrinking budgets, electronic screening technologies allow government agencies to shift personnel and resources from processing paperwork to other tasks.
- 4 States will be able to more effectively collect taxes and other revenues.

APPENDIX E

STUDIES, STATEMENTS, AND RESOLUTIONS

There have been a number of research studies that help to inform the communications and outreach effort of the national ITS/CVO program..

1. ***User Acceptance of Commercial Vehicle Operations Services: Critical Issues Relating to Acceptance of CVO Services by Interstate Truck and Bus Drivers***, Prepared by; Penn & Schoen Associates, Inc., Under Contract to FHWA August, 1995
2. ***Benefit/Cost Analysis of ITS/CVO User Services***, Prepared by the American Truck Associations Foundation, Inc. Providence, Rhode Island 1996 Under Contract to FHWA
3. ***Institutional Barriers to the Deployment of CVO/IVHS Innovations in Ohio***, Prepared by Ohio State University in cooperation with the Ohio DOT and FHWA, Columbus, Ohio, June 1995.

Key comments from evaluation forms filled out by participants in six ITS/CVO Informational Focus Group Meetings held in 1996 follow:

- Focus group meetings are useful. More carrier involvement is needed in the meetings.
- There is a concern that fatigued drivers can not be detected when deciding which trucks are allowed to bypass inspection stations.
- Focus group meetings will help to alleviate criticism of those who don't understand that these programs are in the developmental stages.
- As an ITS vendor it is invaluable to hear from drivers and enforcement officers about their reactions to ITS programs.
- Don't forget the importance of vehicle and driver safety verification programs.
- I feel a lot of this technology is neither conceived nor designed for logistically practical use for those of us working the highways.
- Change is unknown territory. Meetings like this help to prepare those who will be expected to implement new changes and technologies.
- I'm glad I had an opportunity to provide input from my field perspective.
- I learned from other states how they are doing things.
- ITS/CVO needs to concentrate efforts on drivers.
- We need more trucking companies. This need should be mentioned at trucking association meetings.
- This information needs to get out to all front line enforcement staff.
- Driver fatigue causes most truck accidents, yet ITS/CVO does not address this.
- You need to broaden the audience. State DOT engineers from field and HQ should be included in these meetings.
- As a police officer I would like to have a centralized information system which tracks vehicles.

- You need much more industry involvement, so they will be informed of capabilities and benefits, and so they will therefore buy into the sharing of costs.
- This was very useful because few state leaders pass anything along to subordinates.
- We need to extend the outreach program and include more industry.
- I liked that both the industry and enforcement perspectives (with contrasting views) were presented.
- I was able to meet other people from different agencies in the commercial field.
- More needs to be done with information available to prospective employers when assessing driver applicants, particularly concerning safety violations and drug and substance abuse.
- I learned that there are no easy answers. We need to work on replacing the current processes, and not automate the existing poor ones.
- How do we get feedback that is unfiltered and honest? I'm concerned we're going down the automatic "This must be great" path.
- Many important players miss these meetings. There is a need for one-to-one contact with industry in order to get them to attend these sessions.
- The information provided will assist me in the training of our company managers and employees about the merits of new and improved technology.
- I suggest you consider "paying" CVO people to attend. Given that they tie private entities, they are "losing" income by attending. This forum can only be enhanced with broader participation.
- These meetings are very informative. There is a lack of motor carrier support, so there is a need to continue the outreach program.
- Give more advanced notice for these meetings so the states can include interest groups.
- It is valuable to hear the technology concerns of industry and law enforcement.
- This helped me gain information on how technology will benefit the trucking industry.

The remaining pages in Appendix E contain the following three documents:

1. The National Conference of State Legislatures' (NCSL) Resolution, July 30, 1996
2. Governors Statement in Support of Advantage I-75, August 20,1991
3. Summary of Comments from 22 States to the CVISN Pilot State Deployment Program Request For Information, May 1996

ITS RESOLUTION
ADOPTED BY THE NATIONAL
CONFERENCE OF STATE LEGISLATURES
JULY 30,1996

The National Conference of State Legislatures (NCSL) recognizes that a vast domestic market and a new high technology industry are moving American surface transportation into the information age to better serve customers.

Intelligent Transportation Systems (ITS) are being developed to enhance travel demand management, public transportation operations, electronic payment, freight management, commercial vehicle operations, emergency management, and advanced vehicle control and safety. Deployment of viable ITS can increase safety for transportation users, improve mobility, reduce congestion, facilitate interstate commerce, generate jobs, provide environmental protection, conserve energy, and facilitate intermodalism.

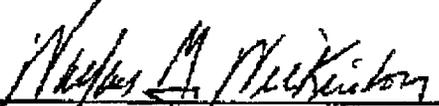
NCSL endorses the U.S. Department of Transportation goal of deploying basic ITS for consumers of passenger and freight transportation across the nation by 2005. These services should be integrated, interoperable and intermodal. NCSL recognizes that the private sector will lead in the development and bringing to market of reliable and affordable ITS, and that federal, state and local governments will lead in the deployment of a core intelligent transportation infrastructure to meet essential public needs, forming innovative partnerships with the private sector where appropriate.

LETTER OF SUPPORT
ADVANTAGE I-75

Americans today are demanding that surface transportation programs provide more efficient use of highways and transit, improve traffic safety and fuel efficiency, and improve the environment by reducing emissions. Intelligent Vehicle/Highway Systems (IVHS) technology offers an effective way to manage these challenges.

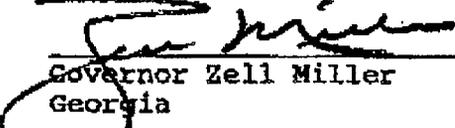
The ADVANTAGE I-75 project represents a public/private partnership along the Interstate 75 corridor to implement an effective IVHS Program, which recognizes that technologies are advancing rapidly and that early benefits can be realized by selective applications in the motor-carrier environment. ADVANTAGE I-75 focuses on the processes whereby existing technological advancements are assimilated into operational settings for motor carrier users of I-75.

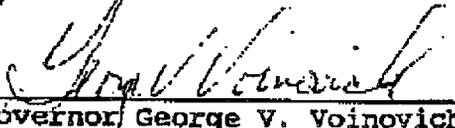
It is the desire of the undersigned Governors to support ADVANTAGE I-75, and to endorse the continued efforts of each state to implement ADVANTAGE I-75 in a cooperative and coordinated manner.

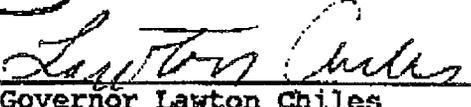

Governor Wallace G. Wilkinson
Kentucky


Governor Ned Ray McWherter
Tennessee


Governor John Engler
Michigan


Governor Zell Miller
Georgia


Governor George V. Voinovich
Ohio


Governor Lawton Chiles
Florida

Signed this 20th day of August, 1991.

COMMERCIAL VEHICLE INFORMATION SYSTEMS AND NETWORKS (CVISN)
REQUEST FOR INFORMATION (RFI) COMMENTS

*SUMMARY OF TWENTY-TWO STATES
AND TWO OTHER ENTITIES*

5/2/96

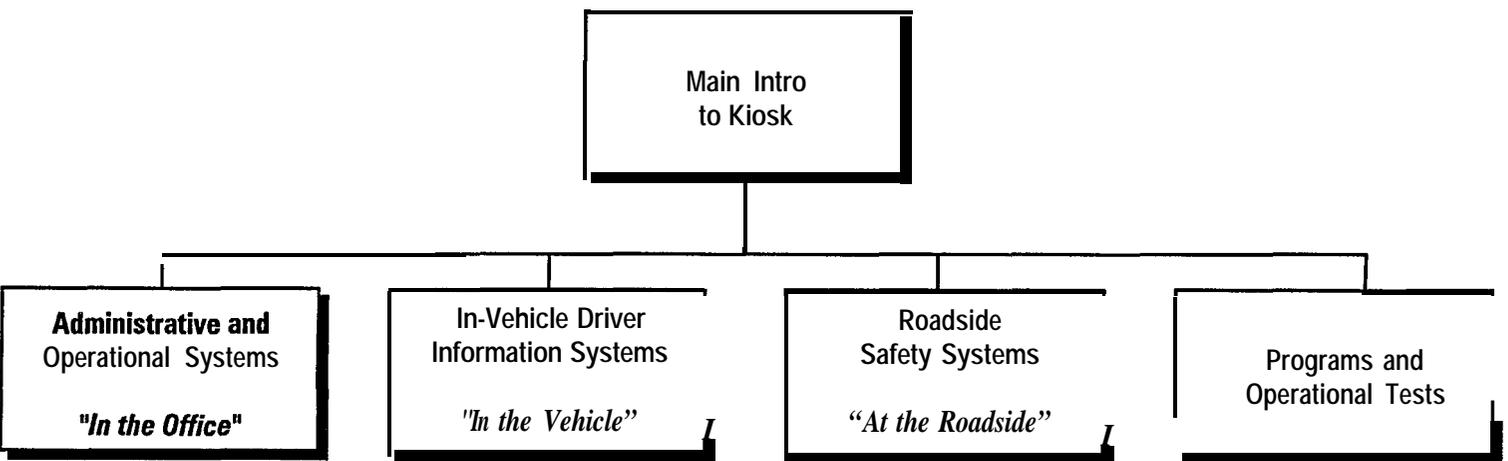
1. Overall, the states had positive comments on the CVISN concept. They support CVISN and believe it is a worthy endeavor.
2. There were mixed reactions concerning the CVISN objectives. Several states had no comment, five states wanted more time, three states thought the objectives were fine, and one suggested we combine the seven objectives into two (enhanced enforcement and integrated services). Due to program goals, we will keep the seven objectives.
3. The Association of Waste Hazardous Materials Transporters requested that FHWA include hazardous materials transportation registration and permitting as an optional objective and require one pilot state to test this objective. The committee decided not to include this recommendation because of limited project time and funding, and because of the existing seven objectives.
4. The majority of the states believe the federal funding over a two-year period is appropriate. The committee agreed to keep the two-year funding period.
5. The states were split on the 50% minimum non-federal cost sharing. The committee agreed to keep the 50% requirement because of the strong emphasis in legislation on costing sharing and a way to screen for states with greater interest and chance of success as a pilot.
6. Several states were against giving extra credit for states that provide more than a 50% non-federal match. This selection criteria element has been deleted because it would impose a hardship on some states and could lead to a bidding issue between the states.
7. The majority of the states believe motor carrier support should be required/encouraged during the pilot, but there should be no required signature from the industry. The committee agreed to require documentation indicating motor carrier support in the request for application (RFA).
8. The states were split on the issue of requiring the Governor's signature on the MOA. The committee decided to keep this item optional.
9. A few states recommended that states be allowed to form CVISN private and/or public partnerships. The committee supports this concept and believes the RFI/RFA acknowledges this concept. Additional language was added in the RFA to clarify this issue.

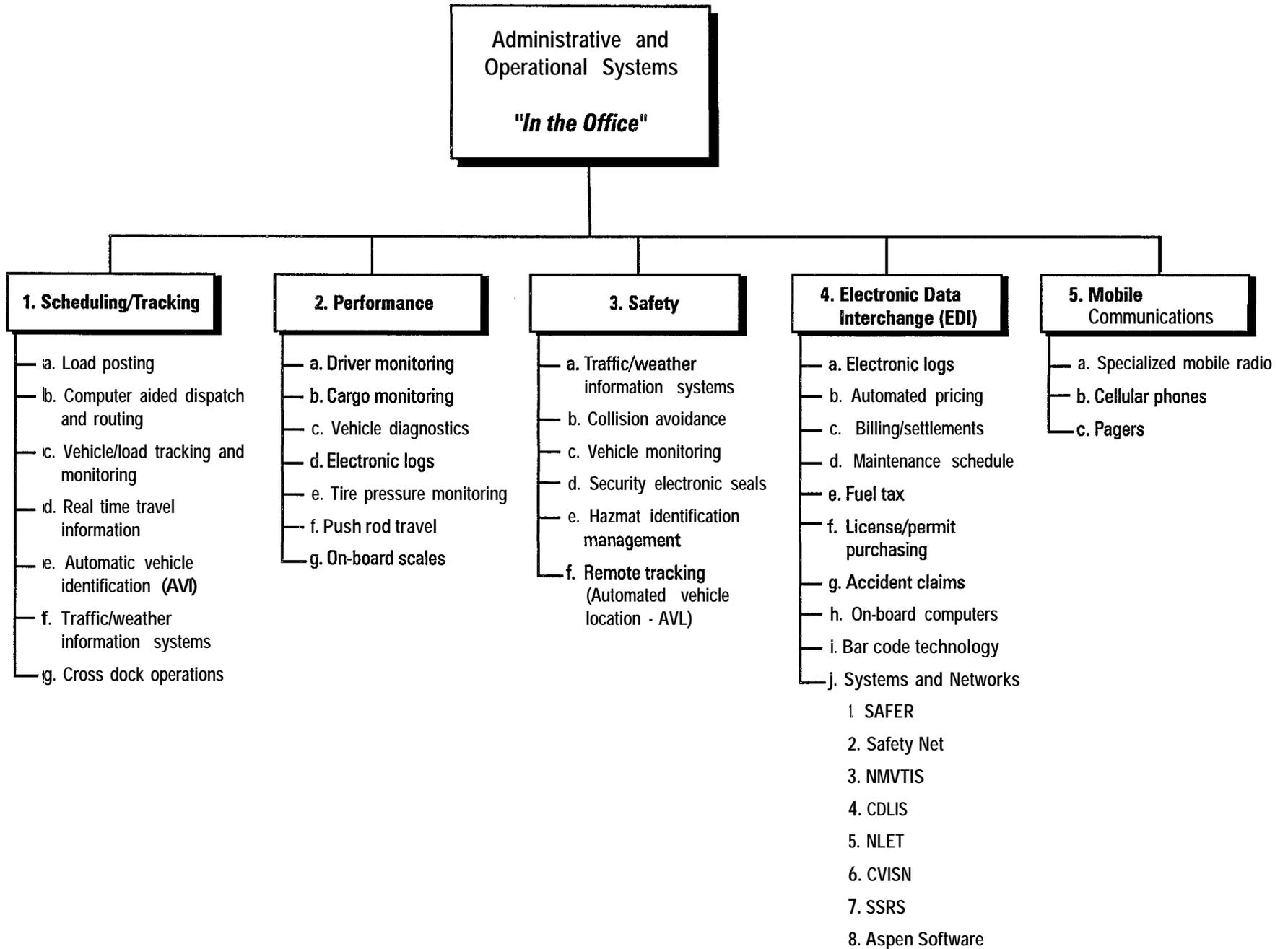
10. A recommendation to delete the requirement for a 20% non-federal hard match was supported by the committee and the RFA will reflect this deletion.

11. Lockheed's comments:

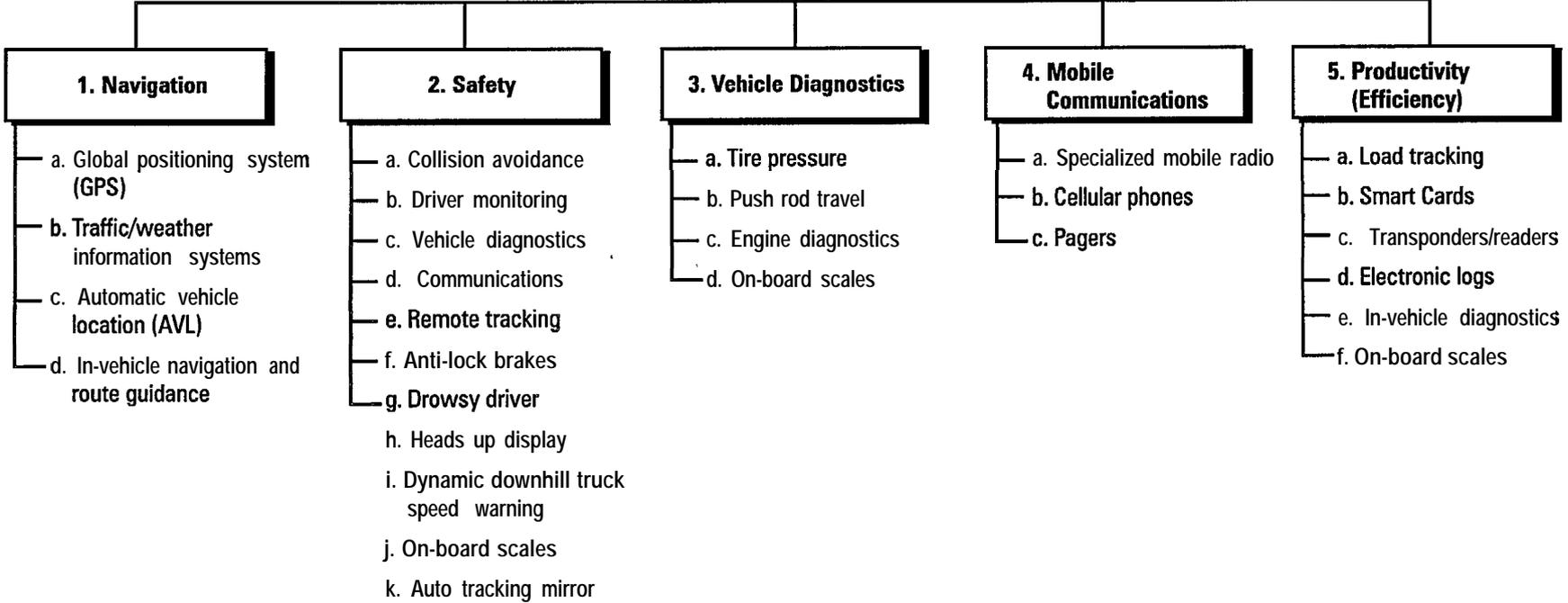
- A. Lockheed recommended that the reference to provide free Carrier Automated Transaction (CAT) software be deleted. Lockheed believes that would result in government competing unfairly with private sector participation in CVO deployment. The committee agreed with this request and will adjust the RFA to say that it is available from commercial sources.
- B. The role of the private sector in CVISN should be clear. This issue is clearly defined on page three and eight of the RFI/RFA.
- C. Lockheed believes the RFA should provide clear guidance to the states that their applications will be judged more favorably (included in selection criteria) to the extent that they involve the private sector, use technologies already in use, use approaches that will be financially self-sustaining, and provide technological compatibility and interoperability. Private/public partnering was an evaluation criteria in the RFI and will continue to be for the RFA. The committee believes the RFI/RFA adequately addresses the critical issues from these recommendations.
- D. The CVISN should not assume or rely on federal funding beyond fiscal year 1997. The committee believes the RFI/RFA adequately covers this recommendation.
- E. Interoperability with toll systems was also a concern. This issue is addressed in the RFI/RFA by requiring interoperability with major CVO clearance programs and encourages interoperability with toll deployment technology.
- F. Mainstreaming discussion is not clear. Additional language that defines the regional champions and forums have been added to clarify this issue.
- G. Evaluations should not be left to the end of the two-year period, but should be ongoing. The committee supports this and language is included in the RFA.

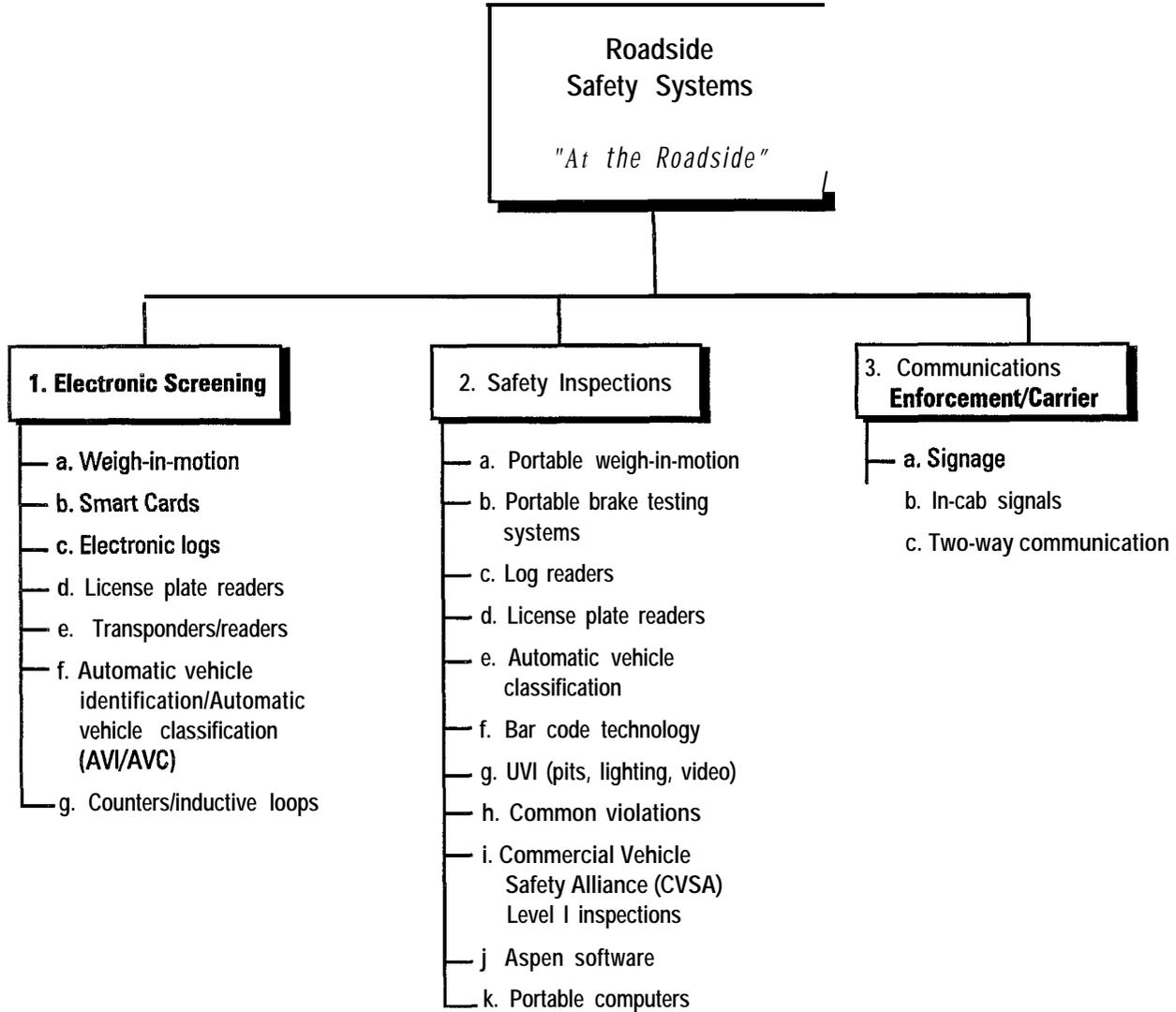
APPENDIX F
ITS/CVO TECHNOLOGIES
ORGANIZED BY 3 THEMES





**In-Vehicle Driver
Information Systems**
"In the Vehicle"



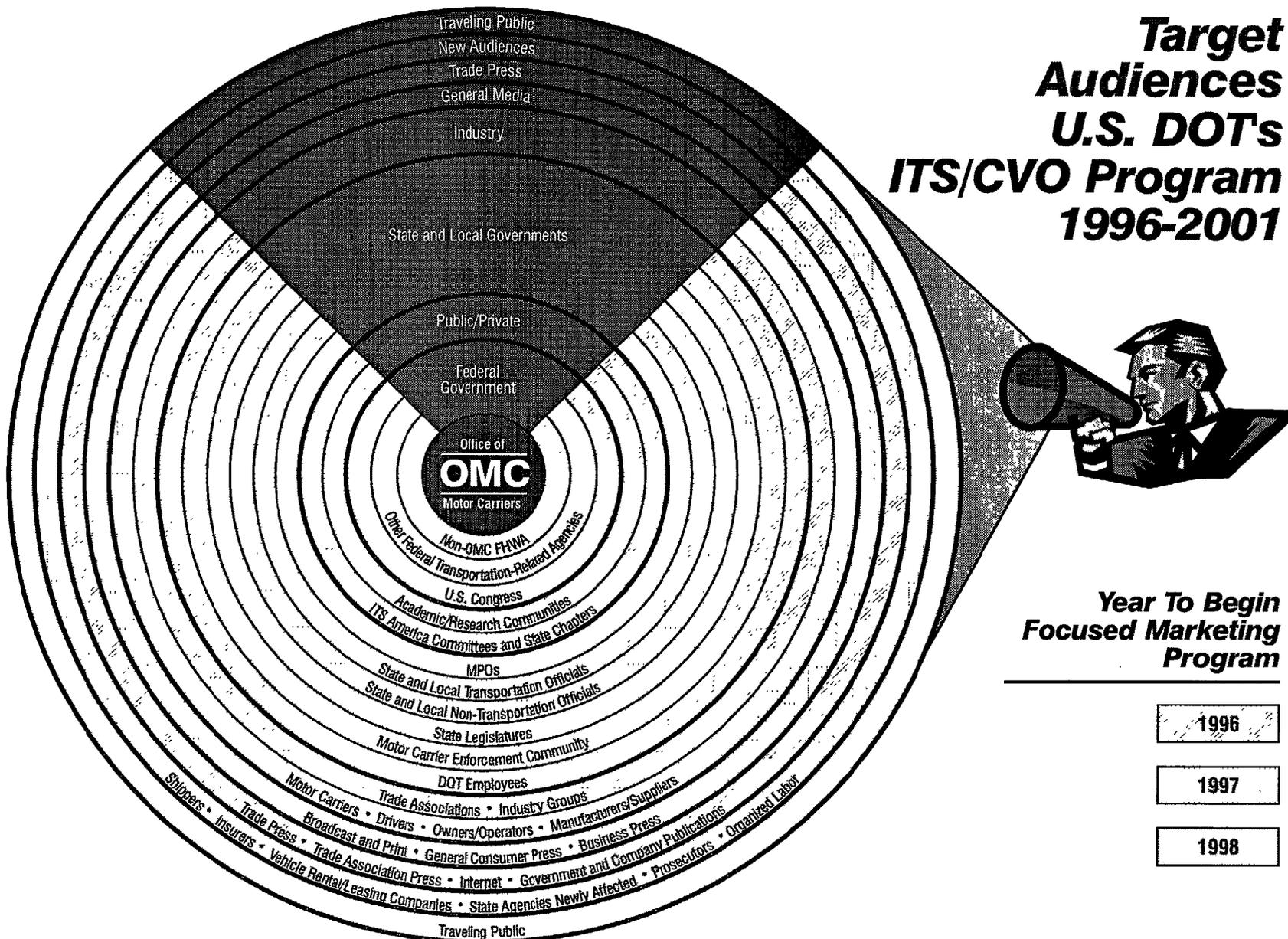


Programs and
Operational Tests

- a. Advantage I-75
- b. Automated Compliance Review Program
- c. Automated licensing and permitting
- d. Automated Milage and State Crossing Operational Test (AMASCOT)
- e. Black box
- f. Brake testing
- g. Collision avoidance
- h. Commercial Vehicle Information Systems (CVIS)
- i. Commercial Vehicle Information Systems and Networks (CVISN)
- j. Commercial vehicle credential system architecture
- k. Driver performance monitoring
- l. Dynamic downhill truck speed warning
- m. Dynamic stability systems
- n. Electronic one-stop shopping
- o. Electronic screening for border crossings
- p. Green Light Project
- q. HELP-CRESCENT
- r. ITS/CVO mainstreaming
- s. National Institute for Environmental Renewal (NIER)
- t. Operation Respond
- u. Out-of-state verification tests
- v. Point of Entry Advanced Sorting System (PASS)
- w. Roadside MCSAP computer system
- x. SAFER
- y. Smart Card

Target Audiences U.S. DOT's ITS/CVO Program 1996-2001

APPENDIX G



Traveling Public
New Audiences
Trade Press
General Media

Industry

State and Local Governments

Public/Private

Federal Government

Office of
OMC
Motor Carriers

Other Federal Transportation-Related Agencies

Non-OMC FHWA

U.S. Congress

Academic/Research Communities

ITS America Committees and State Chapters

MPOs

State and Local Transportation Officials

State and Local Non-Transportation Officials

State Legislatures

Motor Carrier Enforcement Community

DOT Employees

Trade Associations • Industry Groups

Motor Carriers • Drivers • Owners/Operators • Manufacturers/Suppliers

Trade Press • Insurers • Broadcast and Print • General Consumer Press • Business Press

Vehicle Rental/Leasing Companies • State Agencies Newly Affected • Prosecutors • Organized Labor

Traveling Public

APPENDIX H
THE NEW ITS/CVO LOGO



US Department of Transportation

APPENDIX I

EXECUTIVE INTERVIEWS

PARTICIPANTS AND RESPONSES

It should be noted that participants were free to decline answering any questions in the survey, and a few of them did choose not to answer one or more questions. Lack of background experience or expertise were the most commonly cited reasons.

Furthermore, because the interviewer was most interested in drawing out the participants' most candid responses rather than holding them to a clear-cut answer to the question posed, it may appear that some of the responses do not directly correspond to their questions. On some occasions, some of the questions seemed to strike a nerve, and the interviewee would speak at length, sometimes to the point and sometimes not. Sometimes the response was a single word. Every effort has been made to capture the essence, either in length or in brevity, of each participant's comments.

The breakdown of general audiences reached by interviewing the twenty-seven participants is as follows:

FHWA/OMC	1
U.S. Congress	1
State Law Enforcement	2
State Government (Non-Enforcement)	7
Public/Private Consortia	5
Motor Carriers	7
Industry (Non-Motor Carriers)	3
New Audiences	1

Participants

Dave Barry	National Private Truck Council
Lt. Ken Barton	Arizona Highway Patrol
Rita Bontz	Independent Truckers and Drivers Association
Carol Colman	Cambridge Systematics
Steve Crane	FHWA/OMC
Richard Easley	ITS America
Ken Evert	Oregon DOT
Lance Grenzsbach	Cambridge Systematics
Don Hartman	Kentucky Transportation Center
Dick Henderson	CVSA
Paul Henry	Oregon Department of Transportation

Michael Jackson	ATA
Dick Landis	HELP, Inc.
Greg Lebedev	ATA
Norm Lindgren	Utah DOT
Norm Lintner	American Bus Association
Tom Maze	Iowa Center for Transportation Research
Bill McCall	Iowa Center for Transportation Research
Don Orne	PB/Farradyne
Nick Owens	Maryland DOT
Mary Grace Parker	I-95 Corridor Coalition
Elizabeth Pinkston	Congressional Budget Office
Mike Reilly	BCA Insurance
Jim Roberts	Kentucky Dept. of Vehicle Registration
Thorn Rubel	National Governors Association
Todd Spencer	Owner-Operator Independent Drivers Association
Stephen Sprague	United Motorcoach Association

Questions and Responses

1. *What is the ITS/CVO program?*

- ◆ ITS/CVO is the application of ITS technology to the freight hauling industry.
- ◆ The goal is to allow commercial vehicles to travel the North American continent safely, freely and efficiently.
- ◆ The ITS/CVO program allows states and industry to cooperate to reduce barriers to moving freight. The program promotes uniform regulation of commercial vehicles, safety standards, weight and dimension laws.
- ◆ ITS/CVO technology will influence and impact those components of the infrastructure that are susceptible to increased efficiencies to a broad group of users.
- ◆ ITS/CVO is the use of technology to improve commercial vehicle operations on the road, safety, driving and clearance.
- ◆ The application of ITS technologies to commercial vehicle operations,
- ◆ ITS/CVO is the federal program to apply ITS to CVO.
- ◆ The program is the federal effort to improve safety and create a seamless transportation network through technology.
- ◆ The goal of the program is to allow the free flow of traffic, improve safety, build efficiencies into the program and provide full service.
- ◆ The goal of the program is to develop state-of-the-art technology for CVO that includes seamless borders, automated communications systems for clearance and improved safety for drivers.

- The purpose of the program is to filter out through the system to the field staff technology which will allow them to streamline their operations. They will be able to work with the most recent information on carriers. The technology will help them get a rating on carriers for which there is no information. ITS helps us come to grips with the carrier population.
- The program is an investment by society, by Congress in clear recognition that commercial traffic is expected to increase in the future. We can't build our way out of the problem, and we can't expect an increase in regulation and law enforcement staff to meet this growth. We are confronted by the same dilemma that led the Eisenhower administration to create the Interstate program.
- ITS /CVO is the application of automation technology to improve the efficiencies of the trucking industry.
- The ITS/CVO program is the government/industry partnership that is working to set standards and protocols that will lead to the introduction of ITS technology into CVO.
- The ITS/CVO program is putting all of the technology together to make one system that makes sense.
- The ITS/CVO program is the application of ITS technology improve motor carrier safety and regulation
- The ITS/CVO technologies- weigh-in-motion, vehicle identification, EDI, pre-clearance--create an environment where there are no boundaries. The result is an open-ended program.
- The goal of the program is to get all state systems on one inter-operable system that allows us to share information. This will make us more efficient and improve safety. We will use technology more efficiently at our desks and on the highway.
- Officially, ITS/CVO is the application of ITS to CVO regulation, enforcement and safety.
- ITS/CVO allows smart trucks to match with readable information that will allow truckers to avoid being stopped (at weigh and inspection stations).
- ITS was designed to relieve congestion on U.S. highways due to the growing number of vehicles. ITS/CVO will improve commerce by providing unrestricted flow of traffic. We're not going to build new roads; we're going to learn how to manage traffic. We have not explored the benefits (of the technology) to the bus industry compared to the trucking industry.
- ITS/CVO is finding appropriate, useable and affordable technology to enhance motor carrier safety operations and information exchange between industry and government and government to government.
- The ITS/CVO program evolved over time. In the old days the program was strictly research oriented. Now the program is getting into deployment (of technologies) and there is an effort to bring the program into the mainstream.
- Basically, the program is an effort by state and federal government to monitor trucks and individual truck drivers and to collect fees and taxes.

2. ***How is the ITS/CVO program different from past commercial vehicle operations programs and initiatives?***

- It differs in the applications of electronics that treat freight hauling as a complex system.
- There was no ITS before, no use of technology.
- There is a more cohesive group (OMC, state agencies) behind the present ITS/CVO program. Money is available for pilot programs that help industry understand that barriers can be removed.
- There is a more extensive use of public/private partnerships to deploy technology.
- FHWA is doing more across the board, taking an integrated look at CVO. More money is being put out for operational tests and institutional studies. In the past the program was much more fragmented.
- The program has a national perspective that is driven by technological opportunity. It has broad participation by government, motor carriers and end users.
- I have no idea how the program differs from past programs. There have been multiple programs in the past and present that have been conducted to various degrees.
- The program puts more focus on technological solutions to the safety and productivity challenges we face.
- The program will develop systems to remove paper requirements and make the process more efficient for states and industry and free the flow of traffic.
- I can't answer that. I don't have the background.
- This program is substantially different. There have been changes in the way business is conducted by law enforcement and it makes available information on whether a driver has a valid license.
- The past/present program tends to be hands-on, people oriented. Decisions tend to be made on the local/regional level. Electronics allows real-time information to be delivered to contiguous jurisdictions to maximize their investments.
- The difference is in the focus-adapting the practical uses of technology. I can't think of another CVO effort that equates, that concentrates the resources available to the FHWA. The combination of FHWA money and a willing industry. These are the best conditions in a long time.
- I don't know.
- This program encourages partnerships between the public and private sectors and between government entities.
- CVO in our state until the mid-1980s had no technical component. Since then, we have moved forward, built on the initial applications, added computers and deployed new technologies such as weigh-in-motion.
- The ITS/CVO program in our state has brought agencies together in a way that they have never worked together before. Each agency has a seat at the table. It's a more systematic manner of working together and looking at the program.

- In the past each program was a “stovepipe”, independently run operation. Seldom, if ever, did agencies pull together. The program has given them a reason to talk about their operations together.
- This program is much more sophisticated. I hope there is a future for it because it will enhance road traffic.
- I’m not certain we’re far enough into the program to say. We have no mission statement, no consensus on terms. For instance, if we go back to electronic clearance, buses are generally not stopped at weigh stations or need interstate clearance. So, this is not an issue to the bus industry. On the other hand, advanced notice of bottlenecks on the road ahead, electronic toll collection and improved communications are something the bus industry is interested in.
- On one hand, the program is a lot more technically focused than in the past. The program is focusing on carrier input during the planning process. This time around, systems are being orchestrated to be inter-operable, which has not been the case in the past.
- There are new names and nomenclature, but the same philosophies and challenges exist. Whereas in, the past you talked about controlling the timing of your traffic signals, you now talk about Advanced Traffic Management Systems. There’s nothing new here. There are new people involved, new industries involved and new customers involved. There are new tools being given new applications. Some clients/customers see ITS as solutions looking for a problem. Rather than being solution driven, we ought to be problem driven.
- ITS/CVO is a vendor-driven effort to find a purpose or reason for being.

3a. *What are the outreach needs of the program ?*

- Deal with the fears of the trucking industry regarding hidden government agendas-weight distance tax and concern about Big Brother. Stakeholders must be shown the relationship between CVO and other transportation systems.
- Everyone involved needs to know the goals of the program. Each group needs to know how it fits into the program.
- Many states have motor carrier operations under one umbrella and tax operations under different umbrellas.
- The needs are extensive running the entire spectrum from users to stakeholders at all levels. People are ignorant about the program, suspect it and are oblivious to it. There is a very narrow group of participants who are knowledgeable.
- The trucking community-including for hire and private small fleets-need to know what ITS can do for them. There is a need for more information on one-stop shopping and how computers will help truckers save time and money and make their operations more efficient. Also, state government has to know that programs like CVISN will help them save money.
- The quantitative and qualitative benefits that accrue must be conveyed to government regulators and motor carriers.
- We are not currently supporting FHWA on its ITS program. We have no agreement. We are supportive of ITS, but we are not clear what the federal program is and what is its product.

- The needs are tremendous. Outreach more than implies just public relations. It includes training, awareness and building organizational understanding of what we're doing.
- Industry does not trust the program. They look at it with questions. They perceive the technology as a means to install a weight distance tax. They don't want to pay another fee for a service they feel the state should be providing for them. They will pay funds or fees up front for the service. In time, industry will see the efficiencies of the technology.
- The program must try to reach targeted audiences such as enforcement, regulation, truckers, ATA through the FHWA.
- Common sense education about the program is needed.
- The needs are to the trucking industry, government and the public. There is a deep absence of understanding about what are the benefits of an ITS program. There are pockets of understanding within government, but truckers must be shown the benefits of the program through experience.
- Adequately share the technology information with all commercial vehicle operators who would benefit from it. The technology becomes more useful as more entities use it. The information must be shared with internal audiences (we are still some ways away from technology standards) and external audiences (ITS will save industry money and time).
- You need to get to groups such as CVSA.
- Demonstrate the benefits of ITS applications.
- Significant. There is a lack of industry participation. We need to get them full-blown to the table.
- More needs to be done with state government groups, county groups, local government, law enforcement, industry and quasi-government groups.
- It must be explained to the CVO community what changes the program is bringing out and what they mean. There is a cadre of people who understand pieces of the program but they need to know how the pieces are linked. The message has to be expanded down and broadly into agencies that do not have much knowledge about what is going on. There needs to be some sort of scorecard that lets everyone know what is going on in the program. At a second level, legislators who control the money need to know what the program is all about. There is a complicated set of programs whose message has to be boiled down into a five minute presentation for legislators.
- They need to control costs due to small or limited funds.
- Within our industry, there is little understanding of ITS and what it is supposed to do among owners and drivers. We are a very fragmented industry. There is a very clear need to explain the benefits to owners.
- The program's priorities need to be conveyed to industry, other agencies and vendors.
- The needs are at U.S. DOT, Treasury, the IRS, Customs. Each of these departments pursues their own agenda without keeping each other informed. There is a need for more outreach resources. There's lots of ignorance out there.

- The program must be presented to a much broader section of the truck operator or businesses that use trucks. There are no applications that make any economic sense. It's activity without accomplishment.

3b. *What has been done to date?*

- The work of ITS America's CVO subcommittee has been instrumental, as has publicity surrounding the Advantage I-75 project and Help, Inc.
- FHWA and CVSA outreach forums with drivers and inspectors have been effective. Articles in trade magazines have helped spread the word.
- Advantage I-75, Help, Inc. and the ITS America newsletter do a nice job.
- There have been attempts at pieces of an uncoordinated message that has been fundamentally ineffectual.
- What has been done to date includes institutional issues studies, I-9.5 Corridor Coalition studies, truck desks, Advantage I-75, Pre-Pass, satellite tracking tests and border crossing tests have helped get the word out.
- Public outreach to date has been haphazard and project based.
- Focus groups, planning, courses for employees, round-table discussions with journalists, ribbon cuttings.
- Our state has been holding meetings with truckers. Three states in our region plan to hold meetings on developing one pass.
- Many of the parties involved have already been reached. The opportunities are there to reach them:
- About one-half to two-thirds of the members of our organization have knowledge about what ITS is.
- Some jurisdictions have been involved in outreach-the corridors, HELP, Inc., Advantage I-75-because they are involved.
- The structure of the outreach process has been established. Pilot programs are in place. A great deal of planning for future uses of the technology and how it will help the carriers is being done.
- Focus groups. You need to reach out to law enforcement and regulatory agencies.
- There have been a substantial number of demonstration projects and operational tests.
- The federal government has held focus groups. Our state has carried forward our work. ITS World and the other ITS publications and international press have published articles.
- There have been lots of project and initiative-specific briefings, mostly to people who are involved in the project. There have been modest efforts to reach people outside the project circle, but it's a matter of too little not quite too late.
- In Utah and California there are programs and a number of larger trucking companies.

- We're keeping our members informed about what is going on about such things as smart cards and pre-clearance. Things like smart cards with commercial drivers license applications and toll information on transponders are of the most interest to the bus industry.
- The work of the ITS/CVO subcommittee under Gene Bergoffen has made great strides toward getting the word out. The standards subcommittee has made strides as well. They have been the models of getting the word out.
- The agencies at U.S. DOT speak to themselves a lot, but little has been done. More needs to be done with motor carriers. Problems and solutions need to match.
- There have been pilot programs with states to interest them in ITS technology. States are always interested in programs when you tell them they will get dollars. We don't know about ITS programs that go beyond specific groups such as the general efforts regarding urban areas.

3c. Does more need to be done?

- Freight hauling is basically rural, while the focus of ITS has been upon urban problems. There must be a greater linkage to the rest of the ITS program.
- The basic concepts of the program are not understood by stakeholders. There are things that government doesn't know, and the program is moving very quickly. These must be communicated.
- Yes (6 responses).
- Yes, small truckers need to know what is going on.
- Outreach must be targeted and the content based on real benefits to those target communities.
- Zeborah English and Wilber Thomas have been holding meetings, but there has been little participation from industry; they have little interest in attending meetings. Outreach has to be internal through DMVs or motor carrier associations.
- Not a whole lot more needs to be done. The major parties are interested. Closed minded parties have made up their minds about the program.
- You can inform people through breakout groups, pilot programs, etc. Pilot programs will bring the issues home to the roadside officer.
- Hands-on things like demonstration panels are needed. Industry doesn't like to sit through meetings and because truckers have to work' events have to be scheduled at times that are convenient to truckers and not just bureaucrats. Rather than scheduling meetings to begin first thing in the morning and running through the day, why not start an event over a lunch and then provide a box lunch in the evening and let the meeting run until about 8:00 p.m. or so. Truckers would most likely appreciate the chance to spend the morning in their office before heading out to an event.
- There's question about it. The responsibility falls to the participating members themselves to get the word out. There is promise in the technology.
- More effort needs to be made to reach the drivers, fleet managers and company owners of 5-6 truck fleets.

- Absolutely. If ITS is ever to grow, we have to dump the image of corporate welfare. Also, the public has to be informed.
- More outreach needs to be done to industry. The system needs to accommodate safety needs, customer needs. There needs to be industry input in the design of the system and the development of the data base.
- Yes, absolutely. Many companies don't know about or understand the program.
- FHWA has been doing a pretty good job of keeping us informed. They need to try to get the information to carriers who not members of trade associations. This can be done through a mass mailing that could explain the future of highways under ITS.
- Absolutely. Efforts out there need to be continued.
- There is a need for outreach. Specifically, is this program needed or wanted, and if so, are you willing to pay for it with tax funds?

4a. *What do you see as the federal role in communications and outreach?*

- Catalyst.
- The federal role is to make sure the program meets the concept of what Congress and FHWA expect. We must have a clear understanding of what their expectations are. Every methodology available should be used to get the word out.
- The federal government should assist with financial resources. Research on issues such as size, weight and dimensions are better handled at the federal level.
- The federal role is to provide leadership in facilitation of the technology and dollars.
- The federal role is to provide funds to the states for programs, to get programs up and running and to let the public know what is being done.
- The federal role is to make sure that communications and outreach happens, not do it necessarily, but ensure that it happens.
- The federal role is to provide information to state and local government and trucking associations.
- We would like to see a more aggressive program if we agree with it.
- The federal role must have a concrete message that encourages outreach efforts.
- The federal government should help the states promote the program.
- The federal government should coordinate outreach efforts to make sure that a standard concept is sold.
- The federal government should fund and establish pilot programs to show what can be done so that the program will take off on its own. The federal government should serve as a catalyst and coordinator of efforts. The market forces must be different. The federal government must provide the common denominator. There must be a core program that is open to creative approaches. It is hard to keep up with all of the programs **that** are underway. Take the best of what can be demonstrated and use that to get buy-in.

- The federal role is to shepherd the business of inter-operability, to set national standards. Firms are now buying the technology. How do we keep from voiding their investment?
- Before communications and outreach can be done, federal government must provide the under riding seeding for the program. Only the federal government can mandate uniform technology standards. There's a major disaster brewing if you have numerous technology standards around the country.
- Cash, cash, cash. Keep doing what you have been doing-focus groups, creating outreach materials. The perception of drivers toward the government need to be changed.
- The federal role is to develop partnerships with the private sector to demonstrate the technologies to state/regional/local entities.
- Establish a comprehensive outreach program or the modular approach-bring on staff or staff people on loan from the states-to truckers down to the local level. There is a gap between the federal and state officials and local officials understanding of ITS.
- The federal government can help with funding, bringing the states and other groups together, setting national standards and promoting the need to move toward ITS/CVO.
- The federal government needs to take the lead, be involved in support to the states, provide funding.
- The core need is for the federal government to build a coherent and cohesive vision of its program and to explain it to the states. There is no single place for anyone to look at to get an idea about what the program is about.
- The key to the program is how it is tied into the National Highway System. We are not certain FHWA is doing all that it can do. The FHWA should take the lead in promoting ITS. Right now, there are too many chefs with too many agendas. They take that role by stepping in when there is a logjam.
- The federal government needs to be the leader by facilitating development through incentives to keep everyone interested.
- FHWA has to reach out to its own regional offices to make sure that they have uniform information and are executing their tasks. There needs to be outreach to other federal agencies. There is no strategic outreach program with no planning on who will participate in outreach. FHWA has to educate its own staff. Follow-up is important. Mainstreaming is the strategic direction FHWA's own field staff haven't heard of the mainstreaming plan.
- Focus groups. These are the communications vehicle for the general public and interest groups. If the federal government is involved in outreach, it should be on the national level rather than the regional level. It is not uncommon for federal initiatives at the state level to work at cross purposes. There is no cohesion to the program.

4b. Are there outreach needs that the federal government can't provide?

- Individual business development should be left to companies.
- It is not appropriate for government to do everything. Government can't speak to truckers. An industry person needs to talk to truckers. The perception is that government is the voice of authority. People want to hear from their peers.

- States are best at communicating ITS/CVO issues to their own state-based motor carriers.
- Outreach should be done on the local level.
- The states need an ITS champion in CVO and other user services.
- Federal government has problems in outreach with motor carriers.
- States are better equipped to speak to local trucking associations.
- It depends on what the government has to say or to sell.
- Government can't provide all outreach resources.
- Motor carriers have problems with federal government programs.
- You can't tell everyone everything. You can't reach those who won't be reached.
- No. The federal government can be helpful in all areas, to all audiences.
- Yes, the federal government provides the total package of outreach. The federal government can't get the governors to do much without providing a super carrot. Outreach must get down to the city/county level.
- Federal government can't speak to the individual members of trade associations. They will turn to and listen to their trade group first. For instance, government can't mandate articles in trade association newsletters.
- There is no one who can't be reached if the government puts resources into the effort.
- You can't tell motor carriers/states what the commitment of the private sector is going to be to the program.
- Yes, I think there are some needs. The federal government has a high level of overview but can't provide state-level information or answers.
- At the macro level they can help. At the micro level, states are better suited to outreach.
- Yes. The federal government can't talk to carriers. The FHWA can't talk to state police agencies, revenue collectors and legislatures. The FHWA has technical specialists in its regional offices who are not the right people to be talking to these state officials.
- The federal government needs to standardize programs, technology.
- I have no specific complaints about federal outreach efforts. They should try more direct contact with motor carriers about ITS. There should be no message about ITS as an enforcement tool. That rumor needs to be stepped on.
- Each state has the responsibility to get its house in order and come to the table with a common state vision. The same is true for the motor carrier industry and vendors.
- Using contractors and consultants, the federal government can reach any office. FHWA is not equipped to fulfill this function but does have money for it.
- I'm sure that there are needs the federal government can't meet. I'm skeptical that the federal government can objectively interest the general public in the program. The only ones excited about the program right now are the vendors.

4c. *If so, what are those needs?*

- There is a great disparity between companies and their CVO applications of technology. Also, there is a need for outreach with the Teamsters Union
- Every participant has a piece of the action. It is important that CVSA be involved in getting the word out, as well as FHWA, law enforcement and the states.
- State personnel must be trained for outreach to the carriers in their state.
- Across the spectrum, communication should target the user and customers. You have to find those who can communicate to your audience. You have to do a lot of convincing and selling.
- There are perception and awareness problems at the state level down to the local community.
- The scope of outreach work that is needed is beyond government's resources and abilities. We need a cohesive communications effort from all partners.
- There needs to be a partnership with the states to develop the message and deliver it.
- There needs to be central distribution of information.
- The federal government has no devices for notification or discussion on a one-to-one basis.
- FHWA/OMC needs to develop a coherent description of the program and find someone (consultants) to sell the idea to the states.
- State trucking associations must get with groups like the ATA to make the technology affordable and realistic.
- Everybody has to do their share.
- A cross section of America talking to their peers.

4d. *Who can provide what is needed?*

- Government, private industry and supporting consultants.
- State agencies and association personnel.
- Industry' the National Private Truck Council, larger firms, state trucking associations and ATA all must do their part.
- ITS America.
- Vendors can speak to motor carriers. They need to be people that the carriers have faith in and can return to if they have questions or concerns.
- State agencies such as DMVs, DOTs, tax and revenue agencies must get involved in spreading the word.
- Trade associations. The government must support individual believers/users because a lot of important "stuff" takes place on a one-to-one basis.
- Organizations like ITS America. Carriers can speak to other carriers to get them onboard. It has to be someone the truckers trust.

- Partnerships of federal government/private sector. There is no cohesive voice coming from the state and regional levels saying we're ready to do this.
- Partnerships are needed that bring the federal government, states and vendors to explain the program and products to industry and local officials.
- It's a joint effort. The federal government carries the ball at the policy level and the states fill in the details.

5. *What are the important issues or information that must be communicated?*

- We must be much more specific about the elements and benefits of ITS.
- We need to start at the top. What is the program going to accomplish, how will it do it, how much will it cost, and who will pay for it?
- The program will create a free flow of traffic for commercial vehicles. There is some misconception that we are trying to capture incriminating information to be used against truckers. This is not a tax issue.
- Technology is a tool. Technology can improve our quality of life. Technology should be a value-add. Government has to get out of the way of public/private partnerships. We should promote a win/win/win (govt./industry/consumers) scenario.
- We should promote the big picture-safety programs; increased efficiency that will save government money, help it collect taxes and tolls and do more with less.
- Everyone must see technology as beneficial. Information has to focus on benefits, whether it is saving money and lives or adding capacity to our roads in the future.
- There is not a need for communications and outreach at this time. We want the whole program negotiated before anything is presented to the public. It is premature to talk with industry about ITS. We must work together to create a delivery system. Outreach is the problem of the programmatic approach.
- We must communicate the vision of what we are trying to do and what are the efforts to move us in that direction.
- Emphasize the efficiencies. We must have a fundamentally basic program first. The fast track of information that is being produced is mind-boggling to industry. Start simple and then build on new systems or functions as the situation dictates. We want to expand too fast before we have an operational system in place.
- We must communicate the benefits to the public and private sectors.
- We must make clear what the federal role is. This is not a mandated federal program. The federal government will not own or manage the system. It will be a shared, managed program with the private sector.
- It depends on the audience. We need to tell people-get off the dime or we will lose the momentum in Congress that we have built. We need to know who our friends in Congress are and who oppose the program. There is a need for federal presentations before elected officials' organizations such as the NGA to get the message out.

- Cost savings. CV operators always look first at cost savings. We need to broaden the understanding of how the technology will be useful in the future-how it will help save time and money.
- What are the benefits and what the technologies can do. It must be driven home that this is a voluntary program.
- The early message of the ITS program is “gee whiz, let’s deploy this technology.” The message needs to be “you need this technology” followed by an explanation why. The states need to be shown why this is better than what they now have.
- What the grand plan is, how it will be implemented, what services/products will the private sector get out of the program and the quality of life benefits.
- This program represents the re-engineering of how government conducts its business. It is changing interagency relationships. The benefits that should be communicated are improved operating efficiencies, improved safety and improved ability to handle increased work loads.
- The core issue is that there will be a great investment in automation and networking capabilities. This will enable you and propel you to change the way you do business. The way you deliver freight will change.
- It must be shown where the cost of purchasing the equipment will lead to benefits for the carrier. For small carriers, the bottom line will be the savings they will be able to realize.
- It must be communicated what ITS is envisioned to be. There will be no new roads built, but traffic volumes will continue to grow. There is a need for high-tech traffic management. Is the program voluntary or is it another unfunded mandate that will require you purchase more equipment. The revolution is going to happen. The question is can it come smoothly.
- The success of the program is predicated on the technology improving conditions over what presently exists.
- FHWA needs to tell its own field staff what the program is.
- The costs versus payback need to be communicated.

6. *What, if anything, has to be resolved for the program to really take off?*

- We must portray benefits in a way that fuels the marketplace. There must be a continuity to federal funding as seed money.
- Parts of the program are taking off already. CVISN is ready to go. We can’t sit on the sidelines waiting for the program to go. It’s already going on Advantage I-75’ HELP, Inc., PrePass. You build on that.
- The federal government must look at the discrepancies in standards on equipment and try to come up with a uniform standard. Not all equipment acts in the same way.
- The government role must be resolved. Technology is deployed on a value-added basis. We must prevent the misuse and abuse of the technology.
- The different programs need to be tied together in a consistent way at the federal level. We need to set goals and “get one master plan.”

- There is a reluctance by truckers to participate because of the perception of Big Brother. The voluntary nature of the program must be explained.
- Provide safety and productivity improvements through safe equipment on the vehicles and better productivity through electronic clearance.
- There are better ways to do business. The old ways must go by the wayside. We need more performance-based.
- Technological standards have to be worked out. There are a lot of bugs still. Proprietary concerns by industry must be addressed.
- We have moved to a new program that is performance-based. We must be able to accurately reflect a carrier's history and its violations. New systems must reflect all current information on a carrier.
- Most carriers have said the status quo is great. I agree. It's going to be awhile before the program really takes off.
- Technology standards must be resolved. For carriers to invest in the technology, it must be backwards compatible.
- There must be trust between truckers and regulators and a willingness to listen on both sides.
- Cost/benefits must be spelled out for truckers and states. The states are asking these questions. The benefits are the key to the whole program.
- Who will fund the program. Standards must be set because defacto standards are being developed. ITS must be more connected to the mainstream. What is going on in Asia and Europe and how are all these initiatives being tied together.
- There needs to be an emphasis on interoperability of systems across states lines. We have to move from the concept stage to reality. People need to be educated about the benefits of the program.
- The OMC needs a strategic plan that states its goals and vision and then this document needs to be widely distributed.
- A lot more information that shows what the benefits of the program are has to be made available to a wide audience.
- Users must be convinced that the technology is credible and will provide them with bottom line benefits. If it can be shown where the technology will hit the bottom line, then that is where the program will take off. The technology is proven and efficient. There is a lot of mistrust of the system, that computers will someday run everyone's life. You have to show that the bugs have been worked out of the technology. Pay a little more to make a little more. No benefits, no sale.
- There has to be an agreement on overall policy and guiding principles. We need to know what we want to see and gain.
- The constitutional issues of government monitoring private citizens need to be addressed. Can costs/benefits be justified?

7. *What is needed for you or your agency to adopt ITS/CVO technology or to adopt it more quickly?*

- Because our members own their own equipment, the program and the technology must be available now. We must have a program that's doable and will provide benefits. Some of our people are interested in electronic clearance, others in electronic credentials and still others in electronic toll collection. They need something to latch onto.
- Financial resources, a mix of federal and state moneys.
- There must be sincere recognition of public/private partnerships as viable deployment tools. There must be rational investment programs. There must be widespread outreach across the audience spectrum.
- Standardization of technology from toll tags to transponders.
- We need to educate ourselves and build expertise through training.
- Technologies must be compatible.
- There must be buy-in by the CVO community. We need to work through the concerns of participants, elected officials and the appropriating committees that will decide the future of the program.
- We need an operational working program for truckers to buy into the program. I would urge them to join HELP, Inc., for instance. If the trust of the industry had been secured first, the product would have been much different.
- The key issues are who pays for the program and standardization.
- For states to invest in infrastructure and equipment, their investment must be cost effective. The equipment must be standardized, so that states can spend their time and resources dealing with information and not chasing down the latest piece of equipment.
- Operational corridors must be in place. We haven't come to grips with the interoperability issue yet. Someone has to force the decision. If we don't, we're going to wind up with numerous data bases. When the federal money is taken out of the program, how do we sustain operations? The private sector is going to have to pick it up from there. Whatever encourages government/private sector to adopt the technology is worthwhile.
- If the state is not involved in the program, then cost becomes a major factor. We just don't have the money for the program. If someone like HELP' Inc., could go in and provide help then the program might work. If the federal government would provide a hard match to get the system implemented.
- Standardization of technology is the problem holding everyone up. States and industry have problems spending money on equipment that is not standardized.
- The value relating to cost effectiveness has not yet been demonstrated to industry. It has not yet been shown that ITS is a long-term technology. Carriers have to make their investment decisions based on economics. At this point' for some carriers, ITS is a necessity, for others it is a frill.
- The states need to see economic feasibility, safety enhancements and the improvement in the delivery of services to accept the technology.

- Funding. We are going full speed ahead with deployment as it is.
- What would help the most is if there were a more centralized group of people who would handle CVO policy, a centralized designated office that would handle day-to-day responsibilities.
- What is of great advantage to us—the carriers are running legal, safety mandates.
- That question is best posed to manufacturers. Owners (of bus fleets) will take any equipment they are given. Therefore, implementation of technology won't be difficult. It may take more time for drivers to accept the technology. Outreach sessions would be helpful. The technology is not complicated, does not require hands-on tinkering. It's hands-off technology. Since most fleets use computerized systems, it's just a matter of office staff being trained in the new systems.
- Interoperability standards and some idea of the benefits.
- I don't know that there is a need or urgency for us to embrace the technology more quickly or at all.

8a. *Are the right people involved in formulating the program?*

- I hope so.
- Yes, they are.
- Yes
- Yes.
- Yes.
- Yes. The ITS America subcommittees provide a good forum for input.
- At the state level, it depends upon the structure of who is involved with the program.
- No reason to think not.
- Yes, although there needs to be heavier industry involvement. Also, the enforcement community thinks that the technology “is going to take my job.”
- Yes and no. When the federal government/Congress created the MCSAP, each governor was told, “for your state to participate and receive its funds, you must identify a lead agency for administering the program.” People and agencies were forced to sit down and talk that may have never done so in the past.
- I think so.
- Yes, assuming ATA is there.
- Yes, with reservations.
- At the state level yes. There need to be firmer points of contact at FHWA.
- Yes. It took some time but we are very close to having everyone at the table.
- Generally, yes, although there's going to have to be political involvement at the policy level.

- Yes, there are a number of people who are knowledgeable involved.
- I would think from the amount of discussion at our subcommittee meetings that we have a good mix at the table. I am concerned about the greater enforcement potential that the technology suggests. It has to be made clear that the technology will not be used to target carriers. Technology should identify good carriers and highlight unsafe/questionable carriers.
- Generally, yes. The effort has been made to get the right folks involved.
- No. There's not enough industry participation.
- End users, beneficiaries or targets (of enforcement) are not involved enough.

8b. Is anyone missing from the table?

- There is no union representation.
- Shippers.
- The customer/user is not thoroughly involved.
- No.
- There is a slight under-representation by motor carrier industry. There is an over-representation of vendors and an under-representation by those who will use the products. All truckers work for a living, so it is hard for them to send personnel to meetings. Government employees and educators have nothing else to do but meet.
- Everyone has a voice at the table. Whether they take the time and effort is a different story.
- Industry has to be brought in first. Legislators have to be involved as well. Participation has to go beyond the lead agency.
- No.
- No, but we need more industry at the table.
- CVSA, which represents the law enforcement community, has not been at the table. There have not been many state regulators at the table. They have not been part of the discussions. Many states have assumed the position that they are more concerned in preserving their states rights options.
- The credentialing, revenue folks-the folks who receive all the paperwork-are not at the table. They could be good cheerleaders if they were involved.
- Traditionally, government entities who will implement the technology and provide the services, such as motor vehicle registration, revenue, legislatures, law enforcement and policy makers at the state level have not been involved in the discussion
- Depends on the level you're talking about. How many members of industry are out there who might be involved.
- Work needs to be done on getting more senior level policy makers involved.
- Not really. It would be helpful to have FHWA senior-level policy management at the table.

- You can never have enough knowledgeable people involved. More high tech industry involvement would be welcome.
- I don't see any bus or truck firm owners at the table. We don't run motor carriers on a day-to-day basis, so we don't know what their concerns are. They could see new issues that the rest of us are missing.
- I can't think of anyone in specific.
- Industry.

8c. *What will it take to get them to the table?*

- Ask them, and they will be there.
- Recognition of shared responsibilities and benefits by government partners.
- Users must see the benefits. Truckers will come to the table if government says it is going to do it (provide the benefits).
- You have to find the trigger to bring everyone together.
- We need to talk to the carriers about the bottom line advantage of deployment. We must convince the states and industry that technology will not hurt them.
- The best way to get these groups to the table is to invite them and give them a meaningful role. To date there has been a great concentration on policy and process rather than outreach.
- The agencies don't have funds to attend meetings.
- They have to be invited. Outreach must be performed to gain their attention. The question is how much political capital are the governors willing to risk with their legislatures on this issue.
- Incentives such as free program participation—"try it before you buy it". Program won't work without industry support. Get them into the program and they will get involved.
- They need to be invited and made a part of the process.
- They must be invited by someone with a strong strategic vision.
- Money is the major factor to gain high-tech industry involvement. Industry needs to see the benefits.
- An invitation Give them an idea of what we are doing. One suggestion is for the FHWA to conduct listening sessions with local owners and ask them, "Are we on the right path or wrong path?" We need more owner input.
- You have to go where your participants are. The program needs to be more widespread.
- To get these groups involved there would have to be a commitment that government would honor that the system would not be used to unfairly target or tax this group or monitor private citizens.

9a. Who are the key influences to state government?

- Motor carriers-American Trucking Associations (ATA), National Private Truck Council (NPTC)
- The federal government-they know everything about the program and they are the ones who deal the cards.
- Federal officials who make money available.
- State secretaries of transportation, governors' the National Governors Association (NGA).
- The federal government because it doles out money and industry because it employs people.
- Governors.
- Every state has a champion for its program.
- Citizens of the state, industries in the state, other state government entities.
- Mid-level managers in member agencies "because they know the situation in the field and they can sell their supervisors on the program and implement it."
- Lobbyists.
- Money, the states right to refuse to participate.
- ATA The Norm Minetas of the world make a difference.
- Industry.
- Legislatures, funding, local issues, FHWA, industry.
- Follow the flow of federal money. Public Utility Commissions, state police.
- Staff, industry, state legislature.
- DMVs, state police, revenue collecting agencies, the governor's staff on economic and development issues.
- Lobbyists.
- The highest executive levels in state government, the governor' industry, the federal government.
- The state's chief executive officer-the governor, DOT directors.
- Citizens of the state.

9b. Congress?

- Federal government-NHTSA.
- Congressional staff, especially those who delve into the different aspects of the issue.
- Industry.
- Users.

- Key staffers on the appropriations committees.
- The administration, bureaucrats, constituents in the home district, industry segments.
- Constituency.
- Lobbyists.
- Constituencies, same groups as above.
- Industry-ATA, NPTC, CVSA.
- Lobbyists.
- I don't know. Maybe, the constituents or someone with more horsepower. Everyone has different triggers. State legislators-we need more fans in that segment.
- Constituents, money.
- Industry, state officials.
- ITS America, FHWA, state personnel.
- Trade associations, legislative affairs staffs for government agencies, the National Governors Association.
- Industry groups.
- Paul Rothberg. Their broader constituency.
- Trade associations, lobbyists.
- Legislators, industry (CVO and ITS industries).
- Citizens of the country should be but not always.

9c. *The media?*

- Insurance companies.
- Everyone tries to. FHWA. The trade media are doing the most with the story right now. Although this area is a great source of story ideas, reporters like to report on tragedies. We need to focus on the benefits.
- The trade media.
- Periodicals to the CVO community, Big 3 television networks, CNN.
- General public.
- FHWA because it has the resources, states.
- The media--"themselves."
- ATA.
- Readership/consumers.
- Local celebrities who are in the media eye everyday.

- Money.
- Yes/no-the general media won't cover the story. The trade press has begun to show interest, but what is their impact?
- Industry.
- ATA and big trade associations.
- Those who can generate hysteria and make a story out of nothing. The media isn't interested in the day-to-day workings of government. Advocacy groups, governors, legislatures, cabinet secretaries.
- Not much of anything. ITS America, but that organization hasn't made much of a dent.
- I don't know.
- Federal government, industry (especially ITS).
- Interest groups.

9d. Motor carriers ?

- The subset of transportation writers who cover automotive news, Society of Automotive Engineers (SAE), the trucking press.
- Shippers, manufacturers.
- Customers.
- Associations such as the ATA or NPTC, periodicals.
- Customers, regulatory agencies.
- General public, Congress, government, drivers, the economy.
- State agencies working with industry.
- Stockholders, government entities that oversee their operations.
- Customers and shippers.
- Customers, government, the unions.
- Their accountants. Other motor carriers.
- Customers.
- Their customers.
- Customers, shippers.
- Trade associations, regulators/law enforcement.
- The bottom line.
- Industry associations, ATA, NPTC, suppliers of communications services and equipment (Ardis, Ram, Qualcomm).

- Insurance companies, trade associations.
- ATA, NPTC, state trucking association chapters.
- The bottom line.
- Government, shippers.

9e. Regulators?

- ATA, NPTC, manufacturers such as Ford, GM, Freightliner.
- Bureaucratic leaders.
- CVSA.
- Legislative bodies, especially those that regulate the industry and administrative agencies.
- Congress, industry.
- The lead agency, legislators.
- Business, legislatures, FHWA.
- Motor carrier industry, shippers and their associations.
- Industry, those who pass the regulations.
- Politicians
- Their bosses, agency quota systems.
- Policymakers.
- FHWA, industry, legislatures.
- Congress, citizens.
- Industry, advocacy groups, legislatures.
- CVSA, AAMVA, NGA.
- Insurance companies, motor carriers.
- The federal government.
- Superiors, motor carriers.
- Interest groups, lawmakers.

9f. Law enforcement?

- ATA, NPTC, manufacturers such as Ford, GM, Freightliner.
- Citizens/consumers.
- CVSA.
- Legislatures.

- FHWA, Congress.
- Lead agency because every state is different.
- Legislature, regulators including FHWA.
- Members of industry.
- The public, lawmakers, judiciary.
- "They look sideways at God." State legislators. In reality, law enforcement doesn't want to be influenced by anybody.
- Their bosses.
- Themselves.
- FHWA, industry, legislatures.
- State legislators, federal government.
- Unsafe operators.
- CVSA, MCSAP money.
- Insurance companies.
- Motor carrier safety program at OMC, CVSA.
- Superiors, motor carriers.
- Government, insurance groups and others who generate revenue.

P0. Name three champions who could be helpful in selling the program nationally.

- ATA; Bjorn Klingenberg of Freightliner; Doug McKelvey of FHWA/OMC.
- Truck drivers; law enforcement who understand the technology; lower level management at the state level-not top executives-because they have the time to devote to the program.
- Rodney Slater of FHWA; Tom Donohue of ATA; Cal Grayson/Don Hartman of the Kentucky Transportation Research Center.
- There are no grand champions.
- ATA, NPTC; AAA.
- Christine Johnson, Federico Pena Rodney Slater of U.S. DOT; Gene Bergoffen of the NPTC; large motor carriers such as UPS; leadership states such as those involved in Advantage I-75.
- Lance Grenzebach of Cambridge Systematics; Johns Hopkins Applied Physics Lab.
- I don't know. It has to be a person who is sincere. There are a lot of people out there you can hire, but the job calls for someone who believes in what he is doing.
- ATA; National Governors Association; U.S. DOT/FHWA.

- Gene Bergoffen of NPTC; Mike Winfrey of Iowa DOT; Doug McKelvey, Ken Baxter or Larry Swartzlander of FHWA/OMC.
- Tom Donohue of ATA; CVSA; AASHTO.
- I can't think of three champions. I'm not sure it's time to be pushing champions. There is no clear message yet.
- ITS America; U.S. DOT; motor carriers.
- National Governors Association; National Conference of State Legislatures; American Trucking Associations.
- Gregg Dal Ponte, Oregon DOT; Dick Landis, Help, Inc.; Secretary Federico Peiia.
- Major Raymond Cotton, Maryland State Police, Hal Kassoff-former Maryland State Highway Administrator; Tim Herder-Johns Hopkins University Applied Physics Laboratory.
- Norman Mineta, Lockheed Martin IMS; Gene Bergoffen, NPTC; ATA.
- Probably not.
- Gene Bergoffen, NPTC; Bob Pritchard, ATA Foundation; George Reagle, Joint Program Office; NGA.
- The ITS/CVO program; Tom Donohue, ATA; Don Schneider.
- I can't think of any.

IIa. What are the three major problems in the way of ITS/CVO deployment?

- Firms don't see the return on their investment; fear of unnecessary regulation by the industry union resistance.
- We're still developing applications. The technology is there, but we still need to figure out what to do with it.
- Industry is concerned that certain vendors' transponders will be chosen as the standard, thus voiding their investments and forcing them to meet mandatory technological requirements. Truckers also are concerned that captured information will be used against them.
- Patchwork federal funding; there is a lack of definition of the value-added aspects of ITS technology; we're in the early stages of an immature program. "We're still acting like kids, for the most part."
- There are institutional issues in the states that need to be worked out; standards need to be set; there need to be integrated programs.
- Start-up money, the initial capital.
- There are state highway officials who don't want to change their systems over to electronic clearance. Why change if there are no incentives?
- Institutional barriers; funding; outreach-an understanding of organizational capacity and knowledge of the program and its activities must reach a broader audience.

- The program is scattered, fragmented; there is no one program direction.
- Funding; standardization; institutional barriers that include proprietary information concerns.
- Education; funding.
- Money; interoperability; customer base must be there.
- Standardization of technology; economics reasons-we must have products that offer at least equal value to their costs.
- Programs have to fly on their own after the operational test phase is over; lack of outreach to truckers; lack of outreach to government agencies and elected officials.
- Money; institutional issues; user acceptance.
- Funding. Congress won't fund deployment. The country requires ITS. Competition requires we deploy the technology, but the states don't have money for deployment.
- Integration of systems; making sure that information collected at the roadside makes it back into the central system; the information is accurate and timely.
- Building constituencies among administrators of the agencies that will experience the value of the technology; money; bureaucratic turf wars. The thinking "we've never done it before, why don't we wait to see if it all will work."
- The cost of equipment; proof that the equipment works
- Lack of coordination between agencies at the state level; lack of coordination between states; no FHWA leadership.
- Cost/benefits; interoperability/standards.
- A lack of outreach; the morass of institutional issues; the lack of a unified industry voice. Not a lot of owners will benefit from ITS.
- Cost versus payback.
- The 7 prototype demonstrations under CVISN.

11b. Where is the resistance coming from?

- There is resistance at the state level-the money aspects worry them.
- States are concerned that replacement costs for damaged technology will be excessive. States are concerned about the budgetary impact of adopting the technology.
- There are users out there who misunderstand the benefits of the technology and are misinformed; National policies on funding and program direction are unclear; we're in the development stage of the program.
- There are trucking firms that don't understand the technology; some states are unwilling to consolidate activities for fear of job loss; the law enforcement community must come to understand that the technology will help them go after the bad guys.
- There is a resistance by regulators to use the new technology.

- The motor carriers see ITS technology as a means to assess and collect weight/distance taxes.
- There is no resistance per se, only cautiousness.
- The industry has certain fears of the program.
- There is no great resistance.
- There is no resistance to deployment, although ITS has not been a high priority in the appropriating committees in Congress. Congress will have to make ITS an issue by the time ISTEA is ready for re-authorization.
- Government; industry; Congress.
- Motor carriers that have been burned by greedy local/state government; there are no standards yet; there is no active interest by industry because the real value of the technology has not been clearly shown.
- All of the above. It's tough to budget for ITS if you need roads. Regulators want face-to-face contact with truckers. Government just doesn't know much about the program.
- Users/industry.
- There is no resistance to the program except peoples' inherent resistance to change.
- cost.
- Embedded bureaucracies working without money and resources driven by the survival instinct.
- Small operators who make up a large portion of the industry.
- Resistance is coming from the CVO community based on their belief that they are going to be handed the bill for the whole program. There is also concern that the program will be used as an enforcement tool.
- Resistance is coming from the ITS community regarding adoption of standards. Greater participation from small carriers. The federal government has been slow in developing a common vision especially on the state level.
- Inertia from industry. There is no mandate from state agencies.
- The resistance is coming from our association and our people. We don't see the benefits that will offset the cost or meet a need.

11c. What can be done?

- Outreach must be outbound to inform all audiences; listen to feedback from customers.
- The federal government has to be more reassuring that the states "won't be hung out to dry."
- More training and education is needed.
- There needs to be better-focused, better prepared information. There needs to be better explanation of where we are going. More time needs to pass for users to gain more experience with the technology and for user case studies to be performed.

- Provide start-up funds or some form of carrot.
- Get operational programs on-line, at first for free to encourage users but later adopt a user fee.
- All sides are talking at this time. Someone will have to set standards at the federal level.
- Industry/government must do more outreach; Congress needs to see one operational corridor that shows how the technology works; industry needs to voice its support to Congress.
- In such a scenario, a mandated minimal participation by all carriers would work best. Start with a small program that has a uniform standard for all carriers. For this to work you would have to begin with the manufacturers, with say putting transponders in every truck coming off the line. This would serve as the foundation for active use.
- That's the big question.
- You have to demonstrate the benefits while assuring industry of the economic benefits and this does not mean increased regulation
- Outreach. You have to let people know what ITS is.
- Create state working groups. There are a lot of pieces out there. The three legs that are needed are a mandate to do it, state/federal support and organizational capabilities. You have to pull together state agency people with their private sector working partners and figure out how to work together to get the job done.
- Information must be gotten out to small carriers about the benefits of the program.
- Lay out the facts-what will the program do? Don't target one industry. Motor carriers are not causing congestion. Emphasize the voluntary nature of the program.
- ITS communications technology manufacturers need to stop standing alone.
- Someone from an organization like AASHTO has to be brought in to promote ITS among chief administrators.
- Leave it to the private sector. They will buy those products and services that make sense.

12. *Name three products/projects that are ready to be promoted nationally to help advance the program.*

- The 7 prototype demonstrations under CVISN; firms that have adopted the technology such as JB Hunt, UPS.
- The eyes of the nation need to be on the CVISN Virginia/Maryland prototype. We need to start talking about what these demonstrations are going to do.
- Advantage I-75; Caltrans; I-65 project in Kentucky.
- HELP, Inc. PrePass.
- Advantage I-75; EZ-Pass toll collection; PrePass.
- Transponder technology; Advantage I-75, electronic clearance; communications technologies that allow data trading, ED1 standards.

- Brake testing devices at the roadside; the 200 MCSAP laptops computers; CVISN.
- There is no clear standard or direction to the program yet. The pen-based MCSAP program is working well because you don't have to enter standards.
- Clearinghouses such as IRP; the communications infrastructure on the Internet for registration.
- The CVISN prototype.
- Greenlight; the Hughes/Delco transponder; EDI.
- Toll readers; weigh-in-motion such as the HELP, Inc. that can go on to become a toll system.
- Electronic clearance; on-board computer systems; one-stop shopping.
- Help, Inc.; Advantage I-75.
- Greenlight; Help, Inc.; Advantage I-75.
- CVISN prototype; portable computers at the roadside; electronic data interchange.
- Help, Inc.; in the next two years, the CVIS program; MCSAP program; Truckdesk program that provides advanced traveler information services (ATIS) for carriers; CVISN; one-stop shopping.
- No.
- There is nothing out there that promotes the bus industry program. There are no applications for the bus industry. Of the programs out there, I like Help, Inc. the best.
- Advantage I-75; Help, Inc.; I-95 Corridor Coalition. All of these programs are good. Each region has to find what works for it and fine tune their program.
- Automated Mileage and State Line Crossing Operational Test (AMSCOT)-on board computers that use GPS to calculate state by state mileage. It's a Rockwell product, but Qualcomm, RoadMaster have similar products; Help, Inc.

13. *Can any one constituency kill the program by not supporting it or actively opposing it? If so, which constituency(ies)?*

- The unions and the environmental community.
- I hope not. I don't think you can kill it, but you could slow it down. Congress could kill it. There are pockets of resistance within any niche of the CVO community.
- The trucking industry if the program becomes mandatory. The states if the burden on budgets and resources becomes too great and there is no recovery of investment.
- No, the train has left the station. It can be slowed down or its track can be switched, but no one can stop it.
- With the ATA coming around, no one can kill the program.
- The motor carriers.

- No, the ITS program will save industry money through productivity and safety gains. Industry will adopt the technology anyway without the program.
- The trucking industry could do big damage' mortally wound but not kill, the program if truckers decide to oppose it.
- No, there's too much potential in the program.
- Yes, any single constituency could kill the program.
- Probably not. Industry could have killed the program a few years ago, but no one can kill it today. The program is only as strong as the money/education put into it.
- If the ATA walked out, that would kill the program. The trade publications would pick it up and run with it. Deployment at that point would be on a carrier-by-carrier basis in the future.
- I don't think so. If the issue of using the technology falls into the way business is conducted among the carrier community, then it won't matter much whether the program is mandatory or voluntary for the program to work. No one group is big enough to bring the process to a halt. If the technology makes sense, then industry will pick up on it. There are too many independent forces out there to allow one group to have that much power. Market forces have made the technology attractive to certain users.
- Carriers, policy makers and regulators can kill the program if they come out against it.
- Yes, motor carriers.
- The trucking industry.
- Industry.
- The military-industrial complex, the military transfer folks, will shoot themselves in the foot. They tend to look at ITS from the perspective of the "big project," or a major systems management program rather than looking for pieces of the CVO program. The ITS supply industry is still looking at the ATMS side of the world. If the truckers get lathered about weight/distance taxes, they could kill the program as well. If motor carriers are mandated to make massive investments, they will definitely kill the program.
- Small motor carriers will fight the program.
- New York, although I don't think it will kill the program. The Northeast corridor will be critical. Acceptance by the key states in the I-95 corridor will determine the fate of the program.
- The motor carrier industry.
- Congress. Also, the problems in Atlanta (during the Olympics) are going to tar the rest of us.
- We hope the users or potential users/victims of the technology can kill the program.

14. What kind of education/training is needed and for whom?

- You must stratify the actors in the program' take an inventory of what their education level is and fill in the gaps of information.

- Every group within the CVO community needs training and there needs to be a strategy for bringing them up to date. There must be a slightly different outreach strategy for each group.
- Every group in the program needs educating. This can be accomplished through such groups as CVSA, AAMVA, IFTA, AASHTO and ATA.
- Everybody needs educating on all aspects of the program.
- Education needs to reach drivers, fleet managers, state regulators and law enforcement.
- Education needs to be directed to the regulator/enforcement community at the federal and state levels. The motor carrier industry to some degree needs some educating. The academic community needs to be encouraged to look toward ITS for solutions.
- Education is needed across the spectrum in the six user services. Federal/state people, industry and vendors need training.
- The fears of industry have to be addressed. Industry, contractors, vendors and manufacturers need to be reached.
- Upper management of all segments of the CVO community. There needs to be training for the guys who use the technology-revenue collectors, law enforcement.
- There needs to be a lot of training for industry, enforcement. It can't be just conceptual, it must be hands-on.
- Industry, those who will pay for the products, must understand how the technology will affect their bottom line and help them make or save money. Drivers must learn to trust the technology and understand it is in their best interests and will make their jobs safer. Government must understand that technology is a tool to help serve the public.
- Education/training is a matter of introducing people to the technologies. Technology adoption will be on a case by case basis.
- Everyone needs it. People need to understand why ITS is needed. Those who will have to use the equipment, such as law enforcement, will have to be trained on the equipment. Drivers need to know what is and what isn't happening to them.
- There needs to be education and training for those who will administer the system, i.e. regulators.
- There needs to be technical training for those who will operate and maintain the technology. Also, those who use the technology need to be educated about the benefits.
- Industry. Better information provided by the state will ratchet down on industry, will make owners/operators aware that the program is geared toward safety and will get unsafe carriers off the road. For state personnel, this program is part of a re-engineering of government. Roles are going to change, and agency emphases are going to change. The general public needs to be better educated on how to share the roads with trucks.
- There needs to be education and lots of it about the original vision and strategy. Once you have that, missionaries can go out and spread the word. There's not an intense need to train people on the software, they already have that training.
- There's got to be more exposure about what the technology will do. Drivers need more information about how the technology will help them.

- From the bus perspective, sell the operators on the benefits. Any high-tech components on the bus have to be addressed. Owners/operators will ask how much will this cost me? Drivers will disable the technology if it monitors their performance.
- Broader outreach to key government executives-governors, key federal legislative leaders-is needed. Also, a more broad-based group of carriers must be reached.
- None of the technology is terribly complicated. There is no need for training and outreach. Local division offices should have some training in CVISN.
- Train the politicians.

15. Do you see this as a voluntary program or not? Is this an important issue?

- It's a showstopper if government officials' preliminary action is to say one thing and then do something else.
- It has to start as a voluntary program for a long time. Government can't expect carriers to spend their money to buy technology for a mandatory program. Maybe the program should never be mandatory. You can't tell people how to run their business.
- If the program is to be successful, it must be mandatory' handed down by the government.
- Yes and yes. Everybody-government, industry, consumers. A win/win/win scenario is most conducive to a voluntary program.
- Yes, it should be voluntary. The situation should evolve to the point where you want to adopt the technology because it makes sense. The program probably will begin as voluntary, but it will eventually become mandatory. Regulators and operators will see more efficiency, cheaper delivery costs and it will become a necessity for state government.
- Yes, this is an important issue. The trucking and law enforcement communities. Everything depends on how fast carriers need to make the investments. It affects their budgets if the program is mandatory. If the program is voluntary, then the carriers can adopt at their own pace.
- Yes. It is important that the program be voluntary. Society. If the federal government imposes regulations on industry, we might wind up with a less efficient system. Under limited circumstances, if there were certain features about the equipment that affected safety, then government would have an impetus to make that piece of equipment mandatory. Benefits must outweigh costs.
- Yes. Yes. The people affected by the technology-state government and motor carriers. A mandatory program would change the way these people do business
- It has to be voluntary. One of the major fears of industry is that ITS represents another layer of regulation. It is an extremely important issue. Industry, contractors, vendors, manufacturers.
- For the program to work at optimum efficiency, the program will have to be mandatory. Yes, it is an important issue. For all parties. Deployment means increased efficiencies of government operations from a safety and cost perspective. For the private sector the technology means greater productivity.
- Yes. Yes it is. We need more highways built.

- For the short term, yes it should be voluntary. For the long term, no. We're headed for the day when trucks coming off the assembly line will have the transponder built in. Yes, it is a very important issue. Gridlock is only going to get worse and accidents will kill more people.
- Certainly now, yes. It is not at the top of our list of important issues. It is important to the developers. It doesn't need to be important to anyone else.
- I would like it to be voluntary. Yes, it is. Carriers, and to states who will have to pay for transponders. Who will pay for the services? What are we setting ourselves up for here?
- Yes. Yes. To both motor carriers and regulators/law enforcement. The program offers the potential for improved safety and enhanced economic advantage.
- Yes. At this time it is. Trucking industry. To gain the trucking industry's support, they have to feel that they are not being forced to do this.
- If the program is mandatory, it will lose industry support. I think so. Users of the highway system. Carriers will reduce the costs of doing business and improve the business climate.
- Yes, Every other road leads to a fight. No one will use the technology if it isn't voluntary. It's a red herring. It's not important to the entire program. Law enforcement and the small carrier if he is forced to buy the technology.
- At this point the program is voluntary. In the future, we would like to see it be made mandatory. Yes. Regulators because it will help them reduce the staff, equipment, resources costs.
- Yes. Anyone who doesn't want to participate will put themselves at a competitive disadvantage. A mandatory program for rural owners will not benefit them. ITS is an important issue. All owners. Without ITS, all traffic will come to a standstill.
- Most of it should be voluntary, although some parts may need to be mandated. Yes. Industry, although they may not realize it is important to them.
- No, it won't be voluntary. It's important from the standpoint if government understands its role as opposed to government taking the position that it knows what is best for America.

16. *Who should pay for ITS/CVO services? Who will pay for services? How will this work?*

- Mostly users-haulers and shippers. Costs will be passed along to the end user. Government should only provide seed money to get the program started.
- Most likely, those who benefit will share the costs. Costs don't necessarily have to be allocated directly. Some money should come out of the Highway Trust Fund because truckers are major contributors to the trust fund.
- It should be a mix of federal and state matches with contributions from industry to the extent that motor carriers benefit from the technology. Research will determine where the savings are to be found through enhanced revenue collection and improved productivity.
- It is a shared responsibility between government, the user and consumers. It depends on where the value-add is.

- It's a 50/50 proposition. Industry may have to pay. In this case, water will have to seek its own level.
- Those who benefit ought to pay. It has to be made clear that the benefits are public and are not derived solely by the private sector. Carriers will pass savings on to their customers. Government tends to add the electronic process on top of the existing manual process and then don't pass savings on to the carriers.
- Costs should be borne by the carriers because they have incentives to equip their vehicles with technology that enhance safety and productivity.
- The beneficiaries. There are efficiencies to be gained and cost benefits created by automating processes. Everyone needs to pitch in-federal government, the states, industry.
- States and industry. The federal government must get the program started. Systems between states must be compatible for the program to work.
- The taxpayer or consumer in the end will pay for services through higher taxes or prices.
- Everyone should pay. Everyone who uses the system should pay for it either through user fees or taxes. Industry will pass its costs on to the consumer.
- Those who benefit the most should pay. Costs will be passed onto the consumer. Those who use the system will pay for the services.
- At the basic level, the user or commercial vehicle operator. It should be looked at as an infrastructure investment, something that is fair game for cost sharing. Users will pay for the services. I can't see a viable way for the federal government to pay all of the costs. The ITS program can be compared to the Interstate system that was in some places subsidized by tolls. There is a certain fairness in levying user fees if they are fairly applied
- The beneficiaries-carriers' states, customers should pay. All of the above will pay for the services.
- Users. It will be split-users and administrators (states) are shelling out money for these systems. Once a cost/benefit baseline has been created, then you can come up with acceptable fees.
- It should be users. The cost will be shared by users, the states and the federal government.
- It's government's responsibility to improve the way it does business. The major investments will be made by government. Systems need to be designed so that they can be accessed in a cost affective manner. Taxpayers will ultimately pay.
- It's a safety issue. Responsibility belongs to the state to pay to update its systems and technology. Help, Inc. says states need this technology to improve their performance.
- Government and states. Surcharges on the trucking industry--fuel tax, road tax.
- CVO community should pay something. All beneficiaries should pay something. Costs should be apportioned fairly. Taxpayers through pass-throughs such as higher prices on goods and services.
- Depending on the program, costs should be shared by users-government' industry and the ITS community. I fear it will be the carriers or government.
- We're talking about peanuts here. The cost will be minuscule. Users through a fuel tax.

- Conceivably, the beneficiaries if there are any benefits. Users should weigh benefits to see if the program makes economic sense. Users-the targets, the victims-will pay for this.

17. *Is there anything you or the program is not getting from the ITS/CVO office that you would like them to provide?*

- We have no problem getting information. There is no indication that OMC is holding back.
- No.
- No. Within the available resources, they do quite well.
- No.
- The general feeling is the process is piecemeal. There needs to be more coordination, a critical path to what is being done. A strategic plan must be developed.
- ITS/CVO must provide leadership. We need programs we can work with. We don't know who is doing what.
- FHWA should publish what they are working on. ITS America should publish project information.
- No. It's a huge job; they need more people.
- They are working hard to deliver what we need. They are open to criticism. FHWA must take a stronger leadership position. If you're the one writing the check, you can call the shots. Everything can be negotiated.
- Probably not, no.
- More information on such topics as border crossings.
- No.
- Not at this time.
- There needs to be more guidance on where they want us to go with the program. Our state program is on the fast track. We're planning as we deploy. Vendors and defense firms are looking to get into this line of business. The federal government can give us a sense of where we're going.
- A lot more information.
- They are doing a fabulous job. They are willing to listen.
- They have been very supportive.
- More money. We appreciate what they have provided. They need to fund strategic outreach. They need a program.
- We would like to see regular reports on ongoing programs that end with stated objectives of the program and the federal/state investment. At any given time, I have no clue how many programs are ongoing.

18. Do you hear any hype about the program that you think needs to be toned down? If so, what?

- There is not enough hype to tone down. Don't try to oversell the program.
- No. I'm concerned about some safety issues, compliance audits. Anything can go wrong at any time.
- There is a problem of overselling the program, which could cause expectations to exceed resources. Available resources must accompany the hype.
- The program is not being oversold. If anything we may need more hype.
- Don't even think about that. If we don't blow the horn about the program, who will?
- There needs to be a push by organizations such as the HELP, Inc. - PrePass program. There is a lot of animosity out there because of the pressure being applied by federal and state government. Each company has to promote its program. Only if industry accepts the program can it successfully be pushed.
- The program is being hyped as a cure-all for some things and it's not. There's too much emphasis on the technology.
- We must push the idea of using information systems to go after "bad guys." We must be careful how we describe this process because offenders are a small percentage of the overall trucking community.
- No.
- The CVO committee and ITS America tend to offer technology solutions in broad brush cure-alls to the nation's problems to those who are uninformed, skeptical or who have been burned before. Technology is the solution, but there are no standards yet for the technology. ITS America proponents need more answers and less hype. You need the technology to back up the talk.
- I can't think of any.
- The only hype is the talk of how this information will help the states regulate the trucking industry better. This scares industry because truckers don't want their trucks checked every time they pass a station. There are privacy concerns here.
- The image that ITS is corporate welfare needs to be countered and put to rest.
- If anything, the hype needs to be turned up. CVISN is a good vehicle to make people more aware of the role that trucks play in our daily lives. CVISN could be a vehicle to improve safety.
- No.
- No, I haven't heard a lot of hype. There needs to be more hype about the program. The average carrier thinks ITS technology is "Star Wars."
- No. The ITS program is exciting and needs to be hyped. There is a need for more mass media coverage.

- We're hyping a little too much, too soon to motor carriers before we've demonstrated the cost benefits. The federal government has gone out and tried to motivate this program and move it along rather than letting the 50 states choose their own programs.
- Technology is not best way to get things done. You need more experienced people who know what they are talking about regarding the program.
- There have been unrealistic benefit claims made. Who cares about the location of goods in transit. Nobody cares. It's not technology that I'm interested in paying for.

19. *Random thoughts and slogan ideas.*

- Some people are concerned about a loss of privacy under the new technology. We need to be alert to maintaining carriers' right to privacy.
- The challenge is to get people to absorb the program and technology in a logical way.
- We need to emphasize efficiency, economy and reduced congestion.
- Monitoring the paperless truck through technology. Smart.
- "Go, Go, CVO."
- Be cautious about HELP, Inc. because it is politicized to such a degree.
- FHWA ought to inform government entities and trade associations about projects that are going on around the country so that they can make their constituencies aware.
- We're concerned about the many agendas that have been expressed. What matters is getting from point A to point B on time.
- In light of the serious federal debt, government has the task of being fiscally responsible. This should be first and foremost on their minds. We waste too much money.