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TravInfo Evaluation: Institutional Element Phase 1 Results

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ABSTRACT

TravInfo is part of the Federal Highway Administration (FHWA) Field Operational Test (FOT) program. It aims to develop a multi-modal traveler information system for the San Francisco Bay Area, combining public and private sector talents. This report presents the results of the first wave of institutional interviews, as part of the TravInfo evaluation. 21 core participants were interviewed, including most of the Management Board and Steering Committee members, and most of the project staff. Separately, 22 Advisory Committee members were interviewed (these were not members of the Management Board or Steering Committee). From the interviews, it is clear that TravInfo has been quite effective in achieving one of its foremost goals: developing a partnership between the public and private sectors. At the same time, there appears to be considerable opportunity to improve the organization's efficiency. Perhaps the biggest outstanding issue is to define the exact scope of Steering Committee and Working Group responsibilities.

Keywords: Advanced Traveler Information Systems, Field Operational Tests, Institutional Evaluations.

EXECUTIVE SUMMARY

TravInfo is part of the Federal Highway Administration (FHWA) Field Operational Test (FOT) program. It aims to develop a multi-modal traveler information system for the San Francisco Bay Area, combining public and private sector talents. TravInfo is governed by a public sector management board, representing the California Department of Transportation (Caltrans), the Metropolitan Transportation Commission (MTC), and the California Highway Patrol (CHP). The management board has established an advisory committee with strong representation from the private sector to assist in the design and execution of TravInfo. TravInfo is a unique project in that its success depends on the joint efforts of the public and private sectors. As a result of the large number of project participants, and their diverse backgrounds, TravInfo is an unusually complex project to manage.

This is the first of a series of papers focused on evaluation of the TravInfo project. The evaluation project as a whole includes four elements: institutional, technology, traveler response and network performance. The institutional element, of which this report is a part, will investigate the effectiveness of the public/private partnership.

This report presents the results of the first wave of institutional interviews. 21 core participants were interviewed, including most of the Management Board and Steering Committee members, and most of the project staff. Separately, 22 Advisory Committee members were interviewed (these were not members of the Management Board or Steering Committee). Finally, this report documents direct observations from Steering Committee and Management Board Meetings.

From the interviews, it is clear that TravInfo has been quite effective in achieving one of its foremost goals: developing a partnership between the public and private sectors. Private sector participants clearly feel involved in the project, and feel that the public sector, while not always agreeing with the private sector, has listened and responded to their concerns.

At the same time, there appears to be considerable opportunity to improve the organization's efficiency. Perhaps the biggest outstanding issue is to define the exact scope of Steering Committee and Working Group responsibilities. In an effort to stimulate private sector interest in TravInfo, the Steering Committee was given a broad charter. As a result, it has pursued a number of activities that go well beyond the advisory role. It appears that these efforts have not only drained the energy of Steering Committee members, but have distracted them from their core responsibilities.

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1. BACKGROUND

TravInfo is a public/private partnership aimed at enabling wide-spread dissemination of real-time information on transportation conditions and travel options throughout the San Francisco Bay Area. A fundamental premise of the TravInfo project is that a public surveillance and database system, designed to open-architecture standards, will be an effective stimulus for private sector innovations in advanced-traveler-information-system (ATIS) technologies and, ultimately, their deployment. A unique aspect of TravInfo will be its open-access database that allows companies to retrieve the data and re-package it for ultimate dissemination to travelers, both through broadcast means and via products developed by "Value-Added-Resellers" (VARs).

TravInfo is a Field Operational Test (FOT) funded by the Federal Highway Administration (FHWA). Its objective is not only to provide benefits to Bay Area travelers, but also to stimulate the deployment of privately offered traveler information products and services. The FHWA intends to make the results of this test accessible to others across the nation, who may wish to engage in similar enterprises. To achieve this aim, California PATH was commissioned to perform an independent evaluation of the test.

The evaluation of TravInfo consists of four major elements: (1) institutional, (2) technology, (3) traveler response, and (4) network performance. The institutional aspects of the TravInfo project will be evaluated in three waves, including interviews in the summers of 1994, 1995 and 1996. This working paper documents the first wave of interviews, which reflect the first year of the TravInfo FOT. Because TravInfo will not be operational until 1995, this first year was primarily devoted to organizational issues, and development of the TravInfo system architecture and design.

1.1 TravInfo Organizational Structure

TravInfo has a unique organizational structure, which emphasizes partnership between the public and private sectors (see also Section 2.2). TravInfo is governed by a public sector Management Board (MB). The MB established an Advisory Committee (AC), which is open to all interested parties, and established a 15-member Steering Committee (SC) for the Advisory Committee, whose members are appointed by the MB. The majority of the steering committee comes from the private sector. Several Working Groups (WG) have also been formed to undertake specific tasks (such as review of the TravInfo system architecture and design). The public sector will be responsible for the operation of the TravInfo database and baseline information

services during the course of the FOT, while the private sector is expected to develop products and services that tap into the database.

1.2 Comparison to Other Organizations

Public/private partnerships are required to work effectively towards unified goals, but the U.S. has been generally less effective at establishing public/private ventures than Europe or Japan (DeBlasio, 1993). In a public/private partnership, the public sector must facilitate development of the infrastructure and allow for contribution from the private sector. There are several common motivations to include the private sector in a partnership: familiarity with large-scale projects, technological expertise, cross-fertilization of concepts, political neutrality, and expanded funding. The first three of these are especially important to TravInfo, combined with the private sector's ability to market products and services to the general public.

With respect to how TravInfo is operated, the United States DOT identified five models for delivery of Advanced Traveler Information (US DOT, 1992, Searching for Solutions: A Policy Discussion Series, p. 5) :

1) Functional division of responsibilities: *This is modeled after the weather information system, where the public sector collects the information and sells it to private firms.*

2) Franchised operations: *There are two variations, exclusive franchise and non-exclusive. In exclusive franchise the public collects the data and sells the information to private firms for dissemination by one firm entirely. In non-exclusive, the public sector may retain some rights to the information and/or sell the information to more than one firm.*

3) Completely private system: *The system is privately owned and operated, but this model is not likely acceptable to the public sector.*

4) Publicly owned, privately operated system: *The public sector would finance and deploy the ATIS system and designate standards. The private contractor would provide the equipment and operate it, allowing the public to benefit from the superior technology which the private sector might provide.*

5) Unified public/private partnership: *Both parties would collect the information, funnel it through a traveler information center for dissemination to clients, using both*

public and private facilities. (*Searching for Solutions: A Policy Discussion Series*, p. 7, 8)

Barriers to implementation include: (a) unwillingness of the public sector to share traffic management responsibilities with the private sector, (b) jurisdictional fragmentation, (c) legal constraints regarding the use of public right of way, (d) procurement and contracting regulations, and (e) uncertainty of the market for intelligent-transportation-system (ITS) technology. While TravInfo is envisioned to follow the type 1 model (functional) during the FOT phase, it is still an open question whether it should evolve to a different form in its Post-FOT phase.

1.3 Institutional Evaluation Objectives and Measures of Effectiveness

The success of TravInfo will depend significantly on the effectiveness of the partnership, including its ability to guide a large and complex project as well as its ability to fairly resolve inter-organizational conflicts. Therefore, the focus of the institutional evaluation is on describing how the organization functions and assessing its strengths and weaknesses.

Specific objectives of the institutional evaluation are to:

- 1) Assess the effectiveness of the organizational structure and the management approach in meeting project goals and schedules.*
- 2) Measure the extent to which the TravInfo organizational structure facilitates active involvement and cooperation among public agencies and between public and private institutions.*
- 3) Document the effects of TravInfo on the ATIS industry, including new business opportunities, changes in organizational philosophy, ability to develop products along common interface standards.*

By its nature, the institutional element does not lend itself to quantitative measures of effectiveness. Instead, the focus is on documenting the institutional history of the project, identifying problems encountered, methods used for resolving problems, chronology of major decisions, and changes that took place in the organization over the duration of the FOT. The institutional history will be developed through a combination of periodic interviews, direct observation at meetings, and review of project documentation. Future interview waves will enable comparisons between individuals' initial perceptions, and their perceptions later on in the project.

This report focuses on the results of two series of interviews, one with members of the Management Board and Steering Committee along with key project staff (referred to as the MB/SC interview), and the other with members of the Advisory committee (referred to as the AC interview). Details of the study design can be found in section 3.

1.4 Report Outline

In section 2, a brief history of the TravInfo project is presented, along with a description of key institutional issues that have surfaced. Section 3 provides the study design for the interviews. The findings of the MB/SC and AC interviews are reported in Sections 4 and Section 5, respectively. An assessment of findings is provided in Section 6.

2. TRAVINFO HISTORY AND KEY INSTITUTIONAL ISSUES

Several factors motivated the development of the TravInfo FOT: growing traffic congestion, concern for the environment, need to improve safety, and the desire to utilize the existing infrastructure as efficiently as possible. In addition to these transportation objectives, TravInfo was motivated by a desire to catalyze an industry in Advanced Traveler Information Systems (ATIS), which had sprung up in the San Francisco Bay Area. Hence, an objective was to stimulate the local economy by providing support for technology innovation.

TravInfo was a joint public/private effort from its inception, in 1991 (see chronology in table 1). It was formed by a group of Bay Area individuals who were already active in IVHS America (now ITS America). These individuals, who constituted the ad hoc proposal committee, represented such organizations as Caltrans, Etak, MTC, Navtech, PATH, SRI and Trimble Navigation. Their goal was to build an open access database that would enable companies to develop ATIS products that access real-time data. And because of the collection of ATIS talents in the Bay Area, including the experience of MTC in coordinating projects, it appeared that there was a high probability of attracting federal funding through the Field Operational Test program (then only described as the congested corridors program).

The formation of the ad hoc committee was preceded by PATH's efforts to develop an ATIS research testbed for the Bay Area. Stimulated by California State Assembly Bill 1239, PATH completed its ATIS testbed plan in 1992 (Khattak, et al). The plan provided the framework for an ATIS testbed in which researchers, practitioners, and

technology developers would cooperate in conducting real-life experiments that test the feasibility of ATIS technologies, assess traveler response to ATIS, and evaluate the effects of ATIS on network performance. This could be done through various demonstration projects that would fit within the framework of a real-life ATIS testbed.

The ATIS testbed concept was incorporated into the TravInfo FOT proposal, when it was submitted to the FHWA in October, 1992. Also incorporated were the concepts of an open access database and a public/private partnership, raising the importance of an institutional evaluation as part of the FOT. The proposal was accepted, and TravInfo officially began in July, 1993. It is expected to be operational in the summer of 1995.

2.2. TravInfo Organizational Structure

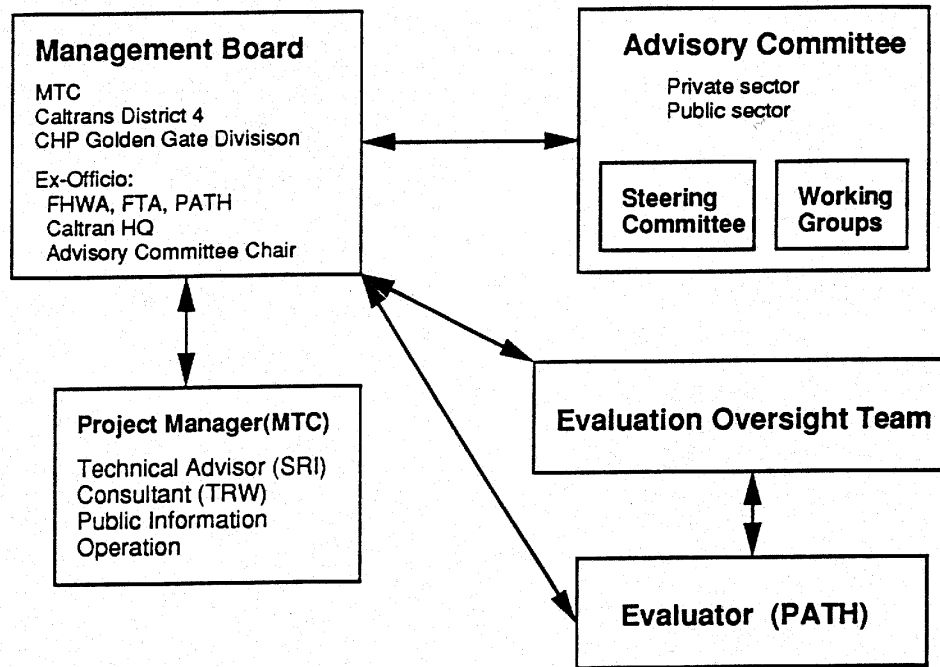
As shown in figure 1, TravInfo is directed by a Management Board (MB) composed of three public agencies: the Metropolitan Transportation Commission, Caltrans District 4, and the California Highway Patrol. Caltrans Division of New Technology and Research, the Federal Highway Administration, the Federal Transit Administration, the California PATH Program, and the Chair of the Steering Committee serve as ex-officio members of the Management Board. The Management Board has created a TravInfo Advisory Committee with membership open to any firm or agency that wishes to participate. Within the Advisory Committee, the Steering Committee was formed with 15 individuals selected by the Management Board. The majority of the Steering Committee comes from the private sector, but non-profits and the public sector are also represented. Within the Steering Committee, Working Groups are created to study various components of the TravInfo system. The group leaders are from the Steering Committee, but anyone can join a Working Group.

The Management Board is the policy-setting body for all TravInfo test activities, including reviewing and approving procedures for the conduct of tests and setting access restrictions to databases. The Management Board has the ultimate authority for approval of TravInfo

TABLE 1. TRAVINFO CHRONOLOGY

<u>Date</u>	<u>Event</u>
<i>April 92</i>	<i>First meeting of TravInfo ad hoc committee to create FOT proposal</i>
<i>October 92</i>	<i>TravInfo proposal submitted to FHWA</i>
<i>April 93</i>	<i>First Advisory Committee meeting - AC charter presented.</i>
<i>May 93</i>	<i>Management Board selects Steering Committee.</i>
<i>June 93</i>	<i>Steering Committee meeting: Working Groups formed.</i>
<i>July 93</i>	<i>TravInfo officially begins.</i>
<i>October 93</i>	<i>ADI consultant contract signed.</i>
<i>February 94</i>	<i>Evaluation Oversight Team formed.</i>
<i>March 94</i>	<i>Participant Agreement approved.</i>
<i>May 4</i>	<i>System Architecture approved.</i>
<i>August 94</i>	<i>Additional funding for TravInfo provided by FHWA.</i>

Figure 1. TravInfo Organizational Structure



expenditures and consultants' work. The Advisory and Steering Committees have no direct authority for setting policies or procedures for the field operational test but advise the Management Board on all issues. Under the policy direction of the MB, the full-time project manager is responsible for the day-to-day activities of the project including supervision of consultants, liaison to the Advisory Committee, and progress reports to the Management Board. The project manager is also responsible for directing technology installations and operations, including the deployment of surveillance, computation, communication and database systems.

2.3. Key Institutional Issues

A major challenge for TravInfo has been ensuring that public agencies and private industries work cooperatively in design, development, and implementation. Along these lines, the most critical issues have surfaced in meetings of the Steering Committee. By comparison, Management Board meetings are quite non-controversial.

This section is organized around three critical issues: (1) roles and responsibilities of the public and private partners, (2) public agency cooperation, and (3) liability. The following provides specifics based on PATH's observations.

*1) **Public/private Partnership** This has likely been the area of greatest controversy, especially when it comes to specifying the exact scope of TravInfo. Public/private issues were brought to the Steering Committee at the earliest stage of the FOT. A "Public/Private" working group was formed to identify the roles that are most appropriate for the public and the private sectors, to discuss these issues with the Steering Committee and to solicit additional input from the Advisory Committee as a whole. Issues that arose in the process include:*

- 1) Form and existence of a wireless broadcasting system for communicating data to ATIS devices.*
- 2) Degree to which TravInfo should process data prior to dissemination (e.g., whether TravInfo should suggest alternate routes based on real-time conditions).*
- 3) Availability of direct modem access to TravInfo for individuals.*
- 4) Whether open access to the TravInfo database alone would provide a strong enough incentive for VARs to participate fully in TravInfo.*
- 5) TravInfo's provision of end products and services that might compete with private companies, such as Metro Traffic and Shadow Traffic.*
- 6) Operating responsibility for the Transportation Information Center (TIC), location of the TravInfo database and responsibility for the control of data collection.*

7) *Collection of fees from private companies that access TravInfo, with revenue being used for the project's on-going operation following the FOT.*

While these issues were still in debate, the MB retained a consulting firm, TRW/ESL, in September 1993, to develop and define TravInfo's system architecture. In December, 1993, a special meeting was held by the Steering Committee to discuss the responsibilities of the public and private sectors in providing a TravInfo database and its associated products and services. The main concerns were still the potential conflicts between public and private sector interests, specifically in the: (1) transit telephone information system, (2) audiotext traffic information system, (3) landline computer access, and (4) wireless data broadcast.

A memorandum prepared by the SC chair suggested that the private sector view differed significantly from that of the public sector in dealing with public/private partnership issues. The public sector view was that because the TravInfo database will be acquired at the public expense, it should be available for use by the public at no charge for traffic management. The private sector view was that

... effective and widespread dissemination of TravInfo data will require its integration with other "value added" information and services to be provided by the private sector. Government dissemination for TravInfo data in free and open forms might compete with commercial services, degrade commercial markets, and deter firms from developing TravInfo products and services. Since TravInfo depends on an effective public/private partnership, these issues should be dealt with in a cooperative, open-minded, and constructive spirit by all participants in order to find "win-win-win" solutions for TravInfo's government agencies, commercial firms, and ultimate end users. (Memorandum by Chair or SC, December 1993)

While there were disagreements between the public and private sector, the SC chair felt that important issues could be resolved in a cooperative manner, especially in TATS (transportation advisory telephone system), the audiotext traffic information system, and the land-line computer access systems. The fourth issue, the wireless data broadcast system, still elicits much debate. The recommendations by the chair of the Steering Committee were:

To adopt the Regional Transit Telephone System (RTTS) [as] the TravInfo transit telephone service to perform all functions, provide toll-free access within the nine Bay Area counties for a TravInfo audiotext traffic information system with TravInfo funds through competitive contract procurement, provide landline computer access information service to businesses only so that access fees can be charged, and to seek existing FM subcarriers to provide free access to traffic and transit information for the duration of the TravInfo FOT.

These recommendations were discussed at the Steering Committee meeting in January, 1994. The first recommendation regarding RTTS was passed on a consensus vote. The general consensus on the audiotext traffic information service (TATS) was that TravInfo funds will be used to procure the best audiotext service available within the TravInfo funding constraints. Phone system access charges (toll-free vs toll charges) were concluded to be an architectural issue that could not be answered at that time, but there will be no service charge to access TravInfo. The decision on the landline computer access was postponed.

The wireless data broadcast system was the most controversial issue, and concerned whether TravInfo should provide its own subcarrier signal or whether it should rely on the existing private FM subcarriers. The TravInfo concept, as stated in the proposal to FHWA, was to provide free broadcasts of travel information, including traffic conditions and transit services, via FM or TV subcarriers or similar media. This would facilitate developers who would utilize such data in wireless products and services but who do not wish to provide their own dissemination means. Presently, three FM subcarrier data service companies potentially could use the TravInfo database in conjunction with other service features, such as paging and differential GPS (global positioning system) corrections. However, the concern was that TravInfo would be in competition if it established an entirely new FM subcarrier dissemination service, free of charge.

The debate centered on the use of existing subcarriers, versus establishing an entirely new service. If TravInfo were to provide its own subcarrier signals, stations would be needed to carry TravInfo signals. TravInfo would have its own protocols, formats, and standards. It would also provide and operate transmitter modulation equipment and find commercial firms who would provide receivers, products, and services to support the TravInfo signals. The discussion was tabled until ESL could develop options.

2) Public Agency Cooperation *Jurisdictional relationships within the transportation sector deal with transportation policies. Thus, the success of the TravInfo project depends on a comprehensive approach to regional transportation policies with an integrated data collection and dissemination service.*

Public-public cooperation is necessary in the development of TravInfo policies that are agreeable to local and regional jurisdictions. The public sector coordination will involve various program implementers, including the state and local public works departments, transit authorities, ride-sharing, air-quality, and metropolitan planning agencies, as well as private sector vendors and service providers. Bridging institutional differences will greatly enhance the attractiveness of TravInfo.

An issue of great concern has been the need for participation from Bay Area public agencies, especially among local government and transit authorities. Participation from these agencies may be essential to acquiring data for TravInfo on local streets and transit. So far, only two cities (Concord and Menlo Park) and one transit agency (Samtrans) have been active, while others have shown peripheral or little interest. Because participation is entirely voluntary and un-compensated, a concern has been finding ways to solicit greater participation.

The second major issue has been defining the role of TravInfo relative to the Transportation Management Center (TMC) being developed by Caltrans District 4, and relative to CHP's dispatching center. The extent to which data is pre-processed at the TMC, and the availability of direct access between TravInfo and CHP, are two specific issues. These have been compounded by delays in the TMC development.

*3) **Legal Concerns** These have been discussed within a Legal Working Group, focusing on property (general and intellectual) and liability questions. An early suggestion (eventually rejected) was to license vendors to use the TravInfo logo. Another licensing issue has been whether companies that access TravInfo should be registered, whereupon TravInfo would have to issue disclaimers. Under this concept, TravInfo data might be encrypted, so that access is limited to registered companies that are provided with a decryption key. Another important issue has been the property rights of information provided by a private company to TravInfo. the TravInfo database will be in the public domain and accessible to public agencies and private companies. However, this is problematic if the information is originally gathered from a private source.*

The complexity of liability issues regarding TravInfo and its participants is great, which will require the organization to devote much attention to potential barriers. One place where this has been addressed is in the Participant Agreement, where TravInfo declines any liability via the Participant. This arrangement, although perhaps necessary, is unlikely to be foolproof.

3. STUDY DESIGN

As stated earlier, the objective of the study is to assess TravInfo's success in overcoming barriers to joint public/private ventures, and to assess the effectiveness of the TravInfo organization. This was accomplished through two series of interviews, covering:

- 1) *Key project participants, including members of the Management Board and Steering Committee, and key staff members at ESL, MTC, and SRI (referred to as the MB/SC study)*
- 2) *Peripheral project participants, belonging to the advisory committee, but not to the Management Board or Steering Committee (referred to as the AC study).*

As such, the findings of the first series represent the inside perspective of those who have been active in the TravInfo project, while the findings of the second series represent more of an outsider perspective. The study is intended to be the first wave of an annual panel survey, with the second and third waves executed in the summers of 1995 and 1996. The interviews were administered over the course of a 3 month period during the Summer of 1994. This was roughly one year after the formal start of the project, but over two years after the project was conceived. So although TravInfo itself has yet to be implemented, the TravInfo organization is well established.

3.1 MB/SC Study

The interview format was semi-structured, including a fixed set of open-ended questions (see Appendix), along with more spontaneous probe questions. Questions were categorized into six sections, covering: (1) TravInfo Goals, (2) Organizational Structure, (3) Performance and Responsibilities of Partners, (4) Roles of the Public and Private Sectors, (5) Institutional, Technical and Legal Barriers, and (6) Perception of TravInfo. The fixed set of questions was finalized after several stages of review by the TravInfo Evaluation Oversight Team and pre-tests.

A total of 24 people were contacted, of whom 21 participated, representing 19 of the 23 organizations that are active in TravInfo (table 2; PATH was excluded from the list of interviewees). The interviews were administered by the authors, usually in person at the interviewee's place of business, but occasionally by phone. Interviews typically lasted 1 to 1 1/2 hours.

3.2 AC Study

The interview format for the AC study was somewhat more structured, but still largely consisted of open-ended questions. The interview was condensed, and only covered (1) organizational structure, (2) roles of the public and private sectors in implementation and operation, (3) institutional, technical and legal barriers, and (4)

perception of TravInfo. In addition, interviewees were screened, to exclude persons who were both unfamiliar with the project and had not attended any project meetings.

Attempts were made to contact 40 people (covering all AC members who were not on the MB or SC), of whom 30 were reached. Of these, 4 were screened out. Of the remaining 26 persons, 22 (or 85%) agreed to participate. Interviews were conducted by telephone, and interviews typically lasted 30 minutes.

4. MB/SC STUDY FINDINGS

Study findings are divided into two parts: MB/SC first and AC second. The AC section (Section 5) focuses on differences from the MB/SC group.

There was generally strong support for the project and the TravInfo organization. Criticisms could be viewed as refinements more so than major changes. However, these refinements may prove critical to meeting project schedules and retaining members. Remarks were also largely consistent among interviewees -- though subtle differences may be significant.

To date, the core issues of TravInfo have been in defining the specific public and private sector roles in TravInfo operation, and in defining the specific responsibilities of the Steering Committee. TravInfo has been successful to date in resolving many of the associated disagreements, but not as quickly and efficiently as many would like. These issues are discussed in detail in the following sections, which are in the same order as the interview topics. Due to the open-ended nature of the questions, responses are not tabulated.

TABLE 2. MB/SC STUDY PARTICIPANTS

Management Board Participants

<i>Jeff Lindley</i>	<i>FHWA (ex officio)</i>
<i>Mary Ann Marubashi</i>	<i>CHP</i>
<i>Joel Markowitz</i>	<i>MTC</i>
<i>Jim McCrank</i>	<i>Caltrans -- District 4</i>
<i>Bob Ratcliff</i>	<i>Caltrans -- New Technology (ex officio)</i>
<i>Stewart Taylor</i>	<i>FTA (ex officio)</i>

Steering Committee Participants

<i>Kristen Castagno</i>	<i>SamTrans</i>
<i>Tom Clausen</i>	<i>City of Concord</i>
<i>Donald Dey</i>	<i>City of Menlo Park</i>
<i>Craig Gardner</i>	<i>JHK Associates</i>
<i>John Hirten</i>	<i>Rides for Bay Area Commuters</i>
<i>Jeneane Prince</i>	<i>Rockwell International</i>
<i>Joan Ravier</i>	<i>Metro Traffic Control</i>
<i>William Spreitzer</i>	<i>General Motors</i>
<i>Eugene Stovall</i>	<i>Pacific Bell</i>
<i>John Sunderland</i>	<i>Consolidated Freightways</i>
<i>Larry Sweeney</i>	<i>Etak</i>
<i>Steve Wollenberg</i>	<i>FastLine</i>

Project Staff Participants

<i>Melanie Crotty</i>	<i>MTC</i>
<i>Jeff Georgevich</i>	<i>MTC</i>
<i>Roy Stehle</i>	<i>SRI</i>

4.1 TravInfo Goals

Official goals of TravInfo, taken from the proposal to FHWA, are to:

- 1) Provide a centralized data base to broadly disseminate traveler information*
- 2) Stimulate deployment of ATIS (Advanced Traveler Information System) products and services*
- 3) Evaluate the effects of TravInfo in transportation network performance*
- 4) Test the effectiveness of a public/private partnership*

No one disagreed with these goals, but there was some difference in emphasis, especially with respect to:

Evaluation vs. Deployment Deployment tends to be a much more significant objective than evaluation. Clearly, many participants do not look at this project as just a test, but as the first step toward a major ATIS implementation.

Transportation vs. Economic Impacts Some differences in priority also exist over the relative importance of transportation goals vs. economic goals (including job growth, and the vitality of participating companies). The economic objective appears to be the stronger force at this time. It has been a prominent factor in resolving public/private disagreements.

Consensus and Definition Several people mentioned that the project has been successful because participants have accepted a common goal set. This largely appears to be the case at a conceptual level, but conflicts certainly exist when defining the boundaries between public and private. Furthermore, some felt that the project had failed in clearly articulating its goals.

4.2 Organizational Structure

Interviewees largely agreed that the organization was effective, because of the roles defined for the Management Board and the Steering Committee, and because of the strength of the individuals involved in running the organization. Specific strengths include:

- Responsiveness of the Management Board to the Steering Committee, including their attendance at Steering Committee meetings. There is clearly a sense of partnership.*

- *Sincerity of MTC in guarding the public interest in the project, as well as in building partnership with the private sector.*
- *Ability of the Steering Committee chair to facilitate involvement from the private sector, through personality and through his business contacts.*
- *Broad-based private sector participation in the project.*
- *Expertise of the Steering Committee members, and the quality of the advice provided. (This is one area where TravInfo might not be replicable elsewhere, because the Bay Area talents are unique).*
- *Overall openness of the project.*

The most widely cited weaknesses were the inefficiency of Steering Committee meetings and the slowness in making decisions. Interviewees were nearly unanimous that meetings were too long, and that issues should be settled more quickly. To a degree, this is a by-product of the Steering Committee's openness. Yet at the same time, there are concerns that the Steering Committee needs a stronger direction, and more discipline in managing meetings. According to interviewees, the problems have both delayed the project, and caused excess work for the project consultant. Some also felt that the Steering Committee's reliance on volunteers presents problems with respect to continuity, and getting people up to speed.

Interviewees felt that the organization had strongly encouraged a public/private partnership, and that the public sector was highly responsive to private sector needs. On the other hand, the interviewees felt that public/public cooperation already existed, and that TravInfo was not unique in this regard. The most important exception was improved cooperation between MTC and the FHWA as well as Caltrans and the FHWA.

The major conflicts have come from defining the boundary between public sector responsibilities and private sector responsibilities. Issues have included:

- *Defining the scope of TravInfo's data broadcast element, which one company viewed as a conflict with its commercial interest.*
- *Deciding whether the general public should have modem access to the TravInfo data base, or whether such access should only come through a third party in the private sector.*
- *Determining the degree to which data would be processed by the public sector prior to dissemination, for instance in provide routing guidance.*

In all of these cases, the issues have largely been resolved through a consensus building process within the Steering Committee (the Management Board has accepted their recommendations in all cases). It appears that resolution has depended on excluding elements from TravInfo that directly compete with private sector interests. To a lesser degree, budgetary limitations have also played a role. Some interviewees felt that TravInfo had gone too far in accommodating the private sector, and that these issues merit re-investigation (specifically, to provide modem access without relying on a third party). Several people also expressed concern that the public interest was not being adequately heard through the Steering Committee. In general, though TravInfo has attained considerable progress, public and private participants have not arrived at a complete understanding of each other's objectives.

Public sector conflicts also exist. The biggest issues have been:

- Defining the path by which CHP data on incidents would be transmitted to TravInfo (specifically, whether it would pass through Caltrans' transportation management center, TMC).*
- Ensuring that Caltrans TMC keeps on schedule.*
- Selecting a common map database for TravInfo and the Caltrans TMC.*

These issues have been resolved in the Management Board, through a consensus building process. However, the TMC schedule is a continuing source of friction, which some feel may jeopardize the project.

While not a conflict per se, concern was also expressed over the lack of transit participation.

4.3 Performance and Responsibilities of Partners

Advisory Committee *Interviewees were nearly unanimous in stating that the Advisory Committee's mission is purely information exchange, and that it should have no specific duties. Hence, it currently has no real authority, and it should have no authority in the future. Interviewees largely felt that the Advisory Committee is effective in this mission, as evidenced by attendance at quarterly meetings. With regard to representation, some felt that there should be more people from freight industries, transit and the general public. Others felt that the Advisory Committee was never intended to be representative, so there was no need to involve others.*

Generally, people felt that no changes were needed, though many felt that the name was misleading, because the Advisory Committee is not really a committee.

***Steering Committee** Interviewees agreed that the Steering Committee's mission is to advise the Management board on matters related to private sector and user interests, and on technical issues related to architecture and design. A third part of the mission, not stated by everyone, was to facilitate involvement in the project's deployment. While there is consensus to this point, differences of opinion exist on the following:*

- Whether TravInfo relies too much on the Steering Committee for technical advice, an alternative being to form a paid technical review committee, whose members would be selected according to specific expertise.*
- Role of the Steering Committee relative to the paid technical advisor. Because the Steering Committee has been so active in providing technical advice, there was some worry about un-necessary duplication relative to TravInfo's Technical Advisor.*
- Scope and purpose of working groups. Some felt that too many working groups had been created, without realistic or even stated objectives. In particular, it was stated that the Steering Committee and its working groups should generate advice (as in review of architecture and design), and not to perform true work.*
- Degree to which the Management Board should look to the Steering Committee for advice versus resolution. In this regard, some felt that the Steering Committee had too much power. One interviewee felt that some members had the mis-conception that the Steering Committee's role was to manage the project. However, most felt that the level of authority, while large, was appropriate.*

In combination, these issues have likely contributed to the perception that the Steering Committee is inefficient.

With respect to membership, most felt that the current body was adequate, but not fully representative. The biggest gaps are in transit, freight and the general public. No one felt that this was a deliberate exclusion, but a reflection of the lack of interest on the part of these industries. Some also felt that greater representation was needed from the manufacturers of ATIS devices and from Air Quality Management, though most seemed to feel that other representatives could speak for these industries.

Overall, interviewees felt that the Steering Committee is effective in facilitating a partnership, though improvement was needed in the area of meeting efficiency and decision-making.

Management Board *The mission here was variously stated as serving to "resolve differences", assume "legal responsibility", or to "administer and assume oversight". Everyone agreed that the Management Board was the ultimate authority for the project, though differences of opinion exist over when it should exert its authority. Some people felt that it should step in more quickly, to bring resolution to some of the debates within the Steering Committee. Others felt that the Board's current approach, which allows resolution in the Steering Committee, was more appropriate. In support, some felt that the Management Board's approach had been helpful in maintaining continued private sector support. Somewhat surprisingly, many of the Steering Committee members were not aware of how the Management Board functions.*

On membership, many felt that current representation was right, because of the Management Board's role as the project's legal representative. These people argued that it would be wrong to include anyone else. Others felt that the Board should be more broadly representative of the public sector (especially transit), and that this might facilitate implementation.

These views are somewhat connected to defining the Steering Committee's role: whether it should be broadly representative of external concerns, or only of the private sector. Because the project has evolved somewhat in that direction, there might be a rationale to strengthening public sector representation in the Management Board.

Overall, interviewees felt that the Management Board is effective, though perhaps too passive. Steering Committee members clearly appreciated the Board's responsiveness. No specific changes were suggested, with the exception that many felt that the Steering Committee should have a voting member on the Board. This view was not unanimous, and many felt that so long as the Management Board is responsive, this would not be necessary. Clearly, the Board's responsiveness was viewed as much more critical than whether or not the Steering Committee should have a vote.

4.4 Roles of the Public and Private Sectors

There was unanimous agreement that the public sector's role is to collect and store information, and that the private sector role is to disseminate information and to contract to develop and (perhaps) operate TravInfo's traveler information center

(TIC). There was also consensus that the public sector role was to provide a minimum level of direct public access to the information. Disagreements exist on the following:

- Degree to which the public sector should process data before dissemination.*
- Quality of information provided through "minimal public access".*
- Whether TravInfo should have a capability of transmitting information over data communication channels, to individual homes and vehicles.*

In general, interviewees agreed that the public sector should not be in competition with the private sector. On the other hand, many were concerned about the equity of spending public funds on a system which was not widely accessible by the public. There was near unanimous support for charging access fees to help finance TravInfo, but only to cover incremental costs (not to pay for data that would be otherwise collected). Most felt that additional public subsidies would be needed.

Overall, interviewees felt that TravInfo had been successful in resolving the disagreements, and that the current roles were appropriate. While some people may not have been totally happy with the outcomes, the openness of the process has ensured that participants remain involved.

4.5 Institutional, Technical and Legal Barriers

The barriers cited varied considerably from person to person. Almost everyone identified one or more significant concerns, including the following possibilities:

- Lack of transit participation.*
- Major schedule delays on deployment of the Caltrans TMC.*
- Lack of products designed to access TravInfo data.*
- No means to collect information on arterials.*
- Insufficient funding to support operations (especially data entry).*

With respect to incentives to ATIS developers, most felt that these should not be financial. Merely providing access to the data was sufficient. However, some people felt that subsidies were appropriate for transit related projects, and a few felt that subsidies would be useful in other areas (such as for devices to receive TravInfo's data broadcast), to ensure that some products will be designed specifically for TravInfo. Nevertheless, most felt that a key strength of the project was that it was

not being designed around a specific product, and that financing any one product would harm the project's ability to remain open and impartial.

4.6 Perception of TravInfo

On the whole, people believed that TravInfo would provide important system benefits, mostly in the area of reductions in non-recurrent congestion, and related reductions in fuel consumption, emissions and accidents. While people felt that increasing public transit usage was an important objective, many were skeptical that TravInfo would have an effect. Few people felt there would be an effect on recurrent congestion. Interviewees were most divided as to whether there would be an effect on development of new products. Many felt the effect would be strong, while others felt that the products would be developed independently of TravInfo (though TravInfo might affect product features). Other impacts included improved working relationships, development of nationwide standards, and economic impacts on the Bay Area.

Most people did not believe that TravInfo would change their organization significantly. Individuals were involved in TravInfo for a variety of purposes, including learning more about potential customers in the public sector and protecting market interests, and, for the public sector side, promoting economic growth and mobility. Interest in traveler information paralleled interest in TravInfo.

5. AC STUDY FINDINGS

As in the MB/SC study, the majority of interviewees believe that TravInfo is an effective organization. On the whole, however, they are somewhat more critical. Unlike the MB/SC group, which was unanimous in praising the openness of TravInfo, some in the AC group felt that TravInfo was dominated by a small group of individuals, who aimed to advance their own interests. Nevertheless, respondents saw the open forum of TravInfo as its chief strength, and that this sets the project ahead of other FOTs. As one person stated, the "concept is its greatest strength."

5.1 Organizational Structure

The majority of interviewees believed that the Advisory Committee is effective, with positive remarks directed at the informative presentations, and the ability to provide cross-communication. Concerns included:

- Outreach to parties outside this forum -- there has been little recruitment of new parties since the beginning.*
- End-user's needs are ignored.*
- Meetings are too long, sometimes with no action--the process is too slow.*
- Too many meetings (including working group meetings).*

Interviewees were confused as to the advisory committee's mission. Half said the mission was clear and half said it was unclear. Of those who said it was clear, few defined the mission as stated in the charter ("The Advisory Committee provides the primary mechanism for open and frequent exchange of information pertinent to the TravInfo Project..."). The mission was variously stated as: "Eventually to disseminate traffic information", "Disseminate to the public VAR Information", "Advise the Steering Committee", "Undertake the FOT", and more appropriately "Keep people in the industry aware of the project and use them as a sounding board" and "Let the larger body know what is going on (I think)."

Most respondents believed that the Advisory Committee has the right amount of authority and that it should not change in this regard. Several people did not know whether it should have a change in authority and two people suggested that the Advisory Committee is superfluous and should either gain authority/influence or be scrapped.

Interviewees generally agreed that the Advisory Committee represents the public sector well, although there were two recurrent concerns: the Advisory Committee does not involve the general public in any way, and that greater outreach is needed. Many felt that there is little outreach to organizations not traditionally associated with similar projects. Otherwise, support for representation of the public and private sectors is very strong.

Few people suggested general changes to the Advisory Committee, but a handful of former Advisory Committee members said they had stopped attending meetings after the Committee failed to keep them informed of meeting dates. One member even volunteered for a working group and heard nothing from TravInfo since.

The majority of interviewees were unfamiliar with the Steering Committee and could not respond to the questions about it. Those who had an opinion felt that the Steering Committee represents the Advisory Committee well; the Steering Committee has about the right amount of influence and authority; and there should be a voting member on the Management Board. One dissenter said that the Steering Committee was merely filling a vacuum due to a shortage of requisite skills at MTC.

Overall, the strengths and weaknesses were quite similar to the MB/SC comments, with praise given to the "open forum" and criticism given to meeting inefficiencies and the lack of clear direction.

5.2 Roles of the Public and Private Sectors

Views were quite similar to those in the MB/SC group: the role of the public is to gather data and create a central database, and that the private sector role is to disseminate the information.

5.3 Institutional, Technical and Legal Barriers

Most interviewees were unable to cite specific barriers to TravInfo. Those who answered put forth widely varying comments, similar to those cited by the MB/SC group. Additional comments include:

- The short-term status of the FOT may keep the private sector from developing products.*
- If the technology is not current, products will be rendered obsolete, thereby discouraging investment by the private sector.*
- Insufficient attention to user needs, because the project is technology driven*

The first comment is perhaps the most significant, and reflects an outsider perspective that TravInfo might not last long enough to warrant private sector investment in product development.

Many from the private sector were concerned that lack of clear technical direction by TravInfo would discourage enterprises from developing products for the project, as it would not enable companies to foresee technological direction. Many private sector interviewees said their companies were hesitant to put forth any new products for the foregoing reason and because the future of TravInfo beyond the brief trial period is unknown. Hence, from a private perspective an incentive to develop ATIS products would be more clarity of post-FOT TravInfo.

5.4 Perception of TravInfo

Interviewees were nearly unanimous that TravInfo is working toward the right goals, though many felt it was overly ambitious. A few persons from the public sector said TravInfo might have an impact on their organization, but otherwise interviewees unanimously said that there would likely be no impact, especially from a private sector perspective.

6. ASSESSMENT OF FINDINGS

From the interviews, it is clear that TravInfo has been quite effective in achieving one of its foremost goals: developing a partnership between the public and private sectors. Both sides believe that positive relations have been established, largely through giving the Steering Committee with considerable responsibility and authority, through the responsiveness of the Management Board and through the leadership of the Steering Committee's chair and MTC staff. Private sector participants clearly feel involved in the project, and that the public sector, while not always agreeing with the private sector, has listened and responded to their concerns.

At the same time, there appears to be considerable opportunity to improve the organization's efficiency. Perhaps the biggest outstanding issue is to define precisely the scope of Steering Committee and Working Group responsibilities. In an effort to stimulate private sector interest in TravInfo, the Steering Committee was given a broad charter. As a result, it has pursued a number of activities that go well beyond the advisory role, or representing the interests of participating organizations. It appears that these efforts have not only drained the energy of Steering Committee members, but have distracted them from their core responsibilities. Similarly, it appears that the role of technical advice needs clarification, because of overlap between the Steering Committee, the formal technical advisor, the project consultant and the project management.

To date, project participation has been excellent. TravInfo should be especially commended for drawing in so many talented individuals from leading organizations. At the same time, there may be a need to re-visit the composition of the Steering Committee. In particular, it would be worthwhile considering whether its role is solely to represent the private sector, or whether it is intended to serve more broadly as external advisors. To date, it has functioned more like the former, to the dismay of some. However, if the composition is changed to represent the public sector better, there is some danger that it will be more difficult to reach consensus. In the spirit of being an operational test, it may well be worthwhile to continue giving the Steering Committee a private sector thrust, while accepting some risk of public criticism.

Finally, it should be noted that there are significant differences between the Advisory Committee's charter, and how the Advisory Committee practices. In its mission statement, the charter mentions a broad range of activities that seem to be tangential to the committee's main function. The charter also does not recognize the strong role of the Steering Committee relative to the advisory committee as a whole. Finally, the

*list of standing committees (membership, public relations, and legal and institutional)
does not reflect where the "action" is in the project.*

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APPENDIX: INTERVIEW INSTRUMENTS

1. MB/SC Instrument

2. AC Instrument

6/15/94

TravInfo Institutional Evaluation

Survey Instrument 1

Objective: Assess Effectiveness of the TravInfo Partnership

Survey Group: Management Board and Steering Committee

The goals of the panel survey are to assess TravInfo's success in overcoming barriers to joint public/private ventures, and to assess the effectiveness of the TravInfo organization. Some variation of the survey will be administered on an annual basis, to assess TravInfo's progress in meeting its institutional objectives.

PATH evaluators (Y.B. Yim, Randolph Hall and Stein Weissenberger) will interview all, or nearly all, members of the Management Board (MB) and Steering Committee (SC). The interview (format attached) consists of open-ended questions that encourage respondents to freely express their opinions without feeling constrained by a structured survey format. Individual survey responses will be kept strictly confidential, but the general survey results will be reported to the Management Board and Steering Committee.

The interview is divided into six parts: (1) TravInfo goals, (2) Organizational structure, (3) Performance and responsibilities of partners, (4) Roles of the public and private sectors, (5) Institutional, technical, and legal barriers, and (6) Perception of TravInfo and motivations for participating. For clarity, objectives are stated first in italics, and are followed by questions pertaining to the stated objectives. (Only the questions will be read to interviewees.)

PATH is in the process of designing a second institutional survey, to be administered to advisory committee members. This will be reported on later.

Objective 1. TravInfo Goals

To determine whether board and steering committee members are working toward common goals, and to determine whether their understanding of the goals is consistent with stated project goals.

- a) *What do you believe the goals should be for TravInfo?*

- b) *Do you believe that TravInfo is working toward these goals?*

Objective 2. Organizational Structure

To assess the effectiveness of the organizational structure in achieving TravInfo's goals, and to identify specific problems and successes that have resulted from the organizational structure.

- a) *In your opinion, does the TravInfo organizational structure (OS) enhance or detract from TravInfo's ability to achieve its goals? Why?*

- b) *In what ways has this OS encouraged a public/private partnership?*
In what ways has this OS discouraged a public/private partnership?

- c) *In what ways has this OS encouraged cooperation among public agencies?*
In what ways has this OS discouraged cooperation among public agencies?

d) *Are you aware of any conflicts that have arisen among TravInfo participants? (what are they; if no answer, ask about awareness of conflict over broadcasting data over an FM sub-carrier.)*

How have the problems been resolved?

e) *Are you aware of any conflicts that have arisen between the Management Board and the Steering Committee or Advisory Committee?*

If so, how have the problems been resolved?

f) *Are you aware of any conflicts that have arisen between public sector participants? (what are they; if no answer, ask about responsibility for operating TravInfo after FOT is completed)*

If so, how have the problems been resolved?

g) *Overall, what seems to be the greatest strength of the OS?
What seems to be the greatest weakness of the OS?*

h) *Can you suggest any changes in the overall organizational structure of TravInfo?*

Objective 3. Performance and Responsibilities of Partners

To elicit opinions on the performance and responsibilities of the Advisory Committee, Steering Committee and Management Board.

Questions about the Advisory Committee (AC)

a) *Do you think the AC has a clear mission?*

If yes, what is the mission, and is it appropriate?

If no, what should be the mission?

b) *What specific duties (if any) should the AC have?*

c) *Should the AC have more, less or no change in authority? Why?*

d) *How effective is the AC in fulfilling its mission?*

Can you point to any successes or failures?

e) *Do you believe that the AC adequately represents the public and private sectors?*

Can you identify any gaps or imbalances in the current membership?

f) *Can you suggest any changes in the organization of the AC?*

Questions about the Steering Committee

a) *Do you think the Steering Committee has a clear mission?*

If yes, what is the mission, and is it appropriate?

If no, what should be the mission?

b) *What specific duties should the SC have?*

c) *Do you think the Steering Committee adequately represents the Advisory Committee? Why?*

Can you identify gaps or imbalances in the current membership?

d) *Do you think that the SC has too little, too much or just about the right amount of influence and authority? Why?*

- e) *How effective is the SC in performing its duties?*
(follow up: how successful are the working groups)

Can you point to any successes or failures?

- f) *Can you suggest any changes in the organization of SC?*

Questions about the Management Board

- a) *Do you think the Management Board has a clear mission?*

If yes, what is the mission, and is it appropriate?

If no, what should be the mission?

- b) *What specific duties should the MB have?*

c) *Do you think the Management Board adequately represents public sector concerns in the Bay Area?*

Should the MB include representatives from other agencies or organizations and, if so, which ones?

d) *What types of decisions should be made by the MB?*

Do you believe that there should be any change in the types of decisions made by the MB?

e) *How effective is the MB in performing its duties?*

Can you point to any successes or failures?

f) *Can you suggest any changes in the organization of MB?*

- g) *Should the SC have a voting member on the MB?
(why/why not, and how would this person be selected)*

Objective 4. Roles of the Public and Private Sectors

To assess opinions on the roles of the public and private sectors in the implementation and operation of TravInfo.

- a) *With respect to how TravInfo is implemented and operated, what should be the public sector role, and what should be the private sector role?*

- b) *Do you believe the current roles are appropriate, and can you suggest any changes?*

c) *Who do you believe should assume responsibility for operation of the post-FOT TravInfo?*

d) *Who should finance the maintenance and upgrade of TravInfo?*

Objective 5. Institutional, Technical, and Legal Barriers

To identify institutional, technical, and legal barriers for both the implementation and subsequent operation of TravInfo.

a) *In your opinion, what are the major institutional, technical, and legal barriers for both the implementation and the subsequent operation of TravInfo?*

b) *What incentives would encourage development and deployment of new ATIS products and services using TravInfo?*

c) *Are you aware of any inefficiencies due to competing private sector interests or the volunteer nature of private sector contributions? Please describe.*

Objective 6. Perception of TravInfo

To assess the motivations for participating in TravInfo, and perceptions of the benefits of TravInfo.

- a) *Do you believe that TravInfo will have a significant impact on the following situations?*

State as positive, negative or no change; describe how significant and justify.

___ usage of public transit

___ recurrent congestion

___ non-recurrent congestion

___ air pollution

___ public knowledge of travel options

___ safety or accidents

___ development of new travel information products and services

___ other, please specify _____

- b) *Do you anticipate any change in your organization because of TravInfo?*

What will be the extent of change in your organization? Why?

- c) *Do you have any concerns about providing data to TravInfo? Why?*

(ask only if organization can generate data)

- d) *What is your interest in TravInfo, and why are you involved?*

e) *What is your interest in traveler information?*

f) *Do you have any remaining concerns or comments on TravInfo?*

Company information

(to be filled out by interviewer)

Name of the company _____

Named of person interviewed _____

Address _____

Telephone number _____

Type of organization _____

Type of products _____

Number of employees _____

6/15/94

***TravInfo Institutional Evaluation
Survey Instrument 2***

Objective: Assess Effectiveness of the TravInfo Partnership

Survey Group: Advisory Committee

The goals of the panel survey are to assess TravInfo's success in overcoming barriers to joint public/private ventures, and to assess the effectiveness of the TravInfo organization. Some variation of the survey will be administered on an annual basis, to assess TravInfo's progress in meeting its institutional objectives.

PATH evaluators will interview a subset of the Advisory Committee (AC), primarily by phone, but some in person. The survey will include a broad cross-section of AC members, selected at random. The interview (format attached) mostly consists of open-ended questions that encourage respondents to freely express their opinions. Individual survey responses will be kept confidential, but the general survey results will be reported to the Management Board and Steering Committee. The thrust of the survey will be on assessing perceptions of the Advisory Committee, and determining why, or why not, organizations are actively participating in TravInfo.

The interview is divided into four parts: (1) Organizational structure (2) Roles of the public and private sectors, (3) Institutional, technical, and legal barriers, and (4) Perception of TravInfo and motivations for participating. For clarity, objectives are stated first in italics, and are followed by questions pertaining to the stated objectives. (Only the questions will be read to interviewees.)

Scripted Introduction

The University of California is conducting a survey of TravInfo Advisory Committee members, to assess the project's effectiveness in overcoming barriers to public/private ventures. Information that you provide will be used to improve TravInfo, but your individual responses will be kept strictly confidential.

Background

To begin, how would you rate your familiarity with TravInfo:

- 1. Very familiar*
- 2. Somewhat familiar*
- 3. Not at all familiar*

Have you attended any meetings of the TravInfo Advisory Committee

- 1. Yes (if yes, how many) _____*
- 2. No*

Have you attended any meetings of the Steering Committee

- 1. Yes (if yes, how many) _____*
- 2. No*

Have you attended any meetings of the Management Board?

- 1. Yes (if yes, how many) _____*
- 2. No*

IF NOT AT ALL FAMILIAR AND HAS NOT ATTENDED MEETINGS TERMINATE

I'd now like to ask a few questions about how TravInfo is organized.

Would you like me to review the TravInfo organization before asking these questions?

- 1. Yes (if yes, review via script)*
- 2. No (if no, proceed)*

Objective 1. Organizational Structure

To assess the effectiveness of the organizational structure in achieving TravInfo's goals, and to identify specific problems and successes that have resulted from the organizational structure.

I'll now ask questions about the advisory committee, in which you have been a member..

a) Do you think the Advisory Committee (AC) has a clear mission?

- 1. Yes*
- 2. No*
- 3. DK*

If yes, what is the mission, and is it appropriate?

If no, what should be the mission?

b) What specific duties (if any) should the AC have?

c) *Should the AC have more, less or no change in authority?*

1. *More authority*
2. *No change in authority*
3. *Less authority*
4. *DK*

Why?

d) *How effective is the AC in fulfilling its mission?*

1. *Very effective*
2. *Somewhat effective*
3. *Not at all effective*
4. *DK*

Can you point to any successes or failures?

e) *How well do you believe the AC represents the interests of the public sector?*

1. *Very well*
2. *Somewhat*
3. *Not at all*
4. *DK*

What gaps or imbalances can you identify in the current membership?

f) *How well do you believe the AC represents the interests of the private sector?*

1. *Very well*
2. *Somewhat*
3. *Not at all*

4. *DK*

What gaps or imbalances can you identify in the current membership?

g) *Can you suggest any changes in the organization of the AC?*

I'll now ask questions about the steering committee, who's members are drawn from the advisory committee.

h) *How well do you think the Steering Committee (SC) represents the Advisory Committee?*

1. *Very well*
2. *Somewhat*
3. *Not at all*
4. *DK*

Can you identify gaps or imbalances in the current membership?

i) *Does the steering committee have too much, about right, or too little influence and authority?*

1. *Too much*
2. *About right*
3. *Too little*
4. *DK*

j) *Should the SC have a voting member on the Management Board?*

1. *Yes*
2. *No*

3. *DK*

Why?

k) In what ways has the organizational structure encouraged a public/private partnership?

l) In what ways has the OS discouraged a public/private partnership?

m) In what ways has the OS encouraged cooperation among public agencies?

n) *In what ways has the OS discouraged cooperation among public agencies?*

o) *Are you aware of any conflicts that have arisen among TravInfo participants?*

1. Yes

2. No

If yes, what are they and how have they been resolved?

p) *Overall, what seems to be the greatest strength of the OS?*

q) *What seems to be the greatest weakness of the OS?*

r) *Can you suggest any changes in the overall organization of TravInfo?*

**Objective 2. Roles of the Public and Private Sectors in
Implementation & Operation**

To assess opinions on the roles of the public and private sectors in the implementation and operation of TravInfo.

a) With respect to how TravInfo is implemented and operated, what should be the public sector role, and what should be the private sector role?

b) Do you believe the current roles are appropriate, and can you suggest any changes?

Objective 3. Institutional, Technical, and Legal Barriers

To identify institutional, technical, and legal barriers for both the implementation and subsequent operation of TravInfo.

a) In your opinion, what are the major institutional, technical, and legal barriers for both the implementation and the subsequent operation of TravInfo?

b) What incentives would encourage development and deployment of new ATIS products and services using TravInfo?

Objective 4. Perception of TravInfo

To assess the motivations for participating in TravInfo, and perceptions of the benefits of TravInfo.

- a) *What is your interest in TravInfo, and why are you involved?*

- b) *What is your interest in traveler information?*

- c) *Do you believe that TravInfo is working toward the right goals?*

- 1. Yes*
- 2. No*
- 3. DK*

If no, ask what goals it should work toward

- d) *Do you anticipate any change in your organization because of TravInfo?*

- 1. Yes*
- 2. No*
- 3. DK*

If yes, what will be the extent of change, and why?

e) *Do you have any concerns about providing data to TravInfo for incorporation in their real-time database?*

1. *Yes*

2. *No*

3. *DK*

If yes, what are your concerns?

f) *What changes would you like to see in TravInfo?*

How would this affect your involvement?

Ask following only if relevant

g) *Our records show that you are no longer an active member of the advisory committee. Is there a reason why you are no longer an active member?*

h) *Do you have any remaining concerns or comments on TravInfo?*

Company information

(to be filled out by interviewer)

Name of the company _____

Named of person interviewed _____

Address _____

Telephone number _____

Type of organization _____

Type of products _____

Number of employees _____