



## INIT establishes new office “down under”. Youngest subsidiary founded on the Fifth Continent.

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On location one receives the impression that the Australian and the New Zealand public transit system are facing a wave of modernization. In a country that is doing great economically and where there is little unemployment, public funds are available for the improvement of public

transit. Over the next several months INIT will participate in several tenders in the region. In Tasmania, INIT is equipping 220 buses, three depots and 330 ticket agencies for Metro Tasmania, the largest transit company of the island Tasmania.

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Dear transportation professionals,

As Senior Project Manager for the NYCT AVLM Paratransit Project I am often asked about INIT's success, as well as their approach to Project Management. My reply: Just as desire is the key to motivation; a commitment to excellence is key to success. And as INIT enters the third year of its contract with the New York City Transit Authority, success is right around the corner.

Amid an ever growing need for Paratransit, increased ridership and overwhelming demand, the Metropolitan Transportation Authority acting by The New York City Transit Authority selected

INIT to provide an Automatic Vehicle Location Monitoring System for Paratransit. The goal was to design, furnish, install and maintain an AVLM System consisting of all necessary Equipment, Software, System Integration, Wireless Data Communications, Training, Warranty, Maintenance Services and other items to support its Access-A-Ride Operations.

To date, INIT has installed 661 vehicles in four months time, nearly 40% of the MTA's current fleet size bringing the project months ahead of schedule. In addition to the great success experienced with installation, INIT has successfully met every project milestone on-time and is currently planning for an additional 493 vehicles, a 27% increase from the original project scope.

INIT's approach to Project Management will continue to make an impact on the successful execution of present and future projects, and I look forward to being part of this dedicated team of professionals for years to come.

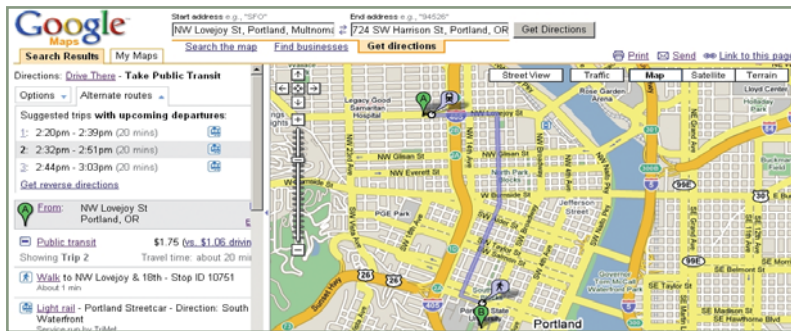


> **Brian M Gielbeda, PMP**  
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Brian Gielbeda

## Fixed route trip planning has a new ally: Google Transit.

INIT and Google Transit make trip planning easy using public transit.



> **INIT customer, Trimet (Portland, OR)** utilizes Google Transit to enhance trip planning for their passengers.

Google labs has a long list of successful accomplishments from Google Maps and Google News to Google Desktop and individualized searches. The newest graduate from the lab (still “officially” in Beta status) is Google Transit (<http://www.google.com/transit>). Google Transit takes the usability of Google Maps and Google Earth routing and combines it with route and schedule information from a transit authority (TA). Passenger trip planning is normally a labor and technology intensive task in

which TAs are required to bring together city planning, ESRI mapping, and fixed route management to give customers the best way to utilize their local public transit system. With Google Transit, a passenger can decide on a destination, log onto Google Maps for directions, and choose which route to take. “Driving Directions” is still the default link, but the “Take Public Transit” link is also available at the top of the page. Passengers are also given icons to represent the various modes of

transportation: bus, train, subway, light rail or ferry. Google even includes the walk times to the various stops.

INIT has put years of public transit experience into becoming Google Transit compliant. As a result, INIT is now able to assist customers to move into the next step of trip planning. By open sourcing the mapping and directions information that is already available with Google Maps, Google makes it easy for a TA and its customers to use. With the website provided by Google and the transit information provided by INIT, all the TA has to do is get onboard. With 30 cities in four countries, Google Transit is quickly becoming a valuable ally in public transit trip planning.

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## Product Spotlight: COPILOTtouch, the Compact onboard PC with touchscreen.

**COPILOTtouch** integrates proven **COPILOTpc** technology with an 8” touch-controlled color display and supports the driver with a clear and easy to read display of all relevant information through the innovative touch screen panels. The **COPILOTtouch** displays in high resolution and brightness ensuring outstanding legibility.

The integrated onboard information system (IBIS) with WLAN organizes speech and data radio transmissions by means of a communication module with built-in antennas. **COPILOTtouch** computes the location information and

the current schedule adherence, and requests traffic signal priority as required. In addition, it also controls all peripheral devices in the vehicle, such as the ticket vending machine, the ticket validator, and automatic passenger counting (**MOBILE-APC**), as well as passenger information displays, and supplies these devices with data.

**COPILOTtouch** integrates both WLAN and a communication module with built-in antennas for the processing of radio data transmissions via portable radio.



> **COPILOTtouch** is extremely functional giving drivers a clear and easy to read display.

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# INIT Establishes North American ITCS Work Group Meeting.

## Champaign - Urbana Mass Transit District hosts 2nd Meeting.



> 20 participants from five agencies exchange information and best practices at ITCS Work Group Meeting.

INIT is committed to maintaining long term partnerships with their customers. Part of that commitment involves keeping customers informed and helping them to provide valuable feedback to improve our services and products. At a recent User Group Meeting, customers shared that intensive interaction with fellow **MOBILE-ITCS** (CAD/AVL) users and INIT experts is of great interest to them. They felt the cooperation and exchange between users would allow them to gain informative operating experience. It would also offer fellow users and INIT experts an exchange platform where information and best practices, along with collaboration on future development of the **MOBILE-ITCS** (CAD/AVL) system could be discussed. INIT was excited to take the first step in actively planning these meetings, and in 2007 established the North American Work Group Meeting as a bi-annual event.

The first meeting was held at INIT headquarters in Chesapeake, VA in June of 2007 and proved to be very informative for participants and INIT developers. Following, in October 2007, the second Work Group Meeting was conducted in Champaign, Illinois at C-UMTD (Champaign-Urbana Mass

Transit District). The two day event was facilitated by Martin Brodwurm, a long time friend and advocate to INIT. Martin Brodwurm is a well-known transit professional with over 30 years experience as a system administrator of the operation control system (ITCS) in VAG Nuremberg. His knowledge and expertise guided the North American group in valuable discussions on topics significant to operations and supervisors including: the design of highly enhanced Passenger-initiated Request to Transfer applications (PRT), system performance and upgrades, ITCS display screens, and the next generation of the **COPILOT**. Another presenter, Marty Williamson from Translink, reported that **MOBILEforms** by INIT significantly reduced Translink's report processing time and allowed data to be shared more proficiently within the agency. Each of the 20 participants from the five represented agencies brought their best skills to the table and each was able to gain a better understanding of the system.

Along with the informational aspect of the meeting, C-UMTD provided guests with a tour of their command center and immaculately clean maintenance facility. Afterwards, attendees

boarded one of the host's new buses to tour the city and visit the Illinois Terminal where C-UMTD, Greyhound, and Amtrak are housed. Some of the highlights of the event were the delicious meals shared by all which included a fabulous home-cooked feast from the staff at C-UMTD. The group also enjoyed dinner together at Kennedy's, a local restaurant specializing in delicious American fare.

The next North American Work Group Meeting is being held in Houston, Texas on April 28-29 at Houston Metro. Customers from various agencies will be presenting topics such as: Passenger Counting Accuracy, Computer Aided Service Requests, Headway Control, Diversions/ Detours and Canned Messages. If you are interested in participating or would like more information on how your agency can be involved, please contact Ann Derby.

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> Karl Gnad guides Work Group during tour of Champaign-Urbana.

# INIT Shares Lessons Learned.

## How Transit Agencies Can ensure the Success of their new ITS Technology.



> Today, transit agencies can experience success with any ITS implementation by establishing key players to "champion" the system.

### Background.

Over the past 10 to 15 years the use of the Computer Aided Dispatching/Automatic Vehicle Location systems have greatly enhanced transit agency performance. The ability for agencies to monitor bus locations and schedule adherence from a central dispatch office has improved on-time performance, reduced street supervision, improved emergency response capabilities, and reduced the number of schedule-related public complaints.

In addition, vast amounts of operational data can be captured and used to improve the operations of the entire transit system. Dispatchers know more about conditions on the street, maintenance knows more about vehicle equipment conditions, and the customer is able to find better information about their desired service.

Today the technology choices are endless, and finding a system that truly meets the current and future needs of a transit authority is extremely important. Even with so many options available, there is one factor that remains constant. The success of any ITS implementation begins and ends with the transit agency.

### The Challenge.

The challenge with the purchase and

implementation of Intelligent Transportation Systems such as CAD/AVL is how to properly prepare for the long-term implementation and use of the system.

In the beginning most agencies benefit from the experiences of consultants and other agencies when planning and designing an ITS project. For example, agencies can quickly learn about many of the issues that should be addressed and resolved in the early stages of a project such as what items worked well and what they would or would not do again. The obvious benefit of this approach is a more efficient system implementation that meets expectations and is less costly.

The purchase of the new system is typically met with great fanfare and high expectations. Project Teams are created with members from all internal and or external stakeholders, announcements are made, and news articles written. However, once the system has been installed and is in operation, the excitement, energy and focus that was expelled on the system begins to fade. As a result, personnel who were initially assigned to the project begin to focus more of their time and attention on new problems in their area of expertise, leaving the potential for the system to become unsupported by the transit agency.

To make matters worse, projects often become "orphaned" by the owners, either through a change of project personnel or management reorganization. This can result in a lack of proper system usage and system progress due to loss of vision and leadership. If a project becomes orphaned, it often sits idle, is not used correctly, or is not used to its fullest potential. Instead, it sits waiting to be recognized and adopted by new leadership.

If the project is lucky enough to be adopted by new leadership it is often viewed as not meeting the expectations of the new leadership. This is due in part to the fact that the new leader was not involved from the beginning and had differing expectations for the technology than what was originally intended when the agency purchased it.

In an attempt to address the long term maintenance of these systems most agencies will purchase long term maintenance and service contracts. These contracts are not enough; in reality these contracts should be viewed as necessary tools that will help the agency ensure that the system continues to function and expand to meet the current and future needs of the agency. Maintenance and service contracts are only half of the equation, the other part, and typically the more impactful part of the equation is the agencies' ability to commit leadership to the system for its 10 to 15 year lifespan.

### The Orphan Effect.

Over the years we have had customers that did not enjoy the full benefits and advanced features of the system they had purchased.

In some cases this resulted in a lack of knowledge by the users about the system features and capabilities. Other factors involved confusion about who was responsible for the system, or personnel changes which resulted in un-trained or inadequately trained people operating the system. In one case, through a significant organizational change, the

system became “orphaned” and the lack of focus and regular use presented larger challenges to the agency.

It’s important to remember that all ITS systems are complex and typically encompass vehicle mounted equipment, communications equipment, central operations and dispatching software, and IT systems such as servers, workstations, routers and access points. All of these devices work together to deliver the benefits of the system, and if any of these systems are neglected all of them will become effected to some degree.

When a complex system is “orphaned” it is often not being used properly or on a regular basis. If it isn’t updated when necessary, it begins to have problems. These problems are often reported by the users in ways that are inaccurate i.e. “it’s a problem with the system” or “the system doesn’t work”. These setbacks are often a result of self inflicted wounds. Other issues may involve deleted files, bad network linkages and connectivity, expiration of IP addresses and old data in the system. Add to that unused vehicles still in the system, expired network passwords, unannounced configuration changes, and lack of user knowledge and training and you have a severe neglect or lack of support for the system.

**The system needs a “Champion”.**

Our experience has proven that every ITS project needs a champion. Champions are essential for providing the vision and leadership necessary for advancing ITS concepts to fruition. A Champion can be the Project Manager, but often times this role should be assigned to Operations.

You may wonder why Operations? Why not IT or Purchasing or Planning? While these departments are extremely important to the success of the project, the ultimate success and benefit of the technology is measured by its



> **Transit Agencies need a Champion** to take responsibility for the system and address issues as they arise.

operational impact.

Reading through recent RFP’s for the procurement of CAD/AVL systems and associated vehicle and central dispatching hardware and software demonstrated that agencies are looking for systems that provide measureable operational benefit to dispatchers, drivers, mechanics and riders — areas that typically fall under the responsibility of Operations.

**Plan for a new “Champion”.**

After you are fortunate enough to secure a Champion for your project, you should also prepare for the time when your Champion leaves. It is inevitable that your Champion will change during the life of the project, so to safeguard against orphaning the project again and losing implementation momentum, the agency should develop a Champion succession plan and work with other stakeholders to protect the project.

The succession plan should anticipate changes in the management, personnel, agency reorganizations and priorities that may adversely affect the project.

**Conclusion and Recommendations.**

Ongoing agency support for an ITS deployment should be a high priority because a system like CAD/AVL can be an

expensive and sophisticated investment that should warrant agency attention.

Our experience has taught us that the success of a project can be adversely affected by the loss of key personnel at all levels. The loss of the project Champion is probably the most critical and can cause a project to flounder due to a lack of leadership, while the loss of key project management or other personnel is also likely to slow the work necessary to complete the project. Given the importance of these individuals to the success of the project, every transit agency and project stakeholder should consider developing a succession plan which will minimize the effects of losing key Champions, managers, and personnel.

In the end, all transit agencies are measured by their operational performance, not by their technological know how. So it is imperative that a strong project team be created and a Champion with operational responsibility have the oversight and accountability for the project.

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## Australia welcomes INIT.

Going "down under" with Tasmania's largest transit agency.

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> The new INIT office is located in Toowong, a district of Brisbane.

Brisbane, which is situated on the Australian East Coast. The new office is run by INIT's Managing Director Bernd Gorenflo, who is looking forward to his new task. "My wife and I are very glad that we took the step to come to this far-away country", says Bernd, who particularly appreciates the laid-back manner of the Australians.

With the new subsidiary in Australia, INIT continues to expand its international business in the growing and active market of public transit. While INIT offers its customers advanced ITS solutions worldwide it continues to maintain individual customer relations with each of its current clients.

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The latest corporation within the INIT group was founded in May 2007 in Toowong, Australia. The office of the youngest subsidiary, INIT Pty. Ltd. is located in the impressive Toowong Tower. Toowong is a district of

### International Leader in ITS Solutions.



● INIT-Projects  
● INIT-Offices

> Over 300 projects worldwide.

# INIT takes ITS Solutions to Dubai. 1,300 buses get state-of-the-art technology.



> **Modern vehicles** and advanced service characterize Dubai's public transport.

A new 3D GIS (Geographical Information System) will be used by Dubai's Road & Transport Authority (RTA) for the first time. This will not only show the usual "flat" street, line and stop views, but also provide perspective images of the build-up of the area. Thus, a realistic picture of the locality is displayed on the dispatcher's screen furnishing him or her with important information when making decisions. This is also true for the real-time view of the stops. For that purpose INIT will equip the most important stops with digital cameras and transfer the pictures via Ethernet connection to the video wall at RTA's control center. This will result not only in additional information about the traffic situation for the dispatcher, but will also ensure passengers enjoy added security.



> **INIT provides state-of-the-art** technology for Dubai's Roads & Transport Authority.

## State-of-the-art technology onboard vehicles.

At the core of the vehicle equipment is the IT platform **COPILOTpc** based on a Windows® XP Embedded operating system. Not only does the on-board computer support the driver, it also organizes voice and data radio communication and all other telematics functions, like the calculation of the vehicle position, as well as information about the current schedule adherence. The connection of the 1,300 buses to the ITCS is possible via the public mobile communication network (GSM/GPRS). Central-side INIT will employ innovative Voice-over-IP (VoIP) technology which will even support group calls.

In addition, vehicles will be equipped with surveillance cameras that help to monitor the passenger compartment. In the event of an incident, the driver can initiate the transmission of single pictures to the control center in order to inform the control center personnel to intervene if necessary.

Special reverse cameras make shunting easier for the driver. The camera's pictures are transferred directly to the driver's data terminal **TOUCHmon** via a monitor function, which is

automatically enabled whenever the reverse gear is engaged. In addition, the 8.4" touch screen with color graphic display provides clear and easy-to-understand information and instructions, and thus supports the comfortable use of all functions.

## Passenger information improves service quality.

As a service-oriented transportation agency RTA is keen to ensure the comprehensive and comfortable provision of its passengers with real-time information. The basis of this is the calculation of the actual departure times of vehicles from the stops which the INIT system determines with the aid of a complex prediction algorithm. In the future, the actual departure times of the next services will be made available to passengers via dynamic passenger information displays at the stops.

Of course, passengers will also be well informed when travelling on the buses. This is taken care of by multilingual interior and exterior announcements, as well as the **PIDvisio** multimedia display which is also suitable for infotainment systems. The TFT display offers the possibility to present relevant passenger information such as the line, next stop and transfer information in multiple languages.

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## Vacation in Vancouver – Home of the 2010 Winter Olympics. INIT Makes Taking Public Transit Easy.

Vancouver is hosting the 2010 Winter Olympics, but did you know that Vancouver also entertains thousands of vacationers each year? Known as the Canadian Riviera with its mild weather and spectacular views, Vancouver is also the gateway to nearby Whistler/Blackcomb which boasts some of the best skiing in North America.

Translink (now known as the South Coast British Columbia Transportation Authority) is Vancouver's main transit system. Nearly 2,000 of their vehicles are equipped with INIT's CAD/AVL system **MOBILE-ITCS** and the **COPILOT-PC**. This system greatly enhances the performance of the route integration and optimizes the experience of travelers using public transit. Translink's coverage includes Northwest Vancouver to Southeast Langley/Aldergrove and from Northeast (Burnaby) to the Southwest (White Rock) just a couple of miles from the US border. The transit system has such expansive coverage that with the aid of trip planning on Translink's web site <http://www.translink.bc.ca>, a person with no knowledge of Vancouver can plan a trip and leave the car in the parking lot. The trip planner is on the first page of the website, so that you can print and take your itinerary with you.

If flying, travelers can access the public transit system at Vancouver's



> Beautiful Vancouver entertains thousands of vacationers each year.

International Airport, YVR. From there, travel is easy to anywhere in the Vancouver metropolitan area. One trip plan might include a visit to the metropolitan downtown area for dining and shopping, as well as a visit to the surrounding attractions such as Metrotown (Burnaby).

Along with buses and trains, Vancouver has incorporated the use of ferries into the transit system. This enables people in the downtown area to take public transportation across Burrard Inlet to Lonsdale Market for an opportunity to sample some of the best seafood and shopping Vancouver has to offer. Another option of the transit system is the Sky Train, an elevated railway that serves the greater Vancouver area and is closely coordinated with the other transit services. These trains also command a great view of the city from a more elevated position.

Translink/Coast Mountain Bus Company won Transit Agency of the Year in 1996 for its innovative delivery of transit services to the Greater Vancouver Regional District. One look at the overall condition of the transit system, as well as Vancouver's ridership, makes it easy to understand how transit plays a vital role in Vancouver city life. So don't wait until the Olympics to experience Vancouver, Canada. And don't forget to try the excellent public transit system when you go. Init is behind that system all the way making it the most attractive way to go!

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Interesting

- April 3-4, 2008 "INIT 25th Anniversary & User Group Meeting" in Karlsruhe, Germany
- April 28-29, 2008 "ITCS Work Group" in Houston, TX
- May 3-7, 2008 "APTA Bus & Paratransit Conference" in Austin, TX

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