Strategic Directions Plan

ITS MIDWEST

2004/2005

Table of Contents

I. Introduction 3
A. Strategic Directions Committee 3
B. Scope and Schedule for the Strategic Directions Plan 3
II. Purpose 4
A. Bridge to local transportation organizations 4
B. Bridge to Individual Professionals 4
C. Bridge to the Private Sector 5
D. Bridge to Legislative Bodies 5
E. Bridge to the Public 6
F. Bridge to the Research Community 6
G. Bridge to Other professional organizations 6
III. Process 6
A. Reorganizing the Structure 7
1. New Board and Committee Structure 7
2. New Officer Responsibilities 7
B. Membership Administration 7
1. Changes to membership dues 7
2. Seek greater county & local agency participation 8
3. Promote individual members 8
4. Seek greater vender participation 8
5. Recruitment and Retention 8
C. First Assignments 9
1. Training 9
2. Meetings 9
3. Networking 9
4. Outreach 9
5. Tours 9
6. Publications 9
7. Website 10
8. Scholarship program 10
9. Nominations 10
IV. Potential 10
A. Funding and resources 10
B. Professional Development 11
V. Next Steps 11
A. Bylaws Changes 11
B. Committee Action Items 11
C. Defining ITS Midwest roles in various ITS efforts 11
Appendix A - ITS MW Organizational Structure ... 12
Appendix B – Committee Work Plans 14
Appendix C - Progress Measurement System 15

Strategic Directions Plan
ITS Midwest
2004/2005

I. Introduction

ITS Midwest was incorporated in February 1993. The evolution of ITS MW has closely paralleled the development of the Gary-Chicago-Milwaukee (GCM) ITS Corridor, which began in 1993 and recently celebrated its 10-year anniversary. Changes in the three state ITS programs, changes in ITS America, changes in the ITS industry in general and the impending creation of Smartways Wisconsin as a separate chapter have created a need for ITS MW to revisit its purpose, its process and its potential. This Strategic Directions Plan addresses all three of these concerns.

A. Strategic Directions Committee

The members listed below have volunteered to work on the Strategic Directions Plan. The Committee will stay active until the Board of Directors decides it has completed its objectives. The criteria for determining this end point will include:

- The new organizational structure is adopted
- The Strategic Directions Plan has been approved by the Board
- The work procedures for implementing the Plan are in place (essentially, when the Appendices to this report are fully detailed and put into service.)

Strategic Directions Committee Roster		
	Dan Shamo	dan_shamo@urscorp.com
	David Zavattero	zavatteroda@nt.dot.state.il.us
	Gary Rylander	GRylander@ekmail.com
	Jacek Tyszkiewicz	TyszkiewiczJJ@nt.dot.state.il.us
	Jeff Hochmuth	jhochmuth@wilbursmith.com
	Joe Ligas	sagilj@sbcglobal.net
	Joseph Brahm	jbrahm@nateng.com
	Ken Glassman	kglassman@tollway.state.il.us
	Mark Newland	mnewland@indot.state.in.us
	Michelle McGinn	michelle.mcginn@hdrinc.com
	Phil DeCabooter	phil.decabooter@dot.state.wi.us

B. Scope and Schedule for the Strategic Directions Plan

The Scope of this initiative amounts to developing a detailed plan of action to address the changing needs of ITS Midwest. This will entail revisiting the organizational structure, identifying the purposes, establishing appropriate processes to meet those purposes, and identifying potential resources and opportunities that might help the organization to grow. The deadline to

complete the Plan and recommend appropriate assignments has been established as the Annual Meeting for 2005 with the election of the new officers. At that time this plan will be completed and will then become a working document for the Executive Board to use to track progress. The Strategic Directions Committee can then be disbanded or modified (possibly to become an "auditing" group if needed to assess how the changes are progressing.)

II. Purpose

The ITS community is increasingly varied and many of the members have primary responsibilities that are not specific to transportation. Also, even after almost 15 years, ITS is still unfamiliar to many in the transportation community and to the public. ITS Midwest can be thought of as a bridge connecting the Departments of Transportation within Indiana and Illinois (both state and local) to the groups listed below. This bridging function complements the work being accomplished by the GCM ITS Priority Corridor that fostered the development of ITS Midwest in the first place. ITS Midwest can perform many useful services that the GCM Corridor cannot because it is a non-governmental entity with independent funding sources. This enables ITS MW to complement the work of the GCM Corridor by promoting various activities, and expansion of ITS technologies throughout the two states, not just within the GCM Corridor. Some examples of how this works are also listed below.

A. Bridge to local transportation organizations

Like GCM, ITS MW was formed with a regional perspective. At the time ITS MW was formed, this was quite revolutionary, but has now proven to be a sound decision. This trend towards regional ITS initiatives has grown significantly over the past decade with its obvious advantages of interoperability between agencies, lower costs, faster deployments through collaboration, and seamless borders for the traveler. Because of its diverse and multi-agency membership, ITS MW can serve as a bridge between local transportation agencies who, by themselves, would be hard-pressed to see the advantages of regional ITS, or would not have the resources to deploy independent systems within their jurisdictions. There are many areas where ITS MW can serve as this bridge between local agencies such as shared training, shared research, regional planning, and integrated operations. ITS Midwest plans to establish an assigned local agency liaison program in which members will be tasked to specifically focus on one or two local agencies and identify ways we can interact successfully with those agencies.

B. Bridge to Individual Professionals

ITS Midwest can be a valuable resource for individual ITS professionals as a source of training and other information. By sponsoring timely events on current ITS issues and practices, ITS Midwest can promote the state-of-the-practice within the region. We plan to include promoting continuing education credit programs, scholarship funds, and internship programs as well. The reverse is also true. Since the membership of ITS Midwest includes some of

the top ITS professionals in the country, we plan to recruit local experts to serve as peer presenters for DOT agencies needing information on specific topics. This would also include short seminars at the universities to help encourage young talent to join our ITS community of professionals.

We also plan to establish a professional organization liaison program in which members of ITS Midwest will be assigned specific agencies to interact with and report back to the group on a regular basis about any news of events, plans for ITS deployments, needs for technical support or information, etc. The listing of agencies will also include professional organizations such as ITE, IEEE, SAE and ASCE. The intent of this effort is to produce a comprehensive network of communication between the stakeholders. This will encourage dialog in both directions and stimulate coordination efforts that can then be introduced as GCM Corridor or statewide DOT actions.

We also plan to research and apply for Federally funded training programs that are offered from time to time. When an opportunity arises we will sponsor the event and aggressively market the sessions through a variety of notification strategies.

C. Bridge to the Private Sector

ITS technologies are in an ever-changing state of development and ITS Midwest can play an instrumental role in fostering partnerships between all sectors within the industry (hardware developers, software consultants, technologists, venders and the DOT's). The GCM Corridor was originally touted as a "testbed" and offers some interesting opportunities for public/private partnerships to demonstrate and advance the state-of-the-art. The difficulty lies in establishing effective networks for communication between these people who might not otherwise have opportunities to interact. ITS Midwest will fill this need by providing frequent opportunities for all private sector members to showcase their products and services and network with the end users. This can even include special events designed specifically for this purpose where the membership can get hands on experiences with specific new technologies. We also hope that the interaction of the members during ITS Midwest events will foster private-private partnership opportunities as well.

D. Bridge to Legislative Bodies

ITS MW was incorporated as a professional organization, dedicated to educating everyone about ITS, especially elected officials. As an independent entity composed of the multiple agencies within the Corridor, ITS Midwest can become a representative voice for advancing support of ITS technologies within the member states. We plan to develop timely presentation materials to be given to the appropriate legislators and their staff. These will help provide summaries of accomplishments and needs to these legislators so they can make more informed decisions. These materials will be produced and delivered according to a schedule appropriate for the legislative sessions and will abide by all rules established to maintain ITS MW non-profit corporation status.

E. Bridge to the Public

The GCM Corridor primarily interacts with regional transportation agencies with an occasional public announcement through the various state public affairs offices. For the most part this becomes a one-directional flow of information. ITS Midwest can complement the DOT efforts by providing information to and from the public in forums and the distribution of educational materials to non-GCM agencies, industry groups, local interest groups, etc. This provides an informal conduit for new ideas and concerns to flow from the public to the GCM agencies.

F. Bridge to the Research Community

Currently there is a huge demand for timely research on a wide variety of ITS issues. This is need is likely to grow over the years ahead as ITS technologies are deployed across the nation. ITS Midwest will satisfy this demand by helping the DOT's coordinate their needs with the academic community. Our member states have highly respected university research resources that can be brought to bear on these issues, many of which even have some identified funding sources available. We are also blessed with the presence of Argonne National Laboratories who conduct cutting edge research in a lot of transportation related areas. What is often lacking is for some creative thinking to develop research concept need statements, and the membership of ITS Midwest is composed of front line ITS practitioners who deal with these issues every day. We plan to regularly promote these requests for concept papers from our membership.

The research community can also be used to evaluate new ITS products and services as an independent evaluator. We plan to be instrumental in aligning these resources with the DOT needs by regularly identifying available university resources (perhaps each summer prior to the academic year) and then internally presenting their availability to the DOT contacts.

One additional way we plan to facilitate this interaction with the academic community is to offer presentation services at various university sponsored transportation seminars to help them promote ITS research within their organizations.

G. Bridge to Other professional organizations

There is much to be gained by collaborating with other ITS America chapters. We plan to sponsor joint events, particularly with Smartways Wisconsin, which also serves the GCM Corridor, and with ITS Michigan, ITS Heartland, and ITS MidAmerica, which all border ITS MW. We also plan to exchange and post executive summaries of meeting minutes from these neighboring agencies on the ITS Midwest website for all the members to view.

III. Process

The term "process" used here relates to how ITS Midwest will be doing business in the future. Much of what the existing organization has been doing has been

effective, so the changes outlined here in this report reflect a blending of the old and the new in order to bring greater focus and clarity to our results. The changes can be seen primarily in a reorganization of the Board and Committees and in the ways we interact with our membership. The following explains these in more detail.

A. Reorganizing the Structure

Several changes are planned for this organization. Over our ten-year history, the Board of Directors has evolved through two types of organization. During the first half, the President was responsible for almost all of the work, with the board only reviewing his work. During the second half, the board operated more as a "committee of the whole", with the officers accomplishing much of the work but with some active board involvement. Both of these operations placed a significant demand on the leadership in terms of hours.

For ITS MW to grow further it has been decided that more of the membership needs to be involved. In order to accomplish this, we will reduce the size of the Board of Directors, whose primary role will be to establish policy and give direction to the various committees. The committees will then become responsible for the organization's activities.

1. New Board and Committee Structure

The new, leaner Board will set policy, review and approve committee work products, assign tasks to the new committees, and audit the results in order to track progress measured according to this Strategic Directions Plan as a working document. The new Board and Committee Structures are presented in detail in Appendix A

2. New Officer Responsibilities

The officer structure is also re-examined. A promotion path has been formally defined, and the term limits are stricter. The intent is to achieve a balance within the leadership between turnover and commitment. This will hopefully ensure that as new ideas are brought forward, the leaders have the time to follow through with implementing their programs.

B. Membership Administration

Sustaining and engaging a full membership is always an uphill battle for any organization. The listing below outlines the new initiatives that we are planning. The underlying philosophy is to increase membership for the purpose of making ITS Midwest more effective.

1. Changes to membership dues

Membership dues should not be an impediment to joining ITS Midwest. Several new initiatives are planned to reduce the financial burden on the members. They include initiatives such as first year free membership and

using the Annual Meeting dues as a portion of the annual membership. This will help to encourage attendance.

2. Seek greater county & local agency participation

By way of recruitment we plan to request an opportunity each year to address the Council of Governors and prepare some formal presentation materials that provide an overview of our accomplishments. Our members will use these materials in presentations to non-member local agencies. Because these smaller agencies are often limited in their resources, we hope to match up their needs with the research and private sector resources. The Board of Directors will also assign the task of assembling and maintaining a listing of ITS contacts that will be posted on the website as a reference. This listing will be arranged so that it is convenient to search for specific names, areas of expertise, products and employment affiliation. To keep the members interested we also plan to have experts on a variety of topics present at our meetings several times each year. One available resource for these experts is the Peer-to-Peer program sponsored by the FHWA and FMCSA.

3. Promote individual members

To recognize the achievements of our highly talented membership we also plan to routinely spotlight different members in our newsletter. The Board of Directors will assign the task of identifying candidates and writing the articles to the Recognition Committee. Some initial concepts include an annual newsletter Spotlight, an Iron man award, a Best ITS Project award, a Best Outreach project award, and a Member of the Year award.

Additionally, with the increased distribution of responsibility (i.e., committees will have more power and possibly control over a budget), it is intended that individuals be identified and placed in these positions both to help them grow professionally, and to help the industry and ITSMW to also grow.

4. Seek greater vender participation

Venders and service providers are a great source of ideas, cutting edge information, energy and other resources. Our goal is to encourage greater participation on the part of the venders. To accomplish this we are planning to address industry groups, promote innovative business opportunities, and provide notifications about impending contract opportunities. This will be assigned to the Outreach Committee. We will also try to provide more opportunities for them to meet and interact with decision makers. This does not necessarily mean through possibly expensive display presence at meetings.

5. Recruitment and Retention

The Member Services Committee will be assigned the responsibility to identify and act upon new ideas to improve the recruitment and retention of members.

C. First Assignments

The ultimate utility of ITS Midwest will be derived from the effective member services, so the initial focus will be on those areas. The list below is the initial set of tasks that the Board of Directors has assigned to the various committees as indicated. The Board of Directors will continually review these tasks to insure that they are relevant to the organization's goals and priorities.

1. Training

The Training Committee has been given a rough goal of developing two training sessions per year and an undefined number of Professional Practice Seminars. This Committee has also been asked to establish a process for issuing Continuing Education Credits to the participants.

2. Meetings

The Meetings Subcommittee has been assigned the general goal of putting on one annual and one other less formal meeting each year. One aspect of the annual meeting will be the dedicated to the election of officers. The Meetings Committee will create an agenda for the Board to approve. The Committee will also produce the meetings.

3. Networking

The consensus of the Strategic Directions Committee has been that more networking will be needed in order to promote ITS MW and attract new resources. While the responsibility for networking falls on everyone's shoulders, the Member Services, Outreach and Meetings Committees will have particular responsibilities in this area.

4. Outreach

In order to promote the industry, raise awareness of the benefits ITS offers, and to gain support for future industry initiatives, the organization will need to meet with a variety of individuals and organizations. The Outreach committee will work closely with the board in determining the best course of action for these activities.

5. Tours

The success of the recent World Congress brought to light the importance of "showing off" the regional ITS initiatives to others in order to advance the ITS Midwest name recognition. This will primarily be the responsibility of the Training and Outreach Committees.

6. Publications

The group consensus is to produce three newsletters each year. This will be the responsibility of the Publicity Committee.

7. Website

Although ITS Midwest has had considerable success with its websites, we plan to make a few improvements. The Publicity Committee will take on this task.

8. Scholarship program

The Publicity Committee will also take on the role of developing a scholarship and internship program in order to attract talented young professionals to ITS Midwest.

9. Nominations

The nominations Committee will be asked to develop a slate of candidates that matches as closely as possible the requirements outlined in Appendix A. The intent is to maintain a balance that provides appropriate representation of all sectors of the profession. In particular, there should be a balance of public/private officers and directors as well as a balance of inside GCM territory members vs outside GCM territory members. It is likely that other criteria will also need to be considered in establishing a slate of candidates due to specific circumstances arising during each election.

IV. Potential

The third leg of this report, Potential, is simply an outline of where the organization can grow. It begins with a listing of funding opportunities, and continues with an explanation of how the changes in Purpose and Process will ultimately advance our human resources as well.

A. Funding and resources

Growth of the organization will depend in part on the available funding because money will be needed to complete a lot of the tasks. While our most important resource is and will always be our members, financing of the various activities and events will be needed to be successful in the long run. Below is a listing of some of the potential funding sources available to ITS Midwest.

- Possible DOT funding support
- Fund raising events
- New Transportation Bill
- Establish formal advisory status to state DOT's
- Member Dues
- Contributions
- Registration Fees

Other non-financial resources can be of value also. This includes volunteers to support events, provision of support materials, etc. ITS Midwest will examine all possible resources with the intent of using those resources in a timely manner to provide more and better services to our membership and the community.

B. Professional Development

Professional development of our membership is key to establishing the bridges outlined in the Purpose Section above because we are only as good as our members. This emphasis has been identified by the Strategic Directions Committee as being the critical path for all the initiatives described in this report. That is why professional development appears in most of the bullets in the First Assignments Section above.

V. Next Steps

As this plan is approved, several initial steps must be executed in order to transition to the implementation of this plan. These steps must take place before Section III.C. (First Assignments) can occur.

A. Bylaws Changes

Any changes in bylaws must be voted on by the membership. Currently, this is accomplished at the annual meeting (scheduled for February of 2005). The changes must be mailed to the membership at least 30 days in advance of the meeting. With the winter holidays, the board of directors hopes to distribute the bylaw changes before the winter holidays to ensure adequate time for review.

The bylaws changes, if implemented, will significantly affect the slate of candidates that the membership must vote on at the same meeting. To accomplish this, the changes will have to be voted on early in the meeting, and two slates of candidates will have to be approved by the board – one reflecting acceptance of the changes and one if the changes are not approved.

B. Committee Action Items

While the board of directors will meet soon after the annual meeting, it has expressed an interest in examining the new committee structures and attempting to begin initial work prior to the elections to draft some preliminary concepts. The board will consider whether to start the committees now or wait til after the election at the December 2004 meeting. Either way, the committees will be tasked with defining their action items and goals, whenever they first form. These will be presented to the board for approval.

C. Defining ITS Midwest roles in various ITS efforts

During this long range planning effort, it became quite apparent that the GCM Corridor and ITSMW have considerable overlap in missions. While there are distinct differences in the organizations, the Long-range Strategy Committee recommended that both organizations would benefit from defining individual roles in various ITS efforts. The GCM Corridor is addressing this with an update to their Corridor Program Plan. It was decided that the issue of defining ITSMW roles would best be addressed after the GCM update. A separate report will be created when appropriate.

Appendix A - ITS MW Organizational Structure

Possible Configuration of ITS Midwest Board of Directors

Total membership: 13 (six officers and seven directors)
Directors will co-chair committees (except for Executive and Finance)
A director must co-chair at least one committee

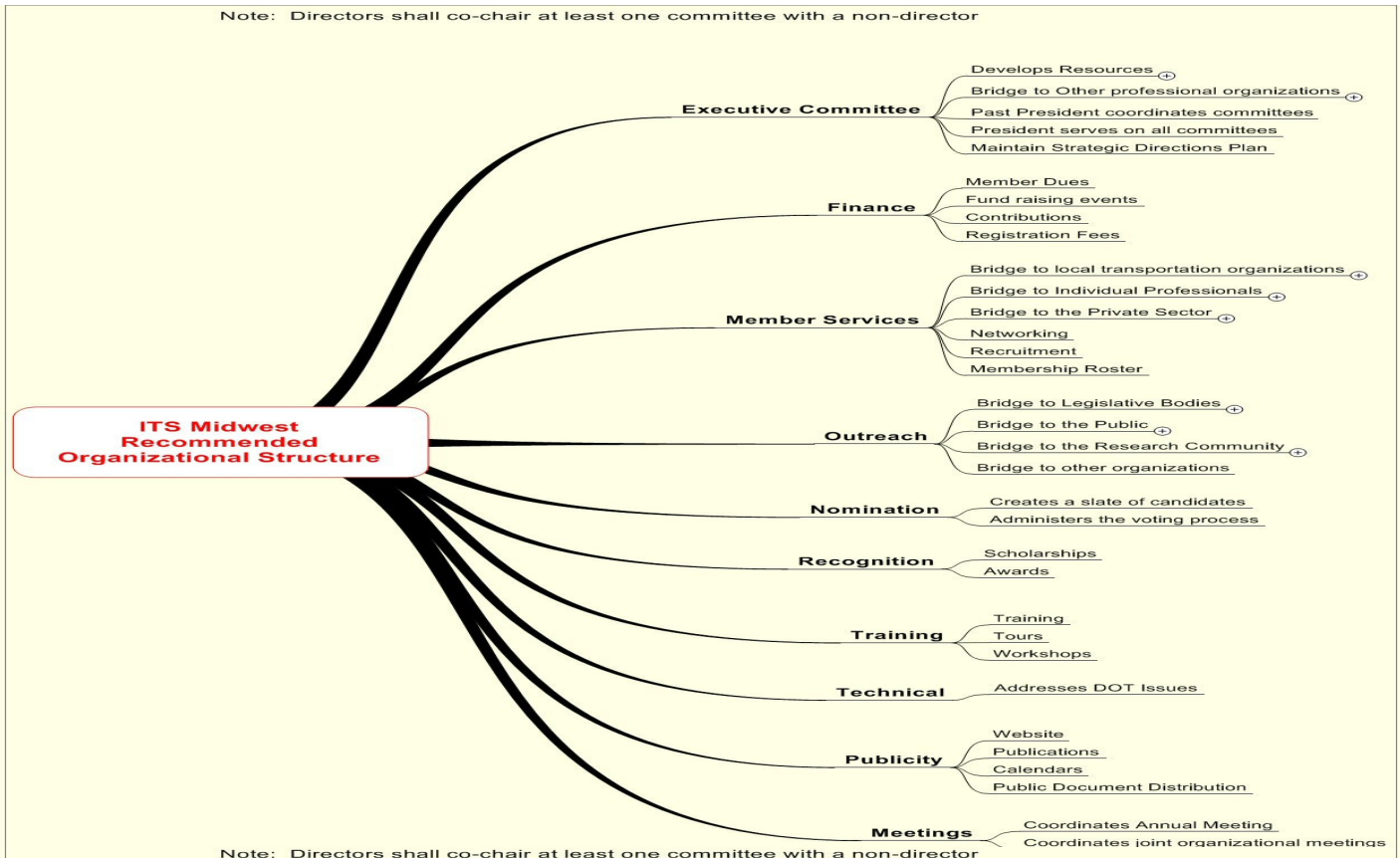
Officers:

President: Two-year term (cannot be reelected)
Vice President – Illinois: Two-year term (can be reelected, no term limit)
Vice President – Indiana: Two-year term (can be reelected, no term limit)
Secretary: Two-year term (cannot be reelected, also serves as President-elect)
Treasurer: Two-year term (can be reelected, term limit two terms)
Immediate Past President: (Two-years, not an elected position)

Directors:
All directors serve one-year terms (consecutive three-term limit)
It is the intent of the Board of Directors that the Nominations Committee will take into account representation of the entire Board (i.e., Officers as well as Directors) in making nominations in order to produce a broad range of representation.

Standing Committees (minimum membership 3,all co-chaired by both a director and a non-director:

- Executive Committee (includes the officers), chaired by the President
- Finance Committee, chaired by the Treasurer
- Member Services
- Outreach
- Nomination
- Recognition
- Training
- Technical
- Publicity
- Meetings



Note: Directors shall co-chair at least one committee with a non-director
ITS Midwest Recommended Organizational Structure
Executive Committee
Develops Resources
Bridge to Other professional organizations
Past President coordinates committees
President serves on all committees
Maintain Strategic Directions Plan
Finance
Member Dues
Fund raising events
Contributions
Registration Fees
Member Services
Bridge to local transportation organizations
Bridge to Individual Professionals
Bridge to the Private Sector
Networking
Recruitment
Membership Roster
Outreach
Bridge to Legislative Bodies
Bridge to the Public
Bridge to the Research Community
Bridge to other organizations
Nomination
Creates a slate of candidates
Administers the voting process
Recognition
Scholarships
Awards
Training
Training
Tours
Workshops
Technical
Addresses DOT Issues
Publicity
Website
Publications
Calendars
Public Document Distribution
Meetings
Coordinates Annual Meeting
Coordinates joint organizational meetings

Appendix B – Committee Work Plans

Appendix C - Progress Measurement System