

2014
STRATEGIC PLAN



itsmd.org

PREFACE

A responsibility of the Board of Directors of the Intelligent Transportation Society of Maryland (ITS MD) is to periodically review and perhaps update the Strategic Plan as needed. The Strategic Plan was adopted as one of its governance documents as well as other two governance documents, the Affiliation Agreement with the Intelligent Transportation Society of America (ITSA) and the Bylaws of ITS MD, do not specify a particular schedule or process for such an update to the Strategic Plan.

The original ITS Maryland Strategic Plan was prepared in 1999. Reviews for potentially updating it were considered in 2004 and then again in 2006. However, the reviews were carried out without completing an update.

In 2013, the Board again wanted to consider whether to proceed with a formal update, and a request was made to prepare an issues paper on the topic. That issue paper was discussed at the September 2013 meeting of the Board, at which time the Board decided that there was a need to update the Strategic Plan. A group was convened to develop a process to update the document.

The process involved setting up a Working Group of Board Members from 2013 who were assigned to review the issues in detail and to prepare a draft update to the Plan for consideration. The intent has been to have the Working Group's draft Plan Update go to the full membership for their review, and to have an opportunity to comment, and then have subsequent review, potential modification, refinement, and action by the Board. As such, this Plan Update is written using the tense that the Board has already adopted it. During the preparation of this draft Plan Update, the Working Group has briefed the Board on its progress at the Meetings of the Board.

The main audience of this Update of the Strategic Plan is the current members of ITS MD. It is intended that they and the current and future Board of Directors will use this document as a multi-year guide for securing and allocating fiscal resources and volunteer efforts to further the vision, mission, goals, and objectives of the Board. A second audience is prospective members, and it is anticipated that suitable summary material will be extracted from the Update of the Strategic Plan and be used in appropriate formats to introduce prospective members to ITS MD.

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OVERVIEW

The 2014 Update to the Strategic Plan of ITS MD is organized in five sections and an appendix. There are similarities in that sense to the 1999 Strategic Plan, although the section titles and content are different. The overall length of the 2014 Update is also similar to the length of the 1999 Strategic Plan, excluding the two appendices of the update.

Section 1 presents the heart of the Strategic Plan Update by identifying the Vision, Mission, Goals, and Objectives of ITS MD. Readers are referred to Appendix A for clarification of how this Plan Update uses such terminology, giving distinctions and interrelationships among these various terms. These terms start with the more general concept of a Vision for an organization, and nest down to the more specific objectives to be used by the Board, subcommittees, and members in guiding the annual budgets and individual activities.

Section 2 gives a synopsis of the past progress that has been made by ITS MD in carrying through on its prior vision, mission, goals, and objectives. Two other key aspects of Section 2 is first, a recognition that transportation technology continues to be evolving and changing and that as a result, the subject matter being dealt with in ITS MD activities needs to be changing too. The other key aspect is that there has been a steady change in the relevant institutions and organizations, and that ITS MD needs to not only keep abreast of such changes, but also be in front of them when we can.

Section 3 deals with the duality of how we organize internally and how we reach out externally. Internal focus alone is insufficient to sustain a successful organization over the long term. Concurrent external focus allows ITS MD to attract new organizations and people with different and innovative ideas. Introduction of this idea influx can modify the vision, mission, goals, and objectives over time to meet future challenges. As a volunteer organization funded by member dues, ITS MD must strive to balance these two organizing perspectives.

Section 4 focuses on the setting of Strategic Priorities and managing shorter-term activities. This Section is intended to provide a transition between: (a) the vision, mission, goals, and objectives, which are identified in this update to the ITS MD Strategic Plan, and (b) the programs and activities that are budgeted for annually and carried out by the Board, its officers, subcommittees, and working groups of members.

Section 5 concludes with a discussion of monitoring future progress and periodically reconsidering further updating the Strategic Plan. The Strategic Plan is intended to be a “living document” and as such requires periodic review and updating to reflect internal changes in organizational direction and priorities, external changes due to the economy, ITS environment, and other factors. The ability to measure and/or assess results, monitor progress, and update as necessary provides the feedback mechanism needed to provide plan updates.

SECTION 1

Vision and Mission – Goals and Objectives

There is a set of terminology associated with the preparation of Strategic Plans that is in general use and may not be equally understood by the various audiences of this Plan. Readers should refer to Appendix A that is intended to help clarify how this Plan uses such terminology and gives distinctions and interrelationships among the various terms that are used.

1.1 **Vision:**

Having a safe, secure, and efficient surface transportation system that uses technology to improve operations for the movement of people and freight in Maryland

1.2 **Mission:**

Support and promote the timely deployment and effective operation of integrated, inter-operable, and intermodal intelligent transportation systems at the state, regional, and local levels by:

- Being a forum to coordinate among members
- Sponsoring programs, events and research for education and training
- Communicating with stakeholders, neighboring chapters and agencies
- Allocating in a responsible manner available chapter resources, and
- Awarding volunteer efforts.

1.3 **Goals:**

1.3.1 Internal Membership Retention and Growth

1.3.2 External Outreach and Awareness Raising

1.3.3 Training and Education of Members and for Allied Professionals

1.3.4 Partnering, Networking, Business Development, and Research on Technologies Supporting Transportation Operations

1.3.5 Facilitating Deployment of Intelligent Transportation Systems in and throughout Maryland and adjoining jurisdictions

1.4 **Objectives by Goal:**

1.4.1 Internal Membership Retention and Growth

1. Engage our existing membership base, so as to minimize loss of existing members, and work to retain all existing members
2. Attract new members from groups such as local agencies, academic and research institutions, and other organizations concerned with new and emerging technologies for transportation.
3. Seek diversity in membership and representative participants to better reflect a broad set of perspectives on ITS with the Membership Subcommittee working to define various dimensions of diversity.

4. Increase our relevance and benefits to members by conducting periodic surveys of member needs and expectations that are reviewed for potential inputs to programmatic activities or other aspects of governance.
5. Target net growth in total annual membership while striving for an annual overall net growth in membership, as proposed by the membership subcommittee and approved by the Board.

1.4.2 External Outreach and Awareness-Raising

1. Increase awareness of the benefits and value of ITS technologies by providing a forum for ITS MD members to showcase innovative ITS technologies and their current utilization in transportation systems to legislators and their constituents.
2. Increase awareness of the members and prospective members of technical resources available by providing opportunities for members, as well as non-members, to exhibit their products and services. Promote the consciousness of the public sector in the use of ITS technologies and services to address transportation challenges by showcasing examples of how these technologies have solved similar challenges elsewhere.
3. Increase awareness of financial resources available to plan, deploy, and manage ITS technologies through distribution of information on upcoming requests for information, proposals in the region, grant opportunities, as well as information on relevant legislative budget discussions.
4. Target outreach efforts to specific stakeholders that could benefit from closer integration and collaboration with ITS technology providers and operators in the region.
5. Sponsor recognition and awards activities of exemplary projects or services related to ITS systems or components serving the region.

1.4.3 Training and Education of Members and for Allied Professionals

1. Sponsor and support seminars, workshops, and short training courses on ITS technology and systems for members and allied professionals. This will include:
 - Lunch and Learn sessions on relevant operations, projects and technologies of members or other allied professionals.
 - Educational workshops sponsored by ITS MD alone or with other organizations.
 - Short courses developed internally or by FHWA or other organizations.
 - Chapter Annual Meeting to bring the ITS community together to exchange ideas and learn about local, regional, statewide, and national ITS activities.
2. To improve the value of our training opportunities, ITS MD will offer Professional Development Hours (PDHs) when applicable.
3. ITS MD will identify allied professionals who may benefit from our training opportunities and invite them to attend as non-members.
4. Sponsor and support area colleges and universities offering curricula in ITS-related fields. This will involve working with area institutions to identify where and how they would like to incorporate ITS information into their programs. To further promote ITS, at this level, ITS MD will also work with colleges and universities to sponsor and support student chapters.

1.4.4 Partnering, Networking, Business Development, and Research on Technologies

Supporting Transportation Operations

1. Promote development of relationships (public, private and inter-agency) to create opportunities for development and deployment of ITS within the membership area.
2. Provide technical and social functions that give members the opportunity for personal interaction and networking.
3. Identify and research emerging transportation technologies, and management and operations approaches that could better achieve the ITS MD vision and mission.

1.4.5 Facilitating Deployment of Intelligent Transportation Systems in and Throughout Maryland and Adjoining Jurisdictions

1. Serve as or provide forums for discussion among the various ITS stakeholders as to ways to better serve improved mobility for travelers as well as better movement for freight.
2. Encourage policies, legislation, programs, and projects that promote ITS deployment, research, implementation, and management and operation to further advance safe, efficient, integrated, inter-operable, and intermodal transportation systems.
3. Establish an ITS MD working group to develop ways to be supportive of efforts to plan for, design, and implement specific Integrated Corridor Management projects as well as in helping to envision a long-term program of implementation.

SECTION 2

Past Progress – Changing Technology, Institutions/Organizations

Since our founding in 1995 the Intelligent Transportation Society of Maryland, now to be referred to as ITS MD, has made steady and sustainable progress in supporting and promoting the deployment and operation of intelligent transportation systems in Maryland and adjoining areas. While the cumulative progress has been substantial, we realize that the pace of technological improvements that can affect transportation systems seems to be accelerating, which will provide many opportunities as well as challenges to future progress. Among those is an evolution in institutions and organizations who are concerned with such things. There also appears to be an increasing general awareness and rising expectations that advancement in technologies needs to be applied to more effectively manage the performance of our transportation systems in a more beneficial manner. How we rise to these challenges is an importation strategic concern to ITS MD.

2.1 Past Progress

In 1995, the State Highway Administration of the Maryland Department of Transportation opened up the first statewide Traffic Management Center. During that same general time period that the center was being developed, representatives of several Maryland-based organizations began to organize and create a new State Chapter of the Intelligent Transportation Society of America (ITSA), which was called the Intelligent Transportation Society of Maryland (ITS MD). In April 1995, a mission statement, goals, and objectives were agreed to, and a set of bylaws were developed and adopted in July 1995.

During the first few years, ITS MD undertook activities to foster the implementation and use of various transportation technologies, collectively termed as Intelligent Transportation Systems (ITS). After a few years the leadership of ITS MD realized that there was a need for a longer-term strategic plan, which was developed and then published in April 1999. The initial progress and accomplishments were documented in the 1999 Strategic Plan.

Several years later, in 2004 to 2006, the leadership of ITS MD began to consider an update to the Strategic Plan. While there was considerable discussion and some draft materials prepared, no formal action was taken at the time. However, some of the ideas made their way into a subsequent amendment of the bylaws in 2008, while others are being considered as part of this update.

Starting in 2010 and 2011 the leadership of ITS MD began a series of periodic retreats once or twice a year to help assess our activities in making progress towards our strategic objectives as well as how we could refine our internal organization to make our effort even more effective. Those retreats have, to a good degree, addressed some of the concerns typically addressed by an update to a strategic plan. During the past decade we have also been refining the type of support we have been receiving in our administrative services contract with the University of Maryland's Center for Advanced Transportation Technology (UMD/CATT).

In addition to the focus we put in having a well-planned and structured Annual Meeting, during the past decade, we have also put a fair amount of effort into an annual Transportation Technology Fair. We have been holding this outreach event during each session of the Maryland Legislature. That external outreach activity has been very effective in raising awareness with Maryland's Senators, Delegates, and their staffs of the value of implementing and operating ITS related projects throughout the State by a wide variety of public sector, private sector, and academic organizations.

Throughout the organization's history we have involved neighboring jurisdictions in our or joint activities, particularly jurisdictions that do not have their own state chapter affiliation. Delaware has been an active member since our chapter's inception. While the District of Columbia has not been a formal member, agencies of the District have been frequent participants in our activities. In addition, during the past decade, we have been emphasizing and helping to organize "Tri-chapter" meetings with ITS Virginia and ITS Pennsylvania. Generally speaking, each year one organization takes a lead and so we put an extra effort in about once every three years.

We have reinvigorated a "Lunch and Learn" program that has a series of events usually at the offices of different member organizations at which they highlight activities they are involved with related to developing and/or more effectively operating ITS projects or programs.

While we are officially an "organization of organizations," we have also consistently carried out a variety of more socially-oriented networking activities that have stressed the value and importance of person-to-person interactions. These typically include activities such as:

- Holding an annual outing to attend an Orioles baseball game, or
- Sponsoring of golf tournaments in conjunction with the Annual Meetings and/or spring special meetings.

ITSA and ITS MD differ from organizations that consist purely of individual professionals, such as the Institute of Transportation Engineers (ITE) or the American Society of Civil Engineers (ASCE). Persons participating in ITS MD activities may do so via the membership of their agency, company, or academic institution.

More recently during the economic downturn and recession of the past five years, some of the organizations that are members of ITS MD ceased being members or curtailed their participation. Thus an important strategic concern has become how to effectively address the challenges of changing membership composition, diversity, membership retention, as well as growth in the number of new members. We have been making progress in this vital area particularly emphasizing a public agency centric focus for membership as well as for the deployment and operation of ITS projects and programs by public agencies. ITS MD was recognized in 2013, for our efforts in 2012, by receiving the State Chapter Award in our group for our membership growth. We were also pleased in 2013 to have been recognized as the overall best State Chapter in our group for the year 2012.

2.2 Changing Transportation Technology

When ITS MD started in 1995, the concept of Intelligent Transportation Systems was new in the state and the country. Over the years, ITS MD has reached out to the major players in ITS in Maryland - the public and private sectors, as well as academia including students - to support and encourage the planning,

development, and implementation of ITS. ITS MD has also served as a conduit of information from ITS America and USDOT. Since 1995, the relevance and value of using technology to improve transportation operations has increased significantly, following the tremendous rise of the use of technology in all aspects of life as well as the great shift toward using the existing transportation network more efficiently before focusing on building more capacity.

Current and emerging technologies are increasingly enabling another technology shift and focus, away from “institutional DOT-based” technologies and toward private sector developed consumer-based solutions. New communications are enabling distributed intelligence, applications, and data that are directly or indirectly put into the hands of travelers and consumers of transportation. These new technologies are also leading to the development of communication and control technologies that are beginning to facilitate “connected vehicles” as well as semi-autonomous and eventually autonomous vehicles. In the private sector, technology companies and auto manufacturers are moving quickly in the development and implementation of these new technologies.

This is a significant shift from the initial approach to implementation of ITS. ITS MD recognizes this new paradigm and will incorporate this new focus into our programs and activities, as well as in our outreach to potential new members.

One way this new consumer-focused shift will be implemented in Maryland is through recent legislation passed to foster more use of Public-Private Partnerships (PPP). ITS MD will identify how our activities and programs can serve to educate stakeholders on this contracting approach as well as connect potential partners.

ITS MD will work to identify other ways that it can facilitate the planning, research, design, and implementation of this new era of technology in transportation.

2.3 Evolving Institutions-Organizations

As discussed in section 2.2, new technologies are changing the implementation landscape for ITS – from public-sector based to private-sector based, from infrastructure-focused to vehicle- and consumer-focused. These new approaches bring new stakeholders into the ITS arena. ITS MD will reach out to these new players – from larger national companies to small start-ups – to involve them in our programs, activities, and membership base. These efforts will also support bridging potential gaps among the emerging commercial side, established public side, and academic institutions.

Over time, implementation of ITS technologies will occur to a greater degree down at the local level as well as outward to other modes, such as transit, freight movement, and pedestrians. ITS MD recognizes this growing base of public sector stakeholders and will continue to reach out to them, to serve as a resource and a link to the ITS community.

In recent years, the private sector has become a critical participant in the area of data collection to support performance management programs. As state and federal performance measurement requirements grow for public sector agencies, their reliance on the private sector will continue to grow as well. ITS technologies and systems provide the foundation for many of these data collection systems. One of our members,

University of Maryland, is the contracting agent (on behalf of the I-95 Corridor Coalition) for a multi-state, regional-level data procurement. The Center for Advanced Transportation Technology (CATT) of UMD is a national leader in data archiving, integration, and decision support/visualization tools.

The CATT also oversees the administration of the Operations Academy Senior Management Program, which is attended by public sector ITS stakeholders from across the country.

As the public sector looks for alternative funding sources for transportation programs, they may look to mileage-based user fees, direct road user charges, or other revenue sources such as smart parking as solutions. These and other possible approaches such as performance based contracting could also be supported by ITS technologies. Public agencies are also looking at creating a more multi-modal, sustainable transportation system; ITS tools will be an important part of these programs as well.

ITS MD has had a strong relationship with our parent organization, ITS America. Our members have been active participants in the ITS America State Chapters Council and other chapter leadership activities. As implementation of technology in transportation evolves, ITS MD will continue its close coordination with ITS America, and other national organizations as relevant, to ensure our members have access to the latest information and leading stakeholders in the field. We will look for opportunities to leverage our close proximity to ITS America, headquartered in Washington D.C.

As the availability of public-sector funding continues to decline and use of technology and expectations of high levels of system performance continue to increase, ITS MD will develop programs and activities, in coordination with our neighboring state chapters and ITS America as appropriate, to support our members as they address the evolving needs of their stakeholders.

SECTION 3

Organizing Internally – Outreaching Externally

Setting a strong internal foundation allows ITS MD an enhanced ability to have a stronger external presence and outreach that can better effectuate the organization's broader objectives. Internal focus alone is insufficient to sustain a successful organization in a long term. Concurrent external focus allows ITS MD to attract new organizations and people with different and innovative ideas. Introduction of this idea influx can modify the vision, mission, and objectives over time to meet present and future challenges. As a volunteer organization funded by member dues, ITS MD must strive to balance these two organizing perspectives.

3.1 Organizing Internally

Over the past several years, ITS MD has been refining its Bylaws to ensure that the chapter remains current with respect to changes in vision, mission, membership, geographical extent and influence, technology, administrative processes, and ITS America requirements. As ITS MD continues to build on its relationships with ITS America, neighboring state chapters, and student chapters, the chapter Bylaws must be considered for review and amendment to ensure the changing nature of chapter interfaces are properly managed.

Currently, the ITS MD chapter has identified five core subcommittees responsible for achieving the chapter mission: (1) Membership, (2) Programs and Events, (3) Governance, Budget and Finance, (4) Communication, and (5) Awards and Nominations. These subcommittees are responsible for addressing the chapter as well as member needs. As the chapter grows and changes, the subcommittee responsibilities must be adjusted to continue to support chapter and member activities. Special task forces, working groups, and subcommittees should be created and dissolved as necessary.

There are other aspects of our internal organizing that have been undergoing change related to our support functions. For example, parts of the ITS MD support functions have been shifted to automated systems such as website content management and payment systems. It can thus be expected that the relative need for administrative support will also be changing and work has been underway in 2014 on that – but more changes can be expected and should be considered. Thus ITS MD should from time-to-time evaluate the support functions to determine which functions will be administered by the volunteer chapter board members and officers, which ones will be automated, and which ones will need to continue to be outsourced to the "traditional" paid administrative support. This will allow the chapter to explore and refine options for paid administrative support and renegotiate specific terms of the associated contract accordingly.

ITS MD chapter has the benefit of close geographic proximity to the ITS America headquarters and several surrounding state chapters, including: ITS Virginia, ITS Pennsylvania, and ITS West Virginia. ITS MD has taken advantage of this opportunity in the past to collaborate more closely with ITS America and adjacent state chapters. That has been done especially with respect to national events occurring in the National Capital Region, as well as in drafting and implementation of national policies on the local and regional level.

The degree and nature of interaction with the surrounding state chapters as well as with ITS America should be determined each year as part of the process of budgeting for activities. However, as a general rule, ITS MD should try to continue to hold joint events with neighboring state chapters drawing on common missions and interests but also perhaps relying on more formalized agreements in doing so. The Board deciding to proceed with a joint event in any year should consider factors such as the expected benefits to the members of ITS MD, the effort and monetary costs anticipated by the members of ITS MD, potential revenues and their distribution, and the relative parity of each of those factors among the different state chapters. It is noted that such considerations of cooperation among adjacent state chapters have recently become part of the selection criteria in annually choosing the outstanding state chapters of ITS America.

ITS MD's scholarship program has been successful over the last few years, with the number of applications growing each year. In 2014 ITS MD received 17 applications from four different universities. ITS MD should strive to continue and bolster this program through additional funds and stronger advertising to universities in the area and related student organizations.

With the establishment of the Professional Development Hours (PDH) program, ITS MD is capable of providing an additional benefit to the membership. ITS MD should evaluate and build an agenda for networking and training events that would provide a reliable source of PDHs for its members. This program could be further enhanced through collaborations with universities in the region as well as member organizations interested in hosting educational events and training sessions.

3.2 Outreaching Externally

Closer collaboration with neighboring state chapters and organizations not only helps internally, but is also an external outreach activity. Enhanced external collaboration will allow ITS MD to organize joint meetings and provide a dual benefit. Internally, this may also provide access to potential members who may have not been aware of the ITS MD organization. Externally, these events will provide additional exposure to ITS MD members and offer potential collaboration opportunities for members.

ITS MD should continue to work with ITS America on policy and program development, with opportunities to bring more national events to Maryland, including the World Congress, which would provide a great national platform for ITS MD and its members. The two should also continue to work together on opportunities for awards and recognition at a local level for achievements of national significance or with organizations having a national footprint. In addition, ITS MD should continue to identify potential partners outside of neighboring state chapters and traditional highway-centric modes.

Over the years ITS MD has been extremely successful in reaching out to state legislators through annual Transportation Technology Fair events. Going forward, it is critical for the chapter to identify a strategy for leveraging that success and raise awareness of available transportation funding that may target multimodal, rural and urban, and public private partnership initiatives.

ITS MD should continue to improve its digital image through a comprehensive rebuild of its website. The ITS MD website must provide current and up to date information relevant both to members and potential members. Recent improvements to the website have enabled members to register for events and pay their dues. In addition, the website is also being revised to maintain an accurate member roster and other administrative information. While those improvements have been internally focused, more attention needs

to be given to the externally facing aspects of the website. Our recent efforts to cooperatively design and approve a new logo has been guided by a concern for how we, as an organization, are perceived by various external stakeholders – target groups we would like to have visit and benefit from using our website and related communications.

As ITS MD continues to serve its membership in Delaware, the chapter should also explore the benefits of a regional chapter by reaching out to other regional chapters such as ITS Heartland, Gulf Region ITS, ITS Midwest, and ITS Rocky Mountain to determine if it would make sense to form ITS Mid-Atlantic. It would also be desirable to include members from the District of Columbia, which could be another step in a transformation to perhaps become a regional chapter.

ITS MD should research and support emerging transportation technologies and management approaches so as to promote roles for Maryland based organizations being more involved in the development and deployment of innovative transportation technologies. Among these emerging technologies and management approaches are:

1. Connected and autonomous vehicles,
2. Integrated Corridor Management planning and deployments,
3. Managed Lane approaches,
4. Active Traffic Management Programs and Projects,
5. Bus Rapid Transit corridors and systems
6. Open road tolling, mileage-based user fees, and/or Road User Charges
7. “Complete Streets” initiatives

For the first of those, connected and autonomous vehicles, ITS MD members had a discussion with representatives from the USDOT Connected Vehicle Test-bed program to explore how the chapter could promote research and implementation of these new technologies. It was thought the most appropriate roles for the chapter would be in the areas of education and outreach / networking facilitation. With this as a foundation, chapter events should include activities such as: (a) incorporating connected / autonomous vehicle sessions in our annual meeting programs; (b) sponsoring related USDOT courses; and (c) inviting local companies involved in these new technologies to: (1) participate in chapter activities, (2) exhibit at the Annual Transportation Technology Fair at the Legislature, (3) present at meetings and information sessions, and (4) join ITS MD.

For the second of those, the planning and deployment of Integrated Corridor Management projects and programs, appears to fit well with the ITS MD Vision, Mission, and various objectives. Consideration should be given to establishing an ITS MD working group to develop ways to be supportive of efforts to plan for, design, and implement specific Integrated Corridor Management projects as well as in helping to envision a long-term program of implementation. There has been growing interest in Maryland in the concept of Integrated Corridor Management. One corridor was selected as one of the eight “Pioneer- sites” in the initial Federal demonstration program; foundational work was done but the project was not among the few selected for the actual pilot project implementation. A different corridor was proposed in late 2013 in response to a request for proposal for a new, second Federal initiative.

In the past, ITS MD has used such focused working groups, for example for working towards the development of an ITS Architecture for Maryland. The products of that effort are still maintained on the ITS MD website.

SECTION 4

Setting Strategic Priorities – Managing Shorter Term Activities

This Section is intended to provide a transition between: (a) the vision, mission, goals, and objectives, which are identified in this update to the ITS MD Strategic Plan, and (b) the programs and activities that are budgeted for annually and carried out by the Board, its officers, subcommittees, and working groups of members. As defined in Appendix A, Strategic Priorities consist of groupings of objectives identified by the Board in this Strategic Plan to receive relative emphasis and importance and are to be used in guiding the annual budgeting of activities. Each objective has been designated either as a higher priority or basic priority, without a specific ranking among objectives in a group. There is a relative time dimension to these Strategic Priorities in that we see them holding for an intermediate time period on the order of three to five years. Budgeted activities on the other hand are expected to be carried out during a one and in some cases a two year time period.

4.1 Setting Strategic Priorities

Section 1 identified five goals and 20 objectives that by the very nature of being so identified gives each of them some level of “basic priority”. Each of these basic priorities deserves sufficient attention by the Board, the officers, subcommittees and when appropriate one or more ad hoc work groups. From an overall strategic perspective working to some degree on each goal and objective each year is necessary to have a complete and viable organizational foundation upon which we will be better able to sustain ourselves into the long term future.

As such Exhibit 4.1 “maps” the 5 goals and 20 objectives to the five subcommittees or Board, along with their respective responsibilities and indicates (by an asterisk and red font) which subcommittee has the primary responsibility for each objective. This mapping of responsibility for each basic priority is intended to avoid any of the objectives falling through the cracks and not being addressed by the most appropriate subcommittee at the most appropriate time.

On the other hand, it intuitively seems that not putting an equal emphasis and priority on each of these goals and objectives, rather choosing Strategic Priorities, would lead to a more efficient and effective organization. Thus identifying Strategic Priorities will enable us to more sufficiently and quickly attain and then maintain our vision and mission with greater benefit with less cost and effort to our members and other stakeholders.

A challenge then for this update of our Strategic Plan is to identify that subset of objectives that would more easily capture the interest, support, and participation of the members and would likely result in better outcomes that are being sought by the vision and mission. Doing so will enable the Board, during its annual budgeting process, to better align proposed general programs and specific activities with groupings of objectives that are seen as being more strategic for ITS MD.

Objective by Goal	Membership	Programs and Events	Governance, Budget and Finance	Communication	Awards and Nominations	Board of Directors
1.4.1: Internal Membership Retention and Growth						
Engage and Retain Membership	Evaluate and Identify Methods*					Approve Plan
Attract New Members	Identify New Members*			Develop and Execute Outreach Plan		Approve Plan
Diversity in Membership	Evaluate and Identify Methods*			Execute Plan	Execute Plan	Approve Plan
Conduct Surveys	Identify Needs and Design Survey*			Administer Survey		Approve Plan
Targets for Net Growth	Recommend Growth Targets*					Approve Targets
1.4.2 External Outreach and Awareness Raising						
Showcase ITS to Legislators		Recommend Targets; Plan and Execute*				Approve Plan
Increase Awareness of Technical Resources for ITS through Exhibits		Recommend Annual Program, Plan and Execute*		Event Communication and Registration		Approve Plan
Awareness of Financial Resources for ITS			Coordinate	Identify and Communicate*		
Target Outreach to Identified Stakeholders	Identify Stakeholders	Plan and Execute Outreach*		Communicate with Targeted Stakeholders		Approve Plan
Recognition and Awards for ITS Projects				Communicate Program(s) and Awards	Identify and Develop Program*	Approve Plan and Awards
1.4.3 Training and Education of Members and for Allied Professionals						
Sponsor Training / Education		Recommend Annual Program, Plan and Execute*		Identify and Communicate		
Offer Professional Development Hours (PDHs)				Advertise and Award PDHs*		
Identify and Invite Allied Professionals				Invite*		Identify Professionals
Sponsor / Support Area Universities and Student Chapters	Identify Needs and Develop Plan*					Approve Plan

* Indicates which subcommittee has the primary responsibility for each objective

Objective by Goal	Membership	Programs and Events	Governance, Budget and Finance	Communication	Awards and Nominations	Board of Directors
1.4.4 Partnering, Networking, Business Development, and Research on Technologies Supporting Transportation Operations						
Promote Relationships		Recommend Annual Program, Plan and Execute*				Approve Plan
Technical and Social Events		Recommend Annual Program, Plan and Execute*				Approve Plan
Research emerging technologies and management and operations approaches		Recommend Annual Program, Plan and Execute*				Approve Plan
1.4.5 Facilitating Deployment of Intelligent Transportation Systems in and throughout Maryland and adjoining jurisdictions						
Serve as Discussion Forum		Recommend Annual Program, Plan and Execute*				Approve Plan
Encourage Policies and Legislation to Promote ITS			Evaluate & Identify Policies; Recommend Policies to Promote*	Promote identified policies		Approve Policies
Establish a Working Group on Integrated Corridor Management		Recommend Annual Program, Plan and Execute*				Approve Plan

* Indicates which subcommittee has the primary responsibility for each objective

However, from a pragmatic perspective, the number of designated higher priority Strategic Priorities should be limited somewhat, perhaps to about half of the total number of objectives. These higher priority Strategic Priorities shall have a larger proportionate share annually of our efforts, energies, and resources.

For these higher priority Strategic Priorities it would be desirable for ways to be developed that they may be quantitatively measured, and/or qualitatively assessed, so that we can better evaluate our performance on an on-going basis. From the perspective of the Strategic Plan, establishing targets and measuring or assessing performance is an annual activity left to each subcommittee, but with oversight from the Board.

The following are our higher priority Strategic Priorities, organized by the five goals. In Exhibit 4.1, these higher priority Strategic Priorities are given in bold font for emphasis in the text in the column of "Objective by Goal".

Internal Membership Retention and Growth:

- Engage our existing membership base, so as to minimize loss of existing members, and work to retain all existing members.
- Attract new members from groups such as local agencies, academic and research institutions, and other organizations concerned with new and emerging technologies for transportation.

External Outreach and Awareness-Raising:

- Increase awareness of the benefits and value of ITS technologies by providing a forum for ITS MD members to showcase innovative ITS technologies and their current utilization in transportation systems to legislators and their constituents.
- Increase awareness of the members and prospective members of technical resources available by providing opportunities for members, as well as non-members, to exhibit their products and services. Promote the consciousness of the public sector in the use of ITS technologies and services to address transportation challenges by showcasing examples of how these technologies have solved similar challenges elsewhere.

Training and Education of Members and for Allied Professionals:

- Sponsor and support seminars, workshops, and short training courses on ITS technology and systems for members and allied professionals, focusing on the Annual Meeting.
- Offer Professional Development Hours (PDHs) when applicable.

Partnering, Networking, Business Development, and Research on Technologies Supporting Transportation Operations:

- Promote development of relationships (public, private and inter-agency) to create opportunities for development and deployment of ITS within the membership area.
- Provide technical and social functions that give members the opportunity for personal interaction and networking.
- Identify and research emerging transportation technologies and management and operations approaches that could better achieve the ITS MD vision and mission.

Facilitating Deployment of Intelligent Transportation Systems in and Throughout Maryland and Adjoining Jurisdictions:

- Serve as or provide forums for discussion among the various ITS stakeholders as to ways to better serve improved mobility for travelers as well as better movement for freight
- Encourage policies, legislation, programs, and projects that promote ITS deployment, research, implementation, and management and operation to further advance safe, efficient, integrated, interoperable, and intermodal transportation systems, with an increasing emphasis on connected and autonomous vehicles.
- Establish an ITS MD working group to develop ways to be supportive of efforts to plan for, design, and implement specific Integrated Corridor Management projects as well as in helping to envision a long-term program of implementation.

4.2 Managing Shorter Term Activities

The ITS MD Board for the past several years has been increasingly delegating to the subcommittees the day-to-day responsibility for managing the budgeted shorter term activities. That also includes having the subcommittee for Governance, Budgeting, and Finance work with each of the other four subcommittees to develop proposed programs and activities within their assigned basic priorities. Such proposed programs and activities for the past few years have been reviewed at the Board's "retreat" at the end of each calendar year. In the ensuing discussion and consideration of a draft budget, action is taken by the Board to adopt the budget for the next calendar year.

We see that each of the subcommittees will similarly take ownership for the agreed to Strategic Priorities of this Plan and put special emphasis on those high priority objectives during the annual process of budgeting for programs and activities. In doing these reviews of Strategic Priorities, the subcommittees should build upon prior ad hoc analytics that document year-by-year "trends" in use of our fiscal resources as well as various outputs and/or outcomes of our efforts.

SECTION 5

Monitoring Progress – Reconsidering Plans

The Strategic Plan is intended to be a “living document,” and as such requires periodic review and updating to reflect internal changes in organizational direction and priorities, or external changes due to the economy, ITS environment, or other factors. The ability to measure, assess and evaluate results, monitor progress, and update as necessary provides the feedback mechanism needed to provide plan updates.

5.1 Monitoring Progress

The Strategic Plan goals and objectives establish the overall benchmarks against which to gauge progress, while the specific Strategic Priorities of Section 4 provide measurable and assessable activities against which to monitor our progress. The key benefit of this process is that plan execution progress is measured and/or assessed regularly to identify variances and allows the Board to make adjustments as needed. One of the Board’s responsibilities is to provide overall organizational governance, priorities, and resource assignments. Monitoring our on-going progress against an established plan baseline provides the Board with an objective approach towards fulfilling its responsibilities.

Additional decision support tools that may be helpful in monitoring progress include the following:

- **Membership Long-Term Trends** – this spreadsheet shows annual comparison of total membership and composition by member type.
- **Dues Structure Long-Term Trends** – this spreadsheet shows annual comparison of various membership category membership fees
- **Annual Meeting Long-Term Trends** – this spreadsheet shows annual comparison of various meeting metrics including, location, number of attendees by type and number of exhibitors.
- **Major Activities and Events Long-Term Trends** – this spreadsheet shows annual comparison of various major activities including: the annual meeting, the Transportation Technology Fair at the Maryland Legislature, Tri-chapter meetings, education and training activities, and social outings.
- This Strategic Plan is intended to be a benchmark against which to monitor our further progress towards our goals
- A responsibility of the Board is to develop approaches and delegation of assignments to periodically monitor and assess our on-going progress towards achieving our target objectives and moving towards our goals

5.2 Reconsidering Plans

Measured progress and variances identified through the monitoring process are then considered by the Board to determine what changes, if any, may be required to the Strategic Plan. It is expected that naturally occurring variances and resulting minor adjustments will be handled through the normal course of on-going Board decisions and actions. However, longer term trends should provide a relatively clear indication of when the Strategic Plan would need to be revised for it to maintain its relevancy.

Whenever a future update is prepared, any associated promotional material related to the Strategic Plan will also be updated. Any updates will be administered by a specially appointed working group. The working group draft plan will go to full membership including ITSA for review and comment. The final draft requires simple majority approval by the Board to be adopted as the official version. Other various organizational planning documents should reflect the priorities and direction established by the Strategic Plan.

The annual budget is established at the beginning of the year and is used to govern the financial performance of the organization. Financial objectives, expenditure priorities, and income targets including membership dues rates are reflected in the budget and needs to relate back to the Strategic Plan. For example, some outreach activities are structured so that the attendance cost is nominal in an effort to attract maximum participation, but as a result operate at a net financial loss. Other activities are designed as a benefit to the membership and also operate with little or no margin. While other activities, such as the Annual Meeting is clearly designed to provide maximum revenue opportunity.

The active monitoring of multi-year financial performance along with establishing proper financial targets, which are part of the budgeting process, should clearly reflect and support the priorities established in the Strategic Plan. Major events, such as the Annual Meeting, are typically managed with their own detailed budget, but these again should reflect the overall organizational budget and Strategic Plan.

APPENDIX A

1: **Distinctions and Interrelationships among Strategic Plan Terminology Being Used in the 2014 Strategic Plan Update and other Sources**

Vision:

A written description of what an organization wants to see as a desired future state, which is to be achieved over the time frame of its Strategic Plan and beyond, that describe the external environment as well as the internal nature of the organization.

It helps to define an organization's purpose.

It is written succinctly and in a manner that makes it easy for members of the organization to verbalize it at any given time.

Mission:

The main roles that we can carry out, consistent with our charter, to help in attaining and maintaining our vision.

There should also be a consistency with the mission of ITS America, the organization with which we are affiliated.

Goals:

High level actions we want to accomplish in moving towards the vision, which we define for ourselves, which are useful to focus our on-going activities, and are also consistent with our mission.

Specific goals may change over time as we accomplish some and identify new opportunities and challenges needing to be addressed, while still being in accord with our vision and mission.

Objectives:

Specific aspects of each goal around which we can carry out our day-to-day activities, within the limits of our fiscal resources and time, as well as volunteer efforts by the membership organizations and individuals.

"Strategic Priorities" consist of groupings of objectives identified by the Board in this Strategic Plan to receive relative emphasis and importance and are to be used in guiding the annual budgeting of activities. Each objective has been designated either as a higher priority or a basic priority, without a specific ranking among objectives in a group.

"Activities" are assigned to one or more of the subcommittees, or to an ad hoc working group of ITS MD, and are refined and shaped during the annual budgeting process and on-going review and approval of the Board. Each activity should be directed towards at least a partial accomplishment of one or more objectives of the Strategic Plan.

When possible and practical, the subcommittees should set quantifiable targets or assessment factors for objectives that can be used to better assess whether necessary and sufficient resources and/or volunteer effort are being made available or are being directed towards such objectives.

2: From the ITS America, Strategic Plan, Summer, 2008

Vision:

Help save lives, time, and money and sustain the environment through the broad deployment of interoperable intelligent transportation systems (ITS) technologies.

Mission:

To be proactive leaders for all ITS stakeholders, promoting collaboration and networking in research, development, and design of ITS technologies and to accelerate their deployment and sustain the environment.

3: A Sample of Generic Definitions of Vision and/or Mission

The following is a sample of definitions or characterization of terminology used elsewhere as found in an on-line search, with the sources noted.

An Organizational Vision: An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future.

Source: www.businessdictionary.com/definition/vision-statement.html

A Vision Statement: Defines the optimal desired future state - the mental picture - of what an organization wants to achieve over time; Provides guidance and inspiration as to what an organization is focused on achieving in five, ten, or more years; Functions as the “north star” - it is what all employees understand their work every day ultimately contributes towards accomplishing over the long term; and, Is written succinctly in an inspirational manner that makes it easy for all employees to repeat it at any given time

Source: Published on April 24, 2010 by Jennell Evans in *Smart@Work*

Mission statements and vision statements do distinctly different jobs.

Mission statements define the organization’s purpose and primary objectives. These statements are set in the present tense, and they explain why you exist as a business, both to members of the organization and to people outside it. Mission statements tend to be short, clear and powerful.

Vision statements also define your organization’s purpose, but they focus on its goals and aspirations. These statements are designed to be uplifting and inspiring. They’re also timeless: even if the organization changes its strategy, the vision statement can often stay the same.

Source: www.mindtools.com/pages/article/newLDR_90.html

APPENDIX B

Affiliation Agreement with ITS America

The current version of the ITS MD Affiliation Agreement with ITS America can be found on our website at the following address.

itsmd.org/about-us/

Current Bylaws of ITS Maryland

The current version of the ITS MD Bylaws, which were last amended on March 19, 2014, can be found on our website at the following address.

itsmd.org/about-us/bylaws/

