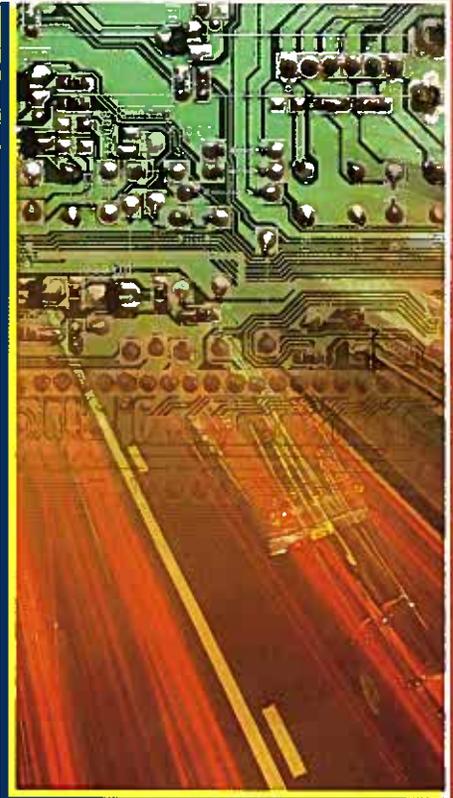




SUMMER 2008
Intelligent Transportation Society of America

STRATEGIC PLAN





WHO IS THE INTELLIGENT TRANSPORTATION SOCIETY OF AMERICA?

Founded in 1991 as a Federal Advisory Committee to the U.S. Department of Transportation, the Intelligent Transportation Society of America (ITS America) is the leading advocate for deployment of technologies that improve the safety, security and efficiency of the nation's surface transportation system. Intelligent transportation systems (ITS) encompass a broad range of wireless and wire line communications, information processing, advanced computing, and electronics technologies. When integrated into the nation's roadways, vehicles, and public transit systems, these technologies can help reduce congestion, enhance mobility options, and help save lives.

Our members include private corporations, public agencies, and academic institutions involved in the research, development and deployment of ITS technologies. ITS America strives to provide its more than 500 member organizations a "seat at the table" when public policy, regulations, standards and other matters relating to ITS are discussed. The Society's communications program raises awareness among consumers, legislators, and media of the value of ITS and promotes expanded use of technology solutions where people and goods are transported. Government relations efforts are focused on advocating the economic, safety, mobility, security and environmental benefits of ITS.

ITS America activities reflect the globalization of its membership by increasing efforts to integrate affiliates from other countries and world regions into ITS America and by expanding its working relationship with ERTICO (ITS Europe) and ITS Japan.

ITS America also provides a variety of services and programs to assist its members in the achievement of their ITS policy and business objectives.





VISION

Help save lives, time, and money and sustain the environment through 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.



DEFINITION OF ITS

Intelligent transportation systems and services is the application of technology to enhance the movement of people and goods.

GUIDING PRINCIPLES

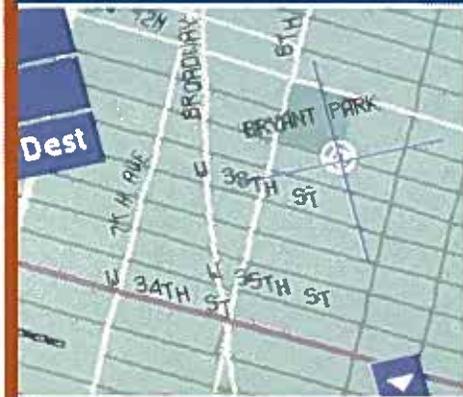
- Our members are our highest priority.
They are the focus of everything we do.
- Provide maximum value for our members and affiliates in other countries through enhanced interactions between the public and private sectors.
- Be the preeminent future-thinking organization for ITS.
- Be the ITS resource for political leaders, public agencies and the business community.
- Support technology for a multimodal surface transportation system that is environmentally, financially and socially sustainable.
- Apply the highest standards of integrity and excellence to all of our practices and relationships.

STRATEGIC GOALS

To fulfill the responsibilities set forth in the mission, vision and guiding principles, the ITS America Board of Directors and staff will pursue four overarching strategic goals:

- 1. Optimize Member Value**
- 2. Serve as the Chief Advocate for Intelligent Transportation Systems (ITS)**
- 3. Serve as a Thought Leader in Transportation Policy**
- 4. Improve the Efficiency and Effectiveness of ITS America Governance and Operations**

The board will revisit periodically the strategic plan to ensure that it remains current and relevant.





“Caltrans’ partnership with ITS America keeps us on the cutting edge with new technology, which is crucial in the ever changing transportation market. This public-private partnership also gives us access to more suppliers, and that helps the state meet its transportation needs.”

RANDELL IWASAKI
CHIEF DEPUTY DIRECTOR
CALIFORNIA DEPARTMENT OF TRANSPORTATION



“ITS America is my ‘go to’ organization for information on transportation technology. If ITS America did not exist, we would have to create it to advocate the benefits of ITS technology to deal with congestion, safety, and traveler information. Research on each of my transportation policy projects starts with information from ITS America.”

RAY D. PETHTEL
UNIVERSITY TRANSPORTATION FELLOW
DIRECTOR, TRANSPORTATION POLICY GROUP
VIRGINIA TECH TRANSPORTATION INSTITUTE

**1**
STRATEGIC
GOAL**Optimize Member Value.**

Our members are our highest priority because they make the organization unique. To enhance the members' experience and value, ITS America will:

- Define expectations, opportunities and obligations for member involvement. Like many organizations, the level of involvement with ITS America varies by member. To maximize the collective intellectual capital of our members, ITS America will identify and define opportunities for membership involvement and ensure that this information is accessible, relevant and adequately communicated.
- Engage a wider range of members in ITS America activities. Through internal governance activities, forum work, state chapter activities, government agency work, and other appropriate means, ITS America is engaging an increasing number of members. ITS America will continue to solicit and expand member participation in the U.S. and affiliated countries through more vigorous identification of member interests and use of member expertise in projects and initiatives.
- Optimize member value by maintaining and growing membership through retention, return, and recruitment. To optimize member value, ITS America will first focus on retaining existing members by creating a "Member Value" proposition that will identify services desired by our membership. ITS America will also strategically recruit new members (as well as attract back those members who left), as it seeks to broaden its field of expertise and distinguish itself as a thought leader in transportation policy. The more varied ITS America's membership becomes, the more value created for the organization. Greater diversity and number of members tends to foster more rigorous debate and expand expertise, thought leadership, and representation. An increase in membership also directly translates into additional revenue that can be used for extra services that are of value to our members.

**STRATEGIC
2
GOAL****Serve as the Chief Advocate for
Intelligent Transportation Systems.**

Given the breadth of its membership, as well as their unique focus on ITS, ITS America is well positioned to serve as the chief advocate for the development and application of intelligent transportation systems and services. ITS America will develop outreach, advocacy, and position statements that describe and illustrate the societal, technical and political benefits of ITS. To fulfill this role, ITS America will:

- Serve as the independent, primary authority for ITS-related congressional and regulatory affairs. By maintaining a broad membership that is not beholden to a single sector, company or organization, ITS America can serve as the independent authority on ITS for congressional and regulatory bodies.
- Launch an integrated strategic communications initiative. To promote wide-spread deployment of ITS, the public at large, business firms and organizations at the federal, state and local level must understand the opportunities for and benefits of the use of ITS. Doing so requires a public awareness campaign that emanates from an integrated communications strategy developed and implemented by ITS America.
- Create a "brand" for ITS America. To achieve long-term success, ITS America will develop and effectively manage its brand and make itself, as well as its mission and services, better known to a wider range of individuals and organizations. ITS America, with its state chapters, will strategically raise its public profile through the media and outreach to key audiences.
- Form strategic alliances with other organizations and stakeholders. To be a successful advocate, ITS America must strategically align itself with a broad range of organizations and stakeholders in the U.S. and other countries and regions to ensure that its voice is heard and to successfully leverage the strengths of its partners.

**STRATEGIC GOAL 3****Serve as a Thought Leader in Transportation Policy.**

ITS America will provide thought leadership on transportation policy by providing insight, expertise, experience, and analysis that adds value. Specifically, ITS America shall:

- Serve as a liaison between ITS America members, the U.S. DOT, and other stakeholders. A primary role for ITS America is to serve as a liaison between the public and private sectors so that its members are informed of opportunities, partners, and technological advances. Through ITS America, government members are able to access a broad spectrum of ITS interests and technologies.
- Support research and help formulate the agenda to deploy ITS. ITS America must work with the U.S. DOT, companies, academia, and public agencies to establish long-term ITS research and deployment agendas. By establishing and managing the agendas, wide-spread deployment of ITS will be greatly facilitated.
- Engage ITS America State Chapters and members to identify and share emerging practices for local ITS deployment. ITS America will leverage its state chapters to identify and share emerging practices to ensure wide-spread education and understanding and promote compatibility of ITS.
- Create an ITS knowledge management center and become the source for ITS information. ITS America will establish a knowledge management center to collect, organize, share, and promote ITS research and deployment in the United States.
- Establish an environmental program that demonstrates and explains the connection between ITS, energy, and climate change. ITS will play an increasingly important role in environmental policy because ITS can help optimize the transportation system. ITS America will identify, quantify, and promote the environmental benefits of ITS, as well as identify opportunities to deploy ITS as part of a federal, state or local environmental/climate change strategy. ITS America will assume a leadership role among other associations and stakeholders to promote the intersection between ITS and the environment.

**STRATEGIC GOAL 4****Improve Efficiency and Effectiveness of ITS America Governance and Operations.**

To remain a first class service organization that optimizes member resources, ITS America must continue to improve the efficiency and effectiveness of its internal operations.

- Increase financial independence. To protect its finances against volatile fiscal cycles, ITS America must manage its current sources of revenue including membership, meetings and contract revenue. ITS America should identify and obtain new funding sources, such as new federal and state contracts, new meetings, advertising and sponsorship, and other non-dues revenue opportunities.
- Regularly assess the skills and representation of the board. The ITS America Board of Directors is its chief strategic leadership body. To ensure that it is able to fulfill its fiduciary obligations, as well as provide the best strategic advice possible, the board will regularly assess the skills of all board members to identify and fill any gaps in expertise or sector representation.
- Regularly assess governance and oversight structure. The board provides important leadership to ITS America through its committee and governance structure. ITS America, like all organizations, is evolving and its governance and oversight structure must evolve with it. The ITS America Board will periodically review its governance and forum and committee structures to ensure that they are efficient and strategically driven to meet the needs of the broad membership, and then update the bylaws accordingly.
- Regularly assess the skills of staff. The ITS America staff is critical to fulfilling the strategic vision and mission set forth in this document. It is critical that ITS America have the best and most committed staff possible and the tools necessary to fulfill the objectives of the organization. ITS America management will regularly assess the skills and needs of its staff to ensure it is capable of meeting member needs and advancing ITS America's mission.



“I have served the board of ITS America twice – once as a public sector executive and most recently I am part of the “new” ITS America as a private sector transportation consultant. The reinvigoration of the association has confirmed for me that it is truly one of the only places where both sides of the transportation fence can meet to share ideas, understand each others needs and mutually find ways to provide the mobility we all need to maximize economic vitality.”

KEN PHILMUS
VICE PRESIDENT AND NATIONAL DIRECTOR
OF TOLL SERVICES
DMJM HARRIS





“ITS America has the capability to play an important role in helping to enhance the safety, mobility, and energy-efficiency of future transportation systems. Nissan believes that ITS America is well-positioned to help promote ITS-related industries to the transportation community and within the larger changing global economy.”

BOB YAKUSHI, DIRECTOR, PRODUCT SAFETY, ENVIRONMENTAL, NISSAN NORTH AMERICA, INC.



“My organization’s membership with ITS America has really helped grow our ITS business over the years. ITS America provides us access to public sector clients and private sector partners that we just can’t get anywhere else.”

PATRICK MCGOWAN
VICE PRESIDENT
TELVENT FARRADYNE, INC.